

Kingdom of Cambodia
Ministry of Education, Youth and Sport (MoEYS)
Royal University of Phnom Penh (RUPP)

Kingdom of Cambodia
Project for Development of Entrepreneurs and
Business Networking Services at CJCC
Project Completion Report

March, 2022

Japan International Cooperation Agency (JICA)

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Project Completion Report

Project Title: Project for Development of Entrepreneurs and Business Networking Services at CJCC

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I. Basic Information of the Project

- 1. Country: Cambodia**
- 2. Title of the Project: “Project for Development of Entrepreneurs and Business Networking Services at CJCC”**
- 3. Duration of the Project:**
(Plan) April 1st, 2019 – March 31st, 2022 (3 years)
(Actual) April 1st, 2019 – March 31st, 2022 (3 years)
- 4. Background (from R/D)**

Cambodia affiliated with AFTA in 1999, and WTO in 2004. After that, the foreign investment to Cambodia (including Japanese companies) has rapidly increased and the integration of ASEAN has been proceeded. Under such situation, the need for capacity development of the business human resources in Cambodia became more important and urgent.

In April 2004 the CJCC Project started for the purpose to shift to the market oriented economy. In this project there were 3 main pillars which were “Business Course”, “Japanese Language” and “Cultural Exchange and information dissemination”. After that, CJCC Phase 2 project was conducted to strengthen the capacity of CJCC for activities and to establish the institutional management.

In the “Project for Institutional Capacity Development of CJCC for a Center of Development and Networking for Business Human Resources” (Phase 3 project), the target of Capacity Development of CJCC for a Center of Development and Networking was confirmed as a successful result. On the other hand, in order to support Cambodian and Japanese companies more comprehensively and effectively, it was confirmed to be necessary that the quality of business courses should be improved and

information for the companies/supporting network should be provided.

In the "Project for Development of Entrepreneurs and Business Networking Services at CJCC" (Phase 4 project), in order to support the industrial promotion and entrepreneurs in Cambodia and to enhance the linkage between Cambodian companies and Japanese companies, such activities were necessary to be implemented as the improvement of quality for business courses and the provision of information for the companies/supporting network.

5. Overall Goal and Project Purpose (from R/D):

Overall Goal: CJCC becomes the platform of human resource development for industry and business information and networking services.

Project Purpose: CJCC's capacity of providing human resource development service for industry and business information and networking services is strengthened.

6. Implementation Agency: Cambodia Japan Cooperation Center (CJCC)

II. Result of the Project

1. Result of the Project

1-1 Input by the Japanese side (Planned and Actual)

A. Total amount of input by Japanese side:

(Plan) 280 million Japanese Yen

(Actual) 336 (million Japanese Yen)

One of the reasons for the increase is the additional salary support from June 2020 to March 2022 and the support for equipment/facility for resisting the COVID-19 pandemic. In addition, new types of supports such as creating online contents for E-learning, suggestion for assembling account information, transforming Training of Trainers (TOT) into online format, managing online business events had been implemented to continuously provide quality business courses. As the Project faced necessity of those transitions, one of two contracts with consultant team had extended and Person-Month of both contracts had increased. Those are the reason that actual amount of input was increased.

B. Dispatched Japanese experts:

62.1 P/M: 3 long-term experts (2 Chief Advisor, 1 Business Networking/Project Coordinator)

One of Chief Advisor's dispatch was delayed for 4 months, and one of Business Networking/Project Coordinator was evacuated to Japan from March 2020 to September 2020 due to the COVID-19.

6.37 P/M: 22 short-term experts for specialized business courses and CJAP.

Short term experts were not dispatched from FY2020 to FY2021.

C. Number of participants trained in Japan:

0 person for short-term training

The replacement activities for short-term training in Japan were conducted in FY2020 and FY2021.

Reason: The short-term training in Japan for 3 years was suspended due to COVID-19.

FY2019: The training (Agri-business Training) was cancelled.

FY2020: The virtual study in Japan was conducted from February to March 2021 with 14 participants.

FY2021: The capacity development training for CJCC counterparts (HRM) was conducted from November 2021 to January 2022 with 5 participants.

D. Total amount of Equipment provided:

0 (million Japanese Yen): N/A

E. Total amount of expended by JICA local budget:

72 (million Japanese Yen)

1-2 Input by the Cambodian side

A. Allocation of Counterparts:

As planned, Director and Deputy Director were allocated by Ministry of Education, Youth and Sport (MoEYS) and Royal University of Phnom Penh (RUPP).

B. Provision of in-kind service:

Office space, two vehicles and facilities of CJCC including office space for long-term and short-term experts.

C. Counterpart fund:

CJCC's utility charge (electricity, water, etc.) was paid by RUPP (Total amount from FY2019 to FY2021 as of February, 2022: 115,309USD).

Basically, CJCC staff salary and daily running cost were provided by CJCC (JICA supported a part of staff salary).

1-3 Activities

Activities for Output 1: CJCC business courses and entrepreneurship programs are strengthened.

Activity 1-1. Establish monitoring and evaluation systems for business courses and entrepreneurship programs reflecting feedback from participants.

Through course and program (as below), monitoring and evaluation systems by PDCA cycle were established.

Activity 1-2. Formulate the strategy/action plan to increase the repeaters and new customers of

business courses and entrepreneurship programs and implement it.

Through course and program (as below), number of repeaters and new participants were achieved the target.

(1) Business courses:

(1)-1. JICA course

After COVID-19 influence, original plan was changed from March 2020.

Business courses are mainly targeting middle and senior management bracket, and CJCC offered practical business training courses based on Japanese practice.

The total number of courses are 31 (2019: 9 courses, 2020: 13 courses, 2021: 9 courses). The total number of participants are 716 (2019: 276, 2020: 223, 2021: 217).

2019.4-2020.3 (1st year)

Subject	Schedule	Number of participants
Business Expansion & Corporate Growth Strategy	29 - 31 August	32
Leadership & Creation of Innovative Culture	4 - 6 September	30
New Business Development Plan	16 - 17 October	27
Strategic Management	18 - 19 October	32
Practical KAIZEN	6 - 8 November	47
Talent Management	25 - 27 December	41
TQM for Manufacturer & Service Industry	15 - 17 January	32
Corporate Growth Strategy	5 - 7 February	16
Innovation for SMEs	13 - 14 February	19
New Business Development Plan	suspended	N/A
Strategic Management	suspended	N/A
		276

Average number of participants (30.7) were more than the target number of participants (25).

Average satisfaction rate (3.92) was less than the target rate (4.0).

2 courses were suspended by COVID-19.

2020.4-2021.3 (2nd year)

Subject	Schedule	Number of participants
New Business Development Plan	25 – 28 August	22
Strategic Marketing Management	1 - 4 September	25
Operations Management	28 September - 2 October	19
Strategic Management & Corporate Growth	2 - 6 November	5
Strategic HRM for CEO	3 November - 4 December	22
Professional HRM for HR Managers	6 - 8 November	26

Subject	Schedule	Number of participants
Strategic Management & Corporate Growth	18 - 22 January	17
Production Management	25 - 29 January	16
Japanese-style Customer Service	1 - 4 February	16
People Management (PartI) Philosophy & Practice of HRM	22 - 26 February	17
People Management (PartII) Philosophy & Practice of HRM	2 - 5 March	13
New Business Development Plan	15 - 18 March	9
Strategic Marketing Management	22 - 25 March	16
		223

Average number of participants (17.2) were less than the target number of participants (20).

Average satisfaction rate (3.98) was less than the target rate (4.0).

All courses were conducted by online as the first trial due to COVID-19.

There were many challenges such as unstable internet connection, difficulties in communication and interactions with participants etc.

2021.4-2022.3 (3rd year)

Subject	Schedule	Number of participants
Strategic Management & Corporate Growth	22 - 25 March	15
Strategic Marketing Management	26 - 29 July	26
Production Management for learners and young managers	9 - 13 August	11
Strategic Marketing Management	20 - 23 September	38
Strategic Management & Corporate Growth	18 - 22 October	11
People Management	25 - 28 October	18
Production Management Advanced Course for managers	1 - 5 November	24
Performance Management	22 - 26 November	29
Operations Management	13 - 17 December	45
		217

Average number of participants (24.4) was more than the target number of participants (20).

Average satisfaction rate (4.1) was more than the target rate (4.0).

All courses were conducted by online due to COVID-19.

(1)-2. Customized and Intensive course

Customized course: The short-term course is conducted based on customer's request.

Intensive course: The short-term course is conducted based on CJCC's plan.

20 Customized courses were conducted by CJCC staff and local lecturers based on companies' need with 1,363 participants.

FY2019: 9 courses were conducted with 426 participants.

FY2020: 2 courses were conducted with 49 participants.

FY2021: 9 courses were conducted with 888 participants.

13 Intensive courses were conducted by CJCC staff with 382 participants.

FY2019: 5 courses were conducted with 170 participants.

FY2020: 6 courses were conducted with 111 participants.

FY2021: 2 courses were conducted with 101 participants.

(2) Entrepreneurship program:

(2)-1. CJCC Accelerator Program (CJAP):

CJCC Accelerator Program (here in after referred to as “CJAP”) is the program to nurture entrepreneurs with a combination of intensive training and fundraising and partnership program. The purposes of CJAP are to grow the investment ready entrepreneurs through providing the business capacity development as well as creating the business collaboration and fundraising opportunities with Cambodian Business Association, impact investors and Japanese Companies. The target applicants are those who have a business model and have already launched business.

CJCC conducted 3 CJAP programs with total 22 teams and 16 successful fundraising cases as given below:

2nd cohort was conducted in FY2019-2020 with 6 teams: 4 successful cases in fundraising for 3 companies in FY2020.

3rd cohort was conducted in FY2020-2021 with 8 teams. 4 successful cases in fundraising for 3 companies in FY2021.

4th cohort was conducted in FY2021 with 8 teams. 8 successful case in fundraising for 3 company in FY2021.

In addition, one of the companies who joined the 1st Cohort of CJAP Program successfully raised fund during the Project period. So, there are 17 successful fund-raising cases in this Project phase.

(2)-2. Entrepreneurship course (EN Course):

EN course is the course to learn about entrepreneurship which covers theory and practice in a balanced manner. This 5-month course offers 40 sessions with 100 hours. Total of 6 EN courses were conducted by CJCC staff and Cambodian entrepreneurs with whom CJCC has established relationship. Course contents are “Business Model Canvas”, “Idea Verification”, “Designing Prototype”, “Team Building”, “Financial Management” and so on. The target applicants are those who would like to start business with idea or those who would like to diversify or expand their business.

FY2019: EN21 course (40 participants)

EN 22 course (38 participants)
FY2020: EN23 course (25 participants)
EN 24 course (20 participants)
FY2021: EN25 course (26 participants)
EN 26 course (26 participants)

(3)-1. Consulting and Mentoring

Consulting and mentoring services were provided for 14 companies with 31 participants by JICA consultant.

FY2019: 12 services were conducted with 29 participants.

FY2020: 2 services were conducted with 2 participants.

FY2021: No service was provided.

At the same time, Cambodia-Japan Association for Business and Investment (CJBI) offered 10 consulting and mentoring services with 22 participants in FY2020 and 12 consulting and mentoring services with 32 participants in FY2021.

Activity 1-3. Train CJCC staff to become the internal lecturers of business courses and entrepreneurship programs.

TOT for 9 prospective participants were successfully completed, and capacity of CJCC staff and other participants was enhanced. All participants (4 CJCC staffs) provided lectures.

*1 participant took 2 courses as the prospective trainer.

(1) TOT Program

CJCC conducted TOT program from March 2021 to January 2022. In this program, the candidate of participant is CJCC staff and external participant, and the participants were recruited from CJCC and outside companies and universities as the prospective trainers who will be the potential lecturers of CJCC in the future. Each participant is expected to be co-trainers and conduct pilot trainings.

TOT program was conducted for 3 subjects. Regarding the Strategic Management, among 5 prospective trainers, 3 participants completed the program. As for the Production Management, among 3 prospective trainers, 3 participants completed the program. In terms of the Human Resource Management, among 7 prospective trainers, 4 participants completed the program.

(2) Training in Japan

(Plan)The short-term training in Japan was planned for 3 times.

(Actual)The short-term training in Japan was not organized due to COVID-19.

The replacement activities for short-term training in Japan were conducted

in FY2020 and FY2021.

FY2019: The training (15 participants, Food Value Chain Training) was cancelled in March 2020.

FY2020: The virtual study in Japan was conducted in the areas of Food Value Chain from February to March 2021 with 14 participants.

FY2021: The capacity development training for CJCC staff was conducted in the areas of HRM from November 2021 and January 2022 with 5 participants

Activity 1-4. Formulate the strategy and plan of entrepreneurs program and implement them.

Strategy and plan of EN courses and part of CJAP were formulated and implemented by CJCC. Total of 6 EN courses and 3 CJAP course were implemented and 55 participants of the courses started business from April, 2019 to March, 2022.

Activity 1-5. Establish the mechanism of fundraising for startups and entrepreneurs CJCC supports.

Through CJAP, the basic mechanism was established in partnership with Khmer Enterprise (Government Organization of Cambodia), local and Japanese angel investors and other financial institutions. Total 10 of CJAP participants obtained funding as of March, 2022.

Activity 1-6. CJCC staff conduct Marketing, Sales & PR activities in the provincial areas

CJCC conducted training courses in 2 provinces (Battambang, Banteay Meanchey) with 23 participants.

Activity 1-7. Increase the stock of capable lecturers in CJCC.

TOT for 9 prospective trainers were successfully completed.

Activities for Output 2: CJCC's capacity of providing business information and networking services are strengthened

Activity 2-1. Clarify the CJBI's direction and implement the activity to increase the number of CJBI's member by using PR tools such as brochure and websites

With a new Chairman of CJBI, Dr. Mey Kalyan (Chairman of Board of Trustees of the Royal University of Phnom Penh), CJBI renewed its Vision and Mission as given below:

Vision:

To promote Cambodia-Japan business partnership, with a particular focus on SMEs, in order to enhance economic relations between the two countries.

Mission:

(1) To provide members with business matching opportunities to facilitate business partnership

between Cambodia and Japan

- (2) To provide members with learning opportunities to be ready for promoting business partnership between Cambodia and Japan;
- (3) To provide members with business related information about Cambodia and Japan;
- (4) To pro-actively create opportunities for Cambodian and Japanese business entities to collaborate together.

Number of CJBI members increased from 27 to 52 as of March 2022 thanks to a marketing and sales activities of CJBI Staff and a PR tool such as Member Profile, newsletters and the new website both in Japanese and English. At the same time, COVID-19 has influenced the business of many Cambodian companies, and it has been difficult to attract new members since March, 2020

Activity 2-2. Make PR tools such as brochure and websites by which Japanese companies can understand CJCC's activity comprehensively and implement the activity to increase the number of visitors from Japanese Company.

Brochure of CJCC in Japanese version was renewed and the website of CJBI was redeveloped both in English and Japanese. Website of CJCC is also under renewal and both the English and Japanese versions were launched at the end of March, 2022.

During COVID-19 outbreak, CJCC has tried to communicate with Japanese companies through online meeting and email. Thanks to such an effort, CJCC has collected 246 visitors (including those CJCC communicated through online meeting and emails) as of February, 2022.

Activity 2-3. Organize job fairs and implement the activity to increase the number of participants and Japanese companies.

6 job fair events were conducted with a sponsorship of the Japanese Business Association of Cambodia (JBAC) and the number of job-seekers and companies almost achieved the target as given below.

FY2019: 2 times with 1,070 participants and 51 companies.

FY2020: 1 time with 110 participants and 11 companies by online.

FY2021: 3 times with 500 participants and 41 companies by online.

Activity 2-4. Collect the information and clarify the positioning of Cambodian /Japanese Business development service (BDS) institutions, universities, startup/entrepreneur supporting institutions, local governments and chambers of commerce, and formulate the CJCC's networking direction/plan.

CJCC collected information about BDS institutions, universities, start-up supporting institutions and other organizations and formulate the networking direction of CJCC. Since April, 2019 to March, 2022, CJCC conducted 22 times of the networking event, which was more than the target of 20. Some of the examples of the new networking activities which made big impact are as given below. As for the

networking activities, we tried to expand our network with Japanese regional banks based in Bangkok so that we could be connected with more potential Japanese companies which are interested in doing business in Cambodia through their networks. Also, we have expanded our networks with Japanese universities by conducting events together. Furthermore, through the collaborative activities with LJI and VJCC, we could strengthen our ties with other Japan Centers.

Date	Activities	Partners
September 17, 2019	Conference among Country Directors of Japanese Regional Banks based in Bangkok	Japanese Regional Banks based in Bangkok
July 27 - 30, 2020	CJCC conducting Co-Evaluation Session of the Business Plan Prepared by Keio EMBA Students and CJAP Second Cohort	Keio University
February 8 -10, 2021	1 st Entrepreneurship Forum	Khmer Enterprise, JICA and private sector entities
June - August, 2021	Regional Seminar to learn from Japanese Longevity Companies	JICA, LJI, VJCC and CWEA
December 10, 2021	Webinar on Cambodian Digital Start-up Companies	JICA and Kobe Institute of Computing (KIC)

Activity 2-5. Hold the meetings with Cambodian/Japanese BDS institutions, universities, startup/entrepreneur supporting institutions, local governments and chambers of commerce for providing the collaborative services.

Since April 2019 to March, 2022, CJCC has held meetings with Cambodian and Japanese BDS institutions, universities, startup supporting institutions and other entities, and conducted 33 collaborative activities, which was more than the target of 30. In some cases, we conducted the event with business association like JBAC, JCA, YEAC and CIC. In other cases, we conducted an event with a large Japanese company like Rakuten.

Date	Activities	Partners
December 10, 2019	Cambodia Japan Trade Delegation and Business Matching Event	Japan Cambodia Association (JCA)
March 27, 2021	Virtual Job Fair	Japanese Business Association of Cambodia (JBAC)
July 2, 2021	CJAP Experience Sharing Seminar by Rakuten	JICA and Rakuten Inc.
September, 2021 - March, 2022	CJAP fourth including Promotion Event, Opening event and other activities	JICA, YEAC, CIC, CWEA, WAOJE, Khmer Enterprise and JETRO

Activity 2-6. Hold the meetings with the organizations related to JICA’s other technical cooperation/financial cooperation/private sector partnership program/overseas business development program for SMEs/citizen participation program for promoting partnership.

Since April 2019 to March, 2022, CJCC has held meetings with JICA and persons in charge in various JICA Projects, and conducted 17 collaborative activities, which was more than the target of 12. Some of the remarkable examples of the collaborative activities with JICA are as given below. As written here, we have supported the implementation of JICA’s project and Survey while supporting JICA’s activities in other country like Vietnam.

Date	Name of the Activities of JICA	Contents of Collaboration
April, 2019 - March, 2022	Survey on Smart City Siem Reap conducted by JICA	Support the Survey team to announce the Business Contest
May, 2020	Project for Enhancement of Education, Research and University Management Capacity at Vietnam-Japan University	Facilitate application among Cambodian students to apply for VJU (Vietnam Japan Universities)
January, 2021 - January, 2022	“Financial Capacity Development for SMEs to Survive and Develop in the Market with Covid 19”	Implementation of JICA Project as a contractor

Activities for Output 3: CJCC’s capability for information collection/ dissemination and CJCC’s network with related institutions is strengthened.

Activity 3-1. Formulate annual plans/reports.

Annual plan was formulated, implemented and monitored by each department of CJCC

Activity 3-2. Hold the management meeting regarding financial performance monthly, using Quickbooks.

Management meeting was held quarterly regarding financial performance based on the inputs provided by Quickbooks

Activity 3-3. Update the database of CJCC’s customers and lecturers on a regular basis.

The data base about CJCC customers was updated on a regular basis.

Activity 3-4 establish the mechanism of PDCA cycle in each programs.

PDCA mechanism was established while Plan, Do, Check and Action cycle was implemented by each department of CJCC.

Activity 3-5. Organize open innovation events and workshop for both Japanese and Cambodian company and people more than 3 times.

CJCC organized 3 times of open innovation events as given below.

Date	Activities	Venue (Online or Offline)
February, 2021	1 st Entrepreneurship Forum	Online
October, 2021 - February, 2022	Seminar with DG Academy about innovation in education and digital banking.	Online
January, 2022	2 nd Entrepreneurship Forum	Online

Activity 3-6. Promote innovative ideas and trials of these ideas within CJCC’s staffs and such activities are monitored.

While implementing open innovation events, CJCC staff have learned how to be innovative and introduced new activities.

Activity 3-7. Strengthen the capacity of CJCC staffs to promote innovative activities such as information.

While implementing open innovation events, CJCC staff have learned how to be innovative and introduced new activities such as translation services and virtual member talk program in CJBI.

Activity 3-8. Establish relationship with various public entities.

The relationship with government and various public entities was established thorough the contract project with JICA, JF Asia Center, Khmer Enterprise and Japanese universities.

Activity 3-9. Enhance CJCC’s Capacity to apply for various bidding opportunities

The relationship with government and various public entities was established thorough the contract project with JICA, JF Asia Center, Khmer Enterprise and Japanese universities. In this process, CJCC could enhance its capacity to apply for various bidding opportunities.

2. Achievements of the Project

2-1 Outputs and Indicators

Output 1

Target Value: CJCC business courses and entrepreneurship programs are strengthened.

Actual Value: Almost indicators were achieved.

	Indicator	Achievement
1-1	Satisfaction rate of the participants of business courses and entrepreneurship program exceeds 80% overall and 85% for business owners, employees or government officers.	<u>This indicator is almost Achieved.</u> *To increase satisfaction rate, pre-discussion with lecturers and facilitation before and after training was strengthened.

		<p>*Satisfaction rate is included business courses and entrepreneurship program (JICA course, customized and intensive course, EN courses, CJAP and etc.).</p> <p>FY2019 1st semester: 82.0%, 83.0%</p> <p>FY2019 2nd semester: 81.1%, 81.6%</p> <p>FY2020 1st semester: 83.8%, 83.4%</p> <p>FY2020 2nd semester: 81.0%, 80.8%</p> <p>FY2021 1st semester: 83.0%, 85.0%</p> <p>FY2021 2nd semester: 83.27%, 83.25%</p>
1-2	<p>The number of participants of business courses and entrepreneurship programs exceed 2,800 by end of project, including at least 300 repeated participants. Breakdown of 2,800:</p> <ul style="list-style-type: none"> -Entrepreneurship course: 175, -Intensive course: 1,025, -Rest of participants covered by seminar and other courses including customized courses: 1,600. <p>Number of customized course contracts: 20</p>	<p><u>This indicator is Achieved.</u></p> <ul style="list-style-type: none"> -The number of participants: 3,596 -Repeater: 454 -Entrepreneurship courses: 175 -Intensive course: 1,096 -Rest of participants covered by seminar and other courses including customized courses: 2,325 -Number of customized course contracts: 20
1-3	<p>The number of new lecturers exceeds 3 people including lecturers from institutes which CJCC establishes cooperation agreement. All lecturers including existing ones provide seminars to public and/or CJCC staff.</p>	<p><u>This indicator is Achieved.</u></p> <p>Through TOT program, all prospective participants provided lectures.</p> <p>The number of new prospective lecturers: 5</p>
1-4	<p>The number of entrepreneurship program participants who start their own businesses exceeds 46 people.</p>	<p><u>This indicator is Achieved.</u></p> <p>The number of entrepreneurship program participants who start: 46</p>
1-5	<p>The number of entrepreneurship/CJAP program participants who raise funds exceeds 10 people/teams through new fund raising mechanisms.</p>	<p><u>This indicator is Achieved.</u></p> <p>The number of entrepreneurship/CJAP program participants who raise funds: 17</p>
1-6	<p>CJCC's business courses are conducted in 2 provincial areas to expand the geographic outreach of CJCC's business training services</p>	<p><u>This indicator is Achieved.</u></p> <p>The number of provinces: 2</p>

Output 2

Target Value: CJCC's capacity of providing business information and networking services are strengthened.

Actual Value: Almost indicators were achieved. Regarding indicator 2-1 and 2-4, it was very difficult to approach the companies and jobseekers physically and the companies could not make business due to COVID-19.

	Indicator	Achievement
2-1	The number of CJBI's member exceeds 80 and 30% of them are Japanese.	<p><u>This indicator is not Achieved</u></p> <p>*Due to COVID-19, it was difficult to invite companies which have been suffering from continuing their business. Also, we could not conduct direct sales activities physically against the potential clients</p> <p>The number of CJBI's member: 51 Japanese: 23.5% (12)</p>
2-2	The number of CJCC's visitors from Japanese companies/organizations exceeds 240.	<p><u>This indicator is Achieved.</u></p> <p>*Due to COVID-19, visitors from Japanese companies/organizations were almost zero. At the same time, we have tried to communicate with them through online and emails, and we could achieve the target. (We decided to include those companies/organizations which approached us through email and online.)</p> <p>The number of CJCC's visitors: 253</p>
2-3	The number of business networking events exceeds 20 times through CJCC and CJBI.	<p><u>This indicator is Achieved.</u></p> <p>The number of business networking events: 22</p>
2-4	Regarding job fair, the number of participants exceeds 1,820, the number of companies /institutions exceeds 110, and the number of	<p><u>This indicator is not Achieved.</u></p> <p>*Due to COVID-19, we could not conduct</p>

	people who gets job at Japanese or Cambodian companies/institutions exceeds 30 including other CJCC recruitment services.	job fairs physically, and we organized virtual job fair event instead in FY2020 and 2021. The number of participants: 1,680 The number of companies: 103 The number of people who gets job: 22
2-5	The number of collaborative activities which are implemented with Cambodian /Japanese BDS institutions, universities, startup/ entrepreneur supporting institutions, local governments and chambers of commerce exceeds 20 times.	<u>This indicator is Achieved.</u> The number of collaboration activities with BDS, universities, local government, etc.: 33
2-6	Collaborative activities with the organizations related to other JICA's technical cooperation/ financial cooperation/private sector partnership program/overseas business development program for SMEs/citizen participation program exceeds 12.	<u>This indicator is Achieved.</u> Collaborate activities with other JICA's project/programs: 17
2-7	The mechanism of sharing information with other Japanese companies and institutions regularly is established.	<u>This indicator is Achieved.</u> Mechanism of sharing information with Japanese companies regularly was established.
2-8	The collaborative activities with the alumni organizations of business courses and entrepreneurship programs is implemented effectively. 10 alumni becomes guest speakers in CJCC seminars/courses.	<u>This indicator is Achieved.</u> The collaborative activities with CJCC alumni: 13

Output 3

Target Value: Management capacity of CJCC is strengthened which promotes innovative ideas and activities.

Actual Value: Almost indicators were achieved. Regarding indicator 3-1, it was very difficult to conduct the activities physically and it was impossible to provide the renting service due to COVID-19.

	Indicator	Achievement
3-1	Financial performance of CJCC's each service is improved every year.	<p><u>This indicator is partially Achieved.</u></p> <p>*It was difficult to conduct activities physically and we could not provide renting services due to COVID-19, which has affected our financial performance in FY2020 and 2021.</p> <p>*Balance = income - expenditure FY2019: 29,115USD FY2020: Δ236,762USD FY2021: Δ116,085USD</p>
3-2	Database of CJCC's customers and lecturers is updated regularly with the timing of implementation for every course and seminar, as well as compiling visitor's information from Japanese companies/organizations. EN course participants information in the database is kept lifetime update.	<p><u>This indicator is Achieved.</u></p> <p>Database of CJCC customers and lecturers are updated regularly with the timing of implementation for every course and seminar, including Japanese visitors. Also, EN course participants information is kept life time update.</p>
3-3	Satisfaction rate of the participants of open innovation activities exceeds 80%, held annually starting from April 2020.	<p><u>This indicator is Achieved.</u></p> <p>Satisfaction rate of open innovation events: 82.4%</p>
3-4	At least 4 contracts are awarded to CJCC by government and educational institutes such as Cambodian and Japanese government agencies and universities.	<p><u>This indicator is Achieved.</u></p> <p>Award of contract: 5</p>

2-2 Project Purpose

Target Value: CJCC's capacity of providing human resource development service for industry and business information and networking services is strengthened.

Actual Value: Almost indicators were achieved.

	Indicator	Achievement
P-1	The number of participants of business courses and entrepreneurship programs	<u>This indicator is almost Achieved.</u>

	exceeds 950 per year including at least 160 business owners, top management and entrepreneurs.	Due to COVID-19, business courses and entrepreneurship programs were conducted by online, so the number of participants was limited. FY2019: 1,215 (152) FY2020: 899 (115) FY2021: 1,481 (253)
P-2	More than 5 business partnerships are established between Japanese and Cambodian enterprises through CJCC.	<u>This indicator is Achieved.</u> The number of business partnership between Japanese and Cambodian enterprises through the activities of CJBI and CJAP: 7
P-3	FY 2021, the number of innovative activities exceeds 3.	<u>This indicator is Achieved.</u> The number of innovative activities: 3

3. History of PDM Modification

3-1 PDM (Version 0): Original PDM (Version 0) was confirmed in the Minute of Meeting on December 21, 2018 and in the Record of Discussion signed on January 31, 2019.

3-2 PDM (Version 1): Modifications/setting of Output indicators, the target and achievement status of PDM were proposed and approved in the JCC on October 11, 2019. The 20 indicators were modified to 16 indicators.

- (1) Output 1: 6 indicators => 5 indicators
- (2) Output 2: 9 indicators => 8 indicators
- (3) Output 3: 5 indicators => 3 indicators

3-3 PDM (Version 1): Setting of “Overall Goal” and “Project Purpose” were proposed and approved in the JCC on June 17, 2020.

- (1) Overall Goal: 3 targets were set.
- (2) Project Purpose: 3 targets were set.

3-4 PDM (Version 2): After the influence of COVID-19 was getting worse from the end of FY2019, modification of some Indicators was necessary. In the 4th JCC meeting, the modifications were proposed and approved on January 27, 2021.

- (1) Output 1-2
The number of participants: 3,600=>2,800
Entrepreneurship course: 200=>175
Intensive course: 1,500=>1,025

- Customized course: 1,900=>1,600
 Number of customized course contracts: 24=>20
- (2) Output 1-4
 The number of entrepreneurship participants who start business: 54=>46
- (3) Output 1-6
 CJCC's business courses are conducted in 2 provincial area: This indicator was newly introduced.
- (4) Output 2-1
 The number of CJBI's member: 150=>80
- (5) Output 2-2
 The number of CJCC' visitors from Japanese companies/organizations: 340=>240
- (6) Output 2-4
 The number of participants for Job Fair: 3,500=>1,820
 The number of companies/institutions: 160=>110
 The number of people who gets job: 80=>30
- (7) Output 3-4
 At least 4 contracts are awarded: This indicator was newly introduced.
- (8) Project Purpose
 The number of participants of business courses and entrepreneurship program per year: 1,200=>950
 Including at least 160 business owners and entrepreneurs=> Including at least 160 business owners, top managements and entrepreneurs

3-5 PDM (Version2): MINUTE OF MEETING for Amendment of PDM (as officially "Version 2") including "Overall Goal" and "Project Purpose" and "Output 1-3" was signed and confirmed on March 1, 2021.

3-6 PDM (Version 3): Regarding the target of indicator for Overall Goal, current indicator was not appropriate and modification of Indicator was necessary. In the 6th JCC meeting, the modification was proposed. Modification of Overall Goal was approved on February 1, 2022.

Indicator 1 of Overall Goal

(Before) Indicator 1: CJCC establishes the ecosystem to support the life cycle of the companies. More than 80% of the lecturers/mentors are CJCC graduates and lecturers from external institutes.

(Amended Version) Indicator 1: More than 60% of courses/programs* are offered by CJCC staff, TOT participants and outside lecturers with which CJCC has developed a relationship. (*'Program' is a package service consists of a series of specific lectures/courses. Programs of which more than 50% of lectures/courses are offered by personnel mentioned above shall be counted.)

(Reason) : Increasing the number of lecturers is very important, however, since a lecturer can be in charge of multiple courses and programs, it is difficult to measure CJCC's independence as 'the platform of human resource development for industry and business information and networking services' (a few JICA experts currently provide about a half of overall courses/programs). Thus, the target

should be modified from ‘lecturers/mentors’ to ‘courses/programs are offered by CJCC staff, TOT participants and outside lecturers with which CJCC has developed a relationship’. Also, 60% is a realist target which CJCC can achieve during the 3 years of period.

4. Others

4-1 Result of Environmental and Social Considerations (if applicable)

- As stated in annual strategic plan, CJCC would participate in “Phnom Penh Clean City Challenge with other Japanese and Cambodian organizations/agencies to raise environmental awareness.

4-2 Result of Consideration on Gender/Peace Building/Poverty Reduction (If applicable)

- CJCC promoted registration of female participants in our entrepreneurship course and collaborated with Cambodia Women Entrepreneurs Association (CWEA) to upgrade the capacity of female entrepreneurs.
- Also, about 70% of female volunteers were recruited as CJCC’s volunteers specially to support culture events.
- Among 66 of CJCC’s staff, 56.06% of them are female while 43.94% are male (as of February 28, 2022).

III. Result of Joint Review

1. Result of Review based on DAC Evaluation Criteria

The Project is expected to achieve its Project Purpose to a high degree at the end of the period.

(1) Relevance – High

- The Government of Cambodia has a long-term sector policy, “Cambodia Industrial Development Policy 2015-2025”, where policy priority of the private sector development is clearly declared. Other national policy such as “Rectangular Strategy Phase IV (2018) also support the Project mission of working actively on development of, and networking for, human resource for business. Thus, this policy direction of relevant national and sector policies is well aligned with the project policies.
- JICA has provided support continuously for the development of private sector, SMEs, industrial human resources and entrepreneurship in Cambodia. Thus, this policy direction of relevant sector policies of JICA is well aligned with the project policies.
- As for the needs of the Project, there are two target groups which respond to the needs of CJCC staff and business persons. Since the client situations and needs change and evolve as nation’s economy grows, CJCC needs to keep up with the latest trend and to be creative and innovative in delivering quality services to them. And there is a growing demand to learn efficient and effective management principles among the Cambodian business people or those who aspire to start their business for establishing linkage with foreign investors and partners, particularly Japanese companies. What the Project tries to materialize is these business linkage establishments and Japanese style management

promotion. The direction of the project is addressing the needs of beneficiaries.

(2) Coherence– High

- Activities in private sector and SME development including the future ones are one of the important development assistance policies for JICA. JICA has provided support continuously for the development of private sector, SMEs, industrial human resources and entrepreneurship in Cambodia.
- CJCC has been communicating and collaborating with other JICA projects and experts such as ITC project, TVET project and Advisor in the Agricultural sector. In the future, CJCC will collaborate them more closely.
- CJCC has been communicating and collaborating with Japan External Trade Organization (JETRO) and Japan Business Association in Cambodia (JBAC). In the future, it is expected that CJCC will further cooperate closely with JETRO and JBAC, such as co-hosting events or matching activities for business exchanges between Japanese companies and Cambodian companies in Cambodia.
- CJCC is considering to collaborate with Asian Development Bank (ADB) through the investment project. From now on, there is a high possibility of cooperation with the international organizations/institutions.

(3) Effectiveness-High

- The Project Purpose is “CJCC’s capacity of providing human resource development service for industry and business information and networking services is strengthened”. Judging from the achievements of three indicators, the Project Purpose has been achieved successfully, although CJCC activities were affected by COVID-19. It can be said that CJCC can run routine operation and training activities autonomously and sustainably with less assistance from the Project Experts.
- Indicator 1 of the Project purpose has been achieved except FY2020.
- Indicator 2 of the Project purpose has been achieved successfully although CJCC activities were affected by COVID-19. When the COVID-19 situation is improved, we would like to realize 3 cases of business partnership annually.
- Indicator 3 of Project purpose has been achieved successfully.

(4) Efficiency- Relatively High

- Due to the COVID-19 pandemic, all services of CJCC were interrupted by the infection control measures of Cambodian Government for more than one year from March 2020 to November 2021. Against this background, JICA agreed to provide CJCC with the additional budget support. 56 million Japanese Yen was supported additionally compared with the budget plan at the beginning of the Project.

- Even though there was such interruption, most of the inputs such as the business courses and activities via online and the total amount of expenditure by JICA local budget and counterpart fund by Cambodia side were spent as planned, so the Project was implemented in a relatively efficient manner.
- Two of the Output Indicators (Output Indicator 2-1 and 2-4) were not achieved. It was difficult to achieve due to the COVID-19 pandemic.
- Due to COVID-19, additional budget support for salary was disbursed by JICA.
 - FY2020: The portion supported by JICA was increased 35% to 100% from June 2020 to March 2021
 - FY2021: The portion supported by JICA was increased 35% to 65% from April 2021 to March 2022
- Due to COVID-19, additional budget support for equipment/facility's renovation related COVID-19 was disbursed by JICA.
- Even though there were additional financial support for salary and equipment as an input, we could conclude efficiency is relatively high, considering most of the indicators were achieved.

(5) Impact - High

- During the Project period, almost the Indicators were achieved except for a few indicators, including the Project Purpose indicators.
- Although the COVID-19, through online activities, the synergy among three pillars (business, Japanese language and culture), networks among training participants, collaboration with Japanese municipalities, collaboration with other Ministries/institutions, job creation for youths were effectively done, and CJCC started to expand CJCC's business courses to local provinces as a new challenge.
- It is likely that Prospect of Overall Goal will be achieved.
 - Especially regarding Indicator 1, under the continuous impact of COVID-19, the current percentage is 52% which increased 6% during FY2019-FY2021, so the target percentage (60%) is expected to be achieved during FY2022-FY2024.
 - * Modification of Overall Goal was proposed and approved on February 1, 2022.
- Notable negative impact was not observed.

(6) Sustainability - Relatively High

- Policy and institutional sustainability (High)
 - The Government of Cambodia has a long-term sector policy, "Cambodia Industrial Development Policy 2015-2025", where policy priority of the private sector development is clearly declared. Other national policy such as "Rectangular Strategy Phase IV (2018) also supports the Project mission of

working actively on development of, and networking for, human resource for business. Thus, this policy direction of relevant national and sector policies suggests that the policy sustainability is high. Regarding the stance of JICA, JICA has provided support continuously for the development of private sector, SMEs, industrial human resources and entrepreneurship in Cambodia. This long-term approach of JICA has helped CJCC in maintaining its operation in the field of private sector and SME & entrepreneurship development.

As for institutional sustainability, operational and institutional capacity of CJCC is being strengthened while implementing the activities under the Project although special financial support was provided to compliment the salary of CJCC staff in FY2020 and 2021. We could evaluate as relatively high from the policy and institutional sustainability.

- Administrative sustainability (Relatively High)

Two counterparts (Director and Deputy Director) have been assigned and operation of CJCC has been well managed by 3 managers and 57 staff even during the outbreak of COVID-19. Also, management system based on PDCA is established and operated by all the CJCC's staff. At the same time, as the turnover rate is still high, the human resource management system should be improved. Therefore, it might be said that CJCC has relatively high administrative sustainability.

- Technical sustainability (Relatively High)

In Cambodia, although job-hopping is quite common for career development, there are several staffs in each section who have worked for CJCC for a long period and are capable enough to produce outcome. Currently, one staff is sent to Japan under the long-term training program in Japan and is expected to contribute to the operation of CJCC after coming back from Japan. With an introduction of proper HRM system of HRD and preparation of manuals and skills development and transfer system, there will be more technical sustainability in the operation of CJCC.

- Financial sustainability (Medium)

While CJCC is an independent governing organization, it is not easy to operate only with CJCC's own budget. The CJCC's financial system has heavily depended on the revenue from its business course, Japanese language course, and renting. However, due to the COVID-19 pandemic, the revenue from each section dropped sharply and the cash flow of CJCC was severely damaged (before COVID-19, the financial performance of CJCC's each service was better with profit), so it is necessary to continuously improve the profit structure with new services and more proper marketing and sales activities to overcome the influence of the COVID-19 pandemic situation and realize financial stability in the future.

2. Key Factors Affecting Implementation and Outcomes

- After the outbreak of COVID-19, CJCC had managed to switch some of our physical activities to online activities such as business training courses, Japanese language courses, culture activities and

business networking activities. Following the outbreak of COVID-19, JICA decided not to dispatch short-term experts to Cambodia. This has also affected CJCC activities.

- CJCC's management team had managed to implement activities by following the announcement of the Government of Cambodia and Royal University of Phnom Penh (RUPP). Also, the consultant team decided to conduct their activities through online under the supervision of JICA HQ and JICA Cambodia Office.

- During the outbreak of COVID-19, it was difficult to conduct physical activities as CJCC has to follow the standard of operation procedures (SOP) issued by Royal University of Phnom Penh (RUPP). CJCC had to put more effort to strengthen online activities such as business training courses, culture activities and others activities.

- During the first semester of FY2020, the achievement status of the Project Purpose was affected by COVID-19 situation. While CJCC are trying to achieve the important part of the Project Purpose, CJCC planned to suggest the amendment of the Project Purpose Indicators of PDM (and some other output indicators) to make them more realistic ones to achieve in the JCC meeting.

- JICA has kindly continued support on salary of CJCC staff for JICA's contribution part and continued to provide the special budget to deal with COVID-19 situation. This measure has supported CJCC in conducting various activities in a sustainable manner.

3. Evaluation on the results of the Project Risk Management

- After the outbreak of COVID-19, CJCC had to reduce the number of staff to come to office and need to implement telework by providing more activities through online. At the same time, CJCC provided opportunities to take vaccination in cooperation with RUPP to secure the proper working conditions of the staff.

- CJCC had tried to reduce the expense on CJCC's activities by cutting overtime payment and bonus for CJCC staff and reducing expenses on toner ink, copy paper and maintenance expense by postponing the repair of the facilities.

- CJCC had tried to increase revenue by attracting more participants with revised contents of EN course, partnership with Khmer Enterprise in expanding business training in provincial areas, conducting training program with E-learning platform, -online and offline Job Fairs in partnership with Japanese entities. Also, CJCC tried to increase the revenue through other activities by improving the services of Study-in-Japan Program with a newly developed website and co-hosting implementation with Okayama university (Study in Japan Regional Office in ASEAN), organizing the online cultural activities with partnership with Embassy of Japan and Japan Foundation Asia Center, engaging of JICA's CEP project, contracting with JF Asia center on the survey for the Japanese language school, initiating translation

service between Japanese and Khmer and strengthening the function of sales for renting activities.

4. Lessons Learnt

- Although our activities were severely affected by COVID-19, CJCC conducted business courses, entrepreneurship programs, business matching, seminars and events through online as planned. There are a lot of merits in the activities via online which are possible to arrange the long-distance meeting between Cambodia and Japan, easy to arrange the meeting on any available time and possible to save the budget. And “the telework” became a normal work style in CJCC. This “Work-Style Reform” contributes to SDGs.

- Due to the COVID-19 pandemic, the revenue from each section dropped and the cash flow of CJCC was severely damaged, so CJCC started various new activities to increase income which are 1) contract projects with government organizations and universities, 2) expanding business training to provincial area, 3) providing customized courses to Cambodian and Japanese companies and organization, 4) translation services between Khmer and Japanese language, 5) training program with E-learning platform, 6) improving the PR activities through newly established and improvement of web-sites, 7) renting service with proactive sales mindset and so on. CJCC would like to continue to provide environment in which staff can challenge and come up with implement new ideas.

- Regarding the implementation of online activities, the proper ICT facilities/equipment and its operation is important. Through the procurement of ICT equipment by CJCC and the experiences of operation for activities (technical and operational), the quality of operation for training, seminar and events were improved and stable.

- Turnover rate of CJCC staff continues to be high every year, so providing proper working environment is indispensable for sustainable operations of CJCC. In this regard, it is important to improve human resource management (HRM) in CJCC while dealing with current situation of high turnover by preparing manuals and skills development and transfer plan for some important activities such as CJAP and Job Fair.

IV. For the Achievement of Overall Goals after the Project Completion

1. Prospects to achieve Overall Goal

The Project is expected to achieve Overall Goals to a high degree after the Project completion. As for Indicator 2 ‘CJCC, through CJBI, establishes a business model to provide a business matching and networking with more than 3 business partnerships established per year’, CJBI supported to established 3 business partnership in this project and all the 3 of business partnerships were established in FY2021. While CJBI has gradually established the business model to conduct business matching activities and produce partnership cases, CJBI needs to make more efforts to produce outcome continuously and achieve the target of indicator 2. As for Indicator 3, ‘CJCC’s innovative initiatives become the contents of its business training courses’, CJCC has started innovative activities such as Entrepreneurship

Forum since FY2020. The progress is remarkable, however, continuous efforts are necessary for CJCC so that CJCC can reflect its innovative activities into its business courses and achieve the Overall Goals 3 years later. The rest is Indicator 1 which was modified as below. Under the continuous impact of COVID-19, the current percentage is 52% which increased 6% during FY2019-FY2021, so the target percentage (60%) is expected to be achieved during FY2022-FY2024. The modification of indicator 1 of Overall Goal was proposed and approved on February 1, 2022.

(Original) “More than 80% of the lecturers/mentors are from local resources such as CJCC course graduates and other institutes with which CJCC develops a relationship.”

(Revised) More than 60% of courses/programs are offered by CJCC staff, TOT participants and outside lecturers with which CJCC has developed a relationship. (*‘Program’ is a package service consists of a series of specific lectures/courses. Programs of which more than 50% of lectures/courses are offered by personnel mentioned above shall be counted.)

2. Plan of Operation and Implementation Structure of the Cambodian side to achieve Overall Goals

Since the new phase of the Project will start from April 2022 seamlessly after the completion of the Project, the plan of operation and implementation structure of the Cambodian side to achieve the overall goal of the Project will be formulated and done based on those in the new phase Project.

3. Recommendations for the Cambodian side

- In order to realize the project purpose “CJCC’s capacity of providing human resource development service for industry and business information and networking services is strengthened”, it is necessary to introduce mid-term strategy plan so that CJCC can build its capacity and provide abovementioned services strategically from a long-term perspective.
- In order to increase revenue, CJCC started to introduce new activities. One of the potential areas are contract services such as consultant service with which CJCC could earn some revenues as a contractor. However, to implement these services, it is necessary to enhance capacity of CJCC to deliver quality contract services and develop relationship with various entities such as JICA, JF Asia Center, Khmer Enterprise and Japanese universities.
- In order to support Cambodian business people in improving their management skills effectively, the ‘Keiei-juku’ (Executive program) will be introduced for CEO and top management of Cambodian companies in the next year. It is necessary for CJCC to bear the synergy with business courses, entrepreneurship programs as well as CJBI and Job Fair, and the ‘Keiei-juku’ is a comprehensive course and recognized higher needs among companies in Cambodia. It is expected to become the most important course in CJCC in the next phase Project.
- On the other hand, it is important to enhance the management capacity of SMEs in local provinces and

for that purpose, the regional expansion of CJCC's business training services for provincial areas is newly added in this phase. It is needed to have collaborations and make networks with banks, universities and institutions in Cambodia.

- In the next phase of the Project, CJCC aims to strengthen the function as “the platform organization which promotes interactions between Cambodia and Japan in business and other areas in order to contribute to the enhancement of competitiveness of Cambodian Industry”. Therefore, it is important to have collaborations and make networks with more companies, institutions and universities in Cambodia and Japan. Besides, it is important to build capacity of CJBI so that CJBI can play a more important role in connecting Cambodian and Japanese business people.
- In the next phase of the Project, CJCC is planning to serve as an intermediary to connect between SMEs in Cambodia and financial institutions in Cambodia and Japan. While engaging in some of the activities, it is necessary for CJCC to enhance its capacity as well as develop business model with which CJCC could increase its revenue and profit.
- To continue to provide quality services, CJCC needs to improve HRM system so that staff can continue to work for CJCC for a long time. At the same time, CJCC needs to develop the system in which we can continue to provide quality services even if some staff leave CJCC during the implementation of some activities. In this regard, CJCC needs to develop skills development and transfer plan and manual for some important activities such as CJAP and Job Fair.

4. Monitoring Plan from the end of the Project to Ex-post Evaluation

Since the new phase of the Project will start from April 1st, 2022 seamlessly after the completion of the Project, the monitoring of the Project will be done continuously during the 3-year period of the new phase Project.

ANNEX 1: Result of the Project (List)

ANNEX 2: Plan of Operation

ANNEX 3: PDM (All versions of PDM)

Result of the Project

1. List of Dispatched Experts

1-1. Long-term Experts

3(62.1P/M) long-term experts were dispatched.

Name	Subject	Schedule	Remarks
Chief Advisor	Mr. ONISHI Yoshifumi	1 April, 2019 - 19 March, 2020	Due to COVID-19, departure was on 18 March, 2020
Chief Advisor	Mr. IZAKI Hiroshi	21 October, 2020 - 31 March, 2022	
Business Networking/Project Coordinator	Mr. YUGE Yasuhiko	27 June, 2019 – 31 March, 2022	

1-2. Short-term Experts

22(6.37P/M) short-term experts were dispatched.

1-2-1. JICA Intensive courses

8(2.47P/M) short-term experts were dispatched.

FY2019(1st year) Short-term expert : 6

Subject	Lecturer	Schedule	Remarks
Coordinator / Course Operation Management (3)	Mr. TSUKIHARA Hideo	(1)15 - 20 June (2)22 - 26 December	2 times (0.43)
Business Expansion & Corporate Growth Strategy	Mr. TERAMURA Shigeru	29 – 31 August	1 time (Mr.TERAMURA total 1.07)
Leadership & Creation of Innovative Culture	Mr. TERAMURA Shigeru	4 - 6 September	
New Business Development Plan	Mr. HIRAKAWA Masakazu	16 - 17 October	1 time (0.33)
Strategic Management	Mr. HIRAKAWA Masakazu	18 - 19 October	
Practical KAIZEN	Mr. TSUCHIYA Shigeki	6 - 8 November	1 time (0.27)
Talent Management	Ms. YAMAZAKI Kyoko	25 - 27 December	1 time (0.1)
TQM for Manufacturer & Service Industry	Mr. TABUCHI Hideki	15 - 17 January	1 time (0.27)
Corporate Growth Strategy	Mr. TERAMURA Shigeru	5 - 7 February	1 time (-)
Innovation for SMEs	Mr. TERAMURA Shigeru	13 -14	

Subject	Lecturer	Schedule	Remarks
		February	
TOTAL			8 time (2.47)

FY2020 (2nd year) Short-term expert : 0 (Online lecture)

FY2021 (3rd year) Short-term expert : 0 (Online lecture)

1-2-2. CJAP

14(3.90P/M) short-term experts were dispatched.

FY2019(2nd cohort) Short-term expert : 3

Subject	Lecturer	Schedule	Remarks
Leader/Support for Entrepreneurs	Mr. YATABE Masafumi	(1)29 September -5 October (2)5 - 9 November (3)11-14 December (4)13-19 January, (5)9-15 February	5 times (1.0)
Accelerator Program Management	Ms. KUROSAWA Chiaki	(1)29 September-5 October (2)29-31 October (3)2-14, December (4)12-19 January (5)9-15 February	5 times (1.57)
Support for Funding	Mr. HAMADA Taro	(1)29 September -5 October (2)29 -31 October (3)2-14 December (4)12-19 January	4 times (1.33)
TOTAL			14 times (3.90)

FY2020(3rd cohort) Short-term expert : 0 (Online)

FY2021(4th cohort) Short-term expert : 0 (Online)

2. List of Counterparts

2 Counterparts were assigned.

Director: Dr. Khim Leang, Royal University of Phnom Penh(RUPP), Ministry of Education, Youth and Sport(MoEYS)

Deputy Director: Mr. Seang Nimorl, Royal University of Phnom Penh(RUPP), Ministry of Education, Youth and Sport(MoEYS)

3. List of Training

3-1. JICA Intensive courses:(Activity 1-1, 1-2)

FY2019(1st year)

Subject	Lecturer	Schedule	Number of participants
Business Expansion & Corporate Growth Strategy	Mr. TERSMURA Shigeru	29 – 31 August	32
Leadership & Creation of Innovative Culture	Mr. TERAMURA Shigeru	4 – 6 September	30
New Business Development Plan	Mr. HIRAKAWA Masakazu	16 – 17 October	27
Strategic Management	Mr. HIRAKAWA Masakazu	18 – 19 October	32.
Practical KAIZEN	Mr. TSUCHIYA Shigeki	6 – 8 November	47
Talent Management	Ms. YAMAZAKI Kyoko	25 – 27 December	41
TQM for Manufacturer & Service Industry	Mr. TABUCHI Hideki	15 – 17 January	32
Corporate Growth Strategy	Mr. TERAMURA Shigeru	5 – 7 February	16
Innovation for SMEs	Mr. TERAMURA Shigeru	13 – 14 February	19
New Business Development Plan	Mr. HIRAKAWA Masakazu	suspended	N/A
Strategic Management	Mr. HIRAKAWA Masakazu	suspended	N/A
TOTAL			276

FY2020(2nd year) *Online lecture

Subject	Lecturer	Schedule	Number of participants
New Business Development Plan	Mr. HIRAKAWA Masakazu	25 - 28 August	22
Strategic Marketing Management	Mr. HIRAKAWA Masakazu	1 - 4 September	25
Operations Management	Mr. YAMADA Akihiko	28 September - 2 October	19
Strategic Management & Corporate Growth	Mr. TSUJI Satoshi	2 - 6 November	5
Strategic HRM for CEO	Ms. YAMAZAKI Kyoko	3 November - 4 December	22
Professional HRM for HR Managers	Ms. YAMAZAKI Kyoko	6- 8 November	26
Strategic Management & Corporate Growth	Mr. TSUJI Satoshi	18 - 22 January	17
Production Management	Mr. YAMADA Akihiko	25 – 29 January	16
Japanese-style Customer Service	Ms. SUGAYA Masami	1 - 4 February	16
People Management (Part I) Philosophy & Practice of HRM	Mr. TORIYA Yoichi	22 - 26 February	17
People Management (Part II) Philosophy & Practice of HRM	Mr. TORIYA Yoichi	2 - 5 March	13
New Business Development	Mr. HIRAKAWA Masakazu	15 - 18	9

Subject	Lecturer	Schedule	Number of participants
Plan		March	
Strategic Marketing Management	Mr. HIRAKAWA Masakazu	22 - 25 March	16
TOTAL			223

FY2021 (3rd year) *Online lecture

Subject	Lecturer	Schedule	Number of participants
Strategic Management & Corporate Growth	Mr. TSUJI Satoshi	24 - 30 June	15
Strategic Marketing Management	Mr. HIRAKAWA Masakazu	26 - 29 July	26
Production Management for learners and young managers	Mr. YAMADA Akihiko	9 - 13 August	11
Strategic Marketing Management	Mr. HIRAKAWA Masakazu	20 - 23 September	38
Strategic Management & Corporate Growth	Mr. TSUJI Satoshi	18 - 22 October	11
People Management	Mr. TORIYA Yoichi	25 - 28 October	18
Production Management Advanced Course for managers	Mr. YAMADA Akihiko	1 - 5 November	24
Performance Management	Mr. TORIYA Yoichi	22 - 26 November	29
Operations Management	Mr. TAMADA Mitsuo	13 - 17 December	45
TOTAL			217

3-2. Customized and Intensive course:(Activity 1-1, 1-2)

Customized course was conducted 20 courses by CJCC's own resources.

2019: 9 courses were conducted with 426 participants.

2020: 2 courses were conducted with 49 participants.

2021: 9 courses were conducted with 888 participants.

FY2019(1st year)

Subject	Lecturer	Schedule	Number of participants
Kaizen and Lean Banking (1)-(4)	CJCC internal lecturer	(1)26-27 April (2)3 - 4 May (3)10-11 May (4) 20-21May	160
Data Analyst and Dashboard	Local external lecturer	19 - 20 June	13
Japanese Style Management for productivity	CJCC internal lecturer	26 June	24
Microsoft Excel and Power	Local external lecturer	26 - 28 June	7

Subject	Lecturer	Schedule	Number of participants
Economic Analysis of Project of Public Investment	Local external lecturer	11 - 12 October	35
Becoming an Effective Kaizen Leader	CJCC internal lecturer	3 November	34
Building a High-Performance Positive Team	CJCC internal lecturer	10 - 12 November	125
Business English Course	Local external lecturer	20 January - 27 March	11
Corporate Growth Strategy	Japanese lecturer	9 - 11 February	17
TOTAL			426

FY2020 (2nd year) *Online lecture

Subject	Lecturer	Schedule	Number of participants
Japanese Style Management for productivity	CJCC internal lecturer	9 July	27
Work Standard Improving Kaizen and 5S (FIDR)	CJCC internal lecturer	10 - 11 February	22
TOTAL			49

FY2021 (3rd year) *Online lecture

Subject	Lecturer	Schedule	Number of participants
Japanese Style Management in Increasing Productivity	CJCC internal lecturer	8 - 9 July	24
Increasing Sales by Opening up your mind for new way of doing business through Online	CJCC internal lecturer and Local external lecturer	12 August	42
Mindset of Kaizen -12 sessions	CJCC internal lecturer	24,25, 27, 30, 31 August 1,2, 7, 8 September	600
Mindset of Kaizen	CJCC internal lecturer	27September	31
Lean Management and Practice	CJCC internal lecturer	10 - 11 October	31
Mindset of Kaizen	CJCC internal lecturer	11 November	50
Project Appraisal	Local external lecturer	11 December	50
Fundamental of Selling Skills	Local external lecturer	20 January	30
Basic of Communication Skills	Local external lecturer	26 January	30
TOTAL			888

3-3. Intensive course (Activity 1-1, 1-2)

Intensive course was conducted 13courses by CJCC's own resources.

FY2019: 5 courses were conducted with 170 participants.

FY2020: 6 courses were conducted with 111 participants.

FY2021: 2 courses were conducted with 101 participants.

FY2019(1st year)

Subject	Lecturer	Schedule	Number of participants
Logistic Management	Local external lecturer	5 - 6 April	23
Warehouse Management	Local external lecturer	24 - 25 May	28
Becoming an Effective Kaizen Leader	CJCC internal lecturer	22 June	42
Sale and Negotiation	Local external lecturer	9-10 August	21
Becoming an Effective Kaizen Leader II	CJCC internal lecturer	23 August	56
TOTAL			170

FY2020 (2nd year) *Online lecture

Subject	Lecturer	Schedule	Number of participants
Fundamental Skills for New Managers	CJCC internal lecturer	9 May	51
Business Concept	Local external lecturer	24 - 26, 29 June	2
Leadership Development for Entrepreneurship	CJCC internal lecturer	25, 28, 31 August	11
Lean Thinking and Practices	CJCC internal lecturer	10 - 11 September	23
Leadership for Managers	CJCC internal lecturer	22 - 23 October	18
Standard of Financial Operation Procedure(SFOP) for SMEs	Local external lecturer	8 - 29 November	6
TOTAL			111

FY2021 (3rd year) *Online lecture

Subject	Lecturer	Schedule	Number of participants
Fundamental Skills for New Managers	CJCC internal lecturer	27 - 28 May	55
Lean Management and Practice	CJCC internal lecturer	26 - 27 August	46
TOTAL			101

3-4. Entrepreneurship program:(Activity 1-1, 1-2)

3-4-1. CJCC Accelerator Program (CJAP): (Activity 1-1, 1-2)=>(P)

FY2019: 2nd cohort was conducted with 6 teams.

FY2020: 3rd cohort was conducted with 8 teams.

FY2021: 4th cohort was conducted with 8teams.

FY2019 (1st year)

Subject	Lecturer	Schedule	Number of Teams
2 nd Cohort	Japanese and local lecturers	April. 2020 - August. 2020	6
TOTAL			6

FY2020 (2nd year) *Online lecture

Subject	Lecturer	Schedule	Number of Teams
3 rd Cohort	Japanese and local lecturers	February2021 - July 2021	8
TOTAL			8

FY2021 (3rd year) *Online lecture

Subject	Lecturer	Schedule	Number of Teams
4 th Cohort	Japanese and local lecturers	October 2021 - February 2022	8
TOTAL			8

3-4-2. Entrepreneurship course (EN Course): (Activity 1-1, 1-2)

EN course for 5 months was conducted 6 courses by CJCC's own resources.

FY2019: EN21 course (40 participants) and EN 22 course (38 participants) were conducted.

FY2020: EN23 course (25 participants) and EN 24 course (20 participants) were conducted.

FY2021: EN25 course (26 participants) and EN 26 course (26 participants) were conducted.

FY2019 (1st year)

Subject	Lecturer	Schedule	Number of participants
EN21	Local lecturers	26 April 2019 - 31 August 2019	40
EN22	Local lecturers	21 October 2019 - 07 March 2020	38
TOTAL			78

FY2020 (2nd year) *Online lecture

Subject	Lecturer	Schedule	Number of participants
EN23	Local lecturers	22 June 2020 - 14 October 2020	25
EN24	Local lecturers	11 January 2021 - 22 May 2021	20
TOTAL			45

FY2021 (3rd year) *Online lecture

Subject	Lecturer	Schedule	Number of participants
EN25	Local lecturers	7 July 2021 - 30 November 2021	26
EN26	Local lecturers	31 January 2022 -15 June 2022	26
TOTAL			52

3-5. Consulting and Mentoring: (Activity 1-1, 1-2)

Consulting and mentoring for companies in Cambodia were conducted 14 courses with 31 participants by JICA consultant.

FY2019: 12 services were conducted with 29 participants.

FY2020: 2 services were conducted with 2 participants.

FY2021: No service was provided.

FY2019 (1st year)

Subject	Lecturer	Schedule	Number of participants
Strategies to maintaining growth as the company expands really fast over the past 3 years and currently faces human resource turn over problem	Japanese lecturer	26 - 27 August	3
Clarifying business mission, vision and credo	Japanese lecturer	2 -3 September	1
Strategies to row the business and expand to online app	Japanese lecturer	2 September	16
Strategies to row the business	Japanese lecturer	2 September	1
Business expansion	Japanese lecturer	21 October	1
Marketing synergy across department	Japanese lecturer	21 October	1
Lowering cost and increasing productivities	Japanese lecturer	4 - 5 October	1
Strategies for company to expand to other countries in Southeast Asia	Japanese lecturer	9 November	1
Increasing productivities and staff mindset	Japanese lecturer	14 February	1
Branding of new business service	Japanese lecturer	12 February	1
Clarifying on mission, vision and credo	Japanese lecturer	12 February	1
Clarifying on USP of her real estate business	Japanese lecturer	12 February	1
TOTAL			29

FY2020 (2nd year) *Online lecture

Subject	Lecturer	Schedule	Number of participants
Sales and Marketing Strategy	Japanese lecturer	1 December	1
Business Plan and Internal System Control	Japanese lecturer	4 December	1
TOTAL			2

FY2021 (3rd year) No service was provided.

3-6-1. TOT:(Activity 1-3)

TOT program was conducted from March 2021 to January 2022.

There were three programs assigned for the ToT participants including CJCC staff and other participants from our partner organizations.

*1 participant took 2 courses (Strategic Management and Human resource Management).

Strategic Management with 5 prospective participants, finally 3 participants completed.

Participant	Remarks
CJCC	
External	
External	
External	Suspension
External	Suspension

Production Management with 3 prospective participants, finally 3 participants completed.

Participant	Remarks
CJCC	
External	
External	

Human resource Management with 7 prospective participants, finally 4 participants completed.

Participant	Remarks
CJCC	
CJCC	
External	
CJCC	
External	Suspension
External	Suspension
External	Suspension

3-6-2. Training in Japan :(Activity 1-3)

(Plan)

The short-term training in Japan for 3 times was planned.

(Actual)

The short-term training in Japan for 3 years was suspended due to COVID-19.

FY2019: The training (15 participants, Food Value Chain Training) was cancelled in March 2020 with 14 participants.

FY2020: The virtual study in Japan for “Food Value Chain” was conducted from February 16 to March 12, 2021.

Feb..16: Lecture by Japanese lecturer

Feb. 19: Company in Japan (1)

Feb. 26: Company in Japan (2)

Mar. 4: Online Business Networking

Mar. 5: Company in Japan (3)

Mar. 12: Company in Japan (4)

FY2021: The online capacity development training for CJCC management (HRM) was conducted by consultant from November 2021 to January 2022 with 5 participants.

3-7. Business course in provincial areas (Activity 1-6)

FY2021: 2 courses were conducted in 2 provinces with 23 participants in Battambang, Banteay Meanchey)

3-8-1. CJBI: (Activity 2-1)

Vision:

To promote Cambodia-Japan business partnership, with a particular focus on SMEs, in order to enhance economic relations between the two countries.

Mission:

- (1) To provide members with business matching opportunities to facilitate business partnership between Cambodia and Japan
- (2) To provide members with learning opportunities to be ready for promoting business partnership between Cambodia and Japan;
- (3) To provide members with business related information about Cambodia and Japan;
- (4) To pro-actively create opportunities for Cambodian and Japanese business entities to collaborate together.

Number of members is 51 as of March 2022.

3-8-2. Job Fair:(Activity 2-4)

CJCC is expected to take a role in connecting Cambodian students/workers and Cambodian and Japanese companies. Purpose of “Job Fair was to support companies which are seeking for employees, to support companies to get the right and qualified employees and to give a chance for recruiters & job seekers to meet each other.

6 times of Job Fair were conducted.

2019: 2times with 1,070 participants and 51 companies.

2020: 1 time with 110 participants and 11 companies by online.

2021: 2 times with 373 participants and 15 companies by online. (As of February 2022)

*Job Fair through online will be conducted on 26-27 March, 2022.

3-8-3. Collaboration Activities (Activity 2-3, 2-5, 2-6)

-(2-3): CJCC conducted 22 times of the networking event.

-(2-5): CJCC has held meetings with Cambodian and Japanese BDS institutions, universities, startup supporting institutions and other entities, and conducted 33 collaborative activities

- (2-6): CJCC has held meetings with JICA and persons in charge in various JICA Project, and conducted 17 collaborative activities

3-9-1. Innovation Activities:(Activity 3-5, 3-6, 3-7)

Open innovation activities were conducted for 3times.

FY2020: Entrepreneurship Forum was conducted by online in February 2021.

FY2021: Collaboration seminar with DG Academy in the field of education was conducted by online for 2 activities from November 2021 to February 2022.

FY2021: Entrepreneurship Forum was conducted by online in January 2022.

3-9-2. Awarded Contract:(Activity 3-8, 3-9)

FY2021-FY2021: 5 contracts were awarded.

CEP (Japanese Government)

KE (Cambodian Government)

APU (Educational Institute)

Okayama University (Educational Institute)

JF Asia Center (Japanese Government)

Output 2: CJCC's capacity of providing business information and networking services are strengthened																					
2-1. Clarify the CJBI's direction and implement the activity to increase the number of CJBI's member by using PR tools such as brochure and websites	Plan																	JICA	CJCC	PR and networking activities were conducted enough, but the number of members were not achieved the target.	Due to COVID-19, business situation was serious.
	Actual																				
2-2. Make PR tools such as brochure and websites by which Japanese companies can understand CJCC's activity comprehensively and implement the activity to increase the number of visitors from Japanese Company.	Plan																	JICA	CJCC	PR and networking activities were conducted and the number of visitors were achieved the target.	Due to COVID-19, online meeting and matching were included into the visitors.
	Actual																				
2-3. Organize job fairs and implement the activity to increase the number of participants and Japanese companies.	Plan																	JICA	CJCC	6 job fair events are conducted, but the target number of participants, companies and those who got a job were not achieved.	Due to COVID19, events were conducted by online from FY2020.
	Actual																				
2-4. Collect the information and clarify the positioning of Cambodian /Japanese Business development service (BDS) institutions, universities, startup/entrepreneur supporting institutions, local governments and chambers of commerce, and formulate the CJCC's networking direction/plan.	Plan																	JICA	CJCC	Information was collected and network was formulated.	
	Actual																				
2-5. Hold the meetings with Cambodian /Japanese BDS institutions, universities, startup/entrepreneur supporting institutions, local governments and chambers of commerce for providing the collaborative services.	Plan																	JICA	CJCC	The meeting with related institutes, universities and others were held.	Due to COVID19, events were conducted by online from FY2020.
	Actual																				
2-6. Hold the meetings with the organizations related to JICA's other technical cooperation/financial cooperation/private sector partnership program/overseas business development program for SMEs/citizen participation program for promoting partnership.	Plan																	JICA	CJCC	The meeting with JICA projects were held.	Due to COVID19, events were conducted by online from FY2020.
	Actual																				
Output 3: CJCC's capability for information collection/dissemination and CJCC's network with related institutions is strengthened.																					
3-1. Formulate annual plans/reports.	Plan																	JICA	CJCC	Annual plan, monitoring and evaluation for all staff was formulated and implemented.	
	Actual																				
3-2. Hold the management meeting regarding financial performance monthly, using Quickbooks.	Plan																	JICA	CJCC	Regarding finance performance, management meeting and monitoring was held quarterly.	Due to COVID-19, revenue situation was serious, so CJCC tried new challenges.
	Actual																				
3-3. Update the database of CJCC's customers and lecturers on a regular basis. .	Plan																	JICA	CJCC	The data base was updated in a timely manner.	
	Actual																				
3-4. Establish the mechanism of PDCA cycle in each programs.	Plan																	JICA	CJCC	PDCA mechanism was implemented by all CJCC staff.	
	Actual																				
3-5. Organize open innovation events and workshop for both Japanese and Cambodian company and people more than 3 times.	Plan																	JICA	CJCC	3 innovative events were organized and implemented.	Due to COVID19, events were conducted by online from FY2020.
	Actual																				
3-6. Promote innovative ideas and trials of these ideas within CJCC's staffs and such activities are monitored.	Plan																	JICA	CJCC	3 innovative events by all CJCC staffs were organized and innovative ideas were shared.	Due to COVID19, events were conducted by online from FY2020.
	Actual																				
3-7. Strengthen the capacity of CJCC staffs to promote innovative activities such as information.	Plan																	JICA	CJCC	3 innovative events by all CJCC staffs were organized and innovative ideas were shared.	Due to COVID19, events were conducted by online from FY2020.
	Actual																				
3-8. Establish relationship with various public entities.	Plan																	JICA	CJCC	The relationship with government and various public entities was established through the contract.	Due to COVID-19, revenue situation was serious, so CJCC tried new challenges.
	Actual																				
3-9. Enhance CJCC's Capacity to apply for various bidding opportunities	Plan																	JICA	CJCC	The relationship with various public entities was established through the contract project In this process, CJCC could enhance its capacity to apply for various bidding opportunities.	Due to COVID-19, revenue situation was serious, so CJCC tried new challenges.
	Actual																				

Duration / Phasing		Plan													Remarks	Issue	Solution		
		Actual																	
Monitoring Plan		Year	1st Year				2nd Year				3rd Year				Remarks	Issue	Solution		
Monitoring			I	II	III	IV	I	II	III	IV	I	II	III	IV					
Joint Coordinating Committee		Plan	▲					▲					▲				JCC was conducted in each semester.	COVID-19 from FY2020	From 3rd JCC to 6th JCC by online.
		Actual	▲		▲			▲		▲			▲						
Set-up the Detailed Plan of Operation		Plan	▲																
		Actual			▲														
Submission of Monitoring Sheet		Plan	▲		▲		▲		▲		▲		▲						
		Actual			▲		▲		▲		▲		▲		▲				
Monitoring Mission from Japan		Plan																	
		Actual																	
Joint Monitoring		Plan	▲		▲		▲		▲		▲		▲						
		Actual	▲		▲		▲		▲		▲		▲		▲				
Post Monitoring		Plan																	
		Actual																	
Reports/Documents															Remarks	Issue	Solution		
Inception Report		Plan																	
		Actual																	
Progress Report		Plan			▲		▲		▲		▲		▲						
		Actual	▲		▲		▲		▲		▲		▲		▲				
Project Completion Report		Plan																	
		Actual													▲				
Public Relations															Remarks	Issue	Solution		
		Plan																	
		Actual																	

Project Design Matrix (Version. 0) (Tentative)

Annex3

Dated: 21 December, 2018
 Project Title: Project for Development of Entrepreneurs and Business Networking Services at CJCC
 Implementing Agency: Ministry of Education, Youth and Sport, The Royal Government of Cambodia and Royal University of Phnom Penh, The Royal Government of Cambodia
 Period of Project: April 2019 to March 2022
 Target Group: Counterpart (C/P), staff and lecturer of CJCC, participants of CJCC's Business courses
 Project Site: Phnom Penh and other areas in CJCC

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievement	Remarks
<p>[Overall Goal] CJCC becomes the platform of human resource development for industry and business information and networking services.</p>	<p>1. The number of participants of business courses and entrepreneurship programs exceeds XX per year, including at least XX business owners and XX entrepreneurs.</p> <p>2. More than XX business partnerships are established between Japanese and Cambodia enterprises through CJCC..</p> <p>3. The Number of Innovative activities exceeds XX.</p>	<p>- Record of CJCC - Questionnaire survey</p>			
<p>[Project Purpose] CJCC's capacity of providing human resource development service for industry and business information and networking services is strengthened.</p>	<p>1. The number of participants of business courses and entrepreneurship programs exceeds XX per year, including at least XX business owners and XX entrepreneurs.</p> <p>2. More than XX business partnerships are established between Japanese and Cambodia enterprises through CJCC..</p> <p>3. The Number of Innovative activities exceeds XX.</p>	<p>- Record of CJCC - Questionnaire survey</p>	<p>- Economic tie between Cambodia and Japan is maintained or strengthened. - Industrial policy measures including industrial human resources development are appropriately taken in Cambodia.</p>		
<p>[Output 1] CJCC business courses and entrepreneurship programs are strengthened</p>	<p>1-1. Satisfaction rate of the participants of business courses and entrepreneurship programs exceeds XX%.</p> <p>1-2. The number of new participants of business courses and entrepreneurship programs exceed XX people per year and number of repeat participants of business courses and entrepreneurship programs exceed XX</p>	<p>- Record of CJCC - Questionnaire survey</p>	<p>- Economic tie between Cambodia and Japan is maintained or strengthened. - Industrial policy measures including industrial human resources development are appropriately taken in Cambodia.</p>		

	<p>people per year.</p> <p>1-3. The number of internal lecturers who are trained exceeds XX people.</p> <p>1-4. The direction and future plan of entrepreneurship program are approved in JCC</p> <p>1-5. The number of entrepreneurship program participants who start their own business exceeds XX people.</p> <p>1-6. The number of entrepreneurship program participants who raise funds exceeds XX people.</p>				
<p>[Output 2] CJCC's capacity of providing business information and networking services are strengthened</p>	<p>2-1. The number of CJBI's member is exceeds XX.</p> <p>2-2. The number of CJCC's visitors from Japanese Company exceeds XX.</p> <p>2-3. The number of business networking events exceeds XX times in a year through CJCC and CJBI.</p> <p>2-4. Regarding job fair, the number of participants exceeds xx, the number of companies exceeds XX, and the number of people who gets job at Japanese companies exceeds XX.</p> <p>2-5. CJCC's networking direction/plan are formulated.</p> <p>2-6. The number of collaborative activities which are implemented with Cambodian /Japanese BDS institutions, universities, startup/entrepreneur supporting institutions, local governments and chambers of commerce exceeds XX times.</p> <p>2-7. Collaborative activities with the organizations related to other JICA's technical cooperation/financial cooperation/private sector partnership program/overseas business development program for SMEs/citizen participation program exceeds XX.</p> <p>2-8. The mechanism of sharing information with</p>	<p>- Record of CJCC</p> <p>- Questionnaire survey</p>			

	<p>other Japanese companies and institutions regularly is established.</p> <p>2-9. The collaborative activities with the alumni organizations of business courses and entrepreneurship programs is implemented effectively.</p>				
<p>[Output 3] Management capacity of CJCC is strengthened which promotes innovative ideas and activities.</p>	<p>3-1. The annual plans/reports are approved in JCC.</p> <p>3-2. Financial performance of CJCC's each service is improved every year.</p> <p>3-3. Database of CJCC's customers and lecturers is updated on a regular basis. .</p> <p>3-4. The mechanism of PDCA cycle in each programs is established and each program is improved every year.</p> <p>3-5. Satisfaction rate of the participants of open innovation events and workshop exceeds XX%.</p>	<p>- Record of CJCC</p> <p>- Questionnaire survey</p>			
<p>[Activities under Output 1]</p> <p>1-1. Establish monitoring and evaluation systems for business courses and entrepreneurship programs reflecting feedback from participants.</p> <p>1-2. Formulate the strategy/action plan to increase the repeaters and new customers of business courses and entrepreneurship programs and implement it.</p> <p>1-3. Train CJCC staff to become the internal lecturers of business courses and entrepreneurship programs.</p> <p>1-4. Formulate the strategy and plan of entrepreneurship program and implement them.</p> <p>1-5. Establish the mechanism of fundraising for startups and entrepreneurs CJCC supports</p>	Inputs				
	<p>[By Japanese Side]</p> <p><Expert></p> <p>1) Long-term Experts</p> <ul style="list-style-type: none"> - Chief Advisor - Business Networking/Project Coordinator <p>2) Short-term Experts</p> <ul style="list-style-type: none"> - Experts for Business Courses and Entrepreneurship Programs <p><Training in Japan></p> <ul style="list-style-type: none"> - Training for CEOs, Entrepreneurs and CJBI members. <p><Equipment/Materials></p> <ul style="list-style-type: none"> - as necessary 				
<p>[Activities under Output 2]</p> <p>2-1. Clarify the CJBI's direction and implement the activity to increase the number of CJBI's member by using PR tools such as brochure and websites</p> <p>2-2. Make PR tools such as brochure and websites by which Japanese companies can understand CJCC's</p>	<p><Operational Cost></p> <ul style="list-style-type: none"> - as necessary <p>[By Cambodian Side]</p> <p><Counterparts></p>				

<p>activity comprehensively and implement the activity to increase the number of visitors from Japanese Company.</p> <p>2-3. Organize job fairs and implement the activity to increase the number of participants and Japanese companies.</p> <p>2-4. Collect the information and clarify the positioning of Cambodian /Japanese Business development service (BDS) institutions, universities, startup/entrepreneur supporting institutions, local governments and chambers of commerce, and formulate the CJCC's networking direction/plan.</p> <p>2-5. Hold the meetings with Cambodian /Japanese BDS institutions, universities, startup/entrepreneur supporting institutions, local governments and chambers of commerce for providing the collaborative services.</p> <p>2-6. Hold the meetings with the organizations related to JICA's other technical cooperation/financial cooperation/private sector partnership program/overseas business development program for SMEs/citizen participation program for promoting partnership.</p>	<p>-Director -Senior Managers, etc.</p> <p><Facility/Equipment/Materials> -Facility maintenance and sound operation -Electricity and water - as necessary</p> <p><Equipment/Materials> - as necessary</p> <p><Operational Cost> -Operational cost for consumables, stationary. - as necessary</p>	
<p>[Activities under Output 3]</p> <p>3-1. Formulate annual plans/reports.</p> <p>3-2. Hold the management meeting regarding financial performance monthly, using Quickbooks.</p> <p>3-3. Update the database of CJCC's customers and lecturers on a regular basis. .</p> <p>3-4. Establish the mechanism of PDCA cycle in each programs.</p> <p>3-5. Organize open innovation events and workshop for both Japanese and Cambodian company and people more than XX times.</p> <p>3-6. Promote innovative ideas and trials of these ideas within CJCC's staffs and such activities are monitored.</p> <p>3-7. Strengthen the capacity of CJCC staffs to promote innovative activities.</p>		<p style="text-align: center;">Pre-conditions</p>

		Issues and Countermeasures

Project Design Matrix (Version. 1)

Dated: 11 October, 2019
 Project Title: Project for Development of Entrepreneurs and Business Networking Services at CJCC
 Implementing Agency: Ministry of Education, Youth and Sport, The Royal Government of Cambodia and Royal University of Phnom Penh, The Royal Government of Cambodia
 Period of Project: April 2019 to March 2022
 Target Group: Counterpart (C/P), staff and lecturer of CJCC, participants of CJCC's Business courses
 Project Site: Phnom Penh and other areas in CJCC

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievement	Remarks
<p>[Overall Goal] CJCC becomes the platform of human resource development for industry and business information and networking services.</p>	<p>1. The number of participants of business courses and entrepreneurship programs exceeds XX per year, including at least XX business owners and XX entrepreneurs.</p> <p>2. More than XX business partnerships are established between Japanese and Cambodia enterprises through CJCC.</p> <p>3. The Number of Innovative activities exceeds XX.</p>	<p>- Record of CJCC - Questionnaire survey</p>			
<p>[Project Purpose] CJCC's capacity of providing human resource development service for industry and business information and networking services is strengthened.</p>	<p>1. The number of participants of business courses and entrepreneurship programs exceeds XX per year, including at least XX business owners and XX entrepreneurs.</p> <p>2. More than XX business partnerships are established between Japanese and Cambodia enterprises through CJCC.</p> <p>3. The Number of Innovative activities exceeds XX.</p>	<p>- Record of CJCC - Questionnaire survey</p>	<p>- Economic tie between Cambodia and Japan is maintained or strengthened. - Industrial policy measures including industrial human resources development are appropriately taken in Cambodia.</p>		
<p>[Output 1] CJCC business courses and entrepreneurship programs are strengthened</p>	<p>1-1. Satisfaction rate of the participants of business courses and entrepreneurship program exceeds <u>80% overall and 85% for business owners, employees or government officers.</u></p> <p>1-2. The number of participants of business courses and entrepreneurship programs exceed <u>3,600 in total by the end of project.</u></p>	<p>- Record of CJCC - Questionnaire survey</p>	<p>- Economic tie between Cambodia and Japan is maintained or strengthened. - Industrial policy measures including industrial human resources development are appropriately taken in Cambodia.</p>		

	<p><u>including at least 300 repeated participants</u> <u>Breakdown of 3,600:</u> - <u>Entrepreneurship course: 200.</u> - <u>Intensive course :1500.</u> - <u>Rest of participants covered by seminar and other courses including customized courses:1,900</u> <u>Number of customized course contracts : 24.</u></p> <p>1-3. <u>The number of new lecturers exceeds 3 people including lecturers from institutes that CJCC establishes cooperation agreement. All lecturers including existing ones provide seminars to public and/or CJCC staff.</u></p> <p>1-4. <u>The number of entrepreneurship program participants who start their own business exceeds 54 people.</u></p> <p>1-5. <u>The number of entrepreneurship/CJAP program participants who raise funds exceeds 10 people/teams through new fund raising mechanisms.</u></p>			
<p>[Output 2] CJCC's capacity of providing business information and networking services are strengthened</p>	<p>2-1. <u>The number of CJBI's members exceeds 150, and 30% of them are Japanese.</u></p> <p>2-2. <u>The number of CJCC's visitors from Japanese companies/organizations exceeds 340.</u></p> <p>2-3. <u>The number of business networking events exceeds 20 times through CJCC and CJBI .</u></p> <p>2-4. <u>Regarding job fair, the number of participants exceeds 3,500, the number of companies/institutions exceeds 160, and the number of people who gets job at Japanese or Cambodian companies/institutions exceeds 80 including other CJCC recruitment services.</u></p> <p>2-5. <u>The number of collaborative activities, which are implemented with Cambodian /Japanese BDS institutions, universities, startup/entrepreneur supporting institutions, local governments and chambers of</u></p>	<p>- Record of CJCC - Questionnaire survey</p>		

	<p>commerce, exceeds <u>20</u> times.</p> <p>2-6. Collaborative activities with the organizations related to other JICA's technical cooperation/financial cooperation/private sector partnership program/overseas business development program for SMEs/citizen participation program exceed <u>12</u>.</p> <p>2-7. The mechanism of sharing information with other Japanese companies and institutions regularly is established.</p> <p>2-8. The collaborative activities with the alumni organizations of business courses and entrepreneurship programs are implemented effectively. <u>10 alumni become guest speakers in CJCC seminars/courses.</u></p>				
<p>[Output 3] Management capacity of CJCC is strengthened which promotes innovative ideas and activities.</p>	<p>3-1. Financial performance of CJCC's each service is improved every year. .</p> <p>3-2. Database of CJCC's customers and lecturers is updated regularly <u>with the timing of implementation for every courses and seminar, as well as compiling visitors information from Japanese companies/organizations. EN course participants information in the database is kept lifetime update.</u></p> <p>3-3. Satisfaction rate of the participants of open innovation activities exceeds <u>80%</u>, held <u>annually starting from April 2020.</u></p>	<p>- Record of CJCC</p> <p>- Questionnaire survey</p>			
<p>[Activities under Output 1]</p> <p>1-1. Establish monitoring and evaluation systems for business courses and entrepreneurship programs reflecting feedback from participants.</p> <p>1-2. Formulate the strategy/action plan to increase the repeaters and new customers of business courses and entrepreneurship programs and implement it.</p> <p>1-3. Train CJCC staff to become the internal lecturers of business courses and entrepreneurship programs.</p> <p>1-4. Formulate the strategy and plan of entrepreneurship</p>	<p>Inputs</p> <p>[By Japanese Side]</p> <p><Expert></p> <p>1) Long-term Experts</p> <p>- Chief Advisor</p> <p>- Business Networking/Project Coordinator</p> <p>2) Short-term Experts</p> <p>- Experts for Business Courses and Entrepreneurship Programs</p>				

<p>program and implement them.</p> <p>1-5. Establish the mechanism of fundraising for startups and entrepreneurs CJCC supports</p>	<p><Training in Japan> - Training for CEOs, Entrepreneurs and CJBI members.</p> <p><Equipment/Materials> - as necessary</p>	
<p>[Activities under Output 2]</p> <p>2-1. Clarify the CJBI's direction and implement the activity to increase the number of CJBI's member by using PR tools such as brochure and websites</p> <p>2-2. Make PR tools such as brochure and websites by which Japanese companies can understand CJCC's activity comprehensively and implement the activity to increase the number of visitors from Japanese Company.</p> <p>2-3. Organize job fairs and implement the activity to increase the number of participants and Japanese companies.</p> <p>2-4. Collect the information and clarify the positioning of Cambodian /Japanese Business development service (BDS) institutions, universities, startup/entrepreneur supporting institutions, local governments and chambers of commerce, and formulate the CJCC's networking direction/plan.</p> <p>2-5. Hold the meetings with Cambodian /Japanese BDS institutions, universities, startup/entrepreneur supporting institutions, local governments and chambers of commerce for providing the collaborative services.</p> <p>2-6. Hold the meetings with the organizations related to JICA's other technical cooperation/financial cooperation/private sector partnership program/overseas business development program for SMEs/citizen participation program for promoting partnership.</p>	<p><Operational Cost> - as necessary</p> <p>[By Cambodian Side] <Counterparts> -Director -Senior Managers, etc.</p> <p><Facility/Equipment/Materials> -Facility maintenance and sound operation -Electricity and water - as necessary</p> <p><Equipment/Materials> - as necessary</p> <p><Operational Cost> -Operational cost for consumables, stationary. - as necessary</p>	

<p>[Activities under Output 3]</p> <p>3-1. Formulate annual plans/reports.</p> <p>3-2. Hold the management meeting regarding financial performance monthly, using Quickbooks.</p> <p>3-3. Update the database of CJCC's customers and lecturers on a regular basis.</p> <p>3-4. Establish the mechanism of PDCA cycle in each programs.</p> <p>3-5. Organize open innovation events and workshop for both Japanese and Cambodian company and people more than XX times.</p> <p>3-6. Promote innovative ideas and trials of these ideas within CJCC's staffs and such activities are monitored.</p> <p>3-7. Strengthen the capacity of CJCC staffs to promote innovative activities.</p>		<table border="1"> <tr> <td data-bbox="1447 172 1803 209" style="text-align: center;">Pre-conditions</td> </tr> <tr> <td data-bbox="1447 209 1803 703"></td> </tr> <tr> <td data-bbox="1447 703 1803 740" style="text-align: center;">Issues and Countermeasures</td> </tr> <tr> <td data-bbox="1447 740 1803 991"></td> </tr> </table>	Pre-conditions		Issues and Countermeasures	
Pre-conditions						
Issues and Countermeasures						

Project Design Matrix (Version.2)

Dated: 1 March, 2021
 Project Title: Project for Development of Entrepreneurs and Business Networking Services at CJCC
 Implementing Agency: Ministry of Education, Youth and Sport, The Royal Government of Cambodia and Royal University of Phnom Penh, The Royal Government of Cambodia
 Period of Project: April 2019 to March 2022
 Target Group: Counterpart (C/P), staff and lecturer of CJCC, participants of CJCC's Business courses
 Project Site: Phnom Penh and other areas in CJCC

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievement	Remarks
<p>[Overall Goal] CJCC becomes the platform of human resource development for industry and business information and networking services.</p>	<ol style="list-style-type: none"> 1. CJCC establishes the ecosystem to support the lifecycle of companies. More than 80% of lectures/mentors are from local resources such as CJCC course graduates and other institutes with which CJCC develops a relationship. 2. CJCC, through CJBI, establishes a business model to provide a business matching and networking with more than 3 business partnership established/year. 3. CJCC's innovative initiatives become the contents of its business training courses. 	<ul style="list-style-type: none"> - Record of CJCC - Questionnaire survey 			
<p>[Project Purpose] CJCC's capacity of providing human resource development service for industry and business information and networking services is strengthened.</p>	<ol style="list-style-type: none"> 1. The number of participants of business courses and entrepreneurship programs exceeds 950 per year, including at least 160 business owners, top managements and entrepreneurs. 2. More than 5 business partnerships are established between Japanese and Cambodia enterprises through CJCC . 3 The Number of Innovative activities exceeds 3. 	<ul style="list-style-type: none"> - Record of CJCC - Questionnaire survey 	<ul style="list-style-type: none"> - Economic tie between Cambodia and Japan is maintained or strengthened. - Industrial policy measures including industrial human resources development are appropriately taken in Cambodia. 		
<p>[Output 1] CJCC business courses and entrepreneurship programs are strengthened</p>	<ol style="list-style-type: none"> 1-1. Satisfaction rate of the participants of business courses and entrepreneurship program exceeds 80% overall and 85% for business owners, employees or government officers. 1-2. The number of participants of business courses and entrepreneurship programs exceed 2,800 in total by the end of project, 	<ul style="list-style-type: none"> - Record of CJCC - Questionnaire survey 	<ul style="list-style-type: none"> - Economic tie between Cambodia and Japan is maintained or strengthened. - Industrial policy measures including industrial human resources development are appropriately taken in Cambodia. 		

	<p>including at least 300 repeated participants Breakdown of 2,800: - Entrepreneurship course: 175, -Intensive course :1,025, - Rest of participants covered by seminar and other courses including customized courses:1,600 Number of customized course contracts : 20.</p> <p>1-3. The number of new lecturers exceeds 3 people including lecturers from institutes that CJCC establishes cooperation agreement. All lecturers including existing ones provide seminars to public and/or CJCC staff.</p> <p>1-4. The number of entrepreneurship program participants who start their own business exceeds 46 people.</p> <p>1-5. The number of entrepreneurship/CJAP program participants who raise funds exceeds 10 people/teams through new fund raising mechanisms.</p> <p>1-6. CJCC's business courses are conducted in 2 provincial areas to expand the geographic outreach of CJCC's business training services.</p>				
<p>[Output 2] CJCC's capacity of providing business information and networking services are strengthened</p>	<p>2-1. The number of CJBI's members exceeds 80, and 30% of them are Japanese.</p> <p>2-2. The number of CJCC's visitors from Japanese companies/organizations exceeds 240.</p> <p>2-3. The number of business networking events exceeds 20 times through CJCC and CJBI .</p> <p>2-4. Regarding job fair, the number of participants exceeds 1,820, the number of companies/institutions exceeds 110, and the number of people who get job at Japanese or Cambodian companies/institutions exceeds 30 including other CJCC recruitment services.</p> <p>2-5. The number of collaborative activities, which are implemented with Cambodian /Japanese</p>	<p>- Record of CJCC - Questionnaire survey</p>			

	<p>BDS institutions, universities, startup/entrepreneur supporting institutions, local governments and chambers of commerce, exceeds 20 times.</p> <p>2-6. Collaborative activities with the organizations related to other JICA's technical cooperation/financial cooperation/private sector partnership program/overseas business development program for SMEs/citizen participation program exceed 12.</p> <p>2-7. The mechanism of sharing information with other Japanese companies and institutions is regularly established.</p> <p>2-8. The collaborative activities with the alumni organizations of business courses and entrepreneurship programs are implemented effectively. 10 alumni become guest speakers in CJCC seminars/courses.</p>				
<p>[Output 3] Management capacity of CJCC is strengthened which promotes innovative ideas and activities.</p>	<p>3-1. Financial performance of CJCC's each service is improved every year.</p> <p>3-2. Database of CJCC's customers and lecturers is updated regularly with the timing of implementation for every course and seminar, as well as compiling visitors information from Japanese companies/organizations. EN course participants information in the database is kept updated.</p> <p>3-3. Satisfaction rate of the participants of open innovation activities exceeds 80%, held annually starting from April 2020.</p> <p>3-4. At least 4 contracts are awarded to CJCC by government and educational institutes such as Cambodian and Japanese government agencies and universities.</p>	<p>- Record of CJCC - Questionnaire survey</p>			
<p>[Activities under Output 1] 1-1. Establish monitoring and evaluation systems for business courses and entrepreneurship programs reflecting feedback from participants. 1-2. Formulate the strategy/action plan to increase the</p>	<p style="text-align: center;">Inputs</p> <p>[By Japanese Side] <Expert> 1) Long-term Experts</p>				

<p>repeaters and new customers of business courses and entrepreneurship programs and implement it.</p> <p>1-3. Train CJCC staff to become the internal lecturers of business courses and entrepreneurship programs.</p> <p>1-4. Formulate the strategy and plan of entrepreneurship program and implement them.</p> <p>1-5. Establish the mechanism of fundraising for startups and entrepreneurs CJCC supports</p> <p>1-6. CJCC staff conduct Marketing, Sales & PR activities in the provincial areas</p> <p>1-7. Increase the stock of capable lecturers in CJCC.</p>	<ul style="list-style-type: none"> - Chief Advisor - Business Networking/Project Coordinator <p>2) Short-term Experts</p> <ul style="list-style-type: none"> - Experts for Business Courses and Entrepreneurship Programs <p><Training in Japan></p> <ul style="list-style-type: none"> - Training for CEOs, Entrepreneurs and CJBI members. <p><Equipment/Materials></p> <ul style="list-style-type: none"> - as necessary <p><Operational Cost></p> <ul style="list-style-type: none"> - as necessary 	
<p>[Activities under Output 2]</p> <p>2-1. Clarify the CJBI's direction and implement the activity to increase the number of CJBI's member by using PR tools such as brochure and websites</p> <p>2-2. Make PR tools such as brochure and websites by which Japanese companies can understand CJCC's activity comprehensively and implement the activity to increase the number of visitors from Japanese Company.</p> <p>2-3. Organize job fairs and implement the activity to increase the number of participants and Japanese companies.</p> <p>2-4. Collect the information and clarify the positioning of Cambodian /Japanese Business development service (BDS) institutions, universities, startup/entrepreneur supporting institutions, local governments and chambers of commerce, and formulate the CJCC's networking direction/plan.</p> <p>2-5. Hold the meetings with Cambodian /Japanese BDS institutions, universities, startup/entrepreneur supporting institutions, local governments and chambers of commerce for providing the collaborative services.</p> <p>2-6. Hold the meetings with the organizations related to JICA's other technical cooperation/financial cooperation/private sector partnership program/overseas business development program for SMEs/citizen participation program for promoting partnership.</p>	<p>[By Cambodian Side]</p> <p><Counterparts></p> <ul style="list-style-type: none"> -Director -Senior Managers, etc. <p><Facility/Equipment/Materials></p> <ul style="list-style-type: none"> -Facility maintenance and sound operation -Electricity and water - as necessary <p><Equipment/Materials></p> <ul style="list-style-type: none"> - as necessary <p><Operational Cost></p> <ul style="list-style-type: none"> -Operational cost for consumables, stationary. - as necessary 	

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Project Design Matrix (Version.3)

Dated: February 1st, 2022
 Project Title: Project for Development of Entrepreneurs and Business Networking Services at CJCC
 Implementing Agency: Ministry of Education, Youth and Sport, The Royal Government of Cambodia and Royal University of Phnom Penh, The Royal Government of Cambodia
 Period of Project: April 2019 to March 2022
 Target Group: Counterpart (C/P), staff and lecturer of CJCC, participants of CJCC's Business courses
 Project Site: Phnom Penh and other areas in CJCC

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievement	Remarks
<p>[Overall Goal] CJCC becomes the platform of human resource development for industry and business information and networking services.</p>	<p>1. <u>More than 60% of courses/programs* are offered by CJCC staff, TOT participants and outside lecturers with which CJCC has developed a relationship.</u> (*'Program' is a package service consists of a series of specific lectures/courses. Programs of which more than 50% of lectures/courses are offered by personnel mentioned above shall be counted.)</p> <p>2. CJCC, through CJBI, establishes a business model to provide a business matching and networking with more than 3 business partnership established/year.</p> <p>3. CJCC's innovative initiatives become the contents of its business training courses.</p>	<p>- Record of CJCC - Questionnaire survey</p>			
<p>[Project Purpose] CJCC's capacity of providing human resource development service for industry and business information and networking services is strengthened.</p>	<p>1. The number of participants of business courses and entrepreneurship programs exceeds 950 per year, including at least 160 business owners, top managements and entrepreneurs.</p> <p>2. More than 5 business partnerships are established between Japanese and Cambodia enterprises through CJCC .</p> <p>3 The Number of Innovative activities exceeds 3.</p>	<p>- Record of CJCC - Questionnaire survey</p>	<p>- Economic tie between Cambodia and Japan is maintained or strengthened. - Industrial policy measures including industrial human resources development are appropriately taken in Cambodia.</p>		

<p>[Output 1] CJCC business courses and entrepreneurship programs are strengthened</p>	<p>1-1. Satisfaction rate of the participants of business courses and entrepreneurship program exceeds 80% overall and 85% for business owners, employees or government officers.</p> <p>1-2. The number of participants of business courses and entrepreneurship programs exceed 2,800 in total by the end of project, including at least 300 repeated participants Breakdown of 2,800: - Entrepreneurship course: 175, -Intensive course :1,025, - Rest of participants covered by seminar and other courses including customized courses:1,600 Number of customized course contracts : 20.</p> <p>1-3. The number of new lecturers exceeds 3 people including lecturers from institutes that CJCC establishes cooperation agreement. All lecturers including existing ones provide seminars to public and/or CJCC staff.</p> <p>1-4. The number of entrepreneurship program participants who start their own business exceeds 46 people.</p> <p>1-5. The number of entrepreneurship/CJAP program participants who raise funds exceeds 10 people/teams through new fund raising mechanisms.</p> <p>1-6. CJCC's business courses are conducted in 2 provincial areas to expand the geographic outreach of CJCC's business training services.</p>	<p>- Record of CJCC - Questionnaire survey</p>	<p>- Economic tie between Cambodia and Japan is maintained or strengthened. - Industrial policy measures including industrial human resources development are appropriately taken in Cambodia.</p>		
<p>[Output 2] CJCC's capacity of providing business information and networking services are strengthened</p>	<p>2-1. The number of CJBI's members exceeds 80, and 30% of them are Japanese.</p> <p>2-2. The number of CJCC's visitors from Japanese companies/organizations exceeds 240.</p> <p>2-3. The number of business networking events exceeds 20 times through CJCC and CJBI .</p> <p>2-4. Regarding job fair, the number of participants</p>	<p>- Record of CJCC - Questionnaire survey</p>			

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	by government and educational institutes such as Cambodian and Japanese government agencies and universities.			
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<p>supporting institutions, local governments and chambers of commerce for providing the collaborative services.</p> <p>2-6. Hold the meetings with the organizations related to JICA's other technical cooperation/financial cooperation/private sector partnership program/overseas business development program for SMEs/citizen participation program for promoting partnership.</p>		
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