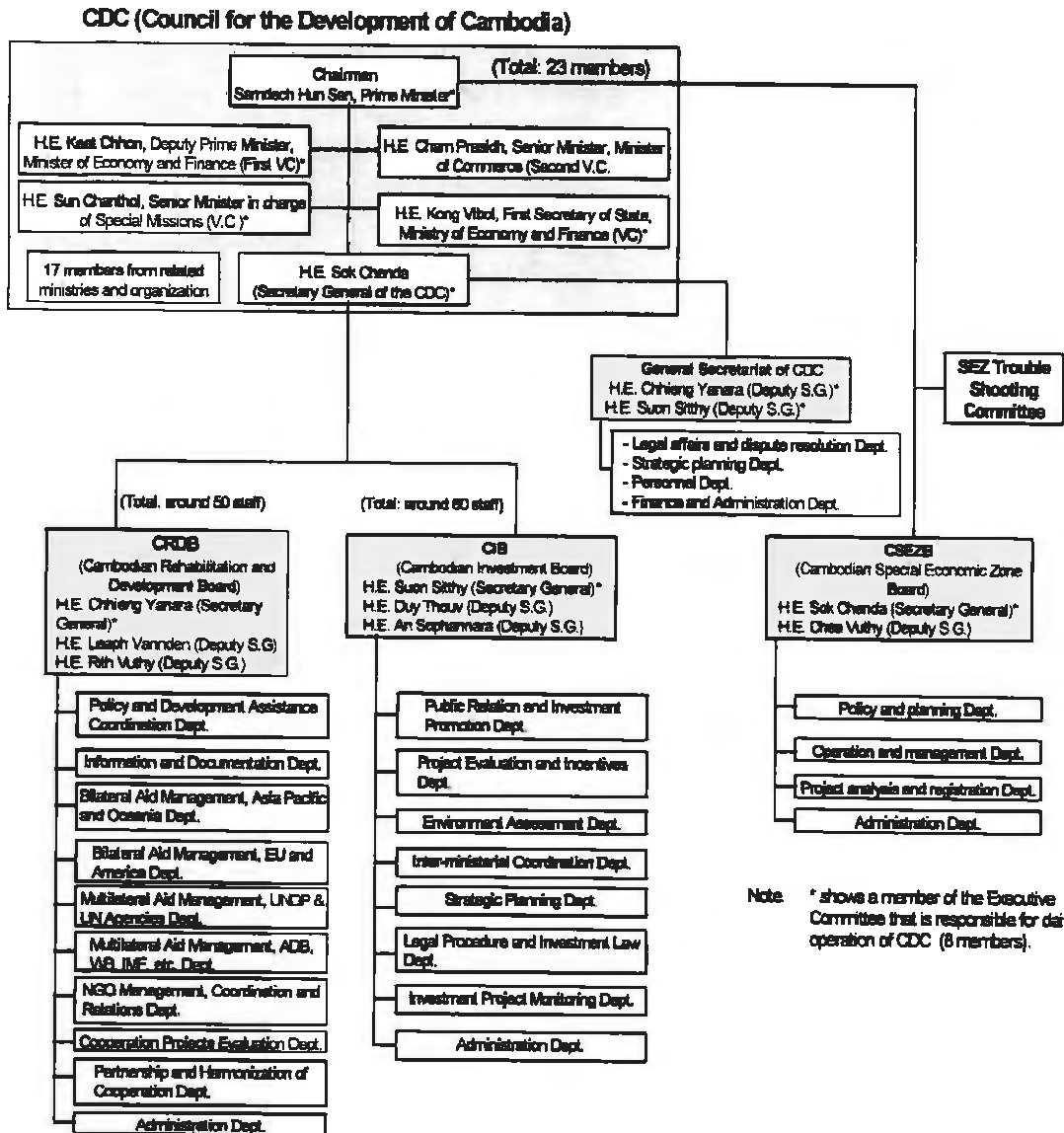


ANNEX 1 CDC Organization Chart



ANNEX 2 Project Design Matrix (PDM) (Tentative)
Project for Enhancing the Investment-related Service of Council for the Development of Cambodia (CDC)
Project Period: December 2010 to March 2013

Narrative Summary		Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal Foreign direct investment (FDI) inflows to Cambodia will increase		<ul style="list-style-type: none"> ➢ Volume and number of inward FDI stock and inflow including those from Japan ➢ Number of those who assess CDC's services as "good" in questionnaire surveys ➢ Number of complaints about CDC's services 	<ul style="list-style-type: none"> ➢ CDC's information/data ➢ Information/data of MEF and central bank ➢ Results of questionnaire survey for investors ➢ Internal record of CDC 	<ul style="list-style-type: none"> ➢ There is no drastic change in the direction of investment-related policies. ➢ No international economic crisis which substantially affects investment to Cambodia will happen. ➢ There is no drastic negative change in the allocation of budget and counterpart personnel
Project Purpose CDC's capacity of improving investment promotion services will be enhanced.		<ul style="list-style-type: none"> ➢ Number of those who assess CDC's services as "good" in questionnaire surveys ➢ Number of complaints about CDC's services 	<ul style="list-style-type: none"> ➢ Results of questionnaire survey for investors ➢ Internal record of CDC 	<ul style="list-style-type: none"> ➢ There is no drastic negative change in the allocation of budget and counterpart personnel
Outcomes 1. CDC's services to provide necessary information/data for investors will be upgraded. (Actions 1, 2 and 4) 2. CDC's PR activities, consultation services and policy advocacy will be upgraded. (Actions 5, 6, 8 and 11)		<ul style="list-style-type: none"> 1-1. Access count of the website 1-2. Number of copies of Investment Guidebook 1-3. Number of users, provided library service and business days of library service 2-1. Number of seminars, seminar participants, seminar manuals and those who assess the seminars as "good" in questionnaire surveys 2-2. Number of manual/checklist, visitors to the reception, and services to be provided at the reception 2-3. Number of human resource development courses 2-4. Number of drafts of laws and policies submitted to Office of the Council of Ministers 	<ul style="list-style-type: none"> 1-1., 1-2. and 1-3. Internal record of CDC 2-1. Results of questionnaire survey for seminar participants 2-2., 2-3. And 2-4. Internal record of CDC 	<ul style="list-style-type: none"> ➢ There is no drastic negative change in the allocation of budget and counterpart personnel
Activities [Website] (Action 2) i) Strengthening CDC's capacity to update the website regularly and continuously ii) Formulating implementation plan and workflow by CDC in order to update the website iii) Collecting necessary information/data for investors on a routine basis by CDC iv) Deciding website framework and modifying details of contents periodically by CDC v) Preparing manual of updating of website by CDC vi) Monitoring and evaluating achievements of the implementation plan [Investment Guidebook] (Action 1) 1-2. Enhancing CDC's capacity to update Investment Guidebook i) Formulating implementation plan by CDC to update Investment Guidebook ii) Collecting necessary information/data on a routine basis by CDC iii) Deciding website framework and modifying details of contents periodically by CDC iv) Preparing manuals of Investment Guidebook by CDC v) Monitoring and evaluating achievements of the implementation plan [Library Service] (Action 4)		<ul style="list-style-type: none"> Japanese side Personnel -Team leader/ Expert on investment promotion -Expert on investment information services (information collection/analysis, library service and country desk Expert on law and policy -Expert on website management -Expert on inter-organizational coordination -Other experts will be dispatched as necessary for the effective implementation of the Project Equipment necessary for technical transfer (including documents/ books) Training courses in Japan and the third country 	<ul style="list-style-type: none"> Cambodian side Personnel -Project Director - Deputy Project Director -Project Manager -Counterpart personnel (Public Relation and Investment Promotion Department and other related Departments) Facilities -Project office including library and reception spaces Local cost 	<ul style="list-style-type: none"> ➢ There is no drastic negative change in the allocation of budget and counterpart personnel.

<p>1-3. Developing CDC's capacity to serve and manage library service</p> <ul style="list-style-type: none"> i) Formulating implementation plan by CDC to provide library service ii) Identifying, collecting and sorting items to be provided by the library service by CDC iii) Accumulating and sharing the record of inquiries within CDC, and analyzing the trend of inquiries iv) Preparing manual of library service by CDC v) Maintaining and upgrading library service continuously by CDC vi) Monitoring and evaluating achievements of the implementation plan <p>[Seminar Management] (Action 6)</p> <p>2-1. Upgrading CDC's capacity to manage investment promotion (PR) seminars</p> <ul style="list-style-type: none"> i) Formulating implementation plan by CDC to manage investment seminars ii) Analyzing investment trends and diversifying the target regions and industrial sectors of seminars iii) Organizing and implementing investment promotion seminars by CDC in and out of Cambodia iv) Monitoring and evaluating achievements of the implementation plan <p>[Reception Function] (Action 8)</p> <p>2-2. Strengthening CDC's capacity to perform a useful reception function for investors at the CDC office</p> <ul style="list-style-type: none"> i) Formulating the implementation plan of work and service contents to be provided at the reception (including consultation service training for the staff) by CDC ii) Preparing information/data necessary by CDC for consultation services iii) Preparing manual of reception function by CDC iv) Managing and upgrading the reception function continuously by CDC v) Monitoring and evaluating achievements of the implementation plan <p>[Country Desk] (Action 5)</p> <p>2-3. Strengthening CDC's capacity to organize country desk (to begin with Japan Desk)</p> <ul style="list-style-type: none"> i) Identifying purpose, role and function of country desk ii) Deciding the required role criteria of staff and preparing human resource development plan iii) Starting operation of Japan Desk as a pilot iv) Developing visual tool for investment promotion <p>[Policy Advocacy] (Action 11)</p> <p>2-4. Strengthening CDC's capacity to draft laws and policies</p> <ul style="list-style-type: none"> i) Identifying contradictions and other issues among the 2003 Investment Law, the Sub-Decree no. 111 and practices. ii) Examining modification of law and regulations including improved procedures iii) Drafting new procedures for QIP approval iv) Drafting amendment to the 2003 Investment Law and the Sub-Decree no. 111 and submitting them to the Office of Council of Ministers 	<p>-Costs of renovating and furnishing library corner and reception</p> <p>-Initial and running costs of website</p> <p>-Costs of holding seminars in and out of Cambodia</p>	
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Remarks: *The above-mentioned "Action #*" in brackets are the actions presented in the Action Plan, which was proposed in July 2010 in the final report of the JICA Study on the Institutional Strengthening of Investment Promotion in the Kingdom of Cambodia.



1/24/10

ANNEX 3 Plan of Operation (PO) (Tentative)

Version 1

Outputs and Activities	Year		2010												2011												2012												2013		
	JFY2010												JFY2011												JFY2012																
	Month	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3												
Output 1. CDC's services to provide necessary information/ data for investors will be upgraded. (Actions 1, 2 and 4*)																																									
1-1. [Website] (Action 2*) Strengthening CDC's capacity to update the website regularly and continuously																																									
i) Formulating implementation plan and workflow by CDC in order to update the website																																									
ii) Collecting necessary information/data for investors on a routine basis by CDC																																									
iii) Deciding website framework and modifying details of contents periodically by CDC																																									
iv) Preparing manual of updating of website by CDC																																									
v) Monitoring and evaluating achievements of the implementation plan																																									
1-2. [Investment guidebook] (Action 1*) Enhancing CDC's capacity to update Investment Guidebook																																									
i) Formulating implementation plan by CDC to update Investment Guidebook																																									
ii) Collecting necessary information/data on a routine basis by CDC																																									
iii) Deciding guidebook framework and revising details of contents periodically by CDC																																									
iv) Preparing manuals of Investment Guidebook by CDC																																									
v) Monitoring and evaluating achievements of the implementation plan																																									
1-3. [Library Service] (Action 4*) Developing CDC's capacity to serve and manage library service																																									
i) Formulating implementation plan by CDC to provide library service																																									
ii) Identifying, collecting and sorting items to be provided by the library service by CDC																																									
iii) Accumulating and sharing the record of inquiries within CDC, and analyzing the trend of inquiries																																									
iv) Preparing manual of library service by CDC																																									
v) Maintaining and upgrading library service continuously by CDC																																									
vi) Monitoring and evaluating achievements of the implementation plan																																									
Output 2. CDC's PR activities, consultation services and policy advocacy will be upgraded. (Actions 5, 6, 8 and 11*)																																									
2-1. [Seminar Management] (Action 6*) Upgrading CDC's capacity to manage investment promotion (PR) seminars																																									
i) Formulating implementation plan by CDC to manage investment seminars																																									
ii) Analyzing investment trends and diversifying the target regions and industrial sectors of seminars																																									
iii) Organizing and implementing investment promotion seminars by CDC in and out of Cambodia																																									
iv) Monitoring and evaluating achievements of the implementation plan																																									
2-2. [Reception Function] (Action 8*) Strengthening CDC's capacity to perform a useful reception function for investors at the CDC office																																									
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ii) Preparing information/data necessary by CDC for consultation services																																									
iii) Preparing manual of reception function by CDC																																									
iv) Managing and upgrading the reception function continuously by CDC																																									
v) Monitoring and evaluating achievements of the implementation plan																																									

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Outputs and Activities	Year	2010			2011						2012						2013												
		JFY2010			JFY2011						JFY2012																		
	Month	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3
2-3. [Country Desk] (Action 5*) Strengthening CDC's capacity to organize country desk (to begin with Japan Desk)																													
i) Identifying purpose, role and function of country desk																													
ii) Deciding the required role criteria of staff and preparing human resource development plan																													
iii) Starting operations of the Japan Desk as a pilot																													
iv) Developing visual tool for investment promotion																													
2-4. [Policy Advocacy] (Action 11*) Strengthening CDC's capacity to draft laws and policies																													
i) Identifying contradictions and other issues among the 2003 Investment Law, the Sub-Decree no 111 and practices.																													
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Remarks (*) The above-mentioned "Action #" in brackets are the actions presented in the Action Plan, which was proposed in July 2010 in the final report of the JICA Study on the Institutional Strengthening of Investment Promotion in the Kingdom of Cambodia

ANNEX 4 JOINT COORDINATING COMMITTEE (Tentative)

1. Function

- (1) To supervise the annual plan of the activities of the Project based on PDM.**
- (2) To review the management of the Project and to find out appropriate ways and means for the solution of major issues arising from or in connection with the management of the Project.**
- (3) To supervise the annual work plan of the Project in line with the Plan of Operation which will be formulated based on the Record of Discussions.**
- (4) To review the overall progress of the Project, and to evaluate the achievement of the objectives.**

2. Structure of the Joint Coordinating Committee

(1) Chairperson

Secretary General of Council for the Development of Cambodia (CDC)

(2) Members of the Cambodian side

- a. Secretary General of Cambodian Investment Board (CIB)**
- b. Deputy Secretary General of Cambodian Special Economic Zone Board (CSEZB)**
- c. Representative of Ministry of Commerce (MOC)**
- d. Representative of Ministry of Tourism (MOT)**
- e. Representative of Ministry of Agriculture, Forestry and Fisheries (MAFF)**
- f. Representative of Ministry of Land Management, Urban Planning and Construction**
- g. Representative of Ministry of Economy and Finance (MEF)**
- j. Representative of Ministry of Industry, Mines and Energy (MIME)**
- k. Representative of Ministry of Public Works and Transport (MPWT)**
- l. Personnel related to the Project, if necessary**

(3) Members of the Japanese side

- a. JICA team leader**
- b. JICA experts**
- c. Representative of JICA Cambodia Office**
- d. Representative of Embassy of Japan (observer)**
- e. Representative of JETRO Phnom Penh (observer)**