

Rolling Plan for the Kingdom of Cambodia

As of April 2024

Basic Policy of Assistance	Support for industrial promotion with the goal of achieving an upper middle-income country by 2030 and fostering sustainable and autonomous economic development, leading to a vibrant society
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Priority Area 1	Transformation and Development of the Industries that Contribute to Economic Growth												
	<p>[Background and current situation]</p> <p><Enhancing Connectivity ></p> <p>The labor-intensive industries that have been driving Cambodia's economic growth for many years are facing increasing competition in recent years. Achieving further economic growth will require a transition to an industrial structure focusing on higher value-added industries (industrial transformation and development). To achieve this industrial transformation and development, it is essential to utilize private funds to the maximum extent possible, in addition to public investment, is essential. However, Cambodia still lacks physical infrastructure, human resources, and institutional support. Therefore, promoting enhanced connectivity while building logistics networks, such as roads, waterways, and ports, is necessary. In terms of digitalization, although various services are emerging, there are some vulnerabilities within the digital infrastructure.</p> <p><Stable Supply of Electricity and Energy for Economic Growth Support ></p> <p>The expansion of electricity supply capacity to meet the increasing demand (average annual growth of 16.6%) resulting from economic growth is an urgent issue. In the Phnom Penh metropolitan area, which accounts for more than 50% of domestic electricity demand, several substations are facing overload due to insufficient transmission and distribution facilities. In order to ensure a stable electricity supply, it is necessary to further strengthen the transmission and distribution networks and ensure the proper operation and maintenance of facilities. Additionally, as the Cambodian government aims to achieve a carbon-neutral society by 2050, there is an increasing need to expand the introduction of renewable energy and promote efficient energy use through energy conservation, as well as to improve grid operation technology in what is an increasingly complex power supply structure.</p>						<p>[Strategy]</p> <p><Enhancing Connectivity ></p> <p>In order to achieve sustained economic growth through the promotion of industrial development and foreign investment, efforts are being made to expand high-quality logistics infrastructure (roads, ports, etc.) and to establish international standards and harmonized systems (transportation, customs, etc.) in order to support the improvement of the Southern Economic Corridor to enhance connectivity which contribute to realizing the Free and Open Indo-Pacific (FOIP) initiative. Support is also provided for the enhancement of the administrative capabilities necessary for infrastructure development and institution building. Furthermore, comprehensive support measures in the emerging priority area of digital technology should be considered through an assessment process. In addition, the creation of leading digital services which will drive the economy and digital connectivity will be strengthened by enhancing and expanding communication network coverage, including coverage in rural areas.</p> <p><Stable Supply of Electricity and Energy for Economic Growth Support ></p> <p>In order to maintain a stable supply of electricity to support economic growth, efforts are being made to strengthen the transmission and distribution networks in urban areas. In addition, support is being considered for the improvement of system operation and planning capabilities. Furthermore, support is being provided for the development of systems to promote the introduction of renewable energy and LNG fuel in order to contribute to carbon neutrality, as well as for the consideration of the introduction of new technologies (such as hydrogen, ammonia, etc.) to support decarbonization.</p>						
	Japan's Assistance Program	Program Summary	Project	Scheme	Schedule						Assistance Amount (100 Million Yen)	SDGs	Note
					Before JFY 2023	JFY 2024	JFY 2025	JFY 2026	JFY 2027	JFY 2028			
			National Road No.5 Improvement Project (Thlea Ma'am-Battambang and Sri Sisophorn-Poipet Sections) (I)	LA					-	-	192.08	9	
			National Road No.5 Improvement Project (Thlea Ma'am-Battambang and Sri Sisophorn-Poipet Sections) (II)	LA					-	-	177.02	9	
			National Road No.5 Improvement Project (Prek Kdam - Thlea Ma'am Section) (IV)	LA			-	-	-	-	72.05	9	
			Rural Road Connectivity Improvement Project	LA					-	-	236.92	9	
			Transport Policy Advisor	EXP			-	-	-	-		9	Technical Assistance related to Japanese ODA Loan
			Data Collection Survey on the Southern Economic Corridor (Road and Bridge Sectors)	DCS			-	-	-	-		9	Technical Assistance related to Japanese ODA Loan
			The Project for Strengthening Facilitation Capacity for Logistics Improvement	TCP					-	-	2.70	9	

Development Issue 1-1 Development of Social Infrastructure for the Promotion of Industrial Growth	The Enhancing Connectivity Program	In order to reduce logistical costs, time, and administration, as well as improve the quality of logistics services, support is being provided for the establishment of a transportation network within the Southern Economic Corridor, and the enhancement of port facilities and operational capabilities, predominantly at Sihanoukville Port.	Project for Improvement of Road Traffic Safety on Trunk Roads	TCP	<div><div></div></div>	-	-	-	-	-	-	4.65	3.9	Technical Assistance related to Japanese ODA Loan
			SDGs Business Verification Survey with the Private Sector for the System to Ensure Traffic Safety by Blinking Type LED Solar Light	SDGs BVS	<div><div></div></div>	-	-	-	-	-	-		3,8,9,11	
			SDGs Business Verification Survey with the Private Sector for Introducing DX Infrastructure Measurement Survey and Management with Remote Sensing Technology Using Drones in Cambodia	SDGs BVS	<div><div></div></div>	-	-	-	-	-	-		11	
			SDGs Business Validation Survey for Installation of Drainage Sheet to Prevent Rainfall-Induced Road Collapse in Cambodia	SDGs BVS	<div><div></div></div>	-	-	-	-	-	-		9,11,13	
			Collaboration Program with the Private Sector for Disseminating Japanese Technology for In-place Base Course Stabilization System for Solid Pavement	SDGs BVS	<div><div></div></div>	-	-	-	-	-	-		11,13	
			Grand Assistance in the field of transportation system	GA	<div><div></div></div>	-	-	-	-	-	-	0.41	9	
			Sihanoukville Port Multipurpose Terminal Development Project	LA	<div><div></div></div>	-	-	-	-	-	-	71.76	9	
			Sihanoukville Port New Container Terminal Development Project	LA	<div><div></div></div>	-	-	-	-	-	-	235.02	9	
			Sihanoukville Port New Container Terminal Expansion Project (I)	LA	<div><div></div></div>	-	-	-	-	-	-	413.88	9	
			Project for the Development of Vessel Traffic System (VTS) in Sihanoukville	GA	<div><div></div></div>	-	-	-	-	-	-	11.32	9	
			Project for the Construction of a Hydrographic Survey Vessel for Preparing Electronic Navigation Chart	GA	<div><div></div></div>	-	-	-	-	-	-	10.00	9	
			Project for the Development of National Data Center towards promoting e-Government	GA	<div><div></div></div>	-	-	-	-	-	-	23.00	8	
			Advisor for Port Operation and Management to PAS	EXP	<div><div></div></div>	-	-	-	-	-	-		9	Technical Assistance related to Japanese ODA Loan
			The Project for Capacity Development on Container Terminal Management and Operation in Sihanoukville Port Phase 3	TCP	<div><div></div></div>	-	-	-	-	-	-	6.10	9	Technical Assistance related to Japanese ODA Loan
			The Project for Strengthening Capacity for Ports Administration	TCDP	<div><div></div></div>	-	-	-	-	-	-	3.90	9	
			The Project for Strengthening Customs Efficiency for Enhancing Mekong Connectivity	TCP	<div><div></div></div>	-	-	-	-	-	-		8	
			Customs Policy and Administration Adviser for Trade Facilitation	EXP	<div><div></div></div>	-	-	-	-	-	-		8	
			Issue-based Training etc. in the Field of Transportation and Traffic	TR	<div><div></div></div>	-	-	-	-	-	-		8	
	The Stable Supply of Electricity and Energy for Economic Growth Support Program	Efforts are being made to expand and improve transmission and distribution networks in order to deliver a stable electricity supply. Support is also be provided in policy development, institutional improvements, and technology implementation, with the aim of achieving a carbon-neutral society.	Project for Development of Clean Energy Transition Roadmap towards Carbon Neutral Society	TCDP	<div><div></div></div>	-	-	-	-	-	-	2.50	7,13	
			Phnom Penh City Transmission and Distribution System Expansion Project (Phase 2) (I)	LA	<div><div></div></div>	-	-	-	-	-	-	38.16	7	
Phnom Penh City Transmission and Distribution System Expansion Project (Phase 2) (II)			LA	<div><div></div></div>	-	-	-	-	-	-	92.16	7		
Power Economics and Planning Advisor			EXP	<div><div></div></div>	-	-	-	-	-	-		7	Technical Assistance related to Japanese ODA Loan	
Small and Medium-Size Enterprise (SME) Partnership Promotion Survey for Contributing to Energy Efficiency utilizing Outdoor Ventilation System (Antivirus)			SME PPS	<div><div></div></div>	-	-	-	-	-	-		7		
Issue-based Training etc. in the Field of Energy and Mining			TR	<div><div></div></div>	-	-	-	-	-	-		7		

Development Issue 1-2 Industrial Diversification and Vitality Creation	<p>[Background and Current Situation] <Advanced Human Resource Development> There is a lack of economic diversity, and the garment and food processing industries account for the majority of the manufacturing sector. There is a lack of high-quality industrial human resources to support the transformation of the industrial structure to a knowledge-intensive one, and there is an inadequate training system to develop the high-quality technical and advanced human resources that are required to meet the needs of industry.</p> <p><Ensuring Stable Economic Development Program> Development of private sector, including business promotion and entrepreneurial support, is urgently needed to strengthen competitiveness. The priority issue, in terms of attracting further investment from abroad, is business environment development.</p>			<p>[Strategy] <Advanced Human Resource Development> In order to establish a system for developing the high-quality human resources that would be required by the industrial sector in order to support the transformation of the industrial structure towards knowledge-intensive industries and economic diversity, support is being provided to strengthen industrial-academic collaboration, improve the vocational training curricula and develop the business environment.</p> <p><Ensuring Stable Economic Development Program> It is necessary to consider providing support for startups, improving access to finance for SMEs, promoting private investment, and assisting the central bank with the formulating and administering of monetary policy. In addition, support will be provided for capacity building, in areas such as market situation monitoring.</p>											
	Japan's Assistance Program	Program Summary	Project	Scheme	Schedule						Assistance Amount (100 Million Yen)	SDGs	Note		
					Before JFY 2023	JFY 2024	JFY 2025	JFY 2026	JFY 2027	JFY 2028					
	The Advanced Human Resource Development Program	To achieve Cambodia's sustainable economic growth, the program will support the development of high-quality, high-level human resources in order to realize the progression of high value-added industries and economic diversification. Specifically, support will be provided to strengthen industrial-academic collaboration, improve the vocational training curricula, and develop the business environment.	Project for Human Resource Development Scholarship (H30)	GA				-	-	-	-	3.42	4,8,9		
			Project for Human Resource Development Scholarship (H31)	GA							-	-	3.39	4,8,9	
			Project for Human Resource Development Scholarship (R2)	GA							-	-	3.48	4,8,9	
			Project for Human Resource Development Scholarship (R3)	GA							-	-	3.62	4,8,9	
			Project for Human Resource Development Scholarship (R4)	GA							-	-	3.63	4,8,9	
			Project for Human Resource Development Scholarship (R5)	GA							-	-	3.66	4,8,9	
			Industrial Human Resource Development Advisor	EXP			-	-	-	-	-	-		4,8	
			Issue-based Training etc. in the Field of Industrial Human Resource Development	TR			-	-	-	-	-	-		4,8,9	
			Country-focused Training in the Field of Industrial Human Resource Development	CTR							-	-		4,8,9	
			Project for Enhancing Industry-Academic Community Networks for Strengthening Capacity of Engineering Research and Development	TCP	-						-	-	2.97	4,8,9	
			Grand Assistance for Grass-Roots Human Security Projects in the field of social wellbeing	GGP				-	-	-	-	-	0.27	4,8	
			Grand Assistance for Japanese NGO project in the field of Vocational training	GANP				-	-	-	-	-	1.36	4,8	
			JICA Partnership Program in the Field of Industrial Human Resource Development	JPP						-	-	-		4,8	
Japan Overseas Cooperation Volunteers in the Field of Industrial Human Resource Development			JOCV		-	-	-	-	-	-	-		4,8		
The Ensuring Stable Economic Development Program	In addition to fostering and strengthening the management of small, medium, and micro enterprises and supporting the strengthening of industrial capacity through foreign direct investment and transactions with local companies, we will support the stability of economic development by strengthening the central bank's ability to analyse market situations and coordinate financial operations.	Project for Enhancing Capacity of Economic Analysis, Research and Operations for Monetary Policy	TCP				-	-	-	-		1,8			
		Project for Development of Entrepreneurs and Business Networking Services at CJCC Phase 2	TCP			-	-	-	-	-	2.80	4,8,9			
		Training on Financial Administration in Emerging Countries	FSA-TA	-						-	-		9,10,11		

The Improving Quality in Education and Healthcare Program	By enhancing teachers' proficiency through various development initiatives, we aim to uplift the overall quality of basic education. In addition, to achieve UHC, we will support the improvement of healthcare services that are focusing on NCDs, support the building of capacity building for healthcare professionals, and the strengthening of healthcare systems, including the improvement of medical facilities.	Regional Hospital Development Project	LA	-					-	211.04	2,3,5,10	
		Non Communicable Disease Control Project	TCP	-					-	3.25	3,5,10	
		The Project for Strengthening In-Service Training for Human Resources	TCP					-	-	3.52	2,3,5,10	
		Health Policy Advisor	EXP	-				-	-		3,10	
		Project for Improvement of Infectious Waste Management	GA						-	4.36	3	
		Grand Assistance for Grass-Roots Human Security Projects in the field of health	GGP				-	-	-	0.34	4,8	
		Grant Assistance for Japanese NGO Projects in the field of health	GANP				-	-	-	0.26	4,8	
		JICA Partnership Program in the Field of Health	JPP						-		3,10	
		Japan Overseas Cooperation Volunteers in the Field of Strengthening Health System	JOCV			-	-	-	-		3	
		Issue-based Training etc. in the Field of Health	TR			-	-	-	-		3,5,10	
		Project for Strengthening Teacher Education Colleges for Basic Education Quality	TCP					-	-		3,13	
		Education Policy Advisor	EXP				-	-	-		4,8	
		JICA Partnership Program in the Field of Education	JPP						-		4,8	
		Country-focused Training in the Field of Education	CTR						-		4,8	
		Grand Assistance for Grass-Roots Human Security Projects in the field of education	GGP				-	-	-	0.38	4,8	
		Grant Assistance for Grassroots Human Security Projects in the field of Education	GCGP				-	-	-	0.05	4,8	
		Grand Assistance for Cultural Grassroots Project in the field of Social welfare	GCGP				-	-	-	0.10	4,8	
		The Grant Assistance for Japanese NGO Projects in the field of Education	GANP				-	-	-	2.20	4,8	

Development Issue 2-2 Infrastructure Development	[Background and current situation] <Agriculture and Rural Development> The agricultural sector accounts for approximately 23% of Cambodia's GDP and employs about 35% of the workforce. Agriculture serves as the primary livelihood for those living in rural areas. While efforts have been made to increase rice production, the export volume of rice remains low, and Cambodia relies heavily on imports of horticultural crops and fishery products, leading to low levels of farm income. Inadequate infrastructure, such as a lack of irrigation facilities, post-harvest processing plants, and decent rural roads, hinder the improvement of farm income. This situation has contributed to the widening income gap between urban and rural areas.			[Strategy] <Agriculture and Rural Development> In order to improve farmer income and promote the agricultural sector as a key industry, efforts are being made to create synergies through collaboration with private enterprises. These efforts aim to enhance agricultural productivity through the development of irrigation and drainage facilities, as well as supporting the development and improvement of value chains for agricultural products and other crops.										
	Japan's Assistance Program	Program Summary	Project	Scheme	Schedule						Assistance Amount (100 Million Yen)	SDGs	Note	
	Before JFY 2023	JFY 2024	JFY 2025	JFY 2026	JFY 2027	JFY 2028								
	The Agricultural and Rural Development Program	The priority areas for support, measures have been identified and support is being provided to assist with the construction and improvement of irrigation and drainage facilities, with a focus on their contribution to flood prevention. Efforts are also being made to establish national standards for irrigation and drainage design, and to support the enhancement of river basin water resource utilization and enhance the function of water users' associations. Furthermore, support is being provided for the improvement of production, post-harvest processing, and processing technology and strengthening the business operations and management capabilities of small-scale farmers and farmer groups, with a view to building a food value chain.	Southwest Phnom Penh Irrigation and Drainage Rehabilitation and Improvement Project	LA					-	-	-	56.06	1,2,6	
			Southwest Phnom Penh Irrigation and Drainage Rehabilitation and Improvement Project (II)	LA					-	-	-	24.82	1,2,6	
			Data Collection Survey on Irrigation and Flood Protection	DCS					-	-	-		1,2	
			Project for Development of National Standard Design Documents for Irrigation and Drainage	TCP					-	-	-	4.50	1,2,6	
			Country-focused Training in the Field of Agriculture and Fisheries	CTR					-	-	-		2,17	
			JICA Partnership Program in the Field of Agriculture and Rural Development	JPP					-	-	-		1,2	
			The Project for development and social implementation of greenhouse gas emission reduction technologies in paddy fields of West Tonle Sap Lake by establishing a large paddy area water management system	STC							-		1,2	
			SDGs Business Verification Survey with the Private Sector for the Establishment and Implementation of Food Safety Standards, and the Development of Private Food Testing Services through the Public Private Partnership in Cambodia	SDGs BVS					-	-	-		2,8	
			SDGs Business Validation Survey for Food Value Chain Construction to establish a new industry utilizing Crickets in Cambodia	SDGs BVS					-	-	-		5,8,9	
			SDGs Business Verification Survey with the Private Sector for Securing Water Resources for Dry Seasons and Droughts in Areas Dependent on Rainwater	SDGs BVS					-	-	-		6,13	
			SDGs Business Needs Confirmation Survey for the Introduction of Activated Carbon and Activated Carbon Manufacturing Technology in Cambodia	SDGs BNCS					-	-	-		9,1,6	
			Grand Assistance for Grass-Roots Human Security Projects in the field of Agricultural Rural Development	GGP					-	-	-	0.47	1,2	
Project for Promotiono of Sustainable Fisheries in Southeast Asian Region			ML					-	-	-	22.62	14,17		

Priority Area 3	Realization of a Safe and Secure Society														
Development Issue 3-1 Strengthening Governance	[Background and current situation] <Strengthening the Functions of the Judiciary and Public Administration> The Cambodian government has identified "Governance Reform and Strengthening" as the core priority of the "Pentagonal Strategy - Phase I" (2023). However, due to Cambodia's historical background, the governance framework for the judiciary and public administration remains fragile. In fact, it was ranked in the bottom 24% in the World Governance Indicators (WGI) in 2021. Judicial reform and decentralization reform, both of which have a direct impact citizens' daily lives, are urgent priorities.						[Strategy] <Strengthening the Functions of the Judiciary and Public Administration> To ensure the protection of the freedoms and rights of citizens, Japan supports capacity building in the legal sector, particularly in relation to the interpretation and application of the Civil Code and the improvement of access to justice. Additionally, Japan helps to enhance the capacity of the Cambodian government in policy planning, the development of organizational structure and human resources, in order to promote administrative reforms, such as decentralization.								
	The Strengthening the Functions of the Judiciary and Public Administration Program	Japan's Assistance Program	Program Summary	Project	Scheme	Schedule						Assistance Amount (100 Million Yen)	SDGs	Note	
						Before JFY 2023	JFY 2024	JFY 2025	JFY 2026	JFY 2027	JFY 2028				
			Legal and Judicial Development Project Phase 6	TCP	-	-					-	-	3.50	10,16	
			Policy Advisor for Local Administration	EXP	-	-					-	-	-	16	
			Building Capacity for Civic Engagement, Peacebuilding, and Inclusive Dialogue: Towards Inclusive and Participatory Governance	GA	-	-					-	-		16	UNDP
			Project for Strengthening Transparency and Accountability in Local Governance through Civic Engagement	GA							-	-	-	9,16	UNDP
			National Election Committee Capacity Development Adviser (Voter Education)	EXP			-	-	-	-	-	-	-	1,5,16,17	
Issue -based Training, etc. in the Field of Governance	TR								-	-		1,10,16			

Development Issue 3-2 Overcoming Vulnerability	<p>[Background and current situation] <Landmine and Unexploded Ordnance Clearance > Cambodia is progressing towards the complete removal of known anti-personnel landmines within the country by 2030. However, with the population increasing, it is expected that areas with a significant number of unidentified landmines and unexploded ordnance (UXOs) will also be used for agricultural land, etc., and this will pose a continued threat to life and property, as well hindering the establishment of a sustainable and inclusive society. Furthermore, there is an expectation that Cambodia will educate and train third party countries in landmine and UXO clearance techniques. However, enhancing the organizational capacity of the Cambodian Mine Action Centre (CMAC) in readiness for independent operations, remains a challenge.</p> <p>< Overcoming New Social Challenges > With rapid economic development, new societal challenges, such as the need for increased cybersecurity measures, are emerging.</p>			<p>[Strategy] <Landmine and Unexploded Ordnance Clearance> In addition to supporting the clearance of existing landmines and UXOs, support will be provided for the removal of landmines and UXOs that are newly identified as a result of the expansion of future economic activities. Furthermore, assistance will be given to strengthen organizational structures within CMAC so that it has the capability to provide self-reliant and sustainable training to third party countries.</p> <p><Overcoming New Social Challenges> Efforts will be made to build a cyber-secure and resilient society, as well as providing support for other, increasingly concerning, issues that have emerged in recent years, such as maritime security and human trafficking.</p>											
	Japan's Assistance Program	Program Summary	Project	Scheme	Schedule						Assistance Amount (100 Million Yen)	SDGs	Note		
					Before JFY 2023	JFY 2024	JFY 2025	JFY 2026	JFY 2027	JFY 2028					
	The Landmine and Unexploded Ordnance Clearance Program	Support will be provided for the maintenance and operation of the equipment necessary for the safe and efficient removal of landmines and UXOs. International contributions, that leverage advanced technical expertise, will be made in order to address the threat of landmines and UXOs in third party countries.	Project for Construction of Training Complex and Outreach Facility of Cambodian Mine Action Centre	GA				-	-	-	-	24.51	16		
			Project for Integrated Mine Clearance and Landmine Victim Assistance	GA				-	-	-	-	20.00	1,16		
			The Project for Strengthening Organizational Function of CMAC	TCP				-	-	-	-	16			
			SDGs Business Validation Survey for Demining Robot Installation to Work Efficiently and Protect the Safety of Deminers in Cambodia	SDGs BVS				-	-	-	-	16			
			JICA Partnership Program in the Field of Mine Action	JPP				-	-	-	-	16			
			Grand Assistance for Grass-Roots Human Security Projects in the field of Mine and UXOs Action	GGP				-	-	-	-	0.70	9		
			The Grant Assistance for Japanese NGO Projects in the field of Mine and UXOs Action	GANP				-	-	-	-	1.90	1,16		
	The Overcoming New Social Challenges Program	Support to help address new social issues and assist with human resource development will be provided. Continued support on the development of the technology and expertise required to improve cybersecurity levels will be provided.	Project for Improvement of Cyber Resilience	TCP						-	-	2.74	4,5,8,9,17		
			Project for facilitating Equipment for Cyber Security Operational Center	GA	-	-	-		-	-	-	-	11.50	4,5,8,9,17	
			Project on Capacity Development for Assisting Survivors of Trafficking in Persons	TCP	-	-							1,3,4,5,8,11		

Legend: [PS] = Preparatory Survey, [DD] = Detailed Design, [TCP] = Technical Cooperation Project, [TCDP] = Technical Cooperation for Development Planning, [EXP] = Expert, [EQ] = Equipment, [CTR] = Country-focused Training, [TR] = Issue-based Training / Training Program for Young Leaders, [JOCV] = Japan Overseas Cooperation Volunteers, [TEXP] = Third-country Expert, [TTR] = Third-country Training, [ICT] = In-Country Training, [STC] = Science and Technology Cooperation on Global Issues, [JPP] = JICA Partnership Program, [xx-TA] = Technical Assistance implemented by organizations other than MOFA and JICA, [PCP-TC] = Private Companies Proposed-Technical Cooperation, [GA] = Grant Aid, [FA]=Food Aid, [CGA]=Cultural Grant Assistance, [GCGP]=Grant Assistance for Cultural Grassroots Projects, [EGA]=Emergency Grant Aid, [GANP]=Grant Aid for Japanese NGOs Projects, [GGP]=Grant Aid for Grassroots Human Security Projects, [LA] = Loan Aid (ODA Loan), [DCS] = Data collection Survey, [ML] = Multilateral Cooperation, [SME PPS]=Small and Medium-Sized Enterprise (SME) Partnership Promotion Survey, [SDGs BMFS]=SDGs Business Model Formulation Survey with the Private Sector, [SDGs BVS]=SDGs Business Verification Survey with the Private Sector and SDGs Business Validation Survey, [SDGs BNCS]=SDGs Business Needs Confirmation Survey, Solid Line [—] = Schedule, Dash Line [- - - -] = Tentative Schedule

[SDGs Goals Targets]: 1[No Poverty], 2[Zero Hunger], 3[Good Health and Well-Being], 4[Quality Education], 5[Gender Equality], 6[Clean Water and Sanitation], 7[Affordable and Clean Energy], 8[Decent Work and Economic Growth], 9[Industry, Innovation and Infrastructure], 10[Reduced Inequalities],

11[Sustainable Cities and Communities], 12[Responsible Consumption and Production], 13[Climate Action], 14[Life Below Water], 15[Life on Land], 16[Peace, Justice and Strong Institutions], 17[Partnerships for the Goals]

[Outline of SDGs]:https://www.mofa.go.jp/policy/oda/sdgs/index.html#about_sdgs