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**Country Partnership Strategy  
for the Kingdom of Cambodia  
2012-2015**

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**Republic of Korea**  
December 2012

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## **Executive Summary**

Until the 2007-08 financial crisis, the Kingdom of Cambodia (henceforth referred to as “Cambodia”) maintained very impressive levels of annual economic growth, nearing 10% growth rate on average for almost a decade. However, Cambodia continues to face significant challenges in terms of poverty rates, quality of physical infrastructure, and the need to strengthen public services and governance.

This Country Partnership Strategy (CPS) details how the Republic of Korea (henceforth referred to as “Korea”) intends to assist Cambodia in its efforts to achieve its development objectives. It outlines the volume of assistance and the sectors supported. Korea’s ODA has expanded in recent years, supporting projects in economic and social sectors such as transportation, public administration, and water resources management. The strategy, which is in accordance with aid effectiveness principles, is anchored in strong planning procedures. Support is aligned around the priorities of the Cambodian Government, and has been coordinated with other donors. To ensure this, the strategy has a strong accountability dimension, with actions monitored and outcomes evaluated.

On that basis, the strategy will evolve over the period of its implementation (2012-2015) to take into account new priorities and lessons of evaluation findings. In short, the strategy provides a concise account of Korea’s overall policy direction for its development cooperation with Cambodia.

## **I. Introduction**

1. This Country Partnership Strategy (CPS) for Cambodia aims to provide Korea's overall policy direction for its development assistance to Cambodia. It outlines Korea's proposed partnership programs for its development assistance to Cambodia for 2012-2015.

2. The Strategy will contribute to successful cooperation in implementing Cambodia's Rectangular Strategy-Phase II (RS) further elaborated in the National Strategic Development Plan (NSDP) and other sectoral strategies. This will ultimately contribute to balanced and sustainable growth, as well as to the poverty reduction efforts of Cambodia, while enhancing friendly relations, exchanges and cooperation between the two countries.

3. The Strategy is prepared based upon mutual understanding and respect, and aims to enhance development effectiveness by sharing with Cambodia Korea's own development experience relevant to the development needs of Cambodia.

4. Korea, as a member country of Development Assistance Committee (DAC), the Organization for Economic Co-operation and Development (OECD), intends to fully integrate the good practices of international development cooperation into this Strategy. Through this strategy, Korea intends to enhance effectiveness and overcome fragmentation by strengthening the inter-linkage among various implementing organizations in Korea and clarifying their responsibilities, while expanding cooperation with other development partners.

5. By defining the role and contribution of Korea's ODA, this Strategy will increase predictability while reducing administrative costs by delivering a systematic and coherent approach to ODA.

6. To allow timely amendments in accordance with the changing environment both inside and outside Cambodia, the Strategy will be reviewed on a regular basis and revised according to the findings and consultations between the two countries.

## **II. Cambodia's Development Status and Challenges**

7. Until the 2007-08 financial crisis, Cambodia maintained very impressive levels of annual economic growth, nearing a 10% growth rate on average for almost a decade. However, Cambodia continues to face significant challenges in terms of poverty rates, quality of physical infrastructure, and the need to strengthen public services and governance.

8. A large majority of the country's poor people are especially concentrated in rural provinces, and it is these areas that are most vulnerable to the consequences of high rates of poverty due to limited access to infrastructure, education and health services, an underdeveloped agricultural industry, and exposure to the negative effects of climate change.

9. According to the Cambodia Millennium Development Goals' (CMDG) progress monitoring results, Cambodia has been slow in achieving its targets related to poverty reduction, maternal and child health, and environmental sustainability.

10. Cambodia's RS and NSDP Update 2009-2013 is the country's strategic framework that provides direction for its development efforts and public financial management.

11. Centered on good governance, the four main areas of focus are enhancement of the agriculture sector; further rehabilitation and construction of physical infrastructure; private sector development and employment generation; and capacity building and human resources development. The NSDP operationalizes this.

12. Cambodia is actively striving for greater integration into the regional and international community through multilateral forums, particularly the Association of Southeast Asian Nations (ASEAN). Much remains to be done to achieve economic and social development, and the Royal Government is committed to meeting these challenges.

13. While Cambodia takes part in the multilateral efforts to cope with transnational issues such as climate change, transportation infrastructure, and disease control, the country is still among the poorest in the region and ranks low in the Human Development Index annually published by the United Nations Development Program (139 out of 187 countries in 2011).

14. To achieve stable and sustainable growth, Cambodia is committed to developing and carrying out effective strategies for both economic and social development, while also establishing solid governance.

15. The focal point of the strategy, therefore, will be to support Cambodia in its efforts to overcome the barriers outlined above in order to achieve poverty reduction and sustainable growth. For this, on the basis of NSDP and other sectoral strategies, Korea will become more engaged in core areas where the country is deemed to have a comparative advantage, and will share its development experience with Cambodia.

16. Recognizing the hard earned achievements of Cambodia and its resilience during the global financial crisis, Korea will pursue more knowledge-sharing activities and private sector development across all the priority areas of cooperation.

17. Korea will effectively cooperate with various development partners that are active in Cambodia to enhance the effectiveness of its aid to Cambodia.

### III. Korea's ODA to Cambodia

#### A. Overview 2007-2011

18. Over the last five years ('07-'11), Korea committed about \$182 million in loans, while providing a total of \$74 million in grants. Annually, this amounts to \$36 million new commitment in loans and \$15 million in grants on an annual basis. The volume of grants has steadily increased in recent years except in the year '09.

**[Table 1] ROK's ODA to Cambodia '07-'11**

(Unit: USD million)

Year		2007	2008	2009	2010	2011	Total
Loan	(Net Disbursement)	24.64	21.40	9.44	18.50	39.09	113.07
	(Approved)	-	59.96	29.94	39.70	52.54	182.14
Grant (Net Disbursement)		10.64	13.40	7.97	19.09	23.14	74.24
Sum		35.28	34.80	17.41	37.59	62.23	255.53

\*Source: KOICA/KEXIMBANK statistics

19. By sector, assistance to industry and energy mainly comprising infrastructure (roads) projects, accounted for approximately 81% of the total ODA volume during the '07-'11 period. Other sectors include education, administration and rural development.

**[Table 2] ROK's ODA to Cambodia by sector '07-'11**

(Unit: USD millions)

Sector		Adminis- -tration	Educati- -on	Others	Relief	Rural Develop- -ment	Health	Industry &Energy	Total
Loan	Net Disbursement	27.27	-	6.86	-	-	-	79.05	113.07
	Approved	-	-	-	-	-	-	182.14	182.14
Grant (Net Disbursement)		9.68	12.61	4.56	1.14	9.31	7.72	16.02	61.04
Sum (%)		3.98%	5.18%	1.88%	0.47%	3.83%	3.17%	81.49%	100%

\*Grant only includes KOICA's (Korea International Cooperation Agency) activities.

20. Grants were implemented in the form of projects, invitational training programs held in Korea, dispatch of volunteers and others.

**[Table 3] Korea's assistance provided to Cambodia by type '07-'11**

(Unit: USD million (No. of cases and/or people))

Category	Project	Training by Invitation	Volunteers	Development Research	Assistance to NGOs	Others
Loan	182.14 (6)	-	-	-	-	-
Grant*	33.87 (21)	3.87 (787)	13.85 (872)	4.31 (6)	3.54 (41)	1.6

\*Grant only includes KOICA's (Korea International Cooperation Agency) activities.

21. By region, assistance has been focused in and around the Siem Reap area (38%) and Phnom Penh (35.6%). Assistance has been executed nationwide (24%) as well. Assistance to the eastern, western and other central regions of the county has been relatively small in scale.

**[Table 4] ROK's ODA to Cambodia by sector '07-'11**

(Unit: USD millions)

Region	Adminis-tration		Education		Others		Relief		Rural Develop-ment		Health		Industry & Energy		Total (%)
	L	G	L	G	L	G	L	G	L	G	L	G	L	G	
North (Banteay/Oddar Meanchey)															
Northwest (Battambang/Siem Reap)					0.22							2.29	78.6	10.52	91.63 (37.7)
Central (Kampong Chhnang/Kampong Cham)					1.96				4.39		1.25				7.60 (3.1%)
South (Phnom Penh area/Kampot)		1.35		2.24	0.45								82.5		86.54 (35.6%)
National etc.		8.33		10.37	1.93		1.14		4.92		4.18	21.0	5.50		57.37 (23.6%)
<b>Total</b>	<b>9.68</b>		<b>12.61</b>		<b>4.56</b>		<b>1.14</b>		<b>9.31</b>		<b>7.72</b>		<b>198.12</b>		<b>243.14</b>

\*L: Loans, G: Grants

\*Source: The table was created based on EDCF, KOICA statistics (Loan according to the year committed, grants according to the finishing year of bilateral projects and development research)

## **B. Priority Areas for 2012-2015**

22. The goal is to contribute to Cambodia's achievement of sustainable growth and poverty reduction by cooperating to achieve the CMDGs and successfully implement the NSDP, thereby further strengthening friendly relations between the two countries. As Cambodia is a priority partner country for Korea, Korea plans to assist Cambodia in the country's process of transforming its political, economic, and social structure over the long run.

23. The assistance plan for 2012-2015 will focus on four sectors (Agricultural and Rural Development, Transportation and Green Energy Infrastructure, Human Resources Development (TVET), Health and Medical Services). The criteria considered in the process of selecting these priority sectors include Cambodia's NDP, sectoral plans, results of policy consultations between the two countries, Korea's comparative advantage, and co-ordination with other development partners.

24. Korea adopted a whole of government approach to establish an integrated cooperation strategy at the inter-governmental level based on the principles of efficiency, sustainability, and harmonization.

### **B.1 Agricultural and Rural Development**

**Provide support to improve agricultural productivity, diversification, and water resources management to ensure food security, poverty reduction, and economic growth**

#### **B.1.1 Goal of Korea's Contribution**

25. In regard to agricultural and rural development, Cambodia has a comprehensive set of policy directions set out in NSDP which aims to improve rural infrastructure and agricultural productivity, and promote agricultural diversification and export. The Policy Paper for Paddy Production and Rice Export Promotion aims to establish Cambodia as a key rice exporter in the global market, and the Strategy for Agriculture and Water 2010-2013 aims to boost production, income, and employment in agriculture, and increase access to irrigation.

26. Korea will continue to contribute to establishing basic infrastructure for irrigation and cultivation and transferring relevant technologies in order to increase rural income and reduce rural poverty. It will also cooperate with Cambodia to enhance rice productivity to boost household income and agricultural productivity, while also contributing to institutional capacity building, relevant human resources development, and private sector development to strengthen the agricultural value chain.

27. The basic direction for this sector is to work on aligning mid- and long-term strategies with Cambodia's national policies and joint working plans of development partners. More cooperation with private sector resources and partners in the activities related with policy making and trade will be sought.



28. Cross-cutting themes such as gender, poverty reduction, and climate change will be given serious consideration for the projects in this sector for the following reasons:

- **Gender:** Approximately 80% of women in rural areas manage food production, and 65% of women are peasants (of which more than half are illiterate and have received education up to or below the elementary school level). Therefore, it is vital to involve more women in trade and SME activities in the field of agricultural production.
- **Poverty reduction:** In Cambodia, rural poverty amounts to 40-45% (10-15% in Phnom Penh, 60% in some provinces surrounding Tonle Sap) of the total population. Particularly for the rural population without land, it is essential to create employment opportunities through the farming and processing industries.
- **Climate change:** The Mekong River basin is exposed to dangers caused by climate change, such as flooding and the rise in sea levels. The provision of adequate research and concrete measures to effectively tackle the impact of climate change is necessary.

#### *B.1.2 Implementation Plan*

29. **Provide support for institutions and capacity building to enhance efficiency and effectiveness of agriculture/agribusiness**

- Contribute to establishing an agricultural investment promotion agency through joint research. Building on this, measures to attract more public and private investment in the sector will be sought. Technical assistance, and policy advisory and capacity building programs will be provided to boost Cambodia's capability in dealing with these issues.

30. **Provide support to establish rural infrastructure and water resources management facilities**

- To improve market access and increase capacity for effective agricultural practices, support rural infrastructure such as roads, irrigation, and processing and storage facilities.

31. **Launch a pilot project for comprehensive and sustainable rural development**

- A pilot project that combines policy and a master plan for development, infrastructure establishment, technical assistance, and other follow-up measures could be launched.

## B.2 *Transportation and Green Energy Infrastructure*

**Contribute to the construction of transportation facilities and green energy infrastructure to promote regional economic integration, balanced development of the country, and an environmentally-friendly, sustainable basis for growth**

### *B.2.1 Goal of Korea's Contribution*

32. Expanding road and electricity infrastructure, improving related systems and building capacity are a key priority of Cambodia's NSDP. Korea will contribute to Cambodia's efforts to achieve the goals described in NSDP relating to the expansion of paved road, in addition to institution and capacity building in the field of transportation infrastructure including roads, railways, and aviation. Expanding electricity infrastructure and building related capacity through pilot projects in green energy such as solar and small hydropower energy is also a key priority.

33. In the long term, large-scale transportation projects will be considered under a multi-donor funding arrangement. Existing projects and smaller-scale projects in rural areas will be carried out independently along with system improvements and capacity building activities. Projects will undergo a rigorous social and environmental impact assessment and, when necessary, be accompanied by a suitable relocation plan to prevent the exacerbation of regional poverty levels. Joint research and information sharing will be pursued in the field of green energy such as solar power, small hydropower, and biomass for pilot projects.

### *B.2.2 Implementation Plan*

#### **34. Provide support for capacity building in transportation infrastructure development, management and maintenance**

- Comprehensive capacity building through a master plan for development, transfer of technology, policy advisory services in management, maintenance and related systems development.
- Strengthen issue-oriented training through invitation programs and implement capacity building measures related with existing projects.
- For large scale non-road transport infrastructure such as railways and aviation, seek measures to connect loan projects with prior grant projects such as the master plan for development and education center establishment.

#### **35. Contribute to the rehabilitation and construction of transportation infrastructure for regional economic integration and balanced national development**

- While fully considering the development needs of Cambodia, focus on the Mekong region and rural areas for economic ripple effects and poverty reduction.
- Support improvement of highways and national roads to increase access to

basic services, and promote trade and regional economic development.

**36. Provide support to expand electricity infrastructure through green energy development**

- Support relevant systems and capacity building through knowledge sharing and technology transfer in addition to green energy pilot projects.
- Contribute to improving electrical systems at local levels through hydropower energy development.

*B.3 Human Resources Development (including TVET)*

**Support the training of highly skilled workers through systems and infrastructure building, especially focusing on skilled labor forces that meet labor market demands and create employment, to ultimately boost national competitiveness**

*B.3.1 Goal of Korea's contribution*

37. Cambodia has several related policy documents in this field, including NSDP (build TVET capacity targeting poverty reduction), NTDP 2008, and ESP 2009-2013 (subprogram 1.7: Technical and Vocational Education Expansion, and Program 2: Development of Education Technical Training, Higher Education and Science Research).

38. Korea will contribute to Cambodia's efforts to achieve its policy goals through several projects, including human resources development based at the HRD center in Phnom Penh, and will work to produce coherent and effective strategies for advanced human resources development in accordance with master plans relating to science and information technology. Korea will also contribute to building strategies and providing infrastructure in the field of technical and vocational education and training.

39. The first step will focus on developing mid- and long-term strategies and blueprints for advanced human resources development, so that they may be used for future project development. Cooperation and coordination among relevant authorities of Cambodia and other development partners will be prioritized.

40. While making efforts to raise awareness on TVET, Korea will help promote cooperation between TVET schools and industries so that education may lead to employment opportunities, based on thorough research of regional and industrial background.

### *B.3.2 Implementation Plan*

#### **41. Provide support for policy and institution building related to TVET**

- Cooperate with key development partners as well as Cambodian authorities when forming mid- and long-term strategies.
- Support policy development and research to establish academia-industry relationship that will allow skilled labor force to find employment opportunities.

#### **42. Provide support for infrastructure and capacity building for education**

- Cultivate projects that meet regional needs in priority cooperation areas such as agriculture, education facilities, and equipment.
- Support training of teachers by providing advice for developing systems for teacher certification, employment, and curriculum.
- For major universities of Cambodia, support long-term degree education in TVET.
- Increase dispatch of experts for management and curriculum development, while strengthening cooperation between technical colleges and research institutes of Cambodia and Korea.

#### **43. Provide support for strategy building and capacity building in science, technology and IT**

- Support capacity building of relevant Cambodian authorities by dispatching experts to provide policy consulting services and invitational training programs.
- Support capacity building for the development of appropriate technology.

### *B.4 Health and medical sector*

**Contribute to resolving inequality and imbalance in the healthcare and medical sector by improving access to and quality of healthcare services, especially focusing on maternal and child healthcare**

#### *B.4.1 Goal of Korea's contribution*

44. Cambodia has several priority actions outlined in this field according to NSDP and the Health Strategic Plan 2008-2013, but maternal and child health is a top priority as it is described in the Fast Track Initiative Road Map for Reducing Maternal & New Born Mortality. Taking this into consideration, Korea will contribute to strengthening basic healthcare services and increasing the poor's access to such services, while developing systematic policy- and program-based approach through consultations with relevant authorities and other development partners. In the future, if deemed appropriate, making a contribution to improving sectoral governance through sectoral budget support

will be considered.

45. Korea's current assistance to Cambodia, which focuses on hospital infrastructure building, will gradually be shifted to program-based support, human capacity building, mid- and long-term system building, and policy improvement. For example, Korea's participation in the next phase will be considered after careful review of the implementation and monitoring results of the Second Health Sector Support Project (HSSP) 2009-2013. Increasing access to basic healthcare services especially in poor rural areas will continue to be pursued. Measures to boost development effectiveness by promoting mid- and long-term cooperation with private actors of Korea such as universities and hospitals and matching them with Cambodian counterparts will also be pursued.

#### ***B.4.2 Implementation Plan***

#### **46. Provide support to strengthen services and access for the poor**

- Support projects that improve access to basic healthcare services, especially focusing on the area of maternal and child healthcare.
- Seek to connect Korean education, research institutes and public and private hospitals, and NGOs with existing projects to improve capacity building and post-project management.
- For sustainability and improved access to medical services by the poor, consider providing support through the next phase of HSSP or through the Health Equity Fund.

#### **47. Provide support to improve sector governance**

- Increase inputs related to raising local awareness, education, and administrative capacity building when designing projects.
- Seek to contribute at macro and policy level through participation in the Health Technical Working Group and other possible program-based approaches.

#### **48. Provide support to strengthen capacity of healthcare workforce**

- Support capacity building of basic healthcare services workforce and healthcare policy makers.
- Develop mid- and long-term training programs in cooperation with key hospitals and universities.

### **C. Cross-cutting Issues**

49. Korea will make a concerted effort to integrate cross-cutting issues, such as gender equality and environmental sustainability, into the policy development process at the project initiation, formation and evaluation stages. This includes strengthening the strategic connection of cross-cutting issues in each project to comprehensively improve related CMDGs such as CMDG3 (promote gender equality and empower women) and CMDG5 (improve maternal health), focusing on building the basis for sustainable development in consideration of possible environmental effects that could be caused by rapid development and/or climate change in Cambodia, and providing invitational training programs related to cross-cutting issues.

50. When forming programs in each priority area, inputs such as guaranteeing women's participation, statistical gender analysis, and women's organizations will be included to ensure gender equality. Gender mainstreaming in priority areas such as agricultural and rural development, human resources development, as well as health and medical services will be enforced.

51. Also, a strategic environmental assessment and environmental impact assessment will be conducted to evaluate each program's impact on the environment and local population. The assessments will be carried out especially for bigger scale infrastructure projects concerning road construction and energy. Capacity building for coping with climate change effects in water and other natural resources management and livelihood measures for the poor and vulnerable will also be pursued.

52. Regarding governance, Korea will endeavor to improve policy coherence and effectiveness to overcome fragmentation of relevant authorities when designing projects for policy advice or master plan establishment. Findings will be given consideration when executing the projects after monitoring the results of governance-related programs such as NPAR, D&D reform, PFM reform, and legal and judicial reform programs.

#### IV. Implementation

54. In order to improve efficiency in managing ODA for Cambodia, staff in local offices will be strengthened both in number and capacity to pursue field-oriented ODA. Efforts to bring together Korean ODA agencies managing concessional loans and grants, NGOs, and businesses will materialize within a joint ODA consultation body of the Korean embassy in Cambodia.

55. At least 70% of bilateral assistance will be provided for priority areas. However, the allocation can be flexibly rearranged depending on the prevailing situation, such as an emergency request by Cambodia or delay in project implementation. Allocation will be adjusted during the midterm assessment (2013-2014).

**[Table 5] Funding Allocation by Priority Areas (%)**

Category		Grant	Concessional Loan (To be approved)
Priority Areas	Rural and Agricultural Development	10	10
	Transportation & Green Energy Infrastructure	30	60
	Human Resources Development	30	10
	Health and Medical Services	20	-
Others		10	20
<b>TOTAL</b>		<b>100</b>	<b>100</b>

\* The figures above are subject to change depending on future consultation and planning of projects.

56. Korea will consult with the Cambodian Government about the possibility of connecting related projects at the project exploration stage. Korea will establish a cooperation system among the relevant organizations, mainly in priority areas, to enhance policy consistency in accordance with consultations with the CDC and the MEF of Cambodia.

57. Strengthening post-project management is also a key priority, and the operation of projects that have been completed (mainly in priority areas) will be inspected in cooperation with Cambodian organizations. Comprehensive support plans will be devised if necessary. For post-project management support, an integrated support system that connects invitational training programs and the dispatch of experts and volunteer groups will be established.

58. By implementing projects in consideration of the distinctive characteristics of Cambodia, such as its historical and social contexts, potential risks should be minimized. By focusing on priority areas, assistance should be provided for programs that are in line with Cambodia's NSDP and sectoral plans. Korea will also participate in technical working groups to set common goals and harmonize interests and

explore cooperation with other development partners.

**[Table 6] Sectoral Technical Working Group in Cambodia**

Technical Working Group (TWG)/ Relevant Authorities		Key Functions	Key Partners	Plans for Participation
Agriculture and Water (A&W TWG)	MAFF, MWRM	Preparation of sector roadmap, exchanges with NGOs and the private sector	AusAID, FAO, etc.	<p>-Participate in policy dialogues and workshops for information sharing</p> <p>-Participate in the establishment of sectoral strategies and PBA measures</p> <p>-Use the information as key reference for new project development</p> <p>-Increase harmonization through information sharing/joint research and monitoring with key development partners</p>
Food Security and Nutrition (FSN TWG)	CARD, MOP	Information sharing and cooperation in the field of food security and nutrition	WFP, etc.	
Rural Water Irrigation and Sanitation (RWSSH TWG)	MRD	Preparation of sector strategy and implementation plan	UNICEF, etc.	
Health (Health TWG)	MOH	Annual review, program progress report, exchanges with NGOs ※ Sub-TWG in MCH	WHO, etc.	
Infrastructure and Regional Integration (IRI TWG)	MPWT	Preparation of relevant guidelines	JICA, etc.	
Partnership and Harmonization (P&H TWG)	CRDB/CDC	Information and opinion sharing on policies including harmonization and use of country systems	SIDA, UNDP, JICA, etc.	
Private Sector Development	CDC	Information sharing and joint projects in private sector development including trade	WB, etc.	



## **V. Monitoring and Evaluation**

59. Korea will establish an integrated monitoring system for timely management of assistance provision and results, using a risk matrix for each main area that enables effective response at the occurrence of domestic or foreign risk. When necessary, strategies will be revised accordingly.

60. A regular monitoring meeting between local offices and the Cambodian Government will be held to facilitate information sharing. Risks will be identified through real-time monitoring by local offices, bilateral dialogues, and donors' meetings.

61. Performance assessments, post-project evaluations, and program evaluations will be carried out periodically. To increase the participation of Cambodia, joint assessments will be conducted with Cambodia during 2013 on a trial basis with the aim of expanding it further in the future.

62. A mid-term review of the CPS will be carried out between late 2013 and early 2014 by overseas offices so that the strategy and goals may be readjusted if necessary.

63. The achievements and contributions of the major areas of the CPS will be assessed six months prior to its expiration so as to identify areas of improvement and ensure that they are reflected in the next strategy building process.

## **VI. Considerations with regard to ODA to Cambodia**

64. The diversity of societies and cultures will be respected when providing assistance to Cambodia. In particular, when establishing plans for assistance in northeastern regions and other poor regions with the lowest health and education indicators, political, environmental and cultural contexts will be considered and extensive consultations with the authorities and other development partners will be conducted.

65. To enhance development effectiveness, public-private partnership, as well as other partnerships with various development partners will be expanded through multilateral assistance and south-south cooperation. Korea will consider involving other neighboring countries such as Vietnam and Thailand for south-south cooperation, while participating in multilateral programs that have been proven to be effective. As exchanges grow between Korea and Cambodia in terms of trade and labor, information sharing and cooperation with the private sector will also be strengthened.

## Appendix 1

### Summary of Korea's Partnership Strategy for Cambodia 2012-2015

