



Trade SWAp Road Map 2014-2018

**Development Impacts, Strategic Outcomes, and
Short and Medium Term Indicative Actions**

With Key Performance Indicators



Phnom Penh, January 2014

Acronyms

AfT	Aid for Trade
AFSIS	ASEAN Food Security Information System
AFTEX	ASEAN Federation of Textile Industries
AIDSP	Agro-Industry Development Strategic Plan
ARASFF	ASEAN Rapid Alert System for Food and Feed
ASEAN	Association of South East Asian Nations
ATIGA	ASEAN Trade in Goods Agreement
BFC	Better Factories Cambodia
CAMFEBA	Cambodian Federation of Employers and Business Associations
CARDI	Cambodia Agriculture Research & Development Institute
CBA	Collective Bargaining Agreement
CCIC	China Certificate and Inspection Group, Cambodia
CDC	Council for the Development of Cambodia
CEDEP	Cambodia Export Development and Expansion Program
CIS	Confederation of Independent States
CLV	Cambodia Laos Vietnam
CO	Certificate of Origin
CoM	Council of Ministers
CSF	Classical swine fever
CTIS	Cambodia Trade Integration Strategy
DAC	Development Assistance Committee
DAHP	Department of Animal Health and Protection
DFQF	Duty-Free Quota-Free
DICO	Department of International Cooperation
DP	Development Partner
DTIS	Diagnostic Trade Integration Study
EBA	Everything-but-Arms
EDC	Electricité du Cambodge
FDI	Foreign Direct Investment
FiA	Fisheries Administration
FMD	Foot and mouth disease
FOCC	Footwear & Garment Order Center of Cambodia
FSCC	Food Safety System Certification

GCC	Gulf Countries Council
GDA	General Directorate of Agriculture
GDCE	General Department of Customs and Excise
GDP	Gross Domestic Product
GHP	Good Health Practice
GMAC	Garment Manufacturers Association of Cambodia
GMP	Good Manufacturing Practice
G-PSF	Government-Private Sector Forum
GSP	General System of Preference
INFOSAN	International Food Safety Authorities Network
HACCP	Hazard Analysis and Critical Control Points
IP	Intellectual Property
IPPC	International Plant Protection Convention
IPM	Integrated Pest Management
IPR	Intellectual Property Right
ISC	Institute of Standards Cambodia
ISO	International Standards Organization
LDC	Least Developed Country
MAFF	Ministry of Agriculture, Forestry and Fisheries
MARD	Ministry of Agricultural and Rural Development
MEF	Ministry of Economy and Finance
MICE	Meetings, Incentives, Conventions & Exhibitions
MoC	Ministry of Commerce
MoCFA	Ministry of Culture & Fine Arts
MoEYS	Ministry of Education, Youth and Sports
MoFA	Ministry of Foreign Affairs
MoH	Ministry of Health
MoI	Ministry of the Interior
MoIH	Ministry of Industry and Handicrafts
MoPWT	Ministry of Public Works and Transport
MoT	Ministry of Tourism
MoU	Memorandum of Understanding
MoWA	Ministry of Women Affairs
NCIPR	National Committee on Intellectual Property Rights
NEA	National Employment Agency

NGO	Non-Governmental Organization
NIS	National Institute of Statistics
NSW	National Single Window
NTM	Non-Tariff Measure
OECD	Organization for Economic Cooperation and Development
OIE	Office International de l'Epizootie
PPP	Public-Private Partnership
PRC	People's Republic of China
PRRS	Porcine reproductive and respiratory syndrome
PSD	Private Sector Development
RACA	Royal Academy of Culinary Arts
RCEP	Regional Comprehensive Economic Partnership
RDB	Rural Development Bank
RGC	Royal Government of Cambodia
RO	Rules of Origin
RoI	Return on Investment
RSA	Royal School of Administration
RRIC	Rubber Research Institute of Cambodia
RUA	Royal University of Agriculture
SEZ	Special Economic Zone
SNEC	Supreme National Economic Council
SPS	Sanitary and Phytosanitary
S-SC	Sub-Steering Committee
TA	Technical Assistance
TBT	Technical Barrier to Trade
Trade SWAp	Trade Sector-Wide Approach
TEU	Twenty-Foot Equivalent Unit
TRTA	Trade Related Technical Assistance
TTRI	Trade Training and Research Institute
TVET	Technical Vocational Education and Training
TWG	Technical Working Group
VAT	Value Added Tax
WG	Working Group
WTO	World Trade Organization

Development Impacts/Goals Outcomes, Indicative Actions	Key Performance Indicators		Responsible Parties
	Baseline	2016 or 2018 Target	
Trade SWAp Development Impacts/Goals			
Trade SWAp Goal 1: Improved competitiveness contributes to reduce poverty through better and new jobs	During 2005-13 Cambodia narrowed its distance to the best performing country for all indicators combined in <i>Doing Business</i> by 11.1%. Cambodia 2013 ranking was 133 out of 185 countries	Cambodia narrows its distance to the best performing country for all indicators combined by an additional 10% by 2018	n.a.
Trade SWAp Goal 2: Significant increase in the contribution of the trade sector to GDP and deepening diversification of Cambodia's export base	13% yearly average growth of exports of goods and services during 2007-11	11% yearly average growth of goods and services exports during 2014-2018	n.a.
	Garments and tourism represent 80% of total recorded goods and service exports in 2011	Garments and tourism represent 60% or less of total recorded goods and service exports in 2018	n.a.
Trade SWAp Goal 3: Strengthened capacity of RGC to formulate and implement trade policies and strategies	1 sector policy focusing on exports in 2013 (for Rice)	4 additional sector policies focusing on export by 2018	n.a.
Trade SWAp Goal 4: Responsiveness of RGC to Private Sector needs increases as a result of better dialogue	CDC approved \$35.5 billion worth of investment projects between 2007-2011	Investment projects approved by CDC doubles to \$70 billion (or more) between 2014-2018	n.a.
Trade SWAp Goal 5: Improved planning, implementation, and monitoring capacity of RGC through implementing Trade SWAp	14 of the 20 Outcomes in Trade SWAp 2014-2018 receive TA support as of 2013. Of the 14 outcomes with TA, only 10 have one TA or more monitored through Trade SWAp of which 3 have 2 or more TAs monitored (TRTA matrix)	At least 16 of the 20 Outcomes receive TA support and have at least one TA monitored through Trade SWAp. Of the 16 outcomes, at least 10 have 2 or more TAs monitored through Trade SWAp	n.a.

n.a. = not applicable

Trade SWAp Strategic Outcomes and Indicative Actions by Pillar

Pillar 1: Increasing the Competitiveness of Cambodian Exporters in World Markets Through a Strengthened Export Business Environment

Outcome 1: Trade Policy Reform and Market Access Negotiations

Outcome 1: Trade Policy Reform and Trade Negotiations Cambodia meets its trade legal reform obligations under WTO and ASEAN; strengthens its access to markets through trade negotiations; enhances the transparency of its trade rules and laws	84 Actions identified in the RGC's <i>Work Program on WTO Obligations and Related Issues 2012-2015</i>	75% of the 84 Actions listed in RGC's <i>Work Program</i> have been fully completed by 2016	MoC, Line Ministries responsible for individual legal or institutional actions
	RCEP Rules of Origins need to be negotiated	The RCEP rules of origin allow for cumulation across all its members by 2018	MEF, MoC, Line Ministries
Short-Term Actions: 2014-2016			
Indicative Action 1: Favorable Rules of Origin remain in place under EU's EBA and Canada's DFQF	ROs in EBA and Canada's DFQF are favorable but countries graduating from GSP programs can no longer be used for cumulation	Cambodia negotiates with EU and Canada to ensure that graduation of individual countries from GSP programs does not affect Cambodia's cumulation for ROs purpose	MEF, MoC (immediate Action to be taken)
Indicative Action 2: Draft and promulgate Legal Text on Rules of Origins	No draft in 2013	Law approved by Parliament and signed into Law by 2016	MoC, MEF, CoM
Indicative Action 3: Finalize and promulgate Law on Trade Remedies	Draft text exists in 2013	Law approved by Parliament and signed into Law by 2016	MoC, CoM,
Indicative Action 4: Finalize and promulgate Law on SEZs	Draft text exists in 2013	Law approved by Parliament and signed into Law by 2016	CDC, CoM,
Indicative Action 5: Finalize and promulgate revised Investment Law	Draft amended law exist in 2013	Law approved by Parliament and signed into Law by 2016	CDC, CoM

Indicative Action 6: Finalize and promulgate Law on Competition	Early draft exists as of 2013	Law approved by Parliament and signed into Law by 2016	MoC, CoM
Indicative Action 7: Amend legislation on Standards to make it WTO-compliant (same as Outcome 4, ST Action 9)	Law on Standards not WTO-compliant.	Laws on standards has been amended and is WTO-compliant by 2016	MoIH, CoM
Indicative Action 8: Trade rules and regulations (including tariffs) are freely available online	No website with consolidated presentation of Trade Laws and Regulations (including for SPS and TBT) as of 2013	National information portal at www.ocm.gov.kh fully operational in Khmer and English in 2016. MoC Trade Information (includes ASEAN National Trade Repository) website fully operational	CoM, MEF, MoC
Indicative Action 9: Legal measures to ensure compliance with ATIGA (Art. 56 on Authorized Operators, Art. 62 on Advance Rulings, Art. 61 on Post Clearance Audit, Art. 57 on Customs Valuation) have been adopted	Prakas on Advance Ruling issued by GDCE in January 2013. No or limited action taken elsewhere	Full compliance with ATIGA is achieved by the end of 2015	GDCE, MoC and other line agencies
Indicative Action 10: National Work Program on NTMs in line with ASEAN requirements is in place	Anukret to create Inter-Ministerial Committee on NTMs being drafted under MEF leadership as of mid 2013	Anukret signed by Prime Minister. Committee is up and running.	Line Ministries included in NTM Inter-Ministerial Committee
Indicative Action 11: CLV Development Triangle's focus on rubber sector proceeds as planned with formulation of Action Plan by the three countries (same as Outcome 14, ST Action 7)	The 7 th CLV Development Triangle Summit of Heads of State held in Vientiane March 12, 2013 requested preparation of action plan for development of the rubber sector in the Triangle	Action plan fully formulated for the 8 th CLV Development Triangle Summit as requested during 7 th Summit	MEF, MoC, MAFF, SNEC

Medium-Term Actions: 2016-2018			
Indicative Action 1: Legal framework for food safety upgraded, including adoption and promulgation of modern food law (same as Outcome 4, MT Action 2)	No proper legal framework in place	Legal framework has been adopted compliant with WTO/SPS and ASEAN principles and good international practice by 2018	MoC/Camcontrol, MoH, MAFF, MoIH, MoT, MEF, CoM
Indicative Action 2: The Process of notification to the WTO is strengthened	Nine notifications as of 2013	All WTO-relevant actions on laws and regulations contained in the RGC's 2012-2015 WTO Work Program or in this Road Map are notified to WTO	MoC, MoIH, ICS, MAFF, MoH
Indicative Action 3: Non Tariff Measures are classified, reviewed, streamlined and notified to the ASEAN Secretariat, as mandated under the ASEAN NTM Work Program.	No action has been taken as of 2013	By 2016, a complete database of NTMs has been set up and notifications are made regularly to the ASEAN Secretariat. By 2018, the current NTM stock has been reviewed and streamlined. By 2018, the impact of all new NTMs is assessed by the Inter-ministerial Committee on NTMs and several NTMs have been lessened or eliminated	MoC, MEF, line agencies
Indicative Action 3: Improved accessibility, compilation and use of statistics and trade data to assist in assessing and formulating appropriate trade support interventions (same as Outcome 18, ST Action 3)	Official Cambodian trade data are extracted from database maintained by GDCE (Customs data), MoC (on COs, import/export, licenses), MEF (trade repository), and MAFF (SPS certificates.) There is no structure to compare and ensure coherence across sources, limited quality control systems, no tool to compare/benchmark Cambodian statistics against mirror statistics	Beginning in 2016, MoC Trade Training and Research Institute (TTRI) produces an annual trade data publication that consolidates and reconciles data extracted from different Government sources and ensure enhanced coherence with Comtrade mirror statistics	GDCE, MoC, MEF. MAFF, National Institute of Statistics
	Some MoC data are difficult to obtain	All MoC data are available up to date through MoC's revamped Website	MoC

Outcome 2: Trade Facilitation Reform

Outcome 2: Trade Facilitation Cambodia increases its competitiveness through reduced import/export cost	2011 Cambodia import/export cost is 136% ASEAN-6 average (from WB/IFC <i>Doing Business</i>)	2018 Cambodia import/export cost reduced to 120% ASEAN-6 average (\$552/container in <i>Doing Business</i> 2012)	All border agencies
	2011 Cambodia time for cargo release is 24 days compared to 16 days for ASEAN-6 average	2018 time for cargo release reduced to ASEAN-6 average	All border agencies
Short-Term Actions: 2014-2016			
Indicative Action 1: Trade rules and regulations (including Customs tariffs) are freely available online (same as Outcome 1, ST Action 7)	No website with consolidated presentation of Trade Laws and Regulations (including for SPS and TBT) as of 2013	National information portal at www.ocm.gov.kh fully operational in Khmer and English in 2016. MoC Trade Information (includes ASEAN National Trade Repository) website fully operational	CoM, MEF, MoC (2014)
Indicative Action 2: Cambodia progresses towards full computerization of trade related documents	Issuance of Certificates of Origin is manual in 2013. CO reform plan introduced by MoC in November 2013	Certificates of Origin can be applied for and processed online by 2015	MoC
Indicative Action 3: Establish WTO compliant service fees by all border agencies	GDCE and MoC/Camcontrol have adopted WTO compliant service fees	WTO compliant service fee structure for all remaining border agencies in place by 2016	Relevant border agencies
Indicative Action 4: Cambodia is taking steps to implement the WTO Agreement on Trade Facilitation	An Agreement on Trade Facilitation was approved as part of the “Bali Package” endorsed during the December 2013 WTO Ministerial Conference. The agreement contains special provisions for LDCs	By June 2015, Cambodia has notified the WTO as to which of its trade facilitation reform actions will fall in Categories A, B, and C of the Agreement respectively	MoC, GDCE, border agencies
Medium-Term Actions: 2016-2018			
Indicative Action 1: Updated Trade Facilitation Action Plan has been adopted and implemented	Draft updated Trade Facilitation Action Plan as of late 2013	Updated Action Plan has been adopted and is fully implemented	GDCE, MoC, MAFF and all other border agencies

Indicative Action 2: Cambodia implements its updated Trade Facilitation Action Plan including establishment of a National Single Window	No National Single Window as of 2013. Issuance of key documents partly automated.	National Single Window (NSW) compliant with ASEAN requirements has been implemented by 2018	GDCE, MoC, MAFF and all other border agencies
Indicative Action 3: Cambodia progresses towards full computerization of trade related documents	Sanitary and phytosanitary certificates required for exports are processed manually	SPS certificates can be applied for and processed on line	MAFF
Indicative Action 4: Extend Risk Management System to non-Customs agencies	Risk Management fully implemented by Customs as of 2013. Some progress by non-Customs agencies but risk management underdeveloped	Risk Management Systems is fully implemented by all border agencies and profiles are managed centrally by 2018	GDCE, MoC, MAFF and all other border agencies
Indicative Action 5: Establish an Authorized Economic Operators (AEO) System	AEO regime is not yet implemented	AEO regime in keeping with Cambodian compliance management needs is fully implemented by 2018	GDCE
Indicative Action 6: Cambodia is taking steps to implement the WTO/Bali Agreement on Trade Facilitation	By June 2015, Cambodia has notified the WTO as to which of its trade facilitation reform actions fall in Categories A, B, and C of the Agreement respectively	By June 2017, Cambodia has notified the WTO of the arrangements entered into with DPs regarding TA needed to support implementation of Category C Actions	MoC, GDCE, border agencies
Outcome 3: Enhanced Trade Logistics			
Outcome 3: Trade Logistics Cambodia increases its competitiveness through improved trade logistics	On the two major land trade corridors, average speed for trade logistics is 22.15 Kmh, transport cost is \$0.11/MT/Km and logistics cost is \$0.2/MT/Km in 2012	2018 Speed for trade logistics rises to 25 Kmh, transport cost decreases to \$0.7/MT/Km, logistics cost decreases to \$0.15/MT/Km (at constant prices)	MoPWT, MEF, MoC, MAFF
Short-Term Actions: 2014-2016			
Indicative Action 1: A National Transportation Logistics Plan is developed and implemented	No comprehensive plan formulated.	Comprehensive plan has been developed. Plan is linked to existing ASEAN frameworks such as the "Roadmap for the Integration of Logistics Services"	MoPWT, MEF, concerned Line Ministries and agencies

Indicative Action 2: Improved cross-border transport agreements (road and waterways) are negotiated with neighbors and regional organization for an integrated transport market	Existing agreements have only partial coverage and are not fully implemented.	Cross-border agreements (bilateral and regional) are fully enacted and implemented, in cooperation with neighboring countries.	MEF, MoC, MoPWT, MoFA, concerned Line Ministries and agencies
Indicative Action 3: Carry out security review of Sihanoukville and Phnom Penh Ports and implement plan to reduce pilferage in line with international security standards	Pilferage is reported as a problem by Private Sector operators	A system to collect pilferage statistics is put in place by 2014 and pilferage is substantially reduced by 2016	Port Authorities, in coordination with other border agencies
Indicative Action 4: Liberalize port fees to increase competitiveness	Port fees are set by the RGC	Cambodian ports offer competitive fees compared to neighboring countries. Sihanoukville costs are lowered	MEF, MoPWT, MoC, Port Authorities
Indicative Action 5: Private Sector participate in ports operation and management	Ports are managed by Government	Private Sector are involved in some or all aspects of ports operations and management	MEF, Port Authorities, MoPWT
Indicative Action 6: Rail link between Phnom Penh and Sihanoukville offers scheduled freight service	Rail link has been rebuilt/renovated and limited scheduled service available	Full, regular scheduled rail freight service between the two cities operates by 2014	MoPWT
Indicative Action 7: Reopen rail connection between Phnom Penh and Poipet to compete with road transport	Rebuilding or renovation of rail link yet to be completed	Some scheduled freight service by rail between Sisophon and Phnom Penh has commenced by 2016	MoPWT
Indicative Action 8: Develop rail link between Phnom Penh and VIETNAM border	No rail link	Plan to expand rail link from Phnom Penh to VIETNAM border finalized and financing secured	MoPWT, MEF
Medium-Term Action: 2016-2018			
Indicative Action 1: A National Transportation Logistics Plan is implemented	Comprehensive Plan has been developed	A National Transportation Logistics Plan is implemented with performance indicators. Annual reviews of indicators are carried out	MoPWT, MEF, concerned Line Ministries and agencies

Indicative Action 2: Improve transport regulations on: liabilities, axle loads limits, drivers' qualifications and conditions, safety standards	Most regulations are lacking or need to be reviewed	Regulations in line with international standards are adopted and implemented	MoPWT, GDCE, MoC, MoC/Camcontrol, MAFF
Indicative Action 3: Work with ASEAN to establish a regional third party liability insurance scheme	No third party liability insurance scheme in place	Third party liability insurance scheme in place	MEF, MoPWT
Indicative Action 4: Introduce road fleet modernizing scheme	No policy currently in place to promote road fleet modernization.	A policy for road fleet modernization has been developed by RGC with some clear targets identified	MEF, MoPWT, MoC, Trucking Industry
Indicative Action 5: Increase draft capacity of Sihanoukville Port	Current draft limited to ships less than 1000 TEU. Additional dredging in progress and new facilities under construction	Dredging has been completed and Sihanoukville Port provides access to ships larger than 1000 TEU	MoPWT, Port of Sihanoukville, MEF
Indicative Action 6: Investigate possibility of increasing draft of Phnom Penh Port	Phnom Penh Port can accept barges less than 120 TEU	Study possibility of dredging Mekong river between Phnom Penh and Saigon ports to enable barges larger than 120 TEU	MoPWT, Phnom Penh Port
Indicative Action 7: Improve road between Phnom Penh and Sihanoukville	Large sections of the highway remain two lanes	Four lane highway between Phnom Penh and Sihanoukville completed	MoPWT, MEF
Indicative Action 8: Upgrade highways conditions between Thai and Vietnamese borders	Average road transport of 20' container between the two borders is 15 hours in 2013	Average road transport of 20' container between the two borders lowered to 13 hours in 2018 as a result of road improvements	MoPWT, MEF

Outcome 4: Strengthened Capacity of Exporters to Meet Technical Standards and SPS Requirements

<p>Outcome 4: Technical Standards and SPS Requirements The capacity of Cambodian exporters to meet technical and SPS requirements standards set by importers and importing countries increases</p>	<p>Ratios of formal exports of milled rice, cassava, and corn to total production of each in MT reflect, indirectly, the ability of Cambodian producers/exporters to meet some, if limited, standards 2011Rice ratio: 0.0165 2011Cassava ratio: 0.0085 2011Corn ratio: 0.0497 (MoC for formal MT exports; AFSIS for total MT production)</p>	<p>The three ratios grows by a factor of ten or more by 2018 indicating significant shift from informal to formal exports</p>	<p>Private Sector, MAFF, MoC, MoIH</p>
Short-Term Actions: 2014-2016			
<p>Indicative Action 1: Capacity of rice millers to meet basic Hazard Analysis & Critical Control Point (HACCP) or Good Manufacturing Practice (GMP) standards is developed through rice mills certification program</p>	<p>No modern rice mills certified as of 2013 (one plant certified by ISC, but ISC is not internationally accredited as of yet so this certification has no export value)</p>	<p>10 Cambodia rice mills are HACCP or GMP certified in 2016</p>	<p>Private Sector, MoIH, MAFF</p>
<p>Indicative Action 2: Implementation of SPS standards (HACCP or GMP) among marine fishery product processors increases resulting in improved export competitiveness</p>	<p>1 marine fishery product processor HACCP/GMP certified in 2013</p>	<p>12 marine fishery product processors HACCP/GMP certified in 2016</p>	<p>Private Sector, MAFF/FiA</p>
<p>Indicative Action 3: Capacity of dried cassava processors to meet basic GMP-based standards developed through certification program</p>	<p>No certification system in place</p>	<p>Certification system in place for processors that produce for demanding export markets in 2016</p>	<p>Private Sector, MoIH, MAFF</p>
<p>Indicative Action 4: Cambodia natural rubber value chain produces high-quality products for export markets</p>	<p>No system in place to monitor quality of exported natural rubber</p>	<p>System to register quantities of natural rubber by grade and price in place and implemented by 2016</p>	<p>Private Sector, MAFF, MoC, RRIC</p>

Indicative Action 5: Surveillance of pests and diseases for export crops, pesticides, and fertilizers used in production areas for export	No formal surveillance system in 2013	Formal surveillance system in place for plant pests and diseases and pesticides as required by main importers and compliant with international standards, and regular reporting to IPPC, ASEAN and trading partners by 2016	MAFF/GDA
Indicative Action 6: Surveillance of trans-boundary animal diseases	No formal system in place in 2013, except for Avian Flu	Formal surveillance system in place in targeted regions for FMD (foot and mouth disease), CSF (classical swine fever), and PRRS (porcine reproductive and respiratory syndrome). Evidence of regular monitoring and reporting to OIE by 2016	MAFF/DAHP
Indicative Action 7: Surveillance and testing of food products	No formal system in place in 2013	Formal surveillance system in place for markets, restaurants, and street food with annual report on food safety in Cambodia. Active participation in The International Food Safety Authorities Network (INFOSAN) and ASEAN Rapid Alert System for Food and Feed (ARASFF) by 2016	MoC/Camcontrol, MoH
Indicative Action 8: Legal review and recommendations for improved SPS and TBT legislation	The legal framework for SPS and TBT has many gaps, inconsistencies, unclear mandates, and quality issues. It is neither WTO- nor ASEAN-compliant	An assessment with recommendations for upgrading the legislative framework for SPS and TBT has been completed by 2015	MoC, MAFF, MoH, MoIH, MoT, MEF, CoM,
Indicative Action 9: Amend legislation on Standards to make it WTO-compliant	Law on Standards not WTO-compliant	Laws on standards has been amended and is WTO-compliant by 2016	MoIH, CoM,
Indicative Action 10: Strategy to support development of regulatory SPS laboratories	No national plan, no coordination	Action Plan for development of regulatory food testing laboratories ready by 2016	MEF, MoC, MAFF, MoIH, MoH

Medium-Term Action: 2016-2018			
Indicative Action 1: Legal framework for conformity assessment, accreditation for technical standards and SPS	No proper legal framework in place	Legal framework has been adopted compliant with WTO/TBT and ASEAN principles and good international practice by 2018	MoIH, MAFF, MoH, MoC, CoM
Indicative Action 2: Legal framework for food safety upgraded, including adoption and promulgation of modern food law	No proper legal framework in place	Legal framework has been adopted compliant with WTO/SPS and ASEAN principles and good international practice by 2018	MoC/Camcontrol, MoH, MAFF, MoIH, MoT, MEF, CoM
Indicative Action 3: Surveillance and testing of primary food products at primary production and processing level	No formal system in place in 2013	Formal MAFF surveillance system in place and evidence of regular monitoring with contributions to MoC and MoH for integration in the on-going annual report on the food safety situation in Cambodia and reporting to INFOSAN and ARASFF by 2018	MAFF, MoC/Camcontrol, MoH
Indicative Action 4: Surveillance of residues of veterinary drugs and growth enhancers in meat products and feed	No formal system in place in 2013	Formal annual surveillance system in place and evidence of regular monitoring by 2018	MAFF/DAHP
Indicative Action 5: FiA is upgraded, qualifies as “competent authority” for EU, and can support exports of fisheries products to EU	Export of fisheries products to EU not yet possible. Public management of SPS for fisheries weak	FiA has been recognized as EU “competent authority” and can support Cambodian exporters targeting EU markets by 2018	MAFF/FiA

<p>Indicative Action 6: Effective SPS coordination in place</p>	<p>Capacity of SPS Enquiry Point, Notification Authority, Codex, IPPC and OIE contact points very limited.</p>	<p>SPS Enquiry Point and Notification Authority in place with (i) up-to-date website on SPS legislation and import and export requirements (could be part of National Information Portal), and (ii) notifications of new SPS measures done as required by WTO. National Codex Committee meets regularly for food safety coordination. CODEX, IPPC, and OIE contact points functioning well by 2018</p>	<p>MoC, MAFF, MoIH, MoH, Private Sector</p>
<p>Indicative Action 7: SPS standards in kitchen in hotel and restaurant improve through enhanced training of existing and new kitchen staff</p>	<p>Index from baseline survey of SPS standards in hotel and restaurant kitchen to be conducted by the Royal Academy of Culinary Arts under CEDEP-II. Also to use info from voluntary Good Health Practice (GHP) rating to be introduced by MoH</p>	<p>Repeat baseline survey (CEDEP II) by 2016-17</p>	<p>Private Sector, MoH, RACA, MoT</p>
	<p>Restaurant rating system being prepared. No restaurants have passed GHP/GMP audit. Low hygiene standards in sector</p>	<p>A rating system is in place. 200 restaurants have passed GHP/GMP audits by 2018</p>	<p>Private Sector, MoH, MoT</p>
<p>Indicative Action 8: Corn exports can meet SPS standards</p>	<p>No market access agreement in place with SPS-demanding countries</p>	<p>A Cambodia-China MoU on phytosanitary requirements for export of corn in place and implemented by 2017</p>	<p>MAFF, MoC</p>
<p>Indicative Action 9: Capacity of Corn drying, shelling, and storage facilities to meet GMP/HACCP certification</p>	<p>No facilities with GMP/HACCP certification</p>	<p>5 facilities with GMP/HACCP certification by 2018</p>	<p>Private Sector, MoIH, MAFF</p>
<p>Indicative Action 10: Quality and traceability of silk yarn imports ensured</p>	<p>Lack of COs on most imported yarn</p>	<p>30% of imported yarn has a clear CO in 2018.</p>	<p>Private Sector, MoC, MoWA,</p>

Indicative Action 11: Safety among food processing exporting facilities enhanced by increased adoption of GMP and HACCP certification	7 large food processing facilities have been certified recently under HACCP, GMP, ISO 22000 or FSSC 22000 standards	Another 20 large food processing facilities are certified against international standards by 2018	Private Sector, MoIH, MoH
Indicative Action 12: Risk management for SPS and TBT	No risk-based inspections in place for food safety, plant and animal health, technical regulations, and legal metrology	Risk profiles for products developed and risk-based inspections implemented by 2018	MEF, MAFF, MoC, MoIH, MoH
Indicative Action 13: Cambodia progresses towards full computerization of trade related documents (same as Outcome 2, MT Action 3)	Sanitary and phytosanitary certificates required for exports are processed manually	SPS certificates can be applied for and processed on line	MAFF
Indicative Action 14: Public funding of SPS and Technical Standards related tasks enhanced	Funding for “public goods”, including necessary SPS and Technical Standards tasks is inadequate	An enhanced public funding output-based system, including transparent, advertised, WTO-compatible fees-for-services in place to secure adequate resources for key SPS and Technical Standard functions by 2018	MEF, MAFF, MoC, MoIH, MoH

Outcome 5: Improved Investment Environment for Exports

<p>Outcome 5: Investment Environment for Exports The environment for investment in the ten DTIS 2013 focus export sectors strengthened</p>	<p>2012 net FDI inflows were \$1.5 billion</p>	<p>Net FDI inflows grow 25% annual average between 2014-2018 to triple to \$4.5 billion</p>	<p>Private Sector, CDC, MoIH, MAFF, other concerned Line Ministries</p>
<p>Short-Term Actions: 2014-2016</p>			
<p>Indicative Action 1: Development and initiation of a National Investment Promotion Strategy</p>	<p>Limited strategy and capacity in place to address increased global competition and fragmentation of value chains</p>	<p>Formulation and initial implementation of a comprehensive National Investment Promotion Strategy. Strategy includes proactive and targeted promotion measures, including focus on: <i>CTIS 2014-2018</i> ten priority sectors; measures intended to promote investment in clusters of domestic suppliers to support key export sectors; and, capacity development among policy makers. National Investment Promotion Strategy fully aligned with Law on SEZs and Industrial Policy</p>	<p>CDC, MoC, MoIH, MAFF, SNEC</p>
<p>Indicative Action 2: Measures developed to strengthen linkages between foreign investors and SMEs/domestic suppliers</p>	<p>No comprehensive Industrial Policy as of 2013, but early draft under preparation. Current policy environment lacks focus on developing linkages between exporters and domestic suppliers as well as between investment promotion and rules of origin</p>	<p>Industrial Policy fully developed and adopted by 2016. Policy includes clear tools to support development of clusters of domestic suppliers in the ten <i>CTIS 2014-2018</i> priority sectors. Investment promotion coordinated with Rules of Origin so as to attract producers of inputs used in garments, footwear, bicycles and other emerging manufacturing export sectors</p>	<p>SNEC, MEF, CDC, MoC</p>

Indicative Action 3: Strengthened investment promotion and facilitation capacity of provincial authorities	Little capacity in place and few provincial investment promotion programs	Provincial Business Score Cards are updated every two years and serve as basis for the formulation of provincial investment promotion program	CDC, MoI, MAFF, MoIH, MoC, SNEC
Indicative Action 4: Finalize and promulgate Law on SEZs (same as Outcome 1, ST Action 4)	Draft text exists in 2013	Law approved by Parliament and signed into Law by 2016	CDC, CoM
Indicative Action 5: Finalize and promulgate revised Investment Law (same as Outcome 1, ST Action 5)	Draft amended law exist in 2013	Law approved by Parliament and signed into Law by 2016	CDC, CoM
Indicative Action 6: Finalize and promulgate Law on Competition (same as Outcome 1, ST Action 5)	Early draft exists as of 2013	Law approved by Parliament and signed into Law by 2016	MoC, CoM
Indicative Action 7: Ensure that all exported goods are exempt from paying VAT on all production inputs, whether imported or purchased domestically	The Anukret implementing the Investment Law provides for duty-free import of materials needed by “supporting industries” in the production of output sold to exporters. There is no provision for VAT exemption but it can be negotiated on a case-by-case basis	Inputs used in the production of exports, whether imported or produced domestically, are exempt from duties and VAT for all exports irrespective of sectors	MEF
Medium-Term Action: 2016-2018			
Indicative Action 1: Implementation of a National Investment Promotion Strategy	Strategy has been developed and the basic elements are in place	Full implementation of the National Investment Promotion Strategy by 2018. Significant increases in FDI in several of the ten priority export sectors in <i>CTIS 2014-2018</i>	CDC, MoC, MoIH, MAFF, SNEC

Indicative Action 2: Enhanced policy resulting in growing linkages between foreign investors/exporters and SMEs/domestic suppliers	Some emergence of domestic parts suppliers in garments, footwear and bicycles.	As a result of the implementation of the new Industrial Policy, significant new Cambodian and Foreign investment in parts supply serving leading manufacturing export sectors, especially garments, footwear, and bicycle parts, including as a result of focused investment promotion in those sectors	CDC, MEF, SNEC, Private Sector
Indicative Action 3: Leveraging the investment promotion and facilitation capacity of provincial authorities	Capacity and strategies developed, but activities need to be more proactive	Provincial investment promotion activities lead to increased Private Sector investment at provincial-level, growing 25% annually by 2018	CDC, MoI, MAFF, MoIH, MoC, SNEC
Outcome 6: Establishing a Trade-Supportive Framework for Intellectual Property Rights			
Outcome 6: Intellectual Property Rights A modern, trade-supportive intellectual property rights framework is established, implemented, and enforced	705 new trade and service marks registered by Cambodian businesses in 2012	Over 1,200 new marks registered by Cambodian businesses during 2018	MoC, NCIPR, Private Sector
	192 industrial designs registered as of 2012, including 25 local designs	60 local designs registered by 2018	MoIH, NCIPR, Private Sector
Short-Term Actions: 2014-2016			
Indicative Action 1: Stronger legal system for IP education and enforcement in place	Draft Anukret in CoM	Anukret establishing a Sub-National Committee on IP Education, and Awareness is adopted	NCIPR, CoM
	Draft Anukret in CoM	Anukret establishing a Sub-National Committee on Enforcement of IP laws and rules	NCIPR, CoM
Indicative Action 2: Finalize and promulgate Law on Geographical Indications	Draft text available as of 2013	Law approved by Parliament and signed into Law by 2016	MoC, CoM
Indicative Action 3: Finalize and promulgate Law on Integrated Circuits and Layout Designs	Drafting under way	Law approved by Parliament and signed into Law by 2016	MoIH, CoM

Indicative Action 4: Finalize and promulgate Law on Trade Secrets and Undisclosed Information	Draft submitted to CoM in 2013	Law approved by Parliament and signed into Law by 2016	MoC, CoM
Indicative Action 5: Anukret on the Law on Seed Varieties	Drafting under way	Anukret adopted by Government	MoIH, CoM
Indicative Action 6: Finalize and promulgate Law on Compulsory Licensing for Public Health	Drafting under way	Law approved by Parliament and signed into Law by 2016	MoIH, CoM
Medium-Term Action: 2016-2018			
Indicative Action 1: Align “exhaustion clause” included in key IPR legislation (Copyright, Trademark, Patents and Industrial Design) with needs of AEC integration.	Key IPR legislations covering Copyright, Trademark, Patents and Industrial Design include exhaustion clauses that may be in conflict with principles at the core of AEC integration to which Cambodia is committed	Exhaustion clauses in current legal texts or laws have been aligned, modified, or eliminated, as needed, as they apply to countries within AEC by 2018	NCIPR, MoC, MoIH, MoCFA, CoM
Indicative Action 2: Implementation of National IP Strategy for Cambodia well under way	A National IP Strategy for Cambodia developed in March 2013	50% of the 48 Actions identified in the National IP Strategy have been implemented	NCIPR, MoC, MoIH, MoCFA, MAFF, MoT, MoEYS, MoH, enforcement agencies
Indicative Action 3: Quality of human and IT resources in IP sector is enhanced	The Anukrets creating the NCIPR’s two sub-committees have been adopted	A clear human and IT resources development plan has been designed, is financed, and is implemented in the key IP Offices with a focus on training/retraining three groups of professionals: 1. IP Offices’ staff 2. Officers in IP Border Agencies 3. Judges and practicing lawyers The plan includes also upgrading of IT resources	NCIPR, MoC, MoIH, MoCFA, IP Border Agencies, Judicial system

Pillar 2: Expanding and Diversifying Cambodia’s Export Base Through Strengthening Supply in Current and New Sectors, Entering New Markets, and Moving up Value Chains

Outcome 7: Garments

Outcome 7: Garment Cambodia continues to grow and diversify its garment export sector through targeting new markets, increasing domestic inputs, and expanding in higher value products	9% export growth per annum during 2007-2011. Share of US exports was approximately 60% in 2011	12% export growth per annum during 2014-2018. No single market accounts for more than 40% of total exports by 2018	Private Sector, MoC, MoIH, GMAC
	24 MT of fabric produced by five local producers. No local production of yarn/thread as of early 2013 (May 2013 MoC Survey)	Domestic production of fabric increases at average annual rate of 20% between 2014 and 2018. Local production of yarn/thread commenced	Private Sector, MoC, MoIH
Short-Term Actions: 2014-2016			
Indicative Action 1: TVET programs are established to meet need in technical and engineering personnel in garments, footwear, and SEZ sectors (same as Outcome 17, ST Action 2)	Garment sector requires diversified skills and accreditation of workforce based on AFTEX ASEAN. The sector lacks an established TVET infrastructure. GMAC is in the process of establishing a training institute	GMAC’s training institute is operational. Between 100 to 200 garment sector professionals per year are getting ASEAN-accredited (level 1) training in operator training, machine mechanic, pattern making, merchandising and other skills relevant to the sector	GMAC, Training Service Providers, AFTEX
Indicative Action 2: Cambodia is known for the <i>Better Factories</i> initiative and its compliance with labor laws	There are 32 <i>Better Factories Cambodia</i> (BFC) indicators measuring compliance with legal requirements relating to workers’ conditions and rights. Those are reported annually in the BFC Synthesis Report	Compliance remains at 2013 level or better	Private Sector, GMAC, MoC, MoIH
Indicative Action 3: Invest in a positive “Made in Cambodia” brand – promoting labor compliance and quality	No industry-wide branding	National manufacturing brand and logo adopted and used on all export shipments by 2016	Private Sector, GMAC, MoC, MoIH

Indicative Action 4: Ensure that all exported goods are exempt from paying VAT on all production inputs, whether imported or purchased domestically (same as Outcome 5, ST Action 7)	The Anukret implementing the Investment Law provides for duty-free import of materials needed by “supporting industries” in the production of output sold to exporters. There is no provision for VAT exemption but it can be negotiated on a case-by-case basis	Inputs used in the production of exports, whether imported or produced domestically, are exempt from duties and VAT for all exports irrespective of sectors	MEF
Indicative Action 5: Further improvements in the efficiency and timeliness of Cambodia’s export services (same as Outcome 2, ST Action 2)	Issuance of Certificates of Origin is manual. CO only issued after shipment and often takes 5 – 10 days, leading to delays in the transfer of documents to buyer and payment to exporter	Certificates of Origin can be applied for and processed online by 2015	MoC
Indicative Action 6: Monthly advance profit tax suspended beyond 2015	The May 2009 Prakas 483 issued by MEF suspend the monthly advance profit tax for footwear until 2015	Monthly advance profit tax suspended beyond 2015	MEF
Medium-Term Action: 2016-2018			
Indicative Action 1: Cambodia diversifies its garment product mix with more value-added activities performed in factories	Up to 75% of garment factories operate on a cut-make-trim basis only (GMAC)	Less than 50% of garment factories operate on a cut-make-trim basis only by 2018	Private Sector, GMAC, MoC, MoIH,
Indicative Action 2: Enhanced policy resulting in growing linkages between foreign investors/exporters and SMEs/domestic suppliers (same as Outcome 5, MT Action 2)	Some emergence of domestic parts suppliers in garments, footwear and bicycles	As a result of the implementation of the new Industrial Policy, significant new Cambodian and Foreign investment in parts supply serving leading manufacturing export sectors, especially garments, footwear, and bicycle parts, including as a result of focused investment promotion in those sectors	CDC, MEF, SNEC, Private Sector

Indicative Action 3: Garment sector reduces its reliance on imported inputs for production	Imported inputs (aggregate HS 50–60) grew at an average annual rate of 15% over 2007-2011 period (Comtrade)	Average annual rate of growth in imported inputs during 2014-2018 period less than average annual rate of growth in 2007-2011 period	Private Sector, MoC, GMAC, MoIH
Outcome 8: Footwear			
Outcome 8: Footwear Cambodia continues to grow and diversify its footwear export sector through targeting new markets and developing new market segments	Cambodia's footwear exports grew by 76% per annum between 2008 and 2011	Cambodia's footwear exports grow by 25% per annum between 2014 and 2018	Private Sector, MoC, MoIH, GMAC
	The UK and German markets captured 32% share of Cambodian exports in 2011	Share of UK and German markets is reduced to 20% of Cambodian footwear exports in 2018	Private Sector, MoC, MoIH, GMAC
Short-Term Actions: 2014-2016			
Indicative Action 1: The industry develops its promotion and coordination capacity through an appropriate representative body (either GMAC or FOCC)	Very limited promotion of the footwear sector through international events	GMAC organizes participation of the footwear sector to 3 established international footwear-specific events (fairs, etc.) every year by 2016	Private Sector, GMAC, MoIH
Indicative Action 2: TVET programs are established to meet need in technical and engineering personnel in garments, footwear, and SEZ sectors (same as Outcome 17, ST Action 2)	Garment sector requires diversified skills and accreditation of workforce based on AFTEX ASEAN. The sector lacks an established TVET infrastructure. GMAC is in the process of establishing a training institute	GMAC's training institute is operational. Between 100 to 200 garment sector professionals per year are getting ASEAN-accredited (level 1) training in operator training, machine mechanic, pattern making, merchandising and other skills relevant to the sector	GMAC, Training Service Providers, AFTEX
Indicative Action 3: Cambodia known for the <i>Better Factories</i> initiative and its compliance with labor laws (same as Outcome 7, ST Action 2)	There are 32 <i>Better Factories Cambodia</i> (BFC) indicators measuring compliance with legal requirements relating to workers' conditions and rights. Those are reported annually in the BFC Synthesis Report	Compliance remains at 2013 level or better	Private Sector, GMAC, MoC, MoIH

Indicative Action 4: Ensure that all exported goods are exempt from paying VAT on all production inputs, whether imported or purchased domestically (same as Outcome 5, ST Action 7)	The Anukret implementing the Investment Law provides for duty-free import of materials needed by “supporting industries” in the production of output sold to exporters. There is no provision for VAT exemption but it can be negotiated on a case-by-case basis	Inputs used in the production of exports, whether imported or produced domestically, are exempt from duties and VAT for all exports irrespective of sectors	MEF
Indicative Action 5: Further improvements in the efficiency and timeliness of Cambodia’s export services (same as Outcome 2, ST Action 2)	Issuance of Certificates of Origin is manual in 2013. CO reform plan introduced by MoC in November 2013	Certificates of Origin can be applied for and processed online by 2015	MoC
Indicative Action 6: Monthly advance profit tax suspended beyond 2015	The May 2009 Prakas 483 issued by MEF suspend the monthly advance profit tax for footwear until 2015	Monthly advance profit tax suspended beyond 2015	MEF
Medium-Term Action: 2016-2018			
Indicative Action 1: Enhanced policy resulting in growing linkages between foreign investors/exporters and SMEs/domestic suppliers (same as Outcome 5, MT Action 2)	Some emergence of domestic parts suppliers in garments, footwear and bicycles	As a result of the implementation of the new Industrial Policy, significant new Cambodian and Foreign investment in parts supply serving leading manufacturing export sectors, especially garments, footwear, and bicycle parts, including as a result of focused investment promotion in those sectors	CDC, MEF, SNEC, Private Sector
Indicative Action 2: Clusters of suppliers (i.e. tannery, rubber processors) and assemblers are developed in Cambodia so that the Cambodian footwear industry produces more of the final footwear product, in particular for contract manufacturers	The ratio of footwear related export-to-import was 16 in 2011 (TradeMap data.) Imports include footwear components and leather	The ratio of footwear related export-to-import increases to 25 by 2018 (TradeMap data)	Private Sector, MoC, GMAC, MoIH

<p>Indicative Action 3: Investment incentives specifically targeting the footwear industry in Cambodia are monitored, extended and improved</p>	<p>Foreign direct investment in the footwear sector in Cambodia in 2012 totaled \$137 million</p>	<p>Investment in the footwear sector in Cambodia doubles between 2014 and 2018</p>	<p>MoC, MoIH</p>
<p>Indicative Action 4: Increase the availability of finance to support the development of contract manufacturers and support quality and capacity improvements</p>	<p>Cambodia had 47 footwear factories in 2012, and no contract manufacturers</p>	<p>The number of footwear factories in Cambodia increases by 25 percent including a number of contract manufacturers, between 2014 and 2018</p>	<p>Private Sector, MoC, GMAC, MoIH</p>
<p>Indicative Action 5: Vocational training targeting the footwear industry is developed in cooperation between the Government, GMAC, FOCC and footwear companies to support the promotion of Cambodian workers to management and mid-management positions</p>	<p>The percentage of foreign employees in the staff of footwear factories was 19% in 2011 (GMAC)</p>	<p>The number of foreign employees in the staff of footwear factories decreases to 10% by 2018</p>	<p>Private Sector, MoC, GMAC, MoIH</p>

Outcome 9: SEZs Operations and Light Manufacturing Assembly

Outcome 9A: SEZs Cambodia's SEZs improve their competitiveness and attract more manufacturing investment to become nodes in regional production networks	2012 contribution of manufacturing to GDP (exclusive of garment and footwear) approximately 5%	The contribution of manufacturing to GDP (exclusive of garment and footwear) increases to 7% by 2018	Private Sector, CDC, MoIH, MoC
	69 light manufacturing operators in Cambodian SEZs in 2012	140 light manufacturing companies operators in Cambodian SEZs in 2018	Private Sector, CDC, MoC
	8 SEZs with active investors in 2012	The number of SEZs with active investors doubles to 16 by 2018	Private Sector, CDC, MoC
Short-Term Actions: 2014-2016			
Indicative Action 1: Requirements governing the movement of goods from SEZ factories to sub-contractors outside the SEZ (e.g. wash garments or paint bikes) and back to the SEZ contractor are clarified, streamlined and implemented consistently	It currently takes 2 days for a company to prepare documents and obtain clearance to move goods outside the Manhattan SEZs for treatment by sub-contractors (data from <i>CTIS 2014-2018</i> field survey)	All factories in SEZs can engage sub-contractors outside their zone and can freely move goods back and forth between them and their sub-contractors as required	CDC, GDCE, MoC, MoIH
	Most Government officials posted in the One-Stop Service Shop located in SEZs do not receive specific training. Quality of service is uneven.	All Government officials posted in One-Stop Service Shops located in SEZs have received specific training. Quality of service to investors has improved (data to be collected through short survey)	CDC, GDCE, MoC, MoIH and other border control Line Ministries
Indicative Action 2: Finalize and promulgate Law on SEZs (same as Outcome 1, ST Action 4)	Draft text exists in 2013	Law approved by Parliament and signed into Law by 2016	CDC, CoM
Indicative Action 3: Finalize and promulgate revised Investment Law (same as Outcome 1, ST Action 5)	Draft amended law exist in 2013	Law approved by Parliament and signed into Law by 2016	CDC, CoM
Indicative Action 4: Training of Cambodian workers in Thailand, Vietnam, China and Japan is supported to facilitate technology transfer	1% of employees in SEZ received training abroad in 2012	5% of employees in SEZ have received training abroad by 2016	Private Sector, CDC, MoIH, MoC, MoLVT, MoEYS

Indicative Action 5: The reliability of electricity supply inside SEZs is improved to support the automation of production processes	Companies in Manhattan SEZ face 40-50 power interruptions a week on average	Companies in the four major SEZs do not face any power interruption	SEZs, CDC, Electricité du Cambodge
Indicative Action 6: Vocational training centers in place in SEZs to support increase in number of trained Cambodian tech personnel for SEZ sector (same as See Outcome 17 ST Action 2)	No training facilities in SEZs to assist investors in building a skilled labor force	All SEZs have training facilities (PPP or otherwise) with curriculums that meet ASEAN standards	SEZs, Private Sector associations, NEA, MoLVT
Indicative Action 7: Reopen rail connection between Phnom Penh and Poipet to compete with road transport (same as Outcome 3, ST Action 7)	Rebuilding and renovation of rail link yet to be completed	Some scheduled rail freight service between Sisophon and Phnom Penh has commenced by 2016	MoPWT
Indicative Action 8: Develop rail link between Phnom Penh and VIETNAM border (same as Outcome 3, ST Action 8)	No rail link	Plan to expand rail link from Phnom Penh to VIETNAM border finalized and financing secured	MoPWT, MEF
Medium-Term Action: 2016-2018			
Indicative Action 1: Access, cost and reliability of electricity in SEZ improves	2011 electricity price from Electricité du Cambodge is \$0.23 per Kwh and can reach around \$0.40 per Kwh or more when self-generated	Electricity price falls by 1/3 in SEZs, down to \$0.16 per Kwh for Electricité du Cambodge by 2018	SEZs, CDC, EDC
Indicative Action 2: TVET and other educational programs, in part linked to SEZ, established to improve workers skills and supply of new technical and engineering personnel	Cambodian managers and supervisors in firms located in SEZs represent 1% of the firms' total workforce in 2013 (CTIS 2014-2018 - SEZ field survey)	The percentage of Cambodian managers and mid-level managers in firms located in SEZs has risen to 10% by 2018	MoLVT, MoEYS, Private Sector, SEZs
Indicative Action 3: Engineering curriculums strengthened in Universities (same as Outcome 17, MT Action 4)	The number of engineering graduates in Cambodia in 2008 was 514 (World Bank survey)	The number of Cambodian engineer graduates triples from 2008	MoLVT, MoEYS, MoIH, Private Sector

Indicative Action 4: Improve road between Phnom Penh and Sihanoukville (same as Outcome 3, MT Action 7)	Large sections of the highway remain two lanes	Four lane highway between Phnom Penh and Sihanoukville completed	MoPWT, MEF
Indicative Action 5: Upgrade highways conditions between Thai and Vietnamese borders (same as Outcome 3, MT Action 8)	Average road transport of 20' container between the two borders is 15 hours in 2012	Average road transport of 20' container between the two borders lowered to 13 hours in 2018 as a result of road improvements	MoPWT, MEF
Outcome 9B: Light Manufacturing Assembly Cambodia emerges as a node in regional production networks	In 2012, the contribution of manufacturing to GDP (exclusive of garment and footwear) was approximately 5%	The contribution of manufacturing to GDP (exclusive of garment and footwear) increases to 7%	Private Sector, CDC, MoIH, MoC
	In 2012, Cambodia exported \$376 million worth of light manufacturing exports (excluding garment and footwear)	Light manufacturing exports from Cambodia triple to \$1 billion by 2018	Private Sector, CDC, MoIH, MoC
Short-Term Actions: 2014-2016			
Indicative Action 1: Ensure that all exported goods are exempt from paying VAT on all production inputs, whether imported or purchased domestically (same as Outcome 5, ST Action 7)	The Anukret implementing the Investment Law provides for duty-free import of materials needed by “supporting industries” in the production of output sold to exporters. There is no provision for VAT exemption but it can be negotiated on a case-by-case basis	Inputs used in the production of exports, whether imported or produced domestically, are exempt from duties and VAT for all exports irrespective of sectors	MEF
Indicative Action 2: Further improvements in the efficiency and timeliness of Cambodia’s export services. (same as Outcome 2, ST Action 2)	Issuance of Certificates of Origin is manual in 2013. CO reform plan introduced by MoC in November 2013	Certificates of Origin can be applied for and processed online by 2015	MoC
Indicative Action 3: The procurement-to-delivery time in SEZs improves to enable Cambodia’s integration in supply chains	Average 2012 procurement-to-delivery time is between 3 and 4 months for electronic orders (Survey of Sihanoukville and Manhattan SEZs)	Procurement-to-delivery time in 2016 in all SEZs is on par with Thailand and Malaysia (3 months)	GDCE, MoC, MoIH, GDCE, Ports, Airports, MoPWT

Medium-Term Action: 2016-2018			
Indicative Action 1: Enhanced policy resulting in growing linkages between foreign investors/exporters and SMEs/domestic suppliers (same as Outcome 5, MT Action 2)	Some emergence of domestic parts suppliers in garments, footwear and bicycles	As a result of the implementation of the new Industrial Policy, significant new Cambodian and Foreign investment in parts supply serving leading manufacturing export sectors, especially garments, footwear, and bicycle parts, including as a result of focused investment promotion in those sectors	CDC, MEF, SNEC, Private Sector
Indicative Action 2: Clusters of suppliers and assemblers are promoted so that Cambodia can mature from part assembler to producing final products	The electronic and electric component export-to-import ratio in 2012 was 0.02 (TradeMap data)	The electronic and electric component export-to-import ratio in 2018 rises to 0.1	Private Sector, CDC, MoC, MoIH
	The bicycle and parts export-to-import ratio in 2012 was 1.11 (TradeMap data)	The bicycle and parts export-to-import ratio in 2018 rises to 5	Private Sector, CDC, MoC, MoIH
Indicative Action 3: Cambodia's bike sector continues to grow rapidly	The value of Cambodian bike exports was \$109 million in 2011 and \$291 million in 2012	The value of Cambodian bike exports triples from 2012 by 2018	Private Sector, CDC, MoC, MoIH
Outcome 10: Processed Food			
Outcome 10: Processed Food Cambodia continues to grow and diversify its processed food sector through new export markets, moving to higher value products, and expanding domestic inputs	In 2011 the processed food, beverage, and tobacco industries accounted for 2.3 % of GDP. Exports were estimated at \$71.5 million (NIS and Comtrade)	In 2018 the processed food, beverage and tobacco industry accounts for 4% of GDP. Exports reach \$200 million or more by 2018	Private Sector, MAFF, MoIH, MoH, MoC
Short-Term Actions: 2014-2016			
Indicative Action 1: National policy promoting agro-processing development in Cambodia	Donors have worked in the past with MoIH on development of an Agro-Industry Development Strategic Plan (AIDSP)	A national policy is established, implemented, and reviewed annually by 2016	SNEC, MoIH, Private Sector, MAFF, MoC

Indicative Action 2: Improved collaboration between government and Private Sectors on processed food sector development	No recognized industry association exists in 2012. A Working Group on Agriculture & Agro-Industry does convene under the Government-Private Sector Forum	National processed food industry association established in 2016 representing medium and large processors with export potential	Private Sector, MAFF, MoIH, MoC
Indicative Action 3: A national brand/logo established for processed food industry and used to promote 'Made in Cambodia' on international markets and trade fairs	No national branding exists for local processed food and beverage sector	A national "Made in Cambodia" brand and logo is in use on exported processed food and beverage products by 2016	Private Sector, MoIH, MoC
Medium-Term Action: 2016-2018			
Indicative Action 1: Policy and regulatory environment favorable to Private Sector investment in Cambodia's food processing industry	56 large processing factories registered in 2011: Food = 30 Factories Beverage = 15 Factories Tobacco = 11 Factories (MoIH)	100 large processing factories registered in 2018 across the food, beverage and tobacco industry	Private Sector, MoIH, MoC
Indicative Action 2: Further Private Sector investment in the processed food sector encouraged, with a strong interest from foreign investors	Approved investment projects with total fixed assets of \$ 74.7 million between 2000 and June 2010 (CDC)	Approved investment in food processing sector reaches \$100 million between 2014-2018	Private Sector, MoIH, MoC, CDC
	Of total investment, \$21.5 million (or 28.7%) was FDI	FDI accounts for 50% of total fixed assets in food processing sector over 2014-2018	Private Sector, MoIH, MoC, CDC
Indicative Action 3: Safety among food processing exporting facilities enhanced by increased adoption of GMP and HACCP certification (same as Outcome 4, MT Action 11)	7 large food processing facilities have been certified recently under HACCP, GMP, ISO 22000 or FSSC 22000 standards	Another 20 large food processing facilities are certified against international standards by 2018	Private Sector, MoIH, MoH

Outcome 11: Fisheries Products

<p>Outcome 11: Fisheries Products A sustainable fisheries sector sees Cambodian exports increase as a result of improved quality, growing production volumes, and strengthened access to markets</p>	<p>21,000 MT of recorded fish exports in 2012.</p>	<p>100,000 MT of recorded fish exports in 2018.</p>	<p>Private Sector, MAFF/FiA, MoIH</p>
<p>Short-Term Actions: 2014-2016</p>			
<p>Indicative Action 1: A coordinated and export-oriented value chain</p>	<p>Product-specific processor associations exist in three coastal provinces. “Community Fisheries” organizations participate in co-management of inland water resources. No single national association exists</p>	<p>National fisheries association established by 2015 to drive Private Sector collaboration, investment, and export-oriented industry reform</p>	<p>Private Sector, MoC, MAFF/FiA, MoIH</p>
<p>Indicative Action 2: Increased understanding of and compliance with regulatory standards of key importing countries</p>	<p>No clear pathway exists to increase food safety or regulatory compliance with international standards</p>	<p>Trade facilitation and export guidelines published by 2015, including on introducing SPS and HACCP compliance as well as improving industry practice in the Cambodian fisheries sector</p>	<p>Private Sector, MoC, MAFF/FiA, MoIH</p>
<p>Medium-Term Action: 2016-2018</p>			
<p>Indicative Action 1: Implementation of SPS standards (HACCP or GMP) among marine fishery product processors increases resulting in improved export competitiveness (same as Outcome 4, ST Action 2)</p>	<p>1 marine fishery product processor HACCP/GMP certified in 2013</p>	<p>12 marine fishery product processors HACCP/GMP certified in 2018</p>	<p>Private Sector, MAFF/FiA</p>
<p>Indicative Action 2: FiA is upgraded, qualifies as “competent authority” for EU, and can support exports of fisheries products to EU (same as Outcome 4, MT Action 5)</p>	<p>Export of fisheries products to EU not yet possible. Public management of SPS for fisheries weak</p>	<p>FiA has been recognized as EU “competent authority” and can support Cambodian exporters targeting EU markets by 2018</p>	<p>MAFF/FiA</p>

Indicative Action 3: A sustainable approach to fisheries activities and industry management	General awareness of environmental degradation and reductions in high-value fish stocks. No action plans or environmental guidelines exist at individual firm level	Fisheries resource management regime established and implemented, environmental guidelines developed for fisheries processors and exporters	Private Sector, MoC, MAFF/FiA, MoIH
Indicative Action 4: Ensure that all exported fish products are exempt from paying VAT (same as Outcome 5, ST Action 7)	Government currently charges 10% VAT on exports	All exported fish products are exempt from paying VAT	MEF
Indicative Action 5: Development of sustainable fisheries resources, especially in relation to aquaculture	Total aquaculture production (inland and marine) of 74,000 MT in 2012	Total aquaculture production (inland and marine) reaches 200,000 MT in 2018	Private Sector, MOC, MAFF/FiA, MARDeC
Indicative Action 6: Recorded exports of fish products shipped to a diverse mix of countries, including countries with SPS requirements less rigorous than EU	Fish export to key regional markets are sporadic and inconsistent from year to year	Consistent formal (recorded) fish exports between \$5 to \$10 million to 5 key markets	Private Sector, MAFF/FiA
Outcome 12: Milled Rice			
Outcome 12: Milled Rice Cambodia achieves the 1 million MT target for export of milled rice set out under the RGC 2010 Rice Policy	Approximately 350,000MT of milled rice exported in 2013	More than 1 million MT of milled rice exported in 2018	Private Sector, MoC, MAFF, SNEC
Short-Term Actions: 2014-2016			
Indicative Action 1: Rice farmer cooperatives established to facilitate technical exchanges, financing, extension services and stronger linkages with rice millers	Negligible amount of paddy delivered to millers under contract farming in 2013	50,000 MT of rice delivered to millers under contract farming by 2016.	Private Sector, MoC, MAFF
Indicative Action 2: Dry-season production improves through introduction of improved dry-season seeds, including high value fragrant seeds	CARDI has de-facto monopoly in seeds production	Allow Private Sector competition in seeds production	MAFF

<p>Indicative Action 3: Effective dialogue between Government and rice sector is in place</p>	<p>Working Group #9 on Rice is organized under G-PSF. However, at least 3 fragmented exporter associations exist, impeding cooperation and public-private dialogue</p>	<p>A single national federation established by 2016 representing all exporters. Private Sector through federation is directly engaged in periodical review of rice policy with Government. G-PSF Working Group #9 is revitalized</p>	<p>Private Sector, MoC, MAFF, SNEC</p>
<p>Indicative Action 4: National brand/logo established to market fragrant rice exports with branding linked to export standards</p>	<p>No national brand/logo exists for fragrant rice exports</p>	<p>Brand / logo adopted by all fragrant rice exporters by 2016. Guidelines published outlining criteria and required standards for millers to be entitled to logo use</p>	<p>Private Sector, MAFF, MoIH, MoC</p>
<p>Indicative Action 5: Capacity of rice millers to meet basic Hazard Analysis & Critical Control Point (HACCP) or Good Manufacturing Practice (GMP) standards is developed through rice mills certification program (same as Outcome 4, ST Action 1)</p>	<p>No modern rice mills certified as of 2012 (one plant certified by ISC, but ISC is not internationally accredited as of yet so this certification has no export value)</p>	<p>10 Cambodia rice mills that are HACCP or GMP certified in 2016</p>	<p>Private Sector, MoIH, MAFF</p>
<p>Indicative Action 6: Improved cross-border transport agreements (road and waterways) are negotiated with neighbors and regional organization for an integrated transport market including improved third-country transit arrangements and port access (same as Outcome 3, ST Action 2)</p>	<p>Existing agreements have only partial coverage and are not fully implemented</p>	<p>Cross-border agreements (bilateral and regional) are fully enacted and implemented, in cooperation with neighboring countries</p>	<p>MEF, MoC, MoPWT, MoFA, concerned Line Ministries and agencies</p>
<p>Indicative Action 7: Bilateral agreements or MoUs signed with key regional markets as well as other possible growth markets to provide more predictable access to the regional markets</p>	<p>No agreements with other countries in the region, except MoU Cambodia-China on SPS</p>	<p>MoUs with key regional markets Indonesia, Philippines and Malaysia to facilitate reliable rice trade by 2016. MoUs with trading partners in key growth regions, such as GCC states, CIS and West Africa to facilitate reliable trade by 2016</p>	<p>MAFF, MoC, MoFA</p>

Indicative Action 8: Introduce price competition in fumigation	CCIC has de-facto monopoly in fumigation	CCIC de-facto monopoly has been removed	MAFF
Indicative Action 9: Cambodia progresses towards full computerization of trade related documents (same as Outcome 2, ST Action 2)	Issuance of Certificates of Origin is manual in 2013. CO reform plan introduced by MoC in November 2013	Certificates of Origin can be applied for and processed online by 2015	MoC
Indicative Action 10: Cost of export procedures reduced	Current trade facilitation cost is \$11/MT	Cost of trade facilitation reduced by half	GDCE, MAFF, MoC, other border agencies
Indicative Action 11: Rail link between Phnom Penh and Poipet renovated (same as Outcome 3, ST Action 7)	Renovation of rail link between Poipet and Phnom Penh under way	Renovation of rail between Sisophon and Phnom Penh completed. Scheduled rail freight service between Battambang and Phnom Penh operates by 2016 and offers alternative/competing land transport for agricultural commodities like cassava and rice	MoPWT
Indicative Action 12: Restrictions on daytime truck traffic through Phnom Penh have been eased	Ban of daytime truck traffic through Phnom Penh between 6.00am-9.00pm are deemed costly and excessive by rice millers	Restrictions have been eased by reducing ban to 6.00am-7.00pm and/or establishing one or two daytime corridors for trucks	Phnom Penh Municipality, 2014
Indicative Action 13: Rice millers can produce electricity using rice husk as biofuel	Rice millers can produce electricity cheaper than EDC using rice-husk biofuel. However, RoI is feasible only if generators run 24/7 and EDC buys back excess electricity production. At present, EDC does not buy back from small producers	Policy has been introduced for EDC to buy-back excess electricity produced by small producers	EDC, MEF, Private Sector
Indicative Action 14: Ensure that all exported milled rice is exempt from paying VAT whether exported by rice millers or via third party exporters (same as Outcome 5, ST Action 7)	Government currently charges VAT on exports via third party exporters but not direct exports by rice millers	All exported milled rice is exempt from paying VAT	MEF

Medium-Term Action: 2016-2018			
Indicative Action 1: Access to working capital by rice growers and rice millers improved	Investment in rice sector supported by establishment of risk share facility with local commercial bank, as well as targeted investments, including through microfinance institutions. Limited working capital financial products available	Short-term financial products using movable assets and inventories of rice paddy and milled rice as collaterals introduced by commercial banks to meet working capital needs of rice millers	Commercial Banks, MEF
Indicative Action 2: RGC's Rice Policy is implemented. Capacity of rice millers to export milled rice to new markets is developed	In 2011, 22 countries imported shipments of \$1 million or more from Cambodia	35 countries import more than \$2 million annual shipments of fragrant, non-fragrant or broken rice from Cambodia by 2018	Private Sector, MoC, MAFF
Indicative Action 3: RGC's Rice Policy is implemented. Rice millers expand capacity in modern mills	400,000MT annual modern milling capacity in 2012 (approximately 280 tons per hour)	Modern milling capacity in 2018 in MT nearly triples from 2012	Private Sector, MEF, Banking Sector, MoIH
Indicative Action 4: Facilitate greater investment in paddy storage and drying facilities by establishing a credit scheme. Likewise, insufficient thresher capacity to meet needs of November-December	Credit is provided to investors on a piecemeal basis	A national credit scheme to facilitate investment financing in rice logistics, threshers, other investment is put in place by the RGC in strong cooperation with private Banks	MEF, MoC
Indicative Action 5: Adoption of improved paddy cultivation practices, including dry-season production, resulting in increased productivity and larger supply for millers	Average paddy yield of 3.2 MT per hectare in 2011 (AFSIS.) Irrigated dry-season production accounted for 16% of total cultivated area in 2012 (MAFF+CARDI)	Average paddy yield of 4 MT per hectare in 2018. Irrigated dry-season production accounts for 35% of total cultivated area in 2018	Private Sector, MAFF, MARD

Indicative Action 6: Cambodia progresses towards full computerization of trade related documents (same as Outcome 2, MT Action 3)	Sanitary and phytosanitary certificates required for exports are processed manually	SPS certificates can be applied for and processed on line	MAFF
Indicative Action 7: Extend Risk Management System to non-Customs agencies (same as Outcome 2, MT Action 4)	Risk Management fully implemented by Customs as of 2013. Some progress by non-Customs agencies but risk management underdeveloped	Risk Management Systems is fully implemented by all border agencies and profiles are managed centrally by 2018	GDCE, MoC, MAFF and all other border agencies
Outcome 13: Cassava			
Outcome 13: Cassava Cambodia consolidates its exports of Cassava through direct exports to such countries as China and Republic of Korea and lessens its dependency on exports of unprocessed tubers to Thailand and Vietnam	68,000 MT of formal exports of dried cassava chips in 2011	Approximately 3 million MT of formal exports of dried cassava chips by 2018	Private Sector, MoC, MAFF
	Cambodia seventh largest producer of cassava in Asia in 2011	Cambodia fifth largest producers of cassava in Asia (following Thailand, Indonesia, India, and China PRC) by 2018	Private Sector, MoC, MAFF
Short-Term Actions: 2014-2016			
Indicative Action 1: Modern crop management and harvesting and post-harvest practices implemented	Current cassava yields 22MT/ha at provincial level in 2011. (Source: AFSIS). 1 million farmers use IPM.	Yields 20% higher than baseline in 2016. IPM expanded to 3 million farmers	MAFF, CARDI, Private Sector
Indicative Action 2: Strong industry cooperation across value-chain and dissemination of market information	No national sector association	Farmers Association(s) and a National Processor/Exporter Association established by 2016	Private Sector, MoC, MAFF
Indicative Action 3: Quantity and quality of supply to semi-processors and processors improved	Lack of ties between farmer cooperatives and semi-processors and processors	Cassava farmer cooperatives established to facilitate technical exchanges, financing, extension services, contract farming arrangements	MAFF, MoC, Private Sector
Indicative Action 4: RGC develops and implements a national policy for Cassava sector	No formal policy or institutional framework in 2012	Policy is established, implemented, and reviewed annually by 2016	SNEC, MAFF, MoIH, MoC, Private Sector

Indicative Action 5: Capacity of dried cassava processors to meet basic GMP-based standards developed through certification program (same as Outcome 4, ST Action 3)	No certification system in place	Certification system in place for processors that produce for demanding export markets in 2016	Private Sector, MoIH, MAFF
Indicative Action 6: Cambodia progresses towards full computerization of trade related documents (same as Outcome 2, ST Action 2)	Issuance of Certificates of Origin is manual in 2013. CO reform plan introduced by MoC in November 2013	Certificates of Origin can be applied for and processed online by 2015	MoC
Indicative Action 7: Rail link between Phnom Penh and Poipet renovated (same as Outcome 3, ST Action 7)	Renovation of rail link not yet completed	Renovation of rail between Sisophon and Phnom Penh completed. Scheduled rail freight service between Battambang and Phnom Penh operates by 2016 and offers alternative/competing land transport for agricultural commodities like cassava and rice	MoPWT
Medium-Term Action: 2016-2018			
Indicative Action 1: New investment, including FDI, supports increased semi-processing and processing capacity, higher export returns, and transfer of industry know-how	FDI investment in cassava sector during 2005-2012 was \$48 million, (2 percent of total FDI Approvals for Agro-Industry – Chapter 5)	Average annual rate of growth of 5–10 percent FDI investment in cassava sector during 2014-2018	Private Sector, CDC, MAFF, MoIH
	Total demand (or throughput) from local processors is 920,000MT of fresh root in 2010	Total demand (or throughput) from local processors is 4 million MT of fresh root in 2018. Half (or 2 million MT) is in full processing sector including flour, animal feed, ethanol, other	Private Sector, CDC, MAFF, MoIH
Indicative Action 2: Access to working capital for cassava processors improved (same as Outcome 12, MT Action 1)	Limited working capital financial products available for cassava growers and processors	Short-term financial products using movable assets and inventories of cassava as collaterals introduced by commercial banks to meet working capital needs of cassava sector	Commercial Banks, MEF

Indicative Action 3: Production of disease resistant new stems established in Cambodia	Nearly all new stems are imported informally from Vietnam or Thailand and is diseased	New stem reproduction for disease resistant plants established in Cambodia	MAFF, University of Battambang, Private Sector
Indicative Action 4: Capacity of processors and exporters to market overseas is increased	\$2.3 million worth of recorded exports of processed cassava in 2011	\$150 million worth of recorded exports of processed cassava in 2018	Private Sector, MAFF, MoC
Indicative Action 5: Bilateral MoUs with importing markets signed to ensure predictable market access for semi-processed cassava	One MoU for cassava chips signed between China and Cambodia	Several MoUs for semi-processed chips signed	MoFA, MAFF
Indicative Action 6: Implementation of SPS standards increases among driers and processors	68,000MT of cassava chips exported to countries enforcing SPS standards in 2011 (Source: GDCE data)	1 million MT of cassava chips exported to countries enforcing SPS standards (as reflected in Cambodia's Customs data on recorded shipments to such country as China) in 2018	MAFF, Private Sector
Indicative Action 7: Cambodia progresses towards full computerization of trade related documents (same as Outcome 2, MT Action 3)	Sanitary and Phytosanitary certificates required for exports are processed manually	SPS certificates can be applied for and processed on line	MAFF
Indicative Action 8: Extend Risk Management System to non-Customs agencies (same as Outcome 2, MT Action 4)	Risk Management fully implemented by Customs as of 2013. Some progress by non-Customs agencies but risk management underdeveloped	Risk Management Systems is fully implemented by all border agencies and profiles are managed centrally by 2018	GDCE, MoC, MAFF and all other border agencies

Outcome 14: Rubber

Outcome 14: Rubber Cambodia progresses towards becoming a key producer and exporter of rubber	54,520MT of rubber exported in 2012	Approximately 150,000MT of rubber exported in 2018	Private Sector, MoC, MAFF
Short-Term Actions: 2014-2016			
Indicative Action 1: Modern cultivation techniques adopted	Average yields per tapped hectare: 1,100kg in 2010	Average yields per tapped hectare: 1,250kg by 2016	Private Sector, MAFF, RRIC
Indicative Action 2: Strong industry cooperation to facilitate extension services and exchange of market information	No single national-level industry association exists that encompasses whole value chain	Single national producer / processor / exporter association established in 2016	Private Sector, MAFF, MoC, MoIH
Indicative Action 3: Shortage of skilled tappers avoided	No formal means to address skill shortage	Industry-wide guidelines and training manual for best-practice in rubber tapping by 2016. Training program implemented	Private Sector, MAFF, RRIC
Indicative Action 4: Cambodia natural rubber value chain produces high-quality products for export markets	No system in place to monitor quality of exported natural rubber	System to register quantities of natural rubber by grade and price in place and implemented by 2016	Private Sector, MAFF, MoC, RRIC
Indicative Action 5: Sector policy to support development of the sector	Sector targets but no comprehensive sector policy	Sector policy has been set up by 2016 with strong focus on supporting the development a CLV rubber triangle	SNEC, MAFF, MoC, Private Sector
Indicative Action 6: Export tax on rubber reformed to encourage domestic value added	Current sliding-scale export tax encourages export of lower quality rubber with limited value added	Reform export tax to encourage high quality and domestic value addition	MEF, MAFF
Indicative Action 7: CLV Development Triangle's focus on rubber sector proceeds as planned with formulation of Action Plan by the three countries	The 7 th CLV Development Triangle Summit of Heads of State held in Vientiane March 12, 2013 requested preparation of action plan for development of the rubber sector in the Triangle	Action plan fully formulated for the 8 th CLV Development Triangle Summit as requested during 7 th Summit	MEF, MoC, MAFF, SNEC

Indicative Action 8: Cambodia progresses towards full computerization of trade related documents (same as Outcome 2, ST Action 2)	Issuance of Certificates of Origin is manual in 2013. CO reform plan introduced by MoC in November 2013	Certificates of Origin can be applied for and processed online by 2015	MoC
Medium-Term Action: 2016-2018			
Indicative Action 1: RGC strengthens and implements its policy targets for natural rubber production.	Approximately 55,000ha planted and harvested. An additional 225,000 ha planted but not harvested in 2012. 64,524MT produced and 54,520MT exported in 2012	200,000ha planted and harvested, more than 200,000MT produced, and 150,000MT exported in 2018. (Government targets for 2020: 300,000ha harvested and a total of 400,000ha planted)	Private Sector, MAFF
Indicative Action 2: Cambodia diversifies its export markets for natural rubber. Export marketing capacity of producers is strengthened	Vietnam accounts for 58% of total recorded Cambodian exports of rubber products (HS 40) in 2011 (TradeMap)	Reduced reliance on Vietnam as export market (to less than 30% of rubber trade) by 2018.	Private Sector, MoC, MAFF, RRIC
Indicative Action 3: Processing sector re-aligned with dynamics of global rubber trade	Most formal exports in low value natural rubber (HS 4001). Small tire manufacturing sector emerging (HS 4011). Tire Exports = 106 MT in 2011 (TradeMap)	Significant expansion of tire manufacturing industry. Tire Exports = 10,000MT by 2018	Private Sector, MAFF, MoIH, RRIC
Indicative Action 4: Cambodia progresses towards full computerization of trade related documents (same as Outcome 2, MT Action 3)	Sanitary and phytosanitary certificates required for exports are processed manually	SPS certificates can be applied for and processed on line	MAFF
Indicative Action 5: Extend Risk Management System to non-Customs agencies (same as Outcome 2, MT Action 4)	Risk Management fully implemented by Customs as of 2013. Some progress by non-Customs agencies but risk management underdeveloped	Risk Management Systems is fully implemented by all border agencies and profiles are managed centrally by 2018	GDCE, MoC, MAFF and all other border agencies

Outcome 15: Tourism

Outcome 15: Tourism Cambodia progresses towards RGC's 2020 target set for Tourism: 8 million foreign visitors	3 million foreign visitors in 2012	6 million foreign visitors in 2018	Private Sector, MoT
Short-Term Actions: 2014-2016			
Indicative Action 1: TVET programs that meet international standards and ASEAN Minimum Competency Standards for Tourism are established and running for the hospitality sector (same as Outcome 17, ST Action 3)	No culinary TVET program that meets international standards and ASEAN Minimum Competency Standards	Royal Academy of Culinary Arts (RACA) fully established as PPP. First full class (2 year curriculum) graduates with internationally recognized diplomas by 2016	MoT, Hotel, Restaurant and Chefs Associations
	No hospitality management and services TVET program that meet international standards and ASEAN Minimum Competency Standards for Tourism	TVET program focusing on hospitality management and services fully established as PPP by 2016. Graduates to receive diplomas that meet international standards and ASEAN Minimum Competency Standards for Tourism	MoT, Private Sector (Hospitality)
Indicative Action 2: Improved and more diverse tourism product offerings	Average length of stay is 6.30 days per visit in 2012 (Marked by slight decline in recent years)	Average stay of 7 days or more per visit by 2016	Private Sector, MoT
Indicative Action 3: Attract high-spending international arrivals in the MICE sub-sector	Business visits account for 5% of total international arrivals	Business visits account for 20% of total international arrivals by 2016	Private Sector, MoT
Indicative Action 4: Traffic congestion in Phnom Penh and Siem Reap has been reduced	Worsening traffic congestion in Phnom Penh and Siem Reap are deterrent to developing MICE sub-sector. No urban transport development strategy adopted	Phnom Penh and Siem Reap municipalities have taken serious steps to reduce car traffic congestion in the two cities. Urban transport development strategies adopted for PP and Siem Reap municipalities to reduce traffic congestion	Municipalities, MoPWT

Indicative Action 5: Level-playing field competition enforced in the hospitality sector	Labor laws and other regulations pertaining to the hospitality sector are not enforced consistently throughout the sector, putting establishments that follow laws and regulations at a competitive disadvantage with those that do not	Labor laws and other regulations pertaining to the hospitality sector are enforced consistently to create level-playing field competition	MoLVT, MoT
Indicative Action 6: Scheduled air service between Phnom Penh and Sihanoukville established	There is no scheduled air service between Phnom Penh and Sihanoukville, only charter flights	Scheduled air service between Phnom Penh and Sihanoukville established	Private Sector, MoPWT
Medium-Term Action: 2016-2018			
Indicative Action 1: The national <i>Tourism Development Strategic Plan 2012-2020</i> is implemented	37,522 rooms in hotel and guest houses in 2009 (MoT statistics)	Number of rooms in hotel and guest houses increases to approximately 90,000 by 2018	Private Sector, MoT, MoIH, MoH
	25,658 rooms outside Siem Reap in 2009 (MoT statistics)	Number of rooms in hotel and guest houses outside Siem Reap increases approximately to 70,000 by 2018	Private Sector, MoT, MoIH, MoH
Indicative Action 2: Increase the number of airlines and frequency of international flights	17 foreign airlines servicing Cambodia's international airports in 2009	20 or more foreign airlines servicing Cambodia's international airports by 2018 including direct services from Japan, Indonesia, the Philippines and India. Sihanoukville airport (KOS) receives daily international flights by 2018	Private Sector, MoT, CCA, MoPWT, MoFA
Indicative Action 3: Dependency of Cambodia on international visitors originating from a very small number of countries is reduced	Top 4 countries provide nearly 50 % of all visitor in 2011	Through proactive promotion intervention, the share of visitors from the top 4 countries is reduced to 35%	MoT, Private Sector

<p>Indicative Action 4: SPS standards in kitchen in hotel and restaurant improve through enhanced training of existing and new kitchen staff (same as Outcome 4, MT Action 7)</p>	<p>Index from baseline survey of SPS standards in hotel and restaurant kitchen to be conducted by the Royal Academy of Culinary Arts under CEDEP-II. Also to use info from voluntary Good Health Practice (GHP) rating introduced by MoH</p>	<p>Repeat baseline survey (CEDEP II) by 2016-17</p>	<p>Private Sector, MoH, RACA, MoT</p>
	<p>Restaurant rating system being prepared. No restaurants have passed GHP/GMP audit. Low hygiene standards in sector</p>	<p>A rating system is in place. 200 restaurants have passed GHP/GMP audits by 2018</p>	<p>Private Sector, MoH, MoT</p>
<p>Indicative Action 5: Quality and quantity of domestically-grown supply of fruits, vegetables, and other food inputs increases</p>	<p>Most large hotel chains buy food inputs at local markets with the understanding that a large quantity of fruits and vegetables are imported from Vietnam or Thailand</p>	<p>Several large hotel chains have arrangements to secure most of their inputs of fruits, vegetables, and other foods locally through contract farming or other schemes</p>	<p>Private Sector, MAFF, MoT</p>
<p>Outcome 16: High Value Silk Products</p>			
<p>Outcome 16: High Value Silk Products A small but growing number of Cambodian producers are able to design and export high-value silk products</p>	<p>Exports (cross-border and sales to foreign visitors) of finished silk products estimated at \$7 million in 2012</p>	<p>Exports of finished silk products double by 2018</p>	<p>Private Sector, MoC, MARD, MoWA, MAFF, MoIH</p>
<p>Short-Term Actions: 2014-2016</p>			
<p>Indicative Action 1: Silk Board established to coordinate and formalize production chains.</p>	<p>No Silk Board in 2012.</p>	<p>Silk Board established by 2014</p>	<p>Private Sector, MoC, MARD, MoWA, MAFF, MoIH</p>
	<p>Silk Sector and Plan of Action need updating</p>	<p>New Silk Sector Strategy adopted by 2016</p>	<p>Private Sector, MoC, MARD, MoWA, MAFF, MoIH</p>
<p>Indicative Action 2: In the absence of a sector policy, the sector is unlikely to develop. National sericulture and silk sector policy developed</p>	<p>No sector policy as of 2012</p>	<p>National Sericulture and Silk Sector Policy developed and endorsed by Government by 2016</p>	<p>SNEC, CoM, Private Sector, MoC, MARD, MoWA, MAFF, MoIH</p>

<p>Indicative Action 3: Purchasing units in key weaving cooperatives (e.g. Khmer Silk Villages) established to assist with procurement of higher quality yarn. Quality and traceability of silk yarn imports ensured (same as Outcome 4, MT Action 10)</p>	<p>Lack of COs on most imported yarn</p>	<p>30% of imported yarn has a clear CO in 2018</p>	<p>Private Sector, MoC, MoWA</p>
<p>Medium-Term Action: 2016-2018</p>			
<p>Indicative Action 1: Increased Private Sector investment in sericulture.</p>	<p>1MT of golden silk yarn produced in Cambodia in 2012. No white silk yarn produced in Cambodia in 2012. Most current silk production in Cambodia based on imported yarn. Hard to compete with China or Thailand. Cambodia should target high-value products using Cambodian silk</p>	<p>5MT of golden silk yarn produced in Cambodia in 2016. 20MT of white silk yarn produced in Cambodia in 2016</p>	<p>Private Sector, Silk Board, MoC, MAFF</p>
<p>Indicative Action 2: Selected group of producers have broken into foreign markets</p>	<p>Three producers have cross-border export sales in 2011 (approximately \$1.5 million)</p>	<p>8–12 producers have cross-border export sales to five overseas markets with sales of approximately \$3 million</p>	<p>Private Sector, MoC</p>
<p>Indicative Action 3: Selected group of producers have internalized a product development scheme</p>	<p>Three producers have a product development system in place in 2011</p>	<p>8–12 producers have product development in place in 2018 as reflected in regular product addition to collections and product catalogues</p>	<p>Private Sector, MoC, MoWA, MoIH, MARD</p>
<p>Indicative Action 4: Weavers have access to micro-credit</p>	<p>Weavers have limited to no access to credit</p>	<p>Micro-lending to weavers expanded to help develop their business</p>	<p>MEF, RDB, micro-lending institutions</p>

Pillar 3: Strengthening the Capacity of RGC and Cambodian Stakeholders to Manage the Trade Agenda and Trade Challenges (Trade Reform, Trade Policy, Aid for Trade, Bridging Skill Gaps for Trade, etc.)

Outcome 17: Bridging the Skill Gap for Exports

<p>Outcome 17: Skill Gap for Exports RGC and Cambodian exporters meet the skill gap through the formal education sector and increased public-private partnership to develop vocational/technical education</p>	<p>No PPP TVET program in 2012 in Cambodia. Most TVET is done through NGOs with inconsistent outcomes for different NGOs</p>	<p>A number of PPP TVET programs have been established to support skill development in export sectors by 2018</p>	<p>Line Ministries, MoLVT, Private Sector</p>
<p>Short-Term Actions: 2014-2016</p>			
<p>Indicative Action 1: A job information system is in place to match supply and demand at local and regional level</p>	<p>National Employment Agency is new and lacks systems. No job information and forecasting systems in place</p>	<p>Job information system is in place in NEA including (1) quarterly labor market information reports; (2) regular dissemination of forecasting results with strong sector focus</p>	<p>NEA, TVETs, Private Sector</p>
<p>Indicative Action 2: TVET programs are established to meet need in technical and engineering personnel in garments and footwear and in SEZ sectors</p>	<p>Garment sector requires diversified skills and accreditation of workforce based on AFTEX ASEAN. The sector lacks an established TVET infrastructure. GMAC is in the process of establishing a training institute</p>	<p>GMAC's training institute is operational. Between 100 to 200 garment sector professionals per year are getting ASEAN-accredited (level 1) training in operator training, machine mechanic, pattern making, merchandising and other skills relevant to the sector</p>	<p>GMAC, Training Service Providers, AFTEX</p>
	<p>No training facilities in SEZs to assist investors in building a skilled labor force</p>	<p>All SEZs have training facilities (PPP or otherwise) with curriculums that meet ASEAN standards</p>	<p>SEZ operators, Private Sector associations, MoLVT, NEA</p>

<p>Indicative Action 3: TVET programs that meet international standards and ASEAN Minimum Competency Standards for Tourism are established and running for the hospitality sector</p>	<p>No culinary TVET program that meets international standards and ASEAN Minimum Competency Standards</p>	<p>Royal Academy of Culinary Arts (RACA) fully established as PPP. First full class (2 year curriculum) graduates with internationally recognized diplomas by 2016</p>	<p>MoC, MoT, Hotel, Restaurant and Chefs Associations</p>
	<p>No hospitality management and services TVET program that meet international standards and ASEAN Minimum Competency Standards for Tourism</p>	<p>TVET program focusing on hospitality management and services fully established as PPP by 2016. Graduates to receive diplomas that meet international standards and ASEAN Minimum Competency Standards for Tourism</p>	<p>MoT, Private Sector (Hospitality)</p>
<p>Indicative Action 4: A more peaceful labor relations environment has been established in industrial sectors through a reduction in the number of illegal strikes and better enforcement of arbitration rulings and agreements in place</p>	<p>The excessive number of illegal strikes that do not respect agreements in force or that result from conflicts that have not gone through appropriate mediation and arbitration channels is having a negative impact on competitiveness</p>	<p>Use of Collective Bargaining Agreement in industrial sectors is promoted (capacity building on CBA needed.) Enforcement of laws, regulations, and agreements in place is strengthened</p>	<p>Private Sector, CAMFEBA, Labor Unions, MoLVT, Arbitration Council</p>
<p>Indicative Action 5: A set of models (templates) has been developed to assist line ministries in developing TVET institutions and programs based on PPP</p>	<p>There is little understanding of how PPPs can contribute to skills development and little understanding of different PPP models that can be pursued. There is also little knowledge and information available as to what is possible in a PPP.</p>	<p>A set of PPP models has been developed, with the assistance of development partners and based on international best-practice, to provide guidance to Line Ministries and Private Sector partners when formulating PPP-TVETs including (1) possible governance structures, (2) development of curriculums, (3) structures for student internships and (4) possible financing structures</p>	<p>MoEYS, MoLVT, CAMFEBA, MEF</p>

Medium-Term Action: 2016-2018			
Indicative Action 1: TVET programs are established for the hospitality sector to address current skill gaps	RACA is operating	A minimum of 100 Chefs, kitchen and food handling personnel is trained yearly based on ASEAN and internationally recognized certification standards through Royal Academy of Culinary Arts (RACA)	MoT, Private Sector, RACA
Indicative Action 2: Greater availability of SPS specialists to support exports and protecting health of crops livestock and consumers	Universities lacks curriculum focusing on plant health, animal health and food safety to train SPS specialists	Specialization stream on plant pest and disease, animal pest and disease, food safety specialization established in RUA with dedicated curriculum for the three areas and associated teaching materials	MAFF, Royal University of Agriculture (RUA)
Indicative Action 3: Higher education systems and TVET develop industry-focused curriculums	No industry-focused curriculums for specialized sectors to meet needs of a diversified economy	At least 2 new curriculums per Indicative sectors are drafted and integrated into relevant Higher Education/TVET programs by 2018. Curriculums to be linked to ASEAN standards where they exist	MoEYS, MoLVT, and Line Ministries
	No industry skills councils to guide development of educational and TVET programs that focus on the needs of specific sectors	Industry skill councils (employers, government, and workers representatives) established to guide development of educational and TVET programs that focus on the needs of specific sectors	MoLVT, Private Sector, NEA, Line Ministries
Indicative Action 4: Engineering curriculums strengthened in Universities	The number of engineering graduates in Cambodia in 2008 was 514 (World Bank survey)	The number of Cambodian engineer graduates triples from 2008	MoLVT, MoEYS, MoIH, Private Sector

<p>Indicative Action 5: The number of annual leave and public holiday days in Cambodia closer to ASEAN average</p>	<p>Under Cambodian labor law, individuals are entitled to a minimum of 43 annual public holidays and leave days per year. Cambodia's minimum entitlement is far greater than ASEAN average with a negative impact on competitiveness (it lowers productivity, reduces training time, + a much larger amount of normal work hours has to be paid for as overtime)</p>	<p>Minimum number of annual public holidays and leave days has been lowered to 33 days</p>	<p>MoLVT, RGC</p>
<p>Outcome 18: Mainstreaming Trade</p>			
<p>Outcome 18: Mainstreaming Trade Trade development objectives are fully mainstreamed in national development strategy and in product and service sector strategies</p>	<p>Input Note submitted by MoC to MoP and SNEC for mainstreaming trade in NSDP and Rectangular Strategy</p>	<p>75% of the results identified in Input Note prepared by MoC have been achieved by 2018</p>	<p>MoC, MAFF, MoIH, MEF, trade-other related Line Ministries</p>
<p>Short-Term Actions: 2014-2016</p>			
<p>Indicative Action 1: The Ministry of Commerce has established a Trade Training and Research Institute (TTRI) centralizing all trade-related capacity development efforts</p>	<p>Capacity needs assessment of MoC and key trade-related institutions have been produced. Development plans have been formulated. A limited curriculum on trade is available in the Royal School of Administration (RSA)</p>	<p>A full-fledged catalogue of at least 20 courses available in Cambodia and 20 international training courses is available and being used to train officials on regular basis through TTRI</p>	<p>MoC, RSA</p>
	<p>There is no sustained trade-related research in MoC</p>	<p>TTRI has produced three research papers commissioned by MoC for policy-making needs, including in cooperation with independent Cambodian Research Institutions</p>	<p>MoC, Independent Cambodian Research Institutions</p>

<p>Indicative Action 2: The establishment of national and sector level indicators for growth and poverty facilitates comparison of different trade development and Private Sector development approaches in contributing to national poverty reduction goals</p>	<p>No coherent indicator of sustainable human development impact of expansion in the 10 DTIS 2013 priority sector</p>	<p>A coherent indicator of sustainable human development focusing on employment, gender, income, and environment at a minimum has been formulated and measured to measure the impact of development in the 10 DTIS 2013 priority sectors by 2016</p>	<p>MoC, SNEC, MoP</p>
<p>Indicative Action 3: Improved accessibility, compilation and use of statistics and trade data to assist in assessing and formulating appropriate trade support interventions</p>	<p>Official Cambodian trade data are extracted from database maintained by GDCE (Customs data), MoC (on COS, import/export, licenses), MEF (trade repository), and MAFF (SPS certificates.) There is no structure to compare and ensure coherence across sources, limited quality control systems, no tool to compare/benchmark Cambodian statistics against mirror statistics</p>	<p>Beginning in 2016, MoC Trade Training and Research Institute (TTRI) produces an annual trade data publication that consolidates and reconciles data extracted from different Government sources and ensure enhanced coherence with Comtrade mirror statistics</p>	<p>GDCE, MoC, MEF, MAFF, NIS</p>
	<p>Some MoC data are difficult to obtain</p>	<p>All MoC data are available up to date through MoC's revamped Website</p>	<p>MoC</p>
<p>Medium-Term Action: 2016-2018</p>			
<p>Indicative Action 1: Sufficient institutional capacity built to formulate and implement trade-related policies and strategies as well as trade-sensitized sector policies</p>	<p>1 sector policy focusing on exports in 2013 (for Rice)</p>	<p>4 additional sector policies focusing on export manufacturing or agro sectors by 2018 using MoC generated trade-data and inputs</p>	<p>SNEC, MoC, MAFF, MoIH, other trade-related Line Ministries</p>
<p>Indicative Action 2: Increased coordination among MoC, MoP, and Line Ministries to include trade-related indicators in NSDP-V</p>	<p>A single template for NSDP provided by MoP not reflecting the contributions of trade and related cross-cutting themes</p>	<p>A revised template and schedule to include trade-related indicators in NSDP and sector policies in use by MoP, MoC and key Line Ministries</p>	<p>MoP, MoC, SNEC, key Line Ministries</p>

<p>Indicative Action 3: Increase coordination among SNEC, MoC and Line Ministries to ensure strong linkages between objectives of Industrial Policy and Outcomes of CTIS 2014-2018</p>	<p>Industrial Policy at the drafting stage</p>	<p>Ensure that implementation of the Industrial Policy takes into account linkages identified in Outcome 6 of CTIS 2014-2018, including linkages between investment promotion and Rules of Origin, the need to promote clusters of domestically-based suppliers to support exporters, etc.</p>	<p>MoIH, SNEC, MoC, CDC</p>
<p>Outcome 19: Monitoring and Mobilizing Aid for Trade</p>			
<p>Outcome 19: Monitoring and Mobilizing Aid for Trade RGC's ability to M&E Results or Trade SWAp is strengthened, leading to stronger mobilization of AfT inside and outside SWAp</p>	<p>AfT commitments during 2007-2011 were \$1.506 billion; AfT disbursements were \$942.766 million (OECD/DAC data)</p>	<p>Expected value of AfT during 2014-2018 grows by 30% from 2007-2011 period</p>	<p>MoC, MAFF, MoIH, trade-related Line Ministries</p>
<p>Short-Term Actions: 2014-2016</p>			
<p>Indicative Action 1: Khmer version of 2014-2018 Trade SWAp Road Map and 2013 Matrix of Ongoing, Pipeline, and Missing AfT adopted by Government and used to mobilize additional interventions</p>	<p>Updated Road Map and AfT Matrix under preparation as of 2013</p>	<p>2013 Trade SWAp Road Map and AfT Matrix have been adopted by the Council of Minister</p>	<p>MoC, S-SC on Trade and Trade-Related Investment, CoM</p>
<p>Indicative Action 2: DICO carries out yearly evaluation of progress against Trade SWAp 2014-2018 road map goals, outcome, and expected results. Findings are reviewed with Government and Cambodian stakeholders</p>	<p>The M&E Unit in DICO is able to monitor individual projects but has no capacity as of yet to show contribution of individual projects to program-level objectives and results</p>	<p>The M&E Unit in DICO produces an annual report showing contribution of all TRTA projects to Trade SWAp trade goals, outcomes, and expected results. DICO organizes annual event to present progress to RGC and Cambodian stakeholders</p>	<p>MoC, Trade SWAp implementing agencies</p>
<p>Indicative Action 3: DICO organizes annual meeting with traditional and non-traditional trade Development Partners (BRICS, south-south, philanthropic foundations) pointing to gaps in AfT based on expected outcomes</p>	<p>The implementation of the Aid-for-Trade medium term strategy formulated in the Trade SWAp Road Map is not monitored or communicated to development partners</p>	<p>Annual event organized by DICO for senior Government officials and DPs to review AfT gaps</p>	<p>MoC</p>

<p>Indicative Action 4: DICO is using different communication tools to raise awareness about the actions, impacts, and achievements of Trade SWAp among a wider audience</p>	<p>A communication strategy for the SWAp has been endorsed, but is not being implemented. Communication actions are not coordinated with DPs and stakeholders and rely mostly on international consultant</p>	<p>A dedicated communication team has been organized in DICO and implements an up-to-date communication and outreach strategy with different media. A minimum of four key events are implemented each year</p>	<p>MoC,</p>
<p>Indicative Action5: Dialogue among Government, Private Sector stakeholders, and Development Partners shifts, in part, from focus on project implementation to program results and effectiveness</p>	<p>The SWAp governance structure for AfT tends to focus mostly on operations of ongoing project and very little on program and outcomes</p>	<p>Mandate of S-SC is reviewed to focus on trade program (CTIS 2014-2018) progress and results. Conclusion and recommendations from PSD TWG feeds into S-SC. Monitoring of operations is left at SWAp Implementation Committee level. Relevant Prakas have been amended accordingly</p>	<p>MoC, PSD TWG</p>
<p>Medium-Term Actions: 2016-2018</p>			
<p>Indicative Action 1: The Trade SWAp Management Framework is simplified so as to ensure better and faster AfT resource mobilization and project formulation</p>	<p>Most contributions of trade development partners to AfT in Cambodia is not accounted for and not monitored under Trade SWAp</p>	<p>The number of AfT contributions and DPs contributing directly to Trade SWAp goals, outcomes and expected results that is directly accounted for and monitored through Trade SWAp increases significantly</p>	<p>MoC, PSD WG</p>

Outcome 20: Enhancing Private Sector Participation in AfT

<p>Outcome 20: Enhancing Private Sector Participation in AfT A better structured dialogue between Private Sector and Government contributes to efficient public-private partnerships for trade development based on AfT resources</p>	<p>Private Sector participation in Government-led project design is limited to individual company participation</p>	<p>At least 3 PPPs are established on an annual basis with participation from government and Private Sector in support of Cambodia's trade development goals by 2018</p>	<p>G-PSF, MoC, CDC, Private Sector</p>
Short-Term Actions: 2014-2016			
<p>Indicative Action 1: New PSD Technical Working Group (DP-RGC) mandate and modus operandi are approved and implemented</p>	<p>Current PSD Technical Working Group is ineffective</p>	<p>PSD Technical Working Group has been re-established with new mandate and new modus operandi</p>	<p>MEF, CDC, PSD TWG</p>
	<p>No comprehensive data base of Value Chain analyses and TA support</p>	<p>A data base of DPs on PSD and Value Chain Analyses and TA support is developed in collaboration between DICO and DPs as an input to PSD Technical Working Group</p>	<p>MoC</p>
<p>Indicative Action 2: Improved efficiency and effectiveness of RGC-Private Sector-donor consultation mechanisms to address business environment constraints through AfT</p>	<p>G-PSF and PSD WG are no longer functioning as effective mechanisms to leverage government support on solving key business constraints</p>	<p>G-PSF and PSD WG meetings are organized twice a year at operational level with clear agendas focusing on solutions to previously identified business constraints issues</p>	<p>G-PSF, MoC, CDC, Private Sector</p>
<p>Indicative Action 3: Increased awareness of Business Membership Organizations (BMOs) on AfT and Trade SWAp through regular focus group meets led by MoC</p>	<p>There is no structured event for MoC to communicate progress on AfT and Trade SWAp implementation with Private Sector</p>	<p>DICO organizes annual information event to inform business sector through BMOs about progress in Trade SWAp implementation and AfT deployment</p>	<p>MoC</p>

Medium-Term Action: 2016-2018			
<i>Indicative Action 1:</i> The trade inputs to NSDP and Rectangular Strategy are jointly produced by government and Private Sector through G-PSF dedicated working group	There is no structured consultation between Government and Private Sector on trade objectives to be pursued under NSDP and Rectangular Strategy	Trade objectives proposed by Government under NSDP and Rectangular Strategy are reviewed and formulated jointly through consultation with BMOs	MoC
<i>Indicative Action 2:</i> Increased Private Sector participation in AfT project design, formulation and implementation	Limited or inexistent involvement of Private Sector representatives in most AfT TA projects	All new AfT TA projects must include activities and outputs involving BMOs by 2018	MoC, Private Sector