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ROYAL GOVERNMENT OF CAMBODIA

Evaluation Report on the Implementation of the

CAMBODIA AUTOMOTIVE AND ELECTRONICS SECTORS DEVELOPMENT ROADMAP

2023-2024

Approved by the Council of Ministers in its
Plenary Session on 24 October 2025

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PREFACE

Based on the tremendous achievement of nation building and development which results from the **Win-Win Policy** of **Samdech Akka Moha Sena Padei Techo Hun Sen**, former Prime Minister and current President of the Senate of the Kingdom of Cambodia, the Royal Government of Cambodia (RGC) of the Seventh Legislature of the National Assembly continues to maintain the momentum of this notable achievement, in an increasingly changing and uncertain world, launched the **"Pentagonal Strategy – Phase I**" as the socio-economic development policy agenda to recover the country from the COVID-19 pandemic crisis, overcome global turmoil and challenges, and continue to promote stronger economic growth through the implementation of a policy framework and dynamic socio-economic measures. This has been yielding positive outcomes for Cambodia's socio-economic development towards Cambodia's smoothly **Least Developed Country (LDC) Status Graduation in 2029** and achieving **"Cambodia Vision 2050"**. Deriving from this long-term vision, the RGC continues to regard the industrial sector as a key sector in the **Pentagonal Strategy - Phase I**, aimed at contributing to promote resilient, inclusive and sustainable national economic growth. In this spirit, the RGC has continued its efforts to implement **Cambodia's Industrial Development Policy 2015 - 2025 (IDP)**, in which has identified the prioritization of the automotive and electronics sectors, among other key sectors, to create a driving force to promote the transformation and development of Cambodia's industrial sector from labor-intensive to skill-based and high-value-added industries. In this regard, the RGC endorsed the **Cambodia Automotive and Electronic Sectors Development Roadmap** on 9 December 2022 which serves as a guide for orienting the development of these two sectors, aiming to attract and retain investment, promote exports, and create skills-based work and high-paying jobs. The A&E Roadmap sets out a long-term vision, a phased development pathway, and key measures for proactively and flexibly addressing challenges in both sectors. The implementation of these measures has continuously benefited Cambodia, notably by significantly increasing the attraction of the relocation of the automotive and electronics manufacturing chains to Cambodia over the last two years, which has helped promote diversification of Cambodia's industrial base toward high-tech and high value-added industries. While these achievements have been made, the development of Cambodia's automotive and electronics sectors still faces a number of challenges that need to be addressed to improve the business and investment environment in Cambodia. In this spirit, monitoring progress and evaluating the implementation of the measures set in this A&E Roadmap are very essential and necessary to review progress and challenges in order to jointly address them in a timely and effective manner. **This Evaluation Report on the Implementation of the Cambodia Automotive and Electronics Sectors Development Roadmap in the Year 2023-2024**, which was a coordinated preparation by the Council for the Development of Cambodia (CDC), will serve as an important input for the RGC in considering and orienting the relevant ministries and institutions to implement measures in subsequent phases to foster Cambodia's automotive and electronics sectors more prosperous, robust, and sustainable.

On behalf of the RGC, I would like to express my sincere appreciation and high evaluation to all relevant ministries and institutions for the efforts in joining the implementation the measures set in this A&E Roadmap effectively and achieving remarkable results. Meanwhile, I would like to thank the Economic and Financial Policy Committee for always providing good guidance and orienting recommendations for preparing this evaluation report and the overall development of Cambodia's automotive and electronics sectors. I would also like to extend my sincere thanks to the CDC which has a Secretariat for leading and coordinating the implementation of IDP, the ministries, institutions, relevant stakeholders, and the private sector that have cooperated in providing comments and inputs for the preparation of this evaluation report on the A&E Roadmap's implementation over the first two years comprehensively, with a responsible and cooperative spirit.

Finally, I urge all responsible ministries and institutions to continue strengthening the measures that had already fully completed and continue to jointly promote the implementation of all ongoing implementing remaining measures proactively, effectively, and successfully in order to achieve the vision of transforming Cambodia into a center for the production of automotive and electronic components for export to regional and global markets, thereby promoting the sustainable development of Cambodia's automotive and electronics sectors.

Phnom Penh, 24 October 2025

Prime Minister

(Signed and stamped)

Samdech Moha Borvor Thipadei HUN MANET

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Executive Summary

1 - The automotive and electronics sectors are considered as new sources of growth and key sectors in contributing to drive Cambodia's industrial development, as these two sectors have the potential to connect regional and global value chains and gradually move up the value chain towards skill-based industrial activities. By seeing both sectors potential, the RGC has committed to developing these two sectors through the launch and implementation of the "**Cambodia Automotive and Electronics Sector Development Roadmap**" (A&E Roadmap).

2 - To ensure the effective and efficient implementation of this A&E Roadmap, the RGC has entrusted the Council for the Development of Cambodia (CDC) which has a Secretariat for leading and coordinating Cambodia's Industrial Development Policy (IDP) 2015-2025, the IDP Secretariat, to be in charge of preparation and implementation of the A&E Roadmap's Monitoring and Evaluation Framework, which was approved by the Economic and Financial Policy Committee on 16 December 2024.

3 - Depends on the assigned duties and reporting schedules set in the A&E Roadmap and the above Framework, the CDC has prepared an Evaluation Report on the Implementation of the Cambodia Automotive and Electronics Sectors Development Roadmap in the Year 2023-2024. This Report focuses on the Development Path, Phase 1 "simple automotive and electronics components, the assembles of the accessories, the assembles of bicycles, and backward linkages industries", and includes the analysis and evaluate the strategic, sectoral, technical levels as well as the results of a survey from the private sector, highlighting challenges and risks. Three monitoring and evaluation system tools were used in the preparation of this report, including the intervention logic of the logical framework and the report template format.

4 - The results summary of the evaluation of the implementation of the A&E Roadmap are as follows:

Performance of Objective 1: "Increase investment in the automotive and electronics sectors"

The increase of the investment activities in the automotive and electronics sectors is assessed as **partially achieved**. Despite the number of projects and investment capital in both sectors have been seen an increasing trend in recent years, the level of that increasing rate is still at a lower level than expected as the growth before and after the introduction of the A&E Roadmap is not much different. Obviously, for the automotive sector, between 2015 and 2022, the period before the introduction of the A&E Roadmap, the number of investment projects had a compound annual growth rate (CAGR) of approximately 3.2 % while between 2022 to 2024, which is the period after the launch of the A&E Roadmap, the number of investment projects has increased at a higher CAGR than before at a rate of approximately 41.4 %. If the growth trend before the launch of the A&E Roadmap is extended, the number of projects in the automotive sector will remain stagnant at only 5 projects in a year from 2022 to 2024. However, the number of actual projects has increased from 5 projects in 2022 to 10 projects in 2024. Despite positive progress has been made, the actual number of projects is not much different from the estimated number of projects. At the same time, if we look at the investment capital size, we can see that the growth of investment capital in the automotive sector has similar CAGR in the round 42 % both before and after the launch of the A&E Roadmap, this has shown that the post-A&E Roadmap launch achievements could only be a continuation of past growth trends. For the electronics sector, the CAGR of the number of investment projects before the introduction of the A&E Roadmap (approximately 15.3 %), there was a lower growth rate than after the introduction of the A&E Roadmap (approximately 57.3 %). On the contrary, if we look at the size of investment capital, the CAGR before the launch of the A&E Roadmap (approxirately 34.4 %) has a higher growth rate after the introduction of the A&E Roadmap (approxirately 10.6%). Meanwhile, the transaction of the downstream industry is still limited due to lack of local suppliers, and the industry in both sectors still depend on imports of production inputs from abroad. In addition, after the A&E Roadmap has been endorsed for the past 2 years, among the 8 measures which supports this first objective, only 2 measures were fully accomplished and the implementation of the other 6 measures is underway.

Performance of Objective 2: "Increase automotive and electrronics sectors exports"

The increase of-exports in the automotive and electronics sectors is assessed as **partially achieved**. Exports in the automotive sector seemed to be in better progress, compared to exports in the electronics sector, particularly after the implementation of the A&E Roadmap. Visibly, the export volume in the automotive sector increased steadily with the approximate CAGR of 25.8 %, from 78.7 million USD in 2016 to 312.1 million USD in 2022, and has increased significantly to approximately 1.1 billion USD in 2024, with CAGR between 91.1 % per year (between 2022 and 2024). At the same time, the export volume in the electronics sector has also increased steadily at a CAGR of approximately 32.7 % from approximately 359.6 million USD in 2016 to approximately 2 billion USD in 2022, and continued to increase to approximately 3 billion USD in 2023. However, this volume has decreased significantly to approximately 1.8 billion USD in 2024. Looking at the export volume targets of both sectors, the export volume in the automotive sector in 2024 has already exceeded the 2027 target, while the export volume in the electronics sector from 2016 to 2023 is in good progress, which almost achieved the 2027 target. However, this size did decrease sharply in 2024, which will affect the achievement of the target for 2027. If we look at the implementation aspect of the measures, among the 7 measures which supports the achievement of this objective, there are 4 measures were fully accomplished, and other 3 measures are being implemented.

Performance of Objective 3: "Increase the number of employments in the automotive and electronics sectors "

Increasing the number of work forces in the automotive and electronics sectors is assessed as **achieved the most** due to the number of jobs in both the automotive and electronics sectors have been on the rise trend in recent years. The total number of jobs in the automotive sector has increased from 1,881 labor forces in 2022 to 3, 112 labor forces in 2023, and continues to increase to 3, 423 labor forces in 2024. As for the total number of jobs in the electronics sector, has increased from 74,885 labor forces in 2023 to 80,105 labor forces in 2024. The number of jobs in the automotive sector has not yet achieved the expected growth target of the A&E Roadmap, while the number of jobs in the electronics sector has achieved a better growth. In the meantime, the share of jobs in both sectors compared to the total number of jobs in the manufacturing sector is still at a low level. Looking at the implementation of measures, among the 5 measures, 3 measures were fully accomplished, and other 2 measures are being implemented.

5 - The implementation of the A&E Roadmap over the past 2 years shows that among the 20 measures, there are 9 measures which is equivalent to 45 % were fully accomplished, the other 11 measures equivalent to 55 % are being implemented. The progress of the implementation of the measures by 7 ministries and institutions responsible for implementing the 20 measures are as follows: (1) CDC has fully accomplished 2 measures, and other 3 measures are being implemented, (2) Ministry of Labour and Vocational Training has fully accomplished 3 measures, and 1 measure is being implemented, (3) Ministry of Industry, Science, Technology & Innovation has been implementing 3 measures, (4) Ministry of Commerce has fully accomplished 1 measure while 1 measure is being implemented, (5) Ministry of Economy and Finance has fully accomplished 1 measure and another 1 measure is being implemented, (6) Ministry of Mines and Energy has fully accomplished all 2 measures, (7) Ministry of Public Works and Transport has been implementing 2 measures.

6 - Results of the survey engaged by the private sector representatives of both sectors show that most of the respondents think that to achieve the vision of the A&E Roadmap, there should be more focus on strengthening local supply chains. On the other hand, for the implementation of the A&E Roadmap, most of the respondents think that there are a moderate effectiveness and impact on their business. However, among the 5 areas which the A&E Roadmap is expected to have made improvement, only 2 areas; the coordination between the state institutions; and human resources and innovation, the respondents evaluated that there is an improvement. Despite this perception, most investors who participated in the survey indicated their plans to expand their investments. And some others indicated that their investments are being maintained and no investor has planned to reduce his/her investment.

7 - Some of the challenges and risks in the automotive and electronics sectors were also highlighted, including the challenges of implementing the A&E Roadmap, challenges and risks raised by the private sector are as follows:

- **Challenges in implementing the A&E Roadmap**: The responsible ministries/institutions have been facing a number of challenges in implementing the A&E Roadmap's measures include a shortage of human resources, support budget, the participation of stakeholders in promoting the common interests, and difficulties in data management and information communication systems as well as difficulty in determining the unified and common procedures for achieving the implementation of the set measures. In addition, the coordination with concerned ministries and institutions, and lack of cooperation from neighboring countries in implementing those measures are also facing problems.
- **Challenges raised by the Private Sector**: Investors in both sectors have been facing some common challenges including lack of human resources, the inconsistency of matching between the demand and supplies of skill requirements, compliance burden and the complexity of regulations and procedures, bureaucratic problems, difficulty in finding local suppliers, disruptions in electricity supply and high price of electricity, the limitations of capacity of loading-unloading and transfer goods at international ports, restrictions on rules of origin and quality standards in some export markets, lack of market information for both sectors, tariff and non-tariff barriers to trade of export markets, value chains in the infant stage, and lack of investment in producing and processing raw materials for production.
- **Risks**: In advancing the development of the automotive and electronics sectors, Cambodia may face some risks, such as Cambodia's graduation from the Least Development Country (LDC) status, which could lead Cambodia in losing trade preferences, especially the exports to some major markets, the uncertainty of the global economic architecture, and the introduction of incentives policies by neighboring countries in the region.

8 - Based on the results of the analysis, survey, and challenges raised by ministries and institutions, and the private sector, a number of recommendations should be considered in implementation of these measures. These include: (1) continue to strengthen the backward linkages industry by considering introducing additional measures to stimulate both supply and demand factors, as well as further enhance the production capacity and supply standards of local enterprises, (2) continue to promote the competitiveness and attractiveness of both sectors, including improving electricity supply, (3) Continue to further diversify both sectors, focusing on the production of components and assembly for export, by developing a policy framework to promote Cambodia's diversification and attractiveness, including the urgent review and revision of the Sub-decree on the implementation of the Law on Investment and related legal regulations, (4) strengthen cooperation with both bilateral and multilateral trade partners and (5) strengthen the coordination between supply and demand of skill requirements by encouraging the private sector to clearly define the specific skill requirements for both sectors, and conduct regular surveys on this topic.

9 - As ways forward, the executive commission shall lead coordination and review the (1) modification of measures from "designating of locations/special economic zones for automotive and electronics clusters" to "directing of location/special economic zones for automotive and electronics clusters" with the support from the RGC, particularly in infrastructure development in order to ensure the effectiveness and progress of the implementation of this measure, (2) adjustment or determination the indicators/milestones and completion timelines for the implementation of all 11 ongoing measures, especially those measures that have not yet shown better progress or are not being implemented smoothly, (3) determination of new measures that replace the 9 fully implemented measures to respond to the challenges and recommendations raised by the private sector and continue developing both sectors, (4) orientation the IDP Secretariat in coordinating the investment detaining services and to more effectively promote investment attraction in both sectors in order to maintain the existing investors, encourage their further investment expansion, and attract new

investments. At the same time, the CDC and all relevant responsible ministries and institutions shall promote the full and effective implementation of the measures. The CDC will also continue to constantly monitor the progress of the implementation of measures set in the A&E Roadmap, which requires continued close cooperation from ministries and institutions with a high spirit of responsibility.

Evaluation Report on the Implementation of the Cambodia Automotive and Electronics Sectors Development Roadmap in 2023-2024

1. Introduction

Under the full peace and national unity through the implementation of Win-Win policy of Samdech Akka Moha Sena Padei Techo Hun Sen, former Prime Minister and current President of the Senate, Cambodia has made many remarkable achievements in terms of socio-economic development by maintaining macroeconomic stability and high economic growth of around 7% over the past two decades. These aforementioned fruitful accomplishments have transformed Cambodia from a country once plagued by chronic war to a developing country with all sectors flourished, especially Cambodia has become a lower middle-income country and is preparing to graduate from the Least Developed Country (LDC) status in 2029. To carry forward this exponential trajectory, the Royal Government of Cambodia of the 7th legislature of the National Assembly under the great and visionary leadership of **Samdech Moha Borvor Thipadei HUN Manet, Prime Minister of the Kingdom of Cambodia** launched the **"Pentagonal Strategy - Phase 1** "; aiming to continue to promote economic growth and social development. The Royal Government of Cambodia (RGC) continues to maintain macroeconomic stability, reflected in 6% economic growth in 2024 and its projection of 5.2 % in 2025, despite ongoing uncertainty in regional and global economies.

To maintain sustainable and inclusive economic growth, the RGC continues to earmark the industrial sector, particularly the manufacturing sub sector, as a priority by continuing to implement the Cambodia Industrial Development Policy (IDP) 2015-2025. At the same time, the RGC launches Cambodia Automotive and Electronics Sectors Development Roadmap which serves as a guide to accelerate the development of these two sectors, which are considered new sources of growth and the key sectors to contribute to Cambodia industrial development. The A&E Roadmap has set a long-term vision to transform **"Cambodia into an integrated manufacturing hub of automotive and electronics components for export to regional and global markets"** with two clear development pathways: 1- focusing on simple automotive and electronics components, sub-assembly of accessories, two-wheelers assembly and backward linkages, and 2- focusing on more complex automotive components, higher value-added electronics assembly and design.

To ensure the effective and efficient implementation of the A&E Roadmap, the RGC has entrusted **the Council for the Development of Cambodia (CDC)**, having the IDP Secretariat as the supporting unit, to prepare and implement the monitoring and evaluation framework for the A&E Roadmap which was endorsed by the Economic and Financial Policy Committee on 16 December, 2024. In accordance with the report regime outlined in the A&E Roadmap and the monitoring and evaluation framework, CDC is mandated to prepare an evaluation report on the implementation of the A&E Roadmap in every two years, which will be submitted to the Economic and Financial Policy Committee for review and approval. In this regard, CDC has prepared an evaluation report on the implementation of the A&E Roadmap for 2023-2024 with the view to monitor and evaluate the progress and challenges as a basis for coming up with response measures and guiding the implementation in the next phase. Following this introductory section, the Evaluation Report on the Implementation of Cambodia Automotive and Electronics Sectors Development Roadmap 2023-2024 is structured as follows:

- Part 2: Evaluation Methodology
- Part 3: Findings from the Evaluation of the A&E Roadmap Implementation
- Part 4: Progress in Implementing Measures and the Private Sector Surveys
- Part 5: Challenges and Risks in the Automotive and Electronics Sectors
- Part 6: Conclusions and Recommendations.

2. Evaluation Methodology

The Evaluation Report on the Implementation of the A&E Roadmap 2023-2024 focuses only on the Development Pathway - Stage 1, which covers "Simple components and sub-assembly / two-wheeler assembly and backward linkages". The report was prepared using three monitoring and evaluation (M&E) system tools:

Intervention Logic is a tool that shows the main structure of the A&E Roadmap for the Development Pathway - Stage 1, based on Theory of Change. This tool determines "what" need to be measured in the M&E system and analyzed in this report.

Log-Frame is a detailed matrix tool that comprises and presents all relevant information, including 3 objectives, 5 intervention areas, and 20 measures. It determines "how" the A&E Roadmap is measured by identifying key performance indicators (KPIs) at each level—including strategy (objectives), sectoral (intervention areas) and technical level (measures)—and specifying the source of information and other additional necessary information. In total, 80[1] KPIs are defined to assess the performances of the A&E Roadmap: 17 at the strategy level and 63 at the sectoral level. Addtionally, 79 milestones are defined in the third appendix of the A&E Roadmap. The data for KPIs and milestones above are provided by relevant ministries and institutions.

Reporting Template Format - RTF is a tool used to collect information and monitor progress of measure implementation at a technical level. This tool is a table that includes all measures and milestones for implementation outlined in the third appendix of the A&E Roadmap. For each measure, the RTF records key information, including milestones, implementation timeline, progress status, percentage of achievement, completed activities, challenges and suggestions.

In addition to the tools mentioned above, a survey was conducted during the 3rd meeting of the Automotive and Electronics Sector Development Advisory Council on April 29, 2025. The survey aimed to capture the perceptions of the Advisory Council members—including 14 representatives from ministries/institutions, 4 representatives from educational institutions, 22 representatives from private companies, and 7 representatives from business associations—regarding the design and implementation of the A&E Roadmap, sectoral trends and investment outlook. A total of 45 participants took part in the survey, of whom 24 (53%) were representatives from ministries and institutions, 14 (31%) from the private sector, 5 (11%) from business associations and 2 (5%) from educational institutions. Among the 14 private-sector respondents, 10 represented companies operating in the automotive sector, 3 represented companies operating in the electronics sector and 1 represented a company operating in both sectors.

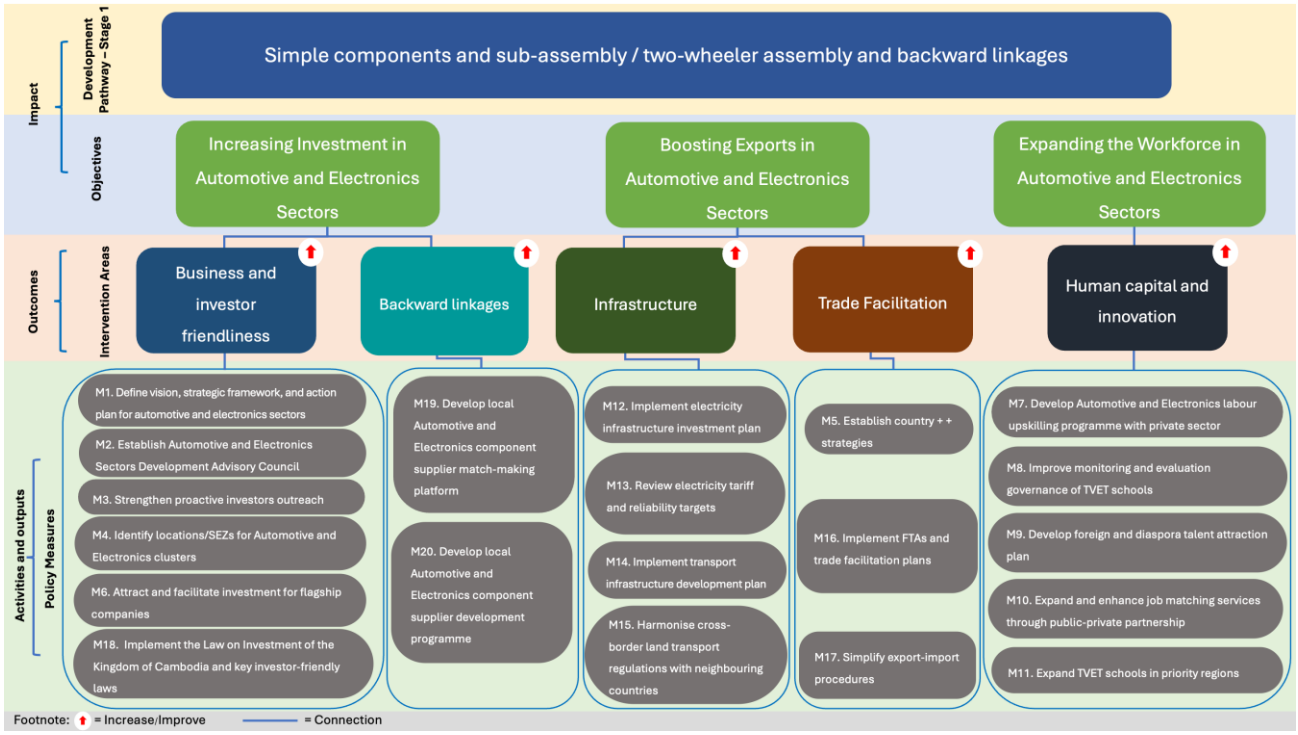
The analysis of the survey results presented in Section 4 of this report focuses only on the responses from private sector representatives. Notably, 12 private sector respondents (86%) had reviewed the A&E Roadmap, while 2 (14%) had not. This shows that though the number of private sector respondents was relatively small compared to the entire private sector operating in both sectors in Cambodia, the survey results can still serve as a basis for preparing or updating the policy documents or other analyses. This is because the majority of the participants from the private sector had reviewed the A&E Roadmap and possess direct experience operating businesses in both sectors in Cambodia.

In addition, to make the report more comprehensive, study visits to 20 companies operating in the automotive and electronic sectors were undertaken to collect information on business operations in both sectors, challenges and requests. The findings from these visits are highlighted in Section 5 of this report. The 20 companies were selected based on their business activities and the size of the investment capital.

[1] The M&E Framework of the A&E Roadmap identifies a total of 76 key indicators, of which 17 are at the strategy level and 59 are at the sectoral level. However, based on practicality, the IDP Secretariat added 4 more indicators at the sectoral level under the intervention area "Improving Human Capital and Innovation". These include "Number of students registered in and graduated from the automotive sector training at Technical and Vocational Education and Training Institutions" and "Number of students registered in and graduated from the electronics sector training at Technical and Vocational Education and Training Institutions".

Nonetheless, the preparation of this report faced the challenges regarding data limitation. Some KPIs lacked sufficient data, while others had no data at all. Additionally, the quality of certain data was limited, and the definitions or classifications of activities and products in the automotive and electronics sectors varied across institutions. These factors can make the evaluation of the implementation of the A&E Roadmap during the first 2 years limited and not yet fully comprehensive.

Figure 1: Intervention Logic of the A&E Roadmap



3. Findings from the Evaluation of the A&E Roadmap Implementation[2]

3.1. Performance of Objective 1: "Increase investment in the automotive and electronics sectors"

In recent years, regional and global trends have continuously generated new opportunities for the automotive and electronics sectors. Global economic uncertainty, geopolitical tensions, the impacts of the COVID-19 pandemics, and trade disruptions stemming from trade wars between major powers have pushed many companies to diversify their regional and global supply chains in pursuit of greater manufacturing resilience. In doing so, firms are expanding their manufacturing bases into other regions, particularly in Southeast Asia. This has led to a notable surge in investment across both sectors.

In the Cambodian context, increasing industrial activity in the production of simple components, sub-assemply, and strengthening backward linkages constitutes a strategic starting point for achieving the long-term vision of transforming into an integrated Automotive and Electronics components manufacturing hub. A key driver in realizing this vision is the increase in investment activities that will not only accelerate the development of domestic production capacity but also enable local enterprises to participate in regional and global supply chains.

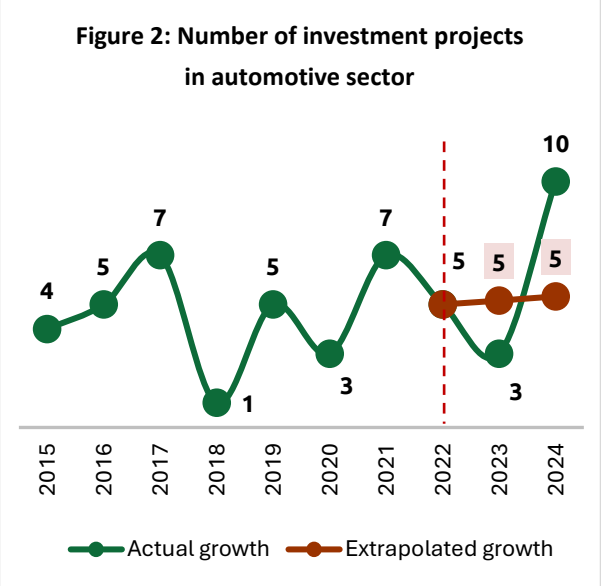
In addition, strengthening backward linkages is crucial for enhancing domestic value capture and preventing economic leakages. Increasing the utilization of domestic production inputs allows Cambodia to add value to its products, lower costs and production times, and strengthen competitiveness, ultimately enhancing its attractiveness to investors.

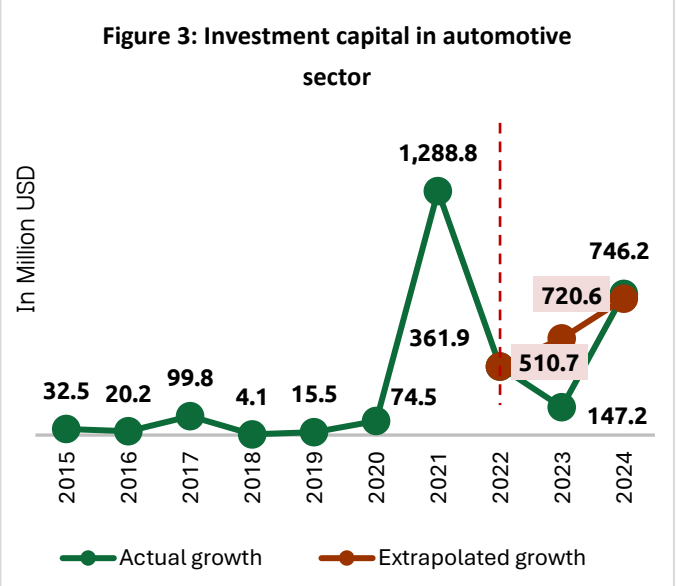
[2]All data for the electronics sector include manufacturing activities for both electrical and electronic components.

At the same time, a higher share of local content not only supports trade but also facilitates compliance with free trade agreements and various preferential schemes, enabling Cambodia to integrate more deeply into regional and global supply chains. Increasing local content further contributes to boosting investment, job creation, skills enhancement, and the growth of small and medium-sized enterprises, all of which are the foundations of sustainable industrial development and for achieving the vision outlined above.

The performance of this objective is measured by 9 indicators, including investment capital in the automotive and electronics sectors, number of investment projects in the automotive and electronics sectors, share of local content in the assembly of 2-wheelers and automotive as well as manufacturing of electronics products, and share of investment projects in automotive and electronics sectors operated in the special economic zones in total investment projects in automotive and electronics sectors. All 9 indicators could be used to assess the level of investment, the connectivity of local supply chains, and the attractiveness of special economic zones to investors in both sectors.

➢Automotive Sector





Data source: Cambodian Investment Board/Council for the Development of Cambodia

Figures 2 and 3 illustrate the number of investment projects and investment capital in the automotive sector from 2015 to 2024. The green line represents the actual growth, while the red line shows the extrapolated growth, assuming the pre-A&E Roadmap growth trend had continued through 2024.

The number of investment projects in the automotive sector (Figure 2) fluctuated significantly between 2015 to 2022, the period before the launch of the A&E Roadmap, with a compound annual growth rate (CAGR) of around 3.2%. However, between 2022 and 2024, the period following the launch of the A&E Roadmap, the number of investment projects grew at a much higher CAGR of approximately 41.4%. Had the pre-A&E Roadmap growth trend continued, the number of automotive investment projects would have remained stagnant at only 5 projects per year from 2022 to 2024. However, the actual number of investment projects increased from 5 in 2022 to 10 in 2024. Despite positive progress, the actual number of investment projects is still not significantly different from the extrapolated figures. Moreover, compared to the 414 total investment projects approved by the CDC in 2024, automotive sector projects accounted for just 2.4%.

At the same time, the investment capital in the automotive sector (Figure 3) has also fluctuated significantly. In 2021, the investment capital increased to approximately USD 1.2 billion, the highest figure in the period observed, while 2024 recorded the second-highest investment capital after 2021, at approximately USD 746.2 million. The high investment capitals recorded in both years are largely attributed to the presence of automotivee tire manufacturing projects, which typically require substantial capital—ranging from about USD 200 million to USD 800 million per project. It is also notable that the growth in investment capital recorded a similar CAGR of around 42% both before

and after the launch of the A&E Roadmap. This suggests that the post–A&E Roadmap performance may simply reflect the continuation of previous growth trends.

Figure 4: Number of investment projects in automotive sector in 2015-2024

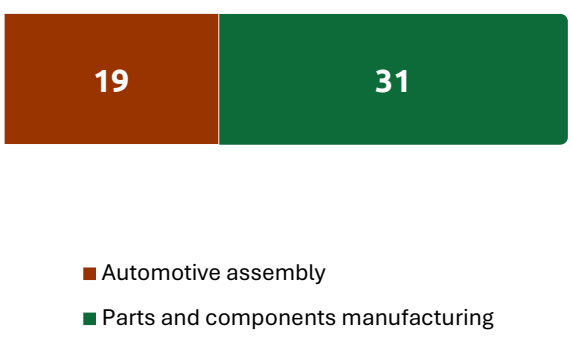
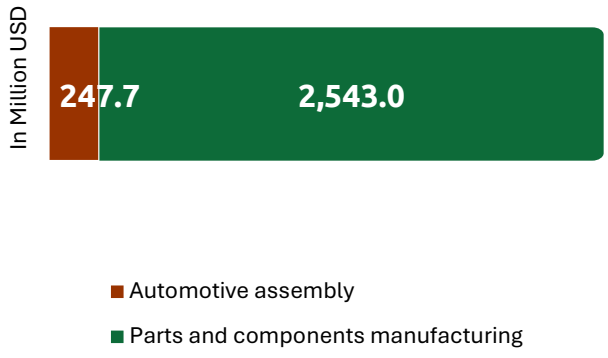


Figure 5: Investment capital in automotive sector in 2015-2024



Data source: Cambodian Investment Board/Council for the Development of Cambodia

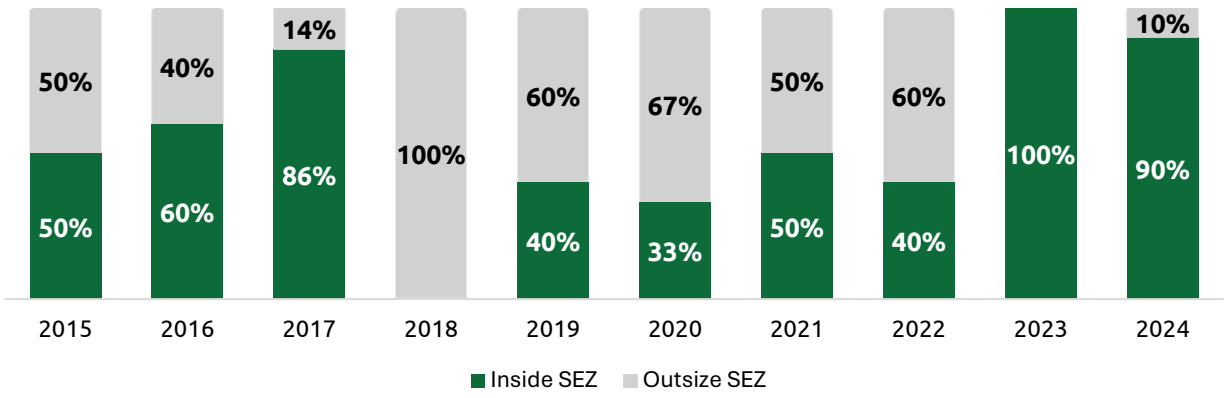
Among the total 50 investment projects between 2015 and 2024, 19 are in automotive assembly activities with an investment capital of approximately USD 247.7 million, while 31 are in automotive parts and components manufacturing activities, with an investment capital of around USD 2.5 billion. In addition, of the 19 automotive assembly projects, 10 are automobile assembly projects, 4 are motorcycle assembly projects, 2 are tricycle assembly projects, 2 involve both tricycle and motorcycle assembly, and 1 is an electric motorcycle and tricycle assembly project. On the other hand, among the 31 automotive parts and components manufacturing projects above, some are manufacturing of wire harness and automobile seats, which align with the components identified in Stage 1 of the A&E Roadmap development pathway. Other projects manufacture components such as automobile tires, windscreen wipers, radiators, brakes, and brake pads, some of which fall under the sub-sectors outlined in Stage 2 of the development pathway.

It should also be noted that Stage 1 of the development pathway of the A&E Roadmap focuses on three simple, labor-intensive parts and components, such as wiring harnesses, seats, and simple automotive electronic and electrical components, such as sensors, switches, and basic communications devices. Notably, the high investment capital in the automotive parts and components manufacturing projects are largely attributed to the presence of automobile tire manufacturing projects—of which there are six, with a combined investment capital of USD 2.3 billion.

Most vehicle assembly is intended to serve a relatively small domestic market, making it a more competitive and challenging area for attracting investment. In contrast, the majority of automotive parts and components manufacturing is export-oriented. Given Cambodia's competitive advantages and the characteristics of automotive component manufacturing activities—such as lightweight components that are easy to export and the fact that a single vehicle requires numerous parts—Cambodia still holds significant opportunities and potential for attracting investment in automotive parts and components manufacturing activities.

For indicator "share of local content in 2-wheeler and automotive assembly", the data is limited and not available annually, limiting in-depth analysis of this indicator.

Figure 6: Share of investment projects in Automotive sector operated in the Special Economic Zones in total investment projects in Automotive sector (%)



Data source: Cambodian Investment Board/Council for the Development of Cambodia

Regarding the attractiveness of the special economic zones, Figure 6 shows that the share of investment projects in the automotive sector operated in the Special Economic Zones in total investment projects in the automotive sector averaged approximately 44.9% between 2015 and 2022, while this share averaged around 95% between 2023 and 2024. This shows that the majority of automotive investment projects are located in special economic zones. Notably, in 2018, no automotive investment projects were located in the special economic zones, whereas in 2023, all such projects were located within special economic zones. Overall, this trend confirms that special economic zones play a crucial role in attracting investment in the automotive sector, particularly following the introduction of the A&E Roadmap.

➢Electronics Sector

Figure 7: Number of investment projects in the electronics sector

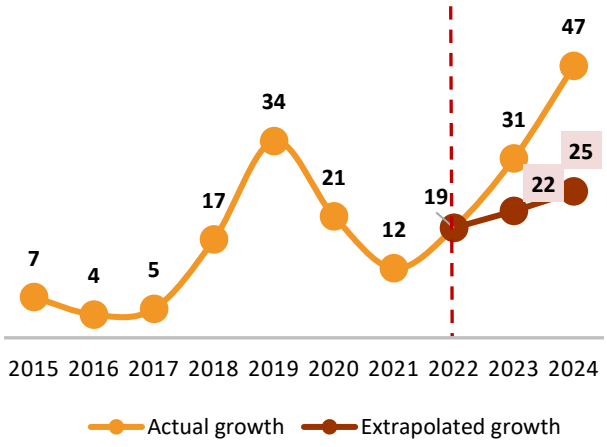
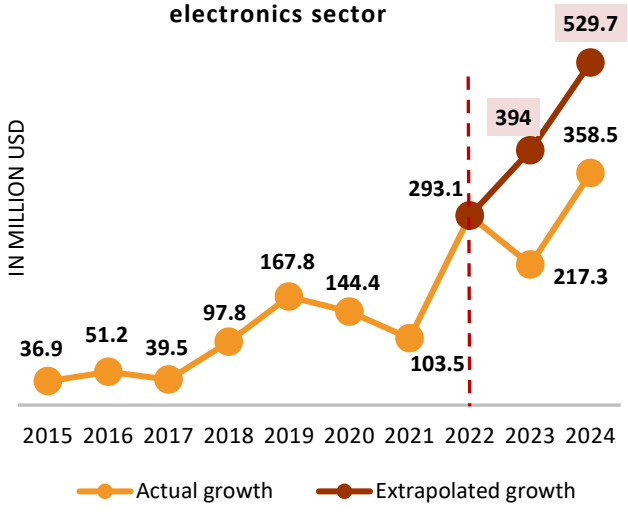


Figure 8: Investment capital in the electronics sector



Data source: Cambodian Investment Board/Council for the Development of Cambodia

The number of investment projects in the electronics sector (Figure 7) rose steadily from 7 projects in 2015 to 34 projects in 2019, followed by a decline to 21 and 12 projects in 2020 and 2021, respectively. However, a significant recovery began in 2022, with the number rising from 19 projects to 47 projects in 2024. The CAGR for investment projects was significantly lower before the introduction of the A&E Roadmap (approximately 15.3%) than after its implementation (approximately 57.3%). If the pre-A&E Roadmap growth trend had persisted, the number of the investment projects in the electronics sector would have only risen to 25 in 2024, up from 19 in 2022.

In reality, however, the figure surged to 47 projects in 2024. Despite this positive progress, the electronics sector accounted for only 11.3% of the total 414 projects approved by the CDC in 2024.

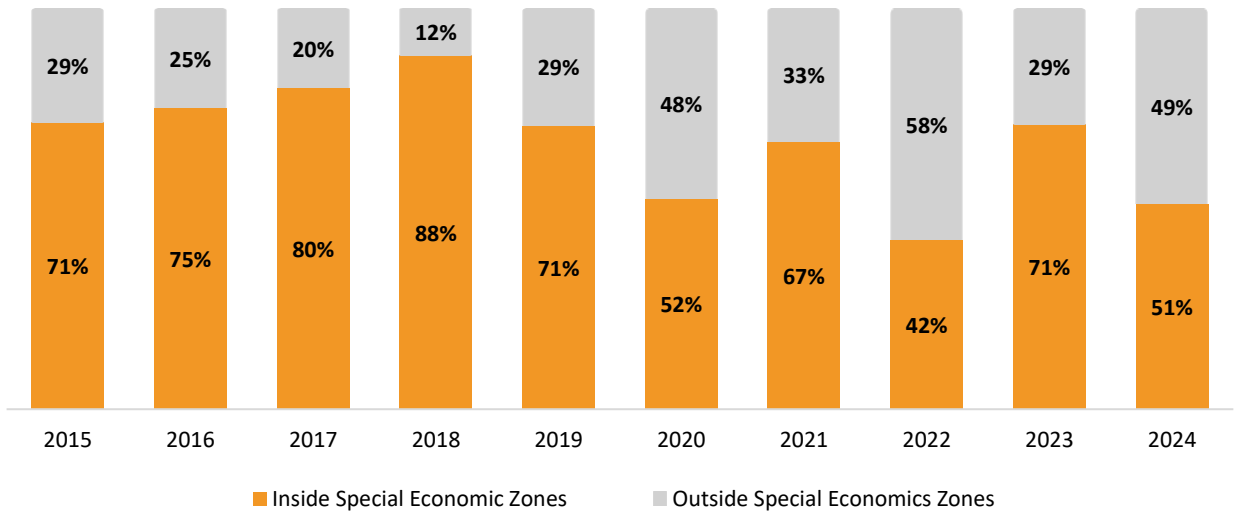
Meanwhile , investment capital in the electronics sector (Figure 8) showed a trend consistent with the number of investment projects between 2015 and 2021. From 2022 onward, however, the trends diverged. Although project numbers increased, capital decreased from approximately $293.1 million in 2022 to $217.3 million in 2023 before rising again to $358.5 million in 2024. In terms of growth, the CAGR for investment capital was higher before the introduction of the A&E Roadmap (approximately 34.4%) than after its implementation (approximately 10.6%). This indicates that while the number of projects is substantial, they are predominantly small-scale in terms of investment capital.

Notably, although Stage 1 of the A&E Roadmap's development trajectory focuses on the simple components manufacturing and sub-assembly, such as electrical cables and connectors, and printed circuit boards (PCBs), current investment data reveal a more diverse reality. Cambodia is already attracting projects for higher-value assembly, including solar panels and cells, electric lamps, decorative lights, bulbs, electro-mechanical devices, motors, and air purifiers. Several of these align with the higher value-added activities envisioned for Stage 2.

For the indicator on the "Share of local production input of electronics assemblers in Special Economic Zones", the data remains limited. Insufficient data for each year prevents a detailed analysis.

As shown in Figure 9, most investment projects in the electronics sector are located within Special Economic Zones. Between 2015 and 2022, an average of 68.3% of projects were located inside Special Economic Zones. This share decreased to an average of 61% for the 2023-2024 period. Nevertheless, the data confirms that SEZs continue to play a crucial role in attracting investment in the electronics sector.

Figure 9: Share of investment projects in the electronics sector operated in the Special Economic Zones in total investment projects in the electronics sector



Data source: Cambodian Investment Board/Council for the Development of Cambodia

Based on the above performance, the analysis reveals a contrast in investment profiles between the two sectors. The automotive sector has a small number of investment projects, but these typically involve large amounts of capital. Conversely, the electronics sector has a large number of projects, most of which involve smaller amounts of capital. Furthermore, the majority of investment projects in both sectors are located within Special Economic Zones. This demonstrates that Special Economic Zones continue to play a crucial role in attracting investment in both the automotive and electronics sectors.

3.1.1. Evaluation of Intervention Areas in Objective 1

To increase investment in the automotive and electronics sectors, the A&E Roadmap has established a set of 8 initiatives under two intervention areas: **Improving the Business and Investment Environment** and **Strengthening Backward Linkages**.

Intervention area 1: "Improving the Business and Investment Environment"

This intervention area primarily focuses on improving the business and investment environment to attract investment in the automotive and electronics sectors, which involves addressing private sector challenges, as well as strategically realigning the government and the private sector to seize new development opportunities, establish industrial clusters, and provide investment aftercare services for both sectors.

This intervention area has a total of 16 indicators. The 8 indicators related to flagship and general companies in the automotive and electronics sectors have inadequate data and are therefore unsuitable for analysis. Furthermore, the other 8 indicators, which measure the performance of the two sectoral clusters, have no data available because the locations or specific Special Economic Zones dedicated to be clusters are still being determined. Consequently, no data is available for the "Business and Investment Environment" intervention area.

Regarding the implementation of the 6 initiatives that support this intervention area, 2 initiatives have been fully implemented, and 4 initiatives are currently in progress.

Intervention area 2: "Strengthening Backward Linkages"

This intervention area primarily focuses on increasing domestic value-addition through strengthening backward linkage industries and fostering a conducive ecosystem for the growth of both sectors.

This intervention area has a total of 11 indicators; however, a lack of data for all of them makes synthesis and analysis impossible. Nevertheless, the intervention area's performance can be assessed as underdeveloped due to a scarcity of domestic suppliers. Industries in both sectors remain heavily reliant on imported production inputs, which keeps domestic value capture remaining low. This assumption is consistent with the findings of the *Annual Consultation Report Cambodia 2024*[3] prepared by the ASEAN+3 Macroeconomic Research Office (AMRO), which notes a general lack of significant progress in Cambodia's backward participation linkage over the past decade. This trend reflects the dependence on imported inputs and the limited production capacity of domestic industries. Furthermore, the GIZ's *Sectoral Brief Cambodia: Electrical and Electronic Equipment Industry*[4], published in August 2023, also confirms that the electronics sector continues to depend on foreign production inputs because local suppliers struggle to meet the quality standard requirements.

Regarding the implementation of the 2 initiatives under this intervention area are currently in progress.

3.1.2. Key Results and Implications of Objective 1

In conclusion, the outcome of increasing investment activity in the automotive and electronics sectors is assessed as **partially achieved**. Although the number of projects and the amount of investment capital in both sectors have shown an increasing trend in recent years, they remain lower than expected. The growth shows no significant difference before and after A&E Roadmap's implementation, and backward linkages remain underdeveloped. Nevertheless, two years after the A&E Roadmap's approval, 2 of the 8 initiatives have been fully implemented, while the other 6 are currently in progress, with none yet to commence.

The above findings indicate that, beyond the simple, labor-intensive sub-assembly production outlined in Stage 1 of the A&E Roadmap's development pathway, investment projects producing other automotive and electronic components, some of which represent the higher value-added activities envisioned in Stage 2, are gradually emerging. This is a positive development for both sectors.

[3] https://amro-asia.org/wp-content/uploads/2024/09/01.-AMRO-2024-Annual-Consultatioin-Report-on-Cambodia_for-publication.pdf
[4] https://www.giz.de/en/downloads/giz2023-en-sectorbrief-cambodia-electronics.pdf

Notably, for the automotive sector, given the small size of the domestic market and its reliance on exports, Cambodia should prioritize policies and strategies to attract investment in component manufacturing over vehicle assembly in the short-to-medium term. Such policies must account for the country's available resources, labor force capabilities, and competitive advantages.

Regarding the location of investment projects in the automotive and electronics sectors, the majority are situated within Special Economic Zones, which demonstrates that Special Economic Zones play a crucial role in attracting investment in both sectors.

Meanwhile, the share of local production input in both sectors remains limited, as local suppliers are unable to meet the quality standards required by companies in these sectors. This situation calls for accelerating the implementation of the 2 initiatives supporting the "Backward Linkages" intervention area stipulated in the A&E Roadmap and for the introduction of additional initiatives focusing on both demand and supply stimulation to strengthen the backward linkages in Cambodia.

3.2. Performance of Objective 2: "Increase automotive and electronics exports"

Manufacturing and exports are closely linked, with increased exports creating additional demand for products in the automotive and electronics sectors, as well as paving the way for achieving the long-term vision of the A&E Roadmap. Development Pathway Stage I focuses on current opportunities, starting with the production of simple, small-sized, and lightweight components suitable for export, which aligns with Cambodia's goals for developing both sectors.

Automotive and electronics exports are subject to both positive and negative impacts from regional and global trends. For instance, geopolitical tensions have severely disrupted global supply chains, directly impacting Cambodia, which relies heavily on imported raw materials and semi-finished products to supply these sectors. Simultaneously, the trade war between major powers has prompted some companies to relocate their operations to Southeast Asia—including Cambodia—to avoid higher tariffs and trade barriers, indirectly benefiting Cambodia through increased investment and export growth. However, rising protectionist policies in major markets may hinder Cambodian exports by imposing restrictive laws and regulations related to rules of origin, environmental principles, and the potential suspension, termination, or revision of trade preferences.

Four indicators are used to measure the performance of this objective: (1) automotive exports, (2) electronics exports, (3) share of automotive exports in total manufacturing exports, and (4) share of electronics exports in total manufacturing exports. These four indicators collectively measure Cambodia's export capacity and the contribution of both sectors in the overall manufacturing sector.

➢Automotive Sector

Figure 10: Automotive Exports

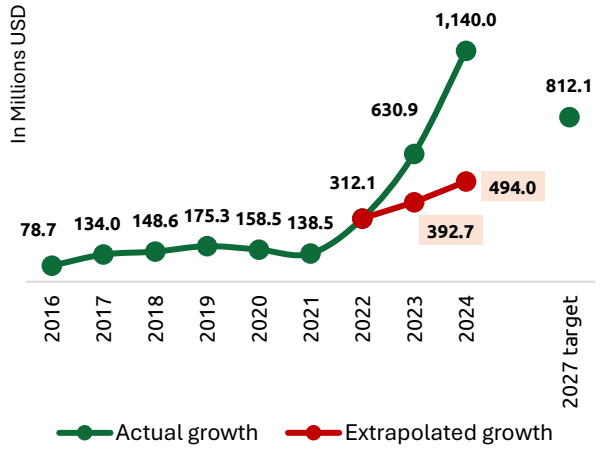
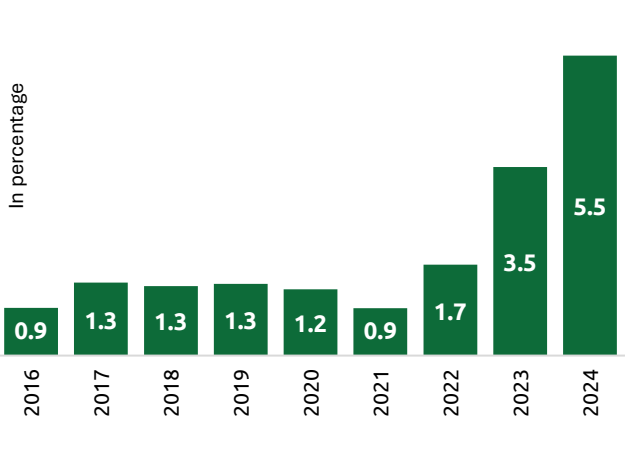


Figure 11: Share of the Automotive exports in total manufacturing exports



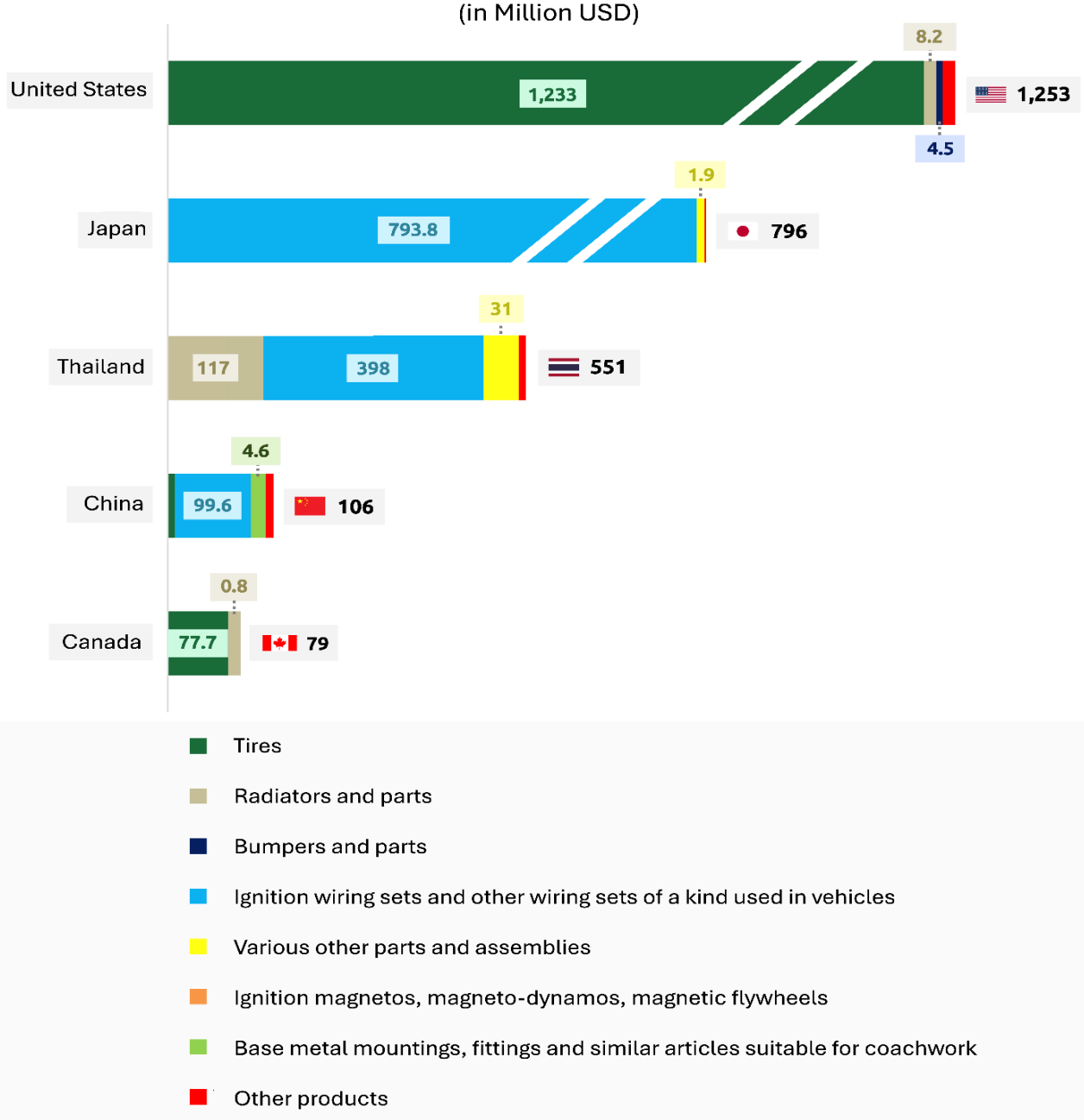
Data source: General Department of Customs and Excise of Cambodia/Ministry of Economy and Finance

Prior to the launch of the A&E Roadmap, automotive exports (Figure 10) increased steadily, growing at a CAGR of approximately 25.8%, from USD 78.7 million in 2016 to USD 312.1 million in 2022. Following the A&E Roadmap's launch, automotive exports saw a significant acceleration, reaching approximately USD 1.1 billion in 2024, representing a CAGR of 91.1% (2022–2024). This sharp increase in export volume is attributed to the growth of the tire manufacturing industry serving export markets, and this figure is notably higher than the target stated in the A&E Roadmap for 2027. It is worth noting that the export target for 2027 is approximately USD 812.1 million, based on the A&E Roadmap's goal to increase automotive exports by USD 500 million above the actual 2022 volume.

Figure 11 shows that the share of automotive exports in total manufacturing exports has shown positive growth, rising from approximately 1.7% in 2022 to 5.5% in 2024. The figures for the last three years are all higher than those recorded before the launch of the A&E Roadmap. Despite this growth, the sector's share in total manufacturing exports remains relatively low.

Figure 12: Top three automotive products exported to leading markets (2016-2024)

(in Million USD)



Data source: General Department of Customs and Excise of Cambodia/Ministry of Economy and Finance

The top five major automotive export markets between 2016 and 2024 (Figure 12) are the United States, Japan, Thailand, China, and Canada. The United States is Cambodia's largest market, accounting for approximately US$1.3 billion in exports, led primarily by tires (approx. US$1.2 billion), followed by radiators and parts (approx. US$8.2 million). Japan, Thailand, and China follow respectively, but their leading export items differ from those exported to the United States, as the primary exports for these three markets consist of ignition wiring sets and other wiring sets of a kind used in vehicles.

In addition, other leading items with the next-largest export volumes include bumpers and parts, coachwork, and various other parts and assemblies; collectively, these items (including those previously mentioned) contribute approximately 90% of the total automotive exports. It is worth noting that according to the Cambodian Customs Tariff Table 2022, almost all automotive components are in Chapter 87, listed in the Harmonized System of Commodity Codes (HS Code), in which this chapter has an 8-digit code with the total of 1,066 tax lines. However, Cambodia exported only about 85 items (tariff lines) between 2016 and 2024. This stark difference shows that the production and export base of automotive products is still low and highly concentrated, indicating the early stages of production, which requires attracting investment to diversify the export items. A similar concentration is observed in export destinations: exports to the top five markets—namely the United States, Japan, Thailand, China, and Canada—contribute approximately 90% of total exports, further highlighting the concentration of the export market.

➢Electronics Sector

Figure 13: Electronics exports

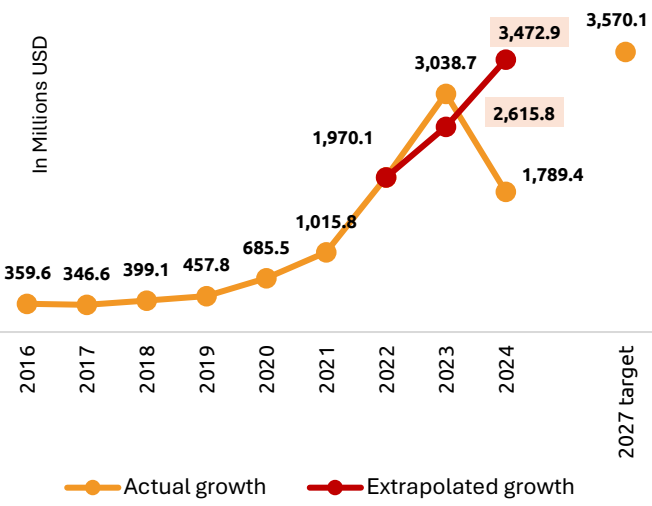
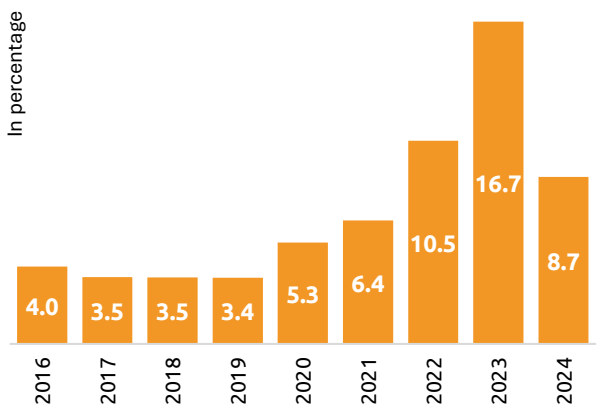


Figure 14: Share of electronics exports in total manufacturing exports



Data source: General Department of Customs and Excise of Cambodia/Ministry of Economy and Finance

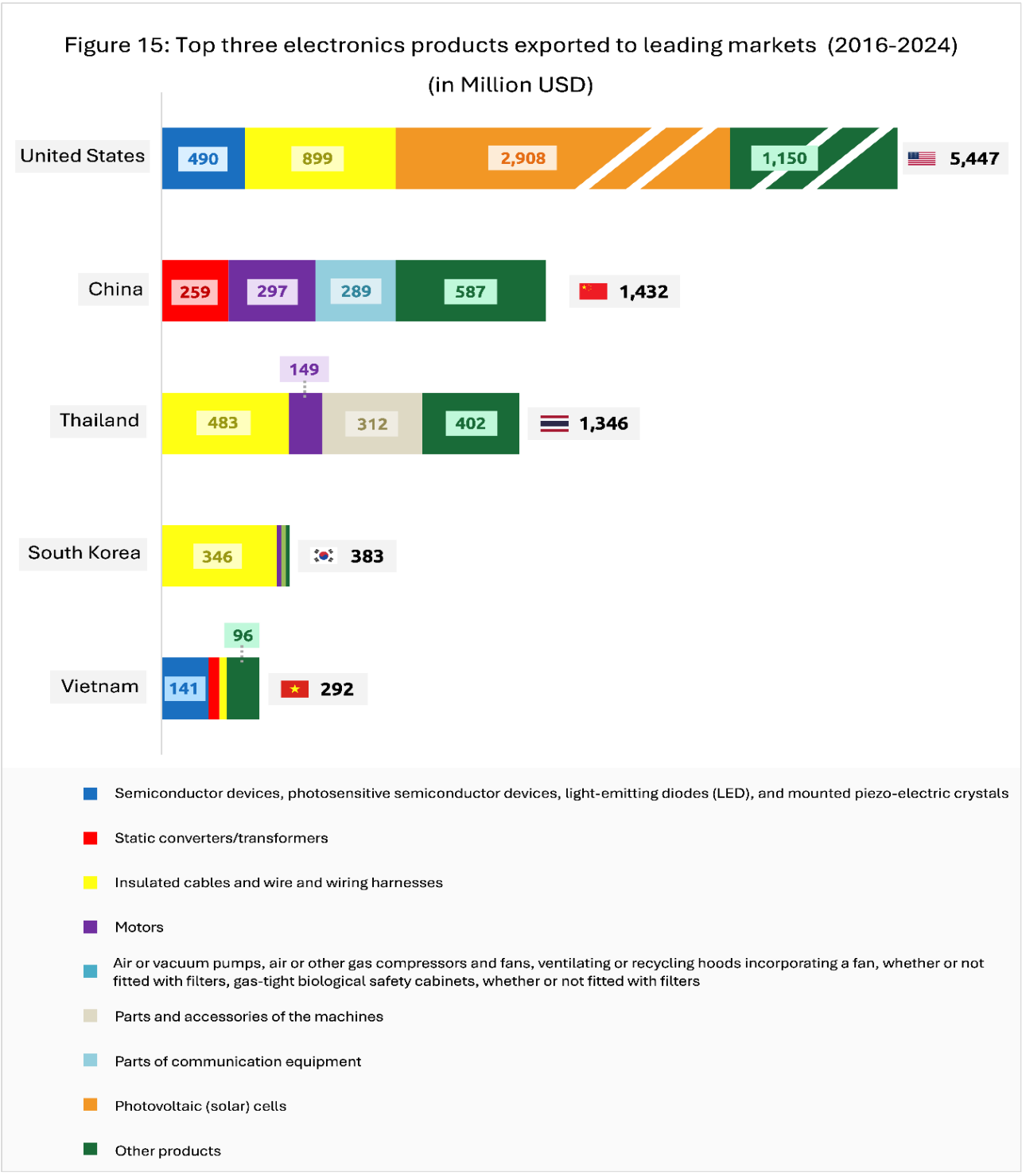
Looking at the exports in the electronics sector (Figure 13), there has also been a steady increase, growing at a CAGR of approximately 32.7% from USD 359.6 million in 2016 to approximately USD 2 billion in 2022. This robust growth continued to surge to approximately USD 3 billion in 2023 before declining sharply to approximately USD 1.8 billion in 2024. This decline can be attributed to the sharp decline in exports of solar panel products. If this downward trend continues, this could have an impact on the achievement of the 2027 target. The A&E Roadmap's 2027 export target is approximately USD 3.6 billion, calculated by expecting an increase of USD 1.6 billion above the sector's actual export volume in 2022, the year the A&E Roadmap was introduced.

Figure 14 shows the share of electronics exports in total manufacturing exports. Consistent with the growth in export volume, this share increased steadily from around 4% in 2016 to 10.5% in 2022. It then rose sharply to 16.7% in 2023 before declining to 8.7% in 2024. The decline in 2024 aligns with the drop in overall electronics export volume. Despite this, the share in 2024 remains higher than the levels observed before the introduction of the A&E Roadmap and during the COVID-19 pandemic. Nevertheless, the overall rate is still relatively low.

Figure 15 below details the top three electronics products exported to major target markets from 2016 to 2024. The United States ranks first as Cambodia's largest market, with total electronics exports valued at approximately USD 5.4 billion over the period. Photovoltaic (solar) cells lead this segment, accounting for more than half of the total (approximately USD 2.9 billion). Other significant items follow respectively, including insulated cables and wire and wiring harnesses, and semiconductor devices, photosensitive semiconductor devices, light-emitting diodes (LED), and mounted piezo-electric crystals. The second-largest market is China (approximately USD 1.4 billion), whose core exports include motors, parts of communication equipment, and static converters/transformers. Thailand follows closely with a similar export volume (approximately USD 1.3 billion), featuring (1) insulated cables and wire and wiring harnesses, (2) parts and accessories of the machines, and (3) motors as its top three items. Overall, Cambodia exports these and many other electronics products to international markets, totaling 423 items.

Figure 15: Top three electronics products exported to leading markets (2016-2024)

(in Million USD)



Data source: General Department of Customs and Excise of Cambodia/Ministry of Economy and Finance

Overall, automotive exports appear to be progressing better than electronics exports, especially following the launch of the A&E Roadmap, despite the fact that the electronics sector has a much more diversified export base (423 total items) than the automotive sector (85 total items). Core export activities in both sectors notably show significant market concentration in major destinations like the United States, China, and Thailand. At the same time, the share of automotive and electronics exports in total manufacturing exports still appears relatively low.

3.2.1. Evaluation of Intervention Areas in Objective 2

In order to support the increase of exports in both sectors, the A&E Roadmap has put forth 7 measures under two intervention areas, including **Improving Infrastructure** and **Strengthening Trade Facilitation**.

Intervention area 3: "Improving Infrastructure"

This intervention area aims to promote the development of electricity infrastructure and transport and logistics infrastructure to support the operations of companies in the automotive and electronics sectors in Cambodia. This intervention has a total of 10 indicators (see details in appendix 1), but 1 indicator[5] does not have data available for analysis.

Through quantitative analysis, the electricity infrastructure sector appears to be improved, looking at the increase in the volume of electricity generation and the decrease in the number of power outages in all special economic zones before and after the launch of the A&E Roadmap. However, the average electricity tariff for industrial consumers has been observed to remain stable from 2020 to 2024, while the duration of power outages in all special economic zones appears to have increased from 1-3 hours between 2017-2021 to 4-9 hours between 2022-2024 . In this regard, the Royal Government should pay attention to the electricity tariff to be more competitive on par with countries in the region, particularly with the neighboring countries, and ensure a more reliable electricity supply to attract capital-intensive and high-value-added investments, which will also lead to the growth of exports in both sectors.

At the same time, transportation and logistics infrastructure also appear to be improving, reflected in the growth in the volume of goods transported by all three modes of transportation, namely waterways (seaports and freshwater ports), land, and air. The increasing trend in the volume of transport by all three modes of transportation also coincides with the opening of 28 official international checkpoints, including 20 land border checkpoints, 4 water border checkpoints, and 4 international airports in 2023 and 2024. On the other hand, the average time to complete customs clearance for a single import through land border checkpoints[6] has increased from approximately 35 hours per shipment in 2019 to approximately 64 hours per shipment in 2023, based on the Time Release Study by the Japan International Cooperation Agency (JICA). In this sense, to facilitate the import of goods through land border checkpoints more quickly, the Royal Government should focus on accelerating the strengthening infrastructure development at land border checkpoints, particularly determining the types of vehicles and types of roads that can be used for raising the weight limit of trucks from 40 tons to 45 tons to reduce traffic congestion, continuing to simplify and automate procedures through regular review and improvement of workflows, and continuing to provide additional training to officers and the private sector, as well as widely publicizing customs clearance procedures for imports.

This intervention consists of 4 supporting measures, 2 of which have been fully implemented, and 2 measures are still in progress.

Intervention area 4: "Strengthening Trade Facilitation"

In addition to promoting the development of transportation and logistics infrastructure and electricity infrastructure, the A&E Roadmap also emphasizes on enhancing trade facilitation to strengthen trade flows between Cambodia and other countries.

[5] The indicator "Percentage of companies companies impacted by regulatory difficulties in cross border land transport between Cambodia & Thailand/Vietnam" which requires a survey, does not have data for analysis.
[6] 4 land border checkpoints are Bavet, Poipet, Teng Lay Dry Port, and Phnom Penh Special Economic Zone.

6 indicators are identified and used for the analysis (see details in appendix 1). Trade facilitation was observed to be improving, reflected in a decrease in the average number of steps, average cost, and nationwide import customs release per shipment[7]. At the same time, the digitized or automated customs clearance process is also increasing year by year.

This intervention area consists of 3 supporting measures, 2 of which are completed, and 1 measure is in progress.

3.2.2. Key Results and Implications of Objective 2

In conclusion, the outcomes of increasing automotive and electronics exports are assessed as **partially achieved**. Automotive exports appear to have made better progress than electronics exports, especially following the launch of the A&E Roadmap. Specifically, the automotive export volume in 2024 has already exceeded the 2027 target, reflecting significant sectoral advancement. Conversely, while the electronics export volume showed good progress from 2016 to 2023 (almost achieving the 2027 target), the sharp decline in volume in 2024 poses a risk to meeting that goal. However, electronics products for export remain more diversified than those in the automotive sector. The main export markets in both sectors are concentrated in key destinations such as the United States, China, and Thailand. Ultimately, compared to total manufacturing exports, the share of exports in both sectors is still relatively low. These findings necessitate attracting additional new investment to produce currently unavailable parts and assemblies, strengthening and expanding exports, and continuing to diversify both export products and markets.

The increase or decrease in overall exports is closely linked to improvements in infrastructure and trade facilitation. In particular, transport infrastructure, including land, water, air, and trade facilitation, has been observed to be enhanced, reflected in the increase in the volume of goods transported and the number of official border checkpoints, the decrease in the average number of steps, the average cost, and the average nationwide import customs release per shipment, along with the increasing of digitization of customs clearance process. Electricity infrastructure also impacts investment and export growth. Electricity infrastructure in Cambodia also appears to be improving, reflected in the increase in the volume of electricity generation and the decrease in the number of power outages in all special economic zones. However, the average electricity price for industrial consumers was observed to remain stable from 2020 to 2024, while the duration of power outages in all special economic zones appeared to be increasing between 2022 and 2024. In this regard, the Royal Government should review electricity tariff to be more competitive on par with other countries in the region, especially the neighboring countries, and ensure the reliability of electricity supply to attract capital-intensive and high-value-added investment, which will lead to the growth of exports and investment in both sectors.

Looking at the implementation aspect of the measures, out of a total of 7 measures that support the achievement of this objective, 4 measures are fully implemented, while 3 measures are in progress. And there are no measures that have not yet started.

3.3. Performance of Objective 3: “Increase the number of employments in automotive and electronics sectors”

Human resources are truly important and contribute greatly to promoting the development of the automotive and electronics sectors. Expanding the skilled labour forces is increasingly important as Cambodia focuses on the production of simple components and sub-assembly/2-wheeler assembly and backward linkages. These activities will create new jobs for the Cambodian workforces. Both sectors provide high added value and require knowledge and competent skills, so that workforces in those fields can earn high wages and receive better working conditions. Either large or small investments in these sectors in Cambodia have actively contributed to job creation and improving the

[7] The average time to complete customs clearance procedures per shipment nationwide was selected from only 7 ports: Preah Sihanouk Autonomous Port, Phnom Penh Autonomous Port, Bavet City, Poipet City, Phnom Penh International Airport, Teng Lay Dry Port, and Phnom Penh Special Economic Zone through a study on clearance procedures by the Japan International Cooperation Agency (JICA).

skills for workforces through training and actual practical work in accordance with international standards and adapting to the constant evolution of both sectors.

Increase the number of employments is not the only outcome of investment, but also a driver of industrial restructuring. A more skilled workforce contributes significantly to strengthening Cambodia's capacity to meet the demands of regional and global supply chains, especially for labor-intensive manufacturing and assembly activities. At the same time, a skilled workforce also contributes to building a sustainable and diversified industrial base, which is fundamental to the transition from simple component manufacturing to high-value-added manufacturing and to achieving the vision of becoming a hub for automotive and electronics component manufacturing.

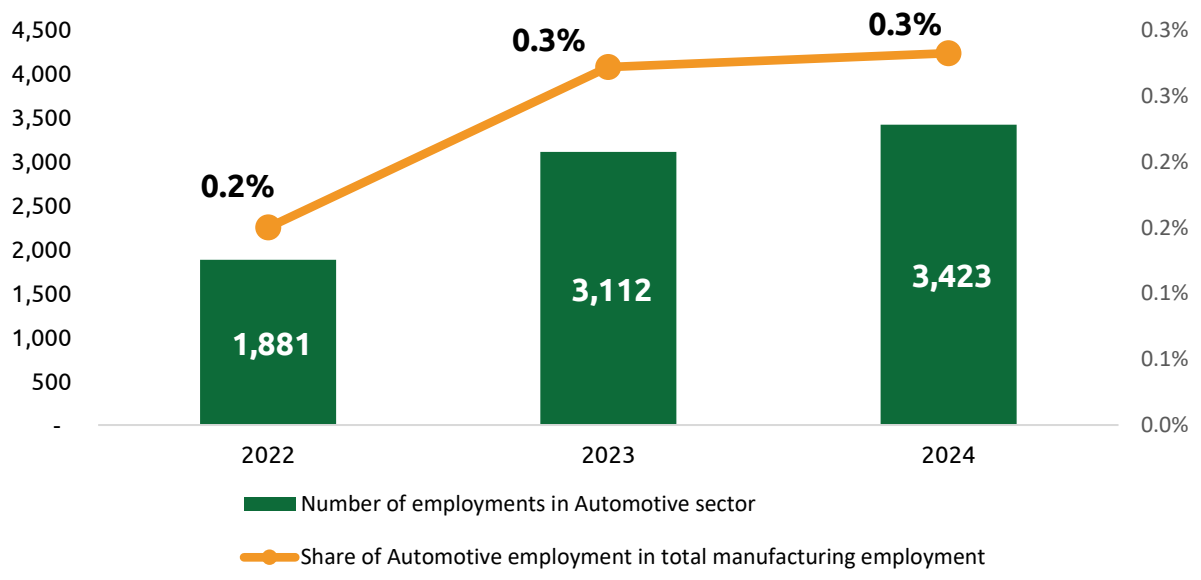
The impacts that Cambodia expects to gain from the A&E Roadmap implementation includes an increase in skilled workforces in the automotive sector (such as managers, technicians, and operators who are familiar with automotive component manufacturers' work processes and quality requirements, and are able to operate production processes for more complex components) and the electronics sector (such as skilled and experienced engineers especially the engineers with experience in manufacturing and design, skilled personnel in manufacturing management, technicians, mid-level managers with experience in the production process).

To measure the performance of the objective 3, " Increase the number of employments in automotive and electronics sectors, " 4 specific indicators are used which include (1) Number of employments in automotive sector, (2) Share of automotive employment in total manufacturing employment, (3) Number of employments inelectronics sector, (4) Share of electronics employment in manufacturing employment.

Figure 16 shows the number of employments in the automotive sector and share of automotive employment in total manufacturing employment from 2022 to 2024. The bar graph shows the number of employments in automotive sector and the line graph shows the share of automotive employment in total manufacturing employment. Total number of employments in the automotive sector increased from 1,881 in 2022 to 3,112 in 2023 and continued to increase to 3,423 in 2024. The number of employments in this sector has a CAGR of approximately 35 % between 2022 and 2024. At this rate, the growth in the number of employments in the automotive sector will reach approximately 6,519 within 5 years of the A&E Roadmap implementation (2022-2027) which is equal to more than 65 % of the 2027 target.

➢**Automotive Sector**

Figure 16: Employment in the Automotive sector (cumulative data)

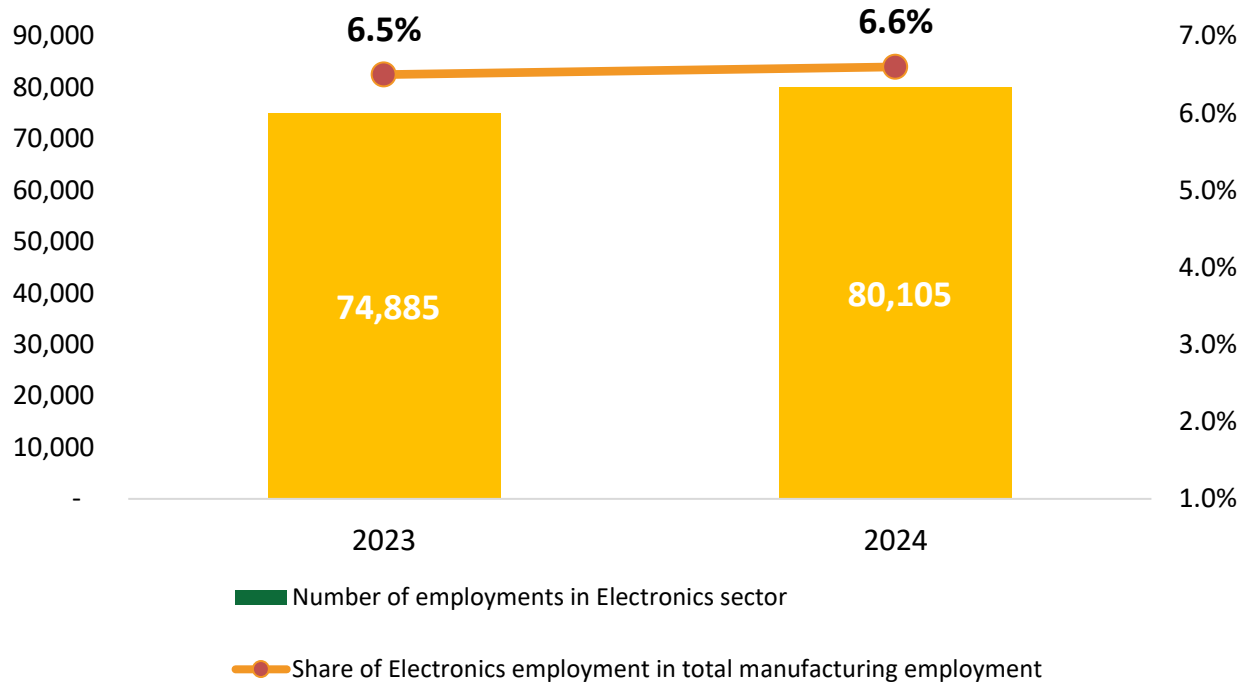


Data source: Ministry of Labour and Vocational Training

It should also be noted that the A&E Roadmap has set a target of creating 10,000 new jobs in the automotive sector in the year of the A&E Roadmap implementation. Meanwhile, the share of employment in this sector compared to the total manufacturing employment remained low, at around 0.2 % to 0.3 % in 2022-2024.

➢Electronics Sector

Figure 17: Employment in electronics sector (cumulative data)



Data Source: Ministry of Labour and Vocational Training

Figure 17 shows the number of employments in electronics sector and share of electronics employment in manufacturing employment from 2023-2024. The total number of employments in this sector increased by 5,220, equivalent to approximately 7% increase from 74,885 workforces in 2023 to 80,105 workforces in 2024. If this indicator maintains the same annual growth rate in subsequent years, the 2027 target of this indicator can be achieved successfully. It should be worth noted that the A&E Roadmap has set a target of creating approximately 16,000 new jobs in the year of A&E Roadmap implementation (2022-2027). Meanwhile, the share of employment in this sector in comparison with the total manufacturing employment increased slightly from 6.5% in 2023 to 6.6% in 2024.

Based on the figures of the above indicators, the objective 3 in 2022-2024 achieved remarkable progress. The total number of employments in automotive sector has been growing continuously with an annual growth rate of approximately 35% Between 2022-2024. However, this figure is still considerably low compared to the 2027 target and the total manufacturing employment. In such condition, it requires the most careful attention from relevant ministries and institutions aiming to achieve the 2027 target of the A&E Roadmap. Specifically, the number of employments in electronics sector has continued to increase after the introduction of the A&E Roadmap which is likely to achieve the 2027 target.

The performance of this objective 3 has shown growth in employment in both sectors, while the growth of employment in the automotive sector remains slow, requiring the Royal Government to continue making further efforts to implement response measures and invest in human resource development. This is to ensure that Cambodia has enough skilled labors to support the production chain in these sectors.

3.3.1. Evaluation of Intervention Area in Objective 3

The A&E Roadmap has put forward 5 measures under 1 intervention area, namely **Improving Human Capital and Innovation,** to support the achievement of this objective.

Intervention area 5: " Improving Human Capital and Innovation"

Improving human capital and innovation is an important intervention area set out by the A&E Roadmap to respond to the demand of skilled labor and to attract Cambodian technicians living abroad and migrant workers with relevant skills and experience in both sectors to return to work in Cambodia.

A total number of 20 indicators are set for the analysis of this intervention, but 2 indicators do not have the data available for analysis. The analysis of 18 indicators (see details in appendix 1) shows that nationwide training in both the automotive and electronics sector at technical and vocational education and training institutions, the number of students has increased continuously since before the A&E Roadmap was introduced and the trend continues to increase after the implementation of the A&E Roadmap, in which the most remarkable growth was in 2024. This reflects the interest of the workforces in both sectors as well as the attention of the government in every legislature to the development and training of human capital. In particular, the Royal Government of the Seventh legislature of the National Assembly has launched a priority program in vocational and technical skills training to train 1.5 million young people from poor and vulnerable families across the country, which has been implemented since the end of 2023. At the same time, the number of students graduated from training in both fields and got jobs within 3 months is the same with the number of students enrolled, except for the 2024 data, as some training programs have not yet been completed. In addition, the Ministry of Economy and Finance, through the Skills Development Fund, has also allocated an additional budget for improving the skills of the workforce in a number of priority sectors, including the automotive and electronics sectors, in collaboration with the Ministry of Labour and Vocational Training and the private sector.

However, employment creation in the automotive and electronics sectors through job matching services appears to be relatively small compared to the training. In this regard, information about job matching services in both sectors should be promoted and disseminated more widely. In order to balance the supply and demand of labor in these sectors. There were 46 skilled foreign workers in the automotive sector and 1,883 in the electronics sector in 2024, and these skilled foreign workers have been contributing to the development of these sectors and transferring technical knowledge to Cambodian workers. At the same time, the Royal Government should continue to encourage Cambodian youths to choose careers in both sectors, especially the electronics sector, to meet the job demands that require medium and high skill levels, aiming to reduce dependence on foreign skilled labor and to provide high-quality job opportunities to the people of Cambodia.

This intervention has 5 supporting measures, 3 of which have been fully implemented, and 2 measures are in progress.

3.3.2. Key Results and Implications of Objective 3

In conclusion, the result of increasing the number of employments in the automotive and electronics sectors has been **largely achieved**, with the number of employments in both sectors showing an upward trend in recent years. However, the employment in the automotive sector has not yet achieved the growth target of the A&E Roadmap, while the employment in the electronics sector has achieved significant growth. In particular, the share of employment in both sectors compared to the total manufacturing employment remains low, which requires the Royal Government to put in place more responsive measures and further invest in human resources development in both sectors to ensure that Cambodia has adequate skilled labor to support the production chain of these sectors, especially in the context that Cambodia receives new investment projects in both sectors every year.

To contribute to the increase of the workforces in the automotive and electronics sectors, the A&E Roadmap also focuses on Improving Human Capital and Innovation. The number of students receiving trainings in both sectors nationwide at technical and vocational education and training

institutions has been steadily increasing, along with the number of students graduated from training in both sectors and got employed within 3 months, with the exception of 2024 data, only because some training programs have not yet been completed. However, if we look at each sector, we see that the number of students in the automotive sector tends to be higher than those of the electronics sector, both in terms of enrollment and employment. Foreign workers with expertise in both fields have been contributing to the development of these sectors, and transferring technical skills to Cambodian workers. At the same time, the Royal Government should continue to promote human capital training in both sectors in order to meet the job demands that require medium and high skill levels.

Looking at the implementation aspect of the measures, among the total of 5 measures which supports the achievement of this objective **3**, 3 measures are fully completed, while 2 measures are in progress. And there are no measures that have not yet started.

4. Progress in Implementing Measures and the Private Sector Surveys

4.1. Progress in Implementing Measures

The A&E Roadmap has set out 20 measures having 7 ministries or institutions responsible for the implementation, including the Council for the Development of Cambodia, the Ministry of Commerce, the Ministry of Industry, Science, Technology & Innovation, the Ministry of Economy and Finance, the Ministry of Labour and Vocational Training , the Ministry of Mines and Energy, and the Ministry of Public Works and Transport. The 3 indicators used to track the progress of the measures namely fully implemented (green), in progress (yellow), and have not started (red), which the details on the implementation of measures is in Appendix 2.

Figure 18: Overall Progress in Implementing Measures

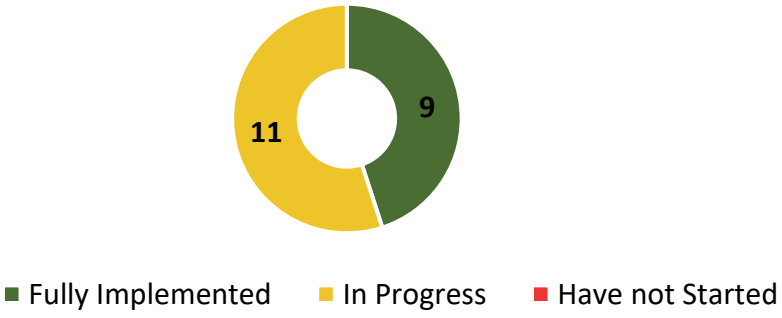


Figure 18 shows that out of the 20 measures, 9 measures (equivalent to 45%) were fully implemented, and 11 measures (equivalent to 55%) are in progress, and there isn't any measure that has not started yet. Overall, almost half of the measures have been fully implemented. This figure shows that the implementation of the A&E Roadmap within the first 2 years seems to have good progress, and for the almost half of the remaining measures will be able to be fully implemented in the next 3 years.

Figure 19: Progress in Implementing Measures by Objectives

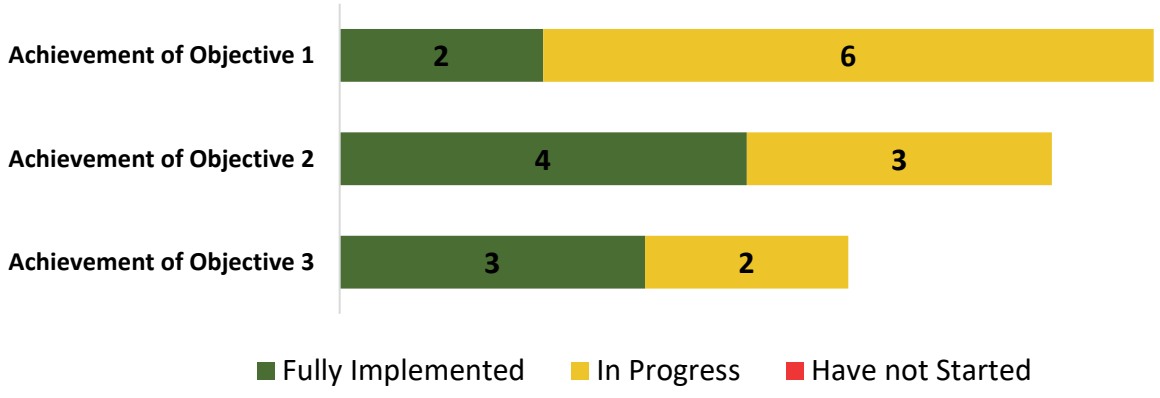


Figure 19 shows progress in implementing measures by each objective. Objective 1, "Increase investment in the automotive and electronics sectors", having 8 supporting measures; there are 2 measures. Among those that are fully implemented, 6 are in progress and there isn't any measure that has not started yet. Objective 2, "Increase exports in the automotive and electronics sectors" has 7 supporting measures. Among those, there are 4 measures that are fully implemented, and 3 measures are in progress. Objective 3, "Increase the number of workforces in the automotive and electronics sectors" having 5 supporting measures. Among those, there are 3 measures that are fully implemented, and 2 measures are in progress.

Figure 20: Progress in Implementing Measures by Ministries/Institutions

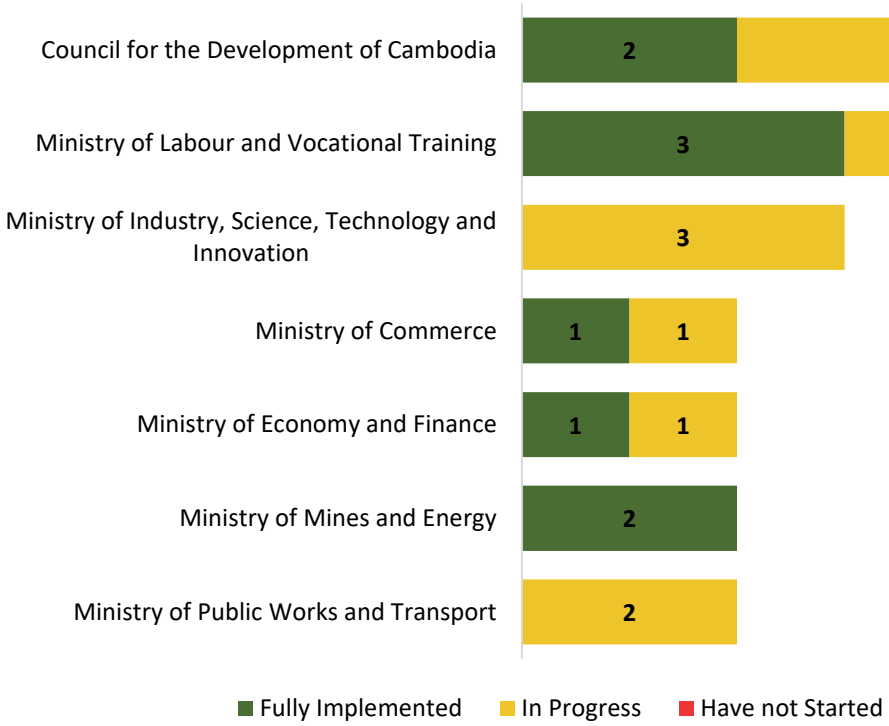


Figure 20 shows the progress of implementing the 20 measures by 7 ministries/institutions, namely:

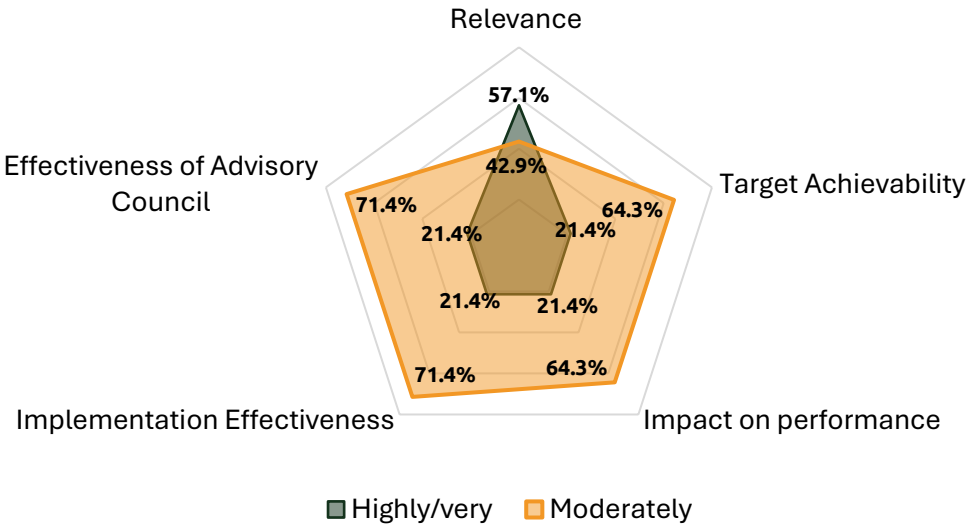
- The Council for the Development of Cambodia: Responsible for implementing 5 measures. Of those, 2 measures have been fully implemented, and 3 measures are in progress.
- Ministry of Labour and Vocational Training: Responsible for implementing 4 measures. Of those, 3 measures have been fully implemented, and 1 measure is in progress.
- Ministry of Industry, Science, Technology & Innovation: Responsible for implementing 3 measures, and all of the 3 measures are in progress.
- Ministry of Commerce: Responsible for implementing 2 measures. Of those, 1 measure has been fully implemented, and 1 measure is in progress.
- Ministry of Economy and Finance: Responsible for implementing 2 measures. Of those, 1 measure has been fully implemented, and 1 measure is in progress.
- Ministry of Mines and Energy: Responsible for implementing 2 measures, and both measures are fully implemented.
- Ministry of Public Works and Transportation: Responsible for implementing 2 measures, and both measures are in progress.

4.2. Survey Results

The survey aims to capture the views of 14 private sector advisory council members regarding the design and implementation of the A&E Roadmap, sectoral trends, and investment outlook. It should be noted that this section highlights only the key findings of the survey, while the full survey results are provided in Appendix 3.

Part 1- Survey Results on the Design and Implementation of the A&E Roadmap

Figure 21: Private sector perceptions on the preparation and implementation of the A&E Roadmap



Private sector respondents expressed their views on the design and implementation of the A&E Roadmap (Figure 21) as follows:

A. Design of the A&E Roadmap

- About 57% consider the A&E Roadmap highly relevant to their businesses, while about 43% consider it moderately relevant.
- About 21% view that export and job creation targets outlined in the A&E Roadmap are highly achievable, while about 64% believe that the targets are moderately achievable.

B. Implementation of the A&E Roadmap

- About 21% believe the A&E Roadmap has a strong impact on their business performance, while approximately 64% believe it has a moderate impact.
- About 21% equally consider both the overall implementation and Advisory Council to be very effective in promoting the development of the automotive and electronics sectors, while approximately 71% equally believe that they are moderately effective.

Private sector respondents provided key suggestions on how the Advisory Council could be improved to better support the growth of both sectors. These included incorporating additional private sector inputs, holding more discussions and monitoring progress on challenges raised, coordinating with relevant stakeholders, maintaining frequent contact with the private sector, adding more private sector members to the Advisory Council and encouraging them to participate more actively, sharing sector-relevant information, and requiring each co-chair to ensure that issues from their sector are raised and addressed with solutions. While some participants recommended regular meetings every six months, others suggested fewer meetings but with a focus on promoting effective implementation.

Figure 22: Private sector perceptions on the biggest gap between the A&E Roadmap vision and implementation

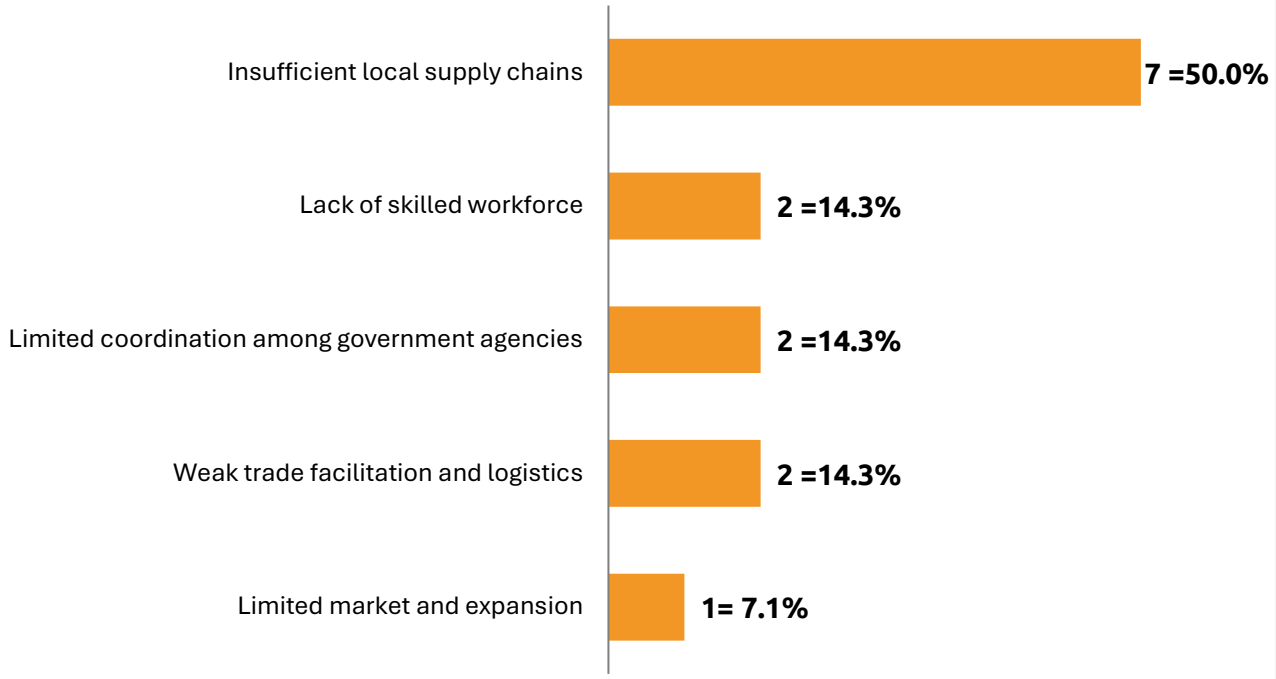


Figure 22 shows that 50% consider insufficient local supply chains as the biggest gap between the vision and implementation of the A&E Roadmap, while approximately 14% identify the lack of skilled labor, limited coordination among government agencies, and weak trade facilitation and logistics as the biggest gaps, and around 7% consider limited market expansion is the biggest gap.

At the same time, private sector respondents provided important suggestions on priorities the Royal Government could consider, if there is a formal review or update of the A&E Roadmap. These priorities, include developing industrial clusters or special economic zones for specific sectors, such as automotive, improving coordination among ministries and institutions, taking Environmental, Social, and Governance (ESG) considerations into account, strengthening local supply chains, enhancing trade facilitation and simplifying procedures, increasing transparency, increasing the number of labor and skilled workers, and facilitating investment in spare parts.

Figure 23: Areas improved as a result of the A&E Roadmap implementation

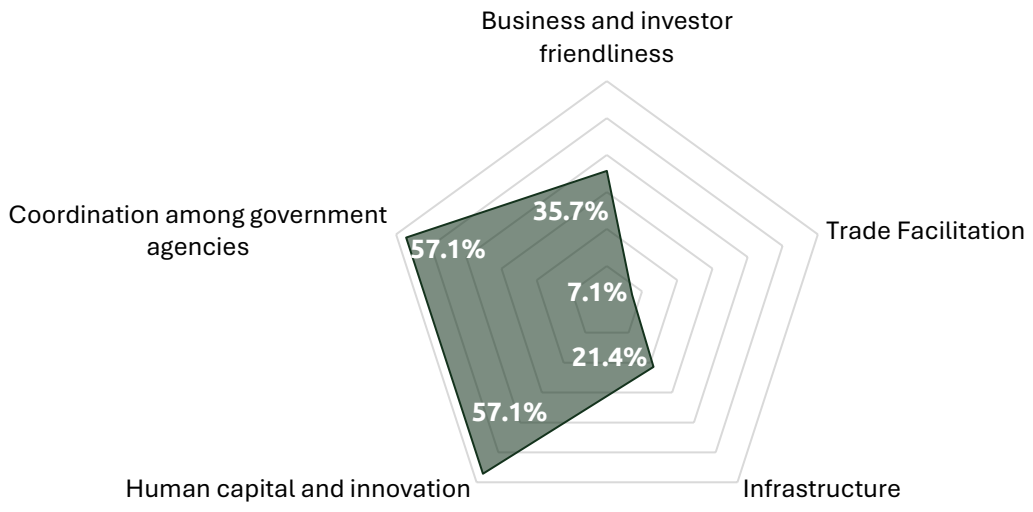


Figure 23 shows that approximately 57% respectively consider coordination among government agencies, as well as human capital and innovation, to have improved as a result of the A&E Roadmap's implementation. Meanwhile, around 36%, 21%, and 7% believe that the areas showing improvement are the business and investment climate, infrastructure, and trade facilitation, respectively.

Part 2- Survey results on investment trends and investment forecasts

Figure 24: Investment plans by Investors in the two sectors in Cambodia over the next 2 years

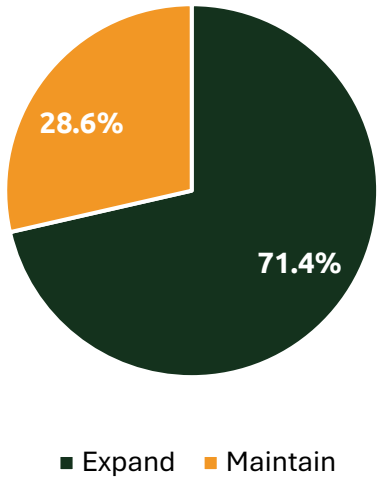


Figure 24 shows that approximately 71% plan to expand their investment, while 29% intend to maintain their current level of investment over the next two years.

At the same time, private sector respondents highlighted key trends that could affect their investments, including geopolitical factors; government policies, support, and facilitation; the simplification and shortening of procedures; technological factors; and tariffs and tariff barriers. Regarding the direction they would like to see the sectors take over the next 3–5 years, respondents pointed to a focus on high-value manufacturing, technology and advanced skills, increased local production, more investment in skill development, improved policy effectiveness, stricter licensing controls, and the delivery of high-quality and transparent public services. In particular, for the automotive sector, respondents emphasized increasing the local market share of locally made vehicles to 70%, producing locally manufactured vehicles at lower prices than imports, and generating at least 30,000 jobs.

Part 3- Summary

Overall, the survey results indicate that the A&E Roadmap is aligned with private sector expectations in both sectors, as the majority of respondents consider the A&E Roadmap highly relevant to their businesses, while viewing the export and job creation targets as moderately achievable. However, the majority of the respondents believe that, to fully realize the vision of the A&E Roadmap, greater focus should be placed on strengthening local supply chains. On the other hand, regarding the implementation of the A&E Roadmap, most respondents consider it effective and report a moderate impact on their businesses. At the same time, among the five areas that the A&E Roadmap aims to improve through the introduction of 20 initiatives, respondents assessed two areas—coordination among government agencies and human capital and innovation—as having shown improvement. In other words, the other three areas—business and investment environment, infrastructure, and trade facilitation—should be further strengthened. Despite this, all investors who participated in the survey still plan to expand or maintain their investment, with none planning to reduce it.

5. Challenges and Risks in the Automotive and Electronics Sectors

5.1. Challenges in Implementing the A&E Roadmap

Overall, in implementing the measures, the ministries and institutions have faced challenges, such as limited human resources, insufficient financial support, and low stakeholder participation in promoting common interests. They have also encountered difficulties in managing data and information systems, as well as in defining common procedures to implement the measures set forth by the A&E Roadman. Furthermore, multi-faceted coordination with relevant ministries and institutions, along with a lack of cooperation from neighboring countries, has posed additional challenges (see **Appendix 4** for details).

5.2. Challenges Raised by the Private Sector in the Automotive and Electronics Sectors

Investors in both sectors face several common challenges, including:

- Shortages of human resources and a mismatch between the supply and demand for skills, leading to difficulties in finding qualified labors that meets the actual production needs.
- The compliance burden and complexity of regulations, procedures, and bureaucratic processes in certain ministries and institutions.
- Difficulty in identifying local suppliers due to limited information on the supply market and an underdeveloped supply ecosystem.
- Disruptions in electricity supply and high electricity prices, which affect production processes and increase costs.
- Limited cargo handling and transfer capacity at international ports.
- Restrictions arising from more stringent rules of origin and quality standards compliances in some export markets.
- A lack of transparent and reliable market information[8], [9]making it difficult for investors to estimate and assess market demand, leading to hesitation in investing in Cambodia.
- Tariff and non-tariff barriers in export markets[10].
- The value chain is still at infant stage[11] and lack of investment in the production and processing of production materials such as production of copper, silicone , rubber, and glass, etc[12].

5.3. Risks

Graduation from Least Developed Country (LDC) status may result in Cambodia losing trade concessions, particularly for exports of automotive and electronic products to major markets. These include the Generalized System of Preferences (GSP) in the U.S. market, the Everything But Arms (EBA) preferential tariff scheme in the European Union market, and the GSP LDC-specific schemes. In addition to trade-related impacts, Cambodia may also face the loss of financial support, technical assistance, and preferential treatment in fulfilling its obligations as a member of international agreements and communities.

In addition, several major trends—such as ongoing geopolitical tensions, trade wars, and the increasing adoption of protectionist policies—have created barriers to international trade and disrupted global investment flows. These developments may also affect the inflow of foreign investment into Cambodia, the import of raw materials for production, and the export of automotive components and electronic equipment. At the same time, the development of both sectors in Cambodia may be further influenced by a slowdown in global economic growth, the restructuring of regional and global supply chains, tightening global financial conditions, and heightened attention to climate change and digitalization. Meanwhile, other ASEAN member countries are introducing increasingly favorable tax and non-tax incentives to attract investment and develop their automotive sectors (especially electric vehicles) and electronics. This could attract investment in both sectors, making them more competitive for Cambodia.

[8] Euro-cham White Book 2024
[9] Sector Brief Cambodia: Electrical and Electronic Equipment Industry
[10] Business Opportunities in Cambodia: The Electrical and Electronic Equipment Industry, GIZ
[11] Cambodia in the Electronics and Electrical Global Value Chains, CDRI
[12] ibid

6. Conclusions and Recommendations

The evaluation report on the implementation of the Cambodia Automotive and Electronic Sectors Development Roadmap was prepared to provide comprehensive information to relevant stakeholders on progress in both sectors. It also serves as a basis for ministries and institutions to accelerate the implementation of the remaining measures and to introduce additional measures to further advance the development of both sectors. In preparing this report, three key tools of the monitoring and evaluation framework were applied: intervention logic, logical frame, and report template format. In addition, findings from surveys and study visits to 20 companies across both sectors were incorporated.

Since the adoption of the A&E Roadmap two years ago, progress toward the three objectives has been uneven. Objective 1, "Increase investment activities in the automotive and electronics sectors," and Objective 2, "Increase exports in both sectors," are both evaluated as partially achieved. Objective 3, "Increase the labor force in the automotive and electronics sectors," is assessed as mostly achieved. Regarding the implementation of measures, of the 20 measures, 9 have been fully implemented, while 11 are currently being implemented.

Survey responses from the private sector indicate that achieving the vision of the A&E Roadmap will require a greater focus on strengthening local supply chains. Of the five areas where the A&E Roadmap is expected to drive improvement, two areas— (1) coordination among public institutions and (2) human resources and innovation—were evaluated by most respondents as having improved. In contrast, three areas— (1) business and investment climate, (2) infrastructure, and (3) trade facilitation—were identified as requiring further strengthening. Additionally, most surveyed investors express intentions to expand their investments, and some keep current operations, with no investors planning to reduce their investments.

In particular, during implementation, ministries and institutions reported multiple challenges that have affected the timely completion and effectiveness of certain measures. The private sector also identified ongoing operational challenges. Moreover, Cambodia's forthcoming graduation from LDC status, uncertainties in the global economic architecture, and the adoption of new incentive policies by neighboring countries also pose additional risks to the development of both sectors.

Based on the performance achievement of the three objectives, the survey findings, challenges raised by ministries, institutions, and the private sector, as well as the risks identified above, the following recommendations should be considered:

(1) Continue strengthening backward linkage industries by introducing additional measures to stimulate both supply and demand and to enhance the production capacity and supply standards of local enterprises.
(2) Continue promoting competitiveness and sector attractiveness, including by improving the electricity supply.
(3) Continue diversifying both sectors, with a particular focus on component manufacturing and assembly for export. This includes preparing relevant policy frameworks to support diversification and investment attraction, especially by amending the sub-decree for implementing the Law on Investment and other relevant regulations.
(4) Strengthen cooperation with bilateral and multilateral trading partners.
(5) Improve the alignment between labor supply and skill requirements by encouraging the private sector to clearly identify specific skill needs and by conducting regular surveys on workforce requirements in both sectors.

For the next phase, the Steering Committee should take the lead in (1) monitoring the adjustment of the measure "identify the location/special economic zone for the automotive and electronics clusters" to "introduce the location/special economic zone for the automotive and electronics clusters" with the encouragement and support from the Royal Government, especially in infrastructure development, to ensure the effective implementation of this measure; (2) adjusting or identifying indicators/milestones and timelines for completing the 11 ongoing measures, particularly those that are progressing slowly or not being implemented smoothly; (3) identifying new measures that replace

the 9 fully implemented measures, in order to address challenges and recommendations raised by private sector and continue to develop both sectors; and (4) providing guidance to the IDP's Secretariat in coordinating investment aftercare services and effectively promoting investment in both sectors to retain existing investors, encourage expansion, and attract new investments. Meanwhile, the CDC and all responsible ministries and institutions must intensify their efforts to fully and effectively implement the measures under the A&E Roadmap. The CDC will continue to regularly monitor the progress, which requires strong and close cooperation among ministries and institutions with high responsibility.

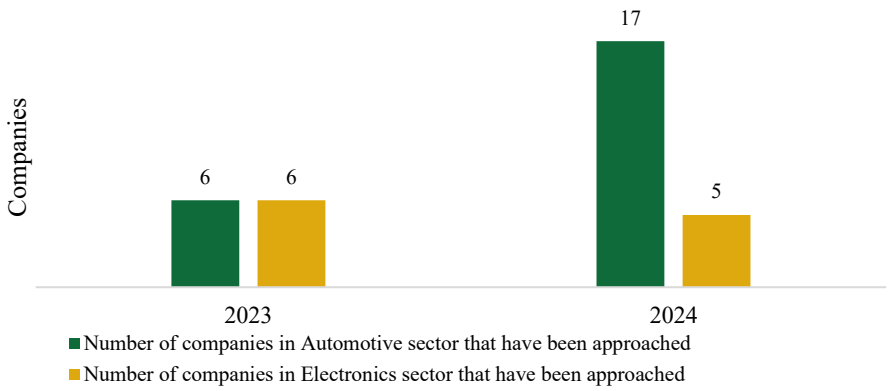
List of Abbreviations

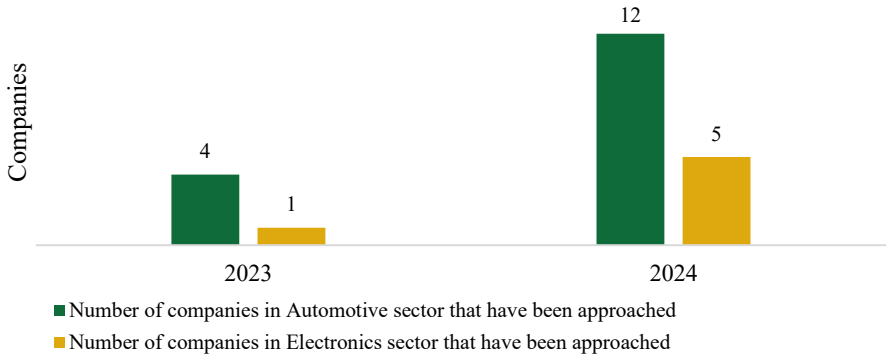
ASEAN	Association of Southeast Asian Nations
A&E Roadmap	Cambodia Automotive and Electronics Sectors Development Roadmap
CAGR	Compound Annual Growth Rate
CDC	Council for the Development of Cambodia
CDRI	Cambodia Development Resource Institute
EBA	Everything But Arms
ESG	Environment, Social and Governance
GIZ	Deutsche Gesellschaft for Internationale Zusammenarbeit
G-PSF	Government-Private Sector Forum
GSP	Generalized System of Preferences
I.A.	Intervention Area
IDP	Cambodia Industrial Development Policy
JICA	Japan International Cooperation Agency
LDC	Least Developed Country
LED	Light-Emitting Diode
PCB	Printed Circuit Board
RTF	Reporting Template Format

APPENDICES

Appendix 1:
Summary Table of the Performance in the Intervention Area and the Initiatives Implementation

I. Performance in the Intervention Area 1 "Improving business and investment environment"

<table>
<tr><th colspan="3">Intervention Area 1: " Business and investment environment"</th></tr>
<tr><td>Implementation</td><td colspan="2">This I.A. has a total of 6 measures: 2 measures are completed, and 4 measures are in progress.</td></tr>
<tr><td rowspan="2">Performance</td><td>1. Number of companies in Automotive and Electronics sector that have been approached</td><td>Figure 1
 

Source: Council for the Development of Cambodia</td></tr>
<tr><td>2. Number of flagship companies in Automotive and Electronics sector that have been approached</td><td>Figure 2
 

Source: Council for the Development of Cambodia</td></tr>
</table>

<table>
<tr><th colspan="2">Intervention Area 2: " Backward Linkage Industries "</th></tr>
<tr><td>Implementation</td><td>This I.A. has a total of 2 initiatives that are currently in progress.</td></tr>
</table>

II. Performance in the intervention area and the initiatives implementation of Objective 2 "Increasing exports in the automotive and electronics sectors"

Intervention Area 3: " Infrastructure "

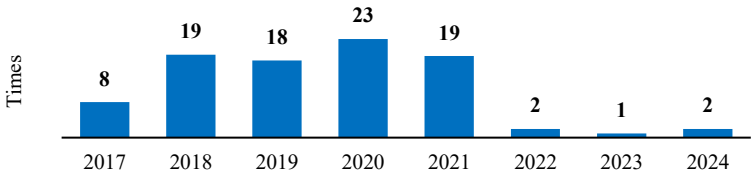
Implementation

This I.A. has a total of 4 initiatives. 2 initiatives are completed, and 2 initiatives are currently in progress.

Performance

1. Number of power outages in all special economic zones

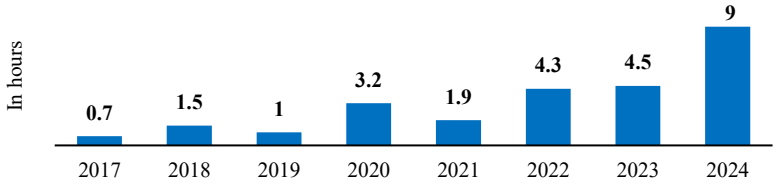
Figure 3



Source: Ministry of Mines and Energy

2. Duration of power outages in all special economic zones

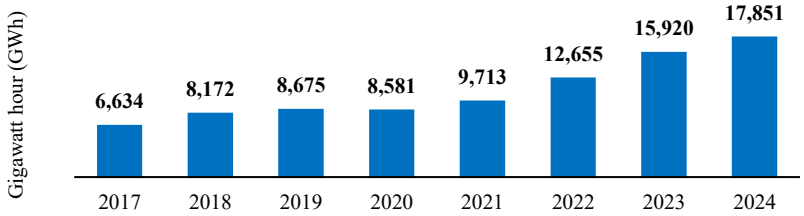
Figure 4



Source: Ministry of Mines and Energy

3. Electricity generation volume in Cambodia

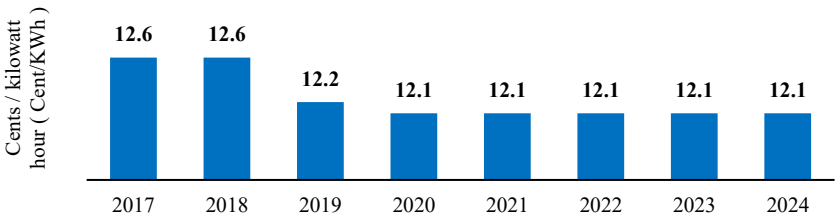
Figure 5



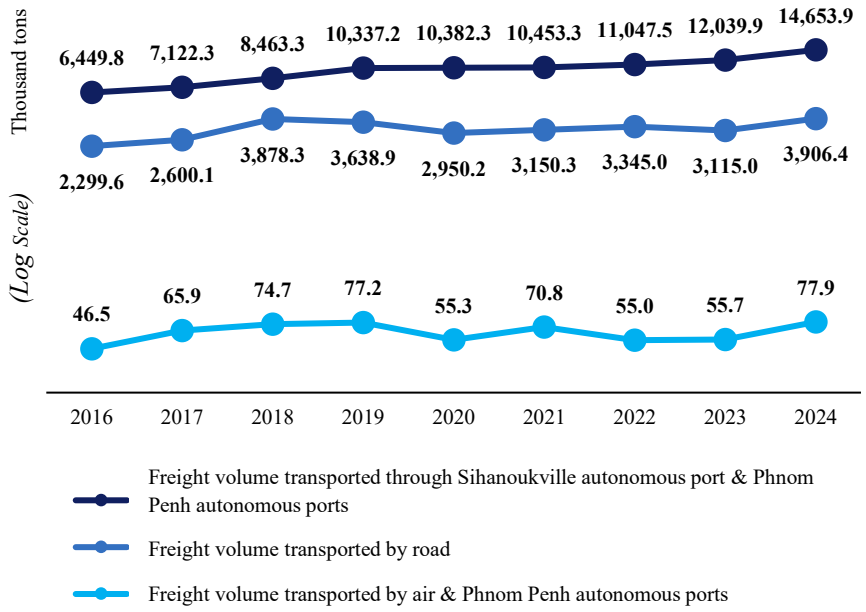
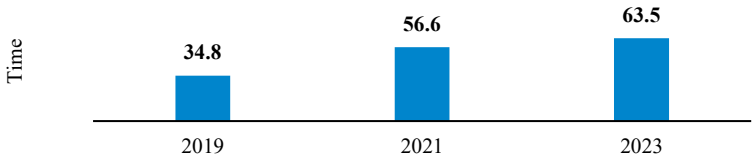
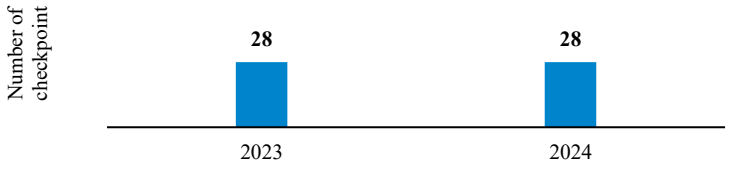
Source: Ministry of Mines and Energy

4. Average electricity price for industrial consumers (from substation)

Figure 6



Source: Ministry of Mines and Energy

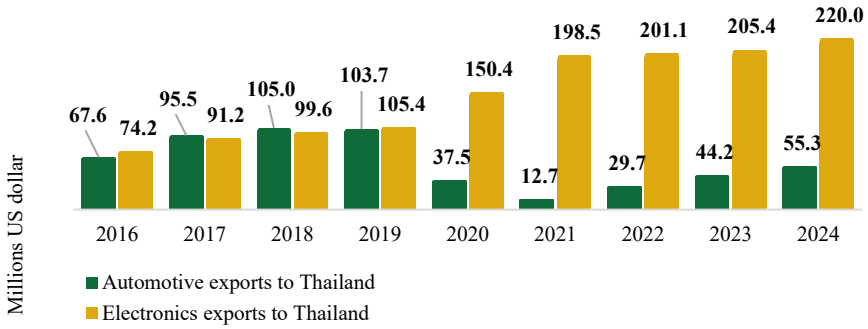
Performance	5. Freight volume transported by road, Sihanoukville Autonomous Port & Phnom Penh autonomous ports and air	Figure 7  Source: Ministry of Public Work and Transportation and State Secretariat of Civil Aviation
	6. Average import customs release time per shipment at land border checkpoints	Figure 8  Source: Time release study by JICA (2019, 2021 and 2023) ** ***Notes:*** - The average time calculation is based on data from JICA's time release study (2019, 2021, and 2023) - Land border checkpoints (Krong Bavet, Krong Poipet, Teng Lay dry port, and Phnom Penh Special Economic Zone) - No data available for Teng Lay dry port checkpoints for 2023.
	7. Number of official border checkpoints	Figure 9  Source: Ministry of Interior

Intervention Area 4: "Trade facilitation "	
Implemen-tation	This I.A. has a total of 3 initiatives. 2 initiatives are completed, and 1 initiative is in progress.

Performance

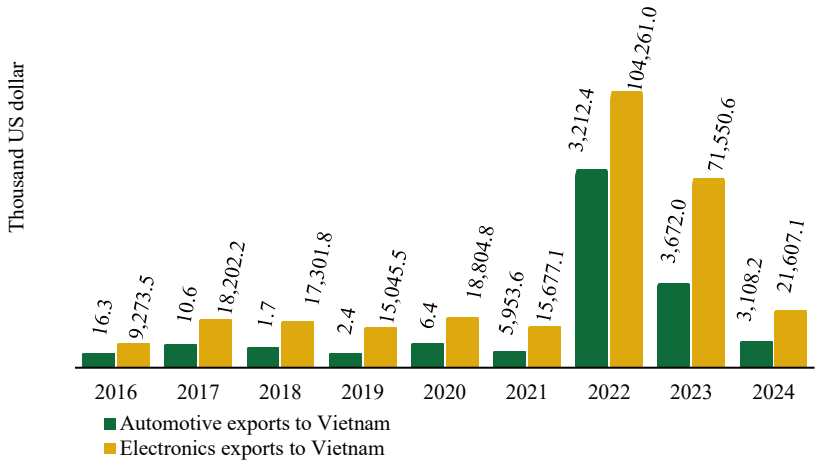
1. Automotive and Electronics exports to Thailand and Vietnam

Figure 10



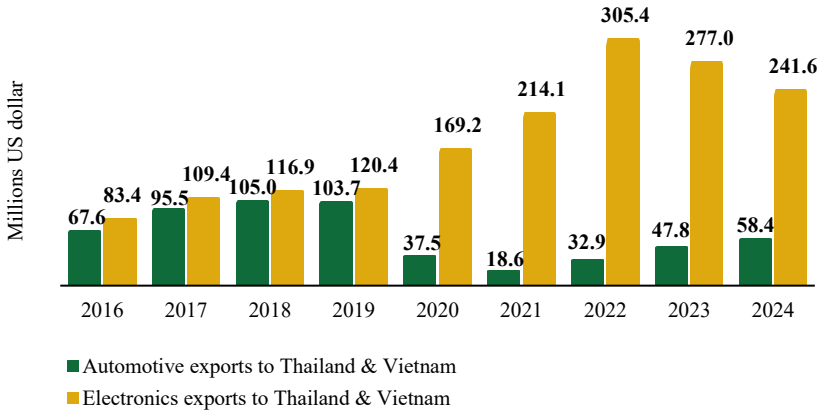
Source: General Department of Customs and Excise of Cambodia/ Ministry of Economy and Finance

Figure 11

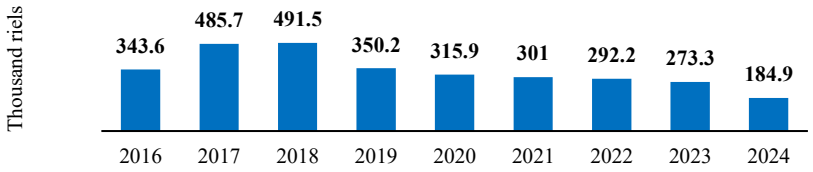
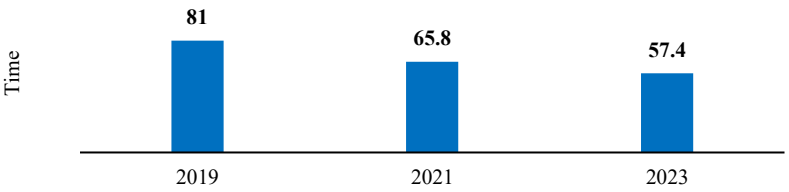
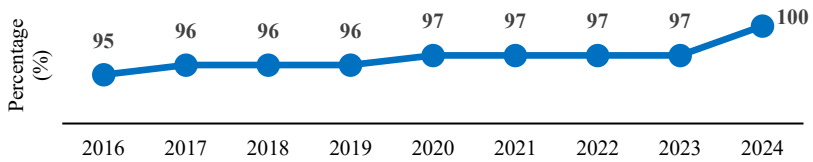
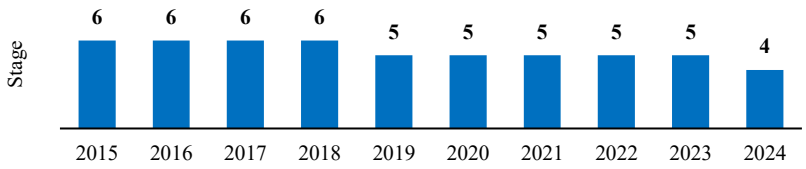


Source: General Department of Customs and Excise of Cambodia/ Ministry of Economy and Finance

Figure 12

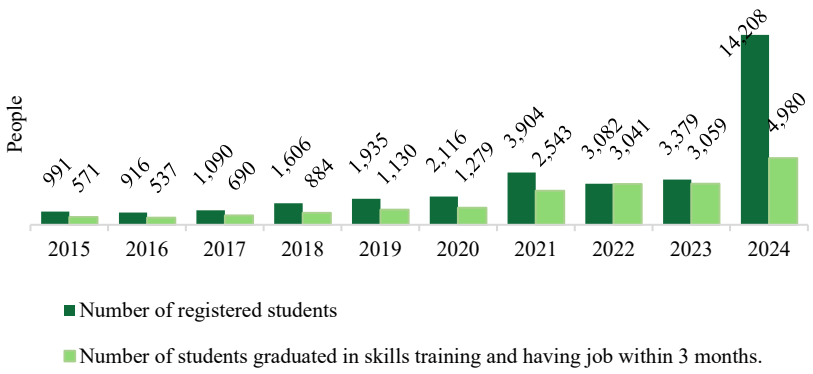
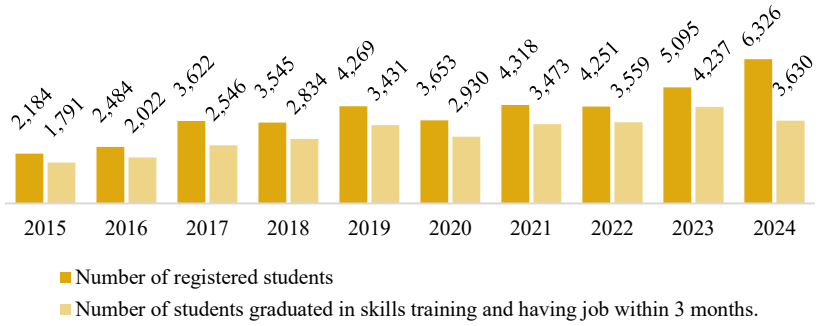
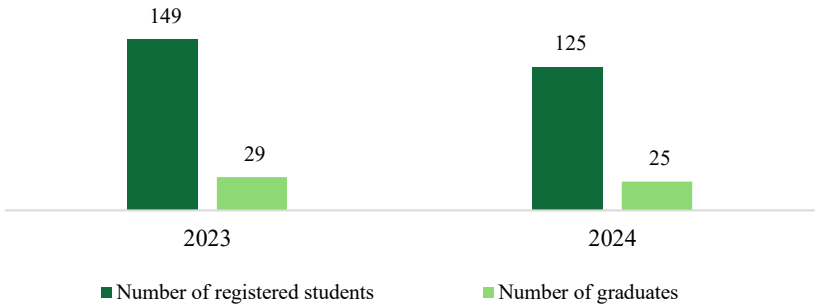


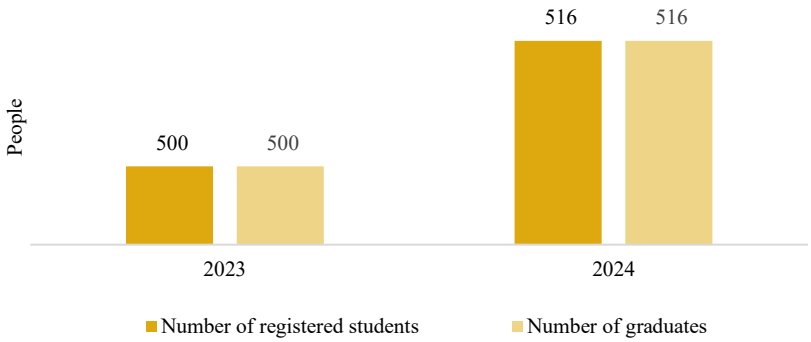
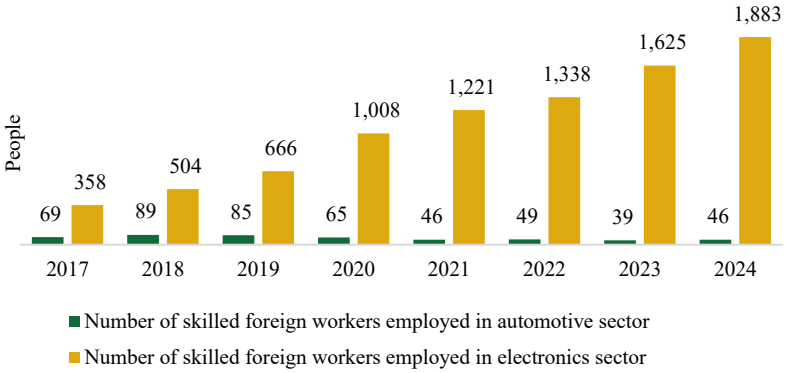
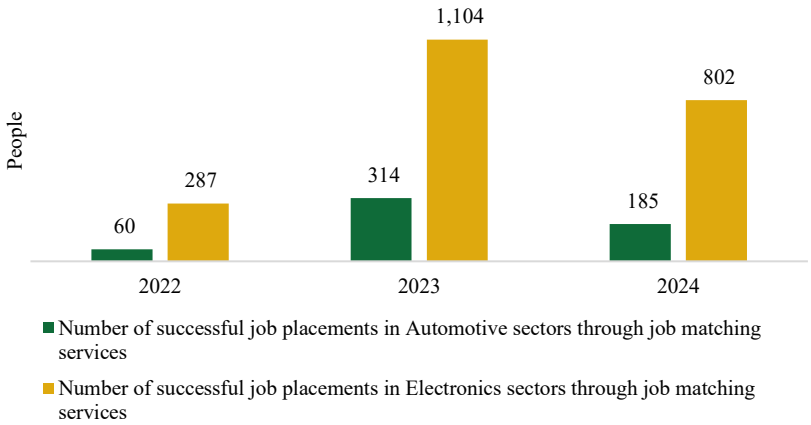
Source: General Department of Customs and Excise of Cambodia/ Ministry of Economy and Finance

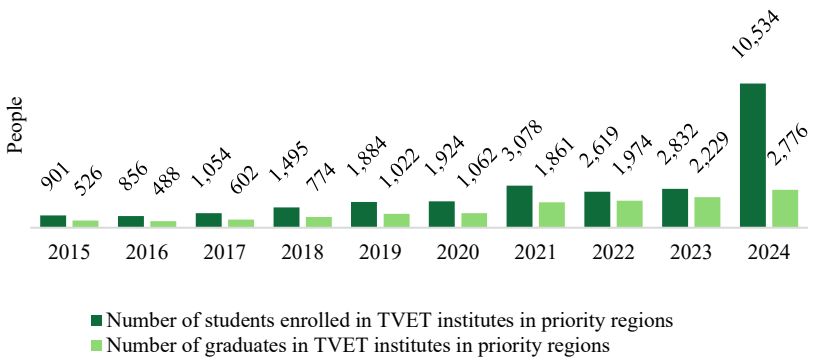
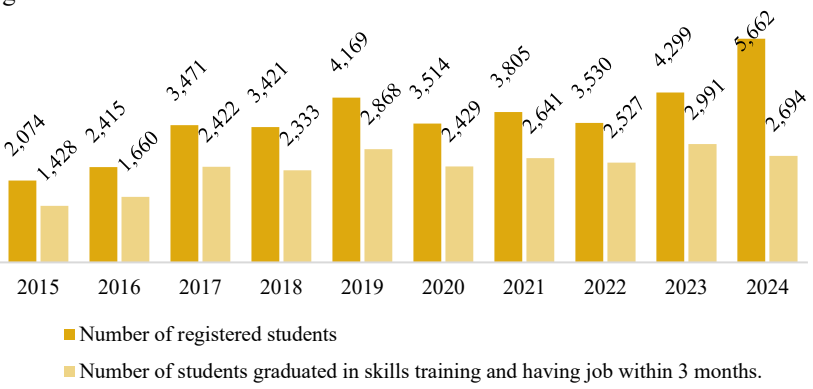
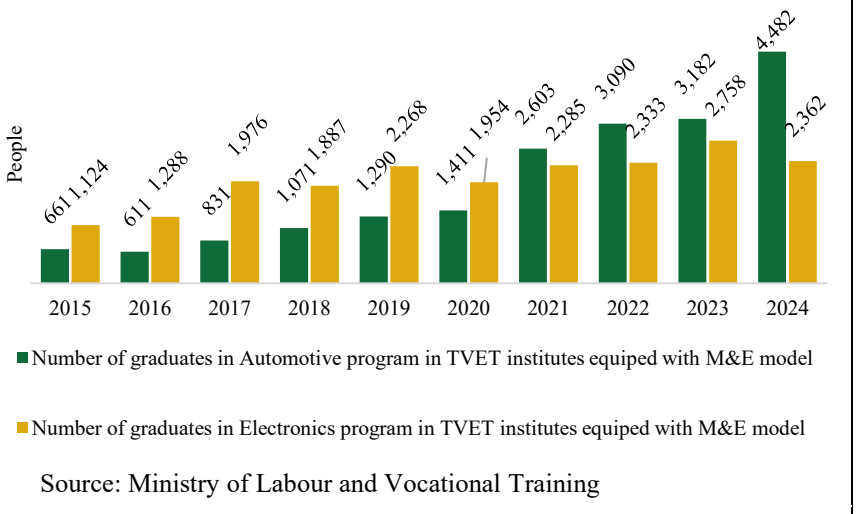
Performance	2. Average customs clearance cost per shipment	Figure 13  Source: General Department of Customs and Excise of Cambodia/ Ministry of Economy and Finance
	3. Average nationwide import customs release time per shipment	Figure 14  Source: Time release study by JICA (2019, 2021 and 2023) ** ***Note:*** - The average time calculation is based on data from JICA's time release study (2019, 2021, and 2023) - Land border checkpoint (Sihanoukville Autonomous Port, Phnom Penh Autonomous Port, Krong Bavet, Krong Poipet, Phnom Penh International Airport, Teng Lay dry port, and Phnom Penh Special Economic Zone) - No data available for Teng Lay dry port checkpoint for 2023.
	4. Percentage of custom-clearance process digitized or automated	Figure 15  Source: General Department of Customs and Excise of Cambodia/ Ministry of Economy and Finance
	5. Average number of steps per customs clearance process	Figure 16  Source: General Department of Customs and Excise of Cambodia/ Ministry of Economy and Finance

III. Achievements in policy interventions and implementing measures under Objective 3, " Increase the number of employments in the automotive and electronics sectors"

Intervention Area 5: "Improving Human Capital and Innovation"	
Implem-entation	This I.A. includes a total of 5 measures: 3 are completed and 2 are in progress.

Performance	1. Number of students registered in and graduated from Automotive sector training at Technical and Vocational Education and Training Institutions	Figure 17  Source: Ministry of Labour and Vocatonal Training
	2. Number of students registered in and graduated from Electronics sector training at Technical and Vocational Education and Training Institutions	Figure 18  Sorce: Ministry of Labour and Vocational Training
	3. Number of students enrolled in and graduated from Automotive labor upskilling program	Figure 19  Source: Skills Development Fund/Ministry of Economy and Finance

Performance	4. Number of students enrolled in and graduated from Electronics labor upskilling program	Figure 20  Source: Skills Development Fund/Ministry of Economy and Finance
	5. Number of skilled foreign workers employed in Automotive and Electronics sectors	Figure 21  Source: Ministry of Labour and Vocational Training
	6. Number of successful job placements in Automotive and Electronics sectors through job matching services	Figure 22  Source: Ministry of Labour and Vocational Training

Performance	7. Number of students enrolled in and graduated from Automotive manufacturing TVET program in priority regions having a job within 3 months	Figure 23  Source: Ministry of Labour and Vocational Training ** ***Note:*** Priority Areas (Phnom Penh, Kandal, Kampong Speu, Takeo, Pursat, Battambang, Banteay Meanchey, Svay Rieng)
	8. Number of students enrolled in and graduated from Electronics manufacturing TVET program in priority regions having a job within 3 months	Figure 24  Source: Ministry of Labour and Vocational Training ***Note:*** Priority Areas (Phnom Penh, Kandal, Kampong Speu, Takeo, Pursat, Battambang, Banteay Meanchey, Svay Rieng)
	9. Number of graduates in Automotive and Electronics program in TVET institutes equipped with M&E model	Figure 25  Source: Ministry of Labour and Vocational Training

Appendix 2
Progress Matrix of Implementating Measures

Responsible Ministries/Institutions	Policy Measures	Milestones	"Implementation Timeline (month/year)"	Progress
1. Council for the Development of Cambodia	1. Define vision, strategic framework, and action plan for the automotive and electronics sectors	1.1. Consult with line ministries and institutions on the draft Cambodia Automotive and Electronics Sectors Development Roadmap and seek endorsement from the Economic and Financial Policy Committee.	March to November 2022	**Fully implemented**
		1.2. Publish and disseminate this A&E Roadmap to investors and relevant stakeholders.	November 2022 to March 2023	**Fully implemented**
		1.3. Develop a framework for monitoring and evaluating the A&E Roadmap implementation.	January to December 2023	**Fully implemented**
	2. Establish the "Automotive and Electronics Sectors Development Advisory Council"	2.1. Pitch the council charter and the partnership approach to the private sector, starting with key business federations and high-potential partners.	May to July 2022	**Fully implemented**
		2.2. Conduct the 1st Advisory Council meeting to discuss priority areas to address in order to identify the target outcomes for immediate terms and develop work plan to follow up on priority areas.	June to August 2022	**Fully implemented**
		2.3. Prepare a legal framework, with defined objectives, composition, roles, and responsibilities, to establish the council to drive development strategy and these sectors' work plans.	September 2022 to January 2023	**Fully implemented**
		2.4. Conduct the 2nd Advisory Council meeting to disseminate the legal framework on the council establishment and to address other priority agendas.	January to March 2023	**Fully implemented**

	3. Strengthen proactive investors outreach	3.1. Include investor-relevant data (e.g., growth in foreign direct investment, improvement in electricity prices) into digital promotional tools for automotive and electronics investors.	Fourth quarter of 2022 to first quarter of 2023	**Fully implemented**
		3.2. Launch a broader investment campaign through websites and promote the automotive and electronics sectors to relevant diplomatic missions and business associations of target countries.	Fourth quarter of 2022 to first quarter of 2023	**Fully implemented**
		3.3. Create investment promotional videos portraying the growth of automotive and electronics sectors in Cambodia that tap the industrial linkages to the regional industrial hub.	Fourth quarter of 2022 to first quarter of 2023	**Fully implemented**
		3.4. Convene the investment promotion outreach activities through workshops to attract investments in automotive and electronics sectors.	Fourth quarter of 2022 to 2024 (could extend to subsequent years)	**In Progress**
		3.5. Strengthen investment facilitation mechanism to address investors' concerns throughout each phase of their investment project implementation.	Fourth quarter of 2022 to 2024 (could extend to subsequent years)	**In Progress**
	4. Identify locations/Special Economic Zones for Automotive and Electronics clusters	4.1. Define criteria to select suitable Special Economic Zones for automotive and electronics clusters.	Second quarter to third quarter of 2022	**Fully implemented**
		4.2. Prepare a preliminary concept note of potential Special Economic Zones for the automotive and electronics clusters.	Second quarter to third quarter of 2022	**Fully implemented**
		4.3. Identify key gaps to fill for shortlisted Special Economic Zones to compete in the region.	Second quarter to third quarter of 2022	**Fully implemented**
		4.4. Identify and outline Special Economic Zones for the automotive and electronics clusters.	Third quarter to fourth quarter of 2022	**In Progress**

		4.5. Develop policy measures to implement the automotive and electronics clusters.	Fourth quarter of 2022 to second quarter of 2023	**Have not Started**
		4.6. Implement and review progress of policy measures.	Third quarter 2023 to 2024 (could extend to subsequent years)	**Have not Started**
	5. Implement the Law on Investment of the Kingdom of Cambodia and key investor-friendly laws.	5.1. Draft and pass sub-decree on the implementation of the Law on Investment.	Fourth quarter of 2022 to first quarter of 2023	**Fully implemented**
		5.2. Draft and pass the Law on Special Economic Zones.	Fourth quarter of 2022 to first quarter of 2023	**In Progress**
		5.3. Draft and pass the sub-decree on the Implementation of the Law on Public-Private Partnerships.	Fourth quarter of 2022 to first quarter of 2023	**Fully implemented**
		5.4. Continue engaging with the private sector on the implementation of other investor-friendly laws and evaluate the effectiveness of the implementation.	Fourth quarter 2022 to 2025 (could extend to subsequent years)	**Fully implemented**
2. Ministry of Commerce	1. Establish Country-Plus Strategies	1.1. Collaborate with the private sector to identify priority areas for cooperation and develop mechanisms for cooperation with neighboring governments.	Third quarter to fourth quarter of 2023	**In Progress**
		1.2. Start collaboration and sign Memorandum of Understanding on cooperation with neighboring countries.	First quarter to fourth quarter of 2024	**In Progress**
		1.3. Implement cooperation initiatives.	Fourth quarter 2024 to 2025 (could extend to subsequent years)	**In Progress**
	2. Implement Free Trade Agreements (FTAs) and Trade Facilitation Plans	2.1. Annually review the implementation progress of key Free Trade Agreements such as the Cambodia-China Free Trade Agreement and	Fourth quarter 2022 to 2025	**In Progress**

		the Cambodia-South Korea Free Trade Agreement, etc.		
		2.2. Implement plans to increase investor awareness of new opportunities arising from Free Trade Agreements.	Fourth quarter 2022 to 2025	**In Progress**
		2.3. Implement the ratified Free Trade Agreements.	Fourth quarter 2022 to 2025 (could extend to subsequent years)	**In Progress**
		2.4. Sustainably implement trade facilitation measures (e.g., negotiations to simplify rules of origin and reduce non-tariff barriers).	Fourth quarter 2022 to 2025 (could extend to subsequent years)	**In Progress**
3. Ministry of Industry, Science, Technology and Innovation	1. Develop talent foreign and cambodian diaspora attraction plan	1.1. Assess the current situation on Cambodia's talent attraction and study international best practices and lessons learned from successful countries.	October 2022 to February 2023	**Fully implemented**
		1.2. Collaborate to create a plan to attract talented individuals and talented cambodian diaspora.	February to March 2023	**In Progress**
		1.3. Co-create incentive mechanism to attract talented individuals to Cambodia.	March to April 2023	**In Progress**
		1.4. Develop dialogue platform to connect talented individuals and the cambodian diaspora with the government and private sector.	April to June 2023	**Have not Started**
		1.5. Conduct outreach and dissemination program.	April to June 2023	**In Progress**
	2. Develop local Automotive and Electronics component suppliers match-making platform	2.1. Set a baseline for automotive and electronics component suppliers ecosystem and current pain points that hinder backward linkages.	Fourth quarter of 2022 to First quarter of 2023	**In Progress**
		2.2. Identify private sector partners, including two-wheeler and electronics components assemblers and component suppliers, to co-develop supplier match-making platform (mainly with the automotive working group of the	First quarter to second quarter of 2023	**In Progress**

		Institute of Standards of Cambodian and Investors).		
		2.3. Pitch, explore, and negotiate partnership with two-wheeler and electronics component assemblers to co-develop supplier match-making platform.	Second quarter to fourth quarter of 2023	**In Progress**
		2.4. Co-develop supplier match-matching platform (e.g., collate assembler requirements and supplier lists) with two-wheeler and electronics component assemblers.	Fourth quarter of 2023 to fourth quarter of 2024	**Have not Started**
		2.5. Implement and review the progress of the match-matching platform.	Fourth quarter 2024 to 2025 (could extend to subsequent years)	**Have not Started**
	3. Develop local Automotive and Electronics component supplier development program	3.1. Set a baseline for the automotive and electronics component suppliers ecosystem and current pain points that hinder backward linkages.	Fourth quarter of 2022 to first quarter of 2023	**In Progress**
		3.2 Identify private sector partners, including two-wheeler and electronics components assemblers and component suppliers, to co-develop a supplier development program (mainly with the automotive working group of the Institute of Standards of Cambodian and Investors).	First quarter to second quarter of 2023	**In Progress**
		3.3. Develop program plan with private sector partners (e.g., details of the quality improvement program, training and accreditation, and investment attraction measures, especially technical training programs between MISTI and MLVT)	Second quarter to third quarter of 2023	**In Progress**
		3.4. Develop quality improvement program and support training and accreditation.	Third quarter of 2023 to furth quarter of 2024	**Have not Started**

		3.5. Implement and review progress of quality improvement program.	Fourth quarter 2024 to 2025 (could extend to subsequent years)	**Have not Started**
4. Ministry of Economy and Finance	1. Attract and facilitate investment for flagship companies	1.1. Conduct a feasibility study to understand key needs, pain points, and major risks that flagship companies encountered in investment based on the best practices of other countries.	First quarter to fourth quarter of 2023	**In Progress**
		1.2. Consider putting forth measures that provide specific supports to the investment of flagship companies, in accordance with the results of the above study.	Fourth quarter of 2023 to second quarter of 2024	**In Progress**
		1.3. Disseminate these specific measures regularly to flagship companies directly.	Second quarter of 2024 to fourth quarter of 2025	**Have not Started**
	2. Simplify import and export procedures	2.1. Use the Customs-Private Partnership Mechanism and other Institutional-Private Partnership Mechanisms to identify the private sector sector's pain points to improve other inertias in order to reduce cost and time spent on export-import clearance.	2022 to 2025 (may be extended to subsequent years or may be applied on a regular basis)	**Fully implemented**
		2.2. Increase awareness of the private sector and strengthen compliance of law and regulations through trainings and dissemination of relevant laws and regulations,	2022 to 2025 (could extend to subsequent years or could implement on a regular basis)	**Fully implemented**
		2.3. Continue to improve clearance procedures through expansion of the automated system.	2022 to 2025 (could extend to subsequent years or could implement on a regular basis)	**Fully implemented**
5. Ministry of Labour and Vocational Training	1. Develop Automotive and Electronics labour	1.1. Evaluate the existing upskilling effort.	Second quarter to third quarter of 2022	**Fully implemented**

	upskilling program with the private sector	1.2. Identify private sector partners to co-develop labour upskilling program.	Second quarter to third quarter of 2022	**Fully implemented**
		1.3. Set up Sector Skills Council for automotive and electronics sectors.	Fourth quarter of 2022 to first quarter of 2023	**In Progress**
		1.4. Develop the Automotive and Electronics upskilling program by collaborating with the private sector (e.g., development of curriculum for skills in automotive and electronics sectors)	First quarter to fourth quarter of 2023	**Fully implemented**
		1.5. Launch Automotive and Electronics Labour Upskilling Program.	Third quarter to fourth quarter of 2023	**Fully implemented**
		1.6. Implement and review progress of Labour Upskilling Program.	Third quarter 2023 to 2024 (could extend to subsequent years)	**Fully implemented**
	2. Improve governance monitoring and evaluation of TVET schools	2.1. Design robust monitoring and evaluation improvement mechanisms (focused on automotive and electronics sectors).	First quarter to second quarter of 2023	**Fully implemented**
		2.2. Consult on the monitoring and evaluation mechanisms with relevant stakeholders (e.g., ministries, institutions, and TVET schools).	First quarter to second quarter of 2023	**Fully implemented**
		2.3. Launch new monitoring and evaluation model, including the establishment of a monitoring and evaluation unit.	Second quarter to third quarter 2023	**Fully implemented**
		2.4. Implement and review the new monitoring and evaluation model.	Third quarter to fourth quarter of 2023 (could extend to subsequent years)	**Fully implemented**

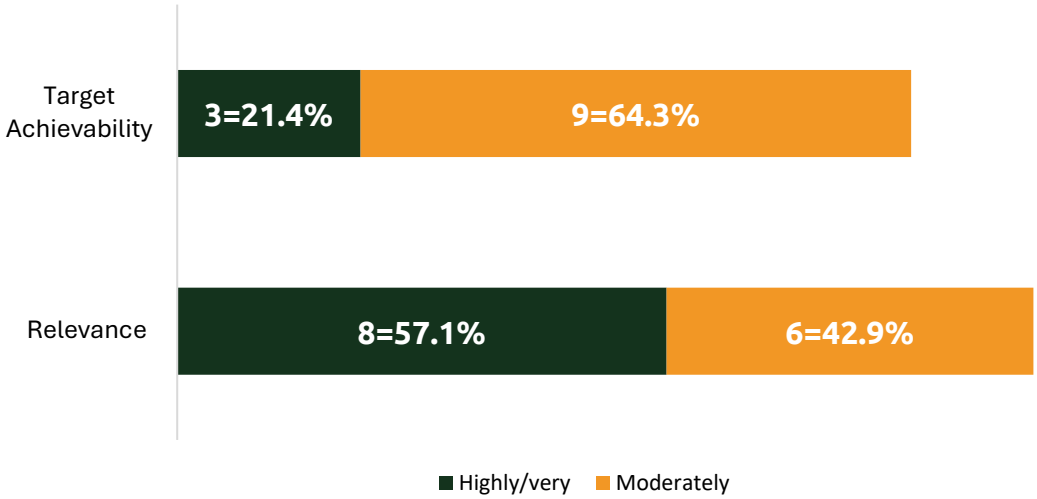
	3. Expand and strengthen job matching services through Public-Private Partnerships Mechanism	3.1. Expand the National Employment Agency outreach to automotive and electronics companies in Cambodia (particularly in rural areas) to identify and fulfill their recruitment needs.	First quarter to second quarter of 2023	**Fully implemented**
		3.2. Cooperate and engage interested automotive and electronics companies in Cambodia to match their recruitment needs with suitable TVET graduates and other job seekers.	Third quarter to Fourth quarter of 2023	**Fully implemented**
	4. Expand TVET schools in priority regions	4.1. Identify and shortlist priority areas that are underserved by TVET schools in the current situation and the future.	Second quarter to Third quarter of 2023	**Fully implemented**
		4.2. Complete feasibility study for strengthening and modernization TVET in the identified areas.	Third quarter to Fourth quarter of 2023	**Fully implemented**
		4.3. Pitch, explore, and negotiate partnership with potential partners (e.g., private sector and other development partners).	Third quarter to Fourth quarter of 2023	**Fully implemented**
		4.4. Secure partnership, strengthen and modernize TVET schools in the identified priority areas, and disseminate the progress to investors.	Fourth quarter 2023 to 2024 (could extend to subsequent years)	**Fully implemented**
6. Ministry of Mines and Energy	1. Implement the electricity infrastructure investment plan	1.1. Publish Power Development Master Plan.	Fourth quarter of 2022 to First quarter of 2023	**Fully implemented**
		1.2. Implement and review progress of electricity infrastructure investment in line with the Power Development Master Plan.	First quarter 2023 to 2024 (could extend to subsequent years)	**Fully implemented**
	2. Review electricity tariff targets and the sustainability of supply.	2.1. Cooperate with the Electricity Authority of Cambodia (EAC) and Electricite du Cambodge (EDC) to develop internal inputs on feasible targets for tariff reduction and strengthen the	Fourth quarter 2022 to First quarter of 2023	**Fully implemented**

		sustainability of supply as a starting point for discussion with the private sector.		
		2.2. Conduct regular meetings with EAC, EDC, and the private sector on electricity tariff and the sustainability of supply competitiveness whether it would affect their cost structures and investment calculus.	Fourth quarter 2022 to First quarter of 2023	**Fully implemented**
		2.3. Regularly review the targets based on (1) capability and (2) impacts on investor calculus.	Fourth quarter 2022 to First quarter of 2023	**Fully implemented**
		2.4. Implement plans to achieve targets and review progress of the targets.	Fourth quarter 2022 to Fourth quarter of 2023 (could extend to subsequent years)	**Fully implemented**
7. Ministry of Public Works and Transport	1. Implement transport infrastructure development plan	1.1. Implement key development road projects in line with the Master Plan on Intermodal Transport Connectivity and Logistics System including the Phnom Penh-Sihanoukville expressway, Phnom Penh Third Ring Road, National Road No.5, and National Road No.48.	Fourth quarter 2022 to 2023	**In Progress**
		1.2. Launch a new Stung Bot border checkpoint in line with the Master Plan on Intermodal Transport Connectivity and Logistics System.	Fourth quarter 2023 to First quarter of 2024	**Fully implemented**
		1.3. Launch Multi-Modal Phnom Penh Logistics Complex.	Fourth quarter 2023 to First quarter of 2024	**In Progress**
		1.4. Implement sustainably and review the progress of infrastructure investments.	Fourth quarter 2023 to First quarter of 2024	**Have not Started**

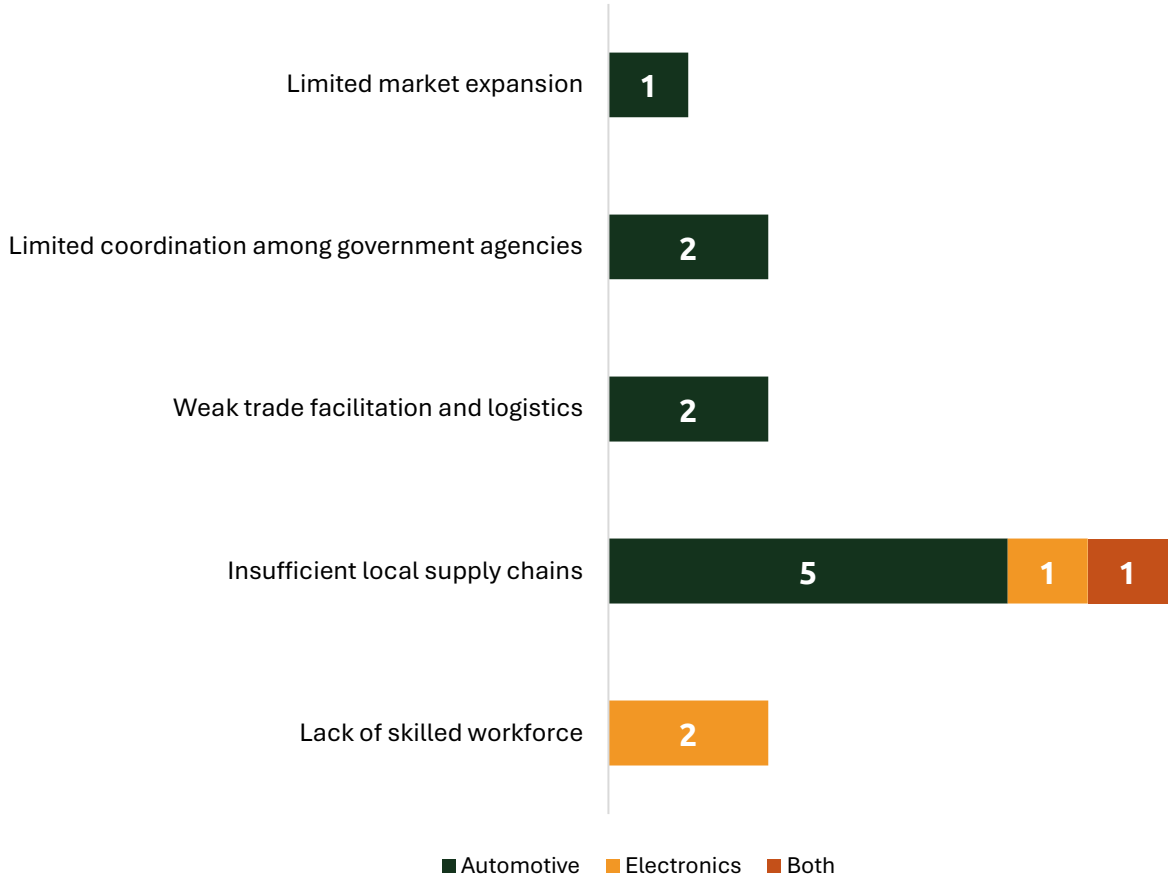
			(could extend to subsequent years)	
	2. Harmonize regulations on cross-border land transport with neighboring countries.	2.1. Create a longlist of regulations to land transport that contribute to high cross-border logistics costs, starting from general issues such as truck licences, crossing time and congestion at the border gate along with private sector's inputs.	Fourth quarter 2022 to First quarter of 2023	**In Progress**
		2.2. Prioritize regulations to address issues based on their impacts on investors.	First quarter to Second quarter 2023	**Have not Started**
		2.3. Engage with neighboring governments to harmonize on the restrictions of transport and review the impacts on per-shipment costs at least once per year.	Second quarter 2023 to 2024 (could extend to subsequent years)	**In Progress**

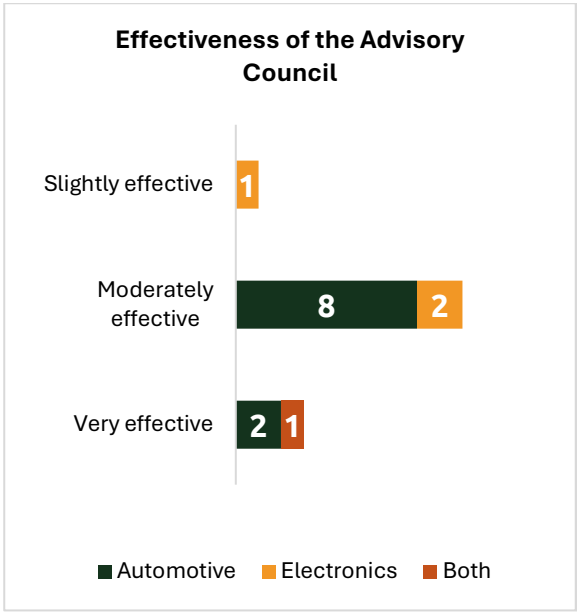
Appendix 3
Detailed results of the private sector survey

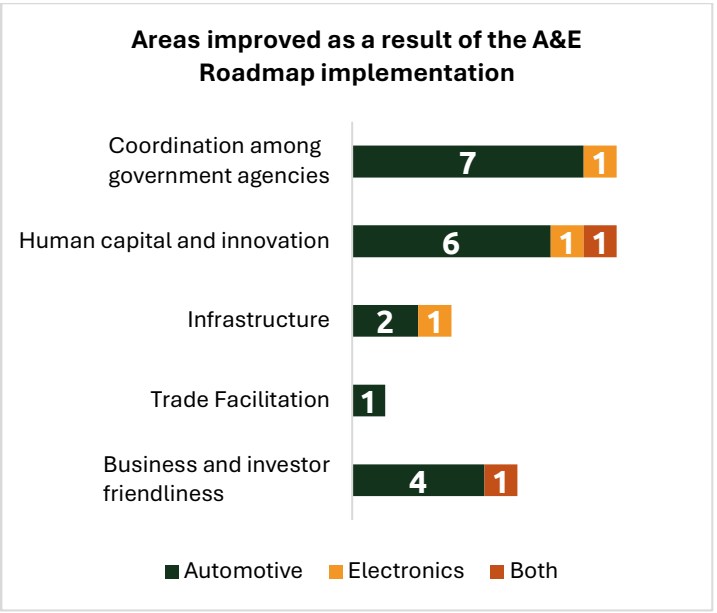
Private sector perceptions on the relevance of the A&E Roadmap and achievability of the targets stipulated in the A&E Roadmap

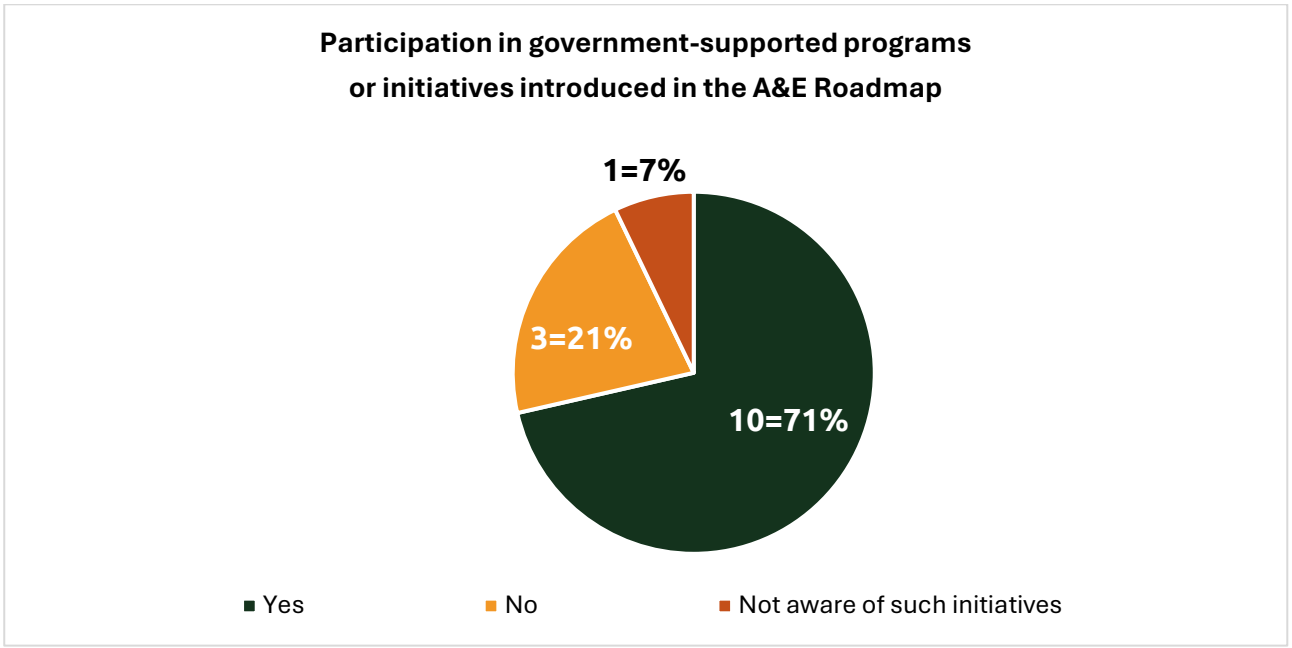


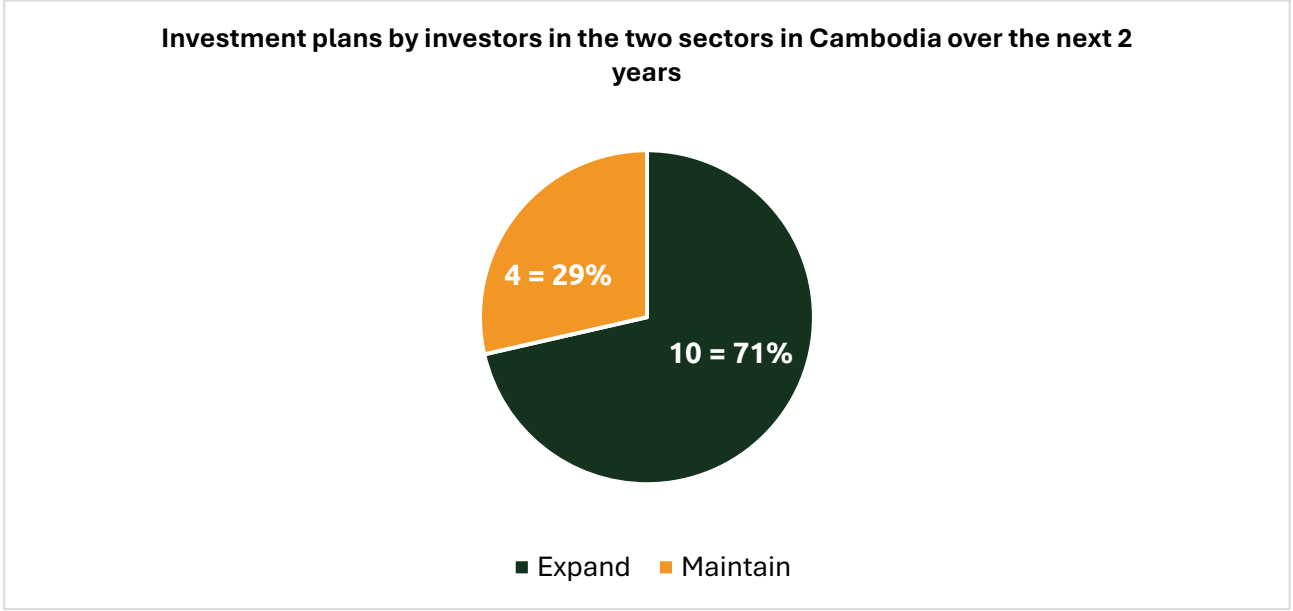
The biggest gap between the A&E Roadmap vision and implementation




Effectiveness of the Advisory Council
Slightly effective
1
Moderately effective
8
2
Very effective
2
1
Automotive
Electronics
Both


Areas improved as a result of the A&E Roadmap implementation
Coordination among government agencies
7
1
Human capital and innovation
6
1
1
Infrastructure
2
1
Trade Facilitation
1
Business and investor friendliness
4
1
Automotive
Electronics
Both


Participation in government-supported programs or initiatives introduced in the A&E Roadmap
1=7%
3=21%
10=71%
Yes
No
Not aware of such initiatives


Investment plans by investors in the two sectors in Cambodia over the next 2 years
4 = 29%
10 = 71%
Expand
Maintain

Appendix 4
Challenges of Implementing the A&E Roadmap

Measure	Milestone	Challenge	Request
Ministry of Labour and Vocational Training			
Measure 7: Develop Automotive and Electronics Labor Upskilling Program with the private sector	**Milestone 3:** Set up Sector Skills Council for automotive and electronics sectors.	- Difficulty in managing data and information systems - Lack of resources to operate - Lack of participation and promotion of benefits - The Secretariat lacks staffs who can fully perform their duties.	Request additional support to the Secretariat
Measure 10: Expand and strengthen job matching services through Public-Private Partnerships Mechanism	**Milestone 2:** Cooperate with interested automotive and electronics companies in Cambodia to match their recruitment needs with suitable TVET graduates and other job seekers.		
Ministry of Industry, Science, Technology and Innovation			
Measure 9: Develop talent foreign and cambodian diaspora attraction plan	**Milestone 1:** Assess the current situation on Cambodia talent attraction and study international best practices and lessons learned from successful countries.	Using internal resources to develop, which leads to delays in the preparation compared to the introduced agenda.	Prepare clear support mechanisms in order to fully implement the milestones of each policy measure
	Milestone 2: Collaborate to create a plan to attract talented individuals and talented cambodians diaspora.	Using internal resources to develop, which leads to delays in the preparation compared to the introduced agenda.	Prepare clear support mechanisms in order to fully implement the milestones of each policy measure
	Milestone 3: Co-create incentive mechanism to attract talented individuals to Cambodia.	Requires further coordination with relevant inter-ministerial bodies to achieve a clear and comprehensive mechanism	Prepare clear support mechanisms in order to fully implement the milestones of each policy measure
	Milestone 4: Develop dialogue platform to connect talented	No request has been made to develop this platform within Cambodian framework	Prepare clear support mechanisms in order to fully implement the milestones of each policy measure

	individuals and cambodian diaspora with the government and private sector.		
	Milestone 5: Conduct outreach and dissemination program.	1) Lacks of lecturers and 2) Fund	1) training the trainers and fund
Measure 19: Develop local Automotive and Electronics component suppliers match-making platform	**Milestone 1:** Set baseline for the automotive and electronics component suppliers ecosystem and current pain points that hinder backward linkages.	1) The dissemination of regulations and standards is at an underserved level, 2) Lack of technical regulation.	1) Conduct broader dissemination of regulations and standards, 2) Prepare technical regulation and update
	Milestone 2: Identify private sector partners, including two-wheeler and electronics components assemblers and component suppliers to co-develop supplier match-making platform (mainly with automotive working group of the Institute of Standards of Cambodian and Investors).	The standard doesn't comply with the requirements of the local automotive assemblers.	Match-making workshops for automotive and two-wheeler assemblers and local automotive SME component manufacturers
	Milestone 3: Pitch, explore, and negotiate partnership with two-wheeler and electronics component assembles to co-develop supplier match-making platform.	The pitch is at an underserved level	Conduct match-making forum between automotive assemblers and SMEs-backward linkage
Measure 20: Develop local Automotive and Electronics component supplier development program	**Milestone 1:** Set baseline for automotive and electronics component suppliers ecosystem and current pain points that hinder backward linkages.	1) The dissemination of regulations and standards are at an underserved level, 2) Lack of technical regulation.	1) Conduct broader dissemination of regulations and standards, 2) Continue preparing technical regulation and update
	Milestone 2: Identify private sector partners, including two-wheeler and electronics components assemblers and component suppliers to co-develop supplier development program (mainly with automotive working group of the Institute of Standards of Cambodian and Investors).	The standard doesn't comply with the requirements of the local automotive assemblers.	Match-making workshops for automotive and two-wheeler assemblers and local automotive SME component manufacturers

	Milestone 3: Develop program plan with private sector partners (e.g., details of quality improvement program, training and accreditation, investment attraction measures, especially technical training programs between MISTI and MLVT)	The pitch is at an underserved level	Conduct match-making forum between automotive assemblers and SMEs-backward linkage
Ministry of Public Works and Transport			
Measure 15: Harmonize regulations on cross-border land transport with neighboring countries.	**Milestone 3:** Engage with neighboring governments to harmonize the restrictions on transport and review the impacts on per-shipment costs at least once per year.	- Requested a bilateral meeting with Vietnamese party to promote the development of Phnom Penh-Bavet-Moc Bai-Ho Chi Minh City rail link and identify common grounds, but have not received a response yet. - Since 2024, the Ministry of Public Works and Transport has requested to meet with the Vietnamese party within the framework of the joint determinate location working group connecting expressway between the two countries many times, but the Vietnamese party has not provided any official response yet. - The two parties have not operated the shipping transaction yet. - Crossing the border via Cambodian and Thai rail link (Poipet-Aranyaprathet) - The two parties have not agreed on the contents of the Draft Bilateral Agreement across the Cambodia-Thailand border	- Request to expedite the procedure, select the connection point of the Phnom Penh-Bavet-Mok Bai-Ho Chi Minh City expressway - Enhance joint operations on cross-border rail link transportation and connected trains between Cambodian and Thai - Enhance Draft Bilateral Agreement across the Cambodia-Thailand border

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