

Cambodia Development Partner Value Chain Activity & Coordination Study

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This study was commissioned by USAID Cambodia as part of ongoing collaboration among development partners promoting private sector development in Cambodia. Data in this report are based on available sources only and may be incorrect. The opinions expressed in this report are solely those of the authors and do not necessarily reflect those of USAID Cambodia or the donor community. This report was produced with support from the AED FIELD Support Leader with Associates.



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Acronyms

AFD - Agency France Development
ADB – Asian Development Bank
AusAID – Australia Agency for International Development
BEE – Business Enabling Environment
BDS – Business Development Services
CIDA – Canadian International Development Agency
DANIDA – Danish International Development Agency
DFID – Department for International Development
DTIS - Diagnostic Trade Integration Study
DP - Development Partners (donor community within Cambodia)
EC – European Commission
FAO – Food and Agriculture Organization
GTZ –Deutsche Gesellschaft für Technische Zusammenarbeit
G-PSF – Government-Private Sector Forum
IFC – International Finance Corporation
JICA – Japanese International Coordination Agency
MoC – Ministry of Commerce
MAFF – Ministry of Agriculture, Fisheries & Forestry
MIME – Ministry of Industry, Mines & Energy
NSDP - National Strategic Development Plan
NZAID – New Zealand Agency for International Development
PSD - Private Sector Development
RGC - Royal government of Cambodia
SIDA – Swiss International Development Agency
UNIDO – United Nations Industry Development Organization
USAID – United States Agency for International Development
WB – World Bank
VC – Value Chain

Prologue

This report contains the results of: a study into the programs, funding and initiatives of Cambodian Development Partners in the area of private sector development, a two-day workshop held Phnom Penh in September of 2007, of bi- and multi-lateral development partners working in private sector development in Cambodia; as well as information provided by workshop participants during a week of interviews in advance of, and as an input into, the workshop. The initiative for this exercise was born out of demand identified within the Cambodian Development Partner (DP) Private Sector Development (PSD) Coordination meetings, identifying a need for greater understanding of the extent of the investments made in key industries and value chains, the area of focus of interventions within the industries and value chains, and the level of coordination and potential for coordination within these investments. The DP PSD committee was and is particularly interested in the business enabling environment constraints (rules, policies, regulations, and laws) faced by Cambodia's emerging industries and the degree to which these constraints hinder investment. This exercise was initiated by USAID Cambodia following a regionally funded workshop on the implementation of economic growth and poverty reduction programs using a value chain approach, held in Phnom Penh in March of 2007.

DP emphasis on value chain approaches arise from an emerging global consensus that there is only one path to achieve and sustain poverty reduction on a large scale—economic growth. Economic growth in an increasingly globalized world can only be sustained through competitiveness. Competitiveness in turn results from successful investments by firms participating in value chains to make themselves and the chains in which they participate more efficient, better able to differentiate their product and / or service through improved quality, and through their ability to enter new markets. The incentives for individual entrepreneurs to invest in firm and chain efficiencies depends on their access to information about buyers and their requirements, competitively priced services, and a business enabling environment that reduces investment risk and indirect investment costs. Because entrepreneurs tend to invest in their own firms or in strengthening their links to other firms in the same value chain on whom their competitiveness depends, value chains become a critical unit of analysis for private sector development and competitiveness.

Because many, if not most, of the BEE constraints and service market weaknesses faced by Cambodian firms, tend to cut across the whole private sector environment, there is a strong need for a coordinated and consistent policy reform agenda. Cambodia is clearly a case where the policy and enabling environment is a significant constraint to competitiveness across almost all value chains and improving this environment will result in more investment and higher levels of competitiveness. A clearer identification of these constraints faced by firms in multiple value chains, by DPs working with them, to the DP PSD committees responsible for policy reform, can have an enormous impact on Cambodia's competitiveness environment.

There are a number of experts who have advocated that the most important single criteria in creating competitiveness is getting the enabling environment 'right'. Right in this context is defined as creating the conditions favorable to broad based investment in multiple sectors, security,

transparency¹, and exclusivity and transferability of rights in property. Even if the business enabling environment is the most important component in increasing the competitiveness of Cambodia's private sector, it is neither the only factor nor a sufficient criterion for a country's industries to become competitive in a globalized world whether they are supplying domestic, international or both markets.

Achieving and sustaining competitiveness, defined as a mix of increased efficiencies, successful differentiation strategies, and penetration of new markets, requires effective and efficient flows of information, skills and benefits (incentives) (essential to sustaining participation and investment) from ultimate buyers down to the smallest producers in a chain. Competitiveness occurs where firms able to access information and requirements of the marketplace, are successful in their investments to upgrade, themselves, and the efficiencies in the chain in which they participate. Success in upgrading in turn, requires access to vibrant and dynamic service markets (financial, input, equipment and machinery and general business), strong and trust based relationships between firms at all levels of an industry chain, and the ability to achieve economies of scale both either within the firm or across firms, particularly SMEs, organized to achieve economies of scale. Accelerating growth and the competitiveness of Cambodian industries and value chains requires industry level interventions as well as policy level ones. This, with increasing coordination and information sharing, is the challenge of the bi-lateral development partners working in private sector development.

A final point needs to be made about the context in which DP PSD investments are made. The total amount of programmed development partner investment in PSD in Cambodia is approximately 415 million dollars. The total development partner PSD subsidy in support of PSD is approximately 2.5% of GDP, the private sector's contribution to growth. Any measure of success would cause this ratio to fall further as a result of continued private sector investment. Further over 90% of the firms that contribute to Cambodia's GDP are small and medium enterprises (SMEs). While development partner support of PSD activities is important, without coordination among PS development partners, but more importantly between PS development partners and the firms that make up Cambodia's private sector, to improve the competitiveness of all firms, but especially SMEs, in the industries in which they participate, this 2.5 % will remain a drop in the bucket.

¹ A complex policy environment with indirect costs asymmetrically imposed can serve as powerful barriers to entry to outsiders, creating a very attractive or at least secure climate for well connected investors. Large investors with strong ties to government can influence policy in their favor that does not necessarily favor more competitive industries.

Acknowledgements

This report holds a surprisingly rich amount of information on Cambodia's development partner PSD activities. More importantly it shows a willingness to collaborate and find points of consensus among Cambodia's development partners supporting private sector development. Given the number of DP's the variance in their mandates, from social, to economic, from poverty reduction to policy reform and competitiveness, the commitment to collaborate and come to agreement on an initial joint strategy is quite remarkable.

First acknowledgements therefore go to the many DP representatives who contributed willingly and openly to the information included in this report and to the development partner community in its commitment to collaborate to increase the effectiveness of PSD programs in Cambodia.

The research team wishes to thank USAID-Cambodia, Mission Director, Erin Soto and World Bank Resident Representative, Nisha Argawal for their support for PSD activities and this initiative and for opening the workshop; To Reed Aeschlimann USAID-Cambodia, Director of Operations, and to USAID-Cambodia to Cullen Hughes and his team initiating this exercise and for his commitment to strengthening DP coordination in PSP activities, and; to Curtis Hundley and the Cambodia MSME team for their support in building support for and organizing the DP workshop, and for encouraging the dissemination of lessons learned about value chain activities among the DP. Since this exercise is just an early step in a process of improved PS development partner coordination, it is appropriate to mention UNDP's commitment to this process and contribution to funding the next steps in the improved coordination process.

Success in any of the initiatives identified during this exercise will not occur without the commitment of the Royal Government of Cambodia to private sector development and to increasing the ability of the millions of Cambodian's who work every day to feed clothe, and educate their families to compete in a globalized economy and in so doing create the growth and employment on which poverty reduction depends. RGC commitment to economic growth as the driver of poverty reduction is clearly articulated the National Strategic Development Plan (2006-2010) and Prime Minister, Samdech Hun Sen's opening remarks to the NSDP.

In his introduction to the NDSP, the Prime Minister states *"When one starts from below ground zero, as Cambodia did, with urgent and pressing priorities to be met in every sphere of human activity, any investment indeed any expenditure, contributes one way or the other to growth"*. By way of inference, moving forward after a decade of growth will require a much more strategic approach that integrates lessons from emerging practice world wide and adapts them to the Cambodian context.

The research team hopes that in some small way, this report contributes to this process. Any errors or mistakes herein are the responsibility of authors and should not detract from momentum created by this exercise.

1.0 Workshop Conclusions & Development Partner Coordination Overview

This report contains the results of two-day workshop held in September, 2007 of 13 bi- and multi-lateral development partners working in private sector development in Cambodia as well as information provided by workshop participants during a week of interviews in advance of, and as an input into, the workshop. The initial assessment identified interventions promoting private sector development in one or more of 19 priority sectors identified by the RGC's updated *Diagnostic Trade Integration Strategy*.

The purpose of this assessment and subsequent workshop is to inform and provide a framework to enhance the effectiveness of development partner collaboration in the implementation of private sector development programs and in so doing, increase the effectiveness and success of private sector development programs themselves. This report should be viewed as an input into a *process* that will lead to more effective development partner coordination and program level collaboration. Bi-lateral interventions range from those focused on poverty reduction and enhancing the ability of the poor to participate in markets, to those addressing systemic constraints throughout an industry or value chain. Multi-lateral focus is primarily on strengthening the private sector business enabling environment at national and regional levels.

The success of this process requires that participants are convinced of its value. Consensus of mission, objective or approach of each participant is less important and probably impossible to obtain. Improved coordination among DP private sector development programs also requires leadership, participation and support by the RGC in the development process. Development partner coordination and partnership with individual ministries is quite strong in some cases but varies by ministry. By emphasizing 19 sectors for development assistance in the DTIS, the RGC is orienting development partners towards common objectives, minimizing —but not eliminating— activities that work at cross purposes. Increased coordination across ministries responsible for PSD activities and their DPs would further strengthen RGC and DP coordination.

Key Findings from the Initial Assessment

The research team conducted a review of over 50 TORs and project reports from multiple DP supported activities and met with representatives of 13 bi- and multi-lateral DPs. DPs included development partners and in some cases implementing partners or agents. For a full list of interviews conducted, see Appendix A. Table 1 below lists the principle development partners and RGC ministries involved in private sector development activities in Cambodia.

DP's were asked questions about their program and its objectives and duration, area of intervention (current and planned), approach, expected results, monitoring and evaluation systems, beneficiary/client populations, their views on best practice, level and quality of collaboration with other DP's, their coordinating ministry, and other ministries (in instances where DPs work with more than one ministry, and their reasons for participating in the workshop. Below, principal

observations from these interviews are grouped into three categories, Value Chain Projects, Monitoring and Evaluation and Collaboration.

Table 1: Principle Development Partners & RGC Ministries			
Multi-Lateral DPs	Bi-Lateral DPs		RGC Ministries
<ul style="list-style-type: none"> • ADB • EC • FAO • IFC • UNDP • UNIDO • World Bank 	<ul style="list-style-type: none"> • ACIAR • AFD • AusAID • Asia Found. • CIDA • DANIDA 	<ul style="list-style-type: none"> • GTZ • JICA • NZAID • SIDA • SNV • USAID 	<ul style="list-style-type: none"> • Commerce • Agriculture, Forestry and Fisheries • Economy & Finance • Industry, Mines & Energy • Tourism • Water Resources & Meteorology

Value chain projects versus working in value chains

- It is important to note that while most of the DPs are working in industry value chains in accordance with the NDSP and DTIS priorities, few consider themselves to be value chain projects or to utilize a value chain approach, i.e. systemic, to the design and implementation of their programs. It unfair to evaluate programs based on criteria that were never intended to be part of the program; most of the PSD projects currently underway in Cambodia were and are not designed as value chain programs. There is however an emerging consensus among DPs interviewed that understanding value chain concepts and factors that influence their performance is key to improving the performance of the industries and value chains in which they work, and that this is key to achieving their growth and and/or poverty reduction goals. This is consistent with research². In light of this emerging consensus there is value to identifying where and how DP PSD programs in Cambodia can best integrate lessons about systemic approaches to growth in their own programs.
- Most DPs interviewed see value chain approaches as an area where greater coordination can improve current programs.
- 13 DPs are working in 20 value chains, 11 of which are DTIS priority industries.
- All bi-lateral DPs are working in one or more value chains; two are implementing interventions based on some kind of systemic analysis of the value chain; the majority does not address constraints throughout the value chain in their programs³. Most DP programs focus their interventions on a single functional segment, e.g. producers, or disadvantaged group within a value chain.

² Insert citations from Schmitz, Gereffi, Kaplinsky, Jorg Meyer-Stamer, Porter...

³ While there are many ways to undertake a value chain analysis, a value chain approach is based on an understanding of the whole value chain as a system including factors that affect its performance. While different authors use different terms for parts of a value chain systems, factors affecting an industries performance include: knowledge of terminal markets and their requirements, the rules, policies and regulations that affect the Business Enabling Environment and the willingness for firms to invest , the quality and access to services essential for firms to invest in upgrading, the existence of external economies and inter firm efficiencies that arise from business relationships among value chain participants, and the ability and willingness of firms to exploit opportunities resulting from all of the above factors.

- Industry competitiveness and strategies to enhance it, is a consideration with less than 30% of the DPs.
- There is little coordination among development partners working in the same value chain, and in some instances at the same level of a value chain. As a result one development partner is distributing inputs to stimulate production in a particular value chain and the other is trying to stimulate incentives for private sector firms to supply inputs to value chain participants.
- Four of the DPs interviewed use or have expressed intent to use, some kind of benchmarking to compare their value chain against industry standards and to identify the most profitable opportunities for investment in the value chain in which they are working.
- Two DPs use information from end market buyers to identify opportunities and the barriers to firms interested in exploiting those opportunities.
- There is not a consensus among PSD programs on what taking a value chain approach means.
- Two-thirds of the DPs did not undertake an analysis of the industry systems in which firms operate.
- The World Bank commissioned value chain assessments of five sectors in 2002 and will be reassessing these same industries plus an additional one in 2007. These VCA's are insightful and useful to inform policy but are not designed to identify industry system constraints to growth in investment and incomes.
- Three-fourths of DP programs lack a clearly defined plan for achieving sustainability.

Monitoring, evaluation and results

- No DPs are using industry competitiveness benchmarking as a management tool to assess the progress of interventions.
- There is little use of project indicators to be used by project managers to track progress. Monitoring systems, where used, serve as a project evaluation not as a management tool. The net result is slower learning within and among projects as to what works and what does not.
- Despite an RGC mandate that DPs work towards identified goals, results or impacts, e.g. increase in revenue/sales, jobs created, investment, etc, most projects assessed tend to measure project outputs like people trained, inputs distributed, workshops delivered, etc. It is hard to imagine how to assess a project's contribution to private sector development when only outputs are measured.
- There was no consistency observed in measurement of results within or among the different bi-lateral programs or across projects even though all bi-laterals are working with the DTIS and the NSDP as guiding documents.

- Less than one-fifth of programs develop an exit strategy as part of the design process. This makes it difficult for program managers to ensure progress towards an exit strategy. The same holds true for sustainability.
- The World Bank and IFC propose standardizing core indicators across PSD programs that have the greatest impact on competitiveness. They suggest variables that measure productivity, investment, and the proportion of value added that is sourced from within Cambodia⁴.

Collaboration

- Commitment to collaboration among DPs is strong but lacks focus. The desire for more focused collaboration appears the driving force behind DP interest in the workshop.
- DPs working in the same industry recognize need to coordinate activities to achieve synergies.
- PSD programs underutilize private sector value chain participants and service providers to identify and prioritize program interventions. While there are private sector members of the Chamber of Commerce who contribute to the national level policy dialogue in the PSD committees, a number of DPs lack confidence that the voice of the SMEs that dominate almost every industry in Cambodia reaches the PSD committees.
- Several DPs cited instances where one DP's subsidy of services was hurting the development of private service markets to value chain participants.
- A desire for greater coordination between bi-lateral development partners working on the value chain or sector level and the multi-laterals focusing on policy. "How can constraints at the sectoral level be translated into a policy agenda"?
- Almost all DPs coordinate with a specific ministry. USAID was until recently an exception because of US Congress mandate that USAID work through private sector and NGOs.
- DP - Ministerial level of collaboration has strengths and weaknesses. Some ministries are much more engaged in ensuring implementation of DTIS and the NSDP. Other ministries have weaker capacity or constituencies that create challenges in coordinating across ministries. Communications across ministries is weak, and ministries working in the same value chain may have different objectives, e.g. Agriculture provides inputs to farmers for free or at subsidized rates, Commerce is focused on increasing trade and exports, not producers.
- A number of DPs expressed the need to communicate sector level constraints to a supra ministerial level body that can address constraints that cut across ministries domain A number of DPs observed that the fact that each ministry has its own constituency leads to 'stove piping' or reduced coordination among them. This is problematic since many ministries cut across different functions of a value chain. Tourism depends on agriculture, customs, immigration, trade,

⁴ World Bank, Value Chain Assessment Terms of Reference and discussions with WB and IFC representatives

environment, culture, etc. Agriculture for export value chains depend on customs, agriculture, trade and industry, etc.

Key Conclusions from the workshop

The goal of the two day workshop was to develop an action plan that could be implemented by workshop participants in a reasonably short term time frame. Though there was much discussion on areas of convergence and divergence in approach, participants were tasked with coming up with a plan that was likely to produce results of value to all and to do so in a short enough time frame that participants would be motivated to continue to invest in improved inter DP coordination. A number of DPs spoke to the need to include RGC in the process of improving DP coordination. Consensus among participants was that DPs needed to coordinate their own actions around achievable goals as a first step.

Workshop conclusions and recommendations are grouped into two interrelated categories: 1) improving strategic and policy-level initiatives and 2) enhancing the coordination and effectiveness of sector-specific programs. Barriers include but are not limited to the business enabling environment; the Strategic and policy level group addressed BEE constraints and the Bi-lateral programs group addressed broader systemic constraints.

Strategic and Policy Level Recommendations

Constraints Identified

The group identified four key constraints to an improved PSD policy reform program. These include 1) an insufficiently empowered policy agenda, 2) a lack of bi- and multi- lateral coordination in the development of the PSD policy agenda, 3) fragmentation in the prioritization process (e.g. each sub-committee identifies priorities without adequate communication with other sub-committees) and, 4) the lack of a system or structure to identify and prioritize action on cross-cutting issues that pose long-term barriers to reform.

Proposed Solution

To address these issues, the group proposed the creation of a PSD Secretariat comprised of bi-lateral and multi-lateral DPs as well as appropriate RGC representatives. The role of the Secretariat would be to 1) enhance coordination between industry-level DP activities and cross-sectoral policy reform programs and 2) inform the national business environment policy agenda. As such, the Secretariat will:

- Identify and coordinate sectoral and cross-sectoral strategies of the multiple DPs
- Increase communication among DPs on value chain initiatives to maximize the potential for impact and achieving scale
- Collect information on industry-specific constraints to increased investment from DPs and the private sector to inform national policy discussions
- Consult with sector-specific DP activities to prioritize cross-sectoral constraints for discussion with the RGC and incorporation into national business enabling environment policy reforms

- Improve quality of practice in PSD programs by fostering increased communication among DPs and ensuring that value chain activities complement the Government's overall national development strategies
- Act as a repository for sectoral studies and assessments
- House and update the PSD project matrix developed through this consultancy

Action Steps

Participants identified three key actions to establish the Secretariat:

1. Establish an overall **vision** for the Secretariat, informed by existing lessons learned in PSD from the 2002 World Bank value chain assessments, and ongoing bi-lateral interventions in different value chains to improve the investment climate at the national and provincial levels.
2. Establish a **business plan** based on the above information for the development, implementation, benchmarking and evaluation of the policy agenda.
3. Work with the RGC to identify an appropriate "home" for the Secretariat.

Key Components / Opportunities

Although the design of the Secretariat has not been finalized, workshop participants identified several opportunities to leverage existing mechanisms and strategies as the plan is formalized. These include:

- Leverage existing Government – Private Sector Forum (G-PSF). Although criticized by some for not representing the views of micro, small and medium-sized enterprises, the existing G-PSF was seen as a strong foundation on which to build. As one participant put it, "There are existing mechanisms for development partner coordination. We should not be trying to replace them. We should be trying to improve them." By linking the activities of the Secretariat to those of the G-PSF, participants saw an opportunity to both strengthen the G-PSF and ensure the issues identified by the Secretariat had a clear path to the RGC and national policy dialogue.
- Incorporate both multi- and bi-lateral development partners. Participants agreed that in order to ensure the activities of the Secretariat were responding to the needs of the DP community, representatives from both the bi-lateral and multi-lateral development partners must be active in its work.

Sector-specific Program Implementation Recommendations

Constraints Identified

Through extensive discussion, the implementation group agreed that there are currently a number of overlapping projects within the same sectors. This was seen as both a potential hindrance to and

opportunity for increasing overall project achievement and advancement toward the shared goal of poverty reduction and long-term economic security. Discussion turned to approach taken to value chain work but it was quickly acknowledged that the diversity of approaches and corresponding diversity of perspective on “good practice” was too vast to be addressed during the workshop.

Proposed Solution

Although it was agreed that there were substantial differences in perception on how to improve industries, some determined by a DP focus on either social or economic objectives, participants felt strongly that there were real opportunities to enhance performance through increased communication and coordination. In order to realize these opportunities, it was agreed that sector-specific working groups should be formed. These groups will facilitate increased coordination among interventions through ongoing communications, resolution of conflicting approaches and identification and implementation of best practice.

As an initial step toward increased coordination, participants agreed to identify a series of sector-specific data points to be collected by all activities within a given sector whenever they conduct a value chain assessment. The resulting data will be fed into a national value chain database allowing DPs to benchmark their progress against each other, identify effective practice, more effectively leverage the investments of their peers and develop a more complete picture of the industries in which they work. In addition, the sectoral working groups will work together to identify and prioritize policy constraints to be fed into the work of the policy-level Secretariat.

Priority should be placed on establishing working groups within the rice, garment and fruits and vegetables sectors as these have the greatest number of DPs operating within them. These and other groups can and should learn from work already underway to organize DP activities within the tourism sector.

Action Steps

Participants developed a detailed plan to establish the sector-level working groups. This includes:

1. Reporting to relevant DPs by the first week in November on progress, responsibilities and needs
2. Convening sector-level working groups based on the mapping exercise conducted as part of this consultancy. Initial meetings should be held by November 23, prior to which:
 - a. Development partners should have taken stock in terms of their involvement in the sector in order to bring a framework to first meeting;
 - b. A facilitator should be identified and invitations sent out
 - c. Relevant DP representatives should be identified
 - d. Meeting arrangements should be made
 - e. Set up criteria for information items they need
3. Tasking each working group with:
 - a. Identifying data collected by previous value chain studies
 - b. Analyze existing value chain studies and the various metrics used
 - c. Gathering core industry indicators from relevant studies

- a. Compiling findings of previous assessment/existing studies
 - b. Reviewing relevant Ministry metrics
 - c. Developing a core data collection methodology/common questionnaire
 - d. Providing clear definitions of metrics and procedural guidelines for collection
 - e. Committing to implementing the core data questionnaire
4. Reporting on common metrics by sector and future needs by January 31
5. Agreeing that any value chain studies beginning after the metrics are determined should include these metrics even if data points do not necessarily reflect indicators used for DP program evaluation
6. Agreeing, by March 2008 on implementation methods for data collection and aggregation and other coordination issues related to common value-chain protocols.

2.0 Current & Planned PSD interventions

Approach and Methodology

In preparation for the workshop, a team of three USAID-sponsored consultants reviewed more than 50 TORs and project reports as well as key national PSD-related development strategies (specifically the DTIS, SME Development Framework and National Strategy on Water and Agriculture). In the week leading up to the workshop, the team met with 20 representatives from DP and implementers involved in PSD projects. The interviews allowed the team to verify data regarding individual projects while also developing an in-depth understanding of the development partner landscape in Cambodia (as it relates to PSD). This understanding was then fed into the design of the two-day workshop. The resulting project-level data was incorporated into an updated DP PSD project database, the analysis of which is included in this report.

This approach provided an opportunity for DP representatives to a) better understand the context in which they are working, b) work toward consensus on a common set of principles and c) more closely align their respective initiatives. Over the long-term, this initiative is expected to lead to more integrated development partner projects, less redundancy and overlap and improved results. It is also expected to provide RGC with a more coherent picture of DP activities in this area and therefore improve opportunities for partnership between the government and the DP community.

Existing and proposed activities

Principle Actors

The initial assessment identified more than 21 DPs involved in value chain development activities in Cambodia. In terms of financial support, Australian Aid, the Asian Development Bank and the European Commission have the most substantial investments. Multi-donor efforts amount for the greatest single source of DP finance for PSD at USD 175 million Cambodia—a fact that alludes to a substantial level of existing coordination among these actors. Key DPs are listed in Table 2 by estimated funding levels.

Funding Level	Development Partners
More than \$60 million	AusAID, EC, Multi-Donor Initiatives
Between US \$40 and \$60 million	
Between US \$20 and 40 Million	ADB
Between US \$10 and 20 Million	GTC, IFC, USAID, WB
Between US \$2 and 10 Million	AFD, CIDA, GTZ, JICA, NZAID, UNDP
Less than US \$2 Million	ACIAR, DFIC, InWent, Francophonie, FAO, SIDA, UNIDO

Of course, DPs do not act in isolation. Many of them work closely with the government to both prioritize actions and implement programs. In order to move toward a more integrated approach to value chain activities, it is useful to understand development partner-RGC ministry alignment and collaboration. Key government partners in this area include the Ministry of Agriculture, Fisheries and Forestry (MAFF), the Ministry of Mines and Industries (MIME), the Ministry of Tourism (MoT)

and the Ministry of Commerce (MoC). Key, although not exclusive alignments between RGC ministries and DPs include:

- MoC with the EC, the UNDP, the World Bank and the IFC
- MAFF with AusAID and AFD
- MIME with the ADB

See Table 3 for a list of DP activities including the project name, RGC partners, timing and funding level.

Table 3: Development Partner Activity by DP (Overview)*				
Development Partners	Implementation Partners	Project Title	Status	Total amount US\$
ACIAR	AVRDC, MAFF (CARDI, DAALI and DPSIC)	Improvement of Vegetable Production and Post-harvest Management Systems	Ending 2007	\$638,141
	CARDI	Improving Understanding and Management of Rice Pathogens	1 more year	\$292,079
	MAFF (CARDI)	Farming Systems Research for Crop Diversification in Cambodia and Australia	Ending 2007	\$648,117
	Royal University of Agriculture	Improving Feeds and Feeding for Small Scale Aquaculture	Ending 2007	\$115,091
ADB	MAFF	Agriculture Sector Development Project	2 more years	\$25,000,000
	Research institutes (to be decided) Note: This is a regional grant assistance covering several GMS countries	Grant Assistance for Capacity Strengthening in Advanced Agricultural Science and Technology in the GMS	Ending 2007	\$1,200,000
AFD	MAFF (General Directorate of Rubber Plantation)	Development of family rubber plantations	Ending 2007	\$5,100,000
	MAFF, MOWRAM, MRD	Support to the definition of policies on agricultural sectors	Ending 2007	\$1,700,000
	MIME, GMAC, ILO	Trade-Related Capacity Building Programme (PRCC-1)	Ending 2007	\$1,800,000
	Ministry of Commerce	Improving the quality of Cambodian rubber and setting up quality certification aimed at international markets	Ending 2007	\$800,000
	Ministry of Commerce	Strengthening trade-related abilities through promotion of the Protected Geographical Indications (PGI) and the Protected Designations of Origin (PDO)		\$1,200,000
	MoC	Trade-Related Capacity Building Programme (PRCC-1): Cambodia Rubber International Certificate and Marketing	1 more year	\$1,000,000
	MoC, UNCTAD	Port Training Program	2 more years	\$100,000
	MoC, UNCTAD	Train for Trade	2 more years	\$1,250,000
	MOWRAM / MAFF/ MLMPUC	Prey Nup Polders Rehabilitation Project (Phase III)	Ending 2007	\$4,300,000
AusAID	G-PSF, CDC, IFC-MPDF	BEE Programme (Business Enabling Environment Programme)	Ending 2007	\$1,000,000

Table 3: Development Partner Activity by DP (Overview)*

Development Partners	Implementation Partners	Project Title	Status	Total amount US\$
	MAFF	Cambodia Australia Agricultural Extension Project Phase II (CAAEP II)	Ending 2007	\$15,200,000
	MAFF and various ministries; SAGRIC	Cambodia Australia Technical Assistance Facility (CATAF)	Ending 2007	\$6,500,000
	MAFF, Cardno ACIL Australia	Agriculture Quality Improvement Project (AQIP)	1 more year	\$16,000,000
	MPDF/IFC	Mekong Private Sector Development Facility	Ending 2007	\$975,000
	MAFF, MOWRAM	Cambodia Agricultural Value Chain Program (CAVAC)	Currently being developed	\$35,000,000
	MoC, Cardno ACIL	Trade Analysis and Reform Project (TARP)	Ending 2007	\$800,000
CIDA	MAFF (Dept of Ag Extension & Ag Marketing Offices)	Agriculture Marketing Information Service (AMIS) Project	3 more years	\$4,200,000
EC	ASEAN Secretariat, private consultants	ASEAN-EU Programme for Regional Integration Support (APRIS II)	2 more years	Country allocation not known
	MAFF	SLPP Smallholder Livestock Production Project	2 more years	\$6,500,000
	MAFF	Economic and Social Relaunch of Northwest Provinces (ECOSORN)	3 more years	\$30,000,000
	MIME, MPDF (IFC)	Development of SMEs in the Agro-Industry Sector in Cambodia	5 more years	\$15,000,000
	MoC, OHIM, EPO	ASEAN-EC Intellectual Property Rights Co-operation Programme (ECAP II) - Cambodia Component	1 more year	\$500,000
	MoC, WB	Multi-Donor Trust Fund in Support of RGC's Trade Sector Development Plan	4 more years	\$9,100,000
	Stiftung fuer wirtschaftliche Entwicklung und berufliche Qualifizierung (SEQUA)	Upgrading Trade Promotion of the Cambodian Craft Cooperation Council (CCC) to the EU		
	TradeCraft	Sustainable trade for social enterprises, Cambodia	2 more years	\$575,000
FAO	MAFF	Strengthening Information Gathering in Fishery Sector	1 more year	\$150,000
	MAFF	Regional Data Exchange on Food and Agricultural Statistics	Ending 2007	\$75,000
Francophonie		Strengthening the Capacity of French-Speaking Developing Countries in Negotiation of Trade and Investment Agreements (REXPACO)	Ending 2007	\$200,000
	ITC	Intra-Regional Trade Promotion Project for Francophone Mekong Countries	2 more years	
Germany-InWent		Public-Private-Partnership; Strengthening the Spice and Herb Sector in Lao PDR, Cambodia and Vietnam.	Ending 2007	\$87,000
GTZ		Private Sector Promotion	5 more years	\$9,600,000
		Rural Development Programme Kampot & Kampong Thom (RDP K/K, GTZ) on organic rice (Part of PSP) and organic cashew nuts		\$200,000
		Regional Economic Development - Green Belt Siem		\$5,600,000

Table 3: Development Partner Activity by DP (Overview)*

Development Partners	Implementation Partners	Project Title	Status	Total amount US\$
		Reap Province (RED GB SR, GTZ) on fruits & vegetables, organic agric. products and handicrafts		
	IFC-MPDF	Sustainable Tourism	Ending 2007	\$250,000
IFC	IFC-MPDF	Agribusiness Programme		\$10,000,000
	TradeCraft, IFC	Grassroots Business Organization Initiative/Craft Network		
	USAID, IFC-MPDF, ILO	Better Factories Cambodia	Ending 2007	
	MPDF	Tourism Project	Ending 2007	
JICA	MAFF	Freshwater Aquaculture Research and Extension Project	3 more years	\$860,000
	MOWRAM/ MAFF	The Study on Comprehensive Agricultural Development of Prek Thonot River Basin	1 more year	\$5,000,000
	Tax Department in MEF	Tax Department Capacity Building Project (II)	3 more years	\$300,000
NZAID	ILO	Promotion of Labor Rights in the Garment Sector		\$500,000
	MIME	Legal Metrology	1 more year	\$350,000
		Food Quality/Safety	1 more year	
		Cambodia Agricultural Development Facility (CADF)	4 more years	\$1,500,000
SIDA	UNIDO	Cleaner Industrial Production	Ending 2007	\$958,000
SNV	MOT	National level ecotourism policy and strategy	Ending 2007	
	UNWTO, MOT,	Mekong Discovery Trail - Phase 1: Kratié Tourism Master Plan	Ending 2007	
	UNWTO, MOT	Mekong Discovery Trail - Phase 2: Implementation of some of the recommendations of the above plan	Ending 2007	
	MPDF, SNV	Tourism VCA	Ending 2007	
UNDP	MoC, UNDP	Trade Related Assistance to Development and Equity (TRADE)	3 more years	\$3,500,000
UNIDO	MIME, UNIDO	Improving Market Access for Cambodia through Strengthening of Capacity for Metrology, Testing and Conformity	Ending 2007	\$620,000
USAID	DAI	Micro, Small and Medium Enterprise (MSME) Program	1 more year	\$5,200,000
	Nathan Associates	Garment Industry Productivity Center (GIPC)	1 more year	\$3,500,000
	ILO	Cambodia Labor Arbitration Council (LAC) & Better Factories Cambodia	1 more year	\$1,500,000
WB	MoC, Customs in MEF, UNCTAD (Asycuda), AusAID, EC	Trade Facilitation and Competitiveness	2 more years	\$10,000,000
		Value Chain Analysis	Ending 2007	\$50,000
Multi-Donor Initiatives				
ACIAR/ AusAID	Government, university, college and NGO organizations	Cambodian Agricultural Research Fund (CARF)	1 more year	\$1,200,000
AFD / ADB co-financed	MOWRAM / MAFF / MLMPUC	Northwest Irrigation Sector Project	3 more years	\$64,000,000
	MOWRAM / MAFF/ MRD / MLMPUC	Stung Chinit Irrigation Scheme Rehabilitation Project	Ending 2007	\$5,200,000

Table 3: Development Partner Activity by DP (Overview)*

Development Partners	Implementation Partners	Project Title	Status	Total amount US\$
ASEAN, AusAID, NZAID	MAFF, Australia Dept. of Agriculture, Forestry, Fishery	SPS Capacity Building Program, ASEAN Food Safety Network	1 more year	\$400,000
AusAID, GTZ, IFAD, CIDA	MAFF, MOWRAM	Cambodia Agriculture and Agro-business Support Program (CAASP)	Currently being developed	\$100,000,000
CIDA / CIGAR	IDE	Smallholder Market Development	Ending 2007	\$150,000
FAO/OPEC	MAFF, MOWRAM and local communities	SPFS Support Livelihood Diversification and Natural Resource Management by Small Group Enterprises	Ending 2007	\$250,017
IFC, GTZ	IFC-MPDF	Sustainable Tourism		
JICA, AusAID	Customs, CamClontrol in MoC, MIME, MAFF, MoH	Customs Risk Management Project	Ending 2007	\$250,000
NZAID, UNDP	MoC-Other Ministries, ITC	Sector Wide Strategy for Cambodia's Silk Sector	5 more years	\$4,350,000

*See Annex C for a detailed version of this table.

Principle Sectors

In the Cambodian value chain / private sector development landscape, there are more than 21 DPs supporting or planning support for over 74 projects. This work spans 21 provinces and 21 industries, 11 of which are prioritized in the Ministry of Commerce DTIS. With current and planned expenditures above \$415 million, the investment of Cambodia's development partners is substantial and widely disbursed. Of this, more than US\$175 million is currently being planned or was initiated in the past year.

DPs are supporting work in 11 of the 19 industries prioritized by the Ministry of Commerce in the DTIS. These include: garments, rice, rubber, fishery, cashews, silk, livestock, fruits and vegetables, wood products, tourism and computer services. Within DP value chain activities there is a high degree of overlap with multiple development partners working in a single industry and often performing similar functions. For example, there are seven development partners active in the rice sector, six in the fruits and vegetables sector and 5 each in the garments, fishery, silk and livestock sectors. Within this, there are multiple development partners working on the policy level as well as providing direct business development services to target enterprises. See Table 4 for an overview of DP activities by sector and cross-cutting issue.

Table 4: DP Activity by Sector & Cross-Cutting Issue (Overview)*

Sector / CC Issue	# of Projects	Development Partners
DTIS Priority Industries with Existing Exports		
Garments	6 projects	IFC, NZAID, SIDA, USAID, WB
Footwear	0 projects	
Rice	11 projects	AusAID, ACIAR, AFD, EC, GTZ, JICA, WB
Cassava	1 project (Planned)	UNDP (Planned)
Rubber	3 projects	AFD
Fishery	5 projects	ACIAR, DFID, EC, FAO, USAID
Cashews	4 projects	EC, GTZ (Planned)

Table 4: DP Activity by Sector & Cross-Cutting Issue (Overview)*		
Sector / CC Issue	# of Projects	Development Partners
Silk	5 projects	AFD, EC, GTZ, NZAID, UNDP
Soybeans	0 project	
Livestock	5 projects	ACIAR, AusAID, EC, FAO, USAID
Corn	0 projects	
Beer	0 projects	
DTIS Priority Industries with Export Potential and Services		
Fruits & Vegetables	10 projects	AusAID, AICAR, AFD, CIDA, EC, CIGAR, GTZ
Wood	1 project	GTZ
Light manufacturing	1 projects	USAID
Tourism	7 projects	GTZ, IFC, SNV
Labor services	0 projects	
Computer services	1 project	GTZ
Transport services	0 projects	
Non-DTIS Priority Industries		
Bricks & tiles	1 project	USAID
Handicrafts	3 projects	EC, IFC
Palm sugar	1 project	AFD
Dairy (Canned Milk)	1 project	WB
Textiles/Cotton	1 project	WB
Honey	1 project	FAO / OPEC
Herbs & Spices	1 project	Germany-InWent
Pepper	1 project	AFD
Cross-Cutting Issues		
Capacity Building for Mgt of Trade Policy & Trade Sector Dev't	5 projects	AFD, AusAID, EC, Francophonie, UNDP
Investment Facilitation & Climate	1 project	AusAID
Irrigation	2 projects	AFD, ADB
NRM	1 project	ACIAR, AusAID
SPS	2 projects	ASEAN, AusAID, NZAID
TBT	2 projects	NZAID, UNIDO
Trade Facilitation	5 projects	AFD, AusAID, EC, JICA, WB
Trade Promotion	3 projects	AusAID, FAO, Francophonie
TRIPS	2 projects	ADB, EC

*See Annex C for a detailed version of this table.

Geographic Distribution

Geographically as well, development partners are active across the country. Private sector development projects are being supported in 21 of the 24 Cambodian provinces. However, within that there is substantial clustering in the provinces surrounding Phnom Penh, along the Tonle Sap and in the south-east. Ten projects are active in Siem Reap, nine in Kampong Cham, eight in Kratié and seven each in Kampot and Kandal. By contrast, Kampong Som, Oder Meanchey, Pailin and Ratanak Kira are among the provinces with only a single project active or planned. This project distribution broadly reflects population distribution within the country. See Table 5 for an overview of DP activities by province.

Table 5: DP Activity by Province (Overview)*

Province	# of Projects	Development Partners
Banteay Meanchey	6 projects	CIDA, AusAID, GTZ, NZAID, AFD / ADB, EC
Battambang	5 projects	ACIAR, AusAID, CIDA, AFD / ADB
Kampong Cham	9 projects	ACIAR, AFD, AusAID, CIDA, FAO/ OPEC, GTZ., USAID
Kampong Chhnang	3 projects	AusAID, CIDA, EC
Kampong Som	1 projects	AFD
Kampong Speu	3 projects	AusAID, JICA, EC
Kampong Thom	6 projects	AFD / ADB, AusAID, FAO/ OPEC, GTZ
Kampot	7 projects	ACIAR, AFD, AusAID, CIDA, FAO/ OPEC, GTZ
Kandal	7 projects	ACIAR, AusAID, CIDA, JICA, AFD
Kratie	8 projects	AFD, AusAID, IFC, SNV, USAID
Odor Meanchey	1 projects	AusAID
Pailin	1 projects	AusAID
Phnom Penh	4 projects	ACIAR, GTZ, IFC, SNV
Preah Vihear	1 projects	AusAID
Prey Veng	5 projects	ACIAR, AusAID, CIDA, USAID
Pursat	5 projects	AusAID, EC, FAO/ OPEC, GTZ, AFD / ADB
Ratanak Kira	1 projects	AFD
Siem Reap	10 projects	ACIAR, AusAID, CIDA, EC, FAO/ OPEC, GTZ, IFC, NZAID, AFD / ADB
Sihanoukville Municipality	3 projects	CIDA, IFC, SNV
Svay Rieng	4 projects	AusAID, USAID, CIDA / CIGAR
Takeo	7 projects	ACIAR, AusAID, CIDA, EC, FAO/ OPEC
National	47 projects	ACIAR, ADB, AFD, AusAID, GTZ, IFAD, CIDA, DFID, EC, FAO, Francophonie, Germany-InWent, IFC, JICA, NZAID, UNDP, SIDA, SNV, UNIDO, USAID, WB

*See Annex C for a detailed version of this table.

3.0 Cambodia in a Global Context

With the surrender of remaining Khmer Rouge forces in 1998, the Royal Government of Cambodia was able to fully commit to the process of recovery and development. Given the devastating impact of almost three decades of conflict, initial RGC and DP focus was on recovery and rebuilding the physical and human capital essential for development.

As Prime Minister Samdech Hun Sen stated in his introduction to the 2006-2010 National Strategic Development Plan, "When one starts from below ground zero, as Cambodia did, with urgent and pressing priorities to be met in every sphere of human activity, any investment, indeed any expenditure, contributes one way or the other to growth."⁵

Having achieved stable growth for a number of years Cambodia has clearly made the transition from recovery to growth and established growth with equity as a national priority. According to the NSDP, accelerated progress towards a growth with equity strategy will be achieved by facilitating increased investments in select industries and value chains. This commitment is shared by all of the DPs working in private sector development.

Despite this commitment however, there remains a lack of consensus on how one goes about accelerating investment and growth in value chains, and what constitutes a value chain approach to private sector development. Given RGC commitment and lack of DP consensus, it is appropriate to look outside the Cambodian context for emerging lessons and best practice. The following list is drawn from multiple sources and multiple development partners (DFID, GTZ, USAID), researchers (Schmitz, Humphries, Giraffe, Kolinsky, Downing, Field, Kula) and project reviews.

- Economic growth is the only sustainable way to reduce poverty. Poverty reduction activities not built around accelerating growth are unlikely to have broad or sustainable impact. This does not mean that programs with social goals and objectives are not important or even essential to the preconditions for growth like literacy, numeric and public health programs. DPs who are committed to poverty reduction in the short to medium term must work to stimulate growth in the sectors and industries that employ the poor.
- Competitiveness is the only way to sustain economic growth; competitiveness can only be achieved through some combination of greater levels of efficiency, quality and product differentiations and new market penetration.
- Competitiveness arises from strategic and successful and primarily private sector investments in value chains. Accelerating growth and competitiveness requires understanding the system or value chain in which investments occur. This is the primary rationale for using value chain analysis and its associated tools and for taking a value chain approach to private sector development. One has to understand how the system works to make it work better. It is also why large and often multinational firms use value chain analysis to position their investments.

⁵ National Strategic Development Plan 2006-2010, Royal Government of Cambodia, Dec. 2005.

- Getting the Business enabling environment right is a necessary but insufficient to accelerate investment and growth. Accelerating growth requires a BEE at the local, provincial, regional, national, and, in case of exports, the global level to facilitate increased levels of investment. BEE constraints however are not the greatest source of inefficiency in most industries, lack of access to competitively priced services, poor information, inefficient organization of the value chain, and governance structures that do not facilitate improved learning and information flows through a chain are the biggest drivers of inefficiency in a value chain. These must be addressed to accelerate growth in a particular industry.
- Business Policy and Regulatory Environment (BEE) constraints are often greatest at the local and provincial levels Cambodia's policy reform agenda is largely focused on the national level. Getting the national policy environment right is important but often does little to alleviate barriers and policy constraints at the local and regional levels. Getting the BEE right must include constraints at multiple levels.
- The customer is always right The World Bank value chain guidelines argues for benchmarking Cambodia against its competitors in key value chains. This is important and end market buyers are the best source of information about how Cambodia stacks up, and what it needs to work on to be able to exploit market opportunities. Buyers impose standards and requirements that producer sellers are obligated to meet if they wish to sell their products. One user-friendly guide to buyer benchmarking is the Schmitz, McCormick guide to value chain analysis in the garment sector.⁶
- Market participants especially buyers, are often the most effective and efficient providers of information and skill transfer needed to upgrade value chains. They have the greatest incentive to invest in upgrading information flows because they will benefit from the investment; they also have the incentive to invest in being up to date in terms of what markets require. Finally market participants and service providers invest far more than all the DPs combined in making value chains more productive and competitive. Value chain participants and service providers seriously underutilized in the design and implementation of PSD project in Cambodia.
- Relationships matter and are critical to achieving scale and efficiency. Coordination vertically between buyers and sellers and horizontally among firms performing similar functions in a market place have gained renewed importance as their contribution to the competitiveness of value chains is recognized. Coordination does not have to occur through the formation of cooperatives. The most efficient groups are those whose level of formality is adapted to the functions that the group undertakes. Groups can be informal or formal but are essential to achieve economies in value chains in the movement of goods and products between firms, for smaller firms to achieve economies of scale. There are an increasing number of successful examples of buyers organizing producer/sellers into groups (subcontracting, contract farming) as well as the more conventional approach of sellers organizing themselves into groups or cooperatives to achieve scale economies.

⁶ McCormick, Dorothy, and Hubert Schmitz, 2002. *Manual for value chain research on home workers in the garment industry*. Institute for Development Studies.

- Service markets are essential for investment. In order for firms within industry chains to be able to exploit market opportunities they require access to inputs and services at competitive prices. These supporting services, providing finance, equipment, information, technology access are critical, and demand is ongoing. There is increasing evidence that development partner efforts to accelerate market growth by offering these services at subsidized rates, actually retards the improvement of service market access and quality because the subsidized service prevents entry from private sector providers.
- Industry leaders or catalysts are key drivers of change and upgrading. Investments in upgrading the efficiency or quality of a process will always be driven by individuals with access to information resources and the skills needed to take advantage of an opportunity, when the business environment is favorable. Industry leadership is defined here as the possession of the incentives, skills, and resources to drive upgrading investments in a value chain. Industry leaders or catalysts are often not the market share leader, since the largest firms in a value chain tend to be invested in maintaining whatever status quo got them there. Leaders or catalysts tend to be firms that want to significantly increase their market share or penetration. Often DPs have shied away from working with market leaders because of an aversion to picking winners. The alternative to picking winners however, is undesirable.
- Leverage and complement existing private sector investment. The most successful private sector development programs are those that manage to identify and mitigate risks to private sector firms already operating in specific value chains- and to do so with minimal direct delivery of services to private sector firms. There are several reasons for this. First, the private sector invests far more in improving the performance of key industries than governments and DPs combined. In Cambodia annual private sector contribution to growth is more than 40 times the PSD DP budget through 2010. Second, DP rush to strengthen industries through direct service delivery creates disincentives for private sector providers to deliver those same services—the result is reduced growth. Success at leveraging private sector investment requires that private sector participants in key value chains have ample and ongoing opportunities to shape DP strategy and approach.
- It is hard to reach an unknown destination without a map: the importance of logical frameworks. PSD programs need measurable proxies for increased growth, productivity, employment, and sustainability if they are going to be successful in their growth and poverty reduction interventions. Sustainability is often hard to measure; without a clearly defined exit strategy and measures, it will be impossible to achieve. The use of logical frameworks, also referred to as log frames or causal models with clearly defined exit strategies as a management tool increases the likelihood of program success. DPs interviewed for this report recognize the value in having consistent standards and measures, building in competitiveness and growth indicators, clearly defined sustainability criteria and exit strategies (even if DP strategies and approaches are divergent). A willingness to share program logical frameworks across DPs will contribute to increased effectiveness of PSD programs across sectors.

4.0 Recommendations

The Royal Government of Cambodia has established macroeconomic stability, strong growth with expected growth of 9% over the next two years (ADB estimate). The National Strategic Development Plan calls for greater focus in PSD activities in priority sectors to achieve continued growth and poverty reduction. Cambodia's NSDP plan recognizes Cambodia's role in a global economy and that growth and poverty reduction depend on achieving and maintaining competitiveness in key industries in a globalized market. In pursuit of growth and poverty reduction through increased competitiveness, the RGC through multiple ministries is collaborating with PSD development partners. DP commitment to improving the quality of PSD and value chain development programs, through improved coordination amongst themselves and between DPs and the RGC was the rationale for this assessment and the workshop summarized in this report. The principal conclusions from this assessment follow.

- **Greater DP RGC coordination of private sector development policy is needed at least two levels.** First across the various ministries and private the Government- Private Sector Forum (GPSF) and its 8 Public Private Sector Working Groups and the regulatory and legal reform programs of the ADB, WB, and the AFD, and then at a centralized level to more effectively identify, articulate and coordinate a private sector development policy agenda. The level and quality of DP-coordinating ministry coordination varies considerably by ministry. A DP Secretariat was proposed to address this challenge; DP members will flesh out additional details of this Secretariat in coming months.
- **Private sector participants in strategic value chains need to inform the national policy agenda** and this can be supplied in part by DPs working in these value chains. Workshop participants suggested that the proposed Secretariat could serve to gather information from DPs on value chain specific policy constraints and feed these into the National policy reform process.
- **Business enabling environment constraints need to be addressed at the provincial and sub-provincial levels as well as the national level;** many of the indirect costs imposed on value chain participants occur at the provincial level or from cross-provincial movement of products.
- **Integration of private sector stakeholders in the project design and implementation process for all priority industries/ value chains is essential to improve DP support to PSD activities.** Private sector investment 100-200 times greater than DP investment in PSD programs. The effectiveness of DP PSD investment will be much more effective when it leverages existing private sector investment in collaboration with private sector partners. A number of participatory value chain and LED methodologies are quite effective at mobilizing private sector stakeholders to articulate a development vision and strategy.
- **Increased DP coordination of activities within and across industries will contribute to successes and minimize risks of conflicting approaches.** In spite of divergent priorities, DPs expressed a strong commitment to share and disseminate information and lessons learned from their value chain and private sector development programs. Increased DP coordination can

reduce the likelihood that one DP's program to stimulate production by subsidizing services, diminishes incentives for private sector service providers in another DP program.

- **A shift to a systematic value chain approach should increase the effectiveness of DP contributions to RGC economic growth and poverty reduction goals.** While interest in value chain approaches to PSD is high, most DPs do not conduct a systematic assessment of a particular industry or value chain in their program design; very few DPs work at multiple levels of a value chain; very few determine at which levels of an industry or value chain they will work in depending on identified opportunities and constraints in that industry.
- **The establishment of national and industry level indicators for growth and poverty reduction would facilitate comparison of different PSD approaches and encourage convergence to more successful ones.** DPs will always have differences in priorities and objectives; in spite of these there was a consensus at the workshop to develop uniform economic growth and poverty reduction indicators for all PSD programs.
- **RGC requirements that DPs develop clear exit strategies that indicate expected end of project results will increase DP accountability to NSDP goals.** Most DP programs assessed lack an exit strategy; this makes it difficult to assess program success towards NSDP goals.
- **Avoid over centralization of approach.** Opportunities for centralizing coordination and data gathering among DPs and between DPs and the 8 Public Private Sector working groups have been identified. At the same time it is important to encourage innovation by DPs and private sector partners in their programs. Recent success among swine producers in effecting a policy change without feeding constraints through a national policy agenda is one example of why coordination should be centralized but innovation by the multiple DP and private sector partners encouraged.
- **Keep up the momentum and focus on activities that produce quick results.** The level of DP commitment to learning from each other, improving coordination among their activities, and to collaborating more effectively with the RGC's NSDP is remarkable. A number of concrete activities have been identified and prioritized by DP representatives attending the workshop. These include but are not limited to the creation of a coordinating Secretariat. Several of the recommendations had concrete timelines associated with them. Maintaining this commitment to coordinate will take resources and time. Resources and time tend to follow results. The extent to which the proposed Secretariat and the DP PSD committee, in collaboration with the 8 Public Private Sector working groups can produce output of value to most if not all members will determine the commitment of these stakeholders to continuing to invest in greater coordination.

Annex A: Interviews Conducted

AFD

- Herve Conan

AusAID

- Sovith Sin
- Hean Vuthy

CIDA

- Peiter Ypma

DAI

- Curtis Hundley

EC

- Seth Van Dorn
- Jolanda Junkhart

GTZ

- Peter Bolster
- Joern Rieken
- Heinrich-Jürgen Schilling

IFC

- James Brew
- Allison Rossetto
- Anne-Maria Makela

JBIC

- Mayuko Shimakage

Nathan Associates

- Jane B. O'Dell
- Mona Tep

UNDP

- Hin Wisal

USAID

- Cullen Hughes

World Bank

- Hout Chea

Annex B: Workshop Participants / Contributors

Name	Position & donor agency/mission
Eric Beugnot	AFD
Luize Guimaraes Scherer Navarro	AFD
Herve Conan	AFD
Eric Beugnot	AFD
Pheanuroth Sisowath	AFD
Vandy Hem	Asian Development Bank
Arun Goswami	Asian Development Bank
Kuth Inserey	Asia Foundation
Veronique Salze-Lozach	Asia Foundation
Peter Lindenmayer	AusAID
Jens Luring-Knudsen	AusAID
Hean Vuthy	AusAID
Sin Sovith	AusAID
Bruce Todd	Cambodia Agribusiness Development Facility
Lay Sereyirith	Cambodia Agribusiness Development Facility
Roger Bednall	Cambodia-Australia Technical Assistance Facility
Andrew McNaughton	Cambodia Biological Ltd
Pieter Ypma	Canadian Agriculture Marketing Information Project
Chhay Seng	CIDA
Pok Panhavichetr	CIDA
Philip Psilos	Consultant, Value Chain and Competitiveness
Curtis Hundley	DAI, Micro, Small & Medium Enterprise Project, DAI
Vishalini Lawrence	DAI, Micro, Small & Medium Enterprise Project, DAI
Bona Sam	DAI, Micro, Small & Medium Enterprise Project, DAI
Hinn Chamroeun	DAI, Micro, Small & Medium Enterprise Project, DAI
Chhay Sotheary	DAI, Micro, Small & Medium Enterprise Project, DAI
Lam Sovathara	DAI, Micro, Small & Medium Enterprise Project, DAI
Andrew Wardell	DANIDA
Heng Socheath	DANIDA
Claire Moran	Department for International Development
Sok Hach	Economic Institute of Cambodia
Dourng Kakada	Economic Institute of Cambodia
Trent Eddy	Emerging Markets Consulting
Jolanda Junkhart	European Commission
Seth Van Doorn	European Commission
Winston Mc Colgan	European Commission
Nancy Morgan/Mr Samon	Food Agriculture Organization
Cedric Salze	GRET
Heinrich-Jürgen Schilling	GTZ
Joern Rieken	GTZ
Peter Bolster	GTZ
Norn Phamith	GTZ
Mike Roberts	IDE
Kim San	IDE
John Young	InterAxion Inc.
Lili Sisombat	IFC-MPDF
James P. Brew	IFC-MPDF
Karla Quizon	IFC-MPDF

Allison Rossetto	IFC-MPDF
Men Prachvuthy	IFC-MPDF
John Nelmes	International Monetary Fund
Mayuko Shimakage	JBIC
Kazuhiro YONEDA	JICA
Sugimoto Satoshi	JICA
John Ritchotte	ILO
Ralf Muller	Trade Advisor
Mona Tep	Nathan Associates, Garment Improvement Productivity Center,
Anne-Maria Makela	Netherlands Development Organization
Lucy Cassels	NZAID
Anne-Isabelle Degryse-Blateau	UNDP
Hin Wisal	UNDP
Ayumi Fujino	UNIDO
Barry Hall	UNIDO
M. Erin Soto	USAID
Silang Vong	USAID
Reed Aeschliman	USAID
Cullen Hughes	USAID
Samram Tuy	USAID
Chanyut Nitikitpaiboon	USAID
Nisha Agrawal	World Bank
Huot Chea	World Bank
Albert G. Zeufack	World Bank
Stephane Guimbert	World Bank
Workshop Facilitation Team	
AED	Christian Pennotti
AED	Margie Brand
ACDI/VOCA	Olaf Kula

Annex C: Detailed Tables of Development Partner Value Chain Activities

Table 6: Development Partner Activities by Sector & Cross-Cutting Issue (Detail)

Sector / CC Issue	Development Partners	Project Title	Status	Start	End
DTIS Prioritized Industries Currently Exporting					
Garments	IFC	Better Factories Cambodia	Ending 2007	2003	2007
	NZAID	Promotion of Labor Rights in the Garment Sector		2005	
	SIDA	Cleaner Industrial Production	Ending 2007	2003	2007
	USAID	Garment Industry Productivity Center (GIPC)	1 more year	2005	2008
	WB	Value Chain Analysis	Under development	2007	2007
	USAID	Cambodia Labor Arbitration Council (LAC) & Better Factories Cambodia	1 more year	2004	2008
Rice	ACIAR	Improving Understanding and Management of Rice Pathogens	1 more year	2005	2008
	AFD	Prey Nup Polders Rehabilitation Project (Phase III)	Ending 2007	2003	2007
	AusAID	Agriculture Quality Improvement Project (AQIP)	1 more year	2000	2008
	AusAID	Cambodia Agricultural Value Chain Program (CAVAC)	Currently being developed	2007	2012
	EC	Development of SMEs in the Agro-Industry Sector in Cambodia	5 more years	2007	2012
	GTZ	Private Sector Promotion	5 more years	2004	2012
	GTZ	Rural Development Programme Kampot & Kampong Thom (RDP K/K, GTZ) on organic rice(Part of PSP) and organic cashew nuts	1 more year		2008
	GTZ	Regional Economic Rural Development - Green Belt Project Siem Reap Province (RED GB RDP SR, GTZ) on fruits & vegetables, organic agric. products rice, organic cashew nuts and handicrafts sericulture	3 more years	2007	2010
	JICA	Freshwater Aquaculture Research and Extension Project	3 more years	2005	2010
	JICA	The Study on Comprehensive Agricultural Development of Prek Thnot River Basin	1 more year	2006	2008
WB	Value Chain Analysis	Under development	2007	2007	
Rubber	AFD	Development of family rubber plantations	Ending 2007	2003	2007
	AFD	Improving the quality of Cambodian rubber and setting up quality certification aimed at international markets	Ending 2007	2004	2007
	AFD	Trade-Related Capacity Building Programme (PRCC-1): Cambodia Rubber International Certificate and Marketing	1 more year	2004	2008
Fishery	EC	Economic and Social Relaunch of Northwest Provinces (ECOSORN)	3 more years	2005	2010
	ACIAR	Improving Feeds and Feeding for Small Scale Aquaculture	Ending 2007	2004	2007
	DFID		Ongoing	ongoing	ongoing

Table 6: Development Partner Activities by Sector & Cross-Cutting Issue (Detail)

Sector / CC Issue	Development Partners	Project Title	Status	Start	End
	FAO	Strengthening Information Gathering in Fishery Sector	1 more year	1997	2008
	USAID	Micro, Small and Medium Enterprise (MSME) Program	1 more year	2005	2008
Cashews	EC	Development of SMEs in the Agro-Industry Sector in Cambodia	5 more years	2007	2012
	GTZ	Private Sector Promotion	5 more years	2004	2012
	GTZ	Rural Development Programme Kampong Spek & Kampong Thom (RDP K/K, GTZ) on organic rice (Part of PSP) and organic cashew nuts	1 more year		2008
	GTZ	Regional Economic Rural Development - Green Belt Project Siem Reap Province (RED GB RDP SR, GTZ) on fruits & vegetables, organic agric. products rice, organic cashew nuts and handicrafts sericulture	3 more years	2007	2010
Silk	AFD	Strengthening trade-related abilities through promotion of the Protected Geographical Indications (PGI) and the Protected Designations of Origin (PDO)			
	EC	Economic and Social Relaunch of Northwest Provinces (ECOSORN)	3 more years	2005	2010
	GTZ	Private Sector Promotion	5 more years	2004	2012
	GTZ	Regional Economic Rural Development - Green Belt Project Siem Reap Province (RED GB RDP SR, GTZ) on fruits & vegetables, organic agric. products rice, organic cashew nuts and handicrafts sericulture	3 more years	2007	2010
	NZAID, UNDP	Sector Wide Strategy for Cambodia's Silk Sector	5 more years	2007	2012
Livestock	ACIAR/AusAID	Cambodian Agricultural Research Fund (CARF)	1 more year	2002	2008
	EC	SLPP Smallholder Livestock Production Project	2 more years	2004	2009
	EC	Economic and Social Relaunch of Northwest Provinces (ECOSORN)	3 more years	2005	2010
	FAO/OPEC	SPFS Support Livelihood Diversification and Natural Resource Management by Small Group Enterprises	Ending 2007	2005	2007
	USAID	Micro, Small and Medium Enterprise (MSME) Program	1 more year	2005	2008
DTIS Prioritized Industries with Export Potential and Services					
Fruits & Vegetables	ACIAR	Improvement of Vegetable Production and Post-harvest Management Systems	Ending 2007	2005	2007
	ACIAR	Farming Systems Research for Crop Diversification in Cambodia and Australia	Ending 2007	2003	2007
	AusAID	Agriculture Quality Improvement Project (AQIP)	1 more year	2000	2008
	AusAID	Cambodia Agricultural Value Chain Program (CAVAC)	Currently being developed	2007	2012
	CIDA	Agriculture Marketing Information Service (AMIS) Project	3 more years	2006	2010

Table 6: Development Partner Activities by Sector & Cross-Cutting Issue (Detail)

Sector / CC Issue	Development Partners	Project Title	Status	Start	End
	EC	Economic and Social Relaunch of Northwest Provinces (ECOSORN)	3 more years	2005	2010
	EC	Development of SMEs in the Agro-Industry Sector in Cambodia	5 more years	2007	2012
	CIDA / CIGAR	Smallholder Market Development	Ending 2007	2005	2007
	AFD	Trade-Related Capacity Building Programme (PRCC-1)	Ending 2007	2005	2007
	GTZ	Regional Economic Development - Green Belt Siem Reap Province	3 more years	2007	2010
ICT	GTZ	Private Sector Promotion	5 more years	2004	2012
Tourism	GTZ	Sustainable Tourism	Ending 2007	2005	2007
	IFC	Tourism Project	Ending 2007	2007	2007
	IFC, GTZ	Sustainable Tourism		2006	
	SNV	National level ecotourism policy and strategy	Ending 2007		2007
	SNV	Mekong Discovery Trail - Phase 1: Kratié Tourism Master Plan	Ending 2007		2007
	SNV	Mekong Discovery Trail - Phase 2: Implementation of some of the recommendations of the above plan	Ending 2007		2007
	SNV	Tourism VCA	Ending 2007		2007
Wood Products	GTZ	Private Sector Promotion	5 more years	2004	2012
Non-Sector-Specific Agricultural Programs					
Agriculture	ACIAR/ AusAID	Cambodian Agricultural Research Fund (CARF)	1 more year	2002	2008
	AusAID	Cambodia Australia Agricultural Extension Project Phase II (CAAEP II)	Ending 2007	2001	2007
	IFC	Agribusiness Programme		2007	
	ADB	Agriculture Sector Development Project	2 more years	2004	2009
	AusAID, GTZ, IFAD, CIDA	Cambodia Agriculture and Agro-business Support Program (CAASP)	Currently being developed	2008	2013
Non-DTIS Prioritized Industries					
Agribusiness	NZAID	Cambodia Agricultural Development Facility (CADF)	4 more years	2006	2011
	WB	Value Chain Analysis	Ending 2007	2007	2007
Agro-processing	FAO/OPEC	SPFS Support Livelihood Diversification and Natural Resource Management by Small Group Enterprises	Ending 2007	2005	2007
	USAID	Micro, Small and Medium Enterprise (MSME) Program	1 more year	2005	2008
Bricks	USAID	Micro, Small and Medium Enterprise (MSME) Program	1 more year	2005	2008
Canned Milk	WB	Value Chain Analysis	Under development	2007	2007
Cotton/Textiles	WB	Value Chain Analysis	Under development	2007	2007
Handicrafts	EC	Upgrading Trade Promotion of the Cambodian Craft Cooperation Council (CCC) to the EU			
	EC	Sustainable trade for social enterprises, Cambodia	2 more years	2006	2009

Table 6: Development Partner Activities by Sector & Cross-Cutting Issue (Detail)

Sector / CC Issue	Development Partners	Project Title	Status	Start	End
	IFC	Grassroots Business Organization Initiative/Craft Network		2005	
	GTZ	Regional Economic Development - Green Belt Siem Reap Province (RED GB RDP SR, GTZ) on fruits & vegetables, organic agric. products rice, organic cashew nuts and handicrafts sericulture	3 more years	2007	2010
Herbs & Spices	Germany-InWent	Public-Private-Partnership; Strengthening the Spice and Herb Sector in Lao PDR, Cambodia and Vietnam.	Ending 2007	2004	2007
Honey	FAO/OPEC	SPFS Support Livelihood Diversification and Natural Resource Management by Small Group Enterprises	Ending 2007	2005	2007
Palm Sugar	AFD	Strengthening trade-related abilities through promotion of the Protected Geographical Indications (PGI) and the Protected Designations of Origin (PDO)			
Pepper	AFD	Strengthening trade-related abilities through promotion of the Protected Geographical Indications (PGI) and the Protected Designations of Origin (PDO)			
Cross-Cutting Issues					
Capacity Building for Mgt of Trade Policy & Trade Sector Dev't	AFD	Train for Trade	2 more years	2003	2009
	AusAID	Cambodia Australia Technical Assistance Facility (CATAF)	Ending 2007	2004	2007
	AusAID	Trade Analysis and Reform Project (TARP)	Ending 2007	2005	2007
	EC	Multi-Donor Trust Fund in Support of RGC's Trade Sector Development Plan	4 more years	2007	2011
	Francophonie	Strengthening the Capacity of French-Speaking Developing Countries in Negotiation of Trade and Investment Agreements (REXPACO)	Ending 2007	2003	2007
	UNDP	Trade Related Assistance to Development and Equity (TRADE)	3 more years	2005	2010
Investment Facilitation & Climate	AusAID	BEE Programme (Business Enabling Environment Programme)	Ending 2007	2003	2007
Irrigation	AFD / ADB co-financed	Northwest Irrigation Sector Project	3 more years	2005	2010
	AFD / ADB co-financed	Stung Chinit Irrigation Scheme Rehabilitation Project	Ending 2007	2001	2007
NRM	ACIAR/AusAID	Cambodian Agricultural Research Fund (CARF)	1 more year	2002	2008
SPS	ASEAN, AusAID, NZAID	SPS Capacity Building Program, ASEAN Food Safety Network	1 more year	2004	2008
	NZAID	Food Quality/Safety	1 more year	2005	2008
TBT	NZAID	Legal Metrology	1 more year	2004	2008
	UNIDO	Improving Market Access for Cambodia through Strengthening of Capacity for Metrology, Testing and Conformity	Ending 2007	2002	2007
Trade Facilitation	AFD	Port Training Program	2 more years	2002	2009

Table 6: Development Partner Activities by Sector & Cross-Cutting Issue (Detail)

Sector / CC Issue	Development Partners	Project Title	Status	Start	End
	EC	ASEAN-EU Programme for Regional Integration Support (APRIS II)	2 more years	2007	2010
	JICA	Tax Department Capacity Building Project (II)	3 more years	2007	2010
	JICA, AusAID	Customs Risk Management Project	Ending 2007	2005	2007
	WB	Trade Facilitation and Competitiveness	2 more years	2005	2009
Trade Promotion	AusAID	Mekong Private Sector Development Facility	Ending 2007	2005	2007
	FAO	Regional Data Exchange on Food and Agricultural Statistics	Ending 2007	2001	2007
	Francophonie	Intra-Regional Trade Promotion Project for Francophone Mekong Countries	2 more years	2006	2009
TRIPS	ADB	Grant Assistance for Capacity Strengthening in Advanced Agricultural Science and Technology in the GMS	Ending 2007	2005	2007
	EC	ASEAN-EC Intellectual Property Rights Co-operation Programme (ECAPII) - Cambodia Component	1 more year	2005	2008

Table 7: Development Partners Activities by Province (Detail)

Province	Project Title	DPs	Sector / CC Issue	Start	End	Funding
Banteay Meanchey	Agriculture Marketing Information Service (AMIS) Project	CIDA	Fruits & Vegetables	2006	2010	USD 4,200,000
	Cambodia Australia Agricultural Extension Project Phase II (CAAEP II)	AusAID	Agriculture	2001	2007	USD 15,200,000
	Private Sector Promotion	GTZ	Cashews, organic rice, silk, ICT	2004	2012	USD 9,600,000
	Cambodia Agricultural Development Facility (CADF)	NZAID	Agribusiness	2006	2011	USD 1,500,000
	Northwest Irrigation Sector Project	AFD / ADB	Irrigation	2005	2010	USD 64,000,000
	Economic and Social Relaunch of Northwest Provinces (ECOSORN)	EC	Agriculture, livestock, fish, silk, vegetables	2005	2010	USD 30,000,000
Battambang	Improving Understanding and Management of Rice Pathogens	ACIAR	Rice	2005	2008	USD 292,079
	Farming Systems Research for Crop Diversification in Cambodia and Australia	ACIAR	Non-rice upland crops	2003	2007	USD 648,117
	Cambodia Australia Agricultural Extension Project Phase II (CAAEP II)	AusAID	Agriculture	2001	2007	USD 15,200,000
	Agriculture Marketing Information Service (AMIS) Project	CIDA	Fruits & Vegetables	2006	2010	USD 4,200,000
	Northwest Irrigation Sector Project	AFD / ADB	Irrigation	2005	2010	USD 64,000,000
Kampong Cham	Improving Understanding and Management of Rice Pathogens	ACIAR	Rice	2005	2008	USD 292,079
	Farming Systems Research for Crop Diversification in Cambodia and Australia	ACIAR	Non-rice upland crops	2003	2007	USD 648,117
	Development of family rubber plantations	AFD	Rubber	2003	2007	USD 5,100,000
	Improving the quality of Cambodian rubber and setting up quality certification aimed at international markets	AFD	Rubber	2004	2007	USD 800,000
	Cambodia Australia Agricultural Extension Project Phase II (CAAEP II)	AusAID	Agriculture	2001	2007	USD 15,200,000
	Agriculture Marketing Information Service (AMIS) Project	CIDA	Fruits & Vegetables	2006	2010	USD 4,200,000
	SPFS Support Livelihood Diversification and Natural Resource Management by Small Group Enterprises	FAO/ OPEC	Small livestock, honey, mushroom, food processing, sustainable natural	2005	2007	USD 250,017

Table 7: Development Partners Activities by Province (Detail)

Province	Project Title	DPs	Sector / CC Issue	Start	End	Funding
			products			
	Private Sector Promotion	GTZ	Cashews, organic rice, silk , ICT	2004	2012	USD 9,600,000
	Micro, Small and Medium Enterprise (MSME) Program	USAID	Livestock, fish, agro-processing, bricks	2005	2008	USD 5,200,000
Kampong Chhnang	Cambodia Australia Agricultural Extension Project Phase II (CAAEP II)	AusAID	Agriculture	2001	2007	USD 15,200,000
	Agriculture Marketing Information Service (AMIS) Project	CIDA	Fruits & Vegetables	2006	2010	USD 4,200,000
	SLPP Smallholder Livestock Production Project	EC	Livestock	2004	2009	USD 6,500,000
Kampong Som	Prey Nup Polders Rehabilitation Project (Phase III)	AFD	Rice	2003	2007	USD 4,300,000
Kampong Speu	Cambodia Australia Agricultural Extension Project Phase II (CAAEP II)	AusAID	Agriculture	2001	2007	USD 15,200,000
	The Study on Comprehensive Agricultural Development of Prek Thnot River Basin	JICA	Rice	2006	2008	USD 5,000,000
	SLPP Smallholder Livestock Production Project	EC	Livestock	2004	2009	USD 6,500,000
Kampong Thom	Stung Chinit Irrigation Scheme Rehabilitation Project	AFD / ADB	Irrigation	2001	2007	USD 5,200,000
	Cambodia Australia Agricultural Extension Project Phase II (CAAEP II)	AusAID	Agriculture	2001	2007	USD 15,200,000
	Cambodia Agricultural Value Chain Program (CAVAC)	AusAID	Rice, Fruits & Vegetables	2007	2012	USD 35,000,000
	SPFS Support Livelihood Diversification and Natural Resource Management by Small Group Enterprises	FAO/ OPEC	Small livestock, honey, mushroom, food processing, sustainable natural products	2005	2007	USD 250,017
	Private Sector Promotion	GTZ	Cashews, organic rice, silk , ICT	2004	2012	USD 9,600,000
	Rural Development Programme Kampot & Kampong Thom (RDP K/K, GTZ) on organic rice(Part of PSP) and organic cashew nuts	GTZ	Organic rice, organic cashew nuts		2008	USD 200,000
Kampot	Improving Understanding and Management of Rice Pathogens	ACIAR	Rice	2005	2008	USD 292,079
	Strengthening trade-related abilities through promotion of the Protected Geographical Indications	AFD	Pepper, Silk, Palm Sugar			USD 1,200,000

Table 7: Development Partners Activities by Province (Detail)

Province	Project Title	DPs	Sector / CC Issue	Start	End	Funding
	(PGI) and the Protected Designations of Origin (PDO)					
	Cambodia Agricultural Value Chain Program (CAVAC)	AusAID	Rice, Fruits & Vegetables	2007	2012	USD 35,000,000
	Cambodia Australia Agricultural Extension Project Phase II (CAAEP II)	AusAID	Agriculture	2001	2007	USD 15,200,000
	Agriculture Marketing Information Service (AMIS) Project	CIDA	Fruits & Vegetables	2006	2010	USD 4,200,000
	SPFS Support Livelihood Diversification and Natural Resource Management by Small Group Enterprises	FAO/ OPEC	Small livestock, honey, mushroom, food processing, sustainable natural products	2005	2007	USD 250,017
	Rural Development Programme Kampot & Kampong Thom (RDP K/K, GTZ) on organic rice(Part of PSP) and organic cashew nuts	GTZ	Organic rice, organic cashew nuts		2008	USD 200,000
Kandal	Improvement of Vegetable Production and Post-harvest Management Systems	ACIAR	Fruits & Vegetables, Chilies	2005	2007	USD 638,141
	Improving Understanding and Management of Rice Pathogens	ACIAR	Rice	2005	2008	USD 292,079
	Cambodia Australia Agricultural Extension Project Phase II (CAAEP II)	AusAID	Agriculture	2001	2007	USD 15,200,000
	Agriculture Quality Improvement Project (AQIP)	AusAID	Rice, Fruits & Vegetables	2000	2008	USD 16,000,000
	Agriculture Marketing Information Service (AMIS) Project	CIDA	Fruits & Vegetables	2006	2010	USD 4,200,000
	The Study on Comprehensive Agricultural Development of Prek Thnot River Basin	JICA	Rice	2006	2008	USD 5,000,000
	Northwest Irrigation Sector Project	AFD	Irrigation	2005	2010	USD 64,000,000
Kratié	Development of family rubber plantations	AFD	Rubber	2003	2007	USD 5,100,000
	Improving the quality of Cambodian rubber and setting up quality certification aimed at international markets	AFD	Rubber	2004	2007	USD 800,000
	Cambodia Australia Agricultural Extension Project Phase II (CAAEP II)	AusAID	Agriculture	2001	2007	USD 15,200,000
	Tourism Project	IFC	Tourism	2007	2007	

Table 7: Development Partners Activities by Province (Detail)

Province	Project Title	DPs	Sector / CC Issue	Start	End	Funding
	Mekong Discovery Trail - Phase 1: Kratié Tourism Master Plan	SNV	Tourism		2007	
	Mekong Discovery Trail - Phase 2: Implementation of some of the recommendations of the above plan	SNV	Tourism		2007	
	Tourism VCA	SNV	Tourism		2007	
	Micro, Small and Medium Enterprise (MSME) Program	USAID	Livestock, fish, agro-processing, bricks	2005	2008	USD 5,200,000
Odor Meanchey	Cambodia Australia Agricultural Extension Project Phase II (CAAEP II)	AusAID	Agriculture	2001	2007	USD 15,200,000
Pailin	Cambodia Australia Agricultural Extension Project Phase II (CAAEP II)	AusAID	Agriculture	2001	2007	USD 15,200,000
Phnom Penh	Improving Feeds and Feeding for Small Scale Aquaculture	ACIAR	Fishery	2004	2007	USD 115,091
	Private Sector Promotion	GTZ	Cashews, organic rice, silk , ICT	2004	2012	USD 9,600,000
	Tourism Project	IFC	Tourism	2007	2007	
	Tourism VCA	SNV	Tourism		2007	
Preah Vihear	Cambodia Australia Agricultural Extension Project Phase II (CAAEP II)	AusAID	Agriculture	2001	2007	USD 15,200,000
Prey Veng	Improving Understanding and Management of Rice Pathogens	ACIAR	Rice	2005	2008	USD 292,079
	Cambodia Australia Agricultural Extension Project Phase II (CAAEP II)	AusAID	Agriculture	2001	2007	USD 15,200,000
	Agriculture Quality Improvement Project (AQIP)	AusAID	Rice, Fruits & Vegetables	2000	2008	USD 16,000,000
	Agriculture Marketing Information Service (AMIS) Project	CIDA	Fruits & Vegetables	2006	2010	USD 4,200,000
	Micro, Small and Medium Enterprise (MSME) Program	USAID	Livestock, fish, agro-processing, bricks	2005	2008	USD 5,200,000
Pursat	Cambodia Australia Agricultural Extension Project Phase II (CAAEP II)	AusAID	Agriculture	2001	2007	USD 15,200,000
	SLPP Smallholder Livestock Production Project	EC	Livestock	2004	2009	USD 6,500,000
	SPFS Support Livelihood Diversification and Natural Resource Management by Small Group Enterprises	FAO/ OPEC	Small livestock, honey, mushroom, food processing, sustainable natural products	2005	2007	USD 250,017
	Private Sector Promotion	GTZ	Cashews, organic rice, silk , ICT	2004	2012	USD 9,600,000

Table 7: Development Partners Activities by Province (Detail)

Province	Project Title	DPs	Sector / CC Issue	Start	End	Funding
	Northwest Irrigation Sector Project	AFD / ADB	Cross-cutting: Irrigation	2005	2010	USD 64,000,000
Ratanak Kira	Development of family rubber plantations	AFD	Rubber	2003	2007	USD 5,100,000
Siem Reap	Improving Understanding and Management of Rice Pathogens	ACIAR	Rice	2005	2008	USD 292,079
	Cambodia Australia Agricultural Extension Project Phase II (CAAEP II)	AusAID	Agriculture	2001	2007	USD 15,200,000
	Agriculture Marketing Information Service (AMIS) Project	CIDA	Fruits & Vegetables	2006	2010	USD 4,200,000
	Economic and Social Relaunch of Northwest Provinces (ECOSORN)	EC	Agriculture, livestock, fish, silk, vegetables	2005	2010	USD 30,000,000
	Economic and Social Relaunch of Northwest Provinces (ECOSORN)	EC	Agriculture, livestock, fish, silk, vegetables	2005	2010	USD 30,000,000
	SPFS Support Livelihood Diversification and Natural Resource Management by Small Group Enterprises	FAO/ OPEC	Small livestock, honey, mushroom, food processing, sustainable natural products	2005	2007	USD 250,017
	Regional Economic Rural Development - Green Belt Project Siem Reap Province (RED GB(RDP SR, GTZ) on fruits & vegetables, organic agric. products rice, organic cashew nuts and handicrafts sericulture	GTZ	fruits & vegetables, organic agric. products and handicrafts; Regional Management Organic rice, organic cashew nuts, silk	2007	2010	
	Tourism Project	IFC	Tourism	2007	2007	
	Cambodia Agricultural Development Facility (CADF)	NZAID	Agribusiness	2006	2011	USD 1,500,000
	Northwest Irrigation Sector Project	AFD / ADB	Irrigation	2005	2010	USD 64,000,000
Sihanoukville Municipality	Agriculture Marketing Information Service (AMIS) Project	CIDA	Fruits & Vegetables	2006	2010	USD 4,200,000
	Tourism Project	IFC	Tourism	2007	2007	
	Tourism VCA	SNV	Tourism		2007	
Svay Rieng	Cambodia Australia Agricultural Extension Project Phase II (CAAEP II)	AusAID	Agriculture	2001	2007	USD 15,200,000
	Agriculture Quality Improvement Project (AQIP)	AusAID	Rice, Fruits & Vegetables	2000	2008	USD 16,000,000
	Micro, Small and Medium Enterprise (MSME) Program	USAID	Livestock, fish, agro-processing, bricks	2005	2008	USD 5,200,000
	Smallholder Market Development	CIDA / CIGAR	Fruits & Vegetables	2005	2007	USD 150,000
Takeo	Improving Understanding	ACIAR	Rice	2005	2008	USD 292,079

Table 7: Development Partners Activities by Province (Detail)

Province	Project Title	DPs	Sector / CC Issue	Start	End	Funding
	and Management of Rice Pathogens					
	Cambodia Agricultural Value Chain Program (CAVAC)	AusAID	Rice, Fruits & Vegetables	2007	2012	USD 35,000,000
	Cambodia Australia Agricultural Extension Project Phase II (CAAEP II)	AusAID	Agriculture	2001	2007	USD 15,200,000
	Agriculture Quality Improvement Project (AQIP)	AusAID	Rice, Fruits & Vegetables	2000	2008	USD 16,000,000
	Agriculture Marketing Information Service (AMIS) Project	CIDA	Fruits & Vegetables	2006	2010	USD 4,200,000
	SLPP Smallholder Livestock Production Project	EC	Livestock	2004	2009	USD 6,500,000
	SPFS Support Livelihood Diversification and Natural Resource Management by Small Group Enterprises	FAO/ OPEC	Small livestock, honey, mushroom, food processing, sustainable natural products	2005	2007	USD 250,017
National	Cambodian Agricultural Research Fund (CARF)	ACIAR/ AusAID	Agriculture, livestock, NRM, aquaculture	2002	2008	USD 1,200,000
	Grant Assistance for Capacity Strengthening in Advanced Agricultural Science and Technology in the GMS	ADB	SPS	2005	2007	USD 1,200,000
	Agriculture Sector Development Project	ADB	Agriculture	2004	2009	USD 25,000,000
	Support to the definition of policies on agricultural sectors	AFD	Agriculture	2002	2007	USD 1,700,000
	Trade-Related Capacity Building Programme (PRCC-1)	AFD	Garment	2005	2007	USD 1,800,000
	Trade-Related Capacity Building Programme (PRCC-1): Cambodia Rubber International Certificate and Marketing	AFD	Rubber	2004	2008	USD 1,000,000
	Train for Trade	AFD	Capacity Building for Mgt of Trade Policy & Trade Sector Dev't	2003	2009	USD 1,250,000
	Port Training Program	AFD	Trade Facilitation	2002	2009	USD 100,000
	SPS Capacity Building Program, ASEAN Food Safety Network	ASEAN, AusAID, NZAID	SPS	2004	2008	USD 400,000
	BEE Programme (Business Enabling Environment Programme)	AusAID	Investment Facilitation & Climate	2003	2007	USD 1,000,000
	Cambodia Australia Technical Assistance Facility (CATAF)	AusAID	Capacity Building for Mgt of Trade Policy & Trade Sector Dev't	2004	2007	USD 6,500,000
	Trade Analysis and Reform	AusAID	Capacity Building for	2005	2007	USD 800,000

Table 7: Development Partners Activities by Province (Detail)

Province	Project Title	DPs	Sector / CC Issue	Start	End	Funding
	Project (TARP)		Mgt of Trade Policy & Trade Sector Dev't			
	Mekong Private Sector Development Facility	AusAID	Trade Promotion	2005	2007	USD 975,000
	Cambodia Agriculture and Agro-business Support Program (CAASP)	AusAID, GTZ, IFAD, CIDA	Agriculture / Agribusiness	2008	2013	USD 100,000,000
		DFID	Fishery	ongoing	ongoing	
	ASEAN-EU Programme for Regional Integration Support (APRIS II)	EC	Trade Facilitation	2007	2010	Country allocation not known
	Development of SMEs in the Agro-Industry Sector in Cambodia	EC	Rice (and other foods later), cashews, organic products, fruits & vegetables	2007	2012	USD 15,000,000
	ASEAN-EC Intellectual Property Rights Co-operation Programme (ECAPII) - Cambodia Component	EC	TRIPS	2005	2008	USD 500,000
	Multi-Donor Trust Fund in Support of RGC's Trade Sector Development Plan	EC	Capacity Building for Mgt of Trade Policy & Trade Sector Dev't	2007	2011	USD 9,100,000
	Upgrading Trade Promotion of the Cambodian Craft Cooperation Council (CCC) to the EU	EC	Handicrafts			
	Sustainable trade for social enterprises, Cambodia	EC	Handicrafts	2006	2009	USD 575,000
	Regional Data Exchange on Food and Agricultural Statistics	FAO	Trade Promotion	2001	2007	USD 75,000
	Strengthening Information Gathering in Fishery Sector	FAO	Fishery	1997	2008	USD 150,000
	Strengthening the Capacity of French-Speaking Developing Countries in Negotiation of Trade and Investment Agreements (REXPACO)	Francophonie	Capacity Building for Mgt of Trade Policy & Trade Sector Dev't	2003	2007	USD 200,000
	Intra-Regional Trade Promotion Project for Francophone Mekong Countries	Francophonie	Trade Promotion	2006	2009	
	Public-Private-Partnership; Strengthening the Spice and Herb Sector in Lao PDR, Cambodia and Vietnam.	Germany-InWent	Herbs & Spices	2004	2007	USD 87,000
	Sustainable Tourism	GTZ	Tourism	2005	2007	USD 250,000
	Agribusiness Programme	IFC	Agriculture	2007		USD 10,000,000
	Grassroots Business	IFC	Handicrafts	2005		

Table 7: Development Partners Activities by Province (Detail)

Province	Project Title	DPs	Sector / CC Issue	Start	End	Funding
	Organization Initiative/Craft Network					
	Better Factories Cambodia	IFC	Garment	2003	2007	
	Sustainable Tourism	IFC, GTZ	Tourism	2006		
	Tax Department Capacity Building Project (II)	JICA	Trade Facilitation	2007	2010	USD 300,000
	Freshwater Aquaculture Research and Extension Project	JICA	Rice	2005	2010	USD 860,000
	Customs Risk Management Project	JICA, AusAID	Trade Facilitation	2005	2007	USD 250,000
	Promotion of Labor Rights in the Garment Sector	NZAID	Garments	2005		USD 500,000
	Legal Metrology	NZAID	TBT	2004	2008	USD 350,000
	Food Quality/Safety	NZAID	SPS	2005	2008	
	Sector Wide Strategy for Cambodia's Silk Sector	NZAID, UNDP	Silk	2007	2012	USD 4,350,000
	Cleaner Industrial Production	SIDA	Garments	2003	2007	USD 958,000
	National level ecotourism policy and strategy	SNV	Tourism		2007	
	Trade Related Assistance to Development and Equity (TRADE)	UNDP	Capacity Building for Mgt of Trade Policy & Trade Sector Dev't	2005	2010	USD 3,500,000
	Improving Market Access for Cambodia through Strengthening of Capacity for Metrology, Testing and Conformity	UNIDO	TBT	2002	2007	USD 620,000
	Garment Industry Productivity Center (GIPC)	USAID	Garments	2005	2008	USD 3,500,000
	Cambodia Labor Arbitration Council (LAC) & Better Factories Cambodia	USAID	Garments	2004	2008	USD 1,500,000
	Trade Facilitation and Competitiveness	WB	Trade Facilitation	2005	2009	USD 10,000,000
	Value Chain Analysis	WB	Rice, Garment, Cotton/Textiles, Canned milk, Agribusiness	2007	2007	USD 50,000

Table 8: Development Partner Activities by DP, Sector, CC Issue & Funding

DP	Sectors / Cross-Cutting Issues		Funding (US\$)
Multi-DP Initiatives	Sectors : • Agriculture • Aquaculture • Irrigation • Livestock • Silk • Tourism	Cross-Cutting Issues: • NRM • SPS	\$176 million
ACIAR	Sectors • Fruits & Vegetables • Rice • Fishery		\$640 Thousand
ADB	Sectors: • Agriculture	Cross-Cutting Issues: • TRIPS	\$26 Million
AFD	Sectors: • Agriculture • Garment • Palm Sugar • Pepper • Rice • Rubber • Silk	Cross-Cutting Issues: • Capacity Building for Mgt of Trade Policy & Trade Sector Dev't • Trade Facilitation	\$17.2 Million
AusAID	Sectors: • Rice • Fruits & Vegetables	Cross-Cutting Issues: • Capacity Building for Mgt of Trade Policy & Trade Sector Dev't • Investment Facilitation & Climate	\$74 Million
CIDA	Sectors: • Fruits & Vegetables		\$5.0 Million
DFID	Sectors: • Fishery		
EC	Sectors: • Agriculture • Cashews • Fishery • Fruits & Vegetables • Handicrafts • Livestock • Rice • Silk	Cross-Cutting Issues: • Capacity Building for Mgt of Trade Policy & Trade Sector Dev't Trade Facilitation • TRIPS	\$61.6 Million
FAO	Sectors: • Fishery	Cross-Cutting Issues: • Trade Promotion	\$225 Thousand
Francophonie	Cross-Cutting Issues: • Capacity Building for Mgt of Trade Policy & Trade Sector Dev't • Trade Promotion		\$200 Thousand
Germany-InWent	Sectors: • Herbs & Spices		\$87 Thousand

Table 8: Development Partner Activities by DP, Sector, CC Issue & Funding

DP	Sectors / Cross-Cutting Issues		Funding (US\$)
GTZ	Sectors: <ul style="list-style-type: none"> • Cashews • ICT • Rice • Silk • Fruits and Vegetables • Handicraft 	<ul style="list-style-type: none"> • Tourism Cross-Sector: <ul style="list-style-type: none"> • Investment Facilitation & Climate • Regional Management (stakeholder co-operation) 	\$10 Million
IFC	Sectors: <ul style="list-style-type: none"> • Agriculture • Garment • Handicrafts • Tourism 		\$10 Million
JICA	Cross-Cutting Issues: <ul style="list-style-type: none"> • Trade Facilitation 		\$860 Thousand
NZAID	Sectors: <ul style="list-style-type: none"> • Agribusiness • Garments 	Cross-Cutting Issues: <ul style="list-style-type: none"> • TBT • SPS 	\$2.35 Million
SIDA	Sectors: <ul style="list-style-type: none"> • Garments • Tourism 		\$958 Thousand
UNDP	Cross-Cutting Issues: <ul style="list-style-type: none"> • Capacity Building for Mgt of Trade Policy & Trade Sector Dev't 		\$3.5 Million
UNIDO	Cross-Cutting Issues: <ul style="list-style-type: none"> • TBT 		\$620 Million
USAID	Sectors: <ul style="list-style-type: none"> • Agro-processing • Bricks • Fishery • Garments • Livestock 		\$10.2 Million
WB	Sectors: <ul style="list-style-type: none"> • Agribusiness • Canned milk • Cotton/Textiles • Garment • Rice 	Cross-Cutting Issues: <ul style="list-style-type: none"> • Trade Facilitation 	\$10 Million

Table 9: Development Partner Activities by DP (Detail)

DPs	Implementa- tion Partners	Project Title	Goal / Main Project Components	Geographic Focus	Sector / Cross - Cutting Issue	Timing & Funding (USD)
ACIAR/ AusAID	Government, university, college and NGO organizations	Cambodian Agricultural Research Fund (CARF)	Established in 2002 to provide opportunities for Cambodian scientists to compete for agricultural research project funding. Projects are in the areas of: 1. Crop production, protection and post-harvest technologies; 2. Livestock production and health; 3. Natural resource management, as it relates to sustainable agricultural production; 4. Farming systems economics and socio-economics; 5. Aquaculture, as it relates to farming systems. It is planned that CARF will be institutionalized within Cambodia. Other donors are being encouraged to contribute to the trust fund and/or support projects linked to the trust.	National	Agriculture, livestock, NRM, aquaculture	2002-2008 \$1,200,000
AFD / ADB co- financed	MOWRAM / MAFF / MLMPUC	Northwest Irrigation Sector Project	The objectives of the project are: 1. To support government effort to reduce poverty in selected northwest rural areas through enhanced agricultural production thereby alleviating food insecurity and improving farming household incomes. 2. To establish rehabilitated and sustainably operate small to medium-scale irrigation schemes and other water-control infrastructure within the studied priority river basins. The project will include: - a regulatory framework for refined Irrigation Management Transfer (IMT) policy with MOWRAM/ PDOWRAM capacity building.- four basin studies completed using an integrated water resource management (IWRM) approach.- 35.000 ha of irrigated (16.000ha) and flood spreading/recession (19.000ha) agriculture in 10-12 rehabilitated schemes increased rice productivity to 3,5 t/ha and diversified agricultural production where appropriate.- structures and canals in all rehabilitated schemes operated and maintained by stakeholders (MOWRAM/FWUCs). - provincial and district extension staff and local extension teams with improved technical extension skills. - diversified and intensified agricultural production activities undertaken in sub-project areas.	Siem Reap Banteay Meanchey Battambang Pursat Kandal (AFD only)	Cross-Cutting: Irrigation	2005-2010 \$64,000,000
	MOWRAM / MAFF/ MRD / MLMPUC	Stung Chinit Irrigation Scheme Rehabilitation Project	The objective of the project is to reduce poverty through sustained socioeconomic growth in Kampong Thom Province. The project aims to increase incomes and improve quality of life in Kampong Thom Province through provision of sustainable irrigation, agricultural extension, and rural infrastructure (roads and markets). Component 1 (Gret/Cedac / MOWRAM / AFD) includes: 1. Water users' organization. 2. Agriculture development and research. 3. Land registration and titling. 4. Environmental research. 5. Institutional support. Component 2 (LI-S / MOWRAM / ADB) includes: 1. Design and construction 3000 hectares during rainy season, and 1900 hectares during dry season. 2. System management. Component 3 (SMEC /	Kampong Thom	Cross-Cutting: Irrigation	2001-2007 \$5,200,000

Table 9: Development Partner Activities by DP (Detail)

DPs	Implementation Partners	Project Title	Goal / Main Project Components	Geographic Focus	Sector / Cross - Cutting Issue	Timing & Funding (USD)
			MRD / ADB) includes: - Improved rural infrastructure involving 150 km of rural roads & 6 markets.			
ASEAN, AusAID, NZAID	MAFF, Australia Dept. of Agriculture, Forestry, Fishery	SPS Capacity Building Program, ASEAN Food Safety Network	To expand the capability of ASEAN countries to manage and implement plant, animal, and food SPS measures consistent with international standards and the expectations of trading partners. To promote ASEAN harmonization.	National	Cross-Cutting: SPS	2004-2008 \$400,000
AusAID, GTZ, IFAD, CIDA	MAFF, MOWRAM	Cambodia Agriculture and Agro-business Support Program (CAASP)	Agriculture & Agri-business that make effective use of inputs and market opportunities, are steadily intensifying and diversifying production, and deliver full benefits to farmers, rural communities and other stakeholders. New national (sector) development program for implementation of the Agriculture & Water Strategy for Cambodia.	National		2008-2013 \$100,000,000
CIDA / CIGAR	IDE	Smallholder Market Development	The goal of the project is to help smallholder households to increase their cash income through more effective market participation. The main project interventions are: • Conduct market assessments to identify market-oriented crops that can be grown profitably in specific cluster areas, • Demonstrate and promote improved water management through affordable drip irrigation technology, and • Develop Private Extension Agents who will provide affordable agricultural products, technical advice, on-site support, and improved market linkages to farmers.	Svay Rieng	Fruits & Vegetables	2005-2007 \$150,000
FAO/OPEC	MAFF, MOWRAM and local communities	SPFS Support Livelihood Diversification and Natural Resource Management by Small Group Enterprises	The objectives of the project focus on improved off farm and off season opportunities through improved use of natural resources in the immediate farming system including farm products through training for enterprise development. Likely enterprises include: 1. Small livestock production (poultry and eggs, pig raising, etc.). 2. Bee keeping and honey production. 3. Mushroom production with local inputs. 4. Food processing of local production. 5. Repacking of local production. 6. Use of "wild resources" harvested under sustainable methods from forests and aquatic environments.	Kampot, Kampong Cham, Kampong Thom, Pursat, Siem Reap and Takeo	Small livestock, honey, mushroom, food processing, sustainable natural products	2005-2007 \$250,017
IFC, GTZ	IFC-MPDF	Sustainable Tourism	Launch of "Stay Another Day" campaign	National	Tourism	
JICA, AusAID	Customs, CamClontrol in MoC, MIME, MAFF, MoH	Customs Risk Management Project	The project objective is to introduce an overall risk management strategy to consolidate and rationalize all inspection requirements of the different control agencies. Training in customs risk management at operational level and implementation of the Risk Management Strategy (RMS.)	National		2005-2007 \$250,000

Table 9: Development Partner Activities by DP (Detail)

DPs	Implementa- tion Partners	Project Title	Goal / Main Project Components	Geographic Focus	Sector / Cross - Cutting Issue	Timing & Funding (USD)
NZAID, UNDP	MoC-Other Ministries, ITC	Sector Wide Strategy for Cambodia's Silk Sector	This programme has three major components: (1) development of domestic yarn supply (sericulture and yarn imports); (2) weaving and dyeing; (3) product and market development.	National	Silk	2007-2012 \$4,350,000
ACIAR	AVRDC, MAFF (CARDI, DAALI and DPSIC)	Improvement of Vegetable Production and Post-harvest Management Systems	The objectives of the project are: 1. To determine the key issues that constrain market growth for fresh tomatoes and chilies in Cambodia 2. To develop and demonstrate improved production and post-harvest strategies that will underpin quality improvement and industry development 3. To improve R&D capacity in Cambodia in vegetable research, by ensuring maximum sharing of technology and know-how between Australian, AVRDC and Cambodian partners.	Kandal	Fruits & Vegetables, Chilies	2005-2007 \$638,141
	CARDI	Improving Understanding and Management of Rice Pathogens	The objectives of the project are: 1. To upgrade expertise and CARDI facilities for plant pathology (with an emphasis on rice) 2. To collect, identify and curate isolates of pathogens of rice and other principal crops present in Cambodia 3. To evaluate the distribution, prevalence, severity and priority for future work of rice diseases occurring in Cambodia 4. To develop, test and, if appropriate, promote some best-bet Integrated Disease Management strategies (IDM) for several of the major diseases.	Kandal, Takeo, Kampot, Prey Veng, Kampong Cham, Siem Reap, Battambang	Rice	2005-2008 \$292,079
	MAFF (CARDI)	Farming Systems Research for Crop Diversification in Cambodia and Australia	The objectives of the project are: 1. To identify and overcome constraints to the adoption of non-rice upland crops in Cambodia. 2. To develop simple diagnostic and analysis tools that farmers and advisers can use to monitor the performance of their crops and how they fit into the farming system. 3. To produce appropriately packaged technical and financial information. The research process involves discussion with farmers, validation of local knowledge, documentation of case studies and agronomic field experiments.	Kampong Cham, Battambang	Non-rice upland crops	2003-2007 \$648,117
	Royal University of Agriculture	Improving Feeds and Feeding for Small Scale Aquaculture	Activities are: 1. To develop diets based on locally-available ingredients for improved production of <i>Pangasius</i> catfish. 2. To demonstrate/evaluate the potential of new improved feeds in on farm trials. 3. To transfer technology and extend information.	Phnom Penh	Fishery	2004-2007 \$115,091
ADB	MAFF	Agriculture Sector Development Project	The project loan will provide farmers with support services to increase agricultural productivity and promote diversification. The proposed project activities will complement the program loan, thereby enhancing the ASDP's overall program benefits. The project will include (i) extension support for farmer groups to improve farmers' ability, (ii) support services for private agro-based enterprises, and (iii) institutional strengthening to facilitate	National	Agriculture	2004-2009 \$25,000,000

Table 9: Development Partner Activities by DP (Detail)

<i>DPs</i>	<i>Implementa- tion Partners</i>	<i>Project Title</i>	<i>Goal / Main Project Components</i>	<i>Geographic Focus</i>	<i>Sector / Cross - Cutting Issue</i>	<i>Timing & Funding (USD)</i>
			agricultural commercialization. The project will involve beneficiaries of social land concessions in the extension support component, and provide capacity-building support to agencies implementing the reform measures proposed under the program loan.			
	Research institutes (to be decided) Note: This is a regional grant assistance covering several GMS countries	Grant Assistance for Capacity Strengthening in Advanced Agricultural Science and Technology in the GMS	The objective of the TA is: 1. To assist the GMS countries in organizing necessary in-country and regional workshops to establish and strengthen the relevant policy and regulatory frameworks for biosafety, IPR protection and food safety. 2. To assist in strengthening policy and regulatory frameworks for biosafety, IPR protection and food safety in close consultation with UNEP and IARCs. 3. To enable regional dialogue on common strategy and country action plans will be held and training programs on advanced technical subjects will be provided for the staff of the relevant government agencies, and research and academic institutions. Practical hands-on experience in tissue culture, molecular breeding, food microbiology and GMO detection will be considered for the regional training programs with the use of well-equipped laboratory facilities in the GMS. 4. To review the existing information and monitoring systems of the GMS countries on agricultural biotechnology and related food safety issues, and provide technical and advisory support for strengthening and institutionalizing these systems.	National	TRIPS	2005-2007 \$1,200,000
AFD	MAFF (General Directorate of Rubber Plantation)	Development of family rubber plantations	The objectives of the project are: 1. To plant 500 ha of land per year with rubber trees. 2. To support to family-scale rubber planters. 3. To set up and develop rubber tree nurseries. 4. To ensure land titling for planters. 5. To provide technical advice and micro-credit. 6. To set up the professional framework of the rubber sector.	Kompong Cham, Kratié, Ratanak Kira	Rubber	2003-2007 \$5,100,000
	MAFF, MOWRAM, MRD	Support to the definition of policies on agricultural sectors	The project goal is to promote the emergence of sector strategies, thereby encouraging development of the necessary skills at the national level. The objective of the project is to strengthen the institutional capacity of the three ministries in charge of agricultural and rural development (Ministry of Agriculture, Forestry and Fisheries, Ministry of Water Resources and Meteorology and Ministry of Rural Development) in order to get them in a position to come up with a well-defined national policy focusing primarily on poverty reduction and food security for the people. The project includes three components: 1) Improvement of Planning and Working Methods, 2) Development of Agriculture Sector Policies and 3) Project Management.	National	Agriculture	2002-2007 \$1,700,000
	MIME, GMAC, ILO	Trade-Related Capacity Building	Activities are aimed at improving corporate social responsibility (through the ILO "Better Factories Cambodia Program"); strengthening GMAC through the	National	Garment	2005-2007

Table 9: Development Partner Activities by DP (Detail)

<i>DPs</i>	<i>Implementa- tion Partners</i>	<i>Project Title</i>	<i>Goal / Main Project Components</i>	<i>Geographic Focus</i>	<i>Sector / Cross - Cutting Issue</i>	<i>Timing & Funding (USD)</i>
		Programme (PRCC-1)	creation of a fashion observatory; setting-up a computerized system dealing with duty exoneration for garment exporters; strengthening Cambodia's export capacity in light of end of quota regime.			\$1,800,000
	Ministry of Commerce	Improving the quality of Cambodian rubber and setting up quality certification aimed at international markets	The objectives of the project are: 1. To reform the institutional framework of the rubber sector. 2. To set up the quality certification for the rubber to be exported. 3. To organize the rubber market chain more efficiently.	Kampong Cham, Kratié	Rubber	2004-2007 \$800,000
	Ministry of Commerce	Strengthening trade-related abilities through promotion of the Protected Geographical Indications (PGI) and the Protected Designations of Origin (PDO)	Geographical indication to provide opportunities for different products to get more added value through commercialization on international market, in particular in Europe. The objectives of the project are: 1. To set up the legal framework. 2. To undertake studies on market chains. 3. To set up PGI and PDO for 3-4 products.	Kampot	Pepper, Silk, Palm Sugar	\$1,200,000
	MoC	Trade-Related Capacity Building Programme (PRCC-1): Cambodia Rubber International Certificate and Marketing	Activities are aimed at strengthening export capacity of the rubber sector through certification and association development.	National	Rubber	2004-2008 \$1,000,000
	MoC, UNCTAD	Port Training Program	Activities include training and promotion of information and communication technologies for ports.	National	Cross-Cutting: Trade Facilitation	2002-2009 \$100,000
	MoC, UNCTAD	Train for Trade	Capacity building of government and legal community to implement legal changes as a follow-up to WTO accession. Assistance on consumer protection and competition law. Training of WTO negotiators.	National	Cross-Cutting: Capacity Building for Mgt of Trade Policy & Trade Sector Dev't	2003-2009 \$1,250,000
	MOWRAM / MAFF/ MLMPUC	Prey Nup Polders Rehabilitation Project (Phase III)	The objective of the project is to reduce poverty through improved food security and agriculture diversification of the Sihanoukville Province. The project aims, on the first hand, the rice production's growth, thanks to an increase of cultivated surfaces and an improvement of cultivation	Kampong Som	Rice	2003-2007 \$4,300,000

Table 9: Development Partner Activities by DP (Detail)

<i>DPs</i>	<i>Implementa- tion Partners</i>	<i>Project Title</i>	<i>Goal / Main Project Components</i>	<i>Geographic Focus</i>	<i>Sector / Cross - Cutting Issue</i>	<i>Timing & Funding (USD)</i>
			technologies, and, on the other hand, production diversification in the Prey Nup Polders area. The Prey Nup Polder's project began in 1998 and consists of rehabilitation of infrastructure built initially in the thirties in Sihanoukville province. The project consists of 3 major components: 1. Infrastructure rehabilitation (6 Polders, 10.000 ha). 2. Mobilisation and organization of the farmer water users, for a sustainable management of the rehabilitated scheme. 3. Support to the agricultural development to help the farmers to get benefits from the improved water management. This project requires setting up a sustainable management system, which is based on user water service fee recovery and delivery of land titles to producers.			
AusAID	G-PSF, CDC, IFC-MPDF	BEE Programme (Business Enabling Environment Programme)	The programme's main components are: (1) legal and regulatory reform; (2) Government capacity-building; (3) conduct and publish research on relevant private sector issues; (4) provide technical assistance to the government to develop best practice business legislation and business/investment policies; (5) improve policy and regulatory framework for investment and business	National	Cross-Cutting: Investment Facilitation & Climate	2003-2007 \$1,000,000
	MAFF	Cambodia Australia Agricultural Extension Project Phase II (CAAEP II)	The objectives of the project are: 1. To assist the RGC to achieve its development goals by improving access to agricultural knowledge. 2. To increase household cash incomes by further developing a sustainable district-oriented extension system with the DAE of MAFF as a focal point for coordinating and facilitating all extension service providers. > building the capacity of DAE to act as a focal point for coordinating and facilitating all extension service providers in Cambodia. > working towards a government extension system focused at the district level and utilising agro-ecosystems analysis to identify local extension priorities. > providing training to gov't extension staff at national, provincial and district levels. > collecting and analyzing information to establish extension priorities. > preparing materials in response to extension priorities. > strengthening capacity of MAFF to deliver extension at provincial and district levels. > establishing an effective M&E system to improve decision making and extension strategies over time.	Kandal, Takeo, Prey Veng, Svay Rieng, Battambang, Pursat, K.Chnang, Banteay Meanchey, Siem Reap, K.Thom, K.Cham, Kampot, K.Speu, Pailin, Kratié, Preah Vihear, and Odor Mean Chey		2001-2007 \$15,200,000
	MAFF and various ministries; SAGRIC	Cambodia Australia Technical Assistance Facility (CATAF)	Technical assistance for trade facilitation, especially related to agriculture.	National	Cross-Cutting: Capacity Building for Mgt of Trade Policy & Trade Sector Dev't	2004-2007 \$6,500,000

Table 9: Development Partner Activities by DP (Detail)

DPs	Implementa- tion Partners	Project Title	Goal / Main Project Components	Geographic Focus	Sector / Cross - Cutting Issue	Timing & Funding (USD)
	MAFF, Cardno ACIL Australia	Agriculture Quality Improvement Project (AQIP)	The objectives of the project are: 1. To support economic growth in Cambodia by providing high quality services in rice production, rice post harvest technology and fruit and vegetable marketing which contribute to a secure food supply, increased agricultural output and add value on a sustainable and cost effective basis. 2. To improve food security and cash income for farm households to take them beyond their current levels of marginal subsistence in selected districts of selected provinces This programme focuses on improving quantity and quality of rice production, loss reduction through improved rice milling, development of fruits and vegetables, and establishment of Cambodia's first commercial seed company. (The Seed Production component of the project got an extension over two years from January 2006 to January 2008. The project will focus on the establishment and strengthening of an independent joint-venture Seed Company.)	Kandal, Takeo, Prey Veng, Svay Rieng	Rice, Fruits & Vegetables	2000-2008 \$16,000,000
	MPDF/IFC	Mekong Private Sector Development Facility	To strengthen private sector devt, supplies and demands. Business and enabling environment, business edge mgt. training program, financial market devt, agribusiness program	National		2005-2007 \$975000
	MAFF, MOWRAM	Cambodia Agricultural Value Chain Program (CAVAC)	Agriculture & Agri-business that make effective use of inputs and market opportunities, are steadily intensifying and diversifying production, and deliver full benefits to farmers, rural communities and other stakeholders. New programme focusing initially on three provinces, to address constraints to increasing production and quality for export of rice, fruits and vegetables, and pilot diversification within rice farming systems.	Kampong Thom, Takeo, Kampot	Rice, Fruits & Vegetables	2007-2012 \$35,000,000
	MoC, Cardno ACIL	Trade Analysis and Reform Project (TARP)	Capacity building in the WTO Agreements	National	Cross-Cutting: Capacity Building for Mgt of Trade Policy & Trade Sector Dev't	2005-2007 \$800,000
CIDA	MAFF (Dept of Ag Extension & Ag Marketing Offices0	Agriculture Marketing Information Service (AMIS) Project	To improve agricultural stakeholders' ability to access, gather, analyze and use information to better respond to market signals. Component 1) improving the already existing AMIS in all its phases, from data collection to information dissemination, including improved extension processes. Component 2) will focus on how to use market information in market development in partnership with market extension agencies and actors.	Kandal, Prey Veng, Takeo, Kampot, Municipality of Sihanoukville, Kampong Cham, Siem Reap	Fruits & Vegetables	2006-2010 \$4,200,000

Table 9: Development Partner Activities by DP (Detail)

DPs	Implementa- tion Partners	Project Title	Goal / Main Project Components	Geographic Focus	Sector / Cross - Cutting Issue	Timing & Funding (USD)
				Banteay Mean Chey Battambang, Kampong Chnang, Phnom Penh		
DFID	MAFF		Assistance to Department of Fisheries on policy, legislation, capacity building.	National	Fishery	Ongoing
EC	ASEAN Secretariat, private consultants	ASEAN-EU Programme for Regional Integration Support (APRIS II)	The overall objective of APRIS II is to “further the process of ASEAN integration” and “strengthen EU-ASEAN relations as whole” through the Trans Regional EU-ASEAN Trade Initiative (TREATI) and Regional EU-ASEAN Development Initiative (READI) dialogues. The programme focuses on Standards and Conformity; Customs and Trade Facilitation; Investment; Capacity Building (including the Agreements and Compliance Unit of ASEC); TREATI and READI dialogues	National	Cross-Cutting: Trade Facilitation	2007-2010 Country allocation not known
	MAFF	SLPP Smallholder Livestock Production Project	Project activities will include: 1. Institutional capacity building for DAPH. 2. Improved rural animal health services through training, certification, and expansion of Village Animal Health Workers. 3. Introduction and implementation of a national system of animal disease surveillance and monitoring. 4. Improved animal health through demonstration and extension services. 5. Improved livestock feed regimes. 6. Linking producers with local markets. 7. Improved meat processing, storage and marketing.	Pursat, Kampong Chnang, Takeo and Kampong Speu	Livestock	2004-2009 \$6,500,000
	MAFF	Economic and Social Relaunch of Northwest Provinces (ECOSORN)	Project activities will include: 1. Agricultural, livestock and fisheries production intensified, diversified and increased through farmer training, extension, research, and small-scale irrigation. 2. Economic and employment opportunities developed through vocational training, silk marketing, vegetable marketing, fish processing and the setting up of a market information system. 3. Empowerment of local communities through building organizational, technical and social skills including literacy, gender awareness, health (Dengue & Malaria, Tuberculosis, reproductive health & child care), and water management & sanitation. 4. Improved physical access to available social amenities and markets through provision of roads, water and sanitation, and improved access to credit. 5. Improved access to land through land title and mine clearance.	Siem Reap, Battambang and Banteay Meanchey	Agriculture, livestock, fish, silk, vegetables	2005-2010 \$30,000,000
	MIME, MPDF	Development of SMEs	The programme has two main components: (1) development of SME policy	National. Rice	Rice (and other	2007-2012

Table 9: Development Partner Activities by DP (Detail)

DPs	Implementa- tion Partners	Project Title	Goal / Main Project Components	Geographic Focus	Sector / Cross - Cutting Issue	Timing & Funding (USD)
	(IFC)	in the Agro-Industry Sector in Cambodia	and (2) development of SMEs in Agro-Industry. Initial selection of sectors: rice, cashew nuts, organic products, fruits and vegetables.	and fruit in the North-West and South-East, cashews in Kampong Cham, Kampong Thom and possibly Kratié.	foods later), cashews, organic products, fruits & vegetables	\$15,000,000
	MoC, OHIM, EPO	ASEAN-EC Intellectual Property Rights Co-operation Programme (ECAPII) - Cambodia Component	ECAP-II activities will strengthen the capacity of Cambodia's IPR infrastructure with a view to bringing it in line with the WTO TRIPs agreement.	National	Cross-Cutting: TRIPS	2005-2008 \$500,000
	MoC, WB	Multi-Donor Trust Fund in Support of RGC's Trade Sector Development Plan	Capacity-building technical assistance. Specifics of the programme are under development.	National	Cross-Cutting: Capacity Building for Mgt of Trade Policy & Trade Sector Dev't	2007-2011 \$9,100,000
	Stiftung fuer wirtschaftliche Entwicklung und berufliche Qualifizierung (SEQUA)	Upgrading Trade Promotion of the Cambodian Craft Cooperation Council (CCC) to the EU	Training programmes will be developed and implemented in four sectors (silk weaving, ceramics, silversmith and wicker-work) to enhance design, quality, and marketing capacities. Policy dialogue between CCC and national and regional government bodies will be facilitated in order to create a more conducive business environment for these sectors. A third component of the project will strengthen the direct marketing capabilities of CCC.	National	Handicrafts	
	TradeCraft	Sustainable trade for social enterprises, Cambodia	The objective of the project is to build the capacity of social enterprises in Cambodia to trade effectively through: better understanding of markets, improved skills, engagement in advocacy to influence trade policy, and increased access to local business development services. The project has five main components: organisational strengthening of AAC and participating social enterprises; increasing knowledge and skills for market access; improving product development capacity; developing the capacity of AAC and its members to engage in policy issues; stimulating demand for local business development services.	National	Handicrafts	2006-2009 \$575,000
FAO	MAFF	Strengthening Information Gathering in Fishery Sector		National	Fishery	1997-2008 \$150,000

Table 9: Development Partner Activities by DP (Detail)

DPs	Implementa- tion Partners	Project Title	Goal / Main Project Components	Geographic Focus	Sector / Cross - Cutting Issue	Timing & Funding (USD)
	MAFF	Regional Data Exchange on Food and Agricultural Statistics	Strengthening regional exchange of information in Asia-Pacific	National	Cross-Cutting: Trade Promotion	2001-2007 \$75,000
Francophone		Strengthening the Capacity of French-Speaking Developing Countries in Negotiation of Trade and Investment Agreements (REXPACO)	The project focuses on (1) developing a pool of national experts on trade and investment related matters, (2) building institutional capacity of local institutions to elaborate and implement trade and investment strategies, and (3) promoting partnerships among universities, government institutions, civil society, and the private sector.	National	Cross-Cutting: Capacity Building for Mgt of Trade Policy & Trade Sector Dev't	2003-2007 \$200,000
	ITC	Intra-Regional Trade Promotion Project for Francophone Mekong Countries	The objective of the programme is to develop trade among Cambodia, Laos and Vietnam. Activities include identification of intra-regional trade opportunities, development of business trade information network and organisation of buyers/sellers meetings.	National	Cross-Cutting: Trade Promotion	2006-2009
Germany-InWent		Public-Private-Partnership; Strengthening the Spice and Herb Sector in Lao PDR, Cambodia and Vietnam.	The objective of the programme is to increase value in herbs and spices marketable at the national, regional, and international level.	National	Herbs & Spices	2004-2007 \$87,000
GTZ		Private Sector Promotion	To increase the competitiveness of private sector enterprises. This will contribute to the creation of new and sustainable jobs, especially for low income households and women. Component 1 is focused on building capacities in small and medium enterprises. Component 2 helps entrepreneurs to form associations which deliver services to their members and enter into a dialogue with the public sector. Component 3 is assisting the market for business development services. 4. Trade Promotion Project.	Primary activities to date in: Phnom Penh, Kampong Cham, Pursat, Banteay Meanchey, Kampong Thom, Battambang, Siem Reap	Cashews, organic rice, silk , ICT	2004-2012 \$9,600,000
		Rural Development Programme Kampot & Kampong Thom (RDP K/K, GTZ) on organic	Create income and employment for the local population in Kampong Thom province through tourism related services and businesses.	Kampong Thom, Kampot	Organic rice, organic cashew nuts	Ending 2008 \$200,000

Table 9: Development Partner Activities by DP (Detail)

DPs	Implementa- tion Partners	Project Title	Goal / Main Project Components	Geographic Focus	Sector / Cross - Cutting Issue	Timing & Funding (USD)
		rice(Part of PSP) and organic cashew nuts				
		Regional Economic Rural Development - Green Belt Project Siem Reap Province (RED GB(RDP SR, GTZ) on fruits & vegetables, organic agric. products rice, organic cashew nuts and handicrafts sericulture	To make use of the potential of the tourism industry for rural development and poverty alleviation, the program follows an integrated approach in 3 components: Component 1 " <i>Regional Management – Regional Partnership for rural development</i> " will promote cooperation between institutions from the public sector, private sector and civil society and other relevant stakeholders to foster the regional economy. Component 2 " <i>Beneficial market participation of the poor</i> " aims at the development of selected value chains (fruits, vegetables, handicrafts).Component 3 " <i>Decentralized development management, local self governance and service delivery</i> " supports the implementation of decentralization reform in areas important for rural development and poverty reduction. The overall objective of the project is to improve the participation of the rural poor in the value-added created on Siem Reap's markets.	Siem Reap	fruits & vegetables, organic agric. products and handicrafts; Regional Management, organic rice, organic cashew nuts, silk	2007-2010 \$ 5,600,000
	IFC-MPDF	Sustainable Tourism	Development and launch of "Stay Another Day" campaign	National	Tourism	2005-2007 \$250,000
IFC	IFC-MPDF	Agribusiness Programme	The programme focuses on improving supply chains and sustainable practices in agribusiness, including helping Cambodian farmers and agribusiness achieve higher yields in an environmentally sustainable manner.	National	Agriculture	Beginning 2007 \$10,000,000
	TradeCraft, IFC	Grassroots Business Organization Initiative/Craft Network	The project focuses on (1) providing export marketing assistance and (2) providing capacity building/enterprise development to a network of craft producers	National	Handicrafts	Beginning 2005
	USAID, IFC-MPDF, ILO	Better Factories Cambodia	IFC-MPDF is partnering with the <i>Better Factories Cambodia</i> to turn their labor monitoring project into a sustainable enterprise, facilitate a buyer's forum, and develop an industry-wide training strategy.	National	Garment	2003-2007
	MPDF	Tourism Project	A value chain analysis of pro-poor aspects of tourism in Kratié, Siem Reap and Sihanoukville in order to achieve the following objectives: 1) to provide the relevant Ministry of Tourism (MOT), Departments of Tourism (DOT) and their development partners with strategic advice to ensure that a strong pro-poor focus is given to tourism development; 2) to quantify the direct	Kratié, Siem Reap, Sihanoukville, Phnom Penh	Tourism	2007

Table 9: Development Partner Activities by DP (Detail)

<i>DPs</i>	<i>Implementa- tion Partners</i>	<i>Project Title</i>	<i>Goal / Main Project Components</i>	<i>Geographic Focus</i>	<i>Sector / Cross - Cutting Issue</i>	<i>Timing & Funding (USD)</i>
			economic effects (positive and negative) of tourism on the poor in examined towns and the rural areas in those provinces or those areas in Cambodia supplying the examined tourism industries with raw materials (such as labor, foodstuffs and handicrafts); 3) to advise MOT, DOTs and their development partners as to recommendations they might make to the Provincial Governments in the context of current and future tourism-related projects in Kratié, Siem Reap and Sihanoukville.			
JICA	MAFF	Freshwater Aquaculture Research and Extension Project		National	Rice	2005-2010 \$860,000
	MOWRAM/ MAFF	The Study on Comprehensive Agricultural Development of Prek Thnot River Basin	The objectives of the project are: 1. To formulate the Master Plan on Agricultural Development in order to improve agricultural productivity in the Prek Thnot River Basin. 2. To implement the Feasibility Study on the rehabilitation of existing irrigation and drainage facilities with high priority/ urgency being primarily associated with improvement of rice cultivation. 3. To prepare a flood forecasting and warning plan. 4. To transfer technologies to the counterpart personnel through on-the-job training during the source of the study.	Kampong Speu, Kandal	Rice	2006-2008 \$5,000,000
	Tax Department in MEF	Tax Department Capacity Building Project (II)	Training for tax auditors.	National	Cross-Cutting: Trade Facilitation	2007-2010 \$300,000
NZAID	ILO	Promotion of Labor Rights in the Garment Sector		National	Garments	Began 2005 \$500,000
	MIME	Legal Metrology	Activities are aimed at designing legislation, regulations, policies and procedures for credible measurement system in order to enhance acceptability of Cambodian exports. Activities include training programmes and materials for metrology staff in metrology basics and use of modern equipment.	National	Cross-Cutting: TBT	2004-2008 \$350,000
		Food Quality/Safety	Activities are aimed at promoting food safety and quality among Government agencies, SMEs and food handlers in order to enhance domestic and international trade and reduce food-borne disease.	National	Cross-Cutting: SPS	2005-2008
		Cambodia Agricultural Development Facility (CADF)	CADF promotes agribusiness development in Siem Reap and Banteay Meanchey provinces. The Facility provides advice to carefully selected agribusiness clients. This advice will	Siem Reap, Banteay Meanchey	Agribusiness	2006-2011 \$1,500,000

Table 9: Development Partner Activities by DP (Detail)

<i>DPs</i>	<i>Implementa- tion Partners</i>	<i>Project Title</i>	<i>Goal / Main Project Components</i>	<i>Geographic Focus</i>	<i>Sector / Cross - Cutting Issue</i>	<i>Timing & Funding (USD)</i>
			primarily be business advice, initially, focusing on the client's relationship with his/her market and the business operations it brings to bear in serving that market. As the Facility identifies opportunities to improve the performance of a client's business by addressing supply side issues and constraints, the facility will provide additional technical assistance, not only to the client, but also to other market participants in the client's supply chain.			
SIDA	UNIDO	Cleaner Industrial Production	Activities include awareness raising of environmental issues and compliance cost-savings for management of 8 factories in the garment and textile industry.	National	Garments	2003-2007 \$958,000
SNV	MOT	National level ecotourism policy and strategy	Goal: Stakeholder agreed ecotourism strategy. Components: Regional field trips, regional workshops, stakeholder consultations, tour operator survey, visitor survey, inventory of NRM and tourism projects and lessons learnt	National	Tourism	Ending 2007
	UNWTO, MOT,	Mekong Discovery Trail - Phase 1: Kratié Tourism Master Plan		Kratié	Tourism	Ending 2007
	UNWTO, MOT	Mekong Discovery Trail - Phase 2: Implementation of some of the recommendations of the above plan		Kratié	Tourism	Ending 2007
	MPDF, SNV	Tourism VCA		Kratié, Phnom Penh, Sihanoukville	Tourism	Ending 2007
UNDP	MoC, UNDP	Trade Related Assistance to Development and Equity (TRADE)	The programme has five main components: (1) Updating DTIS and incorporating the results of the Human Development Impact Assessment (HDIA) in it; (2) Development of HDIA ; (3) Enhancement of national capacity to facilitate management and implementation of pro-poor trade policy and integration strategy; (4) Enhancement of the country's export supply capacity in selected product or service sectors; (5) Strengthening of legal environment for export business development.	National	Cross-Cutting: Capacity Building for Mgt of Trade Policy & Trade Sector Dev't	2005-2010 \$3,500,000
UNIDO	MIME, UNIDO	Improving Market Access for Cambodia through Strengthening of Capacity for		National	Cross-Cutting: TBT	2002-2007 \$620,000

Table 9: Development Partner Activities by DP (Detail)

<i>DPs</i>	<i>Implementa-tion Partners</i>	<i>Project Title</i>	<i>Goal / Main Project Components</i>	<i>Geographic Focus</i>	<i>Sector / Cross - Cutting Issue</i>	<i>Timing & Funding (USD)</i>
		Metrology, Testing and Conformity				
USAID	DAI	Micro, Small and Medium Enterprise (MSME) Program	The project has four components: 1) improved performance of enterprise in targeted value chains including pigs, fish, agro-machinery and bricks and tiles 2) enhanced capacity of value chain firms, business services to support value chains 3) improved MSME access to finance, 4) improved business environment.	Kratié, Kampong Cham, Prey Veng and Svay Rieng	Livestock, fish, agro-processing, bricks	2005-2008 \$5,200,000
	Nathan Associates	Garment Industry Productivity Center (GIPC)	To establish a sustainable training organization, informed by private and public sector cooperation. The three objectives are: 1) The industry improves international competitiveness through productivity training and consulting services; 2) Build capacity of supervisors and management in order to boost productivity and increase the number of Cambodians in management level positions; 3) Improve the climate of good governance attributable to GIPC activities, specifically in workforce development policies, curriculum adoption and competitiveness.	National	Garments	2005-2008 \$3,500,000
	ILO	Cambodia Labor Arbitration Council (LAC) & Better Factories Cambodia	Cambodia Labor Arbitration Council (LAC) - Support labor dispute resolution and the training of Ministry of Labor conciliators. Better Factories - Support to the sustainability strategy of ILO Better Factories. The objective is a self-sustainable Better Factories entity by 2009.	National	Garments (LAC works with all industries, however is predominately focused on the garment sector)	2004-2008 \$1,500,000
WB	MoC, Customs in MEF, UNCTAD (Asycuda), AusAID, EC	Trade Facilitation and Competitiveness	The Cambodia Trade Facilitation and Competitiveness Project aims to support the Recipient's strategy to promote economic growth by reducing transaction costs associated with trade and investment, introducing transparency in investment processes, and facilitating access of enterprises to export markets. Components: 1) The application of appropriate IT to border management activities can significantly streamline operations, improve the level of transparency and accountability and facilitate the achievement of all border related government objectives. Component 2) (a) technical support to the MoC Department of Export Promotion to establish the exporter technical assistance window, and (b) a technical assistance matching grant facility that would cover 50 percent of the cost of achieving market standards, or evidence of compliance with those standards. 3) the Private Participation in Infrastructure and Investment Component will finance a program of capacity building to implement the Law on Concessions and the	National		2005-2009 \$10,000,000

Table 9: Development Partner Activities by DP (Detail)

DPs	Implementa- tion Partners	Project Title	Goal / Main Project Components	Geographic Focus	Sector / Cross - Cutting Issue	Timing & Funding (USD)
			Amended Law on Investment. 4) (a) the establishment and maintenance of a website in the Khmer language to make readily available to the public the final judgments of all cases in the Supreme Court and in the Court of Appeal; (b) the establishment and maintenance of a website to ensure the electronic publication of all Cambodian laws, related regulations and draft legislation in the commercial law field, broadly defined; and (c) training to utilize the established systems.			
		Value Chain Analysis	(i) Update the findings of the 2004 Investment Climate Assessment. This will include: (a) analyzing trends in the business environment; (b) reconciling major investment climate constraints with recent sustained economic growth; and (c) assessing impact of recent reforms on the investment climate; (ii) deepen the understanding of constraints to productivity and investment. This will include, to the extent data are available, a more detailed analysis of firm performance and constraints to diversification; and (iii) in turn, derive an updated reform agenda for private sector development. Such reform agenda could form the basis for a sector-wide program.	National	Rice, Garment, Cotton/ Textiles Canned milk, Agribusiness	2007 \$50,000