

REGIONAL INITIATIVES – ASIA-PACIFIC

NATIONAL BROADBAND POLICY,
C A M B O D I A



A P R I L 2 0 1 3
Telecommunication Development Sector



Cambodia National Broadband Policy

April 2013



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Foreword by His Excellency the Minister for Posts and Telecommunications

The Government of Cambodia has determined that high quality, affordable broadband services in Cambodia are essential to future social and economic development.

Being part of the global information economy, Cambodia needs to put in place a robust framework to capitalise on the existing technologies to facilitate innovation, enhance competitiveness, increase productivity and economic development, to promote greater social inclusion, and to facilitate the sustainable use of broadband services in the future. There are appreciable risks in not adopting such policies, including the risks that Cambodia will lose international competitive advantage, will be regarded as a country on the periphery of the information economy and will attract less investment than it otherwise might.

The Government seeks the cooperation of all sectors of the Cambodia economy and all segments of society to ensure that we meet the national goals in this Policy and related Plan. By doing so, we will have moved a long way towards securing our national future and our place in the increasingly competitive global economy.

I thank all of those who have contributed to the development of this Policy and Plan. In particular I thank the International Telecommunication Union for the valuable assistance and support that it has provided to Cambodia on this matter. It has been a cooperative effort and prefaces the on-going cooperative effort needed to ensure that the Policy succeeds and the Plan is implemented.

So Khun
Minister for Posts and Telecommunications
Phnom Penh, April 2013

Message from the Director of the ITU Telecommunication Development Bureau (BDT)

ITU is committed to facilitating the growth and development of broadband services worldwide to ensure that the economic, governance and social benefits are enjoyed on a widespread basis and at the earliest time.

We have an active programme and regional initiatives to assist countries, and particularly those with developing economies, to develop sound policies and practical plans for achieving important broadband goals. Policies need to emphasise both the supply side, to ensure availability of affordable broadband, and the demand side, to ensure that applications are developed that meet the social, business and Government needs of users.

I congratulate the Kingdom and Government of Cambodia on the development of its National Broadband Policy and for making the critical commitments needed to implement the Policy and see the associated Plan through to fruition. The ITU Telecommunication Development Bureau has been pleased and honoured to have been able to assist Cambodia so far in this important and challenging journey and stands ready to do so as the occasion arises in future.



Brahima Sanou

Director
Telecommunication Development Bureau

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1 Introduction

1.1 Background

Most countries in the world are now giving serious and sustained attention to the evolution of Information and Communications Technology (ICT), especially broadband, and they are developing policies and plans to ensure that their respective societies and economies receive the benefit of these technologies and applications. Most countries recognise that ICT and particularly broadband technologies have the capacity to transform social interaction and economic processes. They are critical to future social inclusion and economic advantage.

This National Broadband Policy has been developed to align with the broader planning commitments and national aspirations of the Government of Cambodia. In particular it has been developed with the ICT Master Plan in mind, and is intended to be consistent with that Plan where required.

1.2 What is broadband?

Broadband is the name given to always on, high speed access services that provide connection to the internet and to other information services.

The importance of broadband is in terms of the applications and services made available. Bandwidth capacity is only important insofar as it enables specific applications and services to be used. For the purposes of this Policy, entry level broadband means services that have a minimum download speed of 512 kilobits per second (kbit/s) as a starting point. The minimum download speed that is recognised as broadband will undoubtedly increase over time. Therefore, this Policy makes provision for the Ministry of Posts and Telecommunications (MPTC), in coordination with the Telecommunications Regulator of Cambodia (TRC) and other relevant stakeholders, to increase entry level capacity definitions as required.

The need to define an entry level broadband service arises in many circumstances. Affordability concepts are especially associated with entry level services, and the universal service scheme, if it is to aid in broadband penetration and service take-up, will concentrate on this level for funding and registration. Services with capacities below the minimum entry level may continue to be provided but will not count for target setting and performance assessment.

1.3 Benefits of broadband

The availability of high quality, affordable broadband services in Cambodia is essential to facilitate innovation, economic growth and development, and to reinforce social inclusion and cultural norms. The benefits of broadband continue to grow. They include:

- Economic transformation at national, sector and business levels, and the necessary adaptation of public and private sectors to meet the challenges and imperatives of operating in the global economy.
- Productive efficiency as business and Government processes are made more effective.
- Dynamic efficiency as new processes and innovations are encouraged, with innovation leading to further innovation and improvement.
- Social inclusion as people build and reinforce communities online, and support the reach and interactions of individuals and groups.
- Reinforcement and preservation of culture and cultural norms.
- Development of new products, services, and applications to enrich the cultural, social and business life of Cambodia.
- Improved public administration and service delivery through the development of e-Government online transactions to improve quality, reduce costs and increase access and convenience.

1.4 International competitiveness

In the global economy countries are in competition for the sale of goods and services and to attract investment. An increasingly important factor for international competitiveness is the existence of modern, effective and efficient infrastructure generally, and ICT and broadband infrastructure in particular.

Cambodia is working towards the full benefits of ICT and broadband, and to become more internationally and regionally competitive Cambodia needs to continue to move forward and close the gap with leading countries, particularly in Asia.

On the domestic front, the level of ICT exposure is set to increase further, including increases in internet usage and in broadband access. Mobile service penetration has grown substantially in recent years, driven by robust competition, with some substitution of fixed services. However, increased service deployment and take-up has occurred in most of the countries in the region over the same period, so a substantial effort is required to ensure that national competitive advantage is maintained and improved. In this field, to do nothing is to go backwards relative to trading partners and regional neighbours.

1.5 Policy scope and practical focus

This National Broadband Policy provides an over-arching framework with settings to ensure that demand-side and supply-side aspects of broadband infrastructure, applications, services, access and usage are best optimised to meet the objectives and targets that the Policy and associated Strategic Action Plan contain. This Policy is a major part of overall national ICT policy.

The Policy itself is necessarily pitched at a high level, consistent with settings that are intended to remain substantially in place for the longer term. Although the Policy requires regular review and possible adjustment, as do all national policies of this type, it is not expected that the direction of the policy or even the various emphases will change over the short to medium term. Practical focus, with emphasis on specific targets and measurable deliverables, is provided by the associated Strategic Action Plan.

1.6 Glossary of terms

As used in this Policy and associated Strategic Plan of Action, the following terms have the meanings shown:

Broadband	Refers to high speed, always-on communications access services
Entry Level Broadband	Refers to the minimum download capacity associated with a service that will entitle the service to be considered as broadband for policy purposes in Cambodia
Government	Refers to the Royal Government of Cambodia
ITU	International Telecommunication Union
MPTC	Ministry of Posts and Telecommunications, Cambodia
Ministry	Unless the context suggests otherwise, means MPTC
NIDA	National ICT Development Authority
Plan	Means the Strategic Action Plan associated with this National Broadband Policy, unless the context suggests otherwise
Policy	Means this National Broadband Policy, unless the context suggests otherwise
TRC	Telecommunications Regulator of Cambodia
USF	Universal Service Fund
USS	Universal Service Scheme

2 National development objectives for broadband

The development objectives for broadband services are aligned to the Government of Cambodia vision for the economic and social development of Cambodia. That vision has been expressed forcefully in the National Strategic Development Plan, 2009-2013 in terms of the Rectangular Strategy and, in particular:

- good governance;
- environment for implementation of the Rectangular Strategy;
- enhancement of the agricultural sector;
- further rehabilitation and construction of physical infrastructure;
- private sector development and employment;
- capacity building and human resources development.

The Rectangular Strategy is concentrating on the enhancement of the agriculture sector, given its central importance to the Cambodia economy, but also seeks to advance the economy across a broad front. The National Broadband Policy seeks to support those objectives and to transform society and the economy across an equally large front, so that resulting benefits are extended to all Cambodian people and communities. Broadband will have the potential to substantially contribute to specific sector goals in agriculture as well.

The specific objectives of the National Broadband Policy are set out below in subsections 2.1 to 2.7.

2.1 Achieve higher economic growth and economic efficiency while ensuring sustainability

- Contribute to the increased economic welfare of Cambodia and its people.
- Create sustainable employment opportunities and enrich and enhance jobs.
- Make Cambodia more attractive for commercial activity and investment.
- Achieve higher economic efficiency in terms of transactions, processes and effectiveness.

2.2 Promote social growth and cohesion

- Advance social inclusion and cohesion in all ways, especially through modern communications.
- Preserve Cambodia's cultures and traditions through the use of new technologies.
- Promote community ownership and support for continued and improved broadband services through improved access and usage.
- Provide high speed broadband access for all communities, schools, homes and businesses in Cambodia.

2.3 Enhance public and private sector efficiency and performance

- Improve efficiency, effectiveness and reach of Government services through specific eGovernment initiatives.
- Provide broadband enhanced business and community services by both the private and public sectors.
- Improve efficiency and productivity of all sectors of the economy.

2.4 Facilitate ICT and general education through broadband

- Deliver broadband-enhanced education to all schools including the development of relevant ICT skills at all educational levels resulting in curriculum extension, choice and improved quality of education.
- Increase ICT understanding and skills of the entire population, especially to ensure that skills are developed to match future economic needs.

2.5 Improve health service delivery

- Provide broadband-enhanced health services to all communities through remote diagnostics, enhanced professional assistance to field healthcare providers, coordinated patient databases and access by people and professionals to better medical information online, building on the substantial progress in these areas that has been achieved to date.

2.6 Enhance global integration and international relations

- Connect Cambodian businesses and communities with the world.
- Enable easy and affordable access to markets and counterparties overseas, reducing the cost of doing business.
- Increase trade opportunities with other countries.

2.7 Improve the efficiency of key sectors of the economy, and especially for agriculture and fisheries

- Enable advisory services to be more effective in reaching farmers particularly in terms of interactivity.
- Enable guidance to be more effective for harvest yields and marketing.
- Extend the resources available to all producers in the primary sector of the economy.

3 National Broadband Policy principles

The objectives set out in this policy seek to ensure maximum benefit to Cambodia as a whole, supplementing other efforts to promote the national welfare, and supporting the Rectangular Strategy that is reflected in the National Strategic Development Plan 2009-2013. The achievement of the objectives will be guided by a set of clear policy principles.

The following principles will guide the National Broadband Policy in Cambodia:

- **Market driven:** To the maximum extent broadband infrastructure provision and service delivery will be through the operation of market forces, whilst recognising the critical role of Government in facilitating the provision of backbone capacity and the roll out of services with the assistance of the Universal Service Fund (USF) to areas in which broadband may not be commercially viable in the short to medium term. This approach is consistent with encouragement of development through private sector investment in the National Strategic Development Plan 2009-2013.
- **Community involvement and ownership:** Broadband should benefit all communities in Cambodia whether they are academic, professional, urban, rural or local communities. Broadband initiatives will give high priority to community 'ownership' of facilities and community responsibility for the delivery of services on a viable basis.
- **Universal access:** The policy reflects the principle that broadband services shall be accessible to all Cambodian people and communities. Access is a function of availability, affordability and capacity to use. All of these aspects will be addressed in programmes designed by the Government to ensure that universal access is achieved. In particular, as already noted, the Government will address broadband access for communities that might not otherwise be served through the operation of market forces. The USF will now seek to extend access to broadband on a practical and prioritised basis, with emphasis on the development of community-specific content in accessible languages.
- **Affordability:** Broadband access services at entry levels shall be affordable for all people in Cambodia. This principle may take some time to be reflected in terms of individual service subscription, and therefore community-level access will be a high priority.
- **Leadership:** This Policy seeks to encourage leadership in broadband adoption and usage at all levels of the Cambodia economy and society, and especially by the private sector. The Government also has a clear leadership role in transforming its own processes and public sector services showcasing the opportunities available through broadband. The Government role in terms of lead applications should inspire business and industry to develop applications to more effectively undertake their transactions with the public and with each other.
- **Government intervention:** Government intervention should not be a constant feature of the information economy, but will be needed when markets fail, non-government actions are ineffective and likely to remain so, and when there is a need for national example and leadership on key initiatives and other matters associated with broadband. The positive role and image of the Government as a developer of applications cannot be overstated.

4 Short to medium term goals for National Broadband Policy

The achievement of the objectives set out in this policy will only be possible if specific goals are developed and met.

This policy seeks to achieve the following goals within the five year period to 2018:

4.1 To have in place a competitive structure for the provision of broadband in Cambodia

The Government will examine ways to remove any legal or regulatory barriers that may be an impediment to competition. Action plans to implement this policy will ensure that the market for broadband services operates competitively and will sustain on-going investment in and continued growth of broadband services, and of other services enabled by broadband, in Cambodia. The immediate source of competitive infrastructure is in the mobile sub-sector, but this will need to be matched in terms of fixed infrastructure, including backhaul.

4.2 To support the provision of broadband services to communities with an active interest in acquiring early broadband access

The Government will dismantle the barriers that are making it difficult for communities who have either a business or education need to have access to broadband services. This provision will be effected in the most cost effective manner, consistent with the continued provision of the service on a commercially sustainable basis, or to higher priority areas within the USF scheme. The initial emphasis will be on larger communities to ensure that the value of limited resources is felt as widely and as quickly as possible.

4.3 To achieve broadband service availability of 100 per cent in urban areas and of 70 per cent of rural areas during the next five years

This is a geographic coverage or availability target and will be exceeded by the population coverage target. By the end of the Plan period (2018), 90 per cent of the people of Cambodia shall have the ability to access entry level broadband services or better. However, this goal will need to be converted into a series of prioritised steps with initial focus on larger towns and communities. This priority is suggested by the potential for greater numbers of people in more densely populated areas to be served at lower unit cost at the earliest time.

4.4 To ensure that broadband services become and remain affordable for all people in Cambodia

An initial level broadband service shall be available to all with access at an affordable price. The Ministry, in conjunction with other relevant agencies, licensed service providers and stakeholders, will define both the initial entry level service characteristics and an affordable price as part of the Universal Service Scheme in conjunction with the Ministry and all other stakeholders. A service download speed of 512 kbit/s shall be considered to be basic, pending such consideration by the Ministry. The capacity of middle and low income people in Cambodia will need to be enhanced to enable and encourage them to use broadband applications, and especially applications based on local content.

4.5 To encourage and facilitate the development of local content

Support for local content will be through supporting local content developers, including contracting out to local private sector content developers where possible and encouraging mass usage of local content applications through Government leadership in usage. Local content initiatives include:

- adaptation of foreign content for better and more convenient use by Cambodian users;
- development of new content specifically targeted to Cambodian users, such as agricultural information and applications and cultural themes; and
- use of Khmer and other languages to express content in accessible and useful ways.

4.6 To support all academic institutions To have access to broadband

For 100 per cent of all primary and secondary schools in urban areas and for 80 per cent of all primary and secondary schools in rural areas to have broadband access to the internet within the next five years.

4.7 Government to lead the broadband evolution by delivering its services online over broadband

A significant programme of eGovernment transactions that can be performed online and enhanced by broadband shall be developed and progressively implemented during the course of the next five years. All licence applications, tax and other payment transactions, notifications and other transactions and functions will be encouraged in online form with incentives where possible for online rather than paper-based or in-person transactions.

Lead government applications, in addition to the above. The Government shall develop a range of lead applications for delivery of new, enhanced or extended services online using broadband in health, education and primary production, specifically:

- (a) All hospitals shall be connected to broadband for remote diagnostic and supervisory support and for other e-Health applications.
- (b) All field medical centres in communities with broadband availability shall be similarly connected.
- (c) All primary teachers shall receive training in broadband applications and use of broadband-enhanced educational resources in the classroom.
- (d) All secondary and selected tertiary curricula shall be deliverable using multimedia online capabilities to augment the syllabus in schools without specifically qualified teachers and to ensure that more and richer syllabus choices are open to all students in Cambodia attending schools in areas of broadband availability.
- (e) Lead applications in agriculture shall be developed for Cambodian conditions to assist in efficient production, greater yields, marketing and logistics associated with these industries.

5 Roles and responsibilities for this Policy and related Strategic Action Plan

5.1 General coordination

The Ministry of Posts and Telecommunications (MPTC) has the general responsibility for the coordination of policy implementation and for the monitoring, review, revision and reporting on a regular basis as required for effective outcomes. This responsibility will be discharged in coordination with the TRC.

5.2 Broadband coordination arrangements

The National Broadband Policy has been adopted by the Government of Cambodia as an important whole-of-government initiative. It is being coordinated by MPTC but it is the responsibility of all ministries and agencies to contribute to the Policy and to ensure that the economic sectors and social segments that they serve enjoy the maximum possible benefit from broadband. In short this is not a matter that can be left to one Ministry. Coordination arrangements will be established to oversee the Policy and Plan implementation. The National Broadband Committee established as the key coordination mechanism under this Policy will report to the Minister for Posts and Telecommunications.

The National Broadband Committee has the following members:

- The Secretary of State of MPTC (Chair).
- Members representing each Ministry or Department referred to in the Strategic Action Plan set out in Appendix 1 to this Policy statement.
- The Chairman of TRC.
- Such number of members representing the telecommunication service providers and the ICT industry in Cambodia as may be determined and appointed by the Minister for Posts and Telecommunications from time to time.
- Such other members on an ex officio basis as determined by the Committee Chair and approved by the Minister for Posts and Telecommunications from time to time.

The role of the National Broadband Committee is to ensure that the National Broadband Policy and the Strategic Action Plan reflect changing strategic emphases and priorities and to ensure, at a higher level, that there is accountability on the part of the ministries, departments, agencies and other major stakeholders involved for the actions entrusted to them.

The Ministry shall be responsible for preparing regular reports on at least a quarterly basis on the implementation, monitoring, review and revision of the Policy and the related Strategic Action Plan for the Government. The Ministry shall be responsible for overall implementation, monitoring and review of the Policy and related Plan, working through the Committee as appropriate.

6 Conclusions

From the vantage point of 2013, the policy settings, the coordination arrangements and the focused activities in the Strategic Action Plan set out in this Policy will be sufficient to create a momentum in supply and demand terms that will significantly improve Cambodia's broadband capacity and usage over the next five years. The Policy is based on the notion that in the broadband eco-system momentum will feed on its own success, and that facilitation by the Government and the private sector will be required most in the early years.

Broadband - A living policy

Broadband development is occurring in a dynamic social, market and technological context. The opportunities, needs and potential solutions are changing rapidly. Although the settings are intended to having a long term perspective, the National Broadband Policy needs to be flexible and adaptive to reflect the pace of change and ensure that the best outcomes are being delivered in Cambodia at any point in time. This Policy is a living policy, and will be reviewed and revised regularly to ensure its maximum currency and effectiveness for the benefit of Cambodia.

Appendix 1: National Broadband Strategic Action Plan

The Strategic Action Plan (“the Plan”) below is part of the National Broadband Policy and covers the five year period up to and including 2018.

The opportunities and requirements associated with broadband for most of that period are emerging and changing rapidly. A lot can change in the broadband and ICT world over the next five years. The Government approach will therefore be flexible to exploit new developments that cannot be identified with certainty at this time.

However, some action items which are apparent and can be achieved within definite timeframes, have target dates assigned to them. Many of these action items fall in the earlier years covered by the Plan.

The implementation focus is targeted on key achievements and on projects that will have lead-application and inspirational value in Cambodia encouraging more economic and social broadband applications. In the broadband eco-system, initial applications and successes encourage and generate more applications and successes, and success becomes cumulative, feeding on itself.

The Government has taken a deliberate view that it is better to seek to focus on a smaller number of very important projects and ensure that they are completed effectively and on time than to have a long list of desirable outcomes in the Plan that may well exceed the management and financial capabilities of the parties involved, or the resources that can be deployed. On the other hand, the list of items below is not necessarily exhaustive and may well be augmented by additional items, particularly in later years.

Item	Goal	Description and target	Responsible	Completion
1	Competition, Regulation and Investment	1.1 Examine ways in which availability and affordability of broadband can be enhanced through the removal of any unnecessary regulatory constraints and financial imposts, together with re-design of schemes to encourage investment in broadband delivery. Specifically, and without limiting the generality of this item, examine the prospect of creative removal of regulatory burdens and administration from operators including the detailed approval of retail tariffs for all broadband service options and overdue reform of floor price and interconnection charging arrangements.	Ministry , in conjunction with TRC	By end of Q1, 2014
		1.2 Provide certainty about the definition of broadband by establishing a minimum (entry) level download speed of 512 kbit/s for regulatory purposes, and review regularly.	Ministry , in conjunction with industry stakeholders	By end of 2013
		1.3 Examine ways of improving the efficiency of spectrum utilisation and, in particular, in-band migration to facilitate the use of appropriate bands for broadband and innovative services.	Ministry , in conjunction with TRC and industry stakeholders	Feasibility study by end of 2013, and if feasible, implementation by Q3, 2014
		1.4 Establish rules for the review of spectrum utilisation and for the cancellation of spectrum resources that are not being used.	Ministry , in conjunction with TRC, and in consultation with industry stakeholders	Feasibility study by end of 2013, and if feasible, implementation by 2015 with substantial notice periods for spectrum allocation cancellation

Item	Goal	Description and target	Responsible	Completion
		1.5 Examine and analyse ways of introducing a more market-based approach to the allocation and sharing of spectrum, including auction systems and, in time, secondary trading of spectrum.	Ministry , in conjunction with TRC, and in consultation with industry stakeholders	Feasibility study by end of 2013, and if feasible, implementation by 2015
		1.6 Convergent and co-ordinated licensing regulation: Develop a more unified licensing regime to include network operation, service provision and content provision	Ministry in conjunction with TRC and industry stakeholders	Complete review of licensing framework by end of 2013, with a two year licence migration period thereafter.
		1.7 Development and passage of comprehensive e-Commerce Law to protect consumer and trader rights in online transactions and to provide a comprehensive and certain framework for development	Ministry of Commerce , in conjunction with Ministry, TRC and industry stakeholders	Development of draft legislation for consultation by Q1 2014
		1.8 Combat copyright piracy by creating awareness to public of the existence of Law on Copyright and Related Rights and support its enforcement	TRC in conjunction with Ministry and content rights holders	Commence during 2013
		1.9 Commence discussions with neighbouring Governments to facilitate access to cheaper international bandwidth	Ministry , in conjunction with TRC, Foreign and Trade Ministries and industry stakeholders	During 2013
2	Community access to broadband	2.1 Establish a Universal Service Scheme in Cambodia which includes: (a) individual and community broadband access objectives and targets; (b) the development of broadband content in subject-areas that are unlikely to be addressed commercially; and (b) service deployment and capacity building and adult education programmes for ICT and broadband.	TRC in conjunction with Ministry and all stakeholders	Commence major review of the Scheme in Q2 2013 and complete review by Q2 2014. Implement the scheme by the end of Q2 2015.
		2.2 Review the minimum entry level download capacity for broadband for the purposes of the Plan and of regulation generally – noting that the January 2013 entry level is a download capacity of 512 kbit/s	TRC , in consultation with Ministry and all stakeholders	Progressively, with annual reviews of this Policy and Plan
		2.3 Establish adult community training programmes on how to use and benefit from broadband and internet access and deliver community-based training services and related certification scheme. (Examine also whether these programmes are able to be funded through the Universal Service Fund, and whether they should extend to both urban and rural areas of Cambodia.)	TRC , in conjunction with the Ministry and relevant Ministries including those responsible for labour, training and education	On-going programme to commence by the end of 2013

Item	Goal	Description and target	Responsible	Completion
3	Availability	3.1 Achieve availability of broadband at the minimum entry level or higher speeds to 30% of the Cambodian population by the end of 2014 and to 90% of the population by the end of 2018.	Ministry , working with all other relevant stakeholders	Achieve the 80% target by the end of 2018 at latest. (Note that this refers to coverage by all technologies.)
		3.2 Encourage fixed and mobile service providers to include a range of price packages for broadband in their service offerings, and review the appropriateness and adequacy of the range on a regular basis.	TRC , in conjunction with all fixed and mobile broadband service providers	Initial review by Q1 2014 and monitoring thereafter
4	Affordability	4.1 Undertake a review of the taxation and incentives associated with broadband in Cambodia and determine a whole-of-Government approach to encouraging private investment in broadband infrastructure and service development, especially for extending services to second rank cities and towns, and potential direct subsidies to users.	Ministry in conjunction with other ministries responsible for economic development, taxation and finance, and with all industry stakeholders	By end of 2014
		4.2 An entry level broadband service option to be available to all at an affordable price, as a mandated offering in the broadband service schedules of all licensed service providers. Once the regulated price of the mandated broadband service offering has been established for each type of service provider, remove price controls on other retail broadband offerings.	TRC , in consultation with service providers	By end of 2013
		4.3 Develop Guidelines for Local Authorities to facilitate a uniform and low-impact local government planning and operating regime insofar as it affects ICT and broadband deployment, penetration and cost.	TRC , in conjunction with Ministry and Ministry for Local Government and local authorities	By end of Q2, 2014
		4.4 Develop a Code of Conduct for Tower and Infrastructure Sharing, including model terms for Sharing Agreements for all licensed operators.	TRC	By end of Q2, 2014
5	Broadband penetration	5.1 Within the overall availability targets of 35% by 2015 and 85% by 2018, determine the penetration target that shall apply within each region and province for each year of the Plan	Ministry , in consultation with TRC and industry stakeholders	Determine intermediate targets by end of 2013
		5.2 Develop demand-side facilitators of broadband take-up and usage through development of applications and content, including the development of content in Khmer and other languages.	Ministry in conjunction with TRC	Commence as soon as possible in 2013, and through USF when that has been established

Item	Goal	Description and target	Responsible	Completion
		5.3 Examine and implement incentives for broadband service take-up by individuals and households and incentives for service providers to set and achieve challenging targets for penetration, including collaborating with service providers to provide free WiFi spots in public areas.	Ministry and TRC , in consultation with industry stakeholders.	By end of 2013.
6	School access and education	6.1 All primary and secondary schools to have broadband access, in urban areas, and in those rural areas that have broadband service availability.	Ministry of Education	Development of a programme by end of 2013 and for delivery progressively with 95% or more completion by the end of the Plan (2018).
		6.3 Primary and secondary school syllabuses to be formatted for complete delivery, as necessary, via broadband means, in association with 6.1 above.	Ministry of Education	Progressive completion to end 2014.
		6.3 Primary and secondary school teachers to be trained in the effective operation of relevant broadband applications and delivery of approved syllabuses by accessing broadband services.	Ministry of Education	Development of a programme by Q3, 2013 and for delivery progressively with 95% or more completion by the end 2018.
7	eGovernment	7.1 Coordinated examination within each Ministry of relevant transaction processes and development of a prioritised eGovernment programme for implementation, with initial applications being determined on the basis of their likelihood to encourage broadband service take-up.	Ministry , in conjunction with all Ministries and NIDA.	Completion of review by the end of Q4, 2013.
	Licenses and approvals	7.2 Within the overall programme in 7.1 establish Government portals for the application for the grant and renewal of licences and other approvals given by Government.	Ministry in conjunction with all other Ministries.	Completion by end of 2014.
8	Lead applications in Government programmes	Additional to 7.1 and 7.2 above, Government to develop a range of lead applications for delivery of new, enhanced or extended services online using broadband in Health, Education, Finance and Agriculture, specifically:	Ministry , in conjunction with all ministries and Provincial Governments in relation to Education goals.	Develop and commence monitoring a detailed set of milestones by Q3 2013 for progressive implementation to completion in Q4, 2018.
		8.1 100% of hospitals to be connected to broadband for remote diagnostic and supervisory support.	Ministry of Health	75% by end 2016, and 100% by end 2018.
		8.2 Local and community medical centres in all areas with service availability to be connected to broadband.	Ministry of Health	75% by end 2016, and 100% by end 2018.
		8.3 Develop comprehensive patient data bases to enable all Cambodians to be provided with the best possible care and attention wherever they present with health issues in Cambodia – possibly with specific patient groups with chronic conditions involving high-cost treatment to be covered initially, and building on pilot projects now under way.	Ministry of Health	Development of detailed strategy by Q2 2014 and progressive implementation from that date.

Item	Goal	Description and target	Responsible	Completion
		8.4 Develop detailed plans for lead applications in agriculture and fishing related to improving land use and crop yields, improved fishing yields, and produce marketing.	Ministry of Agriculture	End 2013
		8.5 Additional to 8.4 above, establish a comprehensive information portal to provide farmers and other primary producers with information to assist in best practices for planting, cultivation and harvesting.	Ministry of Agriculture	By Q2 2014
		8.6 Develop online payment system in relation to payment to be made to Government for fines, permits, taxes, passports and other services.	Ministry of Finance	Complete feasibility study and planning by Q1 2014, with implementation thereafter.
		8.7 Further refine the e-commerce and e-business policies and environment to facilitate greater take-up and improved scale efficiencies. This may take the form of establishing coordination mechanisms to exploit the potential for online commerce on a sector-specific basis.	Ministry , in conjunction with other relevant Ministries and agencies.	Complete feasibility study and planning by end of 2013, with implementation thereafter.
		8.8 Additional to 5.2, establish a detailed plan for facilitating and prioritised support for local content and local applications development, including all levels in the content value chain.	Ministry , in conjunction with content stakeholders	Complete a detailed plan by the end of 2013 and implement thereafter.
9	Recognition of ICT Champions	9.1 Design and implement a scheme for the identification and public recognition of outstanding leadership and entrepreneurship in the application of broadband to advance Cambodia's society and/or economy.	Ministry and TRC , in conjunction with Ministry of Commerce and other relevant ministries and public stakeholders	By end of Q4, 2013, and implement as an annual event
10	Data collection to measure broadband progress	10.1 Review existing arrangements, and, if necessary, design and implement enhanced data collection and reporting arrangements to enable baseline and progress to be understood and for achievement of the Policy and Plan goals to be measured and communicated.	TRC , in conjunction with Ministry, other relevant ministries and public stakeholders	Design by end of Q3, 2013, for quarterly collection and analysis thereafter.

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