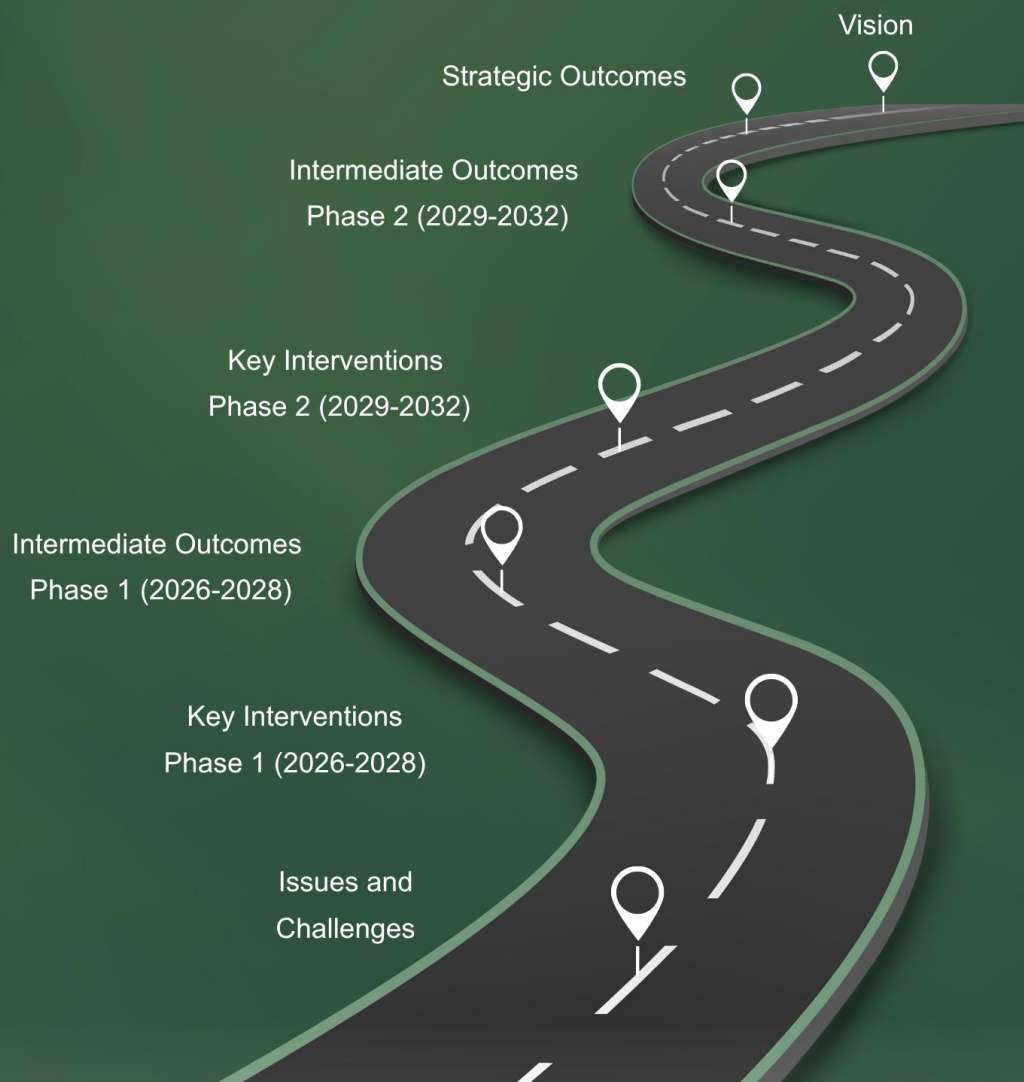




KINGDOM OF CAMBODIA
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A ROADMAP TO INCLUSIVE GROWTH ON STANDARDS, TECHNICAL REGULATIONS, AND CONFORMITY ASSESSMENT PROCEDURES (STRACAP)



Under RCEP Implementation Support Program (RISP)



RT/D REGIONAL TRADE
FOR DEVELOPMENT
AANZFTA Implementation Support Program
RCEP Implementation Support Program



Preface

Guided by principles of peace, national unity, and territorial integrity, fostered through unwavering determination, patriotism, dedicated service, and numerous sacrifices, and under the wise leadership of Samdech Moha Borvor Thipadei Hun Manet, the Royal Government of Cambodia has earnestly advanced the implementation of the Pentagonal Strategy Phase 1. These concerted efforts have led to significant achievements and impressive growth across political, social, and economic domains, contributing to Cambodia's remarkable development journey toward becoming a high-income nation by 2050.

The Pentagonal Strategy Phase 1 is pivotal to Cambodia's socio-economic policy framework, providing unified strategic direction through five pillars: excellence in human capital; economic diversification; inclusive and sustainable growth; private sector development; and a strong digital economy and society. Central to this vision are economic diversification and private sector development that supports investment in inclusive and sustainable development, leaving no one behind. This includes market diversification and expansion for Cambodian goods, services, and businesses.

Since Cambodia's accession to the World Trade Organization and its participation in regional trade agreements, particularly the Regional Comprehensive Economic Partnership (RCEP), the national quality infrastructure has received sustained focus from the Royal Government of Cambodia. The leadership and dedication of officials at the Ministry of Industry, Science, Technology and Innovation, particularly the Institute of Standards of Cambodia, the General Department of Accreditation of Cambodia, and the National Metrology Center of Cambodia, and the Science Technology and Innovation National Laboratory, have laid important foundations for Cambodia's integration into regional and global value chains.

The "Implementing RCEP Commitments on Standards, Technical Regulations and Conformity Assessment Procedures (STRACAP): A Roadmap to Inclusive Growth 2026-2032" was developed in alignment with the Pentagonal Strategy and in accordance with existing national policies and international frameworks including RCEP and WTO/ TBT commitments.

The development of the Standards, Technical Regulations and Conformity Assessment Procedures (STRACAP) Roadmap 2026-2032 was coordinated by the Institute of Standards of Cambodia under the Ministry of Industry, Science, Technology and Innovation with support from the RCEP Implementation Support Program (RISP). RISP is part of the Regional Trade for Development (RT4D) initiative, a flagship initiative funded by the Governments of Australia and New Zealand. RT4D supports ASEAN Member States to implement the Agreement establishing the ASEAN-Australia-New Zealand Free Trade Area (AANZFTA) and the Regional Comprehensive Economic Partnership (RCEP) Agreement.

The STRACAP Roadmap 2026-2032 is the result of inclusive and collaborative work that shall be widely implemented and integrated across all relevant sectors, subject to Cambodia's development circumstances and national priorities.

Special appreciation is extended to private sector associations, micro, small and medium enterprises (MSMEs), the Cambodia Women Entrepreneurs Association, the Spinal Cord Injury Association of Cambodia, the Young Entrepreneurs Association of Cambodia, institutes of higher learning and civil society organizations, who provided valuable insights and expertise throughout the development of the roadmap.

The meaningful participation of many staff members and focal points from sectoral ministries and private STRACAP bodies who contributed through consultations, study visits, and validation workshops is gratefully recognized.

The assessment study, regional learning mission to Malaysia, and stakeholder consultations that informed this roadmap were made possible through the dedication and expertise of many individuals and organizations committed to Cambodia's economic development and trade facilitation.

This Roadmap addresses improvements needed in Cambodia's national quality infrastructure (NQI) and STRACAP system and provides a clear pathway toward internationally recognized standards, technical regulations, and conformity assessment procedures. It has been developed to facilitate trade, support business competitiveness, protect public health and safety, and contribute to sustainability efforts. The Roadmap places special emphasis on ensuring that benefits reach all segments of society, including micro, small and medium enterprises, women entrepreneurs, youth, people with disabilities, and consumers.

The STRACAP Roadmap 2026-2032 presents strategic outcomes, implementation activities, resource requirements, and institutional arrangements that will be operationalized through coordinated action among line ministries, STRACAP bodies and stakeholders.

I am confident that the departments under the Ministry of Industry, Science, Technology and Innovation will collaborate effectively with relevant ministries, institutions, local authorities, development partners, the private sector, and other stakeholders to implement this STRACAP Roadmap, translating our shared vision into tangible results and actionable plans. This collective endeavour aims to benefit all Cambodians across generations and enhance Cambodia's standing and competitiveness in regional and global trade. 

Phnom Penh, 6 March, 2026
Minister 

HEM Vanndy

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Abbreviations

ACCSQ	ASEAN Consultative Committee on Standards and Quality
APAC	Asia Pacific Accreditation Cooperation
ASEAN	Association of Southeast Asian Nations
ASPIRE-AT	Agriculture Services Programme for an Inclusive Rural Economy and Agricultural Trade
BIPM	Bureau International des Poids et Mesures (BIPM)
CA	Conformity Assessment
CAB	Conformity Assessment Body
CAPSAFE	GIZ - EU-German Cambodia Partnership for Sustainable Agriculture and Food Systems
CB	Certification Body
CCF	Consumer Protection Competition and Fraud Repression Directorate-General
CIDP	Cambodia Industrial Development Policy
CS	Cambodian Standards
CSO	Civil Society Organisation
CWEA	Cambodia Women Entrepreneur Association
DP	Development Partner
DPPSPS	Department of Plant Protection and Sanitary and Phytosanitary Standards
FTA	Free Trade Agreement
GACI	Global Accreditation Cooperation Incorporated
GAP	Good Agricultural Practices
GEDSI	Gender Equality, Disability, and Social Inclusion
GDAC	General Department of Accreditation of Cambodia
GQII	Global Quality Infrastructure Index
GRP	Good Regulatory Practices
GSP	Good Standardization Practices
HRD	Human Resource Development
IAF	International Accreditation Forum
IEC	International Electrotechnical Commission
IHL	Institute of Higher Learning
ILAC	International Laboratory Accreditation Cooperation
ISC	Institute of Standards of Cambodia
ISO	International Organization for Standardization
KII	Key Informant Interview
KPI	Key Performance Indicator
MAFF	Ministry of Agriculture, Forestry and Fisheries
MISTI	Ministry of Industry, Science, Technology and Innovation

MLA	Multilateral Recognition Arrangement
MRA	Mutual Recognition Arrangement
MRV	Monitoring, Reporting, and Verification
MSME	Micro, Small, and Medium Enterprise
NALS	National Agriculture Laboratory of Setbo
NGOs	Non-government organisations
NMC	National Metrology Center of Cambodia
NQI	National Quality Infrastructure
NQP	National Quality Policy
NTMs	Non-Tariff Measures
OIML	International Organization of Legal Metrology
PWD	People with Disabilities
QI4SD	Quality Infrastructure for Sustainable Development
RCEP	Regional Comprehensive Economic Partnership Agreement
RDT	Rapid Diagnostic Tool
RGC	Royal Government of Cambodia
RISP	RCEP Implementation Support Program
RT4D	Regional Trade for Development
SPS	Sanitary and Phytosanitary (Standards)
STINL	Science, Technology and Innovation National Laboratory
STRACAP	Standards, Technical Regulations and Conformity Assessment Procedures
TBT	Technical Barriers to Trade
TOR	Terms of Reference
TR	Technical Regulation
YEAC	Young Entrepreneurs Association of Cambodia
WTO	World Trade Organization

Glossary

Term	Definition	Source/ Reference
Accreditation	Formal recognition by an authoritative body that a conformity assessment body (e.g., laboratory, certification body) is competent to carry out specific tasks according to recognised standards.	ISO/IEC 17011:2017 - Conformity assessment — Requirements for accreditation bodies
BIPM KCDB - Key Comparison Database	An online database which provides a central repository for internationally recognised data on Calibration and Measurement Capabilities (CMCs) from national metrology institutes and includes the results of key and supplementary comparisons that underpin these CMCs. KCDB supports the Mutual Recognition Arrangement (MRA) of the International Committee for Weights and Measures (CIPM).	BIPM.org
Calibration and Measurement Capabilities (CMCs)	The best measurement uncertainty a laboratory can achieve for a specific calibration under controlled conditions. It is a unique identifier for a laboratory's technical competence in a specific measurement area, often publicly listed in the BIPM KCDB	BIPM.org
Certification	Third-party attestation that a product, process, service, or system conforms to specified requirements.	ISO/IEC 17065:2012 - Conformity assessment — Requirements for bodies certifying products, processes and services
Conformity Assessment (CA)	Any activity to determine whether a product, process, service, or system meets specified requirements, including testing, inspection, and certification.	ISO/IEC 17000:2020 - Conformity assessment — Vocabulary and general principles
Gender Equality, Disability, and Social Inclusion (GEDSI)	An approach that ensures equal opportunities and benefits for all people regardless of gender, disability status, or social group, with specific attention to marginalized populations.	UNECE (2019) - Declaration on Gender Responsive Standards and Standards Development
Good Regulatory Practice (GRP)	Principles and procedures that ensure technical regulations are necessary, effective, proportionate, and transparent, following WTO TBT Agreement principles.	WTO TBT Agreement Articles 2.1-2.12; OECD (2012) Recommendation on Regulatory Policy and Governance
Good Standardization Practice (GSP)	ISO principles ensuring standards development is transparent, open, impartial, consensus-based, effective, relevant, and coherent.	ISO/IEC Guide 59:2019 - Code of good practice for standardization
Legal Metrology	Application of metrology to regulatory requirements concerning measurements that affect economic transactions, health, safety, and the environment.	OIML D 1 (2020) - Considerations for a Law on Metrology
Metrology	Science of measurement, including both scientific (research) and legal (regulatory) metrology to ensure measurement accuracy and traceability.	International Vocabulary of Metrology (VIM), JCGM 200:2012
Mutual Recognition Arrangement (MRA)	Agreement between accreditation bodies or governments to recognise each other's conformity assessment results, reducing duplicate testing and facilitating trade.	ILAC MRA (www.ilac.org); IAF MLA (www.iaf.nu)

National Quality Infrastructure (NQI)	System of public and private institutions, policies, regulations, and practices needed to support quality, safety, and environmental soundness, comprising standardization, metrology, accreditation, and conformity assessment.	UNIDO (2006) - The Integrated Programme for Quality Infrastructure Development; World Bank NQI Toolkit
Prakas	ministerial regulation in Cambodia — an official, legally binding proclamation issued by a minister or government institution to set rules, procedures, or technical requirements under a law or sub-decree.	https://www.lawinsider.com/dictionary/prakas
Quality Infrastructure for Sustainable Development (QI4SD)	QI4SD Index provides a framework of indicators that summarizes the overall state of development of a country's and/or region's Quality Infrastructure (QI) readiness to support the Sustainable Development Goals (SDGs).	https://hub.unido.org/
Regulatory Impact Assessment (RIA)	a systematic approach to critically assessing the positive and negative impacts of proposed and existing regulations by systematically examining different policy options and alternatives. It is the only tool for Good Regulatory Practice (GRP) and an evidence-based approach to policymaking.	Elevating Quality Infrastructure through Regulatory Impact Assessments – June 2024; https://shorturl.at/ULpRq
RCEP	Regional Comprehensive Economic Partnership Agreement (RCEP) – is a regional free trade agreement which entered into force on 1 January 2022 and as of June 2023 comprised 15 (countries) parties making it the world's largest free trade agreement by members' GDP. Australia, Brunei Darussalam, Cambodia, China, Indonesia, Japan, Laos, Malaysia, New Zealand, Philippines, Republic of Korea, Singapore, Thailand and Vietnam	dfat.gov.au
Standards	Documents establishing technical specifications, requirements, or characteristics for products, services, processes, or systems to ensure quality, safety, efficiency, and interoperability.	ISO/IEC Guide 2:2004 - Standardization and related activities — General vocabulary
STRACAP	Standards, Technical Regulations, and Conformity Assessment Procedures (STRACAP) is Chapter 6 of the RCEP which seeks to enhance the implementation of the WTO Agreement on Technical Barriers to Trade (TBT Agreement), to recognise and accept mutual understanding of each Party's standards, technical regulations, and conformity assessment procedures, and strengthen information exchange and cooperation in this field.	asean.org
Technical Regulations (TR)	Mandatory requirements for products, processes, or services enforced by regulatory authorities, often citing standards and including conformity assessment procedures.	WTO TBT Agreement Annex 1.1 - Definition of Technical Regulation
Testing	Determination of one or more characteristics of a sample according to a specified procedure.	ISO/IEC 17025:2017 - General requirements for the competence of testing and calibration laboratories
Traceability in Metrology	Property of a measurement result whereby the result can be related to a reference through a documented unbroken chain of calibrations.	International Vocabulary of Metrology (VIM), JCGM 200:2012, clause 2.41

Type (Pattern) approval	The aim of type approval is to test the quality of a measuring instrument design to ensure that an instrument of that design will retain its calibration for an appropriate period of time under normal conditions of use. The national regulations should make it an offence for a manufacturer to falsely represent that a class of measuring instrument has been approved or to falsely represent that a measuring instrument is in accordance with an approved type.	Metrology Asia Pacific
Universal Design	design of products, environments, programmes and services to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design Note 1 to entry: Universal design shall not exclude assistive devices for particular groups or persons with disabilities where this is needed. Note 2 to entry: Terms such as universal design, accessible design, design for all, barrier-free design, inclusive design and transgenerational design are often used interchangeably with the same meaning.	Note 1: ISO/IEC Guide 71:2014, 2.18 https://www.iso.org/obp/ui/#search Note 2: United Nations Convention on the Rights of Persons with Disabilities, Article 2
WTO TBT Agreement	World Trade Organization Agreement on Technical Barriers to Trade, requiring members to ensure technical regulations and standards do not create unnecessary obstacles to international trade.	WTO (1995) - Agreement on Technical Barriers to Trade; www.wto.org/english/docs_e/legal_e/17-tbt_e.htm
WTO TBT Enquiry Point	WTO Agreement on Technical Barriers to Trade (TBT) Article 10 requires each member to establish an "enquiry point" to answer questions and provide information about their country's technical regulations, standards, and conformity assessment procedures. These points facilitate trade by allowing other members to understand new requirements, assess impacts on exports, and prepare for compliance. They also serve as channels for communication to address specific trade concerns and facilitate discussions before new measures are implemented.	https://www.wto.org/english/docs_e/legal_e/tbt_e.htm#art10

Executive Summary

Cambodia's Pentagonal Strategy Phase 1 is rooted in five pillars: excellence in human capital; economic diversification; inclusive and sustainable growth; private sector development; and a strong digital economy and society. Central to the Pentagonal Strategy's goal of achieving high-income status by 2050, is economic diversification and private sector development. These support investment in inclusive and sustainable development, leaving no one behind, and includes market diversification and market expansion for Cambodian goods, services and business.

To access markets, Cambodia must meet international trade requirements. Compliance with trade rules and standards is essential for market access and for integration into regional and global trade. Cambodia has entered into several bilateral and multilateral trade agreements to accelerate regional and global market integration. The biggest trade agreement is the Regional Comprehensive Economic Partnership (RCEP), which presents Cambodian businesses with access to 2.5 billion consumers, for goods which comply with market standards, technical regulations and conformity assessment procedures (STRACAP).

Cambodia's STRACAP must align with international practices, be internationally recognised and be built on a strong national quality infrastructure (NQI). NQI is a combination of systems and institutions delivering standardisation, metrology and accreditation services to support and enhance the quality, safety and environmental soundness of goods, services and processes. An effective NQI that responds to the needs of regulators and the private sector will support both national and regional economic integration goals of Cambodia. A robust NQI enables Cambodia to develop and implement STRACAP policies that do not create unnecessary barriers to trade. Expanding markets for Cambodian businesses depends on compliance with STRACAP commitments.

Cambodia's principal national quality infrastructure institutions are public entities. The Institute of Standards of Cambodia (ISC) is the national standards body (NSB), and the General Department of Accreditation of Cambodia (GDAC) is the national accreditation body (NAB). Together with the National Metrology Center of Cambodia (NMC) and Science, Technology, and Innovation National Laboratory (STINL), they operate under the Ministry of Industry, Science, Technology and Innovation (MISTI). Line ministries such as the Ministry of Agriculture, Forestry and Fisheries (MAFF), the Ministry of Commerce and Ministry of Public Works and Transport maintain sectoral STRACAP functions in the agriculture, consumer protection and transport sector respectively. MAFF operates several laboratories and is establishing the National Agriculture Laboratory of Setbo (NALS). Regulatory bodies operate across various sectoral ministries, creating opportunities to expand and enhance sectoral STRACAP services, if inter-ministerial coordination is strengthened.

In order to strengthen implementation of STRACAP, ISC in collaboration with Regional Trade for Development (RT4D) Facility launched a project on "Implementing RCEP Commitments on Standards, Technical Regulations and Conformity Assessment Procedures (STRACAP): A Roadmap to Inclusive Growth". This project was supported by the RCEP Implementation Support Program (RISP) with an implementation period from March 2025 to May 2026.

The project's primary goal is to build the capacities of STRACAP bodies in Cambodia and stakeholders to effectively implement regional and international trade agreements, particularly RCEP, through the development and implementation of this STRACAP roadmap.

The roadmap was developed through an inclusive consultative process which included:

- an awareness-raising workshop on NQI and STRACAP in the context of RCEP and Cambodia;
- a study visit to Malaysian STRACAP bodies to learn about Malaysian STRACAP institutional arrangement and practices; and
- a comprehensive NQI/ STRACAP assessment study integrating views and concerns of various stakeholders: public and private STRACAP bodies and users, women entrepreneurs, representatives of people with disabilities, development partners and industry/ private sector associations.

The NQI/ STRACAP assessment results reveal significant capacity gaps across all sectors (private, public, and economic), particularly in

- standards development that involves multistakeholder and responds to the private sector needs
- Gender Equality, Disability and Social Inclusion (GEDSI) integration

The study also highlighted a fragmented NQI/STRACAP regulatory system, which makes it difficult for businesses to navigate domestic and international trade rules.

GEDSI integration shows mixed results. A few development partners have implemented headquarters-driven policies that support women entrepreneurs with well-resourced and structured GEDSI programmes. However, women and youth entrepreneurs face challenges with:

- informal business status,
- limited knowledge on compliance with technical regulations and standards
- limited policy space and resources for people with disabilities (PWD) representation.

Institutes of higher learning (IHL) such as, the Royal University of Phnom Penh (RUPP) expressed limited public sector engagement in research and development to support evidence-based NQI/ STRACAP implementation.

Hence, this Roadmap sets four strategic outcomes with the vision "**To develop an inclusive, sustainable, and internationally recognised STRACAP system that supports trade facilitation, protects health and the environment, and contributes to Cambodia's long-term development goals.**" The four strategic outcomes are:

1. Improved policy, governance, and financing mechanisms ensure a coherent, accountable, and sustainable STRACAP system;
2. Strengthened infrastructure and institutional capacity enable STRACAP bodies to deliver reliable, accredited, and digitally supported services;
3. Increased alignment of technical regulations and conformity assessment with ASEAN, RCEP, and WTO requirements reduces trade barriers and expands market access for Cambodian products; and

4. Enhanced awareness and inclusive participation ensure MSMEs, women, youth, people with disabilities and consumers benefit equitably from STRACAP reforms.

The following five guiding principles will guide the implementation of this Roadmap:

1. Inter-ministerial coordination and multistakeholder participation
2. Alignment with WTO/ TBT agreement
3. GEDSI responsiveness
4. Demand-driven NQI/STRACAP services
5. Human resource development (HRD)

The roadmap covers the period 2026-2032 and is organised into two phases allowing for a mid-term review in 2029 and end-term review in 2032.

Phase 1 (2026-2028) Advancing Governance and Coordination will focus on:

- advancing governance;
- strengthening infrastructure;
- launching awareness; and
- addressing key gaps identified in the assessment study

Phase 2 (2029-2032) Operationalisation and Acceleration emphasise:

- scaling up NQI/ STRACAP services
- operationalising phase 1 deliverables
- accelerating progress towards international recognition

The roadmap provides a clear path forward to build the national quality infrastructure and STRACAP that Cambodia needs for a prosperous, sustainable, and inclusive future. Successful implementation requires collective action and sustained commitment from all stakeholders whose participation is essential to inclusive growth.

1. Introduction

The Royal Government of Cambodia (RGC) launched the Cambodia Industrial Development Policy (CIDP) 2015-2025 with a vision to transform and modernise Cambodia's industrial structure from a labour-intensive industry to a skill-driven industry by 2025. This vision directly contributes to the vision of the Pentagonal Strategy to achieve a high-income nation by 2050. The Pentagonal strategy is rooted in five pillars:

1. excellence in human capital;
2. economic diversification;
3. inclusive and sustainable growth;
4. private sector development; and
5. a strong digital economy and society.

Central to this vision is economic diversification and private sector development to support investment in inclusive and sustainable development that leaves no one behind. This includes expanding markets for Cambodian goods, services and businesses.

The achievement of this vision would be driven through several pathways, namely:

- regional and global value chain integration;
- strengthening the competitiveness and productivity of domestic industries; and
- wider development of a technology-driven and knowledge-based modern industry.

Trade plays a central role in realising the objectives of the CIDP, the Pentagonal Strategy and beyond.

This roadmap design acknowledges Cambodia's institutional arrangements including procedures, budget processes and inter-agency coordination mechanisms.

1.1 Quality Infrastructure in Trade

Cambodia's success in international trade integration depends on meeting international standards and requirements.

Standards, technical regulations and conformity assessment procedures must be aligned with international practices, achieve international recognition and be built on a strong national quality infrastructure (NQI) foundation

The NQI comprises standardisation, metrology and accreditation and is a system that combines initiatives, institutions, organisations (public and private), activities and people needed to support and enhance the quality, safety and environmental soundness of goods, services and processes.

Compliance with trade requirements is crucial for international trade facilitation. Trade-related regulations, particularly non-tariff measures (NTMs) such as technical barriers to trade (TBT) and sanitary and phytosanitary standards (SPS) are essential for facilitating international trade.

1.2 Cambodia and Trade Integration

As a key member of ASEAN, Cambodia aims to achieve market integration by complying with the TBT and the SPS agreements. This requires strengthening mutual confidence in standards development, in the results of conformity assessment, and in regulatory approvals between Cambodia and other ASEAN member states and beyond.

An NQI that responds to the needs of Cambodia's economic regulators and the private sector supports both national and regional economic integration goals. A strong NQI is essential for the seamless implementation of the Standards, Technical Regulations and Conformity Assessment Procedures (STRACAP) Chapter 6 of Regional Comprehensive Economic Partnership (RCEP).

RCEP is the largest free trade agreement in the world and opens a market of approximately 2.5 billion people for Cambodia's businesses. RCEP members comprise ASEAN, Australia, Japan, New Zealand, the People's Republic of China, and the Republic of Korea (15 countries in total).

A robust NQI enables Cambodia to develop and implement STRACAP policies that do not create unnecessary barriers to trade. Market access and diversification for Cambodian businesses depend on compliance with STRACAP commitments.

1.3 Current NQI Arrangement

In Cambodia, the principal national quality infrastructure institutions are public entities. The Institute of Standards of Cambodia (ISC) is the national standards body (NSB), and the General Department of Accreditation of Cambodia (GDAC) is the national accreditation body (NAB). Together with the National Metrology Center of Cambodia (NMC), they operate under the Ministry of Industry, Science, Technology and Innovation (MISTI).

The Science, Technology and Innovation National Laboratory (STINL) was inaugurated as a public administration institution under MISTI in 2024 and often serves as the approved laboratory to support the product certification and inspection functions of ISC. Private sector entities seeking product certification are required to test their products at STINL or other accredited laboratories.

Sectoral ministries also maintain STRACAP functions. For example, the Ministry of Agriculture, Forestry and Fisheries (MAFF) maintain sectoral STRACAP functions through its Fisheries Administration (FiA) and the Department of Plant Protection and Sanitary and Phytosanitary Standards (DPPSPS). MAFF also operates several laboratories and is currently setting up a National Agriculture Laboratory of Setbo (NALS). Regulatory bodies operate across various sectoral ministries, presenting opportunities to expand and enhance sectoral STRACAP services, if inter-ministerial coordination can be strengthened.

1.4 Capacity Gaps

The 2024 Quality Infrastructure for Sustainable Development (QI4SD¹) results for Cambodia identified the need to strengthen Cambodia's capacity in NQI in the following areas:

- NQI policy: develop a comprehensive national policy/ strategy for NQI development, with objectives, timelines, and resource allocation which is aligned with national industrial development plans and Sustainable Development Goals (SDGs).
- International participation - in international activities, harmonisation of standards, conformity assessment (CA) capacity strengthening and accreditation, and mutual recognition
- Standards development and harmonisation
- Conformity assessment (CA)
- Accreditation
- Coordination mechanisms to support NQI by establishing clear communication channels, defining roles and responsibilities, and fostering collaboration among stakeholders (including industry and private sector associations, MSMEs and GEDSI-based organisations).

¹ The QI4SD Index summarizes the state of development of Quality Infrastructure (QI) readiness to support the Sustainable Development Goals (SDGs). The value of the QI4SD index for Cambodia is 22.0, placing the nation in the 119th position for the countries assessed.

2. Roadmap Development Process

The Institute of Standards of Cambodia (ISC) at the Ministry of Industry, Science, Technology and Innovation (MISTI), in collaboration with the Regional Trade for Development (RT4D) Facility implemented the project titled “Implementing RCEP Commitments on Standards, Technical Regulations and Conformity Assessment Procedures (STRACAP): A Roadmap to Inclusive Growth”. This project was supported by the RCEP Implementation Support Program (RISP) and ran from March 2025 to May 2026.

The primary goal of the project is to build the capacities of STRACAP bodies in Cambodia and stakeholders to effectively implement regional and international trade agreements, particularly RCEP, through the development and implementation of this STRACAP roadmap.

The roadmap was developed through a series of activities and an inclusive consultative process integrating views and concerns of various stakeholders namely public and private STRACAP bodies and users, women entrepreneurs, representatives of people with disabilities, development partners and industry/ private sector associations. Key activities that informed the development of the roadmap include:

1. Awareness workshop that brought together various stakeholders to discuss what is working well and what is needed to strengthen STRACAP in Cambodia. The feedback and discussions from the workshop were integrated into the assessment study on Cambodian STRACAP bodies’ capacities and systems subsequently guiding the development of the Roadmap.
2. A regional study trip to Malaysia to increase understanding and reflect on best practices in NQI and determine the best approach and model for Cambodia’s NQI drawing on the collective intelligence of a network of cross-border collaborators. The lessons learned from the study trip were integrated into the assessment study on Cambodian STRACAP bodies’ capacities and systems and the design of the STRACAP Roadmap
3. An assessment study of Cambodia’s STRACAP bodies and system was carried out applying the World Bank Rapid Diagnostic Tool, key informant interviews of public and private STRACAP bodies and STRACAP users and consultations with ISC and Regional study trip delegates. The assessment results showed that Cambodia has established the foundations to operationalise NQI and STRACAP. Key NQI/ STRACAP gaps exist in multistakeholder engagement, GEDSI integration and unified NQI and STRACAP coordination and implementation. MSMEs including PWD, women and youth-led enterprises have limited awareness of the importance of NQI and STRACAP for trade facilitation, limited knowledge on market compliance requirements and limited participation in policy space. There is also limited policy space for and implementation of collaboration with institutes of higher learning.
4. A Consultative meeting at the Institute of Standards of Cambodia with the Malaysia study trip delegation to discuss the outcome of the assessment study and prioritise strategic outcomes for the Roadmap.

3. Strategic Directions, Vision, and Principles

Four strategic outcomes have been established for the roadmap with the vision of achieving internationally recognised NQI/ STRACAP for trade facilitation and compliance with trade agreements and rules. The vision also prioritises protecting public health and contributing to sustainability efforts, leaving no one behind.

1. Improved **policy, governance, and financing mechanisms** ensure a coherent, accountable, and sustainable STRACAP system;
2. Strengthened **infrastructure and institutional capacity** enable STRACAP bodies to deliver reliable, accredited, and digitally supported services;
3. Increased **alignment of technical regulations and conformity assessment** with ASEAN, RCEP, WTO requirements and FTAs to reduce technical barriers to trade and expand market access for Cambodian products; and
4. Enhanced **awareness and inclusive participation ensure MSMEs, women, youth, people with disabilities and consumers** benefit equitably from STRACAP reforms.

3.1 Vision

“An inclusive, sustainable, and internationally recognised STRACAP system that supports trade facilitation, protects health and the environment, and contributes to Cambodia’s long-term development goals.”

The vision represents Cambodia’s commitment to an NQI/ STRACAP system that serves all stakeholders including MSMEs, women, people with disabilities, youths and consumers. The vision also aligns with the country’s development goals such as the Pentagonal Strategy and the CIDP.

3.2 STRACAP Roadmap Principles

The implementation of the roadmap is anchored on five principles:

1. Inter-ministerial coordination and multistakeholder participation
2. Alignment with WTO/ TBT agreements
3. GEDSI responsiveness
4. Demand-driven NQI/ STRACAP services
5. Human resource development (HRD)

Key Issues		Way Forward	
	Capacity Gaps in NQI/ STRACAP: policy coordination, infrastructure, systems, stakeholder engagement.		Improved NQI/ STRACAP policy, governance and financing.
	Fragmented STRACAP system.		Strengthened infrastructure and capacity.
	Industry (particularly MSMEs) challenges in market access and diversification.		Alignment with regional and global trade requirements and market access.
	Limited integration of women, PWD, youths, consumers and MSMEs.		Enhanced awareness and inclusive participation.
Roadmap Vision			
“An inclusive, sustainable, and internationally recognised STRACAP system that supports trade facilitation, protects health and the environment, and contributes to Cambodia’s long-term development goals.”			
Strategic Outcomes		Principles	
Improved policy, governance, and financing mechanisms ensure a coherent, accountable, and sustainable STRACAP system. Strengthened infrastructure and institutional capacity enable STRACAP bodies to deliver reliable, accredited, and digitally supported services to meet commitments under free trade agreements (FTAs) (including RCEP). Increased alignment of technical regulations and conformity assessment with ASEAN, RCEP, and WTO requirements reduces trade barriers and expands market access for Cambodian products Enhanced awareness and inclusive participation to ensure that industry, MSMEs, women, youth, people with disabilities and consumers benefit equitably from STRACAP reforms.		- Inter-ministerial coordination and multistakeholder participation - Alignment with WTO/ TBT agreements - GEDSI responsiveness - Demand driven NQI/ STRACAP services - Human resource development (HRD)	

Figure 1: Summary of NQI/ STRACAP Issues and Strategic Direction

4. Strategic Outcomes

The roadmap defines a pathway to achieve four (4) interconnected strategic outcomes. It describes how targeted interventions in policy and governance, institutional capacity, regulatory alignment, and inclusive participation will together establish an inclusive, sustainable, and internationally recognised STRACAP system.

The pathway follows a logical sequence:

1. enabling policies and financing (Outcome 1) for institutional strengthening (Outcome 2);
2. stronger institutions then enable regulatory alignment with ASEAN and WTO/ TBT and STRACAP frameworks (Outcome 3); and
3. broad-based awareness and participation (Outcome 4) ensure that reforms are inclusive, widely adopted, and sustainable.

A series of outputs, corresponding activities and assumptions will support each outcome. The corresponding activities are derived from the critical gaps identified from the rapid diagnostic tool (RDT) used for the assessment study.

4.1 Outcome 1 - Improved Policy, Governance, and Financing Mechanisms

The assessment study highlighted the fragmented structure and limited coordination among STRACAP bodies and users, which pose challenges to efficient resource allocation and effective implementation of RCEP commitments under Chapter 6 on STRACAP. This fragmentation also affects the robust functioning of the NQI in Cambodia especially given the absence of a unifying national NQI policy or strategy, which creates gaps in inter-ministerial coordination and multistakeholder engagement.

One of the key success factors of the Malaysian NQI/ STRACAP structure is the role of the Malaysian Standards and Accreditation Council (MSAC), which provides unified policy direction on standardisation, accreditation and metrology. The MSAC comprises members from across government, the private sector, consumers and professional bodies. The MSAC provides policy direction and ensures that the NQI operates with credibility and transparency and advises the Minister on NQI policies and procedures (including NQI financing strategies).

Outcome 1 supports a seamless, transparent, accountable and well-resourced NQI/ STRACAP system. It seeks to address challenges in inclusive governance and coordination identified in the assessment study across NQI/ STRACAP bodies.

Key activities

- Establish an NQI policy and implementation plan through comprehensive policy and legal gap assessments covering relevant laws, technical regulations.
- Establish or operationalise an inter-ministerial and multistakeholder Advisory Board and Working Group (WG) with clear mandates, specific STRACAP functions and terms of reference (TOR) addressing institutional concerns identified in the RDT assessment

- Develop an NQI/ STRACAP financing and sustainability strategy, including resource mobilisation and cost-recovery options
- Draft guidelines for GEDSI-responsive NQI/ STRACAP activities

The activity outputs by which the outcome can be achieved are described as follows.

Outputs

- 1.1 Assessment report with recommendations on governance, financing, policy design and implementation.
- 1.2 NQI policy and implementation plan
- 1.3 Formalised NQI/STRACAP advisory board and WG with endorsed TOR.
- 1.4 NQI/ STRACAP coordination protocols for trade facilitation aligned with WTO/ RCEP/ Free Trade Agreement (FTA)/ ASEAN requirements
- 1.5 Endorsed STRACAP financing framework.
- 1.6 Guidelines on GEDSI-responsive NQI/ STRACAP

Key assumptions:

1. Political and ministerial support is sustained for reforms, council activities and policy design and implementation
2. Adequate government and partner resources are secured for roadmap implementation.
3. Integration with existing programmes such as CAPSAFE, ASPIRE-AT and NALS

4.2 Outcome 2: Strengthened Infrastructure and Institutional Capacity

According to the assessment study, quality of NQI/ STRACAP service delivery and international recognition were affected by gaps in infrastructure and institutional capacities and constraints. These include shortcomings in adequate and appropriate equipment, human resources and digitalisation across NQI/ STRACAP bodies and services. Stakeholders consulted also identified priorities to expand accredited testing services of national laboratories and reduce dependency on services outside Cambodia. They also shared that Cambodia should adopt relevant international standards as Cambodian Standards for manufacturing whilst improving relevant laws, standardization, governance and enforcement of regulations.

The Department of Standards Malaysia developed and implemented its departmental Digitalisation Strategy Plan 2021-2025 in support of the National Public Sector Digitalisation Strategy. The aim is to strengthen digital service delivery, ensure sustainable and safe digital services, enhance administration of ICT and strengthen digital competency and culture. Activities include application of ISOsolution, My Standard Online (MySOL), E-accreditation and directory of Conformity Assessment Bodies (CABs).

Drawing on Malaysia's strategic planning and phased implementation aligned with national priorities, Outcome 2 addresses Cambodia's NQI/ STRACAP infrastructure and capacity constraints through prioritised actions by: upgrading key facilities, related human resource capacity development and scaling up structured digitalisation of NQI/ STRACAP services.

Key activities

- Upgrade STINL and other priority laboratories, testing facilities, expanding scope of accreditation and upgrade metrology equipment at priority STRACAP bodies
- Develop and implement structured HRD and professional development programme for NQI/ STRACAP body staff and council members. Priority capacity building needs for the first 12-18 months should target personnel of STRACAP bodies in applying an evidence-based approach for STRACAP services. They should also build their capacity on stakeholder-specific communication strategies and sector-specific STRACAP services.
- Launch and roll out NQI/ STRACAP digitalisation initiatives including e-platforms and digitalisation for standards development, accreditation, technical regulations, conformity assessment (CA), metrology, WTO/TBT enquiry point², and monitoring, reporting and verification (MRV) systems

The following outputs from the activities will lead to strengthened infrastructure and institutional capacity:

Outputs

2.1 Upgraded laboratory and metrology infrastructure and accreditation services at priority STRACAP bodies including expanded accredited STINL services..

2.2 Structured and formal HRD, professional programmes and technical training modules implemented.

2.3 Operational digital platforms for standards, accreditation, technical regulations, CA, metrology, WTO/TBT enquiry point, and MRV systems.

Key assumptions:

1. Investments for laboratories, equipment, and digital systems are delivered on time.
2. Resources are secured for formal HRD and professional programmes.
3. Skilled staff are retained and benefit from ongoing training.

4.3 Outcome 3: Increased International Alignment of TR and CA

Outcome 3 seeks to address key requirements of STRACAP Chapter 6 on harmonisation and transparency. It focuses on aligning Cambodia's technical regulations and CA activities with regional and international requirements namely that of ASEAN, RCEP and WTO. This will reduce barriers to trade, widen market access and increase opportunities for market diversification for Cambodian businesses.

Among the lessons learned from the study trip to Malaysia is the benefit of international recognition of Malaysia's NQI/ STRACAP activities for market access and trade facilitation. Malaysia is a signatory to a wide range of international and regional mutual recognition programmes such as the International Laboratory Accreditation Cooperation (ILAC) Mutual Recognition Arrangement (MRA) which allows Malaysia's accredited labs' test

² WTO/ TBT enquiry points serve to connect WTO members, the private sector, trade officials, standards officials, regulators and any other domestic and international stakeholders, in all matters relating to the implementation of the transparency provisions of the TBT Agreement under Article 10 of the Agreement. In essence they can answer all reasonable enquiries from other members and from interested parties in other members. The role of enquiry point fulfils some of the transparency criteria of WTO/TBT agreements and the STRACAP Chapter 6 of the RCEP.

reports to be accepted globally, and the International Accreditation Forum (IAF) Multilateral Recognition Arrangement (MLA), which recognises Malaysia's accredited certification bodies (CBs).

Drawing from Malaysia's pathway to international and regional recognition of its NQI/STRACAP services to be accepted globally and to facilitate market access for its businesses and industry, Outcome 3 provides a pathway to:

- similar recognition of Cambodia's NQI/STRACAP services by systematically aligning with ASEAN, WTO and RCEP frameworks,
- adopting Good Standardization Practices (GSP) and Good Regulatory Practices (GRP),
- launching and expanding formal recognition and strengthening technical cooperation with international mutual recognition arrangements such as Asia Pacific Accreditation Cooperation (APAC) and Global Accreditation Cooperation Incorporated (GACI).

Key activities:

- Align and harmonise Cambodia's technical regulations (TR) and conformity assessment with WTO TBT/SPS and ASEAN/RCEP/FTAs requirements. Priority sectoral technical regulations for alignment or harmonisation could include agri-food sector and automotive emissions.
- Develop and adopt/ integrate guidelines on Good Standardisation Practices (GSP) and Good Regulatory Practices (GRP).
- Launch and implement a national recognition plan for ISC, NMC, GDAC, and conformity assessment bodies (CABs).
- Strengthen collaboration with ASEAN and international networks (GACI, ISO, APAC, etc.) to secure recognition and participate in technical cooperation.

Outputs

3.1 Updated TR framework aligned with WTO, ASEAN, RCEP and other FTAs requirements.

3.2 Guidelines on Good Standardisation Practice (GSP) and GRP integrated by NQI/STRACAP bodies.

3.3 International recognition of Cambodia's NQI/STRACAP services

3.4 Increased active participation in ASEAN and global technical cooperation programmes related to STRACAP and NQI (including sectoral STRACAP programmes).

3.5 Regulatory impact assessment report.

3.6 Sector-specific accredited conformity assessment (CA) schemes developed and implemented.

Key assumptions:

1. ASEAN, WTO, and global recognition pathways remain open to Cambodia.
2. Legal reforms advance and businesses comply with updated requirements

4.4 Outcome 4: Enhanced Awareness and Inclusive Participation

The assessment study and consultation workshop reiterated the barriers to participation of women, PWD and MSMEs in NQI and STRACAP work mainly due to limited access to knowledge, limited awareness on the importance and knowledge of NQI and STRACAP work among these stakeholder groups.

Enhanced awareness and inclusive participation of all stakeholders including industry, MSMEs, women, people with disabilities (PWD), youth and consumers, significantly supports the implementation of market responsive STRACAP services. This also ensures that STRACAP bodies and services serve the intended beneficiaries and support national development goals.

The Department of Standards Malaysia designs and implements several annual programmes to raise awareness of and ensure compliance with standards among the private sector. Youth and young professional education programmes on standardization and accreditation are designed and implemented through competitions, workshops, and training programmes such as the Standards Compliance Stewardship Programme for Enterprises (ESCAPE) Programme and Standards Olympiad.

Based on lessons learned from the Malaysian experience, this outcome will seek to address key gaps highlighted in the assessment study regarding limited inclusive engagement and awareness of the importance of STRACAP and NQI among target beneficiaries through targeted and progressive HRD and professional development programmes for NQI/ STRACAP bodies and Council members in partnership with development partners and institutes of higher learning (IHL).

Key activities

- Develop and implement well-resourced, structured and formal HRD and professional development programmes (including programmes that facilitate or support women's representation, participation and promoting women's leadership) for NQI/ STRACAP bodies and council members in partnership with development partners and IHL.
- Design and organise stakeholder specific capacity building programmes aimed at raising awareness and knowledge on GEDSI themes. Implement activities on strengthening understanding on the importance and relevance of GEDSI responsive NQI/ STRACAP.
- Conduct stakeholder-specific and targeted consultations MSMEs, consumer groups, industry, private sector associations, women's organisations, disability groups, youths and consumer representatives to ensure inclusive policy dialogue.
- Establish targeted education campaigns, develop inclusive communication/ education materials and establish institutional partnerships with IHL and private sector associations to embed NQI/ STRACAP in curricula and outreach

programmes. Campaign messages should focus on consumer protection, linking NQI/ STRACAP to wider market access, health, safety and environment protection and position NQI/ STRACAP as crucial for national strategy on development.

Outputs

- 4.1 Structured and formal HRD and professional development programmes which encourage and facilitate women's representation and promote women's leadership.
- 4.2 Structured and formalised awareness-raising and technical workshops with GEDSI participation ($\geq 30\%$ women, PWD).
- 4.3 Communication materials produced in Khmer/English and accessible formats and channels.
- 4.4 STRACAP and NQI services and consultation reports documenting GEDSI inputs.
- 4.5 IHL, MSME and GEDSI-based organisations, industry/ private sector associations, NGOs and CSOs training partnerships established for continuous and professional learning.
- 4.6 IHL curricula integrated with or incorporating NQI/STRACAP related content, programmes (such as internships, research and studies) and partnerships.

Key assumptions:

- 1. High-level commitment and support at national level for GEDSI in NQI/ STRACAP
- 2. Industry and private sector associations, MSMEs, women, PWDs, and consumers engage actively in consultations.
- 3. Awareness materials are accessible and universities and private sector associations integrate NQI /STRACAP.
- 4. Adequate resources available for HRD, professional development and campaign programmes
- 5. IHL management approves partnerships and programmes related to NQI/ STRACAP

The following flow diagram shows how the four strategic outcomes connect through phases to achieve the Roadmap vision of internationally recognised quality infrastructure systems.

5. Roadmap Implementation Activities

The implementation activities for the period 2026-2032 are organised into two phases allowing for a mid-term review in 2029 and final review in 2032. Phase 1 (2026-2028) will focus on advancing governance, infrastructure and awareness whilst addressing key gaps identified in the assessment study. Phase 2 (2029-2032) emphasises acceleration, scaling up and operationalisation.

Phase 1 (2026-2028): Advancing Governance and Coordination

- Establishing governance mechanisms and policy frameworks
- Building institutional capacity and infrastructure
- Launching pilot programs and awareness campaigns
- Securing international recognition pathways

Phase 2 (2029-2032): Operationalisation and Acceleration

- Scaling up service delivery and digital platforms
- Expanding international partnerships and recognition
- Mainstreaming GEDSI integration across all activities
- Achieving financial sustainability targets

The following tables present implementation activities, timelines and milestones for all outcomes. Activities are organised by outputs and show targets across the implementation period.

Vision	An inclusive, sustainable, and internationally recognised STRACAP system that supports trade facilitation, protects health and the environment, and contributes to Cambodia's long-term development goals.	
Strategy Outcomes	1. Improved policy, governance, and financing mechanisms. 2. Strengthened infrastructure and institutional capacity. 3. Increased alignment of technical regulations and conformity assessment schemes. 4. Enhanced awareness and inclusive participation.	
Intermediate Outcome (Phase Level Outcome)	Phase 1 (2026-2028) Advancing Governance and Coordination • Advisory Board and WG established and operational • Improved institutional capacity and infrastructure • Priority TR for alignment and harmonisation identified • Information, Education and Communication launched and reach target groups and beneficiaries • Coordinated NQI / STRACAP system for businesses to navigate efficiently • GEDSI responsive good standardization practices and good regulatory practices launched • Accreditation and metrology International recognition pathways launched	Phase 2 (2029-2032) Operationalisation and Acceleration • Accredited domestic STRACAP services expanded • TRs are harmonised or aligned for consistent and seamless enforcement • International recognition of Cambodia's test results accepted abroad • Industry and MSME STRACAP compliance and export readiness support operationalised • Universal design standards adopted • Regulatory impact assessment (RIA) launched • Expanded Information, education and communication • Cambodia active participation in ISO • Cambodia QI4SD ranking improved
Interventions/ Actions	1. Establish coordination mechanisms – advisory board and working group (WG) 2. Upgrade laboratories, infrastructure and NQI/ STRACAP systems	1. Establish NQI policy 2. Implement sustainable financing

	3. Design and implement structured capacity building and training aligned with GEDSI responsive GSP and GRP	3. Align TR with international standards
	4. Develop GEDSI framework for NQI/ STRACAP	4. Deploy digital platforms
	5. Design and launch resources mobilisation and financing mechanism for roadmap, NQI and STRACAP implementation	5. Expand international partnerships for NQI/ STRACAP capacity building and technical cooperation
	6. Design and launch international recognition programmes for accreditation and metrology	6. Establish MSME support centres
	7. Carry out policy and legal analysis for NQI policy design and implementation	7. Conduct pilot RIA
	8. Design and launch TR harmonisation and alignment beginning with identification of priority sectors for TR harmonisation	8. Implement MRAs
	9. Implement digitalisation of priority NQI/ STRACAP services	9. Implement international recognition procedures for accreditation and metrology
	10. Design and implement GEDSI responsive information, education and communication programmes and campaigns	10. Implement universal design standards in priority sectors
Issues and Challenges	Policy/Administrative: Fragmentation, limited autonomy, absence of unifying policy, no medium-term financial planning; policy elements not available for QI4SD assessment in 2024.	
	Institutional: Donor-driven not market-driven and evidence-based NQI/ STRACAP, WTO-accession design not trade-facilitation design, most RDT elements score 0-2	
	Socio-economic: Women/PWD excluded from technical fields with over 87% women employed in informal MSMEs and have limited technical capacity and resources	
Success Factors	1. Endorsement, approval of and commitment to the Roadmap and its implementation through 2028 transition	
	2. Seamless inter-ministerial collaboration and coordination and stakeholder engagement	
	3. Implementation of Standards for Standards (GSP) and Good Regulatory Practice (GRP)	
	4. Structured and needs-based human resources capacity and sustainable financing	
	5. Structured and formal information, communication and education	
	6. Formalised multistakeholder participation (MSMEs, Women, PWD, youths)	
	7. Roadmap is a living document thus need to be reviewed, monitored, revised as required	
	8. WTO/TBT and STRACAP alignment tracked and reported	
Guiding Principles	• Systematic and collaborative (unifying NQI policy)	
	• Robust TR mechanism (WTO/TBT aligned)	
	• GEDSI responsive (meaningful, structured, resourced)	
	• Demand-driven (not donor-driven)	
	• Support HRD (continuous learning)	
	• Financial sustainability	
Key Assumptions	1. Political support is sustained: Political will for NQI reforms continues through 2028 transition and beyond	
	2. Resources are secured: Adequate RGC budget and donor/ DP funding available for phased implementation	
	3. Legal amendments advance: Sub-Decree and autonomy laws process through system within 18-24 months	
	4. International pathways remain open: ASEAN, WTO, and global recognition frameworks accessible to Cambodia	
	5. Donor coordination is effective: Development partners align around sustainability goals and exit strategies	
	6. Private sector engagement: Private sector responds positively to quick wins and NQI improvements	

Figure 2: Roadmap Theory of Change

The successful implementation of the roadmap depends on building momentum, demonstrating visible results and value to stakeholders prior to the governance transition. The study trip lesson showed that NQI/ STRACAP transformation requires long-term

planning and strategic quick wins that deliver results to private sector, technical regulators and public. These address challenges related to demonstrating feasibility within limited resources, creating trust in the activities and interventions and evidence for policy actions. Hence, the following quick wins were determined based on limited resource requirements, no new legislation or policy needed and demonstrate results to stakeholder within 12-18 months of the Roadmap launch. It also sets the stage for long-term outcomes.

1. Establish Working Group (WG) with meetings delivering decisions and developing and implementing action plans through inter-ministerial coordination.
2. Online standards catalogue to promote accessibility to Cambodian Standards (CS) – which based on lessons learned from the Malaysian study trip improves private sector access to and understanding of standards and requirements.
3. Upgrading WTO/ TBT enquiry point through training of staff, meetings and online information sharing and outreach.
4. Training on standards for standards – GSP and GRP
5. GDAC website upgrade beginning with GDAC-accredited CABs directory including scope, validity period, contact details in collaboration with development partners
6. Prioritisation of TR for alignment and harmonisation
7. World Standards Day Campaign – October 2026

6. Risks and Mitigation

The assessment study results identified five (5) potential risk categories which could pose challenges to the successful implementation of the Roadmap and require proactive mitigation measures.

1. Political and institutional risk
2. Financial risk
3. Capacity risk
4. Private sector disengagement risk
5. Fragmented GEDSI integration risk

6.1 Political and Institutional Risk

Cambodia's government transition anticipated to take place in 2028 may shift government priorities and affect focus on NQI/ STRACAP reform and development. This could lead to fragmented approach to NQI/ STRACAP without a unifying policy or strategy.

Mitigation

Multiple mitigating mechanisms are suggested to minimise the impact of this risk. Among those are:

- the high-level endorsement from MISTI leadership and the Council of Ministers. Such endorsement may sustain NQI/ STRACAP reform and development efforts beyond the transition period.
- TORs and possible decrees should support continuity of institutional arrangements as well.
- the proposed inter-ministerial dialogue and unifying council arrangement are aimed at building broad support for the NQI/ STRACAP reforms which should ensure continuity of obligations beyond the transition period.

6.2 Financial Risk

Resource constraints represent a persistent challenge for Cambodia's development initiatives. Delayed government budget allocations, reduced donor contributions due to competing global priorities, conflicts or economic downturns could undermine infrastructure investments and reform implementation. The roadmap's scope requires sustained financial commitment over seven years, which may pose vulnerability to funding volatility.

Mitigation

The proposed diverse funding approach should reduce dependence on any single source. Government budget integration ensures domestic ownership while development partner engagement provides technical expertise and financial resources. Private sector revenue generation through fee-for-service models creates sustainable income streams. Phased financing plans allow implementation adjustments based on available resources, while integration into national budget commitments and National Quality Policy frameworks provides institutional sustainability for funding allocations.

6.3 Capacity Risk

Cambodia's limited pool of technical experts in quality infrastructure creates vulnerability to staff turnover and expertise loss. High turnover rates, particularly in specialised technical positions, could weaken institutional performance just as capacity building investments begin yielding results. Limited expertise in emerging areas like digital transformation and GEDSI integration compounds this challenge.

Mitigation

Structured human resource development and retention programmes address both immediate capacity needs and long-term sustainability. Competitive compensation packages, clear career advancement pathways, and international training opportunities improve retention. Continuous training programmes and twinning arrangements with advanced economy institutions provide ongoing capacity enhancement. Knowledge management systems capture institutional learning, reducing vulnerability to individual departures while creating sustainable capacity building foundations.

6.4 Private Sector Disengagement Risk

The roadmap's success depends fundamentally on industry and private sector adoption of improved NQI/ STRACAP services. Low awareness among industry players and MSMEs, their perceived compliance costs exceeding benefits or inadequate service quality could lead to continued dependence on foreign testing, calibration, certification and accreditation services. Industry and private sector associations may prioritise other advocacy areas over NQI/ STRACAP development and improvements.

Mitigation

Early and systematic industry/ private sector engagement builds awareness and ownership of NQI/ STRACAP reforms. Targeted awareness campaigns demonstrate concrete benefits of compliance, particularly market access opportunities under RCEP and other trade agreements. Trade facilitation incentives, including reduced processing times and recognition of domestic certification, create tangible benefits that encourage participation. MSME- and GEDSI-specific support mechanisms, including financial assistance and simplified procedures, address resource constraints that usually prevent MSME engagement with NQI/ STRACAP.

6.5 Fragmented GEDSI Integration Risk

Inclusion of women, people with disabilities, youths, consumers and marginalised groups faces systemic barriers including cultural norms limiting participation, resource constraints preventing meaningful engagement, and institutional inexperience with inclusive consultation methods. Nominal participation without real influence over outcomes could undermine the roadmap's inclusive growth objectives.

Mitigation

Mandatory GEDSI quotas with minimum 30% women participation create structural requirements for inclusion. Inclusive consultation tools specifically designed for different

stakeholder groups ensure meaningful participation rather than token representation. Participation quality monitoring goes beyond numerical targets to assess actual influence on decision-making processes. Capacity building for underrepresented groups provides skills and knowledge necessary for effective engagement, while resource allocation supports their participation in training programs and consultation processes.

Table 1: Summary of Risks

Risk	Mitigation measure
Political and institutional risk- Shifts in government priorities or unclear mandates slow down inter-ministerial coordination.	Secure high-level endorsement from MISTI and Council of Ministers; formalise roles through TORs and decrees; maintain regular inter-ministerial and stakeholder dialogue.
Financial risk- Delayed or insufficient government budgets and donor contributions undermine infrastructure and reforms.	Diversify funding sources (government, development partner (DP), private sector); develop a phased financing plan; integrate STRACAP into national budgets and national quality policy (NQP) commitments.
Capacity risk- High staff turnover and limited expertise weaken institutional performance.	Implement structured HRD and retention plans; invest in continuous training and twinning arrangements; establish knowledge management systems.
Private sector disengagement risk - SMEs, exporters, and industry and private sector associations show low buy-in or compliance with STRACAP reforms.	Strengthen early engagement through associations; provide awareness campaigns tailored for SMEs; incentivise compliance via trade facilitation and market access benefits.
Fragmented GEDSI integration risk- Participation of women, PWDs, and SMEs remains tokenistic without influencing outcomes.	Apply GEDSI quotas ($\geq 30\%$ participation); design inclusive consultation tools; monitor participation quality; build capacity of underrepresented groups to engage meaningfully.

7. Institutional Arrangement

The institutional arrangement for the implementation of the Roadmap applies a realistic approach, building on the current NQI foundation and keeping new resource requirements at a minimum given financial and technical constraints. It supports gradual strengthening of capacity, sustainability of initiatives and interventions for trade facilitation and market integration.

The institutional arrangements follow the two phases of the Roadmap implementation:

1. **Phase 1 (2026-2028)** - Strengthening Coordination and Capacity aimed at facilitating coordination mechanisms, capacity strengthening and launching pilot and pathways for international recognition.
2. **Phase 2 (2029-2032)** – Expansion and Sustainability aimed at formalisation of coordination mechanisms, scaling up GEDSI integration, digitalisation and financial sustainability.

7.1 Core Arrangement

The current National Standards Council chaired by the Minister of MISTI will be enhanced focusing on NQI/ STRACAP inter-ministerial coordination. An advisory board and working group (WG) chaired by Secretary of State will comprise representatives from:

1. MISTI's ISC (coordinator / secretariat), GDAC, NMC and STINL
2. Ministry of Commerce (CCF and Department of International Trade)
3. Ministry of Agriculture, Forestry and Fisheries (MAFF) – from DPPSPS and NALS
4. Ministry of Health (Drug and Food Department or Food Safety Bureau)
5. Ministry of Economy and Finance (including Customs)
6. Ministry of Public Works and Transport (MPWT)
7. Ministry of Land Management, Urban Planning and Construction (MLMUPC)
8. Ministry of Post and Telecommunication (MPT)
9. Cambodia Women Entrepreneurs Association (CWEA)
10. Organisations for people with disabilities (PWD)
11. Key economic sector/ industry association (agri-food, textile/ garment, automotive, tourism etc)
12. Sectoral agencies and ministries (transport, construction, energy, tourism, environment and education, for example)
13. Institutes of Higher Learning (IHL)
14. Development partners and donors

The WG will be tasked with ensuring successful implementation of the Roadmap and providing administrative support including MRV, resolving inter-ministerial coordination issues and resource planning.

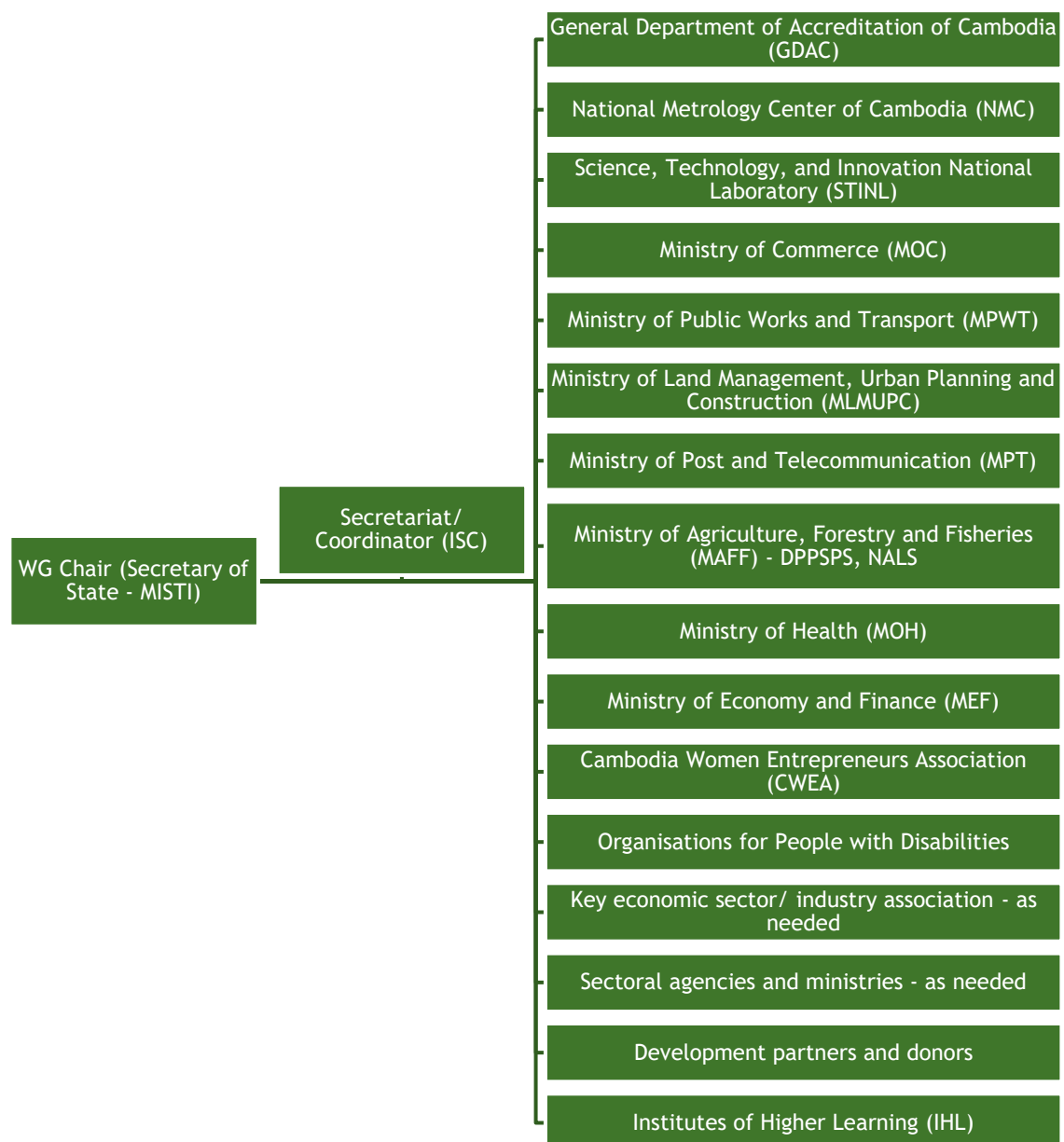


Figure 3: Institutional Arrangement for Roadmap Implementation

7.2 Success Factors

The success factor for an effective WG operation includes:

- effective multistakeholder engagement
- effective resource mobilisation and partnerships
- clear procedures, roles and responsibilities
- adequate human resources
- inclusive and effective communication mechanisms

8. Monitoring, Reporting and Verification Framework

A robust monitoring, reporting, and verification (MRV) framework is essential for the successful implementation of the roadmap. MRV provides the elements of accountability, transparency and ownership to the activities and outcomes of the Roadmap while meeting key performance indicators or KPIs. The Roadmap's MRV is designed to be responsive to changing circumstances against the backdrop of a dynamic region and RCEP. The MRV is administered at four levels of key performance indicators (KPI):

- impact
- outcome
- output
- activity

Table 2: High-level Indicators (for impact and outcomes)

Indicator level	Indicators
Impact	• By 2032 a unified NQI policy
	• Cambodia's QI4SD ranking improved
	• Cambodia's NQI/ STRACAP activities expand international recognition
	• At least 40% of women and youth-led enterprises have access to NQI/ STRACAP support and services
Outcome	• Institutional coordination effectiveness
	• Infrastructure and capacity development
	• International alignment achievement
	• Inclusive participation levels

The WG will monitor and report progress and performance of the roadmap implementation at various intervals:

- Monthly progress
- Half yearly assessment
- Annual progress reports
- Mid-Term review in 2029
- Final evaluation in 2032

Table 3: Key monitoring and evaluation schedule

Review Type	Frequency	Lead	Focus Areas	Deliverables
Monthly Progress Reviews	Monthly	WG implementation teams	Activity progress, resource utilization, risk management	Progress reports to lead agencies
Quarterly Assessments	Quarterly	National Standards Council	Outcome achievement, coordination effectiveness, budget performance	Quarterly reports to government
Annual Reviews	Annual	National Standards Council	Comprehensive progress assessment, adaptive management	Annual progress reports (public)
Mid-Term Review	Mid-2029	National Standards Council with external evaluators, stakeholders	Comprehensive evaluation, strategy adjustment	Mid-term evaluation report with recommendations
Final Evaluation	Mid-2032	National Standards Council with external evaluators, stakeholders	Impact assessment, sustainability analysis, next phase planning	Final evaluation report and next roadmap framework

9. Conclusion

The STRACAP Roadmap to Inclusive Growth (2026-2032) represents Cambodia's most comprehensive framework for quality infrastructure development supporting inclusive STRACAP implementation and trade facilitation. The Roadmap comes at a critical time with Cambodia graduating from least developed country (LDC) status in 2029 (earlier than targeted in 2030) and sets course to realise its vision of a high-income country by 2050.. Expanding trade and market is crucial to accelerate Cambodia on its path to achieve its vision for growth. Trade expansion will not happen in the absence of compliance with market standards and requirements.

Cambodia's regional neighbours such as Malaysia have invested heavily in advancing their NQI/ STRACAP system to establish a quality culture among their citizens and private sector. Hence, they have strengthened their competitive edge and moved up the value chain having access to high-value market. The roadmap carves the path for Cambodian industry, businesses and NQI/ STRACAP bodies to bring down barriers to trade and access premium markets.

The Roadmap is designed to address systematic NQI/ STRACAP capacity gaps identified through detailed assessment and provide actionable pathways toward an internationally recognised NQI/ STRACAP system serving all segments of Cambodian society. By 2032, Cambodia will have a unified NQI policy and adequately resourced mechanism guiding all economic sectors, with internationally recognised and aligned conformity assessment and technical regulation procedures. The Phase 1 (2026-2028) is critical in building coordination mechanisms and piloting approaches before the 2028 governance transition and provides institutional resilience. This roadmap recognises the resource constraints and prioritises quick wins with existing foundations building stronger systems for long-term impact. The mid-term review allows the Roadmap to be adapted to global trade dynamics and uncertainties.

The roadmap's significance extends beyond technical capacity building to encompass fundamental economic development objectives. Effective implementation will enable Cambodian businesses to access RCEP's 2.5-billion-person market while ensuring that women entrepreneurs, people with disabilities, youth, and MSMEs participate meaningfully in realising economic potential and improving overall well-being. The Roadmap's two-phased timeline allows progressive improvement and strengthening of the NQI/ STRACAP optimising current resources and supporting continued investment from various stakeholders including government and development partners.

Successful implementation requires sustained commitment and ownership among all stakeholders across key economic sectors. The high-level support and endorsement of a council and an NQI policy help stakeholders navigate the complex nature of NQI/STRACAP for trade facilitation with demand-driven and evidence-based services adaptive to the changing trade environment.

ANNEX

A. Roadmap Phases of Implementation

Outcome 1: Improved policy, governance, and financing mechanisms

Table 4: Implementation Activities for Outcome 1

Output	Activity Description	
	Phase 1 (2026/ June- December to 2028)	Phase 2 (2029/ mid-term review to 2032)
1.1 Establish National NQI/ STRACAP Coordination Mechanism	1.1.1 Establish Advisory Board/ Working Group on NQI/ STRACAP Roadmap implementation	Launch economic impact assessment of NQI
	1.1.2 Draft Advisory Board/ Working Group Terms of Reference with clear mandates and responsibilities	Launch systemic review cycle for all Cambodian Standards (CS)
	1.1.3 Launch policy and legal review, analysis and mapping of existing NQI/ STRACAP responsibilities across ministries	Roll-out multi-agency coordination protocols and communication mechanisms
	1.1.4 Obtain ministerial or Council of Ministers endorsement to formally establish NQI/ STRACAP roadmap implementation, coordination mechanisms and work plan (including the NQI policy)	Implement mechanism for dispute resolution procedures for overlapping mandates
	1.1.5 Organize inaugural meeting of advisory board/ WG with strategic planning session and meetings at fixed intervals	Implement digitalisation of TR procedures and tracking
	1.1.6 Define and establish formal linkages between NQI/ STRACAP bodies and WTO TBT enquiry point to ensure information flows to and exchange with relevant stakeholders	Launch mid-term review of the STRACAP roadmap.
	1.1.7 Launch CS Online Portal making CS accessible on ISC website	All new CS developed applying GEDSI integrated GSP
	1.1.8 Upgrade information sharing and exchange procedures on QI and STRACAP on ISC, NMC and GDAC websites	
	1.1.9 Review and update CS for priority sectors	
	1.1.10 Develop GEDSI integrated Good Standardization Practice (GSP) / standards for standards guidance	
	1.1.11 Develop coordination procedures between GDAC-	

	accredited CABs and regulatory agencies	
	1.1.12 Determine fee structure for ISC, GDAC and NMC services (<i>consider Malaysia benchmark</i>)	
1.2 Develop National Quality Infrastructure Policy	1.2.1 Launch NQI policy and action plan development (to strengthen NQI/ STRACAP bodies and CS legal standing)	• Cabinet approval of NQI policy / strategy and action plans
	1.2.2 Draft framework and strategy for product certification, system certification, inspection, TR, metrology and accreditation in line with WTO/ TBT Agreement, RCEP Chapter 6/ FTAs.	• Scale up, expand product certification, system certification, inspection, TR, metrology and accreditation in line with WTO/ TBT agreement and RCEP Chapter 6/ FTAs
	1.2.3 GEDSI lens and universal design integrated GSP, GRP and draft NQI policy	• Organise NQI policy socialisation and implementation events
	1.2.4 Integrate NQI/ STRACAP digitalisation requirements in line with national digitalisation policies ³	• Expand digitalisation of NQI / STRACAP services and outreach activities
1.3 Implement Sustainable Financing Framework	1.3.1 WG launch review of NQI / STRACAP financing, costing and resource mobilisation action plan and relevant MRV	• Establish and launch new fee structure
	1.3.2 Negotiate long-term development partner commitments	• Establish and launch framework for technical assistance for MSME in priority sectors and differential pricing for MSMEs (including PWD-led, women-led, Youth-led enterprises for QI and STRACAP compliance⁴)
	1.3.3 Launch finance and resource mobilisation partnerships	• Pilot revenue generation initiatives (such as training, STRACAP compliance information sessions, etc)
		• Integrate and expand NQI/ STRACAP in DP projects and initiatives in priority economic sectors

³ Cambodia Digital Government Policy 2022–2035, focuses on improving public administration and services through digital transformation.

⁴ Malaysia's SME Corp's Business Accelerator Programme (BAP) grant offers up to USD 100,000 for projects such as Quality Assurance and Certification and Digital Transformation. <https://smecorp.gov.my/index.php/en/programmes1/2015-12-21-09-39-08/business-accelerator-programme-bap-2025>

Outcome 2 - Strengthened infrastructure and institutional capacity

Table 5: Implementation Activities for Outcome 2

Output	Phase 1 (2026-2028)	Phase 2 (2029-2032)
2.1 Upgrade Priority Laboratory Facilities	5.1.1 Equipment prioritisation exercise across QI/ STRACAP bodies including demand analysis and feasibility study	Upgrade premises and services to meet international laboratory and services standards respectively
	5.1.2 Initiate procurement of equipment/ services for ISC, GDAC and NMC	Expand laboratory and services capabilities for emerging sectors and markets
	5.1.3 Develop STINL capacity building plan for priority sector testing needs	Expand accredited services
	5.1.4 Establish calibration traceability chains	Expand international recognition
	5.1.5 Initiate Type Approval Process for measuring instruments	Expand proficiency testing for laboratories based on results of demand analysis and feasibility study
	5.1.6 Explore participation in regional calibration services network	GDAC accreditation and NMC services for STINL and NALS implemented
	5.1.7 Explore NMC and GDAC services for NALS	Expand validity period of accreditation
	5.1.8 Review and align food testing methods and requirements between ISC and NALS	Expand participation in regional calibration and accreditation services network
	5.1.9 Launch study on policy framework for recognition of foreign accredited CABs operating in Cambodia (including incentives to pursue local accreditation)	Expand STINL accredited testing services to additional priority sectors aligned with TR requirements and market access needs
		Develop and implement policy framework for recognition of foreign accredited CABs operating in Cambodia
2.2 Implement Human Resource Development Program	2.2.1 Develop competency framework for all QI/ STRACAP technical positions with formal capacity development plan	Implement GEDSI responsive capacity building and professional development programmes aligned with international standards
	2.2.2 Develop and launch GEDSI responsive 'standards for standards' (GSP),GRP and other training programmes	Expand continuous professional development with IHL
	2.2.3 Design capacity building and professional development programmes aligned with GEDSI responsive and international standards	Launch scholarship program for advanced technical education related to NQI/STRACAP activities in cooperation with DPs/ international and regional partners (ISO, WTO, ASEAN etc)
	2.2.4 Establish partnerships with regional training centres/	Expand regional/ international partnerships for capacity building

	programmes (ACCSQ, ISO, Standards Australia etc.) and national institutes of higher learning – including industry sectoral QI and STRACAP services (agriculture, food, textile, automotive, transport, building, consumer protection and environmental and occupational health)	programmes (APAC, GACI, OIML, ASEAN, ISO, IEC, etc)
	2.2.5 Develop metrology interlaboratory and key comparisons participation and calibration and measurement capability (CMC) capacity building programme	Expand metrology capacity building programme in priority economic sectors
2.3 Deploy inclusive and responsive Digital Transformation Programme	4.3.1 Design standards information system including at least one pilot online standards catalogue and user-friendly standards database	Expand NQI/ STRACAP services digitalisation
	4.3.2 Design responsive accreditation information system including accreditation cycle and updated directory of conformity assessment bodies (CABs)	Implement cybersecurity and data protection measures
	4.3.3 Design and implement metrology information system and platform	Launch regular multistakeholder WTO/TBT/ STRACAP knowledge and information sharing session (for priority sectors and on emerging issues/ areas).
	4.3.4 Upgrade CM information management system to support ISC product certification services aligned with international requirements	

Outcome 3 - Increased international alignment of technical regulations and conformity assessment

Table 6: Implementation Activities for Outcome 3

Output	Phase 1 (2026-2028)	Phase 2 (2029-2032)
3.1 Align Technical Regulations with International Standards	4.1.1 Review all existing technical regulations for WTO/ TBT and STRACAP alignment/ harmonisation	Expand TR alignment/ harmonisation (building and electrical and electronic appliances etc.)
	4.1.2 Develop TR alignment/ harmonisation roadmaps for priority industry sectors including agri-food, textile and automotive	Design and implement risk-based approach for TR
	4.1.3 Develop regulatory impact assessment (RIA) procedures and organise training on RIA.	Carryout and expand regulatory impact assessments (beginning with industry priority sectors)
	4.1.4 Capacity building for technical regulators on GEDSI responsive Good Regulatory Practice (GRP), risk-based technical regulations, regulatory impact assessment and trade rules beginning with priority sectors	Strengthen and implement enforcement and compliance monitoring programmes
	4.1.5 Establish strategy and action plan for active involvement and liaison with international and regional NQI activities and organisations / quality networks (eq. ACCSQ, ASEAN Regulatory Cooperation and OECD – peer learning and sharing best practices)	Establish dispute resolution mechanism on STRACAP related conflicts/ enquiries and for GDAC accreditation decisions
	4.1.6 Develop market surveillance mechanism for legal metrology	Roll-out market surveillance for legal metrology
	4.1.7 Develop risk-based market surveillance and coordination strategy and procedures for industry priority sectors (automotive, electrical appliances, construction materials etc)	Pilot and roll-out risk-based market surveillance for industry priority sectors
3.2 Develop/ Expand Priority Sector Conformity Assessment Programmes	3.2.1 Identify high-export potential industry sectors requiring certification	Expand international recognition and accreditation for certification schemes
	3.2.2 Design needs-based capacity building programme on certification schemes for CABS, industry and MSMEs	Expand accredited product certification schemes projects
	3.2.3 Upgrade product certification schemes aligned with international standards	

3.3 Expand Regional and International Partnerships	3.3.1 Formalise multistakeholder participation in national and regional quality infrastructure/ STRACAP initiatives	Expand mutual recognition arrangements (MRAs)
	3.3.2 Host international STRACAP/ QI and TBT conferences and workshops	Expand formal capacity building and technical assistance programmes for multistakeholder participation in national and regional quality infrastructure/ STRACAP initiatives
	3.3.3 NQI/ STRACAP technical cooperation with partner countries	Expand regional and international cooperation on education on NQI/ STRACAP (IHL, NQI/STRACAP bodies, DPs, WTO academy etc)

Outcome 4 - Enhanced awareness and inclusive participation

Table 7: Implementation Activities for Outcome 4

Output	Phase 1 (2026-2028)	Phase 2 (2029-2032)
4.1 Develop GEDSI Integration Framework	4.1.1 Integrate NQI/ STRACAP awareness into existing ministry level Neary Rattanak action plans	Conduct universal design/ accessibility audits of key public spaces (beginning with NQI/ STRACAP bodies) with action plans for improvements.
	4.1.2 Develop NQI/ STRACAP GEDSI integration guidelines and training materials for balanced participation of women, PWD in technical committees and NQI/ STRACAP work (such as use of gender disaggregated data for CA, TR and standards development and accessibility audits)	Expand research into specific needs of women and PWD in QI and STRACAP activities
	4.1.3 Formalise engagement with IHLs, CWEA, organisation for PWD and YEAC across NQI/ STRACAP activities, information, communication and education programmes.	Launch PWD, youth and women QI/ STRACAP champion and technical support programmes
	4.1.4 Launch awareness campaigns on importance of universal design standards (especially with Ministry of Land Management, Urban Planning and Construction – MLMUPC).	Expand awareness campaigns on universal design standards across public and private sector and product design.
		Launch inclusive and universal design standards development programme
		Launch universal design improvements in NQI and STRACAP bodies such as physical accessibility, online accessibility or outreach.
4.2 Launch NQI/ STRACAP Awareness Campaign	4.2.1 Develop communication strategy targeting diverse audiences (industry, MSMEs, CSOs, NGOs, women, PWD, youth, general consumers etc)	Launch digital outreach platforms
	4.2.2 Create multilingual and accessible information materials	Launch formal and continuous professional development programme on NQI/ STRACAP in partnership with IHL
	4.2.3 Organize national stakeholder or economic sector specific awareness workshops and education programmes on NQI/ STRACAP	Launch and expand curricula, research and development on trade facilitation, NQI/ STRACAP with IHL

4.3 Establish MSME Support Programmes	5.1.10 Create one-stop service centre for industry and MSME NQI/ STRACAP needs	Expand one-stop-service to market information and export readiness support for industry, MSMEs and Women/ PWD/ Youth entrepreneurs in partnership with private sector associations
	5.1.11 Training and capacity building for industry and MSME support centre staff	Develop simplified NQI/ STRACAP compliance tool and pathways for MSMEs towards export readiness and business acceleration
	5.1.12 Design and pilot support programme for MSMEs in priority sector	Launch financial assistance program for MSMEs certification costs
		Expand NQI/ STRACAP technical advisory services for industry, MSMEs and Women/ PWD/ Youth entrepreneurs

B. Partnerships and Resource Mobilisation for NQI/ STRACAP

No.	Partner/ Programme	Duration	Funding	Focus / Thematic Areas	Partnership modality/ strategies for STRACAP support
1.	The Cambodia Australia Partnership for Resilient Economic Development (CAPRED).	2022-2027	A\$87 million	Promotes GEDSI inclusive investment in high-value-added agriculture and emerging climate change threats mitigation to protect the environment for future generations.	Sectoral GEDSI integrated NQI/ STRACAP technical support and assistance: agriculture, enterprise development, infrastructure development for market diversification and value-addition. (Agri-food Industrial Park (AIP) and testing / CA facilities: standards, accreditation and metrology services)
2.	Regional Trade for Development (RT4D)	2020-21 to 2027-28	A\$53.3 million	Free trade agreement (FTA) support	The programme Support/ fund projects related to the chapters of both agreements, addressing common trade topics: (note: respond to open call 2026-2027) - Rules of Origin (ROO) - Trade in Goods - Trade in Services - Investment - Intellectual Property - Competition and Consumer Protection
3.	Germany QI Technical Cooperation through Physikalisch-Technische Bundesanstalt (PTB)	2018-2020 2022–2025 with possibilities of extension to 2026	EUR 1 million (up to 2026)	among the most sustained and technically deep quality infrastructure support.	Key activities that could be funded for NQI/ STRACAP are: - training and capacity building of staff - verification and calibration to support implementation of bilateral cooperation - studies, feasibility assessment - technical advisory - dialogue events - customer visits - support for STINL and other laboratories accreditation and proficiency capacity building
4.	GIZ- EU-German GATE programme	2024-2028	EUR 9.9 million	Project contributes to trade readiness, trade facilitation, digital economy facilitation and SMEs' growth. - Trade Policy - Digital Economy - including consumer and data protection rights. - Trade Facilitation - SME Trade Competitiveness – market access in selected value-chains	Integrate relevant NQI and STRACAP activities into project interventions such as: - Women-led SME export readiness - NQI/ STRACAP for consumer protection - NQI/ STRACAP for improving cost competitiveness for all Cambodia-based exporters and importers - Private sector associations and MSMEs participation in NQI/ STRACAP work and activities

5.	GIZ - EU-German Cambodia Partnership for Sustainable Agriculture and Food Systems	2024-2029		- Institutional Capacity Development- for improving the national systems on agri-food safety and climate-resilient agriculture, including decent work. - Value Chain Performance Improvement – focusing on cashew and pepper profitability through climate-resilient and sustainable intensification practices, such as deforestation-free production - Private Sector Development - capacities of MSMEs, industry associations, and federations to add value in the pepper and cashew value chains	Integrate NQI/ STRACAP for: - Food safety and market access, testing and certification programmes - Support for MSMEs, industry associations, and federations to add value in the pepper and cashew value chains - Training on participation in international standards and support participation in international standardisation activities and trade regulatory dialogue with DG-SANTE, WTO-TBT and SPS secretariat.
6.	UNIDO	Funding and duration depend on the design of the interventions		Strengthen technical capacity of QI institutions and service providers to provide qualified services to meet the needs of all stakeholders along specific value chains.	Integrate NQI/ STRACAP to existing and future UNIDO Programme for Country Partnership (PCP) activities to enhance the capacity of private sector players to comply with foreign technical regulations and standards and to improve access to international markets.
7.	Standards and Trade Development Facility (STDF)	Maximum 3 years	Maximum USD 1 million	Supports developing countries to comply with international sanitary and phytosanitary (SPS) requirements, as outlined in the WTO's SPS Agreement. - improve food safety, animal and plant health capacity to comply with international sanitary and phytosanitary (SPS) requirements - address SPS challenges or issues that affect trade to international markets. - beneficiaries must contribute to the project from their own resources	Design projects to build capacity for SPS through - laboratory accreditation and conformity assessment - SPS standards development and harmonisation - Alignment and harmonisation of SPS technical regulations - building institutional capacity (Note: these are sector specific capacity building which indirectly contributes to NQI/ STRACAP capacities)

Others:

1. Agriculture Services Programme for an Inclusive Rural Economy and Agricultural Trade (ASPIRE-AT) is co-financed by the International Fund for Agricultural Development (IFAD) and the European Investment Bank (EIB) - aimed at promoting inclusive and sustainable agricultural sector growth, based on both exports and domestic markets by strengthening the country's sanitary and phytosanitary capacities to meet the standards required for trade, particularly for exports. Project duration 2023 to 2030.
2. Asian Development Bank: Trade competitiveness and border facilitation,

3. World Bank Cambodia Growth and Resilience Development Policy Financing and Agricultural Sector Diversification Project (Good Agriculture Practices – GAP certification support and infrastructure development)
4. UNIDO's CAPFISH-CAPTURE support for post-harvest fisheries through the Cambodia Quality Seal voluntary certification, national residue monitoring programmes, expanded laboratory accreditation, launching Cambodia Packaging Centre and an investment support facility
5. United Nations Conference on Trade and Development (UNCTAD) and International Trade Centre (ITC) programmes
6. ASEAN-Consultative Committee on Standards and Quality (ACCSQ) programmes
7. International Organisation for Standardization (ISO) capacity building programmes (during annual meetings, policy committee meetings and regional programmes).
8. Korean Agency for Technology and Standards (KATS) Standards Olympiad – education on standardization programme for students.

About RT4D

The \$53.3 million Regional Trade for Development (RT4D) initiative, funded by both the Governments of Australia and New Zealand, assists ASEAN Member States (AMS) in meeting their commitments and realising the advantages offered by the Agreement establishing the ASEAN-Australia-New Zealand Free Trade Area (AANZFTA), and the Regional Comprehensive Economic Partnership (RCEP). RT4D supports AMS in benefitting from an open, free and rules-based trading system.

Through the AANZFTA Implementation Support Program (AISP) and the RCEP Implementation Support Program (RISP), RT4D provides tailored support to enhance the capabilities of ASEAN Member States by strengthening skills, building networks, facilitating policy options and ensuring that trade benefits everyone, including Micro, Small and Medium Enterprises (MSMEs), women and people with disabilities.

The Regional Trade for Development Initiative:

- Provides ASEAN with access to world class technical expertise to support economic cooperation activities.
- Delivers economic cooperation activities, working closely with ASEAN Member States and ASEAN Secretariat.
- Has a strong focus on less developed ASEAN economies to ensure that it responds to the different needs and readiness of ASEAN.
- Facilitates implementation of the provisions of selected FTAs to support inclusive development outcomes.



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