

COUNTRY KNOWLEDGE PLAN

1. The country knowledge plan (CKP) outlines Cambodia’s priority knowledge needs during the Country Partnership Strategy (CPS), 2024–2028 and how the Asian Development Bank (ADB) can deliver critical knowledge solutions to support CPS objectives. The overall objectives of ADB knowledge support are to assist policy reform through increased awareness and evidence-based information, enhance institutional capacity and skills, and support project preparation and implementation. The CKP aligns with the Strategy 2030 objective for ADB to become a leading knowledge institution in Asia and the Pacific.¹

A. Operational Knowledge Needs

2. Knowledge needs have been identified across all strategic pillars and crosscutting priorities. To stimulate private sector diversification, ADB will provide knowledge solutions including sector assessments and plans for private investment in infrastructure. ADB knowledge solutions will support the establishment of a sustainable public–private partnership program; enhance export product diversification; attract foreign direct investment; and improve the business environment for micro, small, and medium-sized enterprises. To advance human development, ADB will provide enhanced knowledge support in areas such as long-term human resource development; high-quality upper-secondary education; science, technology, engineering, and mathematics education; industry-driven skills development; education technology; and migrant health and cross-border mobility. ADB will bolster capacity to enhance services and their delivery at the national and subnational level through knowledge support, notably in domestic revenue mobilization and public investment management. To strengthen climate resilience, ADB will support knowledge solutions pertaining to low-carbon economic policies and industry development, climate-smart capital investment, and sustainable finance to help fulfil Cambodia’s nationally determined contribution. ADB will enhance institutional capacity to assess climate risks posed by projects and programs. Finally, it will support evidence-based knowledge solutions to advance gender equality, digitalization, regional cooperation, integration, and good governance.

B. Map ADB’s Response to Knowledge Needs

3. **Active knowledge portfolio.** The ADB knowledge portfolio has over 60 technical assistance (TA) projects, of which 96.7% are regional TA covering Southeast Asia, with small amounts allocated to Cambodia. This represents a large share of small-value TA projects that are unlikely to have substantial development impacts while draining the government’s limited capacity to administer. The largest share of TA (32.2%) provides knowledge solutions to improve governance while 30.5% fosters green, inclusive, and sustainable development and 28.8% accelerates competitiveness and economic diversification. More than half of these TA projects are designed to improve program or project delivery, and almost one-third aim to increase awareness and evidence-based information. The sectors with the highest number of TA projects are agriculture and natural resources, followed by water and urban. Three ADB departments account for 80% of TA projects: the Sectors Group (42.5%), the Climate Change and Sustainable Development Department (23.8%), and the Southeast Asia Department (12.5%).

4. **Forward approach to knowledge support.** Given a declining trend of TA resources across all countries, ADB will be strategic with its knowledge support. The CKP will be the primary platform for identifying pertinent knowledge support for Cambodia. ADB will prioritize large, Cambodia-specific knowledge support projects that (i) are related to country priorities and

¹ ADB. 2018. [Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific](#). Manila.

operationally relevant, (ii) have identified champions, and (iii) have close involvement of resident mission staff. It will emphasize knowledge solutions that offer innovative cost-recovery and blended finance to prepare for Cambodia's transition from concessional official development assistance to market-based finance. At the same time, ADB will prioritize evidence-based knowledge on the effects of climate change and the benefits of a transition to net zero. This emphasis aims to facilitate more effective policy discussions with policy makers and stakeholders, and thus position ADB as the climate knowledge bank of Asia and the Pacific. Finally, ADB will provide knowledge solutions strategically to complement its sovereign and nonsovereign operations, maximizing the use of the One ADB approach to deliver its knowledge solutions.

5. **Knowledge results.** ADB's knowledge support will fall under three knowledge result categories: (i) improved program or project delivery, (ii) enhanced capacity and skills, and (iii) increased awareness and evidence-based information. First, knowledge solutions including feasibility studies, sector assessments, gender action plans, and climate change assessments will strengthen project design and delivery, facilitate policy dialogue. For example, ADB is supporting the development of a strategy paper on urban public transport system modernization, which could be used for policy dialogue and future investment in public electric vehicles and infrastructure. Second, training workshops and capacity development assessments and plans will enhance institutional capacity. Finally, surveys, research, and analytical tools will be used to generate more evidence-based information.

6. **Knowledge support delivery.** To address the country's evolving knowledge needs, ADB will adopt a consultative approach that engages the One ADB team in knowledge programming during country programming missions. Updates will be made to CKP each year to ensure its continued operational relevance and responsiveness to government requests. ADB will oversee the development and distribution of knowledge products through its digital platforms. ADB knowledge solutions will be promoted through various channels: social media; traditional media outlets; and participation in development forums. Additional efforts will be made to encourage capacity development for all stakeholders, including cross-country knowledge-sharing events.

C. Areas of Collaboration with Partners

7. ADB will collaborate with development partners to prevent duplication of effort and maximize development impacts. It will work with its cofinanciers to develop knowledge solutions in key ADB operation areas: (i) education and skills development, (ii) trade and competitiveness, (iii) renewable energy and energy efficiency, (iv) integrated water resource management, (v) agriculture and natural resource, and (vi) climate-resilient urban development. At the same time, ADB will continue knowledge collaboration with the International Monetary Fund, the World Bank, and United Nations agencies in areas of mutual interest like macroeconomic analysis, country diagnostics, and climate assessments. ADB will explore options for cooperation with business associations and think tanks to develop and disseminate knowledge products aligned with shared interests. Finally, ADB will engage in policy dialogue with the government through various technical working groups to shape policy direction and outcomes.

D. Resource Allocation

8. ADB estimates its knowledge work will cost \$5 million per year over the CPS period. Funding will come from ADB's TA resources, cofinancing, and government cost sharing. ADB's own resources will derive mainly from the TA Special Fund and ADB-administered trust funds. ADB will actively seek cofinancing from development partners and external trust funds.

E. Country Knowledge Plan Table

CPS Objective 1: Accelerate Economic Diversification		
Knowledge outcome: Economic diversification accelerated through enhanced capacity and skills and the improved delivery of programs and projects to develop climate-smart infrastructure and promote a conducive business environment		
Knowledge Results Categories and Outputs		
Improved Program or Project Delivery	Enhanced Capacities and Skills	Increased Awareness and Evidence-Based Information
<p>Policies, strategies, and plans developed to enhance economic diversification through private sector development and participation in the development of logistics, energy, finance, and water and other urban infrastructure and services</p> <p><u>Knowledge Solution:</u></p> <ol style="list-style-type: none"> Digital Economy Assessments and Policy Development (TA-6618) MAFF Strategic Plan for ICT Development (TA-9545) PPP Monitor for Cambodia (TBD) PPP Road Map (TA-6492) Framework Paper for Private Sector Participation in the GMS Program (TA-6917) Digital Strategy for the GMS Program (TA-6917) Cambodia Country Diagnostics Study (TA-6811) 	<p>Training and e-learning courses provided to enhance capacity and skills in government officials on an M&E framework for science, technology, and innovation; the digital economy; and trade finance to improve the domestic production and exports of agricultural and industrial goods and services with high value added</p> <p><u>Knowledge Solution:</u></p> <ol style="list-style-type: none"> Digital Economy Capacity Development (TA-6618) Smart Industry Readiness Assessment for Selected Firms (TA-9415) Trade Finance Training for Local Corporates and SMEs (TA-6934) 	<p>Analyses and policy recommendations provided to the private sector to support recovery in tourism, trade finance, and commerce after COVID-19</p> <p><u>Knowledge Solution:</u></p> <ol style="list-style-type: none"> Study on Visa Policies to Facilitate Long-Stay Tourism and Remote Workers (TA-6899) Policy Recommendations to Strengthen the Online Short-Term Rental Regulatory Framework (TA-6899) Comprehensive Review of Local Banks' Trade Business (TA-6934) Updated E-commerce Report (TA-6989) Commercial Law Report: Cambodia (TA-6703) Commercial Courts: Exploring Models (TA-6703) <p>Analyses and policy recommendations provided to enhance the private sector's utilization of FTAs and the integration of regional and global value chains</p> <p><u>Knowledge Solutions:</u></p> <ol style="list-style-type: none"> Road Map on Regional Comprehensive Economic Partnership (RCEP) Implementation and Built-in Agenda (TA-6740) Working Paper: Cambodia's Recent FTAs and RCEP Benefits (Admin Core Budget) Product-Specific Rules of Origin of RCEP and other Asian FTAs (TA-6740) Globalization Index Report (TA-9763)

CPS Objective 2: Advance Human Development		
Knowledge Outcome: Human development advanced through improved knowledge and capacity in education, skills development, food security and nutrition, and service delivery		
Knowledge Results Categories and Outputs		
Improved Program or Project Delivery	Enhanced Capacities and Skills	Increased Awareness and Evidence-Based Information
<p>Policies and strategies developed to guide education and skills development</p> <p><u>Knowledge Solution:</u></p> <ol style="list-style-type: none"> 1. Policy Brief on Long-Term Human Resources Development (TA-9423) <p>Updated sector diagnostics and analysis conducted to strengthen DRM, poverty identification systems, and e-government systems for improved public service delivery</p> <p><u>Knowledge Solution:</u></p> <ol style="list-style-type: none"> 1. Toolkit on Property Tax Management (TA-9990) 2. Impact Analysis on Taxation of E-commerce (DRMTF-DC0028) 3. Strengthening Engagement of Local Governments in the GMS (TA-6917) 4. Evaluation of IDPoor Program (TA-9964) 5. A Subnational E-government Model (TA-6681) 	<p>Government officials acquire capacity to develop Cambodia's migrant health strategy</p> <p><u>Knowledge Solution:</u></p> <ol style="list-style-type: none"> 1. Support for Development of Cambodia's Migrant Health Strategy (TA-9571) <p>Increased public sector capacity for DRM and environmental and climate change legislation</p> <p><u>Knowledge Solution:</u></p> <ol style="list-style-type: none"> 1. High Level Regional Tax Conferences (TA-6720) 2. Regional Workshops on Property Tax Management (TA-9990) 3. Workshop on Policies and Instruments for Debt Sustainability (TA-6913) 	<p>Advocacy and outreach on education sector policy and reforms and road safety</p> <p><u>Knowledge Solution:</u></p> <ol style="list-style-type: none"> 1. Synthesis Report on Impact Evaluation of Ed-Tech Pilots (TA-6671) 2. Population Mobility Mapping at Selected Cross-Border Sites (TA-9571) 3. Policy Brief on Science and Social Science Streams in Upper Secondary Education in Cambodia (Loan 3427-CAM: USESDP and staff resources) 4. Improving Road Safety (TA-10054) <p>Increased awareness of opportunities and priorities for strengthening DRM to improve public service delivery and counter the socioeconomic impacts of COVID-19 on households</p> <p><u>Knowledge Solution:</u></p> <ol style="list-style-type: none"> 1. Comparative Studies on Tax administration (DRMTF) 2. Preparation of National Spatial Data Infrastructure (TA-9794) 3. The Socioeconomic Impacts of COVID-19 on Cambodia, Phase 3 Report (TA-9964) 4. Policy Briefs on Cambodia Household Surveys on COVID-19 Impacts (TA-9964)

CPS Objective 3: Strengthen Climate Resilience		
Knowledge Outcome: Climate resilience strengthened through increased awareness and evidence-based information on climate action best practice, and enhanced capacity and skills to improve the management of climate programs and projects		
Knowledge Results Categories and Outputs		
Improved Program or Project Delivery	Enhanced Capacities and Skills	Increased Awareness and Evidence-Based Information
<p>Strategies, plans, guides, and facilities developed for livable cities, the clean energy transition, e-mobility, and sustainable finance</p> <p><u>Knowledge Solutions:</u></p> <ol style="list-style-type: none"> Digital Solutions for Urban Services in the Tonle Sap Basin (TA-6752) Support Smart and Livable Cities in Phnom Penh and Battambang (TA-10069) Develop Public–Private Partnerships for Clean Energy (TA-6983) Accelerate the Clean Energy Transition (TA-6744) Subnational and City Electric Vehicle Strategy Deployment (TA-6983) Green Bond Issuance Support (TA-10096) Identification, Preparation, and Development of Green Projects (TA-6983) 	<p>Capacity improved to strengthen economic development, climate and disaster management, sustainable finance, climate-smart agriculture, and natural resource management</p> <p><u>Knowledge Solutions:</u></p> <ol style="list-style-type: none"> Strengthen Capacity for Low-carbon, Climate Resilient, and Environmentally Sustainable Investments (TA-6983) Country Diagnostics Assessment on Disaster and Pandemic Risk Financing (TA-6561) Climate Adaptation Investment Plan for Agriculture and Natural Resources (TA-6933) Increase Climate-Smart Agriculture Adaptation and Investments (TA-6884) Strengthen the Implementation of Environmental and Climate Change Laws and Policies (TA-6703) Protection and Sustainable Management of Wetlands and Other Coastal and Inland Sites to support the East Asian–Australasian Flyway (TA-6746) Enhance Capacity for Disaster-Resilient Infrastructure and Resilient Coastal and Marine Infrastructure (TA-9955) 	<p>Enhanced understanding of energy efficiency, climate-smart agriculture, and climate change interventions</p> <p><u>Knowledge Solutions:</u></p> <ol style="list-style-type: none"> Lessons from the Operation of Community-Based Air-to-Water Generators in Villages in Cambodia (Grant-0671) Information Sheet: Sustainable Coastal and Marine Fisheries Project (Staff resources) Gender and Social Inclusion for Climate Change Interventions and Policy Note for MSMEs in Green and Digital Economy Sectors (TA-10089)

ADO = Asian Development Outlook; CAM = Cambodia; COVID-19 = coronavirus disease; CPS = country partnership strategy; DRM = domestic resource mobilization; DRMTF = disaster resource mobilization trust fund; FTA = free trade agreement; GMS = Greater Mekong Subregion; ICT = information and communication technology; IDPoor = identification of the poor; MAFF = Ministry of Agriculture, Forestry, and Fisheries; M&E = monitoring and evaluation; MSMEs = micro, small, and medium-sized enterprises; PPP = public–private partnership; RCEP = Regional Comprehensive Economic Partnership; SMEs = small and medium-sized enterprises; TA = technical assistance; TBD = to be determined; USESDP = Upper Secondary Education Sector Development Program.

Source: Asian Development Bank.