

DEVELOPMENT COORDINATION MATRIX 2024–2028

CPS Objective: Supporting a more inclusive and resilient transition to upper middle-income status			
ADB Sectors	ADB Priority Areas	Other Development Partners	Other Development Partners' Priority Areas
CPS Pillar 1: Accelerate Economic Diversification			
1.1. Agriculture, natural resource management	Agriculture productivity, diversification, and commercialization	AIIB	Irrigation Integrated water resource management
		WB	Agriculture diversification, public infrastructure, and information
		IFAD	Agricultural productivity improvement Improved productivity capacity through loans and grants Rural infrastructure (small-scale irrigation systems) Value chain infrastructure (water for agriculture: on-farm and near-farm water management)
		UNDP	Solar technologies for agriculture and rural development Agroecology Sustainable agriculture commodity value chains Climate-smart rural infrastructure Community-based natural resource management Graduation-Based Social Protection Program, linking cash transfer with sustainable agriculture-based livelihood activities Mine clearance
		EU	Sustainable food system, e.g., improved performance of food producers
		AFD	Infrastructure: irrigation scheme, road Agroecological promotion Water resource management Satellite image data development
		JICA	Irrigation and irrigated water resource management Food value chains development in rural areas
		Korea Eximbank	Irrigation and irrigated water resource management
		USAID	Agriculture diversification, commercialization, information, and value chains
1.2. Energy	Energy security, reliability, and affordability	AFD	Infrastructure development: substation, transmission line, national control center Capacity development and research Transmission and storage Data center, platform
		UNDP	Renewable energy policy and guidelines (rooftop solar, renewable energy certificate) Energy efficiency in building (policy, guidelines) and energy service company Certified energy manager and auditor training program Off-grid solar for last-mile access to clean energy Energy balance E-mobility Energy efficiency financing (Credit Guarantee Corporation of Cambodia Green financing Facility)
		JICA	Stable energy supply to support industrial development Urban power supply
		Korea Eximbank	Grid reinforcement (substation and transmission lines)
1.3. Finance	SME finance, capital market development, fintech	IFAD	Rural financial services (rural credit or loan) Support value chain financing, focusing on increased private investment into the priority value chains by farmers, MSMEs, agricultural cooperatives, agribusinesses, service providers, and others

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		UNDP	Integrated National Financing Framework National Financing Strategy SDG budget tagging Foreign direct investment budget tagging De-risking facility for green investment SDG-aligned investment (SDG investor map) Bonds, green bonds, thematic bonds Climate financing, climate-sensitive budget, climate public expenditure reviews Biodiversity financing Gender-responsive budget Universal Trusted Credential Innovative financing, blended financing Micro insurance
1.4. Public sector management	Trade and competitiveness	WB	Development policy financing (budget support operations) Social accountability
		IFAD	Support public and private investment to increase the number and competitiveness of agri-businesses operating in priority value chains Support value chain development, focusing on brokering, facilitation, innovations, development, and capacity building support to inclusive growth initially of five higher-value product value chains and covering food and nonfood crops and livestock
		UNDP	Strong institutions as duty bearers, spaces and agency for people's participation, and people-centered digital governance Localization of the SDGs LDC graduation and smooth transition Digital transition
		EU	Sustainable value chains, e.g., increased productivity and added value of the targeted industry Trade and business climate
		DFAT	Economic reforms to support economic transition and diversify the economy and economic partners to reduce economic and strategic vulnerability
		ILO	Labor market information, pre-employment training, public employment service digitalization, national employment policy, career guidance enhancement, capacity building to National Employment Agency
		JICA	Investment environment improvement
1.5. Water and other urban infrastructure services	Water supply and urban development including urban transport	AIIB	Water supply and wastewater management Solid-waste development
		WB	Provincial water supply Provincial sanitation improvement
		UNDP	Solid-waste management (other than infrastructure)
		AFD	Water supply and sanitation sustainable infrastructure development in Phnom Penh, Siem Reap, Kampong Cham, Battambang Technical assistance for policy strengthening, capacity development of operators, higher education
		Korea Eximbank	Water supply (including smart water management) and sanitation
		JICA	Water supply, sewage, and drainage Urban transportation development
CPS Pillar 2: Advancing Human Capital Development			
2.1. Education	Access, quality, and retention in upper-secondary	WB	Preprimary education Lower secondary education Higher education

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	education, transition to higher education, STEM	IFAD	Support skills, technology, and enterprise development
		ILO	<p>Support development, implementation, and monitoring of TVET Law, National TVET Policy, Skills Development Roadmap, and TVET Strategic Action Plan</p> <p>Improve green and digital transformation of TVET, including practical operational guidelines and policy</p> <p>Enhance capacities of selected TVET systems, focusing on curriculum development, digitalization, networking, and management or trainer skills</p> <p>Expand Mutual Recognition of Skills (MRS) arrangements with ASEAN countries.</p> <p>Foster south-south cooperation to strengthen TVET institutions and trainers' capacity for better-quality TVET services.</p> <p>Increase private sector engagement in TVET design and delivery, aligning with market and national skill requirements.</p> <p>Improving working conditions (ILO core labor standards)</p> <p>Responsible transition to digital wage</p> <p>Capacity development of key labor institutions</p> <p>Initial support to SMEs in relation to enterprise management</p>
		EU	Education and skills development (including early childhood and basic education)
		AFD	Training center Capacity development
		DFAT	Higher education scholarship
		JICA	Industry-demanded human resource development
		Korea Eximbank	Teaching hospital for medical school students TVET and tertiary education
		USAID	Basic education Workforce development
		WB	Social accountability
2.2. Food security and nutrition	Investment in agriculture and fisheries	WFP	<p>Policy support to livelihoods, nutrition, and value chain</p> <p>Food fortification</p> <p>Food security and nutrition assessments</p> <p>Capacity strengthening in food security and nutrition data analysis</p> <p>Support for the development of food and nutrition security policies and strategies</p> <p>Private sector engagement for nutrition</p> <p>Social behavior change activities, school-based nutrition, and evidence generation</p>
		GIZ	Food security, nutrition, and diversified diets, especially for women, children, and former landless people
2.3. Public sector management	Stronger service delivery at the national and subnational levels	UNDP	<p>Strong institutions as duty bearers, spaces, and agencies for people's participation</p> <p>People-centered digital governance</p>
		EU	Access to justice and compliance with core international human rights instruments and core labor standards and follow-up of treaty body recommendations
		AFD	Public finance management Social inclusiveness in the energy and water and sanitation sectors
		DFAT	<p>Policy and research local governance</p> <p>Social accountability</p> <p>Sustainable, quality, and inclusive services for people with a disability and those affected by GBV</p>

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		JICA	Administrative institutions strengthening Quality of public services improvement Quality in the legal system improvement through the development of capacity in human resources Democracy enhancement (e.g., supporting electoral reform)
		KfW	Social accountability
		USAID	Good governance Independent media Human rights and civil society
CPS Pillar 3: Strengthening Climate Resilience			
3.1. Climate adaptation	Climate-smart agriculture, water	WB	Building resilient rural corridors Natural resources management
	resource management, and ecosystem; climate-resilient urban infrastructure	UNDP	Climate agenda (regulations, guidelines, and reporting) Climate adaptation Solar irrigation Integrated watershed management Solar rooftop
		JICA	Environmental management Land mine and unexploded ordnance clearance
		KfW	Lower Mekong basin wetland management and conservation
		Korea Eximbank	Climate-resilient rural road connectivity
		SDC	Flood early warning system Climate-resilient smallholder agriculture
		USAID	Climate change adaptation Sustainable landscape
3.2. Climate mitigation	Renewable energy and energy efficiency	KfW	Energy efficiency in rural power supply
		IFAD	Scale up renewable energy technologies for smallholder agriculture (solar water pump)
		UNDP	Energy transition Green and circular economy REDD+/ forests
3.3. Climate finance	Development of financial instruments for climate resilience, mobilizing climate finance	UNDP	Blended finance for green investment Adaptation pipeline (public and private) Thematic bonds Biodiversity financing, REDD+ Impact measurement and management

ADB = Asian Development Bank; AFD = Agence Française de Développement; AIIB = Asian Infrastructure Investment Bank; ASEAN = Association of Southeast Asian Nations; CPS = country partnership strategy; DFAT = Australian Department of Foreign Affairs and Trade; EU = European Union; GBV = gender-based violence; GIZ = Deutsche Gesellschaft für Internationale Zusammenarbeit; IFAD = International Fund for Agricultural Development; ILO = International Labour Organization; JICA = Japan International Cooperation Agency; LDC = least-developed country; MSMEs = micro, small, and medium-sized enterprises; REDD+ = reducing emissions from deforestation and forest degradation, conservation of forest carbon stocks, sustainable management of forests, and enhancement of forest carbon stocks; SDG = Sustainable Development Goal; SMEs = small and medium-sized enterprises; TVET = technical and vocational education and training; UNDP = United Nations Development Programme; USAID = United States Agency for International Development; WB = World Bank; WFP = World Food Programme.

Sources = Asian Development Bank.