



KINGDOM OF CAMBODIA

Nation – Religion – King

ជាតិ ព្រះមហាក្សត្រ ព្រះពុទ្ធិសាសនា

Royal Government of Cambodia

No: 190 SSR

Decision

on

the Implementation of Joint Monitoring Indicators 2024-2028

Royal Government

- Having seen the Constitution of the Kingdom of Cambodia;
- Having seen the Royal Decree No. NS/RKT/0823/1981 dated 22 August 2023 on the Appointment of the Royal Government of Cambodia;
- Having seen the Royal Decree No. NS/RKT/0224/205 dated 21 February 2024 on the Appointment of Additional Members of the Royal Government of Cambodia;
- Having seen the Royal Decree No. NS/RKT/0924/1169 dated 20 September 2024 on Appointing and Revising Members of the Royal Government of Cambodia;
- Having seen the Royal Kram No. NS/RKM/0618/012 dated 28 June 2018 promulgating the Law on the Organization and Functioning of the Council of Ministers;
- Having seen the Royal Kram No. NS/RKM/1021/014 dated 15 October 2021 promulgating the Law on Investment of the Kingdom of Cambodia;
- Having seen the Royal Decree No. NS/RKT/1223/2564 dated 09 December 2023 on the Organization and Functioning of the Council for the Development of Cambodia;
- Having seen the Decision No. 90 SSR dated 08 May 2024 on the Guidelines on Mechanisms and Tools to Implement the Development Cooperation and Partnership Strategy 2024-2028
- Pursuant to the need of the Royal Government of Cambodia;

Hereby Decides:

Provision 1 . –

To promulgate the Joint Monitoring Indicators 2024-2028 that are attached to this Decision to strengthen partnerships, improve development cooperation effectiveness and enhance mutual accountability between the Royal Government of Cambodia, development partners and relevant stakeholders in the implementation of sectoral priorities, thereby contributing to achieving the national development goals as articulated in the Pentagonal Strategy-Phase 1.

Provision 2 . –

To entrust **H.E. Chhieng Yanara**, Senior Minister in charge of Special Missions and Second Vice Chairman of the Council for the Development of Cambodia, with the overall responsibilities for coordinating the implementation of the Joint Monitoring Indicators, in collaboration with government ministries and agencies, Technical Working Groups, development partners and other relevant stakeholders, and for reporting the implementation progress via the annual and mid-term reports of the Development Cooperation and Partnerships Strategy 2024-2028 to **Samdech Moha Borvor Thipadei** Prime Minister of the Kingdom of Cambodia for guidance.

Provision 3 . –

Minister in charge of the Office of the Council of Ministers, Minister of the Economy and Finance, Ministers and Heads of all relevant ministries and agencies, Chairmen of Technical Working Groups, development partners and other stakeholders shall be responsible for implementing this Decision in accordance with their respective competencies from the date of signature.

Phnom Penh, 25 September 2024

Prime Minister

(Signed and Stamped)

Samdech Moha Borvor Thipadei HUN MANET

Copied to:

- Ministry of the Royal Palace
- General Secretariat of the Constitutional Council
- General Secretariat of the Senate
- General Secretariat of the National Assembly
- Cabinet of Samdech Moha Borvor Thipadei Prime Minister
- Cabinets of Deputy Prime Ministers
- As per article 3
- Royal Gazette
- Archives

Joint Monitoring Indicators 2024-2028

Unofficial Translation

Within the context of full peace, political stability, sound and prudent macro-economic management, to further promote Cambodia’s sustainable and inclusive development, the Royal Government of Cambodia introduced the Pentagonal Strategy–Phase I (PS-I) that represents its “Socio-Economic Policy Agenda” for the Seventh Legislature of the National Assembly, aiming at protecting, preserving, and accumulating national achievements, promoting national prestige, enhancing economic growth and building the foundation towards realizing the Cambodia Vision 2050. On this basis, with the overarching objectives of PS-I for Growth, Employment, Equity, Efficiency and Sustainability, the Royal Government has set 5 strategic objectives and 5 key priorities for PS-I.

To support the implementation of PS-I, the joint monitoring indicators (JMIs) are used to guide activities that promote development results and mutual accountability and construct a framework for setting medium-term goals, which have been prioritised in PS-I, the National Strategic Development Plan (NSDP), the Cambodian Sustainable Development Goals (CSDGs), sectoral/thematic/reform strategies and the Budget Strategic Plan (BSP). Based on the dialogue between the Royal Government’s ministries’/agencies’ representatives, development partners and relevant stakeholders in the Technical Working Groups (TWGs), JMIs are, where possible, derived from NSDP and sectoral policies/plans and their associated result frameworks, and JMIs should become increasingly embedded in programming and budgeting dialogues.

JMIs presented here are aligned with the priority areas of PS-I and represent some of the highest priority work needed to implement in 2024-2025 and the Royal Government welcomes the support from its development partners and relevant stakeholders.

Outcomes 2024-2028	Outputs 2024-2025	Output Indicators 2024-2025
<p>Core of the Pentagonal Strategy : Institutional Reforms and Strengthening – focuses on governance and institutional modernization of state institutions making them modern, competent, strong, smart and clean through which political, economic and administrative power can be exercised to govern and manage the national affairs, particularly to ensure the continuity of the roles and functions of public administration (p. 27). In this context, the Royal Government continues to focus on the following: 1) institutional reforms and strengthening; 2) improvements of human resources and work efficiency; 3) enhancement and strengthening of accountability and integrity in public administration; 4) enhancement and strengthening of the effectiveness of laws and justice system; and 5) strengthening of governance of private sector and businesses. (p. 27-28).</p>		
<p>Public Financial Management Reform</p>	<p>1. Budget credibility is essentially maintained</p>	<p>1.1. Improving the score of at least 20% of the Public Expenditure Assessment and Financial Accountability (PEFA) Indicators (baseline: Performance Assessment 2021 using PEFA Framework 2016) 1.2. Value ratio of foreign public debt to GDP is below 40% (baseline: N/A) 1.3. Increase in annual current revenue (baseline: N/A)</p>

Integrity of budget discipline, efficiency of budget in allocation and operations, and efficiency of public service delivery	2. Increased budget efficiency and transparency	<p>2.1. Financial statements are produced in accordance with Cambodian Public Accounting Standards on a cash basis (baseline: Draft 2023)</p> <p>2.2. Automation of current budget expenditure through FMIS (baseline: expanding current budget expenditure automation)</p> <p>2.3. Timely closing of budget 2024 transactions in February, 2025 (baseline: closing of 2023 budget in March, 2024)</p> <p>2.4. Annual budget documents are disseminated and public forums are prepared, including:</p> <ul style="list-style-type: none"> a. At least 7 line ministries and agencies publish financial and non-financial achievement reports (baseline: N/A) b. At least 7 ministries and agencies hold public forums on the annual budget (baseline: N/A) c. At least 7 ministries/agencies prepare a citizens' budget (baseline: N/A) d. Draft annual budget law is published after submission to the National Assembly (baseline: published draft budget 2024) e. Medium-term Financial Framework (MTFF) is published (baseline: published draft budget 2024) f. Medium-term Budget Framework (MTBF) is published (baseline: published circular on BSP and annual budget formulation)
	3. Effectiveness of linking budget to policy	<p>3.1. MTFF is prepared and approved by the Council of Ministers (baseline: MTFF documents approved by the Head of Government)</p> <p>3.2. Sub-decree No. 41 ANKr.BK dated 25 March 2020 on Public Investment Management is revised (baseline: Sub-decree No. 41 ANKr.BK)</p>
	4. Achievement Accounting Framework is prepared and implemented	<p>4.1. Performance Agreements are piloted in all line ministries and agencies (baseline 2024: 38 line ministries and agencies)</p> <p>4.2. Performance Agreement Monitoring Reports are prepared by relevant entities and submitted to MEF (baseline: Prakas on Implementing the Mechanism for Monitoring and Evaluating the Performance Budget and regulatory framework for line ministries and agencies)</p>
	5. Efficiency of public service delivery using increased competitiveness of public procurement	<p>5.1. 65% of total number of procurements (current expenditure) is made subject to competitive method (baseline 2023: 60.29% of contract awards of current expenditure using a competitive method)</p> <p>5.2. Public procurement information is timely published (PI-24.3, rated "C") (baseline: PI-24.3, rated "D")</p>

<p>Decentralization and Deconcentration Reform</p> <p>Structure, management system of sub-national administration is strong, smart and capable of providing public services and local development in response to the priority needs of citizens effectively, transparently and accountably</p>	<p>1. Structure, management system and authority of capital/provincial administrations are studied, established in modern and appropriate manner according to characteristics and specific responsibilities of administration</p>	<p>1.1. Options for establishing the capital administration are studied</p> <p>1.2. Options for establishing the provincial administrations to become regional administrations are studied and approved</p>
	<p>2. Soundness of local finances is determined in adequate manner and increased, allocated to sub-national administrations</p>	<p>2.1. Transfer of financial resources to district and municipal administrations to perform the transferred functions increases</p> <p>2.2. Framework for establishing fraternity fund is studied and developed</p>
	<p>3. Modernization of services delivery to the citizens through information technology is developed and implemented</p>	<p>3.1. Online services delivery in some sectors by one-window service office in the capital/provincial administrations are developed and piloted</p>
	<p>4. Social accountability is studied and further expanded its implementation at district, municipal and khan administrations (DMKs)</p>	<p>4.1. Next phase of social accountability is studied and implemented</p> <p>4.2. Targets of implementing social accountability on services delivery at DMKs are strengthened and expanded</p>
<p>Public Administration Reform</p> <p>Improved public sector modernization and performance</p> <p>Improved public service delivery in key sectors namely education and health</p>	<p>1. National Program for Public Administration Reform (NPAR) is adopted and implemented based on a sequential reform approach to ensure clean, smart, strong and people-centered public administration</p>	<p>1.1. NPAR is approved and introduced for implementation by the Royal Government in the 4th quarter of 2024</p>
	<p>2. HRMIS Modernization Roadmap is adopted and implemented (in line with NPAR) based on its designated timeframes</p>	<p>2.1. HRMIS Modernization Roadmap is approved and introduced for implementation by the Royal Government in the 4th quarter of 2024</p>

	3. Training activities on leadership and innovation for civil servants are developed and implemented for line ministries and agencies and capital/provincial, municipal, district-level administrations	3.1. Leadership and Innovation Training Program is developed in 2024 3.2. Quarterly implementation progress reports are produced
Anti-Corruption* Strengthening, expanding education, prevention and obstruction works	1. Further efficient civil servant examination and public procurement	1.1. Number of exam observation 1.2. Number of public procurement observation
	2. Broader participation from private sector	2.1. Number of MOUs and corporate companies cooperating with ACU
Legal and Judicial Reform Improved judicial services and access to justice	1. Justice policy and legislation are modernized and applied	1.1. Number of judges and prosecutors increases (baseline 2023: 656 persons; target: 9% increase) 1.2. Legal aid budget is maintained (baseline 2019: 2,600 million riels; target: 0%) 1.3. Draft Laws on Bailiffs, Notaries, Clerks are prepared through transparent and consultative process (baseline: 0; target 3) 1.4. Criminal Code, Criminal Procedure Cord, Civil Code and Civil Procedure are revised (baseline: 0; target: 2) 1.5. Amendments to the Law on the Status of Lawyers are adopted 1.6. Number of convictions resulting in non-custodial sentences (baseline: 3%; target: 10%) 1.7. Number of persons whose convictions result in non-custodial sentences (baseline: 9%; target: 15%)
	2. Strengthened court organization	2.1. Commercial court is established 2.2. Capacity building for judges, MoJ officials and RAJC officials (baseline: 0; target: 5)

* JMIs on Anti-Corruption has been set by the Anti-Corruption Unit for its implementation and monitoring

	<p>3. Improved case and information management</p>	<p>3.1. Backlogs in lower courts are reduced a. Civil cases (baseline: 30%; target: 50%) b. Criminal cases (baseline: 50%; target: 70%) 3.2. Assessment report on court registrars in courts of 1st instance is completed (baseline: 0; target: 1) 3.3. Number of selected civil judgements is published (baseline: 30; target: 100) 3.4. Number of selected criminal judgements is published (baseline: 0; target: 50)</p>
<p>Planning and Poverty Reduction</p> <p>National prioritised goals, including CSDGs, are achieved through the adaptation and implementation of NSDP. The implementation is assessed based on quality data and statistics as part of an effective monitoring and evaluation system</p>	<p>1. NSDP 2024-2028 is fully implemented along with the 3-Year Public Investment Program (PIP) schemes; the planning and M&E mechanisms are strengthened; and NSDP mid-term review (MTR) 2026 and the Voluntary National Review 2025 are prepared and approved</p>	<p>1.1. NSDP 2024-2028 is drafted, approved and disseminated 1.2. NSDP 2024-2028 is fully implemented through Sectoral Strategic Development Plans and Sub-National Development Plans 1.3. PIP is prepared by cycle as reference document for annual budget planning and submitted for approval from the Royal Government. 1.4. APR 2024 of NSDP 2024-2028 is finalized and adopted by the Royal Government of Cambodia 1.5. Strengthening harmonization of planning budget and aid coordination (through linkage between planning and budgeting) 1.6. Evidence to inform poverty reduction intervention and poverty measurement report including multi-dimensional and child poverty is prepared</p>
	<p>2. CSDGs framework is implemented through NSDP, SSDPs and sub-national development plans, monitored and evaluated</p>	<p>2.1. VNR 2025 of CSDGs implementation is prepared and presented in UN High-Level Political Forum (HLPF) 2.2. NSDP implementation progress and CSDGs achievement progress at sub-national level are monitored</p>
	<p>3. Essential activities from NSDS 2019-2023 is fully implemented</p>	<p>3.1. Censuses, surveys and other statistical compilations are conducted 3.2. NSS coordination and capacity building are strengthened and implemented 3.3. Data use and access through modernization of ICT is fully implemented</p>

Pentagon 1 : Human Capital Development – the development of human capital is indispensable for promoting sustainable and resilient economic diversification and economic growth. High quality and healthy human capital are strong assets for the nation in increasing economic values, promoting cultural values and developing new ideas to ensure long-term sustained growth and dynamic socio-economic development. In this regard, the Royal Government focuses on the following five priorities: 1) enhancement of quality of education, sports, science and technology; 2) technical skills training; 3) improvements of people’s health and well-being; 4) strengthening of social protection system and food system; and 5) strengthening of quality of citizenship of a highly civilized society with morality, equity, and inclusiveness (p. 41).

<p>Education</p> <p>Percentage of students of grade 12 graduated with A, B and C (2028 = 35%)</p>	<p>1. Number of schools (ECE, PE, SE) meeting model school standards</p> <p>2. Number of teachers receiving 12+4 and BA+2</p> <p>3. Number of teachers receiving EGL trainings (grade 1-3)</p>	<p>1.1. Number of schools (ECE, PE, SE) meeting model school standards (baseline 2023: 120; target 2024: 250)</p> <p>2.1. Number of teachers receiving 12+4 (PE and SE) (baseline 2023-2024: 590 and 379; target 2024-2025: 1,370 and 719)</p> <p>2.2. Number of teachers receiving BA+2 (baseline 2023-24: 0; target 2024-25: 740)</p> <p>3.1. Number of teachers receiving EGR and EGM trainings (baseline 2023-24: 16,343 and 5,116; target 2024-25: 20,000 and 7,000)</p>
<p>Technical and Vocational Education and Training</p> <p>Increased access and quality of TVET to meet the industrial revolution 4.0, economy and society digital, and green economy</p>	<p>1. Improved quality of TVET including employability skills, adaptability skills, digital technology and green skills</p> <p>2. Expanding training of skilled labour force to support economic and social development policies</p> <p>3. Strengthened public-private partnership (PPP) and cooperation with other partners to ensure TVET sustainability</p>	<p>1.1. Percentage of employment and self-employment after graduation (baseline 2023: 80%; target 2025: at least 80%)</p> <p>1.2. Percentage of satisfaction of employers on trainees in TVET (baseline 2023: 70%; target 2025: at least 75%)</p> <p>1.3. Number of qualifications for the standard training package (competency standard, curriculum and assessment packages) is developed and implemented (baseline 2023: 188; target 2025: 308 - accumulated number)</p> <p>2.1. Number of enrolment in TVET programs (at least 25% female) (baseline 2023: 92,366 persons; target 2025: 191,250 persons)</p> <p>2.2. Number of graduates in TVET programs (at least 25% female) (baseline 2023: 86,230 persons; target 2025: 17,865 persons)</p> <p>2.3. Number of candidates taking RPL/RCC in priority skill areas increases (at least 25% female) (baseline 2023: 504; target 2025: 10,000)</p> <p>3.1. Number of MOUs signed between TVET institutions and industries/private institutions (baseline 2023: 63 MOUs; target 2025: 370 MOUs)</p> <p>3.2. Number of TVET students participating in internships in the industries (baseline 2023: 5,707 persons; target 2025: 7,530 persons)</p> <p>3.3. Number of technicians from industries, BEC/technical institutions participating in providing training at TVET institutions (baseline 2023: N/A; target 2025: 250 persons)</p>

Health A functional and sustainably-financed national health system advancing Universal Health Coverage (UHC) and strengthening health security for all Cambodians, particularly the poor and vulnerable	1. [UHC] Improved access to and utilization of priority services with financial protection	1.1. UHC service coverage index (baseline: 58 as of 2021 - UHC Roadmap; target 2028: 64 - UHC Roadmap)
	2. [Quality of Care] Improved quality of care in the public and private sectors	2.1. Percentage of health facilities receiving quality score of at least 50% (DHS) <ul style="list-style-type: none"> • Baseline 2023: 5% (75/1,400) <ul style="list-style-type: none"> ➤ Hospital = 16/119 = 13% ➤ HC = 29/1,281 = 5% • Target 2028: 29% (402/1,409) <ul style="list-style-type: none"> ➤ Hospital = 52/120 = 43% ➤ HC = 350/1,289 = 27%
	3. [Health Security] Improved capacity to prevent, detect and respond to public health threats	3.1. Percentage of SPAR indicators achieving the score of 3 or higher, in line with the International Health Regulation (IHR, 2005) [CDC] (baseline 2024: 89% - in 2023, 31/35 of SPAR indicators were witnessed as having the score of 3 or 4 along the scale of 1 to 5; Target 2028: 91%)
HIV/AIDS Ending AIDS as public health threat and achieving 95-95-95 targets	1. Achieving 95-95-95 targets	1.1. Percentage of all PLHIV knowing their HIV status (baseline 2022: 89%; target 2025: 95%) 1.2. Percentage of PLHIV who know their status receives treatment (baseline 2022: 99%; target 2025: 99%) 1.3. Percentage of PLHIV on treatment suppresses viral load (baseline 2022: 98%; target 2025: 99%)
	2. PLHIV and key populations: female entertainment workers, men who have sex with men, transgender women and people who inject drugs are covered by social protection services	2.1. Percentage of PLHIV being covered by social protection services (baseline 2023: 52%; target 2025: 95%) 2.2. Percentage of key populations being covered by social protection services (baseline 2023: N/A; target 2025: 25%)
	3. Increasing domestically sourced investments of HIV responses	3.1. Percentage of financing for HIV responses from local sources (baseline 2022: 31% - NASA VII; target 2025: 39%)

Technical and Vocational Education and Training Development of a social security system in line with the evolution of socio-economic situation by ensuring income security and stability of workers in both private and public sectors and retirees	1. Strengthening, extending the coverage of social security schemes in line with the evolution of socio-economic situations	1.1. Number of NSSF members increases (in 2023: 303,874 persons; target 2025: increase) 1.2. Number of enterprises increases by at least 5,000 per year (in 2023: 4,957 enterprises; target 2025: 5,000 enterprises) 1.3. Every requested health fund membership card and condition is provided punctually (in 2023: 100%; target 2025: 100%)
	2. Strengthening, enhancing the quality and capacity of providing social security services	2.1. Allowance for pregnant women and children under 2 years old is provided punctually in accordance with principles (in 2023: 100%; target 2025: 100%) 2.2. Claim benefits (including other subsidiaries) are paid correctly and punctually (in 2023: 100%; target 2025: 100%)
	3. Promoting the awareness and strengthening the implementation of Laws on Social Security Schemes	3.1. At least 90% of NSSF members trust the social security implementation (in 2023: N/A; target 2025: 90%) 3.2. At least 90% of NSSF members have confidence in the social security implementation (in 2023: N/A; target 2025: 90%)
Food Security and Nutrition Improved food security and nutrition (FSN) status of all Cambodians, particularly the poor, food insecurity and vulnerable, through an effective coordination and delivery system at national and sub-national level	1. Strategies, frameworks for effective, multi-sectoral action toward ending hunger and all forms of malnutrition by 2030 are harmonized and coordinated at national and sub-national level under PS-I and NSFSN 2024-2028, considering the CSDGs, SUN Movement, the Alliance for Champions for Food Systems and Transformation (ACF), GAP for Wasting, and N4G commitments	1.1. By the end of 2026, NSFSN 2024-2028 is finalized, costed, disseminated and implemented at national and sub-national level, with the support of relevant legal actions and regulations (breast milk substitutes, complementary feeding, food fortification and food safety standards, e.g.) 1.2. Joint annual assessments are developed with strong participation of SUN networks in Cambodia and submitted to its Global Secretariat (3 reports to be submitted) 1.3. Cambodia's commitments to the annual workplan for ACF are met 1.4. Country Operational Roadmap for GAP is reviewed and updated 1.5. N4G commitments are reviewed and updated 1.6. Multi-sectoral and multi-stakeholder guidelines and platforms are developed to advocate and promote sector-led and joint priorities for FSN and related topics including healthy diets, sustainable food systems, improved care, nutrition sensitive wash and social assistance, FSN linkages, and cross-cutting issues for NSFSN 2024-2028 1.7. Institutional food systems governance architecture is mapped 1.8. CARD capacity needs assessment is conducted

	2. Strengthening national and sub-national coordination of FSN under NSFSN 2024-2028; aligning sector-led and joint priority actions; mainstreaming cross-cutting issues; and promoting governance and community-led nutrition	2.1. National and sub-national coordination mechanisms for WASH and Nutrition Alignment are strengthened 2.2. Activating new sub-working groups to support the Joint Priority Actions of NSFSN 2024-2028 at national level 2.3. A strategy to strengthen PWG-FSN is developed and implemented based on SOPs of NSFSN for PWG-FSN
	3. Use of information and knowledge management mechanisms to collect evidence, promote and monitor FSN	3.1. Evidence of the use of available research publications to support policy and decision-making for improved FSN (the Fill the Nutrient Gap Analysis, CDHS, Child Climate Risk Index, CSES & Cambodia Agricultural Survey...) 3.2. Regular opportunities of face-to-face and online for the exchange of information, ensuring knowledge capture and access to knowledge resources for all stakeholders 3.3. Strengthening the monitoring and reporting mechanism on FSN

Pentagon 2 : Economic Diversification and Competitiveness Enhancement – economic diversification and competitiveness enhancement are the solid foundation for supporting the sustained and resilient growth in medium-term and long-term through increasing production base, increasing values added, linking production chains and global supply chains as well as attracting and encouraging investments into the new emerging industries. In this regard, the Royal Government focuses on the following five priorities: 1) development of key sectors and new sources of economic growth; 2) enhancement of connectivity and efficiency in transport and logistics, energy, water supply and digital sectors; 3) improvements of business and investment environment; 4) strengthening of efficiency and attractiveness of special economic zones (SEZs) including industrial parks, agro-industrial parks and domestic free-trade zones; and 5) innovation of financing mechanisms and financial products to support investment (p. 48).

Infrastructure and Regional Integration	1. Enhanced connectivity and efficiency in transport and logistics	1.1. Number of projects to be implemented in the Cambodian Comprehensive Master Plan on Intermodal Transport and Logistics System 2023-2033 and new development projects <ul style="list-style-type: none"> • Baseline: 45 infrastructure projects of road, bridge, railway, river, maritime and logistics can be implemented • Target 2024: 30 infrastructure projects can be implemented • Target 2025: 15 infrastructure projects can be implemented
1. Enhanced economic diversification and competitiveness		
2. Resilient sustainable and inclusive development	1. Strengthened urban management and modernization	1.1. Number of wastewater system/landfill projects to be implemented <ul style="list-style-type: none"> • Baseline: 7 wastewater system/landfill projects can be implemented • Target 2024: 1 wastewater system/landfill project can be implemented • Target 2025: 6 wastewater system/landfill projects can be implemented

Rural Water Supply and Sanitation 1. 97% of rural households will receive basic water services by 2028 35% of rural households will receive safe water services by 2028	1. Number of wells constructed to supply rural people	1.1. 375 wells are constructed to supply rural people
	2. Number of small community water distribution systems	2.1. 6 small community water distributions systems
	3. Number of community drinking water stations	3.1. 3 community drinking water stations
	4. Number of community ponds built	4.1. 10 community ponds are built
	5. Number of cum rainwater tanks built (size 4 m3)	5.1. 100 cum rainwater tanks with the size of 4 m3 are built
	6. Number of lines of micro-irrigation systems built in target provinces	6.1. 2 lines of micro-irrigation systems are built in target provinces
2. 88.6% of rural households will receive basic sanitation services by 2028 36% of rural households will receive safe sanitation services by 2028	1. Number of latrines or poor households to be supplied with materials and built	1.1. 5,000 latrines are supplied with materials and built
	2. Number of community latrines to be supplied with materials and built	2.1. 200 community latrines are supplied with materials and built
	3. Number of villages to be extracted with regards to toilet inventory data	3.1. 150 villages are extracted with regards to toilet inventory data
	4. Number of villages with mapped toilets	4.1. 20 communes have mapped toilets
	5. Number of provinces with completed open defecation free (ODF)	5.1. 3 provinces have completed open defecation free

Private Sector Development* Favourable climate for business, trade and investment through facilitation, simplification of various procedures and digitalization of public service deliveries and administration	1. Increased number of investment projects and investment capital	1.1. Number of investment projects approved by the Council for the Development of Cambodia (CDC) increases by 5% 1.2. Investment capital approved by CDC increases by 4%
	2. Increased number of investment projects and investment capital in SEZs	2.1. Number of investment projects in SEZs increases by 9% 2.2. Investment capital in SEZs increases by 18%
Pentagon 3 : Development of Private Sector and Employment – the private sector is considered as the engine of growth and the most important partner in job creation, generation of creative and innovative ideas, enhancement of productivity, and strengthening of Cambodia’s competitiveness in the regional and global markets. In this regard, the Royal Government focuses on the following five priorities: 1) development of labour market; 2) promotion of micro, small and medium enterprises, start-ups, entrepreneurship, and development of informal economy; 3) strengthening of public-private partnerships; 4) promotion of competition; and 5) strengthening of banking system and non-banking financial sector (p. 56).		
Technical and Vocational Education and Training Creating, retaining and increasing employment for both formal and informal workers to promote the development of labour market in Cambodia	1. Strengthening the effectiveness of employment service delivery mechanisms and job forums	1.1. Information about job opportunities is collected and disseminated more widely (in 2023: 164,702 places; target 2025: 180,000 places) 1.2. Number of job seekers including students and highly skilled individuals increases (in 2023: 16,508 persons; target 2025: 72,500 persons) 1.3. Employment rate rises through public employment services (in 2023: 21%; target 2025: 23%)
	2. Strengthening, expanding career counselling and guidance services	2.1. Number of career counselling and guidance increases (in 2023: 14 persons; target 2025: 25 persons - accumulated number) 2.2. Number of career trainers in educational institutions increases (in 2023: N/A; target 2025: 137 persons - accumulated number) 2.3. Number of recipients of career counselling and guidance increases (in 2023: 30,724 persons; target 2025: 35,000 persons)

* JMIs on Private Sector Development has been set by the Council for the Development of Cambodia for its implementation and monitoring

Pentagon 4 : Resilient, Sustainable and Inclusive Development – resilient, sustainable, and inclusive development is a holistic approach and a path to socio-economic transformation to ensure that the entire society is well prepared to respond to various challenges and uncertainties of globalization, environmental sustainability and climate change. In this regard, the Royal Government focuses on the following five priorities: 1) optimization of demographic dividends, strengthening of demographic resilience and promotion of gender equality; 2) sustainable management of natural resources, cultural heritages and tourism; 3) promotion of agriculture and rural development; 4) strengthening of urban management and modernization; and 5) ensuring environmental sustainability and readiness for responding to climate change as well as promotion of a green economy (p. 63-64).

<p>Gender</p> <p>Mechanisms and relevant partners have strengthened and coordinated for increasing investment in gender quality and empowerment of women through gender transformation within the framework of national policies and programs, prevention and response to violence against women and girls, women economic empowerment, and promotion of women's leadership and governance</p>	<p>1. National Policy on Gender Equality has been approved by the Royal Government with operational standard to implement in consistent with national and international commitments for strengthening gender equality and empowering women</p>	<p>1.1. National Policy on Gender Equality is endorsed by the Royal Government (baseline: N/A; target 2024: 1)</p> <p>1.2. Monitoring and evaluation system for the implementation of the National Policy on Gender Equality at line ministries and agencies is developed through the Cambodia National Council for Women and jointly implemented (baseline: N/A; target 2025: 1)</p> <p>1.3. Neary Rattanak VI Strategic Plan 2024-2028 is disseminated and implemented to strengthen the function of the MoWA and lead coordinating the gender transformative approach (baseline: 5; target 2024: 1)</p> <p>1.4. Number of research/studies on gender related issues in sectors and other emerging issues in society (baseline: 2023; target 2025: 5)</p> <p>1.5. Gender in sector institutionalization, including gender-responsive budgeting programs, is supported and piloted in line ministries and agencies (baseline: N/A; target 2025: 4 line ministries and agencies)</p>
	<p>2. Both National Action Plan on the Prevention of Violence against Women (NAPVAW IV) 2024-2030 and National Action Plan on the Prevention of Early Child Marriage and Adolescent Pregnancy are developed and implemented. The roadmap of revision of the Law on the Prevention of Domestic Violence and the Protection of Victims is finalized and processed</p>	<p>2.1. NAPVAW IV 2024-2030 is developed and launched (baseline: 3; target 2024: 4)</p> <p>2.2. Draft amendment to the Law on the Prevention of Domestic Violence and the Protection of Victims is finalized and consulted with relevant stakeholders (baseline: 0; target 2025: 1)</p> <p>2.3. National Action Plan on Prevention of Early Marriage and Adolescent Pregnancy is developed and disseminated (baseline: 0; target 2025: 1)</p>

	<p>3. National framework, action plan, programs and policy interventions to support women’s economic empowerment and women’s leadership are strengthened and expanded</p>	<p>3.1. Framework and Action Plan on Care Economy are formulated and implemented (baseline: N/A; target 2024: 1)</p> <p>3.2. Cambodia Women Entrepreneurs Network (Cam WEN) is functioned to enhance the network of information-sharing, knowledge and challenges of women entrepreneurs and the promotion of gender in business in Cambodia in ASEAN and international (baseline 1; target 2024-2028: 3)</p> <p>3.3. Number of programs and women entrepreneurs benefiting from entrepreneur development programs through the Women Entrepreneurship Development Center (WEDC) and partnership with private sector and stakeholders (baseline: 4 programs, 108; target 2025: 3 programs, 150)</p> <p>3.4. Number of Women Development Center (WDCs) developing functions and service in line with current trends, including occupations and professional skills, ancestors skills and others (baseline: 4 centers; target 2025: 6 centers)</p> <p>3.5. National Forum on Women in Leadership and Good Governors is organized annually (baseline 2; target: 4)</p> <p>3.6. Program on Leading the Way for Girls' Leadership (LWGL) is formulated and implemented (baseline: N/A; target 2024: 1)</p>
<p>Agriculture and Water</p> <p>1. Strengthening efficiency of sustainable agricultural value chain to ensure food security and improve people’s livelihoods</p>	<p>1. Increased total value of crop production and volume of animal production</p> <p>2. Increased value of export of agricultural products (crops)</p> <p>3. Modern Agriculture Communities (MACs) is established and well profitable, operationalized</p>	<p>1.1. Total value of crop production (baseline 2024: USD 8,864 million; target 2025: USD 9,130 million)</p> <p>1.2. Volume of animal production (baseline 2024: 400 million tons; target 2025: 408 million tons)</p> <p>2.1. Volume of export of agricultural products (crops) (baseline 2024: USD 5,221 million; target 2025: USD 5,290 million)</p> <p>3.1. Number of MACs is established and well profitable, operationalized (baseline 2024: 3; target 2025: 5)</p>

<p>2. Water resource is effectively and sustainably managed, developed and conserved for economic growth and flood and drought risks reduction while maintaining ecological functions</p>	<p>1. Ensuring water resource use for irrigation through improved operations and maintenance (O&M) and strengthening the management capacity of established Farmer Water Users Communities (FWUCs)</p>	<p>1.1. Capacity of irrigated areas for rice crop increases up to 30,000 hectares (baseline 2024: 1,973,992 hectares; target 2025: 2,003,992 hectares) 1.2. Capacity of irrigated areas for subsidiary crops increases up to 500 hectares (baseline 2024: 19,286 hectares; target 2025: 19,786 hectares) 1.3. FWUCs is established annually (baseline 2024: 616; target 2025: 623) 1.4. Number of O&M of irrigation schemes increases up to 170-230 (baseline 2024: 172; target 2025: 187) 1.5. 20 FWUCs receiving proper capacity building and strengthening (baseline 2024: 177; target 2025: 197)</p>
<p>Forestry</p> <p>Enhanced management of production forest, community forestry and wildlife resources toward sustainable forest management</p>	<p>1. Sustainable forest management and economic contribution</p>	<p>1.1. Number of Community Forestry (CF) legalized by the Ministry of Agriculture, Forestry and Fisheries (baseline 2020: 542 CF; target: 8 CF) 1.2. Number of Community Forestry Management Plans (CFMPs) approved (baseline 2023: 115 CFMPs; target: 40 CFMPs) 1.3. Number of CF receiving finance to support CF projects implementation (baseline 2023: 209 CF; target: 40 CF) 1.4. Number of capitals of CF increases for operation of credit scheme and multi trust fund (baseline 2023: USD 935,000; target: USD 1,000,000) 1.5. Number of hectares of afforestation/reforestation/restoration areas (baseline 2020: 18,062.48 hectares; target: 6,000 hectares) 1.6. Number of seedlings produced and distributed to the public and local community (baseline 2020: 20,083,785; target: 1,200,000)</p>
	<p>2. Enhancing forest germplasm resources</p>	<p>2.1. Size of area established for tree species research and seed orchards (baseline 2020: 101.50 hectares; target: 64 hectares) 2.2. Number of forest plan species under research and development for improving biodiversity and diversification (baseline 2020: 4; target: 20)</p>
	<p>3. Forest resource management information (FRMIS) is developed and operated</p>	<p>3.1. FRMIS is developed and operated (baseline 2023: 0; target: FRMIS is developed)</p>
	<p>4. Developing Production Forest Strategic Plan (PFSP) and Guidelines</p>	<p>4.1. Production Forest Strategic Plan including Community Forestry is approved (baseline 2023: 0; target: PSFSP is endorsed) 4.2. Agroforestry Guideline is developed (baseline 2023: 0; target: the guideline is finalized)</p>

Fisheries Sustainable fisheries and aquaculture production to ensure food security and improve people's livelihoods	1. Enhanced fisheries capture and management	1.1. Inland and maritime capture is maintained at least 600,000 tons (baseline 2023: 550,000 tons) 1.2. Fisheries conservation areas and aquatic habitats are protected effectively (baseline 2023: 153,000 tons) 1.3. Number of functional CFIs that effectively manage the resource increases by 5% (functional status and effective management based on FIA criteria) (baseline 2023: 175 CFIs = 34% are considered effective)
	2. Enhanced inland and maritime aquaculture	2.1. Inland and maritime aquaculture increases 5% (baseline 2023: 314,000 tons) 2.2. GAqP certified aquaculture farms increases 20% (baseline 2023: 7 GAqP certified aquaculture farms)
	3. Fisheries value chain is developed	3.1. Establishments/SMEs that have received CQS and/or HACCP certifications increases by 20% (baseline 2023: 17 SMEs with CQS/HACCP)
	4. Strengthened regulatory and services	4.1. Number of drafted sub-decree/prakas based on the new fisheries law <ul style="list-style-type: none"> • In 2024: 2 laws, 2 sub-decrees and 6 proclamations • In 2025: 2 sub-decrees and 5 proclamations 4.2. Percentage of accomplishment of AWPB (baseline 2023: 95%)
Mine Action A national mine action program that addresses human security and supports socio-economic development	1. Known mine/ERW contaminated areas are released for socio-economic development	1.1. 17,100 hectares of mine/ERW contaminated land are released 1.2. Released land is safely used for socio-economic development as intended
	2. Number of mine/ERW casualties is reduced	2.1. Number of mine/ERW casualties is reduced by 10%
	3. Awareness is raised; medical and mental care and/or physical rehabilitation services are available to mine/ERW survivors; and advocacy for PwD is promoted nationally and internationally	3.1. 4,000 mine/ERW survivors are aware of their rights and services available to them 3.2. 1,000 mine/ERW survivors receive medical, mental and/or physical rehabilitation services 3.3. Active participation of CMAA to advocate for mine/ERW survivors in the national and international meetings

Environment and Climate Change*	1. 49% of Cambodia's forest cover	1.1. Cambodia's forest cover increases by 1% (181,035 hectares) (baseline 2018: 48% of Cambodia's forest cover)
1. 52% of Cambodia's forest cover		
2. Cambodia has 5 regional nursery stations	1. Cambodia has 1 regional nursery station	1.1. At least 1 regional nursery station is constructed (baseline: 0 regional nursery station)
3. Core areas of all natural protected areas are designated for forest cover and ecosystem protection	1. Core areas of 10 natural protected areas are designated for forest cover and ecosystem protection	1.1. Sub-decree on Designating Core Areas of 5 Natural Protected Areas (baseline: 5 natural protected areas have designated core areas including Peam Krasaob Wildlife Sanctuary, Lomphat Wildlife Sanctuary, Phnom Prech Wildlife Sanctuary, Srae Pok Wildlife Sanctuary, Vern Sai-Siem Pang National Sanctuary)
4. All natural protected areas have validated management plan	1. 10 natural protected areas have validated management plan	1.1. 5 natural protected areas have approved management plan (baseline: 5 natural protected areas have management plan including Phnom Samkus Wildlife Sanctuary, Srae Pok Wildlife Sanctuary, Phnom Aural Wildlife Sanctuary, Boeng Tonle Chhmar Ramsar Site, Prek Toal Ramsar Site)
5. 68 communes/sangkats are integrated with climate change adaptation and climate resilience	1. 17 communes are integrated with climate change adaptation and climate resilience	1.1. Total of 1,652 national communes/sangkats 1.2. 148 communes/sangkats are integrated with climate change adaptation and climate resilience
6. 26.16 MtCO ₂ e of greenhouse gas emissions are reduced	1. 6.54 MtCO ₂ e of greenhouse gas emissions are reduced	1.1. 6.54 MtCO ₂ e of greenhouse gas emissions are reduced per year

Pentagon 5 : Development of Digital Economy and Society – the Royal Government considers digital technologies as a new important catalyst with potentials, opportunities for enhancing societal and economic productivity as well as boosting the efficiency of administration. To this end, the Royal Government has launched the Cambodia Digital Economy and Society Policy Framework 2021-2035 and the Cambodia Digital Government Policy 2022-2035. In this regard, the Royal Government focuses on the following five priorities: 1) building digital government and digital citizens; 2) development of digital economy, digital business, e-commerce and digital innovation system; 3) building and development of digital infrastructures; 4) trustworthiness building in digital system; and 5) development of financial technology (p. 72).

*JMIs on Environment and Climate Change has been set by the Ministry of Environment for its implementation and monitoring