
**The Republic of Korea's Country
Partnership Strategy for the
Kingdom of Cambodia
2021–2025**

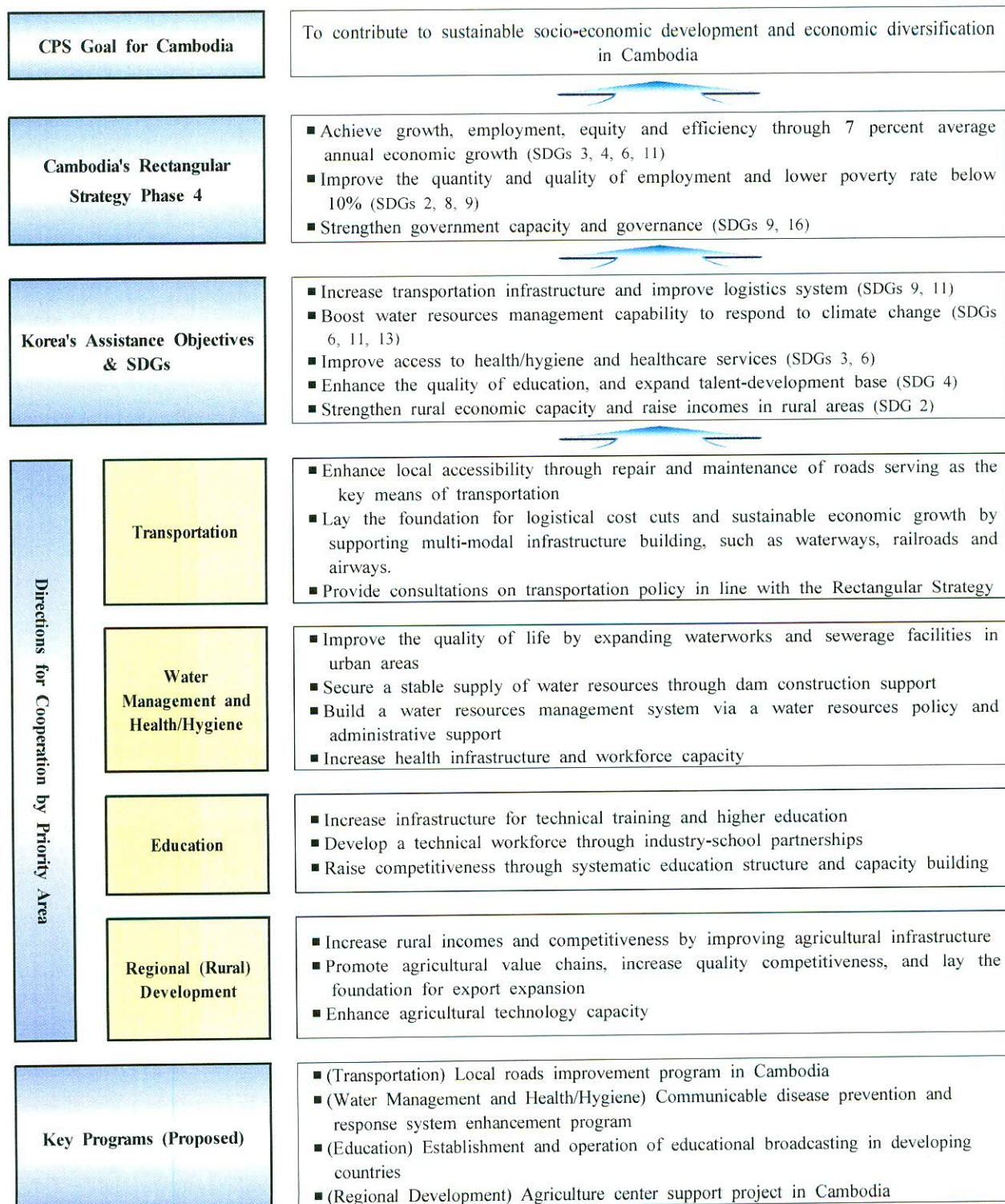
The Government of the Republic of Korea

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I. Cooperation Plan



* Key programs (proposed) may be subject to change, depending on the situation

□ Assistance Goal

- To contribute to improving the quality of life of the Cambodian people by expanding sustainable socio-economic infrastructure, developing human resources and strengthening technological capacity on the basis of Cambodia's Rectangular Strategy - Phase 4 (2019-2023), National Strategic Development Plan (2019-2023) and Industrial Development Policy (2015-2025)

□ Reason for Selection by Priority Area of Cooperation

- **(Transportation)** High logistical costs, poor transportation infrastructure and other issues hinder active trading that capitalizes on geopolitical advantages, impeding industrial development
 - Upgrade the logistics system and enhance transport infrastructure, such as airports, harbors, and roads
- **(Water Management)** Frequent droughts and floods, rapid urbanization and urban sprawl led to environmental degradation and limited sewage disposal capacity, highlighting the importance of water management
 - Expand water resources infrastructure to ensure a stable water supply and industrial development support, and build an integrated water resources management system to respond to climate change
- **(Health/Hygiene)** Healthcare workforce shortage, poor health service, and lack of public health system
 - Increase the number of hospitals and health infrastructure, and enhance health personnel capacity
- **(Education)** The Rectangular Strategy - Phase 4 includes human resources development as one of the four strategic rectangles to address lack of vocational education, industrial labor force shortage and insufficient educational personnel and competencies.
 - Support the nurturing of a technical workforce through industry-academia partnerships, capitalizing on Korea's successful industrialization experiences
- **(Regional Development)** Low agricultural productivity, a weak

agricultural products distribution structure and inadequate agricultural R&D capacity widened the urban-rural gap and hampered rural poverty eradication

→ Boost rural incomes and enhance agricultural export competitiveness by supporting agricultural technology development and infrastructure building

◇ **(Criteria for Selection of Priority Areas of Cooperation)** Key considerations include Cambodia's Rectangular Strategy - Phase 4, development needs proposed during bilateral policy consultations, Korea's aid capacity, size of the expected fund, coordination with other donor countries, linkage among areas, etc.

◇ **(ODA Plan)** To commit **70%** of total aid considering Cambodia's development needs, Korea's aid capacity, aid effectiveness of completed ODA programs, and cooperation with other donor organizations, etc.

II. Proposed Cooperation by Area

(1) Transportation Sector

Basic Directions

- Expand transport infrastructure and enhance the logistics system for economic diversification

※ Related SDG Target

- (SDG 9.1) Develop quality, sustainable socio-economic infrastructure for all
- (SDG 11.2) Provide access to safe, accessible, and sustainable transport system for all

Development Needs

- **(Basic Goal)** To bolster economic growth by building roads, waterways and other diverse logistical infrastructure and increasing connectivity (RS4 Rectangular 2)
 - Undertake large-scale renovation and expansion of road networks, the key element of logistics
 - Increase transport infrastructure to foster industry around international harbors and border regions and develop special economic zones
 - Develop economic corridors and international gateways to enhance physical access to neighboring countries and global markets
 - Build logistics complexes in major cities to increase distribution demand and improve efficiency
 - Develop inland waterway transport networks that can potentially cut distribution costs
 - Enhance the country's railway system to improve logistics efficiency and cut distribution costs

**The Cambodian Government's Key
Strategies for the Transportation Sector**

- Endorse and implement a transportation and logistics master plan
- Promote transportation-energy-digital connectivity
- Secure financing to build infrastructure, such as roads, transportation, railways, waterways, airways, and expressways
- Increase connectivity with neighboring countries and build logistical hubs in Cambodia's major cities

- **(Related Ministries)** Ministry of Public Works and Transport (MPWT) and Ministry of Rural Development (MRD)

Implementation Plan

- **(Transportation Policy & Administration)** Support transport infrastructure planning in line with the Cambodian government's transportation strategies
 - Provide assistance in devising detailed implementation plans designed to expand/upgrade transport infrastructure, conducting a feasibility study, improving institutions and building up transport agencies' capacity
- **(Road Transportation)** Expand and renovate road networks and improve related infrastructure to raise transport efficiency and support industrial development
 - Build and repair local roads and expressways that link major cities and border areas (e.g., Bavet, Poipet) to improve road efficiency
 - Utilize road designs and road pavement materials capable of flexibly adapting to road restrictions during the rainy seasons to enhance Cambodia's response to climate change (climate change adaptation and mitigation)
- **(Other Transportation)** Increase other transport infrastructure, such as railroads, waterways and airways, to raise logistical competitiveness and expand the foundation for industrial growth
 - Improve waterways, upgrade domestic airports, and provide assistance to aviation weather centers for multi-modal infrastructure support

(2) Water Management and Health/Hygiene

Basic Directions

- Improve the quality of life through a stable supply of water resources
- Support integrated water resources management with support for water resources policy and administration
- Enhance health infrastructure, boost health personnel capacity, and improve access to healthcare services

※ Related SDG Target

- (SDG 3.3) End tropical diseases and combat water-borne diseases and other communicable diseases
- (SDG 3.4) Reduce premature mortality from non-communicable diseases through prevention and treatment
- (SDG 3.8) Achieve access to quality essential medicines and healthcare services
- (SDG 6.1) Achieve universal and equitable access to safe and affordable drinking water
- (SDGs 6.4, 6.5) Increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater
- (SDG 11.5) Decrease the economic losses caused by disasters, including water-related disasters
- (SDG 13.1) Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters

Development Needs

① Water Management Program

- **(Basic Goal)** To ensure environmental sustainability and preemptive response to climate change (RS4 Rectangular 4 - Angle 4)
 - Implement an integrated water resources management plan to ensure a stable supply of water resources in response to growing demand and to minimize risks arising from floods and droughts
 - Strengthen human resources capacity related to climate change and integrated water management

**The Cambodian Government's Key
Strategies for the Water Management Sector**

- Develop and implement integrated water resources management
- Supply clean water and provide sewage treatment facilities for the successful creation of special economic zones

- **(Related Ministries)** Ministry of Water Resources and Meteorology (MOWRAM), Ministry of Public Works and Transport (MPWT), Ministry of Rural Development (MRD) and Ministry of Industry and Handicrafts (MIH)

② Health Program

- **(Basic Goal)** To enhance public health and nutrition (RS4 Rectangular 1 - Angle 3)
 - Update and continue to implement the Health Strategic Plan 2016-2020
 - Improve quality, safety and efficiency in the health sector
 - Develop human resources in the health sector

**The Cambodian Government's Key
Strategies for the Health/Hygiene Sector**

- Improve essential and emergency healthcare services by enhancing health infrastructure and technology investment
- Implement a social safety net system in the health sector
- Strengthen the disease-monitoring system in compliance with international health standards
- Compile a database of human resources in the health sector and deploy skilled medical personnel to local areas
- Raise public awareness of health and hygiene to prevent and contain communicable diseases

- **(Related Ministries)** Ministry of Health (MOH)

□ Implementation Plan

- **(Water Resources Policy & Administration)** Support the Cambodian government in devising a detailed implementation plan, conducting a feasibility study and building water management and climate change response capacity to ensure integrated water resources management

in line with the government's key water management strategies

- Introduce an integrated water resources management system; and provide support for the Cambodian government to build research and management capacity to respond to climate change, including flooding and droughts
- **(Drinking Water Development & Sanitation Facilities)** Provide support for building of water supply and sewage treatment facilities for the stable development of special economic zones, a new growth industry base for Cambodia
 - Build infrastructure in selected areas that require water supply and sewage treatment infrastructure due to growing population and water pollution to improve the quality of life
- **(Flood Prevention Plans, etc.)** Support the expansion/upgrade of infrastructure, including dams, irrigation facilities and river maintenance, to respond to floods, droughts and other climate change events
 - Repair, improve and newly build irrigation canals, drainage structures, multi-purpose detention ponds, among other measures
- **(Health Training & Education)** Participate in programs aimed at building healthcare personnel capacity and raising public awareness of health and hygiene
 - Provide policy support to ensure quality healthcare services; and offer technical support to reinforce a communicable disease prevention and response system and build human resources capacity
- **(Basic Health, etc.)** Enhance health infrastructure (e.g., advanced general hospitals or provincial hospitals) and establish an advanced healthcare system, thus contributing to improved healthcare services
 - Provide support for professional medical personnel training and health infrastructure upgrades, including the Health Information System (HIS) and specialized medical equipment.
 - Enhance maternal and child healthcare by supporting the

implementation of the Fast Track Initiative Road Map for Reducing Maternal & Newborn Mortality 2016-2020; strengthen the government management capacity; improve the quality of health services through enhanced healthcare facilities and health personnel education; and help boost healthcare service demand in communities

- Continue to collaborate with other donors within the pooled funds for the Health Sector Support Program in line with Cambodia's Health Strategic Plan 3 (2016-2020)

(3) Education Sector

Basic Directions

- Contribute to developing human resources by improving the quality of education as well as science and technology capacity

※ Related SDG Target

- (SDG 4.1) Ensure that all girls and boys complete equitable and quality primary and secondary education
- (SDG 4.3) Ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education
- (SDG 4.4) Increase the number of youth and adults who have relevant skills, including technical and vocational skills

Development Needs

- **(Basic Goal)** To enhance the quality of education as well as science and technology proficiency and strengthen technical training (RS 4 Rectangular 1 - Angle 1&2)
- **(Angle 1 Key Strategy)** Develop an equal and comprehensive education system aligned with science and technology, labor market needs and the nation's social and economic development; and improve the quality of the education system

**The Cambodian Government's Key Strategies for the
Education and Science/Technology Sector**

- Improve treatment for those working for the education sector and enhance management capabilities
- Support construction of local primary and secondary schools and provide subsidies to students from low-income households
- Strengthen supervision of school operation and reinforce quality management systems
- Implement a technical education master plan
- Promote technical education for youth that responds to labor market needs
- Increase STEM (Science, Technology, Engineering and Mathematics) education as well as sports and health education.

- **(Angle 2 Key Strategy)** Nurture youth who have at least one skill in life

**The Cambodian Government's Key Directions for
Vocational Education**

- Continuously implement the National Policy Framework on Education, Technical, and Vocational Training 2017-2025, focusing on intermediate and advanced technical skills
- Raise the technical competency and productivity of workers through industry-school cooperation and establish a national fund for skills development
- Strengthen technical training centers' education programs to meet industrial needs through government-business-NGO partnerships
- Create a technically proficient workforce that can meet market demand
- Raise awareness of vocational education at the middle and high school level

- **(Related Ministries)** Ministry of Education, Youth and Sports (MoEYS)

Implementation Plan

- **(Education in General)** Support education policy-making in line with the Cambodian government's human resources development plan; offer consultations for administrative management; and provide assistance with human resources capacity building in the education sector
- Improve education services by dispatching education experts and volunteers and carrying out invitational training programs, based on Korea's experiences of establishing a quality education system, providing teacher training, etc.
- Set up networks with local universities to conduct joint research

and support curriculum operation

- **(Secondary & Tertiary Education)** Lay the groundwork for education to make education more accessible for women, youth and the disadvantaged
- **(Vocational Training)** Support human resources development in line with Cambodia's Industrial Development Policy 2015-2025, based on Korea's successful industrialization model.
 - * The policy seeks to transform and reinforce industry structures, increase and diversify export products and promote SMEs, with the goal of developing Cambodia's key industries
- Offer technical skills training and infrastructure support to meet the needs of the private sector and overseas investment firms, aiming to boost the manufacturing industry and promote technology development, a strategy of the Industrial Development Policy

The Cambodia Industrial Development

Policy: Action Plan

- ♦ Development of a technical workforce and human resources: Improve academic curricula by integrating soft skills; strengthen vocational training in electrical technology, mechanics, chemistry, metrology and more; establish vocational training centers using foreign capital from Korea, Japan, Singapore, etc.; increase the number of secondary technical schools; promote industry-academia partnerships; and enhance universities' research capacity in agricultural technology and other areas
- ♦ Innovative growth in science and technology, etc.: Create science and technology parks within special economic zones, among others
- ♦ Promoting SMEs: Enhance technical training to meet industrial needs and strengthen tertiary schools' education capacity in science and technology

- Design a Cambodian industry-academia business incubating structure to develop a system designed to foster start-ups systematically within universities

(4) Regional (Rural) Development Sector

Basic Directions

- Contribute to developing rural areas for inclusive and sustainable growth

※ Related SDG Target

- (SDG 2.1) End hunger and ensure access by the poor and people in vulnerable situations to safe and sufficient food supplies
- (SDG 2.2) End all forms of malnutrition in children under 5 years of age
- (SDG 2.3) Double the agricultural productivity and incomes through secure and equal access to land, productive resources, financial services and markets.
- (SDG 2.4) Ensure sustainable food production systems that increase productivity and production
- (SDG 2.5) Maintain genetic (bio)diversity

※ Related New Southern Policy Target

- (6-1) Offer support to improve the quality of life - Support rural development (such as irrigation development and flood damage reduction) to enhance the quality of residents' lives

Development Needs

- **(Basic Goal)** To promote the agricultural sector and rural development (RS 4 Rectangular 4 - Angle 1)
- **(Angle 1 Key Strategy)** Create agricultural jobs, secure food security, and eradicate poverty in farming and fishing communities

**The Cambodian Government's Key Directions for the
Agricultural Sector**

- Implement the Master Plan for Agriculture Sector Development towards 2030 and the Agriculture Sector Strategic Development Plan 2019-2023
- Enforce acts on plant protection and sanitation and undertake contract farming
- Enhance agricultural productivity and quality and diversify agricultural products
- Promote private investment in the production of rice, cassava, mango, cashew nuts, etc.
- Grow vegetables in compliance with strict hygiene standards and create a vegetable wholesale market
- Industrialize agriculture through stronger sanitary controls for agricultural products, more trade promotion facilities and spending and additional investment in a quality assurance laboratory for exports, among others
- Foster the livestock and aquaculture industries
- Strengthen the management of land concessions and remove landmines and unexploded ordnance
- Make investments in agricultural irrigation systems
- Provide rural roads, small-scale irrigation systems, electricity and access to clean water; upgrade sanitation, villages and houses; and carry out the "one village, one product" movement, among others

- **(Related Ministries)** Ministry of Agriculture, Forestry and Fisheries (MAFF) and Ministry of Rural Development (MRD)

Implementation Plan

- **(Agricultural Education & Training)** Contribute to building the agricultural workforce capacity and acquiring agricultural technology through sustained education in the agricultural sector
 - Support higher education programs in agriculture as well as research and innovation in agricultural technology
- **(Rural Development, etc.)** Contribute to ending poverty and increasing competitiveness by building agricultural infrastructure
 - Build agricultural infrastructure, such as irrigation facilities, to boost farmers' productivity and incomes
 - Help establish a regional development model tailored to the needs of each region, including poverty eradication and higher incomes, by developing participatory rural communities led by residents
 - Support programs that develop rural communities, such as cooperatives and community organizations aimed at social capital

expansion

- **(Agricultural Technology Development & Diffusion)** Partner with local agencies to develop and distribute agricultural technology customized for the local agricultural industry and support productivity enhancement capacity
 - Carry out technology development in phases to cut production costs and produce good breeding stock
- **(Agricultural Value Chain)** Strengthen the value chain linkage (production-storage-processing-sales-distribution) and improve market access
 - Improve the quality of agricultural products and boost agricultural incomes by building capacity for postharvest management and processing technology
 - Support policy making for agricultural products distribution and improve the processing and distribution system, aiming to create a self-reliant agriculture-enabling ecosystem
 - Devise a quality control and quarantine system for key agricultural exports to lay the foundation for promoting regional trade and agricultural exports
 - Improve access to finance, including microcredit, and market access (sales/supply networks and market price information) for smallholder farmers
- **(Agricultural Production Infrastructure)** Increase sustainable incomes for farmers through production infrastructure support and capacity building
 - Build and maintain irrigation facilities to increase productivity; and implement flood damage reduction programs to respond to climate change
 - Identify more projects and diversify implementation methods in linkage with non-governmental organizations, at home and abroad

III. Performance Monitoring Guidelines

◆ Recipient-country Development Goals (Cambodia's National Strategic Development) : To achieve inclusive growth, promote poverty reduction and improve quality of life in order to leap toward becoming an advanced democracy				
◆ CPS Goal : To contribute to sustainable socio-economic development and economic diversification by developing infrastructure as well as regional and human resources				
Priority Area	Goal(s)	Limitation(s)	Outcome(s)	Performance Indicator(s)
Transportation	<ul style="list-style-type: none"> ○ To expand transport infrastructure and enhance the logistics system for economic diversification 	<ul style="list-style-type: none"> - Weak transport infrastructure - Lack of safety management and maintenance/repair technologies 	<ul style="list-style-type: none"> - A comprehensive plan established and institutions improved for transport/housing infrastructure building - Transportation management and maintenance capacity enhanced - Transport facilities expanded/upgraded 	<ul style="list-style-type: none"> - Increase in the length of upgraded local roads (km) - Growth in the number of transport facility users and freight volume - Rise in regional traffic volume - Decrease in average travel time - Improvement in logistics competitiveness index
Water Management and Health/Hygiene	<ul style="list-style-type: none"> ○ To manage water resources more efficiently for stable water supply ○ To enhance access to health/hygiene services 	<ul style="list-style-type: none"> - Lack of water management infrastructure and capacity - Shortage of modern medical facilities and skilled health professionals 	<ul style="list-style-type: none"> ○ Effectiveness of water management improved - An integrated water management master plan formulated, and infrastructure established ○ Health system modernized - Healthcare environment improved through modernized medical/healthcare facilities and health personnel capacity building 	<ul style="list-style-type: none"> - Increase in water and sewage penetration rates - Growth in the number of healthcare professionals - Improvement in satisfaction level in medical facilities among medical staff and patients - Rise in the number of medical staff who have received education and training
Education	<ul style="list-style-type: none"> ○ To improve the quality of education as well as science and technology capacity and expand the foundation for talent development 	<ul style="list-style-type: none"> - Insufficient education workers and inadequate skills 	<ul style="list-style-type: none"> - Vocational training curricula enhanced - Vocational training environment improved - Infrastructure for ICT-based education informatization established - Faculty competitiveness in vocational and tertiary education strengthened 	<ul style="list-style-type: none"> - Number of vocational/technical education providers - Growth in the number/percentage of the employed among graduates of target institutions requiring graduation (Unit: number of people/%op) - Number of ICT educational institutions that have received support - Increase in the number of ECC computer classrooms in schools - Rise in the number of faculty with improved skills through training, etc.

Priority Area	Goal(s)	Limitation(s)	Outcome(s)	Performance Indicator(s)
Regional (Rural) Development	<ul style="list-style-type: none"> ○ To increase economic capacity and incomes in rural areas 	<ul style="list-style-type: none"> - Low agricultural productivity and lack of agricultural technology 	<ul style="list-style-type: none"> - Agricultural productivity enhanced through agricultural extension system improvement - Spread of participatory rural development models promoted - Distribution system and quality control/quarantine system for agricultural products enhanced - Infrastructure for agricultural production and water management improved 	<ul style="list-style-type: none"> - Increase in agricultural incomes - Growth in agricultural technology and information delivery - Rise in penetration rate of farming machinery - Growth in the number of villages that adopted participatory rural development models - Improvements in microcredit support and distribution systems