

付属資料 6-3

Implementation Report on 2011 and 2012
Cambodia Investment Seminar in Japan

2011 年カンボジア投資セミナー実施報告書

2011 年 6 月

株式会社コーエイ総合研究所

1. カンボジア投資セミナーの概要

本セミナーは、カンボジアへの投資に関心がある民間企業を対象に、カンボジア投資に関する検討材料を提供し、カンボジアへの投資を促進することを目的として開催された。セミナーの概要は次の通りである。

(1) 開催日時及び会場

日時：2011年6月2日(木) 13時30分～16時
会場：ザ・プリンスパークタワー東京 (ボールルーム)

(2) 主催および後援

主催：カンボジア開発評議会(CDC)、国際機関日本アセアンセンター(AJC)
日本貿易振興機構(JETRO)、国際協力機構(JICA)
後援：駐日カンボジア王国大使館、外務省、経済産業省

(3) 式次第・講演者・講演演目等

- 13:30 セミナー開会
- 13:30 開会の辞：
AJC 事務総長 大西克邦
駐日カンボジア王国大使館 特命全権大使 ハオ・モニラット
JICA 理事 黒田篤郎
- 13:40 「カンボジアの投資環境」
在カンボジア日本国大使館 特命全権大使 黒木雅文
- 13:55 「カンボジアの投資誘致政策と制度」
首相付大臣・カンボジア開発評議会 事務局長 ソク・チェンダ・ソピア
- 14:30 「カンボジア投資における三つの留意点(立地、物流、人材)」
カンボジア開発評議会 投資環境改善アドバイザー(JICA 専門家) 今村裕二
- 14:45 休憩(10分)
- 14:55 「カンボジア進出の背景と当社の目指すもの」
ミネベア株式会社 代表取締役・社長執行役員 貝沼由久
- 15:15 「日系企業進出動向および日系企業支援」
JETRO プンペン事務所長・カンボジア日本人商工会(JBAC) 事務局長 道法清隆

15:30 質疑応答

16:00 終了

(4) 配付資料

本セミナーでは、配布資料として以下の 5 点が参加者全員に配られた。

- i) 各講演者のプレゼンテーション資料(含むセミナー式次第)
- ii) 投資ガイドブック(2011 年 6 月版)
- iii) カンボジア投資 FAQ 集
- iv) シハヌクビル港経済特区パンフレット
- v) セミナー受講者アンケート

(5) 参加者

当セミナーの参加者数は、323 名であった。

2. 挨拶・講演内容の要旨

当投資セミナーにおける挨拶、各講演、質疑応答の要旨を以下に記載する。

(1) 主催者挨拶の要旨

国際機関日本アセアンセンター 大西総長

今回は多数の方が出席いただいたことに感謝の意を表したい。

CLMV4 カ国(カンボジア、ラオス、ミャンマー、ベトナム)は現在日本、中国、韓国、タイから注目されているが、中でもカンボジアは最も注目されている。カンボジアでは、チャイナプラスワン、安い労働力、社会・政治的安定という利点から、アジア開発銀行は、2011 年の経済成長率を 6.5%と予測している。日本は他国に比べてカンボジアへの進出は遅れているが、日本・カンボジア官民合同会議の開催、2008 年の日本・カンボジア投資協定、2010 年の JETRO 開設など投資環境は整備されてきていることから、本年は日本・カンボジア間における「投資元年」と言われている。

参加者の皆様のカンボジアに対する関心が高いことは伺えるが、本セミナーが参加者の皆様にとって有益なものとなり、カンボジアへの投資活動が新たな展開を迎えることを期待している。

駐日カンボジア王国大使館 ハオ・モニラット大使

今回の震災の被害に対してカンボジア国民を代表してお悔やみ申し上げるとともに、日本が経済大国として震災による荒廃から立ち直ることを願っている。

また、セミナーの目的である日本からの民間投資を拡大する上でも、今回素晴らしい講演者を招いていただいた共催者には感謝の意を表したい。

カンボジアの経済発展および貧困削減のためには、ODA 以外にも日本からの民間投資の重要性は高い。日本からの投資額は 2010 年で 3,500 万ドル、2011 年は既に 1 億ドルを超えていること

から、日本人がカンボジアへの投資にメリットを感じていることは認識できる。カンボジアでは近年のインフラ拡充を始めとし、2013 年からは電気料金が引き下げられるとみられることから、このような状況を投資の機会として捉えていただきたい。

JICA 黒田理事

今回の東日本大地震による被害に対し、カンボジア各界からのお見舞いとお悔やみのメッセージとともに、カンボジア政府から多大な義捐金を頂いたことに感謝の意を表したい。

近年、カンボジアへの投資の魅力は益々高まっていることから、JICA としては、カンボジアの投資誘致・受入の一元的な窓口である CDC の機能を強化するために、日本企業にとって有益となる情報の提供機能の強化を支援しており、本日のセミナーもその一環である。

また、JICA は円借款によりシハヌークビル港の改修・拡張を実施し、現在もバルクターミナルを造成するための円借款を実施している。さらに、この港に隣接するシハヌークビル港 SEZ の開発・整備を円借款により進めており、今年 12 月には完成し、入居企業の工場建設が開始できる予定となっている。

さらに、王立プノンペン大学構内に設立した「カンボジア日本・人材開発センター」では、起業を目指す若手人材や、経営者・中間管理職向けのビジネス研修を行う人材育成コース及び日本語コースなど民間セクター開発を促進するための人材育成を進めている。

上記のとおり、JICA は、投資の活性化に必要な情報整備、組織・制度作り、インフラ整備を支援するなど、カンボジアの投資環境改善に力を入れている。昨年の投資セミナー以降、2010 年には 6 社、3,500 万ドル、2011 年には認可手続き中の案件を含めると 5 月末時点で既に 21 社、1 億ドル以上の日系企業の新規進出が実現しつつあり、過去 16 年分の日本からの総投資額をこの 1 年で上回る見込みである。今後も引き続き人材育成やインフラの整備を中心とする支援を継続することで、カンボジアの経済発展を後押ししていきたい。

(2) 講演内容

講演内容については、「プレゼンテーション資料集」を参照。

(3) 質疑応答

Q1. カンボジアにおけるミネベア社の現在の従業員は何名か。また、最終的には何名の従業員を確保する予定か。(質問者の所属・氏名は不明)

A1. 現在の従業員数は 360 名。今年 12 月中旬に工場が完成予定だが、来年 3 月までには 1,200 ~1,300 人に増やす予定。さらに事業拡張が順調に行けば、5,000 人まで従業員数を増やす予定。(ミネベア(株) 貝沼社長)

Q2. ベトナムには現在インフレや停電等の課題があり、同国への海外からの進出にもブレーキがかかっている。カンボジアは今年「投資元年」と強調しているが、カンボジア国内の電力事情(停電状況)について具体的に聞きたい。(上記 Q1 と同じ質問者)

- A2. 配付資料の「よくある質問集」の Q18 に記載しているが、2008 年のデータでは、カンボジアの電化率は 2 割強となっている。農村地域に行くとき電気がない所は多いが、プノンペンのような主要都市では希望する電力供給をほぼ受けることができる。2020 年までに電力規模を 7 倍にする計画があり、供給価格も安定することが予測される。プノンペンでの瞬停は月に数回ある程度である。(今村 JICA 専門家)
- Q3. 今後の産業人材育成への考え方および人材育成に対する計画について、教えていただきたい。(セミナー申込者からの事前質問より)
- A3. 産業を多様化する上で、衣料品の生産や製靴を行ってきたが、その中で人材育成や職業訓練の重要性を認識した。職業訓練や熟練労働者の人材プールがあるということは、投資誘致のインセンティブとなると考えている。カンボジアには教育省や労働・職業訓練省があるが、人材開発は省庁間をまたいだ課題であることから、省庁間の調整を図るべく NTB (National Training Board) が設立された。NTB は、あらゆる情報を収集、及び政府関係者が投資家とともに各分野で求められている人材像についての話し合いを通して、産業への人材供給における将来のニーズ評価を行っている。設立時期は遅かったが、質の高い人材を確保する上で当該機関は重要と考える。
- 黒木大使から日本からの支援に対するリクエストについて質問を受けた際に、「人材開発(職業訓練)」と回答した。同じく今回の来日で外務副大臣にお会いした際も、同分野における支援をお願いした。カンボジアの人々を支援いただき、それに対して日本の投資家がカンボジアに投資する際にはその期待に応えていきたい。(ソク・チェンダ大臣)
- Q4. カンボジアでの一般的な日本人のイメージ或いは日本人に対する感情を教えてください。(質問者の所属・氏名は不明)
- A4. カンボジアに住んでいる日本人の視点とカンボジア人の視点の 2 つの視点から回答した方が良いと思われる。前者については、黒木大使よりお話をいただきたい。(ソク・チェンダ大臣)
- 一般的に、日本人は勤勉で真面目という良い印象を持っていると思われる。カンボジアには仏教徒が多く、日本も仏教国であることから通じるものもあると考える。その他、日本製品(自動車、バイク、電気機器等)については以前から万全の信頼がある。そのため、価格が高くても日本製品を購入する傾向はある。また、これまで日本人が ODA や NGO 等でカンボジアに行き、共に汗を流しながら仕事をしていることからしても、日本人への信頼感も高いと思われる(黒木大使)。
 - 黒木大使に同感であり、日本国民へのイメージは素晴らしい。1992 年以降、日本政府および国民がカンボジアを支援していることに対する感謝の念を持っている。日本による学校建設や社会インフラの整備等の目に見える形での支援、特に 2003 年に完成した日本・カンボジア友好橋は、プノンペンの対岸に住んでいる住民の生活を一変させた。また、日本のシンボルとなっているメコン川に架かるきずな橋の建設は、これまでプノンペンに行くためにベトナムを経由していたカンボジア北部の人々に大きな影響を与えた。

また、日本製品の高い品質に対しても信頼を置いていることから、カンボジアは日本からの資本だけを望んでいるのではなく、知識の移転も望んでいる。品質の高い製品を生産する日本企業の倫理観、高い基準及びそれを維持するという日本の文化・習慣を伝授していただきたい。

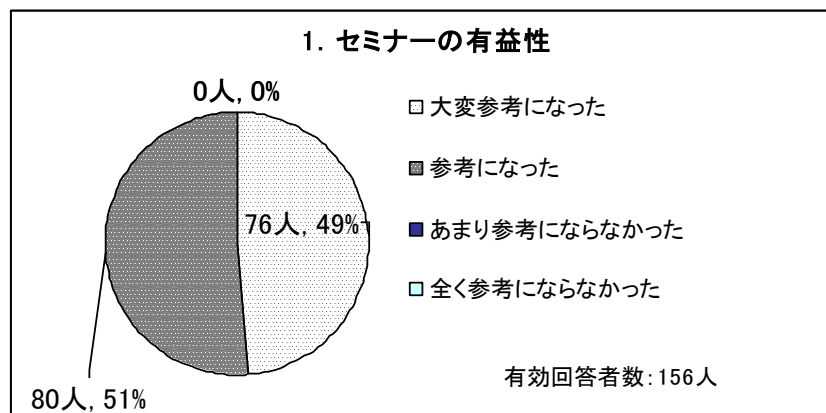
当初カンボジアに進出した日系企業は商社が多かった。その後、サービスを提供する企業が進出し始めた。その中で、カンボジアに進出したある大阪の紳士服メーカーでは、従業員に対して寮を提供していた。実際に自分もこの工場に行き、カンボジア人の従業員にクレーム等の聞き取りを行ったが、何も問題はないという回答であった。今後もカンボジアに進出する外国企業のベンチマークになり得るような高い基準を設けた例を日系企業に作って頂きたい(ソク・チェンダ大臣)。

- Q5. 現地で流通している通貨はドルで、現地通貨はあまり使われていないようだが、製造業を営む上で問題はるか。(モーニングスター 坂本氏)
- A5. 労働者の給与もドル払いという点から、ドル安になった場合は労働者の購買力低下を防ぐために、政府が為替レートの安定化のために介入することが考えられる。しかし、投資家にとっては、為替リスクに晒されることはないため、主要通貨がドルであることは企業側にとっての利便性は高いと言える。(ソク・チェンダ大臣)

3. 参加者へのアンケート

出席者に対してセミナー内容および運営、カンボジアへの投資に対する関心・懸念事項等に関する意見・感想を聞くため、アンケート用紙を配布し、セミナー終了後回収した。(アンケートの集計結果については、添付資料 2 を参照)

アンケートのなかの「本セミナーが参考になったか」の質問に対して、回答者の 49%が「大変参考になった」、残りの 51%が「参考になった」と答えており、全員が本セミナーが参考になったと評価している(下図参照)。



備考:「カンボジア投資セミナー アンケート集計結果」より抜粋

5. セミナーの成果

セミナーの構成、参加者の規模、参加者の内訳、参加者の反応の4点から当セミナーを総括すると、以下のとおりである。

(1) セミナーの構成

本セミナーでは、ソク・チェンダ首相付大臣・CDC 事務局長を始め、在カンボジア日本大使館の黒木大使、今村 JICA 専門家、JETRO プノンペン事務所長・日本人商工会 (JBAC) 事務局長の道法氏、そして現地での進出経験を有するミネベア株式会社の貝沼社長が一堂に会した。

いずれの講演についてもアンケート回答者からは、「大変参考になった」、あるいは「参考になった」との評価が得られた。時間配分についても8割以上が適切であったと答えている。

一方で、「各講演者の講演時間が短い」という意見も一部にはあった。

(2) 参加者の規模

2011年の当セミナーの出席者は323名であった。5月13日(金)にAJCのウェブサイトでセミナー開催について告知後、5月19日(木)の時点で定員(250名)に達したが、その後も参加希望者多数のため出席者の人数の枠を拡大して、最終的に323名となった。

2010年5月に今回と同様のかたちで開催したカンボジア投資セミナーの参加者数は、大阪・東京両会場で306人(大阪75名、東京231名)(関係者を除く)であり、今年のセミナー参加者数は、昨年の大阪・東京両会場の合計を上回るものであった。

今回のセミナー参加者数は、一般的な投資セミナーに比べて規模の大きなものであり、カンボジアへの投資意欲を高めている日本企業のニーズに適ったものであると言える。

(3) 参加者の内訳

昨年のセミナーと比較した場合、今回の参加者は、製造業の割合が低下し、一方で、商社、運輸・流通業の割合が増えている。

参加者の主な業種別の内訳は、製造業(58人)、調査・コンサルティング(46人)、商社(40人)、政府・各種団体(38人)、運輸・流通業(27人)、金融(24人)等であった。

なお、2010年の参加者(東京・大阪両会場)の主な業種別の内訳は、製造業(74人)、調査・コンサルティング(38人)、商社(26人)、政府・各種団体(32人)、運輸・流通業(16人)、金融(27人)等であった。

(4) 参加者の反応

各講演を通じて講演者の話に興味をもち、熱心に聞き入る参加者の姿勢がみられた。しかし、質疑応答の際には、参加者からの質問はあまり活発ではなかった。

セミナー終了後には、道法所長や今村専門家との名刺交換を希望する人で長蛇の列ができ、カンボジア投資に対する参加者の関心の高さが伺われた。

アンケートで「カンボジア投資情報提供の希望の有無」について尋ねた質問では、回答者の約9割に相当する128人が「情報提供を希望する」と回答している。今後は、情報を希望する参加者に対して継続的に情報提供することが、CDCの投資誘致活動として重要となる。

6. セミナー風景



全体風景



ソク・チェンダ首相付大臣・
CDC事務局長の講演



全体風景



日本アセアンセンター
大西事務総長の挨拶



ハオ・モニラット大使の挨拶



JICA 黒田理事の挨拶



全体風景



黒木大使の講演



JICA 今村専門家の講演



貝沼社長の講演



道法所長の講演



質疑応答の様子

< 添付資料 >

添付資料 1: セミナー講演資料

添付資料 2: アンケート集計結果

カンボジア国
投資関連サービス向上プロジェクト

2012年カンボジア投資セミナー実施報告書(案)

2012年8月

株式会社 コーエイ総合研究所

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1. セミナー実施概要

1.1 セミナーの目的

本セミナーは、カンボジアへの投資に関心がある民間企業を対象に、カンボジア投資に関する検討材料を提供し、カンボジアへの投資を促進することを目的として開催された。

1.2 セミナーの概要

2012年は大阪および東京の2か所で開催した。各都市のセミナー概要は以下のとおりである。

表1：2012年7月 カンボジア投資セミナー概要(案) 大阪

主催：	カンボジア開発評議会 (CDC) 国際協力機構(JICA) 国際機関日本アセアンセンター (AJC) 日本貿易振興機構(JETRO)
共催：	大阪商工会議所、中小企業基盤整備機構
後援：	在日カンボジア大使館、外務省、経済産業省、日本商工会議所
日時：	2012年7月25日(水) 13時30分～16時20分
会場：	ホテルグランヴィア大阪 鳳凰
通訳：	英語－日本語同時通訳
配布資料：	▶各講演者のプレゼンテーション資料 ▶シハヌークビル港経済特区パンフレット ▶投資ガイドブック(2012年1月版) ▶セミナー受講者アンケート ▶カンボジア投資FAQ集
式次第	
13:30-13:40	開会の辞： AJC 貿易投資部長：トゥリ・マルジョコ 在日カンボジア大使館 特命全権大使： ハオ・モニラット JICA 理事： 市川 雅一
13:40-14:05	「カンボジアの投資環境と投資機会」 首相付大臣・カンボジア開発評議会 事務局長 ソク・チェンダ・ソピア
14:05-14:20	「カンボジア投資における三つの留意点(立地、物流、人材)」 カンボジア開発評議会 投資環境改善アドバイザー (JICA 専門家) 今村裕二
14:20-14:40	休憩 (20分)
	カンボジア進出体験談
14:40-14:50	「カンボジア1号店(イオンモールカンボジア(仮))概要」 イオン(株) カンボジア駐在員事務所 所長 鷺澤 忍
14:50-15:05	「住友電装31カ国目の海外進出」 住友電装(株) スミ(カンボジア)ワイヤリングシステムズ社長 亀本 進一
15:05-15:20	「カンボジア進出体験談」 (株)スワニー社長 板野 司
15:20-15:35	「カンボジアにおける物流事情」 郵船ロジスティック(株) プノンペン駐在員事務所 所長 伊藤 隆友
15:35-15:45	「JETROとJBACによるカンボジア日本企業支援」 JETRO プノンペン事務所長・カンボジア日本人商工会 (JBAC) 事務局長 道法 清隆
15:45-16:20	質疑応答
16:20	終了
16:20-17:00	名刺交換

表 2：2012 年 7 月 カンボジア投資セミナー概要(案) 東京

主催：	カンボジア開発評議会 (CDC) 国際協力機構(JICA) 国際機関日本アセアンセンター (AJC) 日本貿易振興機構(JETRO)
共催：	中小企業基盤整備機構
後援：	在日カンボジア大使館、外務省、経済産業省、日本商工会議所、東京商工会議所
日時：	2012 年 7 月 27 日 (金) 13 時 30 分～16 時 20 分
会場：	ザ・プリンス パークタワー東京 コンベンションホール FG
通訳：	英語－日本語同時通訳
配布資料：	<ul style="list-style-type: none"> ▶ 各講演者のプレゼンテーション資料 ▶ シハヌークビル港経済特区パンフレット ▶ 投資ガイドブック (2012 年 1 月版) ▶ セミナー受講者アンケート ▶ カンボジア投資 FAQ 集
式次第	
13:30-13:40	開会の辞： AJC 事務総長：大西克邦 在日カンボジア大使館 特命全権大使： ハオ・モニラット JICA 産業開発・公共政策部 部長 桑島 京子
13:40-14:05	「カンボジアの投資環境と投資機会」 首相付大臣・カンボジア開発評議会 事務局長 ソク・チェンダ・ソピア
14:05-14:20	「カンボジア投資における三つの留意点 (立地、物流、人材)」 カンボジア開発評議会 投資環境改善アドバイザー (JICA 専門家) 今村裕二
14:20-14:40	休憩 (20 分)
	カンボジア進出体験談
14:40-14:50	「カンボジア 1 号店(イオンモールカンボジア(仮))概要」 イオン(株) カンボジア駐在員事務所 所長 鷺澤 忍
14:50-15:05	「住友電装 31 カ国目の海外進出」 住友電装(株) スミ(カンボジア)ワイヤリングシステムズ社長 亀本 進一
15:05-15:20	「カンボジア進出体験談」 (株)スワニー 専務取締役 光中 徹
15:20-15:35	「カンボジアにおける物流事情」 郵船ロジスティック(株) プノンペン駐在員事務所 所長 伊藤 隆友
15:35-15:45	「JETRO と JBAC によるカンボジア日本企業支援」 JETRO プノンペン事務所長・カンボジア日本人商工会 (JBAC) 事務所長 道法 清隆
15:45-16:20	質疑応答
16:20	終了
16:20-17:00	名刺交換

2. セミナー実施準備

2.1 セミナー実施体制および役割分担

本セミナーは関係機関が多岐にわたることから、各関係者の役割を事前に明確にするとともに、日本側およびカンボジア側での各々の協議進捗・結果をJICA技プロチームが中心となって適宜関係者に報告し、円滑な準備に努めた。主催機関の主な役割は以下のとおり。

表 3：各実施機関の役割

CDC	CDC カウンターパート	<ul style="list-style-type: none"> ➢ セミナー企画・実施 ➢ セミナー講演
	CDC 投資環境改善アドバイザー（JICA 専門家）	<ul style="list-style-type: none"> ➢ セミナー企画・立案 ➢ CDC カウンターパート旅程調整・同行 ➢ 日系企業講演者との連絡・調整 ➢ セミナー講演
	CDC 投資関連サービス向上プロジェクト（JICA 技プロ）	<ul style="list-style-type: none"> ➢ セミナー企画・実施に係る CDC 支援 ➢ CDC カウンターパート受入支援・旅程調整 ➢ 費用負担（大阪会場、配布資料印刷、企業講師旅費・宿泊費） ➢ 各実施機関との調整・報告 ➢ アンケート集計・分析、実施報告書作成
AJC	貿易・投資部	<ul style="list-style-type: none"> ➢ セミナー企画・実施 ➢ CDC カウンターパート受入支援・旅程調整・同行 ➢ セミナー広報・申込受付・事前質問とりまとめ ➢ 共催・後援機関との調整 ➢ 費用負担（東京会場および CDC 旅費・宿泊費）
JICA	産業開発・公共政策部	<ul style="list-style-type: none"> ➢ セミナー企画・実施 ➢ 共催・後援機関との調整 ➢ 関係省庁との調整
	JICA カンボジア事務所	<ul style="list-style-type: none"> ➢ 在カンボジア日本国大使館への報告・相談 ➢ JICA 関連プロジェクト資料送付支援
JETRO	進出企業支援・知的財産部	<ul style="list-style-type: none"> ➢ セミナー広報
	JETRO 大阪事務所（大阪）	<ul style="list-style-type: none"> ➢ セミナー広報
	JETRO プノンペン事務所	<ul style="list-style-type: none"> ➢ セミナー講演（JETRO/カンボジア日本商工会議所）

2.2 セミナー実施方針

セミナー実施計画を策定するにあたって、同時期に開催された民間企業によるカンボジア投資セミナーとの差別化を図るため、過去のセミナーの評価・分析結果およびカンボジア側（CDC）が投資誘致を目指す業種も踏まえ、以下の実施方針を関係者間で定めた。

- 1) 本セミナーはカンボジア政府（CDC）が AJC、JICA、JETRO と共催でオーナーシップを持って実施し、カンボジア側要人と直接対話または講演を聴く機会を提供する。
- 2) 本セミナーはカンボジア側が今後誘致を図りたいと考えている中小規模の製造業を主な受講対象者として積極的に広報活動を図り、また、講演内容も実際の投資を考える際に有益だと思われる実務レベルの情報を提供する。
- 3) 本セミナーは講演等の一方的な情報提供に留まらず、その後の質疑応答、名刺交換会や個別相談会を通じて、実際の投資誘致に資するよう受講者と双方向的なコミュニケーションをとることを念頭に実施する。

- 4) 日本・カンボジア両国の政府機関が行っている、カンボジアの投資環境改善に資する様々な支援・協力活動について積極的にアピールする。

2.3 実施時期および開催場所の選定

開催時期については、過去2010年、2011年とも毎年6月初旬に投資セミナーを実施していたこともあり、関係機関との協力のルーティン化を図るためにも、当初2012年6月初旬の実施を想定していたが、6月初旬のカンボジアの地方選挙および7月中旬のASEAN外相会議の開催を受けて、7月下旬に変更になった。

開催場所については、地方の企業への投資誘致活動を図るため、東京以外の地方都市で開催することとし、CDCの意向も踏まえ、大阪を対象地として選定した。

2.4 式次第（案）作成および講師選定

上述のセミナー実施方針を踏まえ、式次第（案）を策定し計8名の講師（官側4名、民側4名）を選定した¹。特に実務レベルの情報を提供することに留意し、カンボジア進出済みの日系企業による体験談を盛り込むこととし、実際にカンボジアの進出業務に携わった経験のある方、またはオペレーションの責任者の方を講師として招聘することとした。各講師の主な選定理由は下表のとおりである。

表4：各講演者の選定理由

講演者名	選定理由
在カンボジア日本国大使館 特命全権大使 黒木雅文	カンボジアの日本政府側代表として、カンボジア投資促進に資する日本政府の支援およびカンボジア政府との協力について説明する。
首相付大臣・カンボジア開発評議会 事務局長 ソクチェンダ	カンボジア政府投資促進機関の代表として、カンボジアの経済概況と投資の優位点、投資優遇措置等投資誘致に係る政府の取組みについて説明する。
カンボジア開発評議会 投資環境改善アドバイザー 今村祐二（JICA 専門家）	カンボジアの投資環境を「立地」「物流」「人材」の観点から説明する。また、カンボジアの生活環境に関する最新情報を提供し、投資先としてのカンボジアへのイメージ改善を図る。
イオン株式会社カンボジア駐在員事務所 所長 鷺沢 忍	国内市場をターゲットとした進出理由および進出戦略を紹介し、カンボジアの市場としての可能性および居住環境の改善をアピールする。
住友電装株式会社 スミ(カンボジア)ワイヤリングシステムズ 社長 亀本進一	大規模企業またプノンペン地域への進出事例として、進出理由・オペレーションの現況・直面している課題などを説明する。
株式会社スワニー社長 板野 司（大阪） 専務取締役 光中 徹	中規模企業またベトナム国境地域への進出企業として、進出理由・オペレーションの現況・直面している課題などを説明する。
郵船ロジスティック株式会社 プノンペン駐在員事務所 所長 伊藤隆友	カンボジアで物流事業に携わる企業の実際のビジネス経験をもとに、物流最新事情を具体的に紹介する。
JETRO プノンペン事務所所長 カンボジア日本人商工会事務局長 道法清隆	カンボジアに進出済みの日系企業の動向、JETRO および日本人商工会議所の投資促進に係る支援活動を紹介する。

また、セミナー終了後には、大阪・東京の会場スペースに、3つの個別相談ブースを設け、

¹ 在カンボジア日本国大使館の黒木大使の講演が事情によりキャンセルとなり、また（株）スワニーからの講演は東京・大阪で別々の方になったので、実際の講演者は官側3名、民側5名の計8名となった。

JICA今村専門家（CDC投資環境アドバイザー）、JETROプノンペン事務所道法所長、JICA服部専門家（シハヌークビルPort SEZ運営）を配置し、セミナー参加者がカンボジア投資に係る相談、Port SEZに関する情報収集をできるように配慮した。

2.5 セミナー広報

本セミナーの広報活動は、主催機関である日本アセアンセンターおよびJETRO（東京：進出企業支援・知的財産部、大阪：JETRO大阪）が中心となり、ウェブサイトによる案内および会員企業に対するメールマガジン送付等を通じてなされた。また、2012年1月に新たに立ち上げられたCDCのウェブサイトにもセミナー案内が掲載された。

更に、今次セミナーでは、特に製造業を含む中小企業に積極的に広報活動を行う方針であったことから、JICA産業開発・公共政策部が窓口となって、中小企業基盤整備機構、日本商工会議所、東京商工会議所、大阪商工会議所等の共催・後援機関に対しても各会員企業向けに広報活動に係る支援を取り付けた。

セミナーの申込の受付は、日本アセアンセンターが一括して行い参加者について一元管理できる体制を整えた。また、申込時にセミナーで聞きたいことを事前質問として受け付け、これをJICA技プロチームがとりまとめ、事前に各講演者に配布した。

2.6 配布資料および展示資料

配布資料は以下の要領で準備され、JICA技プロチームで印刷・製本を行った。

表5：セミナー配布資料リスト

配布資料	準備要領
各講演者のプレゼンテーション資料	各講演者に CDC 技プロチーム（但し、日系企業講演者は、今村専門家が窓口）が依頼・収集、構成の上、印刷・製本。
投資ガイドブック（2012年1月版）	CDC 技プロチームが手配。
カンボジア投資 FAQ 集	今村専門家が改訂版を作成し、CDC 技プロチームが製本・印刷。
シハヌークビル港経済特区パンフレット	服部専門家が各会場に郵送。
セミナー受講者アンケート	CDC 技プロチームが素案を作成し、関係機関からのコメントを踏まえて修正の上、作成。

特に各講演者のプレゼン資料については、校正作業に加え、内容の重複を避けるためにJICA今村専門家の発案で、JETRO道法所長にも協力を仰いで、各プレゼン内容について事前にすり合わせを行った。

また、大阪・東京の各会場に参考資料を展示するスペースを確保し、関係機関（JICAカンボジア事務所、JETRO、日本アセアンセンター、CDC等）より持ち寄った参考資料を参加者が自由にとれるようにアレンジした。

2.7 CDCカウンターパートの旅程調整

本セミナーにはCDCから、ソクチェンダ大臣、チアブティCIB/CSEZB副委員長、および大臣秘書であるセネラ氏の3名が出席した。3名の受け入れ手配および日本滞在中のサポートは、日本アセアンセンターが一括して行った。但し、日系企業との面談および会食については今村専門家が、外務省政務官との面談はJICA産業開発・公共政策部が各々窓口となり、

日本アセアンセンターと協力しながら、日程調整を行った。CDC技プロチームは大阪での旅程に係るアレンジを中心にサポートした。

3. セミナー実施概要

本セミナーは、大阪が2012年7月25日（水）、東京が2012年7月27日（金）と当初計画どおり、実施され、民間企業を中心に大阪では159名、東京では382名、計541名の参加者を得た。

3.1 開会挨拶

各会場ではセミナー開催に際し、以下の3つの主催機関の代表者より挨拶が行われた²。

表 6：各セミナーでの開会挨拶者

機関	大阪会場	東京会場
日本アセアンセンター	貿易投資部長 トゥリ・マルジョコ	事務総長 大西 克邦
在日カンボジア大使館	特命全権大使 ハオ・モニラット	
JICA	理事 市川 雅一	産業開発・公共政策部部长 桑島 京子

3.2 講演内容

その後、各講演者より順次講演が行われた。主な講演内容は以下のとおり³。

表 7：各講演者の主な講演内容

講演者名	主な講演内容
「カンボジアの投資環境と投資機会」 首相付大臣・カンボジア開発評議会 事務局長 ソクチェンダ	<ul style="list-style-type: none"> ▶ カンボジアの経済概況と海外投資実績 ▶ カンボジア開発評議会の役割と投資優遇措置 ▶ カンボジア投資環境向上に係る日本政府の貢献 ▶ カンボジアでの投資機会と投資理由
「カンボジア投資における3つの留意点(立地、 物流、人材)」 カンボジア開発評議会 投資環境改善アドバイ ザー 今村祐二 (JICA 専門家)	<ul style="list-style-type: none"> ▶ 日系企業の投資実績/状況 ▶ 3つの留意点 (立地・物流・人材) からみたカンボ ジア投資の可能性 ▶ カンボジアでの生活環境
「カンボジア1号店 (イオンモールカンボジア (仮) 概要)」イオン株式会社カンボジア駐在 員事務所 所長 鷲沢 忍	<ul style="list-style-type: none"> ▶ ビデオ上映 (カンボジアの紹介と進出の可能性) ▶ イオンモールカンボジアの計画概要 ▶ カンボジアにおけるイオンの企業戦略
「住友電装31カ国目の海外進出」 住友電装株式会社 スミ(カンボジア)ワイヤリ ングシステムズ 社長 亀本進一	<ul style="list-style-type: none"> ▶ 住友電装の概要 ▶ スミ (カンボジア) ワイヤリングシステムズの概要 ▶ 現状の課題と取り組み
「カンボジア進出体験談」 株式会社スワニー社長 板野 司 (大阪) 専務取締役 光中 徹	<ul style="list-style-type: none"> ▶ スワニーグループ概要 ▶ カンボジア進出の背景と進出に際しての調査概要 ▶ 向上経営の理念と人材育成の現状
「カンボジアにおける物流事情」 郵船ロジスティック株式会社 プノンベン駐在 員事務所 所長 伊藤隆友	<ul style="list-style-type: none"> ▶ カンボジアにおける主要な輸送ルートおよび比較 ▶ 港湾・空港・鉄道・道路など物流インフラの現状 ▶ カンボジア物流における課題
「JETROとJBACによる日本企業支援」 JETRO プノンベン事務所所長 カンボジア日 本人商工会事務局長 道法清隆	<ul style="list-style-type: none"> ▶ JETROの進出日系企業支援事業について ▶ カンボジア日本人商工会の概要 ▶ 日本カンボジア官民合同会議

² 添付資料1 を参照。

³ 添付資料2 を参照

3.3 質疑応答

講演終了後、質疑応答の時間が設けられた。主な協議内容は以下のとおり。

<大阪会場>

Q1: 特に二輪・四輪に関し、カンボジア-タイのサプライチェーン、物流の仕組みはどのようになっているのか。

A1: 二輪・四輪の国内需要は、タイが一定規模見込まれるのに対しカンボジアは十分とはいえない（特に四輪）。また、カンボジアはまだ中国に対するリスク回避としての選択肢という側面が大きく、その点でもベトナムやタイとはスタンスが異なる（住友電装）。

A2: アセアン地域の統合に向け、2年ほど前からタイ-カンボジア間の貿易は農作物を中心に少しずつ活発になってきた（タイから果物を輸入、タイへ米を輸出）。また、カンボジアに進出済みのミネベア社より、タイとカンボジア国境での税関手続きの煩雑さに係る問題提起を受け、カンボジア政府は、その3週間後には同手続きの簡素化を行った。今後もこのような提言を真摯に受け止め対応していきたい（ソクチェンダ大臣）。

A3: ベトナム-カンボジア間と比較するとタイ-カンボジア間の物流量が少ないのは事実。コスト削減についてはもう少し物流量が増えないと難しいが、最近の両国の政治の安定化をうけ、トラックやバスの往来量は増えてきている（郵船ロジスティクス）。

Q2: 管理職にカンボジア人以外の国籍の人を配置し、うまく機能させることができるか。

A1: 外国人を経営者として配置すると様々な問題が発生するとアドバイスを受けたこともあり、技術者として中国人を配置しているが、経営・管理職はカンボジア人のみの配置としている（スワニー）。

Q3: 日本の中小企業にとって、このカンボジアへの投資はチャンスとなりうるのか。

A1: 海外進出に際し、バングラデシュ、ミャンマー等と比較検討の上、カンボジアへの進出を決定したが、その選択は間違っていなかったと感じている。工場建設地は今村専門家の助言に沿って、敢えてプノンペン周辺ではなくベトナム国境近くの経済特区を選んだが、投資に係る一連の手続きを進める中で、JETRO や JICA から手厚い支援を受けられたことを感謝している。当社のような労働集約型の会社にとって、カンボジアは魅力的な投資先だと感じる（スワニー）。

A2: ホーチミン港は円借款によって港が拡張され、日本までの直行経路も新たにできた。製品を100%日本に輸出している企業にとって、ホーチミン港に比較的近いタイセン経済特区は魅力的であり、カンボジア・日本の両国官民合同で進出を後押しできるよう努力している（今村専門家）。

A3: JICA・JBIC 始めとする多くの日本人との対話を通じて感じた日本と他国の民間投資の違いは、進出決定までに時間はかかるものの一度進出を決めれば長期的に事業を継続することである。日本の民間投資は雇用創出にも大きく貢献しており、日系企業に勤務するカンボジア人は、他の企業に勤務するカンボジア人と比べて誇りを持っている。また、日本から投資の増加だけではなく、日本企業が持っている企業精神、品質管理等のノウハウを学ぶ必要がある。日本企業がカンボジアに進出する際に直面する問題があれば、何でも解決する用意があることをお伝えしたい。また、まずはカンボジアを訪問し、その潜在能力と可能性を実際に見てもらいたい（ソクチェンダ大臣）。

<東京会場>

Q1：カンボジアは未だ停電等も頻発しており、電力供給が不安定な状況だというプレゼン発表があったが、カンボジア政府としての対応は如何。

A1：今後の投資促進のための大きな課題の1つであると認識している。今までは電力需要が少なかったため電力供給も少なかったという状況だった。需要の増加に伴い、現在水力発電所の建設等が進められているため、2013-2014年には供給状況の改善が見込まれている。またベトナム・タイから輸入売電も行われており、供給および価格の安定に取り組んでいる。将来的にはより多くの電力量を安価に安定して供給できる状況になると見込まれる。(ソクチェンダ大臣)。

Q2：中小企業誘致のための戦略としてレンタル工場というのは有効だと思われるが、今後のカンボジア政府としての対応は如何。

A1：SEZは基本的に民間のSEZ開発業者と投資家によって開発・運営が行われているが、政府からもレンタル工場が有効である旨、関係者に助言したい(ソクチェンダ大臣)。

Q3：日本の中小企業が海外進出する際の注意点・メリットは何か。

A1：海外投資をするにあたり、進出の必要性が明確であれば会社の規模は関係ないと考える。ただ、中小企業には日本から定期的に人材を送り込む余裕がないので、長期運営のためには現地化を早く図ることが必要。そのためには本社と海外工場とのコミュニケーションが何よりも大事になる。海外工場の幹部のモチベーションをいかに維持できるかが要になると考える(スワニー)。

A2：中小企業に限らず、海外進出の際は、最初のアクセスポイントをうまく見つけるのが難しい。カンボジアではジャパンデスクを設置しており、簡単にアクセスポイントにたどりつける。また、日系企業は言語の問題にも直面するが、同国はJETRO・JICA・JBACのサポートが厚く、和文での情報が豊富にある。したがって、カンボジアは日系企業にとって海外投資を行いやすい国だと思う(今村専門家)。

ソクチェンダ大臣からメッセージ

投資はビジネスであるが、根本は人と人との関係である。それを踏まえた上で、日系企業の皆さんがカンボジアへ投資をする際の留意点を、3点指摘しておきたい。

- 1) 第1点は、コミュニケーションが重要であるということである。特に労働者と経営者の意思疎通がうまくできるかが鍵になる。日系企業が進出するにあたり、最初は「経営者＝日本人、労働者＝カンボジア人」の構図になると考えられるが、その際、うまく間を取り持てる人材がいることがビジネスの成功の秘訣になる。幸い、カンボジアには日本に留学し、言語だけでなく日本文化や商習慣等にも通じた人材が豊富であるので、これらの人材を「通訳者」としてうまく活用してほしい。
- 2) 第2点は、カンボジア人労働者についてである。プレゼン発表にもあったように、残念ながら欠勤率が高いのは事実である。しかしながらその背景にはいくつか理由が考えられる。1つ目は多くのカンボジア人は時計を持っていないこと。2つ目は労働者の多くは天候を見ながら稲作を営んでいた農民であったことである。故に、彼らが工場勤務に急に変わったとしても、時間に従って淡々と仕事を進めるという感覚が育っていないのが実情である。工場勤務の労働者に対して、時間管理については最初に十分な指導をしてほしい。工場勤務で求められることを、彼らがきちんと理解し、徐々に生活様式の変化に対応できるようになれば、欠勤率も下がると思われる。

- 3) カンボジア政府はいつでも民間企業からの助言を聞き入れる体制を整えている。但し、工場視察等の際に経営者、労働者の方々から実際に問題が提起されないと、問題に気付かないということになってしまう。例えば2年前に韓国企業の工場視察を行った際、経営者と話しても労働者と話しても、特に問題はないと言われ、数分で視察が終わってしまったことがある。日本とは定期的に官民合同会議を行っており、そこで投資環境改善に係る建設的な問題提起をもらっている。今後も積極的に問題提起を行って頂き、日系企業の皆さんとよりよい関係を築いていきたい。

3.4 名刺交換

セミナー終了後には、参加者と講演者の間で名刺交換が行われたが、大阪・東京の会場スペースに、個別ブースを設け、JICA今村専門家（CDC投資環境アドバイザー）、JETROプランペン事務所道法所長、JICA服部専門家（シハヌークビルPort SEZ運営）を配置し、参加者に対して、より具体的なカンボジア投資に係る相談サービスおよびPort SEZに関する情報提供を行った。収集ができるように、

3.5 参加者へのアンケート

参加者に対して、セミナー内容および運営、カンボジアへの投資に対する関心・懸念事項等に関する意見・感想を聴くため、アンケート用紙を配布し、セミナー終了後に回収した。大阪会場のアンケートには、JETRO 大阪が2013年2月に実施予定のカンボジアへの派遣ミッション参加の希望に係る質問項目も加え、「希望する」と回答した参加者の情報をJETRO大阪に提供した。

3.6 メディアによるインタビュー

セミナー終了後に、日刊工業新聞および朝日新聞がソクチェンダ大臣に対してインタビューを実施した。

4. セミナー評価分析

4.1 参加者分析

今回のセミナーの参加者および参加者の内訳は下表に示すとおりである。関係機関を含む参加者数は大阪159名（企業数98社）、東京382名（企業数257社）であり、過去の投資セミナーと比べても参加者数（関係機関を除く）が両会場とも増えており（2010年：大阪75名、東京231名、2011年：東京323名）、カンボジアへの投資に関する関心は高まっていることが伺える。

また、参加企業を業種別に見ると、大阪・東京とも製造業からの参加者が多くなっており、規模別に見ると、大阪が大企業34社に対して中小企業51社、東京が大企業119社に対して中小企業88社となっている。

表8：参加者数

	大阪	東京	合計		大阪	東京	合計
参加者数	123	319	442	参加者数	159	382	541
参加企業数	98	257	355	参加企業数	111	271	382
*関係機関除く				*関係機関含む			

表 9：参加企業の業種内訳

業種	大阪	東京	合計	業種	大阪	東京	合計
製造業	26	58	84	製造業	28	60	88
政府・各種団体	8	25	33	政府・各種団体	15	33	48
教員・学生	3	7	10	教員・学生	3	7	10
その他	11	37	48	その他	12	38	50
運輸・流通業	5	18	23	運輸・流通業	6	19	25
商社等	9	19	28	商社等	9	19	28
調査・コンサル	6	38	44	調査・コンサル	7	39	46
金融	8	20	28	金融	8	20	28
卸売業	9	3	12	卸売業	9	3	12
小売業	2	0	2	小売業	3	1	4
マスコミ	4	6	10	マスコミ	4	6	10
その他サービス業	7	26	33	その他サービス業	7	26	33
合計	98	257	355	合計	111	271	382

*関係機関除く

*関係機関含む

表 10：参加企業の規模

規模	大阪	東京	合計	規模	大阪	東京	合計
中小企業	51	88	139	中小企業	53	90	143
大企業	34	119	153	大企業	37	122	159
不明	0	1	1	不明	0	1	1
該当せず	13	49	62	該当せず	21	58	79
合計	98	257	355	合計	111	271	382

*関係機関除く

*関係機関含む

*「該当せず」には政府機関・各種団体、その他が含まれる。

* 中小企業の定義は中小企業庁のものに沿っている。

- 1) 製造業その他：資本金の額又は出資の総額が 3 億円以下の会社又は常時使用する従業員の数が 30 人以下の会社及び個人
- 2) 卸売業：資本金の額又は出資の総額が 1 億円以下の会社又は常時使用する従業員の数が 100 人以下の会社及び個人
- 3) 小売業：資本金の額又は出資の総額が 5 千万円以下の会社又は常時使用する従業員の数が 50 人以下の会社及び個人
- 4) サービス業：資本金の額又は出資の総額が 5 千万円以下の会社又は常時使用する従業員の数が 100 人以下の会社及び個人

2010 年、2011 年、2012 年のカンボジア投資セミナーへの参加者⁴を業種別に見ると、商社からの参加者数は今年微減したものの、全業種にわたって増加傾向にある。特に製造業の伸びが著しいが、これはカンボジアへの投資意欲の高まりと併せて、JICA が窓口となって関係機関と協力をして実施した、製造業をターゲットとした積極的なセミナー広報の成果が現れたものと思われる。

⁴ 2010 年は大阪・東京の 2 か所開催、2011 年は東京のみの開催であった。

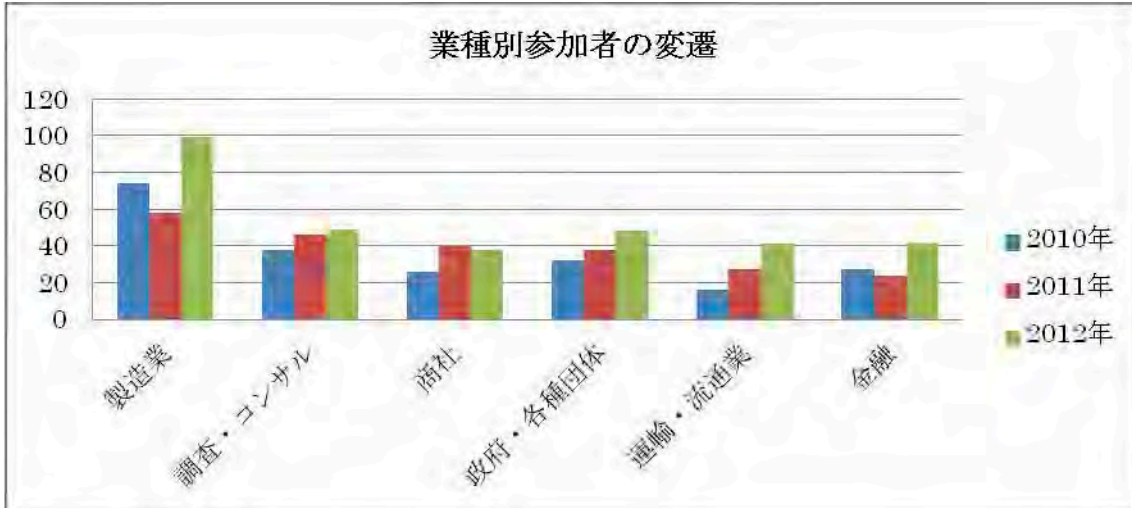


図 1：業種別参加者の変遷

また、中小企業からの参加については、2010年と比べた2012年を比較した場合、大阪会場では2010年の22社から2012年は51社に、東京会場では2010年の41社から2012年は88社に各々増加している。これは2012年のセミナー計画時に、より多くの中小企業を呼び込むため、商工会議所や中小企業基盤整備機構等に共催・後援を依頼し、セミナー広報活動に関し支援を受けたことによる成果であると考えられる。

4.2 セミナー評価

またセミナー終了後、参加者に対してアンケートを実施し、大阪 79 名（回収率 64%）、東京 224 名（回収率 69%）、計 303 名から回答を得た。

<セミナー全体及び各講演の評価>

両会場とも、全体としてはおおむね参考になったと評価していることが分かる。講師別、会場別にみると、大阪会場でのカンボジアにおける物流事情についての評価が若干低いのが、これは、配布したプレゼン資料と当日使用したプレゼン資料に相違があったためと考えられる。そのため、東京では差し替えをして対処し、その結果、同講義の評価にも改善が見られた。

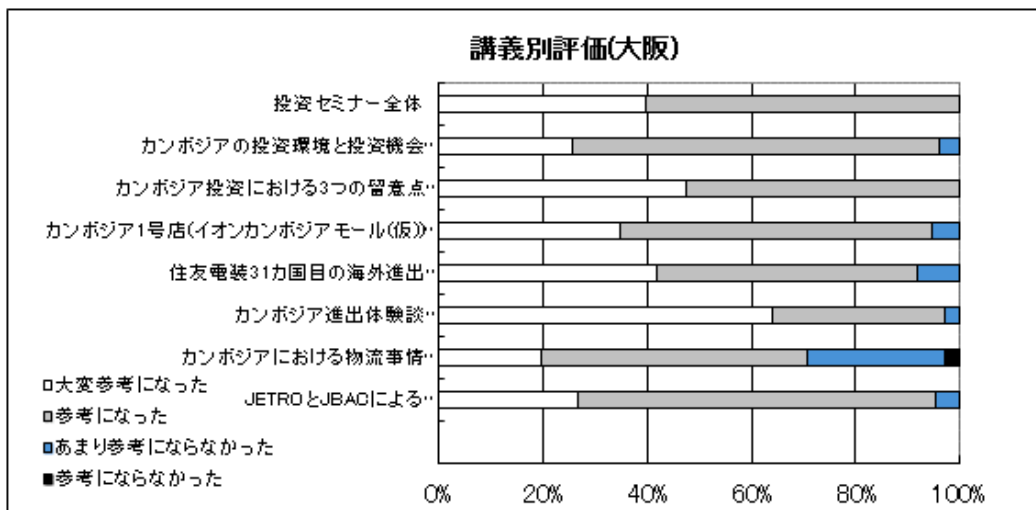


図 2：講義別評価（大阪）

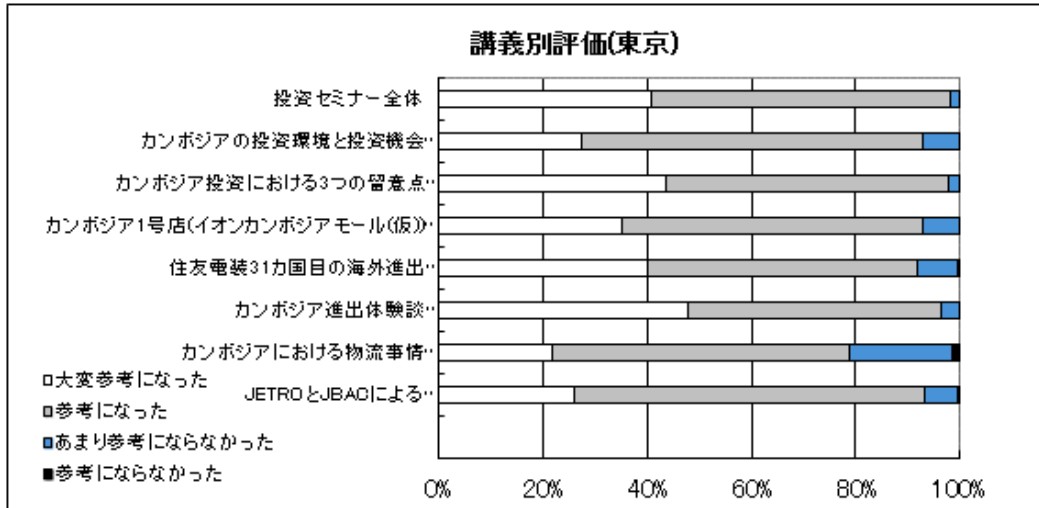


図3：講義別評価（東京）

<セミナー運営に関する評価>

セミナー運営に関し、「広報」、「受付」、「司会・進行」、「講演者の数」、「時間配分」、「プレゼン資料・他の配布資料」の6項目につき、下記の通り3択で選択してもらった。

その結果、両会場ともに広報、受付、司会・進行、配布資料については80%以上の人が適切であったと回答している。他方、講演者の数については30%、時間配分については40%の回答者がどちらともいえない、適切でなかったと答えている。後述のセミナーに対する意見でも記述されていたように、講演時間が短かったと感じた回答者が多かったようである。

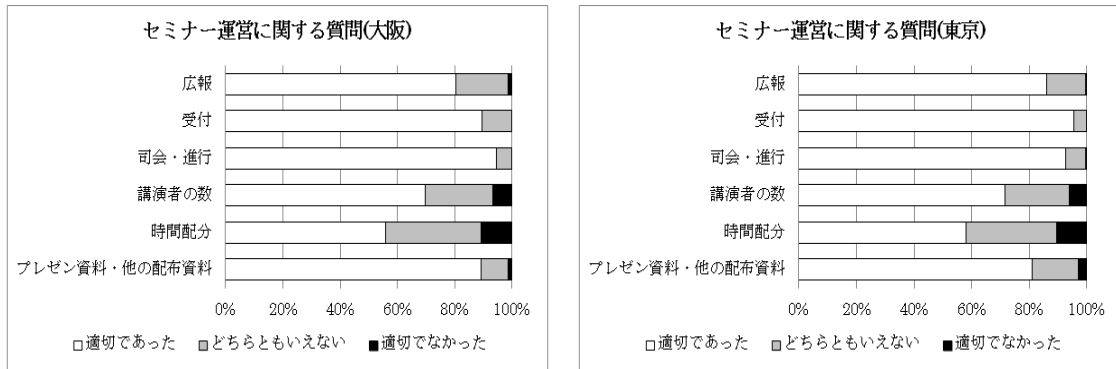


図4：セミナー運営に関する評価（大阪および東京）

4.3 投資動向分析

<関心がある投資分野の業種(複数回答可)>

関心がある投資分野は、大阪では衣料が大多数を占め、次いで機械加工、電気通信、食品加工の順となっている。東京では、機械加工が一番多く、次いで水産・農産業、食品加工、建設がいずれも30人前後で拮抗している。

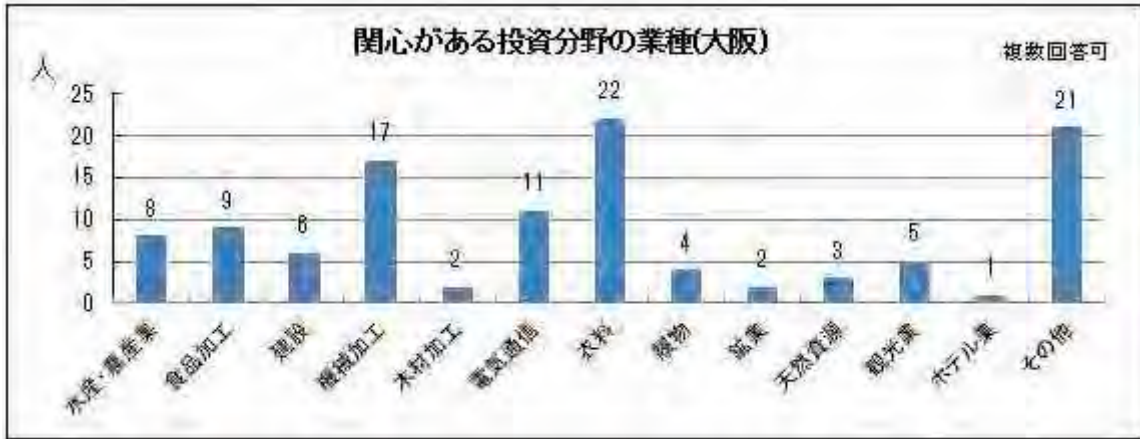


図5：関心がある投資分野の業種（大阪）

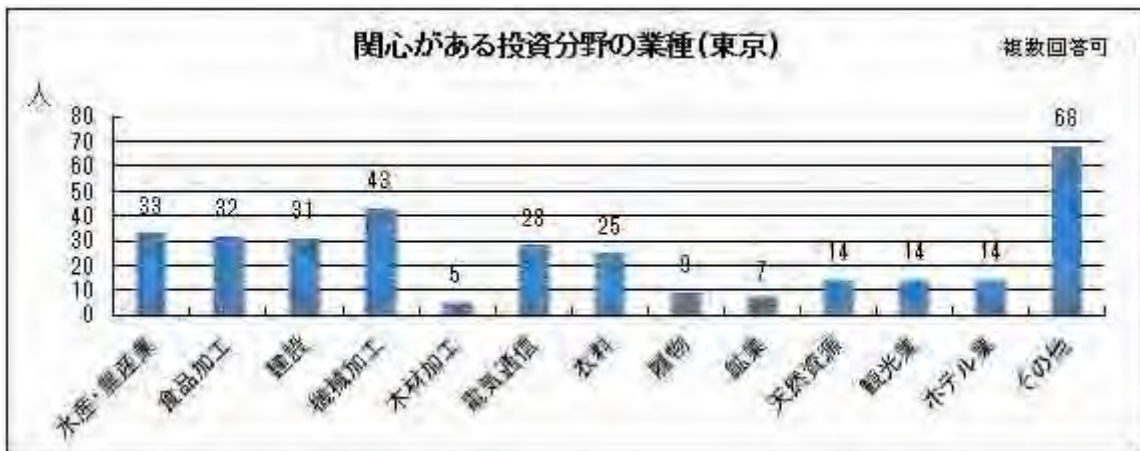


図6：関心がある投資分野の業種（大阪）

<カンボジアへの投資計画の有無について>

「今後投資計画あり」または「有望と考えており検討したい」と回答した人は、大阪で30%、東京で35%となっており、対カンボジア投資への興味が高水準にあるとみられる。

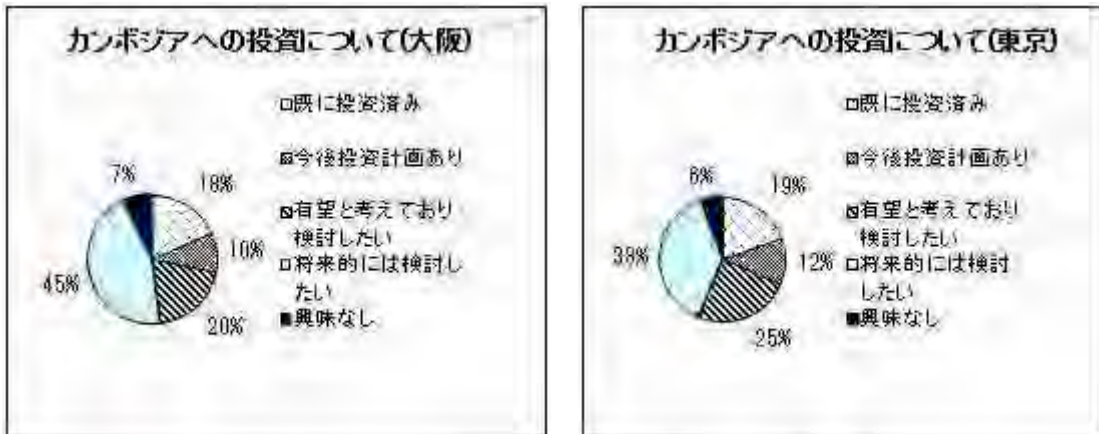


図7：カンボジアへの投資計画（大阪および東京）

<対カンボジア投資を実施、計画及び検討する主な理由(複数回答可)>

カンボジア投資を考える上で、大阪と東京の両会場でのアンケート回答者はともに、生産拠点の設立、生産コスト削減、カンボジア国内の市場開拓を主な理由として挙げている。また、第三国向け輸出を主な理由として挙げた回答者の中で、大阪ではアジア周辺国を、東京では日本を輸出仕向け地として考えている人が多かった。

<カンボジアに対する投資の意思決定に際して懸念される点(複数回答可)>

大阪でも東京でも、現地人材の育成・確保が、カンボジア投資決定に際して一番多く懸念されている事項であった。続いて物流、労務管理が挙げられた。

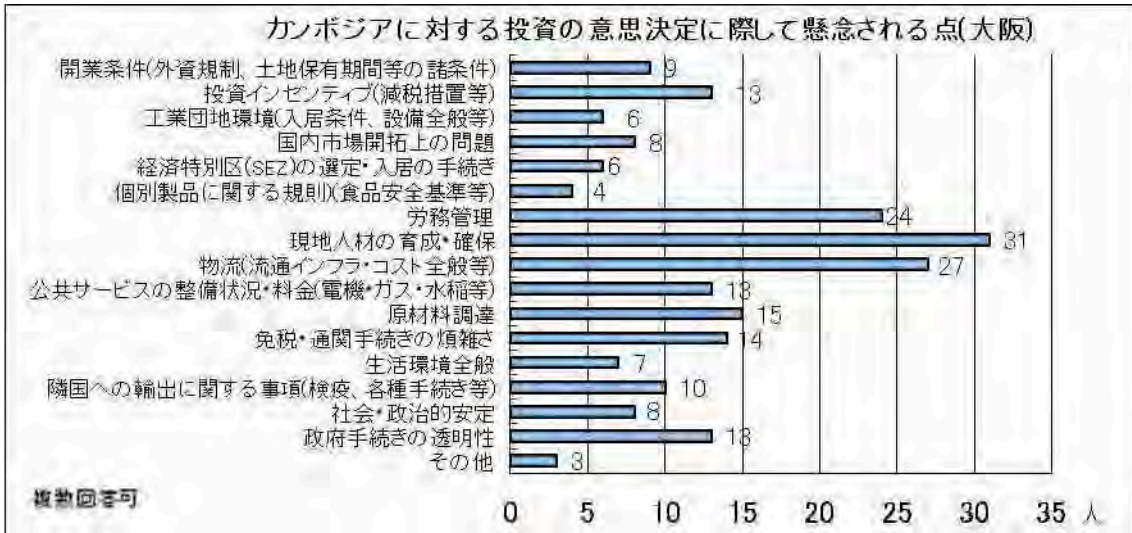


図8：カンボジア投資に関する懸念事項（大阪）

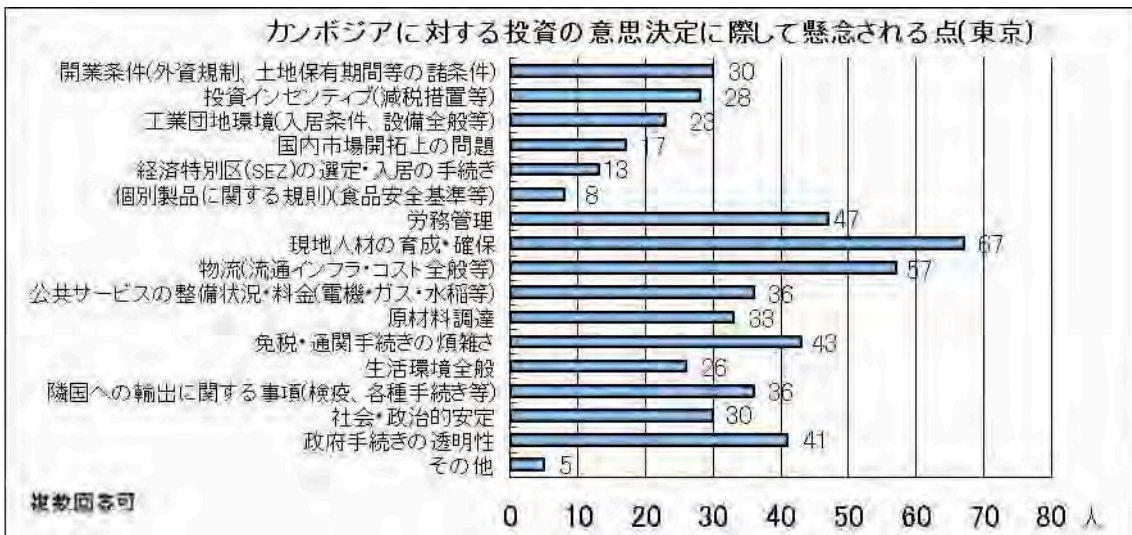


図9：カンボジア投資に関する懸念事項（東京）

<セミナーについての意見、質問>

セミナーについての意見、質問を求めたところ、両会場とも、実際にカンボジアに進出している企業の体験談がよかったという意見が多数寄せられた。一方、各講演時間が短く、もう少し余裕を持ってじっくり聞きたかったという意見もあった。

<今後、カンボジアに関するセミナーで取り上げてほしいテーマ>

今後カンボジアに関するセミナーで取り上げてほしいテーマについて聞いたところ、大阪では物流、SEZ、個別セクターに関する詳細情報を望む声が多かった。他方東京では、大阪で出た事項に加え、インフラ、税金についてなど、より多岐にわたる希望が挙げられた。

5. セミナーの成果および教訓と提言

本セミナーは、各関係機関の協力のもと実施方針に沿って準備・実施が行われた。参加者が当初見込みの大阪 120 名、東京 350 名より多かったこと、また、セミナー終了後に回収されたアンケート回答の分析結果でも、各講演者およびセミナー運営について概ね高い評価が得られていることから、本セミナーは所期の目的を達成したと言える。以下、今後のセミナー実施に関する教訓と提言を記述する。

日系企業の体験に基づくより実務的な講演内容の提供

今回のアンケート結果からもわかるように、カンボジアに進出済みの日系企業によるビジネス体験談（カンボジア投資進出の決定要因とビジネス戦略、生産活動における課題と取り組み等）および JICA 今村専門家（カンボジア投資における 3 つの留意点）が大変好評であり、カンボジアの投資・ビジネス・生活環境の最新の实情に関する情報に対するニーズが高いことが改めて明らかになった。また、今後取り上げてほしいテーマとして物流情勢の詳細情報、SEZ の個別情報、カンボジアの税制等、より実務的な内容に対しての要望が高かった。次回以降は、より体験的・実務的な内容を、ある程度時間をかけて実施することが望ましい。

前広な実施準備の開始

本セミナーは、関係機関が多岐にわたること、CDC 代表者がセミナー以外にも日本滞在中に日本側関連省庁や企業との面談が入ることなどから、各関係機関との細やかな連絡・調整業務が求められる。また、講師のプレゼン資料や配布資料の作成についても、どうしても校正作業等の時間をとる必要がある。円滑なセミナーの企画・準備・実施には前広な対応とともに各関係機関が準備工程をできる限り順守することが必要不可欠である。

対象業種を絞ったセミナーまたはエリアを絞った地方都市でのセミナー実施の検討

今次アンケート結果によると、関心のある投資分野として大阪では衣料・機械加工・食品加工、東京では機械加工・水産・農産業・食品加工が、各々一定数の回答を得た。特定の対象業種に焦点を絞ったセミナーの開催は、当該分野が持つ投資上の課題（必要インフラ・投資優遇措置・操業上の問題点）をより具体的に提供できるので成果があがると期待される。更に、投資分野は地方によって特性もあるので、来年以降も地方都市での開催も考えてよい。但し、業種や開催都市を絞り込む場合は、協力機関の発掘、適切な講師の選定等、これまでに以上に計画・準備に手間がかかることについては留意する必要がある。

他の支援スキームとの連携の強化

今回のセミナーでは、JETRO 大阪が 2013 年 2 月に実施予定のカンボジア派遣ミッション参加の希望の有無もアンケートで質問したところ、12 名がミッションに参加希望又は検討すると回答した。セミナー実施を一つの活動として完結させるのではなく、他の支援スキ-

ムとうまくリンクさせていくことで、カンボジアの投資促進活動の更なる強化に繋がっていくと見込まれる。そのためには、CDC が日本アセアンセンター、JETRO、各商工会議所が実施する支援スキームについて情報収集し、積極的に協力事業を形成していくことが求められる。

効果的なセミナー広報の実施

今回のセミナーでは、特に中小企業の製造業を参加者の対象とすることを念頭に、これらの企業に強固なネットワークを持つ各商工会議所等関係機関の協力を得ながら、積極的なセミナー広報活動を実施した。その結果、過去のセミナーに比べてもより多くの中小製造業からの参加者を得ることができた。次回からも、セミナーの趣旨、対象参加者に応じて、関係機関に協力を得ながらセミナーの広報活動を行うことが必要である。

CDC のカウンターパートに対する本邦セミナー計画・実施能力向上の継続

JICA 技プロチームは今回セミナー計画時に、CDC のカウンターパートと式次第案および実施方針作成について検討を行った。また、準備進捗についても適宜情報を提供し課題解決等のプロセスについて説明を行った。更にセミナー終了後はアンケート結果を基に、来年度以降の改善点について協議を行った。本邦セミナーに CDC から参加できる人数は限られており、セミナー実施時の OJT による実地訓練はできなかったものの、CDC が主体的に計画・評価に携わるために、引き続きの能力強化が必要である。

以上

添付資料

- 添付資料 1：挨拶骨子
- 添付資料 2：プレゼンテーション資料
- 添付資料 3：アンケート集計結果
- 添付資料 4：アンケート質問用紙（大阪・東京）
- 添付資料 5：インタビュー記事

付属資料 6-4

Implementation Report on 2012 Cambodia Investment
Seminar in Ho Chi Minh and Kuala Lumpur

Implementation Report on
The 2012 Cambodia Investment Seminar in Ho Chi Minh,
Vietnam
(Draft)

December 2012

Project on Enhancing the Investment-Related Services of
Council for the Development of Cambodia

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1. Outline of the 2012 Cambodia Investment Seminar

1.1 Background

Investment from Japan in Cambodia has been increasing with recent increase in FDI to Cambodia. The investment from Japanese firms is expected to contribute to not only economic development but also human resource development as well as introduction of new technology and management for production. At the same time, completion of ASEAN corridor connecting Cambodia and Vietnam will accelerate international transaction between the both countries under the united supply chain of ASEAN. To cope with this, CDC decided to hold a Cambodian Investment Seminar in Ho Chi Minh City, Vietnam for the Japanese firms which are currently operating in the city for attracting them to invest into Cambodia.

1.2 Seminar Objective

The 2012 Cambodia Investment Seminar will be implemented in order to provide information on current investment environment in Cambodia for the Japanese firms which are operating in Ho Chi Minh, Vietnam and promote their investment into Cambodia.

1.3 Seminar Outline

At the planning stage, the seminar outline shown in the following table was prepared by the team members of CDC and JICA Project Team.

Table1-1 Outline of Cambodia Investment Seminar in Ho Chi Minh

Participants	40 Japanese firms operating in Vietnam (Ho Chi Minh area)
Date/Time	November 2, 2012 (Friday)
Venue	JETRO Ho Chi Minh Office
Organizers	Council for the Development of Cambodia (CDC) Japan External Trade Organization (JETRO) Japan International Cooperation Agency (JICA)
Supporter	The Japanese Business Association of Ho Chi Minh (JBAH)
Instructors	<ul style="list-style-type: none"> ➤ Instructor from CDC ➤ Instructor from JICA / CDC ➤ Instructor from Japanese firm operating in Cambodia ➤ Instructor from JETRO Phnom Penh
Syllabus	<ul style="list-style-type: none"> ➤ General investment environment in Cambodia (Lecture) ➤ Detailed information on investment environment (Lecture) ➤ Business experience of a Japanese firm operating in Cambodia (Lecture) ➤ Government support for investment promotion in Cambodia (Lecture) ➤ Q&A session
Expected Outcome	<ul style="list-style-type: none"> ➤ Target participants will enrich their understanding of current investment environment in Cambodia and its potential to be increased business chances. ➤ The interest in Cambodia as an investment destination of ASEAN countries will be increased among Japanese firms which are located in Ho Chi Minh City Area. ➤ CDC will strengthen own cooperation/collaboration networks with donors such as JETRO and JICA. ➤ The capacity of staff members of CDC will be improved on seminar management of Cambodia investment seminars under close cooperation with donors.
Distribution Materials:	<ul style="list-style-type: none"> ➤ Presentation materials of speakers (including Seminar agenda) ➤ Investment Guidebook (January, 2012) ➤ FAQ book on Investment in Cambodia ➤ Brochure of Sihanoukville Port SEZ ➤ Questionnaire sheet for seminar evaluation

2. Seminar Preparation

2.1 Main work roles of organizers

Three organizations, Council for the Development of Cambodia (CDC), Japan External Trade Organization (JETRO) and Japan International Cooperation Agency (JICA) were involved in the planned seminar as organizers. JICA Project Team (JPT) supported CDC for the planning, preparation and implementation. The main roles of each organization are as follows.

CDC (JPT)	<ul style="list-style-type: none"> ➤ Planning and coordinating for the seminar implementation ➤ Arranging speakers ➤ Preparing distribution materials including presentation materials ➤ Implementing and monitoring the seminar ➤ Preparing implementation report
JETRO	<ul style="list-style-type: none"> ➤ Arranging the venue and coordinating with related organizations ➤ Recruiting participants and preparing the list of participants ➤ Sending a speaker ➤ Setting up necessary equipments of the venue ➤ Implementing and monitoring the seminar
JICA	<ul style="list-style-type: none"> ➤ Supporting budget through the JICA Project ➤ Coordinating with related organizations

2.2 Seminar Implementing Team

Three persons were assigned as implementing team from CDC and two experts from JICA Project Team supported them to plan and implementation the seminar. The responsibilities of each member are summarized as follows.

Team members of CDC

No.	Name	Position	Responsibility
1	Chuon Bory	Deputy Director of IMCD, CIB	- Total management of the seminar implementation
2	Sar Senera	Assistant of SG, CDC	- Interpreter - Seminar preparation and implementation
3	Uy Rithy Mony	Assistant of DSG, CIB/CSEZB	- Seminar preparation and implementation

JICA Project Team

No.	Name	Position	Responsibility
1.	Akihiko Morinaga	JICA Expert	- Supervise and support all activities
2.	Heng Bun Hong	Consultant	- Support all activities

Four persons were invited as speakers, each from CDC, JETRO, JICA and a Japanese firm which has been operating in Cambodia.

Speakers

No.	Name	Organ.	Position
1	H.E. Chea Vuthy	CIB/CSEZB	Deputy Secretary General, CIB/CSEZB
2	Mr. Yuji Imamura	JICA/CDC	JICA Expert
3	Mr. Shinichi Kamemoto	Sumi (Cambodia) Wiring Systems Co., Ltd.	President
4	Mr. Kiyotaka Doho	JETRO	Representative of JETRO Phnom Penh Office, Secretary of JBAC

The following persons from both JETRO Ho Chi Minh Office and JICA Cambodia Office supported to CDC for the smooth seminar implementation.

Team members from JETRO Ho Chi Minh and JICA Cambodia Office

No.	Name	Organ.	Position	Responsibility
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1	Mr. Kazuhiko Osato	JETRO Ho Chi Minh	Director	Seminar arrangement
2	Ms. Yoshiko Yamanaka	JICA	Project Formulation Advisor Economic Infrastructure Development	Coordination with JICA Vietnam

2.3 Seminar Preparation

In order to make necessary preparation effectively and efficiently, a preparatory schedule which is shown in the following table was prepared. The team members of CDC conducted periodical meetings for planning and preparing the seminar and shared the progress with other organizers in a timely manner.

Table2-1 Preparatory Works for the Seminar

Items	Description
1. Planning	1-1 Preparation of Agenda
	1-2 Selection of Speakers
	1-3 Preparing Implementation Schedule
2. Venue arrangement	2-1 Researvation of Venue (JETRO HCM office)
	2-2 Arrangment of Necessary Equipment (LCD projector, microphone, etc.)
	2-3 Setting up reception desk
	2-4 Arrangement of Drink (if necessary)
	2-5 Preparation of Sign Board and Notification Board
3. Seminar announcement (Requiting)	3-1 Notification of Seminar on Website and by E-mail
	3-2 Requiting participants
	3-3 Preparing list of the participants
4. Speech for opening/closing remarks	4-1 Opening/closing remarks by JETRO HCM office (if necessary)
	4-2 Opening/closing remarks by JICA (if necessary)
	4-3 Opening/closing remarks by JBAH (if necessary)
5. Arrangement of Speakers	5-1 H.E. Chea Vuthy Deputy Secretary Geenal CIB/CSEZB
	Sending request letter
	Flight arrangement (RT: Phnom Penh - HCM)
	Accomodation and transportation arrangement
	Lecture honorarium (allowance)
	5-2 Mr. Imamura (JICA Expert)
	Sending request letter
	Flight arrangement (RT: Phnom Penh - HCM)
	Accomodation and transportation arrangement
	Lecture honorarium (allowance)
	5-3 Mr. Doho (JETRO Phnom Penh Office)
	Sending request letter
	Flight arrangement (RT: Phnom Penh - HCM)
	Accomodation and transportation arrangement
	Lecture honorarium (allowance)
5-4 Mr. Shinichi Kamemoto, President of Sumi (Cambodia) Wiring Systems Co., Ltd.	
Sending request letter	
Flight arrangement (RT: Phnom Penh - HCM)	
Accomodation and transportation arrangement	
Lecture honorarium (allowance)	
6. Arrangement of Staff	4-1 Arrangement of MC
	4-2 Arrangement of Simultaneous Interpreter (Jap- Eng)
	4-3 Arrangment of receptionists (2 persons)
	4-4 Taking Photos
	4-5 PC operator
	4-6 Arrangement of Data Input Staff
7. Preparation and Printing of Presentation Materials and other materials	7-1 Collection of presentation materials
	H.E. Chea Vuthy (Deputy S.G CIB/CSEZB)
	Mr. Imamura (JICA Expert)
	Mr. Doho (JETRO Phnom Penh Office)
	Mr. Kamemoto (Sumi (Cambodia))
	7-2 Preparation of Questionnaire
	7-3 Printing of Distribution Materials
	7-4 Arrangement of distribution materials
	7-5 Arrangement of reference materials
8.Documents, Reports, etc.	8-1 Analysis of Questionnaire
	8-2 Preparation of the implementation report

3. Seminar Implementation

The planned seminar was conducted on November 2, 2012 in Ho Chi Minh according to the schedule. The number of participants in the seminar was 32 persons.

3.1 Seminar Agenda

The seminar agenda is shown as follows.

Table 3-1 Seminar Agenda

9:30-9:40	Opening remarks: Mr. Hirotaka Yasuzumi, Managing Director of Japan External Trade Organization, Ho Chi Minh Office
9:40-10:10	“Investment Environment and Opportunities in Cambodia” H.E. Chea Vuthy, Deputy Secretary General, CIB/CSEZB, CDC
10:10-10:40	“Three Key Factors for Investing in Cambodia (Location, Logistics and Labor)” Mr. Yuji Imamura, Investment Environment Improvement Advisor to CDC (JICA Expert)
10:40-10:50	Break (10 min.)
10:50-11:20	“Sumitomo Wiring Systems expanded its business to 31 countries” Mr. Shinichi Kamemoto, President of Sumi (Cambodia) Wiring Systems Co., Ltd.
11:20-11:40	“Japan - Cambodia Relationship to promote investment” Mr. Kiyotaka Doho, Representative of JETRO Phnom Penh Office, Secretary of JBAC(Japanese Business Association of Cambodia)
11:40-12:00	Q&A Session
12:00	End of the Seminar

3.2 Opening Remarks

Opening remark was given by Mr. Hirotaka Yasuzumi, Managing Director of JETRO Ho Chi Minh Office.

3.3 Lecture

After opening remarks, each lecturer made presentation according to the agenda. Major contents provided by each lecturer are summarized in the following table.

Table 3-2 Presentation Contents by Each Lecturer

“Investment Environment and Opportunities in Cambodia”	
➤ Economic overview of Cambodia and FDI record	➤ Role of CDC and Incentives for QIP
➤ Japanese government support on investment environment improvement in Cambodia	➤ Investment opportunities and advantages of Cambodia
“Three Key Factors for Investing in Cambodia (Location, Logistics and Labor)”	
➤ Japanese investment trend into Cambodia	➤ Investment potential of Cambodia from the aspects of location, logistics and labor
➤ Living condition in Cambodia	
“Sumitomo Wiring Systems expanded its business to 31 countries”	
➤ Introduction of Sumitomo Wiring System	➤ Business outline of Sumi (Cambodia) Wiring Systems
➤ Current issues and efforts	
“Japan - Cambodia Relationship to promote investment”	
➤ Current business environment in Cambodia	➤ Business opportunities of Japanese firms
➤ Labor situation	➤ Cooperation activities b/w Cambodia and Japan

3.3 Q&A Session

After the lectures, a Q&A session was provided. The major discussion is shown as bellow.

Cambodia Investment Seminar: Q & A Session (Ho Chi Minh)

Q 1: What is the situation of corruption in Cambodia? Usually, how much does it cost?

A (**Imamura**): If there is such bribery, it can be divided into two types. First, the monetary gift is given as an act to avoid the law. The other is that there is no actual stipulation in the law about the actual amount to be taken from the investors. For the case of Cambodia, the latter becomes the main problem as the receipts of the charges cannot be issued.

Q2: According to the presentation of Sumitomo Wiring System, Co., Ltd., the transportation is carried out through Phnom Penh port. Does transportation through Phnom Penh port have more merits than that through Sihanoukville port?

A (**Kamemoto**): In our case, because Japan is the only destination of our imports of raw materials and exports of finished products through Ho Chi Minh port, we use Phnom Penh port as a harbour.

A (**Imamura**): The merits of either Phnom Penh port or Sihanoukville port depend on the destination to which the finished products are exported. If the finished products are exported to Japan, then of course it must be Phnom Penh port. Suppose you export to Europe because of the preferential tariff, then using the Phnom Penh port is more convenient. On the contrary, if you export to Singapore and Malaysia, using of Sihanoukville Port is highly convenient.

Q 3: In the presentation of the Sumitomo Wiring System, Co., Ltd., the company offer the dormitory or apartments to the workers, do you rent to them?

A (**Kamemoto**): Without offering any housing allowances, we rent to them at the cost of 25-30USD per month and they can stay up to 4 persons. However, we have some difficulties, such as workers change the room arbitrarily, some quit the jobs but still stay there and also for the security reason we need to employ security guard while administration is also a burdensome.

Moreover, we face some fraud problem such as the fake of workers' names, ages (child labor, as they are less than 15 years old).

Q 4: Could you please tell me about the environment near the residence of foreigners in SEZs close to Vietnam border, such as Manhattan or Tay Seng?

A (**Imamura**): Apartment for foreigners does not exist yet. Therefore, the companies' staffs stay in mini hotels (costing about 10USD/day), while many of them stay in Casino Hotel (costing around 30-40USD/day). There is a Japanese restaurant in a Casino hotel, while there is not Japanese style pub (Izakaya) yet.

However, in the future for the long run, with the increase in number of Japanese investments in this area, the Japanese government is considering measures to meet the demands of the Japanese investors there.

4. Evaluation and Analysis of the Seminar

4.1 Composition of the Participants

The following figure shows the composition of 32 participants by sector. “Manufacturing” makes up the majority of the participants topping at 8 companies followed by “Construction” and “Trading” with 5 participants and “Research and & consulting”, “Finance” and “Other services” with 3 participants. Most of these companies are based in HCM.

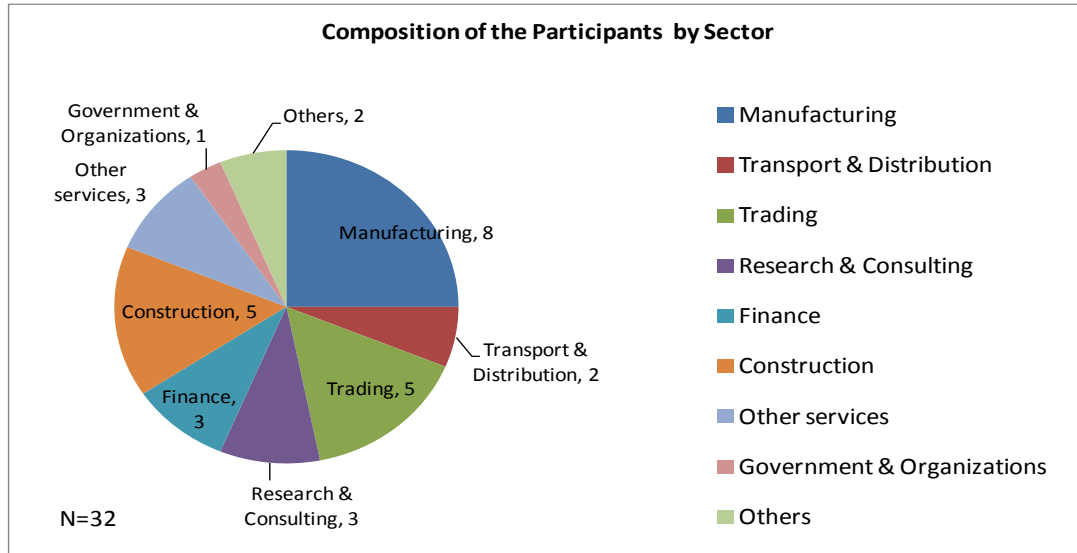


Figure 4-1 Composition of the Participants by Sector

4.2 Seminar evaluation

1) Evaluation of the Seminar and Each Lecture by the Participants

The below figure shows the evaluation results by the participants on the seminar and lectures. In general, most of participants agree that the seminar as a whole was useful. Particularly, the lecture on “Sumitomo Wiring System expanded its business to 31 countries” was evaluated the highest among the participants, since the pleasant and unpleasant experience and lessons in conducting its business in Cambodia were provided. The lecture on “Investment Environment and Opportunities in Cambodia” obtained relatively low evaluation result by the participants comparing to other lectures partly due to the fact that it was conducted in English.

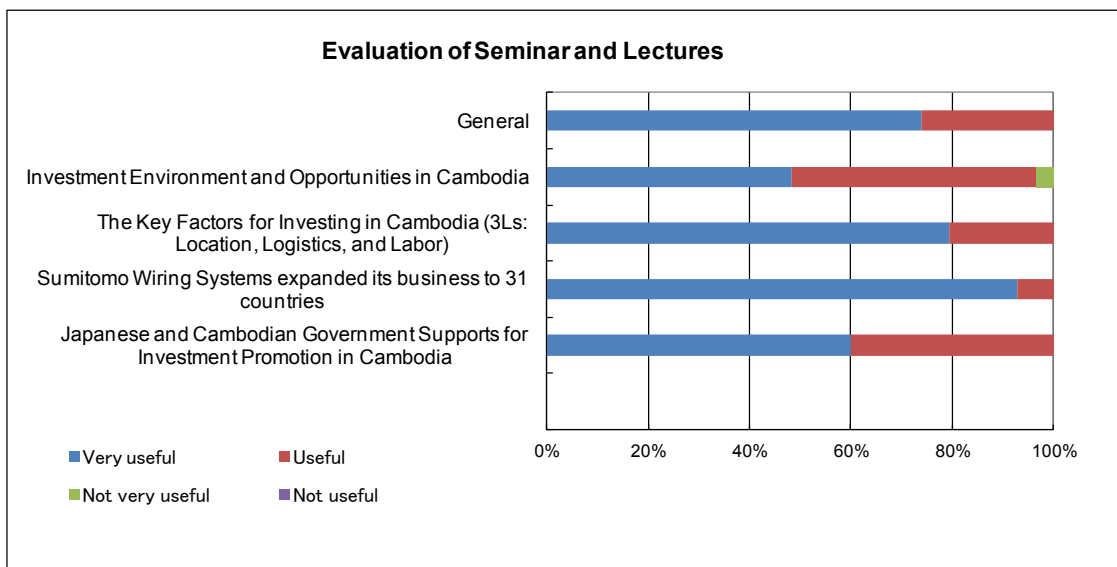


Figure 4-2 Evaluation of Seminar and Lectures

2) Questions about the seminar management

Regarding the seminar management, 6 indicators, which are “Public relations”, “Reception”, “Facilitation/presiding”, “Number of lecturers”, “Time allocation”, and “Presentation materials and other handouts”, were assessed as “appropriate,” “not appropriate” or “difficult to answer”. From the figure 4-3, we can see that more than 80% of respondents in all six indicators share the same thought that overall seminar management was adequate. While 18% and 12% of respondents consider “Facilitation/Presiding” and “Presentation Material and other handouts” respectively as “Difficult to say”, as few as 8% of respondents express their views that time allocation in the seminar is not adequate. Most of them commented the time of each lecture was too short.

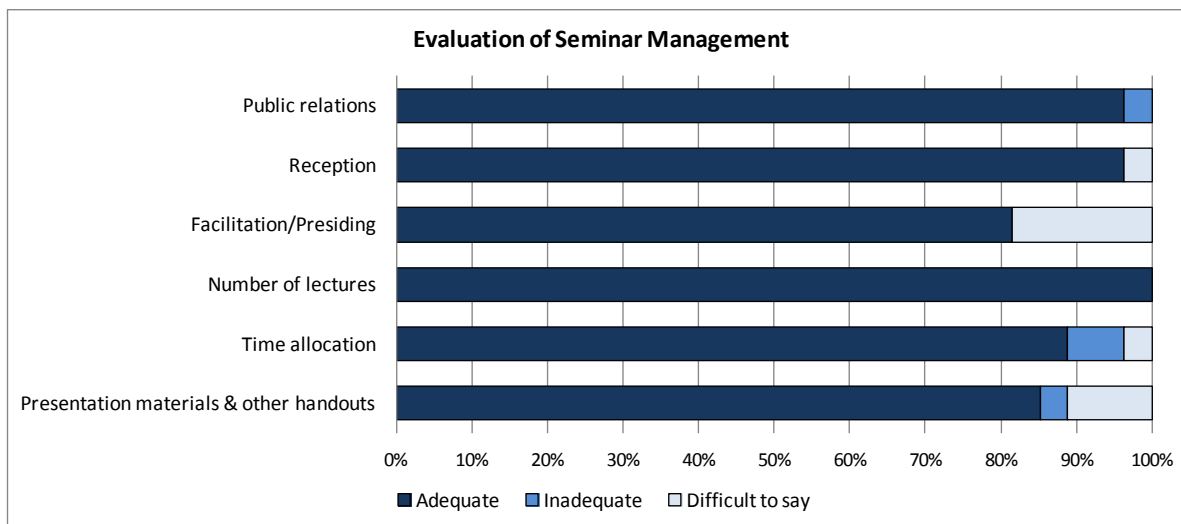


Figure 4-3 Evaluation of Seminar Management

3) Major Comments by the Participants

Opinions on the Seminar

In general, most of participants satisfied with the lectures as well as seminar management. Especially, the lecture by speaker from the Japanese firm and showing video which provided real business situation to the participants were well received by the participants. Inadequacy of microphone showing video was raised as an issue to be improved on seminar management.

Topics the Participants Desire for Future Seminars on Investments in Cambodia

As for the desired seminar topics, some of participants suggested to obtain information on specific industrial sectors, such as procedures of construction permit, food safety standard and finance and accounting. More detailed information on infrastructure development as well as Japanese ODA programs were also raised as topics to be provided in future seminars.

4) Seminar Evaluation Meeting

An evaluation meeting was conducted on November 6, 2012 with attendance of all team members of CDC and JICA Project Team. Firstly, the members reviewed and analyzed the results of questionnaires filled in by the participants. After that, the members discussed necessary actions for further improvement of seminar implementation. The major comments are as follows.

- (1) If CDC will conduct seminars with JETRO as well as other Investment Promotion Agencies or donors, it is necessary to obtain their annual plan of seminar implementation in advance.

- (2) Since the seminars for Japanese firms might be conducted in Japanese, it is recommended that all presentation materials will be prepared in Japanese. Therefore, more detailed and advance preparation and close communication with co-organizers are necessary.
- (3) In order to conduct seminars under close cooperation with other Investment Promotion Agencies and donors, it is necessary to be prepared a annual implementation plan of Cambodia Investment Seminar including target countries/ areas and sectors by CDC, so that seminar team members may start necessary coordination works with possible co-organizers in a more effective and efficient manner.

4.3 Analysis of investment trend

1) Sub-Sectors in Which Respondents Are Interested (multiple answers allowed)

The Sub-Sector in which respondents are interested is “Machinery” with 10 persons, followed by “Construction”, “Garment” and “Food and Processing”.

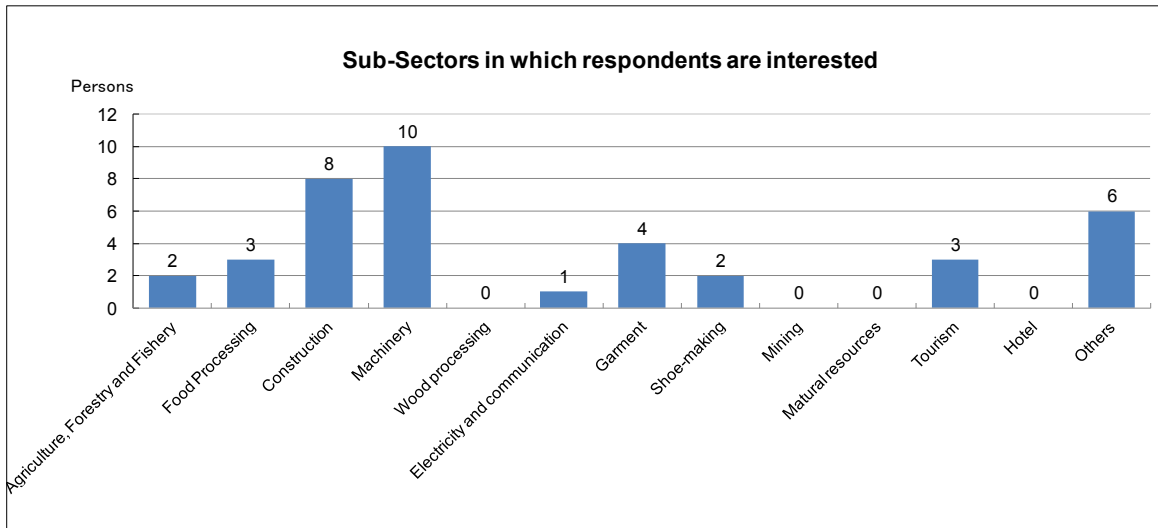


Figure 4-4 Sub-Sectors in Which Respondents are Interested

2) Plan of Investment in Cambodia

The percentage of the respondents who are planning to invest in or considering investment in Cambodia is 4% and 32% respectively. 7% of the respondents are existing investors in Cambodia.

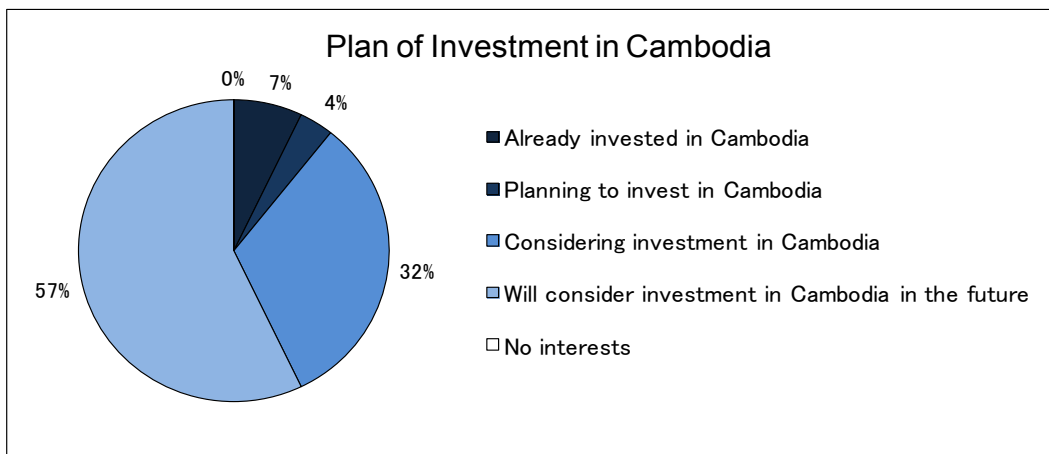


Figure 4-5 Plan of Investment in Cambodia

3) Main Reasons for Planning and Considering Investment in Cambodia (multiple answers allowed)

14 respondents chose “Development of domestic market in Cambodia” as a main reason for investment in Cambodia. “Establishment of foreign production plant”, “Risk management of foreign operation” and “Export to a third country” are followed.

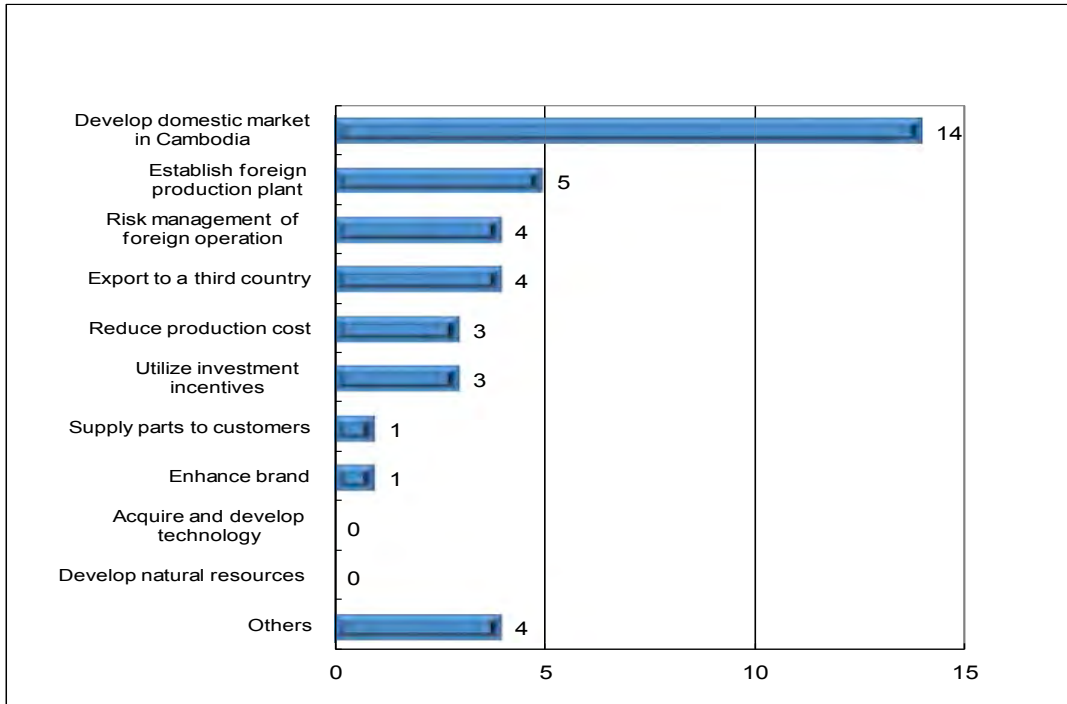


Figure 4-6 Main Reasons for Planning and Considering Investment in Cambodia

4) Constraints on decision-making to invest in Cambodia (multiple answers allowed)

The most serious constraints on investing in Cambodia that the respondents think of is “Employment and development of local human resources”, followed by “Current situation of logistic” and “Situation of public utility services”.

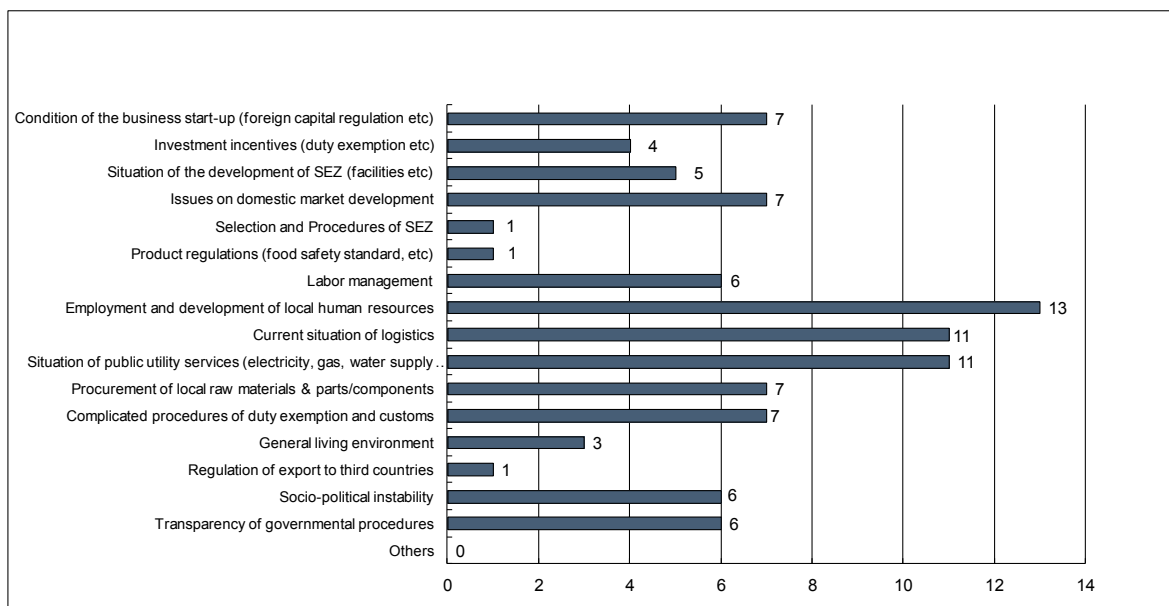


Figure 4-7 Constraints on Decision-Making to Invest in Cambodia

5) Receiving Information on Investment in Cambodia

92% of respondents answered “yes” on the necessity of receiving the information on the investment opportunity in Cambodia including laws and regulations.

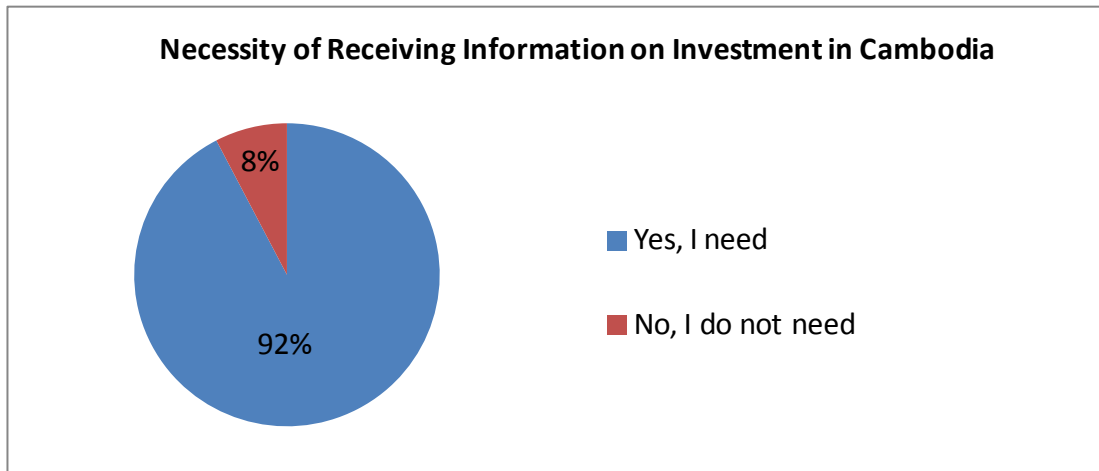


Figure 4-8 Necessity of Receiving Information on Investment in Cambodia

6) Participation in a business mission to Cambodia

Total 19 respondents are interested in the participation in a business mission to Cambodia.

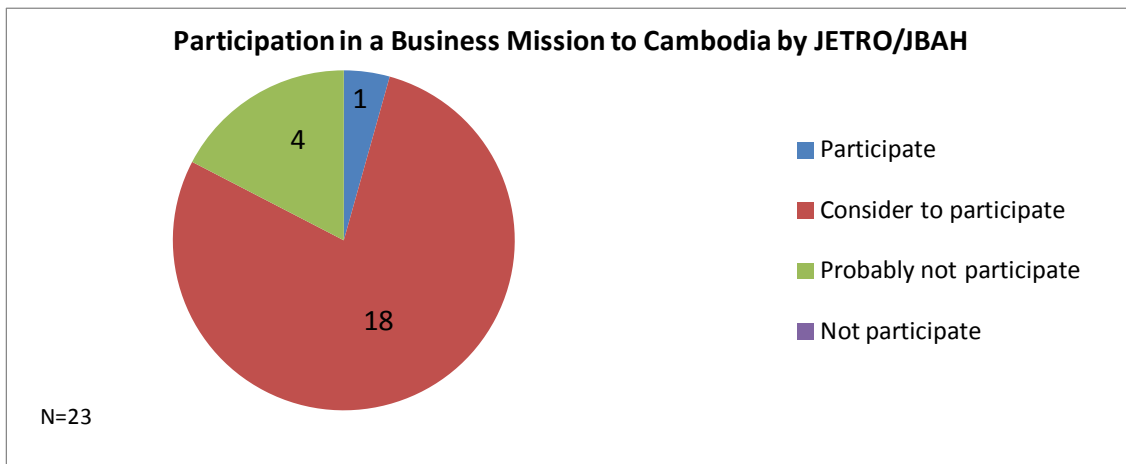


Figure 4-9 Participation in a Business Mission to Cambodia by JETRO/ JBAH

5. Outcomes of the seminar and Lessons Learned, recommendation

5.1 Achievement of Expected Outcomes

Under the close cooperation and concerted effort laid down by CDC, JICA and JETRO offices, the Ho Chi Minh seminar was conducted successfully with the expected outcomes.

Although Cambodia shares the border with Vietnam and the proximity between Phnom Penh and Ho Chi Minh is not distant, many Japanese investors basing in Vietnam seemed to have little knowledge about the investment climates and practical situation in Cambodia. However, after listening to the presentations and exchanging questions and answers with the lecturers, the participants became more aware of the current investment environment in Cambodia and learnt about its potential that may increase their business chances in the country.

As a result of this seminar, CDC expects the following outcomes as an organizer. First, CDC the interest of Japanese investors basing in Ho Chi Minh and/or its neighbouring in investing in Cambodia has increased considering Cambodia's strategic location as explained by the presenters. Second, the cooperation and collaboration between Council for the Development of Cambodia and JETRO and JICA has been deepen and strengthened, while at the same time the CDC's officials who were directly involved in the seminar gained more capacity in the seminar implementation as well as having good relationship with the development partners' officials.

5.2 Lessons Learned and Recommendations

The lessons learned and recommendations for further seminars are summarized as bellow.

(1) Strengthening of collaboration with JETRO

Since JETRO has developed overseas network in worldwide and has own budgets for seminar implementation, JETRO can be a possible partner to conduct investment promotion seminars focusing on Japanese firms in neighbouring countries. The experience of collaboration with JETRO can be applied to the collaboration with other investment promotion agencies.

(2) Necessity of formulating an annual seminar implementation plan of CDC

In order to conduct seminars under close cooperation with other Investment Promotion Agencies and donors, it is necessary to be prepared an annual implementation plan of Cambodia Investment Seminar including target countries/ areas and sectors by CDC, so that seminar team members may start necessary coordination works with possible co-organizers in a more effective and efficient manner.

(3) Early start on preparation for the seminar

Since seminars for Japanese firms might be conducted in Japanese, it is recommended that all presentation materials should be prepared in Japanese. Therefore, more detailed and advance preparation and close communication with co-organizers are necessary. The early start on preparation for the seminar is a successful condition for effective seminar implementation.

(4) Provision of more practical information based on actual business experience by Japanese firms

As shown in the result of questionnaire, the lecture by Japanese firm, based on actual business experience in Cambodia such as determination for their investment and current issues facing was well received by the participants. It is expected that more practical and experiential information will be provided through the seminar.

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Appendices

Appendix 1: List of participants

Appendix 2: Questionnaire sheet

Appendix 3: Presentation Materials

Implementation Report on
The 2012 Cambodia Investment Seminar in Kuala Lumpur,
Malaysia
(Draft)

January 2013

Project on Enhancing the Investment-Related Services of
Council for the Development of Cambodia

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1. Outline of the 2012 Cambodia Investment Seminar

1.1 Background

Investment from Japan in Cambodia has been increasing with recent increase in FDI to Cambodia. The investment from Japanese firms is expected to contribute to not only economic development but also human resource development as well as introduction of new technology and management for production. At the same time, interest of building of international supply chains among ASEAN countries including Cambodia has been increasing among global manufacturers. Malaysia, one of major investing countries to Cambodia, has become a major production base of those global manufacturers including Japanese firms and has a potential to build a global transaction network with Cambodia in particular, through the Sihanoukville international port. To cope with this, CDC decided to hold a Cambodian Investment Seminar in Kuala Lumpur, Malaysia for the Japanese firms which are currently operating in the city for attracting them to invest into Cambodia.

1.2 Seminar Objective

The 2012 Cambodia Investment Seminar will be implemented in order to provide information on current investment environment in Cambodia for the Japanese firms which are operating in Kuala Lumpur, Malaysia and promote their investment into Cambodia.

1.3 Seminar Outline

At the planning stage, the seminar outline shown in the following table was prepared by the team members of CDC and JICA Project Team.

Table1-1 Outline of Cambodia Investment Seminar in Kuala Lumpur

Participants	40 Japanese firms operating in Malaysia (Kuala Lumpur)
Date/Time	December 3, 2012 (Monday)
Venue	Prince Hotel and Residence Kuala Lumpur
Organizers	Council for the Development of Cambodia (CDC) Japan External Trade Organization (JETRO) Japan International Cooperation Agency (JICA)
Interpretation	An interpreter (Japanese-English)
Instructors	<ul style="list-style-type: none"> ➤ Instructor from CDC ➤ Instructor from JICA / CDC ➤ Instructor from Japanese firm operating in Cambodia ➤ Instructor from JETRO Phnom Penh
Syllabus	<ul style="list-style-type: none"> ➤ General investment environment in Cambodia (Lecture) ➤ Detailed information on investment environment (Lecture) ➤ Business experience of a Japanese firm operating in Cambodia (Lecture) ➤ Government support for investment promotion in Cambodia (Lecture) ➤ Q&A session
Expected Outcome	<ul style="list-style-type: none"> ➤ Target participants will enrich their understanding of current investment environment in Cambodia and its potential to be increased business chances. ➤ The interest in Cambodia as an investment destination of ASEAN countries will be increased among Japanese firms which are located in Malaysia. ➤ CDC will strengthen own cooperation/collaboration networks with donors such as JETRO and JICA. ➤ The capacity of staff members of CDC will be improved on seminar management of Cambodia investment seminars under close cooperation with donors.
Distribution Materials:	<ul style="list-style-type: none"> ➤ Presentation materials of speakers (including Seminar agenda) ➤ Investment Guidebook (January, 2012) ➤ FAQ book on Investment in Cambodia ➤ Brochure and DVD of Sihanoukville Port SEZ ➤ Questionnaire sheet for seminar evaluation

2. Seminar Preparation

2.1 Main work roles of organizers

Three organizations, Council for the Development of Cambodia (CDC), Japan External Trade Organization (JETRO) and Japan International Cooperation Agency (JICA) were involved in the planned seminar as the organizers. JICA Project Team (JPT) supported CDC for the planning, preparation and implementation of the seminar. The main roles of each organization are as follows.

CDC (JPT)	<ul style="list-style-type: none"> ➤ Planning and coordinating for the seminar implementation ➤ Arranging speakers ➤ Preparing distribution materials including presentation materials ➤ Implementing and monitoring the seminar ➤ Preparing implementation report
JETRO	<ul style="list-style-type: none"> ➤ Arranging the venue and coordinating with related organizations ➤ Recruiting participants and preparing the list of participants ➤ Sending a speaker ➤ Setting up necessary equipments of the venue ➤ Implementing and monitoring the seminar
JICA	<ul style="list-style-type: none"> ➤ Supporting budget through the JICA Project ➤ Coordinating with related organizations ➤ Implementing and monitoring the seminar

2.2 Seminar Implementing Team

Three persons were assigned as implementing team from CDC and two experts from JICA Project Team supported them to plan and implement the seminar. The responsibilities of each member are summarized as follows.

Team members of CDC

No.	Name	Position	Responsibility
1	Ms. Reath Theany	Staff member of PRIPD, CIB	- Total management of the seminar implementation
2	Mr. Hean Sopauline	Staff member of PAD, CSEZB	- Seminar preparation and implementation
3	Ms. Ear Sapphire	Staff member of PRIPD, CIB	- Seminar preparation and implementation

JICA Project Team

No.	Name	Position	Responsibility
1.	Mr. Akihiko Morinaga	JICA Expert	- Supervise and support all activities
2.	Mr. Nut Un Voanra	Consultant	- Support all activities

Four persons were invited as speakers, each from CDC, JETRO, JICA and a Japanese firm which has been operating in Cambodia.

Speakers

No.	Name	Organ.	Position
1	Mr. Suon Sophal	CIB, CDC	Deputy Director of PRIPD, CIB
2	Mr. Yuji Imamura	JICA/CDC	JICA Expert
3	Mr. Shinichi Kamemoto	Sumi (Cambodia) Wiring Systems Co., Ltd.	President
4	Mr. Kiyotaka Doho	JETRO	Representative of JETRO Phnom Penh Office, Secretary of JBAC

The following persons from both JETRO Kuala Lumpur Office and JICA Cambodia Office supported to CDC for the smooth seminar implementation.

Team members from JETRO Kuala Lumpur Office and JICA Cambodia Office

No.	Name	Organ.	Position	Responsibility
1	Mr. Satoshi Kubota	JETRO	Deputy Managing Director, JETRO Kuala Lumpur Office	Seminar arrangement
2	Mr. Hitoshi Hirata	JICA	Senior Representative, JICA Cambodia Office	Coordination with JICA Malaysia

3	Ms. Yoshiko Yamanaka	JICA	Project Formulation Advisor Economic Infrastructure Development, JICA Cambodia Office	Coordination with JICA Malaysia
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2.3 Seminar Preparation

In order to make necessary preparation effectively and efficiently, a preparatory schedule which is shown in the following table was prepared. According to the schedule, the team members of CDC conducted periodical meetings for preparing the seminar and shared the progress among members as well as the co-organizers in a timely manner. Based on the feedback from Cambodian investment seminar in Ho Chi Minh, Vietnam dated on November 2, 2012, it was decided that an interpreter will be hired for the lecture by CDC's speaker.

Table2-1 Preparatory Works for the Seminar

Items	Working Items
1. Planning	1-1 Preparation of Agenda
	1-2 Selection of Speakers
	1-3 Preparing Implementation Schedule
2. Venue arrangement	2-1 Researvation of Venue (meeting room/ speaker's room)
	2-2 Arrangment of Necessary Equipment (LCD projector, microphone, etc.)
	2-3 Setting up reception desk
	2-4 Arrangement of Drink (if necessary)
	2-5 Preparation of Sign Board and Notification Board
3. Seminar announcement (Requiting)	3-1 Notification of Seminar on Website and by E-mail
	3-2 Requiring participants
	3-3 Preparing list of the participants
4. Speech for opening/closing remarks	4-1 Opening/closing remarks by JETRO KL office
	4-2 Opening/closing remarks by JICA Cambodia office
5. Arrangement of Speakers	5-1 Mr. Suon Sophal (Deputy Director of PRIPD, CIB)
	Sending request letter
	Flight arrangement (RT: Phnom Penh - KL)
	Accomodation and transportation arrangement
	Lecture honorarium (allowance)
	5-2 Mr. Imamura (JICA Expert)
	Sending request letter
	Flight arrangement (RT: Phnom Penh - KL)
	Accomodation and transportation arrangement
	Lecture honorarium (allowance)
	5-3 Mr. Doho (JETRO Phnom Penh Office)
	Sending request letter
	Flight arrangement (RT: Phnom Penh - KL)
	Accomodation and transportation arrangement
	Lecture honorarium (allowance)
	5-4 Mr. Shinichi Kamemoto, President of Sumi (Cambodia) Wiring Systems Co., Ltd.
Sending request letter	
Flight arrangement (RT: Phnom Penh - KL)	
Accomodation and transportation arrangement	
Lecture honorarium (allowance)	
6. Arrangement of Staff	4-1 Arrangement of MC
	4-2 Arrangement of Simultaneous Interpreter (Jap - Eng)
	4-3 Arrangement of receptionists (2 persons)
	4-4 Taking Photos
	4-5 PC operator
	4-6 Arrangement of Data Input Staff
7. Preparation and Printing of Presentation Materials and other materials	7-1 Collection of presentation materials
	Mr. Suon Sophal (Deputy Director of PRIPD, CIB)
	Mr. Imamura (JICA Expert)
	Mr. Doho (JETRO Phnom Penh Office)
	Mr. Kamemoto (Sumi (Cambodia))
	7-2 Preparation of Questionnaire
	7-3 Printing of Distribution Materials
	7-4 Arrangement of distribution materials
7-5 Arrangement of reference materials	
8. Documents, Reports, etc.	8-1 Analysis of Questionnaire
	8-2 Preparation of the implementation report

3. Seminar Implementation

The planned seminar was conducted on December 3, 2012 in Kuala Lumpur according to the schedule. The number of participants in the seminar was 24 persons.

3.1 Seminar Agenda

The seminar agenda is shown as follows.

Table 3-1 Seminar Agenda

9:30-9:40	Opening remarks: Mr. Joji Ikeshita, Managing Director, JETRO Kuala Lumpur Office Mr. Hitoshi Hirata, Senior Representative, JICA Cambodia Office
9:40-10:20	“Investment Environment and Opportunities in Cambodia” Mr. Suon Sophal, Deputy Director of Public Relation and Investment Promotion Department, CIB, CDC
10:20-10:45	“Three Key Factors for Investing in Cambodia (Location, Logistics and Labor)” Mr. Yuji Imamura, Investment Environment Improvement Advisor to CDC (JICA Expert)
10:45-10:55	Break (10 min.)
10:55-11:25	“Sumitomo Wiring Systems expanded its business to 31 countries” Mr. Shinichi Kamemoto, President of Sumi (Cambodia) Wiring Systems Co., Ltd.
11:25-11:40	“Japan - Cambodia Relationship to promote investment” Mr. Kiyotaka Doho, Representative of JETRO Phnom Penh Office, Secretary of JBAC(Japanese Business Association of Cambodia)
11:40-12:00	Q&A Session
12:00	End of the Seminar

3.2 Opening Remarks

Opening remarks were given by Mr. Joji Ikeshita, Managing Director of JETRO Kuala Lumpur Office and Mr. Hitoshi Hirata, Senior Representative, JICA Cambodia Office.

3.3 Lecture

After opening remarks, each lecturer made presentation according to the agenda. Major contents provided by each lecturer are summarized in the following table.

Table 3-2 Presentation Contents by Each Lecturer

“Investment Environment and Opportunities in Cambodia”	
➢ Economic overview of Cambodia and FDI record	➢ Role of CDC and Incentives for QIP
➢ Japanese government support on investment environment improvement in Cambodia	➢ Investment opportunities and advantages of Cambodia
“Three Key Factors for Investing in Cambodia (Location, Logistics and Labor)”	
➢ Japanese investment trend into Cambodia	➢ Investment potential of Cambodia from the aspects of location, logistics and labor
➢ Living condition in Cambodia	
“Sumitomo Wiring Systems expanded its business to 31 countries”	
➢ Introduction of Sumitomo Wiring System	➢ Business outline of Sumi (Cambodia) Wiring Systems
➢ Current issues and efforts	
“Japan - Cambodia Relationship to promote investment”	
➢ Current business environment in Cambodia	➢ Business opportunities of Japanese firms
➢ Labor situation	➢ Cooperation activities b/w Cambodia and Japan

3.3 Q&A Session

After the lectures, a Q&A session was provided. The major discussion is shown as bellow.

Cambodia Investment Seminar: Q & A Session (Kuala Lumpur)

Q 1: What is the situation of corruption in Cambodia?

A (**Imamura**): If there is such bribery, it can be divided into two types. First, the monetary gift is given as an act to avoid the law. The other is that there is no actual stipulation in the law about the actual amount to be taken from the investors. For the case of Cambodia, the latter becomes the main problem as the receipts of the charges cannot be issued. This issue have been raised and discussed in the Japan and Cambodia Joint Committee Meeting.

A: (**Suon Sophal**): The Royal Cambodian Government has been making continuous efforts on this issue. “Anticorruption Unit” which has been established by an initiative of the Prime Minister is now discussing with related ministries to officially acknowledge the administration fess of government.

Q2: Could you tell me why existing Japanese firms decided to invest in Cambodia? Have they fully moved their production base to Cambodia from a country to Cambodia or newly expanded their production base in Cambodia?

A (**Imamura**): Most of Japanese firms currently operating in Cambodia has expanded their production bases in addition to other ASEAN countries such as Thailand and Vietnam. The products produced in Cambodia have been exported to other countries rather than sold to domestic market of Cambodia. As for necessary machineries and equipments of their production, most of them have been imported from Japan.

Q 3: Could you tell me the concept of special depreciation which is applied to a QIP?

A (**Imamura**): A QIP will be entitled to a 40% special depreciation in the first year of purchase or if later the first year the assets are used. According to the “Amendment Law on Investment”, QIPs may elect to receive a profit tax exemption or use the special depreciation. Meanwhile, most of Japanese firms have elected to receive the profit tax, not the special depreciation.

Q 4: How about the current situation of electricity in Cambodia?

A (**Imamura**): There is little power outage within a Special Economic Zone which is well managed, while there are instantaneous electricity power failure in occasional.

Q 5: How about the communication between Japanese and Cambodian local staff members? Do they communicate in English?

A (**Kamemoto**): Most of Cambodian local staff members, in particular at worker class cannot speak English. In order to communicate with them smoothly, it is important to train Cambodian mediators who can stand and coordinate between Japanese staff members and Cambodian workers. Those persons are expected to be the core members of factory operation in a long term.

4. Evaluation and Analysis of the Seminar

4.1 Composition of the Participants

The following figure shows the composition of 24 participants by sector. “Manufacturing” makes up the majority of the participants topping at 7 participants followed by “Transport & distribution” with 5 participants and “Trading”, “Finance” and “Other services” with 3 participants respectively.

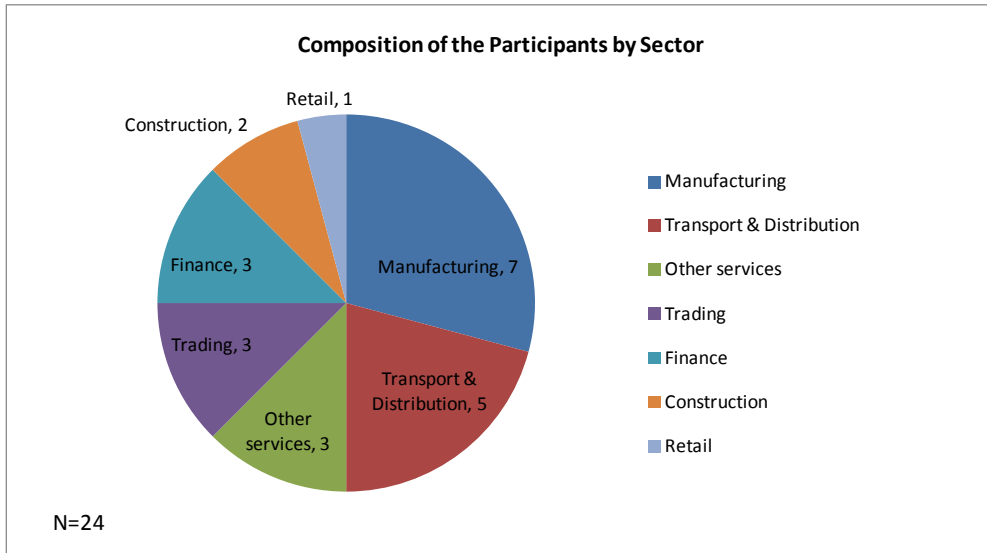


Figure 4-1 Composition of the Participants by Sector

4.2 Seminar evaluation

1) Evaluation of the Seminar and Each Lecture by the Participants

The below figure shows the evaluation results by the participants on the seminar and lectures. In general, all the participants agree that the seminar as a whole was useful. Particularly, the lecture on “Sumitomo Wiring System expanded its business to 31 countries” was evaluated the highest as the participants, since the pleasant and unpleasant experience and lessons in conducting its business in Cambodia were provided. The lecture on “Investment Environment and Opportunities in Cambodia” obtained a relatively lower evaluation result comparing to other lectures.

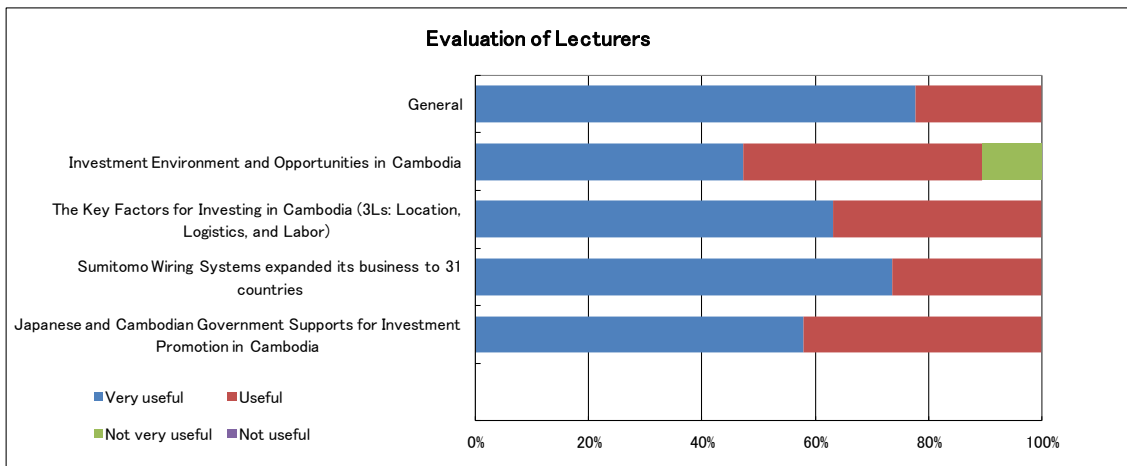


Figure 4-2 Evaluation of Seminar and Lectures

2) Questions about the seminar management

Regarding the seminar management, 6 indicators, which are “Public relations”, “Reception”, “Facilitation/presiding”, “Number of lecturers”, “Time allocation”, and “Presentation materials and other handouts”, were assessed as “appropriate,” “not appropriate” or “difficult to answer”. From the figure 4-3, we can see that more than 80% of respondents in all six indicators share the same thought that overall seminar management was adequate. Meanwhile, more than 15% of respondents consider “Public relation” as “Difficult to say”. A respondent gave a comment that it was difficult to find the venue in 2nd floor, since the room of seminar was not informed clearly during the announcement.

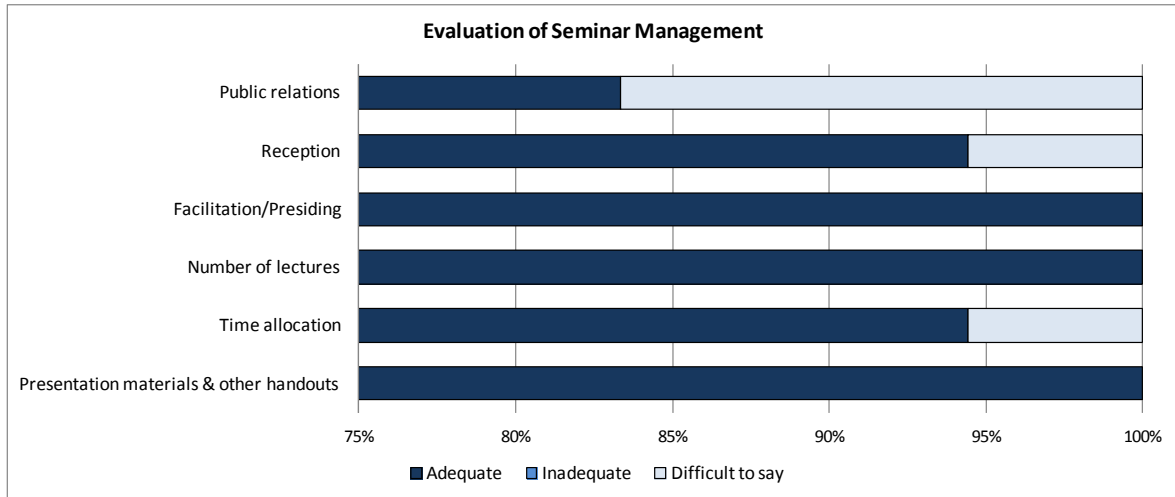


Figure 4-3 Evaluation of Seminar Management

3) Major Comments by the Participants

Comments on the Seminar

In general, most of participants satisfied with the lectures as well as seminar management, since the practical and latest information of investment environment in Cambodia were provided through the seminar. A respondent raised a request on “current consumer trend in Cambodia” as a desired topic for seminars in future.

4) Seminar Evaluation Meeting

An evaluation meeting was conducted on January 17, 2013 with attendance of all team members of CDC and JICA Project Team. Firstly, the members reviewed and analyzed the results of questionnaires filled in by the participants. After that, the members discussed necessary actions for further improvement of seminar implementation. The major comments are as follows.

- (1) The seminar implementation under close cooperation with JETRO was very effective, since JETRO KL office has a good network for recruiting the Japanese firms. Therefore, CDC could select the appropriate participants smoothly. The cooperation with JETRO is expected to be continued for further Cambodian investment seminar implementation.
- (2) The team members realized the importance of good preparatory work through the seminar this time. Making preparatory schedule in advance and sharing the progress of preparation with all stakeholders in a timely manner are successful conditions for implementing seminars effectively
- (3) In order to conduct seminars under close cooperation with other Investment Promotion Agencies and donors, it is necessary to be prepared an annual implementation plan of Cambodia Investment Seminar including target countries/ areas and sectors by CDC, so that seminar team members may start necessary coordination works with possible co-organizers smoothly.

4.3 Analysis of investment trend

1) Sub-Sectors in Which Respondents Are Interested (multiple answers allowed)

In general, a wide range of fields are selected as the sub-sectors in which respondents are interested. 3 persons chose “Machinery”, followed by “Construction” and “Electricity and Communication” with 2 persons respectively.

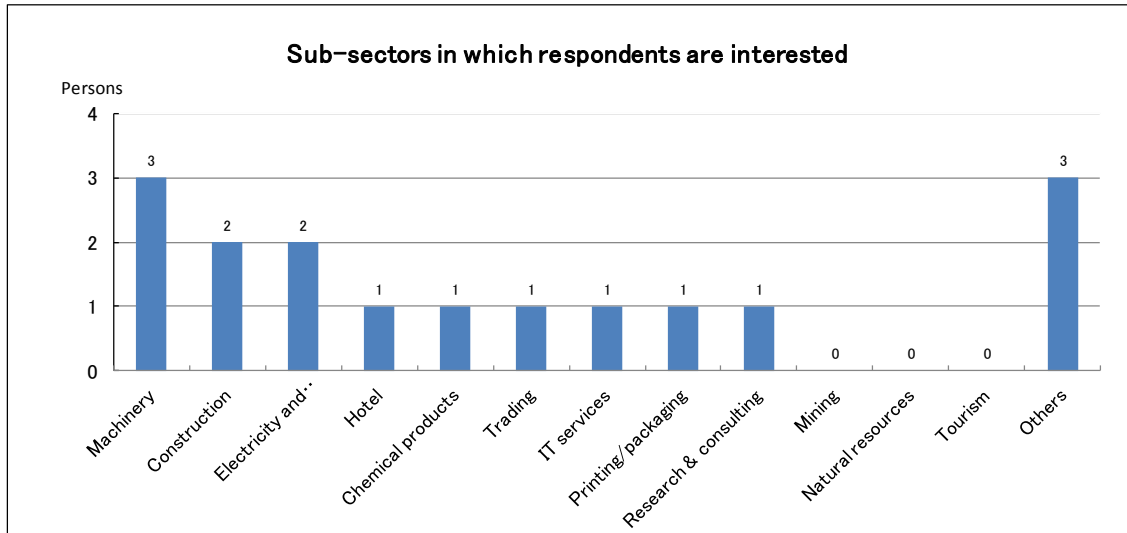


Figure 4-4 Sub-Sectors in Which Respondents are Interested

2) Plan of Investment in Cambodia

The percentage of the respondents who are planning to invest in or considering investment in Cambodia is 6% and 13% respectively. 12% of the respondents are existing investors in Cambodia.

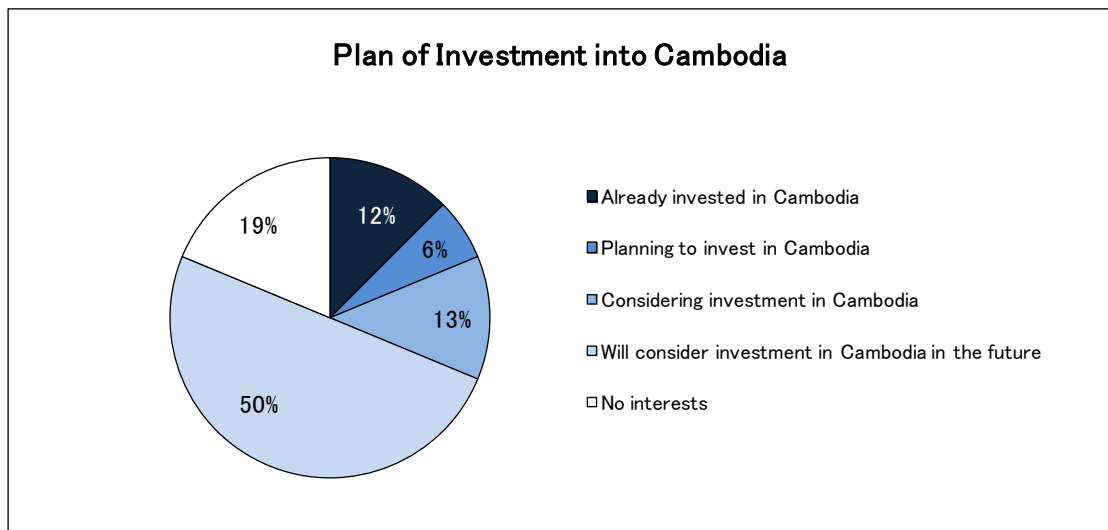


Figure 4-5 Plan of Investment in Cambodia

3) Main Reasons for Planning and Considering Investment in Cambodia (multiple answers allowed)

6 respondents chose “development of domestic market in Cambodia” as a main reason for investment in Cambodia. “Establishment of foreign production plant”, “Reduce production costs” and “Export to a third country” are followed.

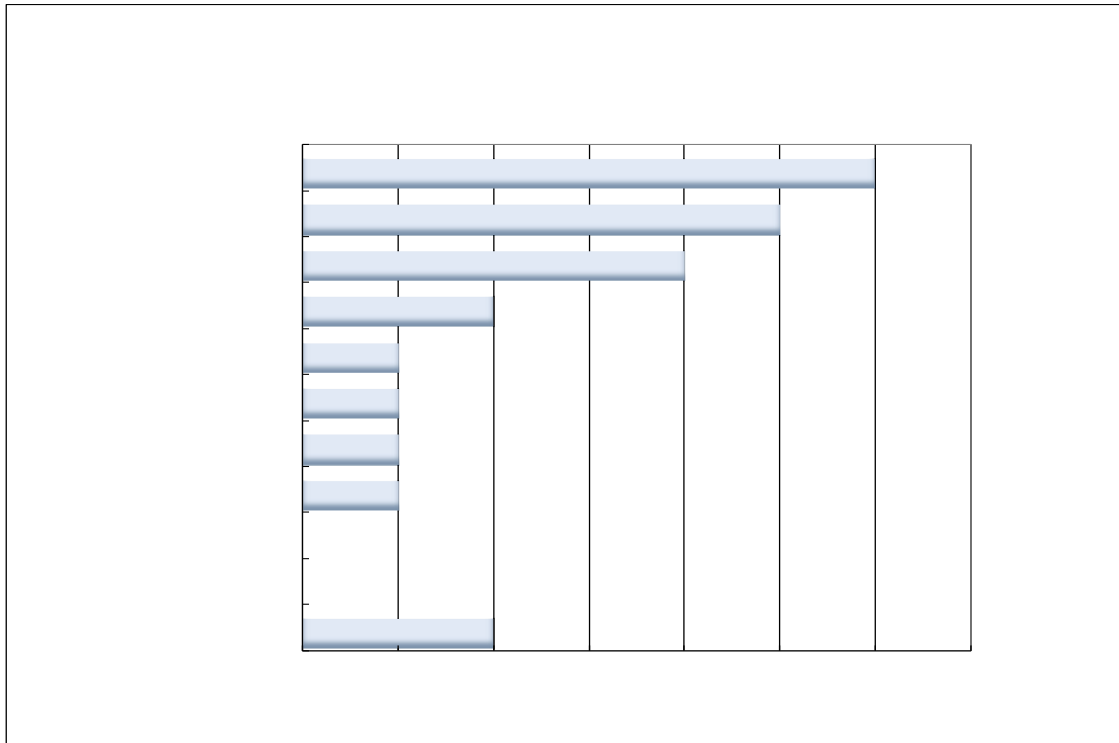


Figure 4-6 Main Reasons for Planning and Considering Investment in Cambodia

4) Constraints on decision-making to invest in Cambodia (multiple answers allowed)

The most serious constraints on investing in Cambodia that the respondents think of is “Current situation of logistics”, followed by “Labor management”, “Employment and development of local human resources” and “Procurement of local raw materials and parts/components”.

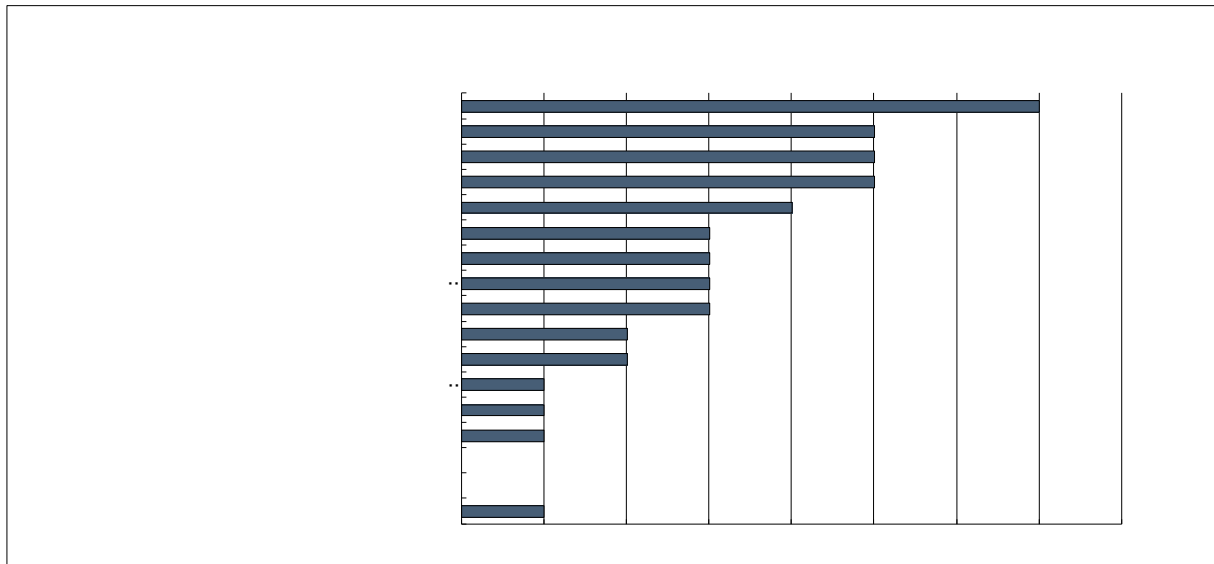


Figure 4-7 Constraints on Decision-Making to Invest in Cambodia

5) Receiving Information on Investment in Cambodia

60% of respondents answered “yes” on the necessity of receiving the information on the investment opportunity in Cambodia including laws and regulations.

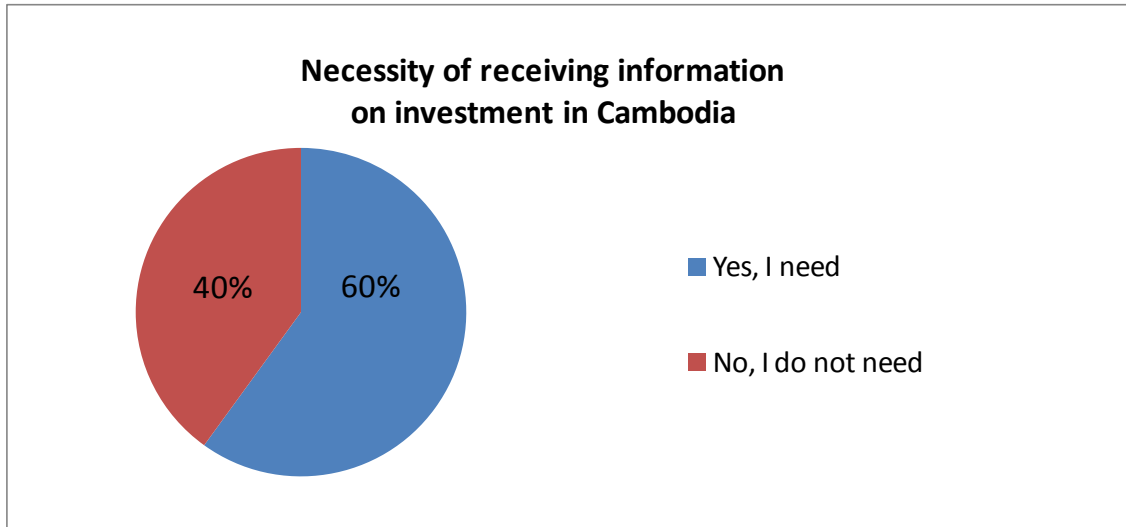


Figure 4-8 Necessity of Receiving Information on Investment in Cambodia

6) Participation in a business mission to Cambodia

Total 8 respondents are interested in the participation in a business mission to Cambodia.



Figure 4-9 Participation in a Business Mission to Cambodia by JETRO

5. Outcomes of the seminar and Lessons Learned, recommendation

5.1 Achievement of Expected Outcomes

Under the close cooperation and concerted effort laid down by CDC, JICA and JETRO offices, the Kuala Lumpur seminar was conducted successfully with the expected outcomes.

After listening to the presentations and exchanging questions and answers with the lecturers, the participants became more aware of the current investment environment in Cambodia and learnt about its potential that may increase their business chances in future.

As a result of this seminar, CDC expects the following outcomes as an organizer. First, the interest of Japanese investors basing in Kuala Lumpur and/or its neighbouring in investing in Cambodia has increased considering the potential of Cambodia as explained by the lecturers. Second, the cooperation

and collaboration between Council for the Development of Cambodia and JETRO and JICA has been deepen and strengthened, while at the same time the CDC's officials who were directly involved in the seminar gained more capacity in the seminar implementation as well as having good relationship with the development partners' officials.

5.2 Lessons Learned and Recommendations

The lessons learned and recommendations for further seminars are summarized as bellow.

(1) Strengthening of collaboration with JETRO

Since JETRO has developed overseas network in worldwide and has own budgets for seminar implementation, JETRO can be a possible partner to conduct investment promotion seminars focusing on Japanese firms in neighbouring countries. The experience of collaboration with JETRO can be applied to the collaboration with other investment promotion agencies.

(2) The importance of planning preparatory schedule

A preparatory schedule should be made at the planning stage for conducting an effective and efficient seminar. According to the schedule, the team members can monitor the progress of preparation and communicate with the stakeholders in a timely manner.

(3) Necessity of formulating an annual seminar implementation plan of CDC

In order to conduct seminars under close cooperation with other Investment Promotion Agencies and donors, it is necessary to be prepared by annual implementation plan of Cambodia Investment Seminar including target countries/ areas and sectors, so that seminar team members may start necessary coordination works with possible co-organizers in a more effective and efficient manner.

(4) Provision of more practical information based on actual business experience by Japanese firms

As shown in the result of questionnaire, the lecture by Japanese firm based on actual business experience in Cambodia such as determination for their investment and current issues facing was well received by the participants. It is really expected that such practical and experiential information will be provided through seminars in future.

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Appendices

Appendix 1: List of participants

Appendix 2: Questionnaire sheet

Appendix 3: Presentation Materials

付属資料 6-5

Implementation Report on the Training Workshop on Investment Promotion and Facilitation

Implementation Report on
Training Workshop on Investment Promotion and Facilitation
in Siem Reap
(Draft)

July 2012

Project on Enhancing the Investment-Related Services of
Council for the Development of Cambodia

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7. Conclusion.....	6
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1. Background

With an increase in FDI into Cambodia, interest in investment into provinces has been increasing. While CDC, as an investment promotion agency in Cambodia, is required to provide appropriate information on provincial investment environment, the current information provided is still limited, since a communication network with provincial authorities has not been well established. At the same time, the capacity of provincial officials providing investment information/promotion services has a lot of rooms to be improved in particular, on the needs of investors, basic knowledge of investment laws and regulations and QIP application procedures. To cope with this, the Project decided to conduct training workshops for provincial authority officials to increase their capacities on knowledge and skills of investment promotion and the awareness of providing appropriate services in customer-oriented.

2. Training Workshop Outline

The planned training workshop was decided to be implemented in Siem Reap on 5th and 6th July 2012 in attendance of 26 persons from provincial authorities as well as chambers of commerce from the nine target provinces. The outline of training workshop is summarized in a table below.

Table 1: Training Workshop Outline

Training Workshop on Investment Promotion and Facilitation	
Objective	The training program aims to strengthen capacity of provincial authority officials on the service provision of appropriate investment promotion and facilitation, and establish a well communication network between CDC and the target provinces.
Target Trainees	Government officials who are in charge of investment promotion and facilitation in nine target provinces (Battam Bang, Pursat, Kampong Chhnang, Kampong Thom, Oudar Meanchey, Pailin, Preah Vihear, Siem Reap, Banteay Meanchey)
Period/Time	5&6 July 2012 (2days)
Place	Hotel Angkor Paradise, Siem Reap
Organizers	CIB/CSEZB (Seminar WG of the Project)
Instructors	<ul style="list-style-type: none"> ➤ Representative of top management of CIB/CSEZB and staff members ➤ JICA experts
Syllabus	<ul style="list-style-type: none"> ➤ Introduction CDC's services for investors (Lecture) ➤ FDI trend and needs of investors (Lecture) ➤ QIP application procedures and laws and regulations related to investment ➤ Group discussion on future collaboration b/w CDC and provincial authorities
Expected Outcome	<ul style="list-style-type: none"> ➤ Target participants will enrich their understanding of activities on investment promotion and facilitation. ➤ Well communication network between CDC and target provinces will be established. ➤ Counterparts of CDC will obtain necessary knowledge and skills for planning and implementing of training workshop through OJT.

3. Implementing Team

3-1 Planning Stage

The concept of training workshop was developed by the seminar WG members as well as JICA

Project Team (JPT) through the frequent discussion.

Team members for planning training workshop

No.	Name	Organization	Position
1	Suon Sophal	PRIPD	WG Leader
2	Chea Keat	PRIPD	WG Member
3	Ear Sapphire	PRIPD	WG Member
4	Reath Theany	PRIPD	WG Member
5	Moeung Visoth	PMD	WG Member
6	Chuon Bory	ICD	WG Member
7	Hean Sopauline	CSEZB	WG Member
8	Nut Un Voanra	JICA Project Team	Consultant
9	Heng Bun Hong	JICA Project Team	Consultant
10	Akihiko Morinaga	JICA Project Team	Expert

3-2 Preparation and Implementation Stage

The planned training workshop was prepared and implemented by following members from both CDC and JICA Project Team.

Team members for Training Workshop Implementation

No.	Name	Organ.	Position	Responsibility
1	Suon Sophal	PRIPD	Course Leader	Total management of workshop
2	Reath Theany	PRIPD	Member	Booking venue and control budget
3	Ear Sapphire	PRIPD	Member	Preparing distribution materials
4	Chuon Bory	ICD	Member	Setting up facilities in classroom & MC
5	Hean Sopauline	CSEZB	Member	Taking implementation records
6	Nut Un Voanra	JPT	Consultant	Supporting activities
7	Heng Bun Hong	JPT	Consultant	Supporting activities
8	Lim Phanna	JICA	Assist. of Exp.	Supporting administrative works
9	Sovanny	JPT	Assist. of JPT	Supporting administrative works
10	A. Morinaga	JPT	JICA Expert	Supervising and supporting activities
11	S. Uehara	JPT	JICA Expert	Supervising and supporting activities

Five persons from CDC and JICA were invited as the speakers.

Speakers

No.	Name	Organ.	Position	Topics
1	Mr. Yuji Imamura	JICA/CDC	Expert	Investment Trend and Needs of Investors
2	Mr. Akihiko Morinaga	JPT	Expert	Project on Enhancing Investment-Related Service of CDC
3	H.E. Youn Heng	CIB	Director, PEID	QIP Application Procedure
4	Mr. Van Sovatha	CIB	Dpt. Director, LAILD	Law and Regulation of Investment in Cambodia
5	Mr. Nut Un Voanra	JPT	Consultant	Enhancement of the Investment-Related Services in Cambodia

In order to conduct Group discussion, one moderator and four group facilitators were appointed.

Group Discussion members

No.	Name	Organ.	Position	Responsibility
1	Chuon Bory A. Morinaga	ICD JPT	Moderator	Total coordination of Group discussion
2	Hean Sopauline	CSEZB	Group Facilitator	Facilitation of Group A
3	Chuon Bory	ICD	Group Facilitator	Facilitation of Group B
4	Reath Theany	PRIPD	Group Facilitator	Facilitation of Group C
5	Nut Un Voanra	JPT	Group Facilitator	Facilitation of Group C

4. Preparatory work

As shown in the following table, the WG prepared a preparatory schedule for smooth implementation of preparatory works.

Table 2. Pert Chart for Training Workshop

No	Activities	Start	End	Date	Responsibility
Preparation					
1	Preparing assignment letter for all team members	-16	-15	By 13 th June	Course Leader
2	Preparing program schedule	-16	-15	By 13 th June	Members
3	Preparing pert chart and syllabus	-16	-15	By 13 th June	Members
4	Confirming target participants and preparing/sending invitation letters	-16	-14	By 14 th June	Members
5	Distributing invitation letters to target participants	-14	-13	By 15 th June	Members
6	Requesting to instructors to prepare teaching materials	-13	-3	By 25 th June	Members
7	Preparing presentation / distribution materials	-13	-2	By 26 th June	Members
8	Booking venue (ordering catering/ banner/ equipments)	-14	-14	By 14 th June	Members
9	Revising distribution materials & detailed schedule	-3	-2	By 26 th June	Members
10	Copying the presentation/ distribution	-3	-2	By 26 th June	Members
11	Purchasing distribution kits for participants	-3	-3	By 25 th June	Members
12	Preparing the evaluation sheet	-7	-6	By 22 nd June	Members
13	Confirming the number of participants	-6	-3	By 25 th June	Members
14	Approving draft of certificate and printing certificates	-6	-3	By 25 th June	Members
15	Confirming agenda of opening ceremony	-6	-3	By 25 th June	Members
16	Preparing draft of speech and implementing team report for opening ceremony	-3	-1	By 27 th June	Members
17	Conducting final check of all the preparation activity	-3	-1	By 27 th June	Members
18	Checking classroom and facilities/ equipments	-3	-1	By 27 th June	Members
19	Verifying the number and quality of the copied material	-3	-1	By 27 th June	Members
20	Confirming documentation work	-3	-1	By 27 th June	Members
21	Re-checking classroom and the facilities/ equipments	-1	-1	By 27 th June	Members

Implementation and Monitoring					
22	Conducting and monitoring the training activities	D1	D2	28 th & 29 th June	Members
23	Responding to requests from participants and instructors, discussion with instructors, controlling time schedule, and taking daily notes, etc.	D1	D2	28 th & 29 th June	Members
24	Taking pictures/video	D1	D2	28 th & 29 th June	Members
25	Asking to fill in evaluation sheets	D1	D2	28 th & 29 th June	Members
26	Confirming the agenda of closing ceremony	D1	D2	28 th & 29 th June	Members
27	Preparing the “course leader report”	D1	D2	28 th & 29 th June	Members
Evaluation and Reporting					
28	Preparing draft of implementation report including evaluation summary	+3	+7	By 6 th July	Members
29	Holding an evaluation meeting and prepare discussion record.	+7	+7	6 th July	Members
30	Completing implementation report and submitting top management of CDC	+10	+12	11 th July	Members

On July 4 2012, one day before the planned workshop, all the team members gathered the venue and conducted preparatory works such as setting up facilities and bidding distribution materials according to the work role of each team members.

5. Training Workshop Schedule

The planned training workshop was implemented according to the following time schedule. In general, all the planned activities were conducted as schedule. At the end of the workshop, questionnaire sheets were distributed to all the participants to conduct evaluation analysis for the training workshop.

Date/Time	Agenda	Instructors
1st Day: 5 July 2012 (Thu)		
8:30 - 9:00	Registration	Team members
9:00-9:30	Opening Ceremony	Mr. A. Morinaga H.E. Chea Vuthy
9:00 - 9:10	Welcoming Remark by JICA Project Team	
9:10 - 9:30	Opening Remark by representative of CDC	
9:30 - 9:45	Coffee Break	
9:45 - 10:45	Lecture 1: Expected role of government agencies on investment promotion	Mr. Yuji Imamura
10:45 - 11:30	Lecture 2: Investment trend and needs of investors	Mr. A. Morinaga
11:30-12:00	Question and Answer	Mr. Chuon Bory
12:00 - 14:00	Lunch break	-
14:00 – 17:00	Group Discussion (Current situation of PMIS, and current issues on investment promotion and facilitation)	1 moderator, 4 Group facilitators
14:00-14:30	Brief explanation (background, purpose, procedures)	
14:30-15:30	Group Discussion	
15:30 - 15:40	Coffee Break	
15:40-17:00	Presentation by each group (inc. Q&A) 20min/each Group	

2nd Day: 6 July 2012 (Fri)		
8:30-9:15	Lecture 3: Enhancement of Investment-related Services in the Kingdom of Cambodia	Mr. Voanra
9:15-10:15	Lecture 4: QIP application procedures	H.E. Youn Heng
10:15 - 10:30	Coffee Break	
10:30-11:30	Lecture 5: Law and Regulation of Investment in Cambodia	Mr. Van Sovatha
11:30-12:00	Question and Answer	Chuon Bory
12:00 - 14:00	Lunch break	-
14:00-17:30	Group Discussion (Future cooperation b/w CDC and provinces)	1 moderator, 4 Group facilitators
14:00-14:30	Review of last group session	
14:30-15:45	Group Discussion	
15:45-16:00	Coffee Break	
16:00-17:00	Presentation by each group (inc. Q&A) 15min/each Group	
17:00-17:15	Conclusion of Group Discussion	
17:15-17:30	Filling in evaluation form	
19:30-20:00	Closing Ceremony	Mr. Chuon Bory
19:30-19:45	Closing remark by representative of JICA Project Team	
19:45-20:00	Distribution of certificate	

6. Evaluation of Training Workshop

An evaluation meeting for the training workshop was conducted on 17 July 2012. The team members reviewed the evaluation sheets collected from the participants, identified the issues to be improved and discussed necessary actions for the implementation of further training workshops. The following tables are the result of evaluation by the participants to lecturers as well as group discussion.

As a whole training workshop

	Very helpful	Helpful	Not very helpful	Not helpful
Number of answers	23	2	0	0
Ratio (%)	92%	8%	0%	0%

N=25

L1: Investment Trend and Needs of Investors: Yuji Imamura (JICA Expert)

	Very helpful	Helpful	Not very helpful	Not helpful
Number of answers	21	4	0	0
Ratio (%)	84%	16%	0%	0%

N=25

L2: CDC's Investment-related Services: Akihiko Morinaga (JICA Expert)

	Very helpful	Helpful	Not very helpful	Not helpful
Number of answers	20	5	0	0
Ratio (%)	80%	20%	0%	0%

N=25

L3: Enhancement of Investment-related Services in the Kingdom of Cambodia: Mr. Voanra (JICA Project Team)

	Very helpful	Helpful	Not very helpful	Not helpful
Number of answers	18	7	0	0
Ratio (%)	72%	28%	0%	0%

N=25

L4: QIP Application Procedure: H.E. Youn Heng (Director, PIED, CIB)

	Very helpful	Helpful	Not very helpful	Not helpful
Number of answers	20	5	0	0
Ratio (%)	80%	20%	0%	0%

N=25

L5: Law and Regulation of Investment in Cambodia: Mr. Van Sovatha (Dept. Director, Legal Dept, CIB)

	Very helpful	Helpful	Not very helpful	Not helpful
Number of answers	13	11	0	0
Ratio (%)	52%	48%	0%	0%

N=25

At the same time following topics are raised by the participant as the needs of future training workshop.

- Training on how to promote investment in the province
- Training on QIP application procedures (practical works)
- Training on understanding investment-related laws and regulations
- Training on required duties as a staff of investment promotion and facilitation

7. Conclusion

According to the result of evaluation, it can be concluded that the planned training workshop was successfully completed in general, while some administrative works and teaching contents still have a room to be improved.

8. Lessons Learned

The lessons learned from this workshop will be summarized as follows and applied for the 2nd training workshop which is planned in September 2012.

i) Importance of continuing training workshops for provincial officials

The training workshop was a good opportunity not only to provide knowledge and skills on investment promotion and facilitation to provincial officials, but also to promote information sharing between CDC and provinces. Hence, the workshop is expected to be continued by CDC.

ii) Necessity of training workshops focusing on practical knowledge on investment-related services

Knowledge and skills of provincial officials on investment related services are still insufficient. Workshop of basic contents such as QIP application procedures including laws and regulations, aftercare services and investment promotion activities are needed for provincial officials.

iii) OJT for capacity building of provincial officials

The impact of training workshops on capacity building for provincial officials is still limited, since the number of participants at a training workshop has limitation and the period of a few days training workshops is too short. Therefore, other measures of capacity building for provincial officials should be examined in additions to training workshops. Some effective

measures are On-the-Job Training (OJT) at CDC for a certain period and periodical monitoring to provinces by CDC staff.

iv) Early start on preparation for the seminar

Since the target participants were invited from many provinces the team members were required a lot of coordination work for conducting the training workshop. Therefore, more detailed and advance preparation and close communication with target provinces are necessary. The early start on preparation for the training workshop is a successful condition for effective workshop implementation.

End of document

Implementation Report on
Training Workshop on Investment Promotion and Facilitation
in Phnom Penh
(Draft)

October 2012

Project on Enhancing the Investment-Related Services of
Council for the Development of Cambodia

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1. Background

With an increase in FDI into Cambodia, interest in investment into provinces has been increasing. While CDC, as an investment promotion agency in Cambodia, is required to provide appropriate information on provincial investment environment, the current information provided is still limited, since a communication network with provincial authorities has not been well established. At the same time, the capacity of provincial officials providing investment information/promotion services has a lot of rooms to be improved in particular, on the needs of investors, basic knowledge of investment laws and regulations and QIP application procedures. To cope with this, the Project decided to conduct training workshops for provincial authority officials to increase their capacities on knowledge and skills of investment promotion and the awareness of providing appropriate services in customer-oriented.

2. Training Workshop Outline

The planned training workshop was decided to be implemented in Phnom Penh on 23rd October 2012 in attendance of 32 persons from provincial authorities as well as chambers of commerce from the nine target provinces. The outline of training workshop is summarized in a table below.

Table 1: Training Workshop Outline

Capacity Building of Investment Promotion & Facilitation for Provincial Authority Officials	
Objective	The training program aims to strengthen capacity of provincial authority officials on the service provision of appropriate investment promotion and facilitation and establish a well communication network between CDC and the target provincial authorities.
Target Trainees	Government officials who are in charge of investment promotion and QIP application in target provinces. Total 32 persons from Kampong Cham, Kratie, Ratnakiri, Stung Treng, Mondor Kiri, Svay Rieng, Prey Veng and Phnom Penh (4 from each province: 3 from PMIS, 1 from Chamber of Commerce)
Period/Time	23 October 2012 (Tue)
Place	Phnom Penh (CDC)
Organizers	CIB/CSEZB
Instructors	<ul style="list-style-type: none"> ➢ Instructor from Public Relation and Investment Promotion Department, CIB ➢ Instructor from Project Evaluation and Incentive Department, CIB ➢ Instructor from Project Monitoring Department ➢ JICA Expert
Syllabus	<ul style="list-style-type: none"> ➢ FDI trend and needs of investors (Lecture) ➢ Introduction CDC's services for investors (Lecture) ➢ QIP application procedures (Lecture) ➢ After-care service for investors (Lecture) ➢ Group discussion for future collaboration b/w CDC and provincial authorities
Expected Outcome	<ul style="list-style-type: none"> ➢ Target provincial authority staff members will enrich their understanding of investment promotion/facilitation activities. ➢ Well communication network on sharing investment information and collaborating investment promotion activities will be established through the training programs.

	<ul style="list-style-type: none"> ➤ Counterparts of CDC will obtain necessary knowledge and skills for planning and implementing of seminars through OJT. ➤ Counterparts of CDC will increase their capacities for providing appropriate training programs by using investment promotion tools developed by the Project.
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3. Implementing Team

The planned training workshop was planned, prepared and implemented by following members from both CDC and JICA Project Team.

Team members

No.	Name	Organ.	Position	Responsibility
1	Suon Sophal	PRIPD	Course Leader (Moderator)	- Total management for implementing the planned training activity and practical training.
2	Chea Keat	PRIPD	Member	- Preparing administrative documents - Preparing presentation material/ evaluation sheet
3	Ear Sapphire	PRIPD	Member	- Coordinating with stakeholders - Controlling training budget
4	Reath Theany	PRIPD	Member	- Coordinating with stakeholders - Controlling training budget
5	Moeung Visoth	PMD	Member	- Organizing classroom - Coordinating classroom activity
6	Chuon Bory	ICD	Member	- Preparing administrative documents - Preparing presentation material/ evaluation sheet
7	Hean Sopauline	CSEZB	Member	- Organizing classroom - Coordinating classroom activity

Speakers (tentative)

No.	Name	Organ.	Position	Responsibility
1	H.E. Chea Vuthy	CIB/CSEZB	Deputy Secretary General CIB/CSEZB	Lecture 1
2	Mr. Yuji Imamura	JICA/CDC	JICA Expert	Lecture 2
3	Mr. Youn Heng	CIB	Director of PEID	Lecture 3
4	Mr. Un Vallero	CIB	Director of PMD	Lecture 4
5	Mr. A. Morinaga	JICA project	JICA Expert	Lecture 5

Group Discussion members

No.	Name	Organ.	Position	Responsibility
1	Suon Sophal	PRIPD	Moderator	Total coordination of G. discussion
2	Reath Theany	PRIPD	Group Assistant	Facilitation of Group A
3	Hean Sopauline	CSEZB	Group Assistant	Facilitation of Group B
4	Chea Keat	PRIPD	Group Assistant	Facilitation of Group C
5	Chuon Bory	ICD	Group Assistant	Facilitation of Group D

JICA Project Team

No.	Name	Organ.	Position	Responsibility
1.	Akihiko Morinaga	JICA Project Team	JICA Expert	- Supervise and support all activities
2.	Nut Un Voanra	JICA Project Team	Consultant	- Support all activities

3.	Heng Bun Hong	JICA Project Team	Consultant	-	Support all activities
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4. Preparatory work

As shown in the following table, the WG prepared a preparatory schedule for smooth implementation of preparatory works.

Table 2: Pert Chart for Training Workshop

No	Activities	Due date	Responsibility
Preparation			
1	Assignment of all team members	By 20 Sep.	Course leader
2	Preparing agenda	By 20 Sep.	Team members
3	Preparing pert chart and syllabus	By 20 Sep.	JICA Team
4	Confirming target participants	By 20 Sep.	Team members
5	Distributing invitation letters to target participants	By 30 Sep.	Ms. Theany
6	Booking venue (ordering catering/ banner/ equipments)	By 12 Oct.	Ms. Theany
7	Requesting to instructors to prepare teaching materials	By 12 Oct.	Team members
(1)	L1: CDC's investment promotion/facilitation service	By 12 Oct.	Mr. Mony/ Mr. HBH
(2)	L2: Investment trend and needs of investors (3L)	By 3 Oct.	Mr. Imamura
	Translation into Khmer	By 12 Oct.	Ms. Phanna & Mr. Senera
(3)	L3: QIP procedures including laws and regulations	By 12 Oct.	Mr. Youn Heng (Mr. HBH)
(4)	L4: Importance of after-care service	By 12 Oct.	Mr. Un vallero
(5)	L5: Enhancing investment-related services	By 5 Oct.	Mr. Morinaga
	Translation into Khmer	By 12 Oct.	Mr. HBH
8	Preparing presentation / distribution materials		
(1)	Agenda	By 19 Oct	Ms. Theany
(2)	Presentation materials	By 19 Oct	Mr. Hen Bun Hong
(3)	Investment Guidebook	By 19 Oct	Ms. Sapphire
(4)	FAQ	By 19 Oct	Ms/ Sapphire
(5)	Questionnaire sheet	By 19 Oct	Mr. Ra
(6)	Kits (pen & note) if necessary	By 19 Oct	Ms. Sapphire
9	Layout of class room and necessary equipments (LCD Projector, Camera, MC)	By 19 Oct	Ms. Theany
10	Preparation of group discussion	By 19 Oct	Mr. Ra
(1)	Assignment of moderator (1) and group facilitators (4)	By 19 Oct	To be confirmed
(2)	PPT of explanation discussion steps (only English)	By 19 Oct	Mr. Morinaga
11	Confirming the number of participants (list & payment)	By 12 Oct.	Mr. Hen Bun Hong
12	Approving draft of certificate and printing certificates	By 12 Oct.	Ms. Theany
13	Confirming the speech contents of opening ceremony (or taking note)	22 Oct.	Members
14	Conducting final check of all the preparation activity	22 Oct.	All members
15	Checking classroom and facilities/ equipments	22&23 Oct.	All members
16	Trial presentation	22&23 Oct.	All members

17	Registration	23 Oct.	Ms. Sapphire
18	Conducting and monitoring the training activities	23 Oct.	All members
19	Responding to requests from participants	23 Oct.	All members
20	Taking pictures/video	23 Oct.	To be confirmed
21	Asking to fill in evaluation sheets	23 Oct.	To be confirmed
22	Confirming the agenda of closing ceremony	23 Oct.	To be confirmed
23	Preparing the implementation report	30 Oct.	All members

On October 22 2012, one day before the planned workshop, all the team members gathered the venue and conducted preparatory works such as setting up facilities and bidding distribution materials according to the work role of each team members.

5. Training Workshop Schedule

The planned training workshop was implemented according to the following time schedule. In general, all the planned activities were conducted as schedule. At the end of the workshop, questionnaire sheets were distributed to all the participants to conduct evaluation analysis for the training workshop.

Table 2: Agenda of Training Workshop

Date/Time	Agenda	Speakers
8:00 – 8:15	Registration	Team members
8:15-8:30	Opening Ceremony	Moderator
8:15-8:30	Opening Remark by H.E. Sok Chenda Sophea, the Minister Attached to Prime Minister and the Secretary General of CDC	H.E. Sok Chenda Sophea
8:30-9:10	Lecture 1: QIP procedures including Laws and Regulations	Mr. Youn Heng, PEID,CIB
9:10-9:40	Lecture 2: Investment trend and needs of investors (3L)	Mr. Imamura, JICA Expert
9:40-10:20	Lecture 3: Importance of after-care service	Mr. Un Vallero, PMD, CIB
10:20 - 10:40	Coffee Break	
10:40-10:50	Group Discussion 1: Explanation	Moderator
10:50-12:00	Group Discussion 2: Group Discussion (PMIS activity)	Team members
12:00-14:00	Lunch break	
14:00-14:30	Lecture 4: CDC's investment promotion/facilitation service	H.E. Chea Vuthy, CIB/CSEZB
14:30-15:00	Lecture 5: Enhancing investment-related services	Mr. A. Morinaga, JICA Project
15:00-15:10	Group Discussion 3: Explanation	Moderator
15:10-15:20	Coffee Break	
15:20-16:00	Group Discussion 4: Group Discussion (Future cooperation)	Team members
16:00-17:00	Group Discussion 5 : Presentation by each group	Moderator

17:00-17:10	Filling in evaluation form	Team members
17:10-17:30	Closing remarks by H.E. Sok Chenda Sophea, the Minister Attached to Prime Minister and the Secretary General of CDC and certificate distribution	Team members

Notes)

1. The participants will be divided into 4 groups in Group Discussion.
2. The topics of Group Discussion are i) current situation of PMIS activity and ii) future cooperation with CDC for investment promotion and facilitation.
3. A questionnaire sheet on the current situation of PMIS will be delivered before the seminar.

6. Evaluation of Training Workshop

An evaluation meeting for the training workshop was conducted after the workshop. The team members reviewed the evaluation sheets collected from the participants, identified the issues to be improved and discussed necessary actions for the implementation of further training workshops. The following tables are the result of evaluation by the participants to lecturers as well as group discussion.

As a whole training workshop

	Very helpful	Helpful	Not very helpful	Not helpful
Number of answers	23	2	0	0
Ratio (%)	92%	8%	0%	0%

N=25

L1: QIP procedures including Laws and Regulations: H.E. Youn Heng (Director of PEID, CIB)

	Very helpful	Helpful	Not very helpful	Not helpful
Number of answers	23	2	0	0
Ratio (%)	92%	8%	0%	0%

N=25

L2: Investment trend and needs of investors (3L): Yuji Imamura (JICA Expert)

	Very helpful	Helpful	Not very helpful	Not helpful
Number of answers	18	7	0	0
Ratio (%)	72%	28%	0%	0%

N=25

L3: Importance of after-care service: Mr. Un Vallero (Director of PMD, CIB)

	Very helpful	Helpful	Not very helpful	Not helpful
Number of answers	21	4	0	0
Ratio (%)	84%	16%	0%	0%

N=25

L4: CDC's investment promotion/facilitation service: H.E. Chea Vuthy (DSG, CIB/CSEZB)

	Very helpful	Helpful	Not very helpful	Not helpful
Number of answers	23	2	0	0
Ratio (%)	92%	8%	0%	0%

N=25

L5: Enhancing investment-related services: Mr. A. Morinaga, JICA Project

	Very helpful	Helpful	Not very helpful	Not helpful
Number of answers	20	5	0	0
Ratio (%)	80%	20%	0%	0%

N=25

7. Conclusion

According to the result of evaluation, it can be concluded that the planned training workshop was successfully completed in general. The major conclusions are summarized as follows.

- The lecturers of the workshops were well received by the participants in general. In particular, the lectures on CDC's activities and QIP procedures were highly evaluated by the participants.
- Training management was conducted smoothly comparing to the previous workshops.
- One day was too short as the training workshop period, if the group discussion sessions were included in.
- Most of participants requested to continue these kinds of workshops in a periodical manner.

8. Lessons Learned

The lessons learned from this workshop will be summarized as follows and expected to be applied for the further training programs aiming to develop capacity of provincial officers.

i) Importance of continuing training workshops for provincial officials

The training workshop was a good opportunity not only to provide knowledge and skills on investment promotion and facilitation to provincial officials, but also to promote information sharing between CDC and provinces. Hence, the workshop is expected to be continued by CDC.

ii) Focusing on target participants based on the objective of training workshops

The target participants should be clarified before the implementation of workshops according to the objective in order to increase the impact. When a workshop aims to discuss investment policy, persons of high position are appropriate participants. When a workshop aims to provide practical information, staff members are appropriate.

iii) OJT for capacity building of provincial officials

The impact of training workshops on capacity building for provincial officials is still limited, since the number of participants at a training workshop has limitation and the period of a few days training workshops is too short. Therefore, other measures of capacity building for provincial officials should be examined in additions to training workshops. Some effective measures are On-the-Job Training (OJT) at CDC for a certain period and periodical monitoring to provinces by CDC staff.

iv) Early start on preparation for the seminar

Since the target participants were invited from many provinces the team members were required a lot of coordination work for conducting the training workshop. Therefore, more detailed and advance preparation and close communication with target provinces are necessary. The early start on preparation for the training workshop is a successful condition for effective workshop implementation.

End of document

付属資料 6-6

Implementation Report of Third Country Training in 2011 and 2012

Date: 25th December 2011

Implementation Report of Third Country Training in Singapore and Malaysia

Preface

The project team implemented third country training in Singapore and Malaysia for 8 days. 5 counterparts participated in this training to learn investment promotion activities in Singapore and Malaysia. H.E. Chea Vuthy also participated in the part of this training in Singapore since he was invited as a presenter for the Cambodia Investment Seminar held in Singapore on 29th of November 2011.

All team members participated in all activities with high motivation to accomplish their missions given. Mr. Chea Keat, Deputy Director of Public Relations and Investment Promotion Department (PRIPD), led team members as a leader and helped the project team to prepare for this training such as arranging appointment with visiting agency.. Mr. Sorn Dydenyn, Deputy Director of PRIPD, led discussions during visiting. Mr. Tan Bunna, Deputy Director of Operation and Management Department of Cambodian Special Economic Zones Board (CSEZB), shared information regarding SEZ activities with other members and gave opinions in terms of SEZ management. Mr. Chuon Bory, Deputy Director of Inter-Ministerial Coordination Department, asked questions to other Investment Promotion Agencies (IPAs) based on the questionnaire sheet prepared by team members. He also compiled meeting records with IPAs. Mr. Mam Rithy, Assistant to Secretary General of CDC, facilitated internal meeting and discussion and prepared meeting records with IPAs.

The third country training provided a good opportunity for all counterparts to increase their awareness of the important roles as IPA providing investment promotion/ information services for investors. Through direct visit to investment-related institutions and discussion with their staff members, all counterparts might have a concrete image for further improvement of current investment promotion/ information services of CIB/CSEZB. It is really expected that actual implementation of the service improvement based on the experience this time will be done by the counterpart of CIB/CSEZB under the close cooperation with the JICA Project Team.

1. Outline of the Training

Period	26th November (Sat) – 3rd December(Sat) 2011
Objectives	<ol style="list-style-type: none">1) To learn investment promotion services provided by the neighboring Investment Promotion Agencies (IPAs) in order to get lessons for CDC's future activities, e.g., reception function, investment information provision, organization and management system, etc.2) To visit potential investors in the third countries and promote investment in Cambodia. Trainees hold a briefing to Japanese firms at JETRO's local office or Japanese Chamber of Commerce and Industry if their cooperation can be gained.3) To learn investment promotion activities of industrial zones and SEZs, incentives that investors invest in SEZs can enjoy, and the services which are provided for those investors by visiting their management companies in the third countries. Trainees will also learn cooperation between IPAs and management companies of SEZ, e.g., provision of incentives for investors, trouble-shooting, and claim settlement.

Target Countries	Singapore and Malaysia
Visiting Agencies	<u>Singapore</u> : Economic Development Board (EDB), JETRO Singapore, Jurong Town Corporation (JTC), ASCENDAS and Industrial Zone <u>Malaysia</u> : Malaysian Industrial Development Authority (MIDA), JETRO Kuala Lumpur and Industrial Zone
Team members	<u>H.E. Chea Vuthy</u> :Deputy Secretary General of CIB and Cambodian Special Economic Zone Board (CSEZB)participated in Singapore <u>Mr. Chea Keat</u> : Deputy Director of Public Relations and Investment Promotion Department <u>Mr. Sorn Dydenyn</u> : Deputy Director of Public Relations and Investment Promotion Department <u>Mr. Tan Bunna</u> : Deputy Director of SEZ Operation and Management Department <u>Mr. Chuon Bory</u> : Deputy Director of Inter-Ministerial Coordination Department <u>Mr. Mam Rithy</u> : Assistant to Secretary General of CDC <u>Ms. Shoko Uehara</u> : Coordinator of JICA Project team

2. Activities in the Training

1) Preparation

Preparatory work started from the mid of November 2011. Firstly, Team leader of the Project asked H.E. Sok Chenda Sophea to nominate officials for this training. At the same time, the Project started to make an appointment with agencies in Singapore and Malaysia. After getting the name of the officials, JICA Project Team conducted kick-off meeting on 17th of November. Under supervision of the JICA expert, team members prepared a questionnaire sheet for each visiting agency. The questionnaire sheet was sent to each visiting agency before discussion.

2) Program of the Third Country Training

The Program of the Third Country Training was as follows:

Date/Time	Activities
26 Nov (Sat)	Departure for Singapore
27 Nov (Sun) 9:00-10:30 11:00-12:30	Site visit to Woodlands East Industrial Estate in Woodlands Industrial Park Internal meeting
28 Nov (Mon) 10:00-11:00 14:00-15:30 15:40-17:00	Site visit to Jurong Town Corporation Visitor Center Discussion with ASCENDAS Discussion with JETRO Singapore
29 Nov (Tue) 9:30-11:30 15:00-17:30	Discussion with Economic Development Board and International Enterprise Singapore Observation of Cambodia Investment Seminar in Singapore
30 Nov (Wed) AM 15:00-17:30	Fly for Malaysia Discussion with JETRO Kuala Lumpur
1 Dec (Thu) 10:00-12:30 14:00-16:00	Discussion with Malaysian Industrial Development Authority (MIDA) Discussion and observation of MIDA Resource Center

16:00-16:30	Observation of MIDA Business Information Center
2 Dec (Fri)	
9:30-12:30	Discussion and observation of Port Klang Free Zone
16:00-17:00	Internal Meeting
3 Dec (Sat)	Back to Phnom Penh

Major conclusions of the discussion with each agency are summarized as follows:

Woodlands East Industrial Estate in Woodlands Industrial Park	
Attendees	Total 6 Persons (5 staffs from CDC, 1 JICA Expert)
Purpose of the visit	To observe the environment of Industrial Park in Singapore
Major contents of discussion/observation	The delegation visited “Woodlands East Industrial Park” and “Woodlands Water Park” located in “Woodlands Industrial Park” to observe the environment of Industrial Park in Singapore. These Industrial Parks were developed by Jurong Town Corporation.
Jurong Town Corporation Visitor Center	
Attendees	Total 6 Persons (5 staffs from CDC, 1 JICA Expert)
Purpose of the visit	To learn experience of JTC
Major contents of discussion/observation	The delegation visited the JTC Visitor Center where shown the history of the industrial development in Singapore. The delegation learnt about the evolution of industrial trends from 1960s to 2000s, development of industrial activities, innovation of infrastructure Singapore. The evolution of economic activities in Singapore has changed so fast from time to time. They support spirit of enterprise through policy product and service improvement and innovation. All things are designed for the new generation.
ASCENDAS	
Attendees	Total 10 Persons (H.E. Chea Vuthy, 5 staffs from CDC, 1 JICA Expert, 3 from ASCENDAS: Mr. Francis Yee, Vice President and Head of Real Estate Development and Investment/ Mr. Simon Tham, Assistant Vice President/ Ms. Emily Loo, Executive, Strategic Relations)
Purpose of the visit	To learn management and implementation of ASCENDAS
Major contents of discussion/observation	The delegation visited the ASCENDAS office where shown the history of the real estate activities in Singapore. H.E. Chea Vuthy gave information about investment in Cambodia and Special Economic Zone in Cambodia. He mentioned that AEON will start to build shopping mall in Phnom Penh. ASCENDAS showed interest in this case and their willing to have further discussion with CDC.
JETRO Singapore	
Attendees	Total 10 Persons (H.E. Chea Vuthy, 5 staffs from CDC, 1 JICA Expert, 3 from JETRO; Mr. Kenichi Ishihara, Deputy Managing Director/ Mr. Masamichi Yamaguchi, Senior EPA Advisor/ Mr. Shigekazu Yamagishi, Director)
Purpose of the visit	To learn activities and experience of JETRO
Major contents of discussion/observation	The delegation visited the JETRO office. Our main purpose was to learn facilitation and coordination which JETRO provide Japanese investors who want to business in Singapore. JETRO provides various services such as investment information from all over the world, trade information and database through Free Online Database Programme. During the discussion, JETRO officers advised about seminar implementation and follow-up services.
Economic Development Board and International Enterprise Singapore	

Attendees	Total 14 Persons (H.E. Chea Vuthy, 5 staffs from CDC, 1 JICA Expert, 5 from EDB, 2 from International Enterprise Singapore)
Purpose of the visit	To learn the experience of EDB and IE Singapore
Major contents of discussion/ observation	The delegation visited the Economic Development Board (EDB) head office. Two staffs from IE Singapore came to EDB office to make presentation about IE activities. EDB and IE play a role as Investment Promotion Agency.
Cambodia Investment Seminar in Singapore	
Attendees	H.E. Chea Vuthy, 5 staffs from CDC, 1 JICA Expert
Purpose of the visit	To observe management of investment seminar
Major contents of discussion/ observation	The Seminar was organized by JETRO Singapore. The presentations were made by CDC/CIB, JETRO Phnom Penh, JICA Japan Desk and Sihanoukville Port Authority. The main purpose of this seminar was to provide information of investment and social economic situation in Cambodia to Japanese investors. Approximately 80 participants came to this seminar.
JETRO Kuala Lumpur	
Attendees	Total 7 Persons (5 staffs from CDC, 1 JICA Expert, 1 from JETRO KL; Mr. Tsuneo Tanaka, Senior Advisor)
Purpose of the visit	To learn the activities and experiences of JETRO Kuala Lumpur
Major contents of discussion/ observation	Mr. Tsuneo TANAKA briefed activities of JETRO Kuala Lumpur. According to his briefing, JETRO KL provides all kind of services and facilities to Japanese investors who want to invest in Malaysia. JETRO provide consultation service to Japanese investors in cooperation with MIDA. Delegation observed library in JETRO KL.
Malaysian Industrial Development Authority	
Attendees	Total 9 Persons (5 staffs from CDC, 1 Commercial Counselor from Royal Embassy of Cambodia; Mr. Putu Hemonna, 1 JICA Expert, 2 from MIDA; Mr. Rajendran, Director of Foreign Investment Promotion Division, Asia Oceania/ Mr. Mohd Elfian Johari, Assistant Director of Investment Promotion Division, Asia Oceania)
Purpose of the visit	To learn the activities and experience of MIDA
Major contents of discussion/ observation	Mr. Rajendran made presentation about MIDA and their activities. MIDA is a government's agency for the promotion of the manufacturing and services sectors in Malaysia through assisting company which intend to invest in the manufacturing and services sectors as well as facilitating the implementation of their projects.
MIDA Resource Center	
Attendees	Total 9 Persons (5 staffs from CDC, 1 Commercial Counselor from Royal Embassy of Cambodia; Mr. Putu Hemonna, 1 JICA Expert, 2 from MIDA; Ms. Natrah Mandor, Assistant Librarian)
Purpose of the visit	To learn services and system of MIDA Resource Center
Major contents of discussion/ observation	PC provides services such as lending book, Provide information based on requests from staffs, Delivery of related news and articles thorough e-news, etc. to internal staffs. For external users, when someone request through e-mail, phone or staff of MIDA, they will provide services.
MIDA Business Information Center	
Attendees	Total 8 Persons (5 staffs from CDC, 1 Commercial Counselor from Royal Embassy of Cambodia; Mr. Putu Hemonna, 1 JICA Expert, 1 from MIDA; Mr. Mohd Elfian Johari, Assistant Director of Investment Promotion Division, Asia

	Oceania)
Purpose of the visit	To learn reception function of MIDA
Major contents of discussion/ observation	BIC plays role as a first contact window for investors. They have Korea Desk. Information section is categorized into Services, Trade, Manufacturing, Productivity and Financing. Pamphlets of Industrial Zone are also available. Guidebooks published by MIDA are available in English, Japanese, Chinese and Korea.
Port Klang Free Zone	
Attendees	Total 7 Persons (5 staffs from CDC, 1 JICA Expert, 1 from PKFZ; Mr. Chow Seng Huat, Manager of Marketing Division)
Purpose of the visit	To learn management system of industrial zone
Major contents of discussion/ observation	Port Klang is Malaysia's largest port and has world class port terminal equipped with a multitude of amenities, including the option to build own facility, or lease existing ones. There is Business Facilitation Center in PKFZ and they provide one stop service to investors such as register the license and documentation.

3) Wrap-up meeting and reporting

In order to review the all activities during the third country training and discuss further activities to improve investment related services of CDC, team members held wrap-up meetings on 5th, 8th and 20th of December in CDC. The lessons learned for further activities related to improve investment information services of CDC raised and discussed during the meeting as explained in the next section of this report.

3 Lessons Leaned for Further Activities

For further improvement of investment related services of CIB/CSEZB

(1) Reception and library should be set up in PRP CIB as soon as possible in order to provide appropriate investment-related services to visitors.

As an investment promotion agency, CIB/CSEZB should set up reception and library services which are indispensable functions to provide necessary information/instructions to possible investors. PRP CIB should take necessary actions to set up both reception and library immediately based on the experience of counterparts through the third country training as well as the planned services of reception and library prepared by the Project Team (both CDC counterparts and JICA Team).

(2) Office layout should be changed immediately to keep space for setting up the reception and library.

All the members recognized the necessity of setting up reception and library in PRP CIB even though its office space is limited comparing to those of MIDA and EDB, and shared the opinion among the members the necessity of change in the office layout to provide better services to visitors. Since PRP CIB is planning to move old document to other storage room and disposal unnecessary documents to keep the space of both reception and library, all staff members of PRP CIB are expected to cooperate for setting up appropriate office layout for further service improvement of their own department.

(3) Distribution materials (publications/ presentation materials) should be prepared and provided to visitors in a timely manner.

During the training in both Singapore and Malaysia, all members found that all institutions visited well prepared distribution/presentation materials for the members and provided clear explanation in detailed. At present, PRP CIB staffs give only verbal explanation about investment environment in Cambodia to investors without using presentation materials of LCD projector. It is expected that all basic distribution/ presentation materials will be prepared in advance to provide investors in a timely manner. Meeting rooms equipped with LCD projector and white board which newly set up by the Project can be fully utilized to provide explanation/ presentation to the investors .

(4) Standard operation procedure on management of both reception and library should be prepared and new job descriptions should be allocated to each PRP CIB staffs .

In order to start new services of reception and library, standard operation procedures should be prepared for their effective and efficient operation and management. At the same time new job description/ allocation for PRP CIB staffs also should be considered in order them to take roles as both receptionist and librarian by rotation. PRP CIB is expected to take necessary actions under the close cooperation with JICA Project team.

(5) Periodical internal workshops should be held for CIB/CSEZB staffs to enrich their understanding on investment-related matters.

In conjunction with setting up reception and library, internal workshops should be held to provide necessary knowledge and skills on reception and library management for PRP CIB staffs and other related counterparts. Furthermore, various workshops related to investment can be held periodically to deepen and widen understanding of the counterparts. The possible topics are “investment laws and regulations”, “current situation of SEZ” and “frequent questions from investors” and so on. In order to smooth implementation of those workshops, CIB/CSEZB can fully utilize own internal and external network in addition to JICA experts staying in CDC.

For further implementation of the third country training

(1) The annual activity plan of the Project should be shared among all the counterparts and necessary preparatory work should be started as early possible to increase impact of the planned third country training.

While all members assigned for the third country training participated in the preparatory works aggressively such as making appointments, preparing questionnaire and dividing their work roles under the close cooperation with JICA experts, the preparatory period was relatively limited since the counterparts were assigned two weeks before the training. Since good preparatory works are successful condition for smooth implementation of the Project activities, the planned activities should be shared with all the counterparts in advance and started necessary preparatory works as early as possible.

(2) Follow up activities is necessary to support concrete actions by counterparts for further improvement on investment promotion/ information services of CIB/CSEZB.

While the third country training has become an opportunity increasing counterpart’s motivation for further improvement of services of CIB/CSEZB, the knowledge/skills learned this time were still at common level, since the training was conducted in tight schedule. After setting up the planned reception and library in PRP CIB, counterparts will face various operation issues of reception and library management. Since MIDA has an OJT program receiving staff members from IPAs of other countries, the Project can consider conducting a follow up program such as “Exchange program

between CDC and MIDA” in addition to the planned Project activities.

Annexes:

Annex 1: Training plan

Annex 2: Schedule of the Training

Annex 3: Meeting records

Annex 4: Activity photos

Annex 5: Questionnaire Sheet

Annex 6: Comparison Chart with MIDA

Date: 11th November 2012

Implementation Report of Third Country Training in Thailand and Vietnam

Preface

The project team implemented third country training in Thailand and Vietnam for 7 days. 5 counterparts participated in this training to learn investment promotion activities in Thailand and Vietnam.

All team members participated in all activities with high motivation to accomplish their missions given. Mr. Chea Keat, Deputy Director of Public Relations and Investment Promotion Department (PRIPD), led team members as a leader and helped the project team to prepare for this training. Mrs. Reath Theany, official of PRIPD, led discussions during visiting. Mr. Lay Tharaoth, Official of Investment Projects Evaluation Department, asked questions to other Investment Promotion Agencies (IPAs) based on the questionnaire sheet prepared by team members. Mr. Srey Puthea, Official of Project Evaluation Department, asked questions to other Investment Promotion Agencies (IPAs) based on the questionnaire sheet prepared by team members. Mr. Kongvong Cheastapor, Official of Investment Projects Monitoring Department, asked questions to other IPAs and compile meeting records and implementation report.

The third country training provided a good opportunity for all counterparts to increase their awareness of the important roles as IPA providing investment promotion/ information services for investors. Through direct visit to investment-related institutions and discussion with their staff members, all counterparts might have a concrete image for further improvement of current investment promotion/ information services and one-stop services of CIB. It is really expected that actual implementation of the service improvement based on the experience this time will be done by the counterpart of CIB under the close cooperation with the JICA Project Team.

1. Outline of the Training

Period	30th September (Sun) – 6th October (Sat) 2012
Objectives	<ol style="list-style-type: none">1) To learn organization structure and management system of the target investment promotion agencies (IPAs) and other investment-related organizations,2) To learn investment-related services such as reception, consultation, information and investment application reception of the target IPAs and other investment-related organizations, and3) To learn the investment application/registration mechanism and One-Stop Services in Thailand and Vietnam,4) To exchange opinions with the target IPAs and private sectors on investment into Cambodia.
Target Countries	Thailand and Vietnam
Visiting Agencies	<u>Thailand</u> : Board Of Investment (BOI), Investor Club Association (IC), One Start One Stop Center (OSOS), JETRO Bangkok, and Rojana Industrial Park. <u>Vietnam</u> : JETRO Hanoi, Foreign Investment Agency (FIA), North

	Investment Promotion Center (NIPC), Hanoi Authority for Planning and Investment (HAPI), Hanoi Industrial & Export Processing Zones Authority (HIZA), and Thang Long Industrial Park
Team members	<p><u>Mr. Chea Keat</u>: Deputy Director of Public Relations and Investment Promotion Department</p> <p><u>Mrs. Reath Theany</u>: Official of Public Relations and Investment Promotion Department</p> <p><u>Mr. Lay Tharaoth</u>: Official of Project Evaluation Department</p> <p><u>Mr. Srey Puthea</u>: Official of Project Evaluation Department</p> <p><u>Mr. Kongvong Cheastapor</u>: Official of Project Monitoring Department</p> <p><u>Ms. Shoko Uehara</u>: Coordinator of JICA Project team</p>

2. Activities in the Training

1) Preparation

Preparatory work started from the mid of August 2012. Firstly, Team leader of the Project asked H.E. Sok Chenda Sophea to nominate officials for this training. At the same time, the Project started to make an appointment with agencies in Thailand and Vietnam. After getting the name of the officials, JICA Project Team conducted kick-off meeting on 18th of September. Under supervision of the JICA expert, team members prepared a questionnaire sheet for each visiting agency. The questionnaire sheet was sent to each visiting agency before discussion.

2) Program of the Third Country Training

The Program of the Third Country Training was as follows:

Date/Time	Activities
30 Sep (Sun)	Trip from Phnom Penh to Bangkok
01 Oct (Mon)	
9:30-10:00	Discussion with Board Of Investment (BOI)
11:00-11:00	Discussion with Investors Club Association (IC)
13:30-15:00	Discussion with One Start One Stop Center (OSOS)
15:30-17:00	Discussion with JETRO Bangkok
02 Oct (Tue)	
9:00-11:00	Visit Rojana Industrial Park, and meeting with Rojana Staff.
03 Oct (Wed)	
AM	Move to Viet Nam
15:30-17:00	Discussion with JETRO Hanoi
04 Oct (Thu)	
8:30-10:00	Discussion with Foreign Investment Agency (FIA)
10:15-11:00	Discussion with Northern Investment Promotion Center (NIPC)
05 Oct (Fri)	
8:30-11:00	Discussion with Hanoi Authority for Planning and Investment (HAPI)
13:30-15:00	Discussion with Hanoi Industrial & Export Processing Zones Authority (HIZA)
15:30-17:00	Visit Thang Long Industrial Park, and meeting with Thang Long Staff.
06 Oct (Sat)	Back to Phnom Penh

Major conclusions of the discussion with each agency are summarized as follows:

Board Of Investment (BOI)	
Attendees	5 officials from CDC, 1 JICA Expert and 5 staffs from BOI and IC
Purpose of the visit	To learn Investment Promotion Policies and BOI System Management
Major contents of discussion/ observation	<p>The delegation visited BOI Office and Director of Service and Consulting Division of BOI made a presentation about the role of BOI and its promotion activities such as:</p> <ul style="list-style-type: none"> Categorize incentives by zones with different incentives. Set up overseas offices in some cities. Provide BUILD (BOI Unit for Industrial Linking Development) service One Start One Stop Center to provide information on operating business and investment in Thailand <ul style="list-style-type: none"> . One-Stop center for Visas and Work Permits. . Investor Club association to support investors to request import and export license for machineries, equipments, and raw materials.
Investor Club Association (IC)	
Attendees	5 officials from CDC, 1 JICA Expert and 5 staffs from BOI and IC
Purpose of the visit	To learn management system of Investor Club Association and its services for investors
Major contents of discussion/ observation	The delegation visited the IC office and General Manager of Investor Club Association made a presentation about the role of IC and its services provide to investor such as helping investors to request import and export machineries, import raw material, and export products which are approved by BOI and providing seminar and training courses.
One Start One Stop Center (OSOS Center), BOI	
Attendees	5 officials from CDC, 1 JICA Expert, 4 officials from OSOS and 1 official from BOI
Purpose of the visit	To learn management system of OSOC center and its services provide to investors
Major contents of discussion/ observation	The delegation visited the OSOS center and Director of OSOS center made presentation about role of OSOS and Its services provide to investors such as One Stop Service for doing business in Thailand by arrange meeting with relevant ministries or organization, and One Stop Service for Visa and Work Permits.
JETRO Bangkok	
Attendees	5 officials from CDC, 1 JICA Expert, 2 staffs from JETRO
Purpose of the visit	To learn JETRO's activities and services for Japanese Companies in Thailand
Major contents of discussion/ observation	The delegation visited JETRO office to learn about services which JETRO provide to Japanese investors who want to do business in Thailand such as Business Support Center for SMEs, consultation services, and coordination with Thai government. Major problems for Japanese investors and attractiveness of Thailand were also discussed in the meeting.
Rojana Industrial Park	
Attendees	5 officials from CDC, 1 JICA Expert, 2 staffs from Rojana Industrial Park

Purpose of the visit	To learn management system and services of Rojana Industrial Park
Major contents of discussion/ observation	The delegation visited the Rojana Industrial Park and General Manager of Rojana Industrial Park Public Co., Ltd made a presentation about Rojana Industrial Park and their services such as infrastructures, utilities, land, consulting service and support to prepare applications. The delegation also observed industrial park which was attacked by flood in 2011.
JETRO Hanoi	
Attendees	5 officials from CDC, 1 JICA Expert, One staff from JETRO Hanoi Office
Purpose of the visit	To learn JETRO's services and activities
Major contents of discussion/ observation	The delegation visited the JETRO office to learn about services for Japanese investors such as Business Support Center for SMEs, consulting services, arranging the meeting between Japanese company and FIA. Major problems for Japanese investors and attractiveness of Vietnam were also discussed in the meeting.
Foreign Investment Agency (FIA)	
Attendees	5 officials from CDC, 1 JICA Expert, 5 officials from FIA
Purpose of the visit	To learn investment promotion policies, services providing and management system of FIA
Major contents of discussion/ observation	The delegation visited FIA Office and Deputy Director General of FIA made a presentation about the role of FIA and its activities such as cooperate with MPI arrange Vietnam-Japan Ministerial Public-Private Policy Dialogue, plan to setup FIA offices in overseas countries, arrange seminars and training courses, and play role as focal point for the project under MPI such as BOT projects...etc.
North Investment Promotion Center (NIPC)	
Attendees	5 officials from CDC, 1 JICA Expert, 3 officials from NIPC
Purpose of the visit	To learn successful experiences to attract FDI in Vietnam
Major contents of discussion/ observation	The delegation visited NIPC and ICT Division of Northern Investment Promotion Center (NIPC) made a presentation about the role of NIPC and its successful experiences to attract FDI in Northern Vietnam such as consulting and supporting foreign investors to invest in Vietnam especially Japanese and Korean investors, supporting provincial authorities to make plan, brochure, tools for investment promotion, play role as focal point for investors to invest inside or outside industrial zones, provide aftercare service for investors.
Hanoi Authority for Planning and Investment (HAPI)	
Attendees	5 officials from CDC, 1 JICA Expert, 7 officials from HAPI
Purpose of the visit	To learn investment promotion policies and management system of HAPI
Major contents of discussion/ observation	The delegation visited HAPI and Deputy Director of Hanoi Authority for Planning and Investment made a presentation about the role of HAPI and its services for investors such as one stop service and aftercare service for investors in Hanoi both foreign and local, supporting local enterprises to invest overseas, supporting Hanoi People's Committee to submit investment certificate.

Hanoi Industrial & Export Processing Zones Authority (HIZA)	
Attendees	5 officials from CDC, 1 JICA Expert, 5 officials from HIZA
Purpose of the visit	To learn investment promotion policies and management system of HIZA
Major contents of discussion/ observation	The delegation visited HIZA and Vice Chairman of HIZA made a presentation about the role of HIZA and its services for investors such as one stop service for issuing all licenses and aftercare services for investors in industrial and export processing zones in Hanoi and setting up industrial parks by follow government master plan.
Thang Long Industrial Park	
Attendees	5 officials from CDC, 1 JICA Expert,
Purpose of the visit	To learn promotion policies and management system of Thang Long Industrial Park
Major contents of discussion/ observation	The delegation visited the Thang Long Industrial Park and General Director of Thang Long Industrial Park made a presentation about Thang Long Industrial Park and its services such as infrastructures, utilities services, land, residential apartments, logistic services, consulting services, supporting investors with various applications to HIZA, and raise investors' issues or problems to HIZA.

Experience of Thailand

Investors who want to invest in Thailand need to register at government authorities (such as BOI for promoted investor) and relevant ministries, but the government support investors by providing one stop service.

One Start One Stop center:

Thai government provides good services for all investors and businessmen to set up business. Thai government set up One Start One Stop center to provide one stop service to all investors both foreign and domestic. They can arrange a meeting with relevant ministries and other agencies (depend on their business subjects) to make investors clearly understand about application procedures and licenses for setting up their business, and also meeting with appropriate agencies to look for places and local support industries. After the investor decides to invest, OSOS can help investor to prepare necessary documents to submit to BOI or relevant ministries. For BOI and some ministries, they have representatives in OSOS center, so investors just submit necessary documents to these representatives. One Start One Stop Center doesn't have right to issue any license, all licenses are issue by own ministries or government authorities.

Investor Club Association:

Investor Club Association (IC) provides aftercare services for BOI promoted companies. IC has 6 regional offices in provinces. All members of the association can request import and export licenses by submitting invoices to Electronic Tracking System (ETS) for machinery, raw materials, and products. After IC receives invoices from investors through ETS, IC staffs check items one by one to make sure that all items are BOI privileged items. The list of BOI privileged items will be submitted to BOI representatives in IC, and for none privileged items, IC staff will reply notification to investors.

Rojana Industrial Park:

Rojana Industrial Park provides the following services to investors

- Infrastructure and some services inside the industrial park such as electricity, fresh water, gas, security, telecommunication, waste water treatment, hospital, restaurant, and residential.
- Investors can lease land and construct their own factory or lease land with factory.
- Consulting service to investors about laws and regulations and procedures to get promotion privilege from BOI.
- Help investors with various applications.
- They used to provide one-stop service to investors. Since there are many consulting companies in Thailand, they don't provide one-stop service now.

Experience of Vietnam

The organization system in Vietnam is different from Thailand. The Vietnamese government gives authority to the local government to issue many licenses. Investor can get licenses from local authority and each local authority provides one stop service. But for large projects such as BOT, investors need to get approval from the relevant ministries.

There are 2 type of investment in Vietnam

- Inside industrial park, Industrial & Export Processing Zones Authority has right to issue all license to investors such registration, import and export license, and etc.
- Outside industrial park, Authority of Planning and Investment of each province has right to issue all license to investors such registration, import and export license, and etc.

Hanoi Authority for Planning and Investment (HAPI):

HAPI provides the following services to investors who want to invest outside of industrial and export processing zones.

- Providing one stop service to support investors both foreign and local and to set up business in Hanoi city. After HAPI receives documents from investors, HAPI sends copies of documents to relevant agencies for evaluation. After getting approval from relevant agencies, Hanoi People's Committee will sign the investment certificate.
- Supporting Hanoi People's Committee to submit investment certificate
- Providing aftercare service to investors and local enterprises
- Supporting local enterprises to invest in overseas.
- Promoting investment especially in the area of Commercial, Agriculture, Hotel, Food Processing, and Farming.
- Providing more incentive to R&D (Research and Development) project (investment in High-Tech Industrial Zones)

Hanoi Industrial & Export Processing Zones Authority (HIZA):

HIZA provides the following services for investors who want to invest in industrial and export processing zones.

- Providing one stop service to issue investment certificates, work permit, custom duty exemption licenses, and etc. for less than 15 millions USD of project. For the project more than 15 millions USD, they will send the application to relevant ministries to get approval from them before issuing license.
- Issuing export license and labor's work permit on behalf of each ministry.
- Providing consultation services
- Providing aftercare service to investors.
- Providing local and overseas training program for officials. They arrange seminar every year by inviting lecturers from related ministries, NIPC, JICA, and etc.
- Organize investment promotion seminar in Hanoi and overseas.

Thang Long Industrial Park:

- Providing necessary infrastructure such as power supply, water supply, telephone lines, fire fighting, lighting system, parking, internal road, rental office, canteen & restaurant, residential apartment, and clinic.
- There is one logistic company in the industry park.
- Providing consultation service for investors about laws and regulations, investment procedures, and privileges from HIZA.
- Supporting investors with various applications.
- Providing residence (Thang Long Apartment) for factory workers near the TLIP by 6 USD/ month/ person.
- Providing custom service. The custom office in the TLIP also provides services to other Industrial Parks near TLIP.
- Arranging meeting with companies to grasp their problem.
- Sending letter to relevant ministries to solve the problem.

Annexes:

Annex 1: Training plan

Annex 2: Schedule of the Training

Annex 3: Meeting records

Annex 4: Activity photos

Annex 5: Questionnaire Sheet

付属資料 6-7

Implementation Report on the Project Evaluation

Implementation Report for
The Terminal Evaluation of the Project on Enhancing the
Investment-Related Services of
Council for the Development of Cambodia
(Draft)

February 2013

Project on Enhancing the Investment-Related Services of
Council for the Development of Cambodia

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1. Outline of the Evaluation of the Project

1.1 Objective of the Evaluation

In January 2013, CDC and JICA Project Team conducted the terminal evaluation in order to review the activities implemented and output of “the Project on Enhancing Investment-Related Services of CDC” and analyze the project achievements and implementation process based on the Record of Discussion (R/D), Project Design Matrix (hereinafter referred to as “PDM”) and three criteria for evaluation, i.e., relevance, efficiency and effectiveness. Three evaluation criteria are described below.

Table 3.1-1 Definition of Three Evaluation Criteria

1. Relevance	A criterion for considering the validity and necessity of a project regarding whether the expected effects of a project (or project purpose and overall goal) meet with the needs of target beneficiaries; whether a project intervention is appropriate as a solution for problems concerned; whether the contents of a project is consistent with policies; whether project strategies and approaches are relevant and whether a project is justified to be implemented with public funds of ODA.
2. Effectiveness	A criterion for considering whether the implementation of project has benefited (or will benefit) the indicated beneficiaries or the target society.
3. Efficiency	A criterion for considering how economic resources/ inputs are converted to results. The main focus is on the relationship between project cost and effects.

Source: JICA Guideline for Project Evaluation

1.2 The Project Implementation Plan

The Project implementation plan which is described in the PDM is shown in the following table.

Table 3.1-2 The Project Implementation Plan

Overall goal	Inward foreign direct investment (FDI) which utilizes the services of CDC will increase.
Project purpose	CDC’s capacity of improving investment promotion services will be enhanced.
Expected Output	Activities of Project
Output 1: Services to provide necessary information/ data for investors will be upgraded.	Activity 1-1.[Website] Strengthening CDC’s capacity to update the website regularly and continuously
	Activity 1-2. [Investment Guidebook] Enhancing CDC’s capacity to update Investment Guidebook
	Activity 1-3.[Library Service] Developing CDC’s capacity to serve and manage library service
Output 2: PR activities and consultation services will be upgraded.	Activity 2-1.[Seminar Management] Upgrading CDC’s capacity to manage investment promotion (PR) seminars
	Activity 2-2. [Reception Function] Strengthening CDC’s capacity to perform a useful reception function for investors at the CDC office
	Activity 2-3.[Country Desk] Strengthening CDC’s capacity to organize country desk (to begin with Japan Desk)
Inputs from Japanese side	
[Personnel (Experts)]	
<ul style="list-style-type: none"> ▪ Team leader/ Investment promotion ▪ Sub Leader/ Investment information service 	<ul style="list-style-type: none"> ▪ Website management ▪ Inter-organizational coordination/Investment Promotion

<ul style="list-style-type: none"> ▪ Investment information service ▪ Policy advisor <p><i>* Other experts will be dispatched as necessary for the effective implementation of the Project.</i></p>
[Equipment] Equipment necessary for technical transfer (including documents/ books)
[Training] Training courses in Japan and the third country
Inputs from Cambodian side
[Personnel] <ul style="list-style-type: none"> ▪ 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"> ▪ Costs of renovating and furnishing library corner and reception ▪ Costs of holding seminars in and out of Cambodia ▪ Initial and running costs of website

Source: JICA

1.3 Evaluation Procedure and Implementation Schedule

CDC agreed to the plan of termination evaluation prepared by JICA Project Team. JICA Project Team conducted the termination evaluation according to the following procedure and schedule. All the activities for evaluation were implemented following the schedule.

JICA Project Team collected data and information necessary for evaluation such as Project activity records and objectively verifiable indicators. JICA Project Team also collected primary data for the evaluation through the questionnaire survey, individual interviews, group discussion with the key members of counterpart organization and WG members.

Table 3.1-3 Evaluation Procedure and Schedule

No.	Activities	Period
1	Data/ information collection of the indicators of PDM by JICA Project Team	January, 11-15, 2013
2	Explanation of purpose and procedure of the evaluation to the counterparts	January 15, 2013
3	Group Discussion with WG members	January 16, 2013
4	Implementation of a questionnaire survey to the key members of WGs	January 16 - 23, 2013
5	Implementation of individual interviews to three Deputy Secretary General of CIB and CSEZB and two directors of departments related to the Project	January 17 - 28, 2013
6	Drafting of the Project evaluation report	January 23 - 30, 2013
7	Discuss the Project evaluation report at JCC	January 31 - February 8, 2013

2. Results of the Project Evaluation

JICA Project Team evaluated the Project based on the analysis of collected data and information between January and February, 2013. The following is the summary of termination evaluation.

2.1 Project Achievement

JICA Project Team and the counterparts analyzed the results of various evaluation activities, i.e., questionnaire survey, individual interviews, group discussion with the WG members and review of the Project activity records by JICA Project Team and summarized as follows.

(1) Results of the Project Activity according to the Indicators of PDM

Items	Status of Achievement												
Overall goal	<i>Indicator 1: Volume and number of inward FDI stock and inflow including those from Japan</i>												
	Capital amount of QIP Approval by CIB (Unit: thousand USD)												
		2008	2009	2010	2011	2012 (1-9)							
	Japan	8	5	0	6	2							
	Total	10,899	5,859	2,691	7,012	1,123							
	Capital amount of QIP Approval by CSEZB (Unit: thousand USD)												
		2008	2009	2010	2011	2012							
	Japan	4	19	3	75	48							
	Total	80	119	86	673	454							
	Project purpose	<i>Indicator 1: Number of those who assess CDC's services as "good" in questionnaire surveys</i>											
The number of Project of QIP Approval by CIB													
		2008	2009	2010	2011	2012(1-9)							
Total		100	100	102	148	148							
The number of Project of QIP Approval by CSEZB													
		2008	2009	2010	2011	2012							
Japan		2	3	4	14	15							
Total		16	7	22	39	42							
<i>Indicator 2: Number of complaints about CDC's services</i>													
The reliable data could not be collected during the project period. Since CDC has established a complaint counter from investors from January 2013. The data of this indicator is expected periodically to be collected.													
Output 1	[Website]												
	<i>Indicator 1-1: Access count of the website</i>												
	Access count of CDC website												
	2011	2012											
	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
	2,816	3,267	3,297	3,828	3,139	3,392	3,464	3,959	4,689	5,257	5,629	5,642	5,825
	<i>Indicator 1-2: Average access time to the website</i>												
	Average access time to CDC website												
	2011	2012											
	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
4:45	5:07	5:16	5:26	5:03	4:35	4:39	4:27	4:34	4:10	3:56	4:17	4.42	
<i>Indicator 1-3: Number of website users who assessed as "good" in periodical satisfaction survey of website</i>													
The reliable data could not be collected during the Project period.													
[Investment guidebook]													
<i>Indicator 1-4: Number of copies of investment guidebook</i>													
Three investment promotions tools were developed and printed during the Project as shown in the following table.													
Table : Promotion tools developed during the Project													
Name			English version					Japanese version					
Investment Guidebook 2012 (4 th Edition)			4,000					3,000					

	<table border="1"> <tr> <td>Investment Guidebook 2013 (5th Edition)</td> <td>4,000</td> <td>2,500</td> </tr> <tr> <td>Municipality and Province Investment Information</td> <td>4,000</td> <td>-*</td> </tr> </table>	Investment Guidebook 2013 (5 th Edition)	4,000	2,500	Municipality and Province Investment Information	4,000	-*																																																					
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	<p>* Information of seven major provinces was translated into Japanese and the translation will be updated to CDC website.</p>																																																											
	<p><i>Indicator 1-5: Frequency of updating and revision of investment guidebook</i> The investment guidebook was annually (two times) updated and revised according to the Project implementation plan.</p>																																																											
	<p>[Library Service]</p>																																																											
	<p><i>Indicator 1-6. Number of books and, information/data provided by library service</i></p>																																																											
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Training Workshop for Provincial Officials (Siem Reap)		26 persons	100% (25 respondents)					
Training Workshop for Provincial Officials (Phnom Penh)		30 persons	100% (25 respondents)					
[Reception Function]								
<i>Indicator 2-4: Number of reception service users</i>								
Investor inquiry record								
2012								2013
May	June	July	Aug	Sep	Oct	Nov	Dec	Jan
12	7	4	9	4	6	4	8	8
<i>Indicator 2-5: User's satisfaction in reception service</i>								
The reliable data could not be collected during the Project period.								
[Country Desk: Japan Desk as a pilot project]								
<i>Indicator 2-6: Report of a plan for establishing Japan desk</i>								
<i>Indicator 2-7: Establishment of Japan desk</i>								
The plan for establishing Japan Desk and establishment of Japan Desk are described in Chapter 2 of the main report.								
[Common indicators from Output 2]								
2-8. Number of staff training programs of CDC/ related organizations								
2-9. Number of participants of training								
2-10. Satisfaction level of training participants								
In addition to WG meetings on seminar and reception which have been conducted in a periodical manner during the Project, the following training programs were conducted for improving capacity of WG members and CDC staff members.								
No.	Training	WG	Period	Participants				
1	Third country training in Singapore and Malaysia	Reception	November 26- December 3, 2011	5				
2	Third country training in Thailand and Vietnam	Reception	September 30 – October 6, 2012	5				
3	Lecture on consultation services by JICA Expert of CDC (1) (2) (3)	Reception	August 24, 2012	10				
4		Reception	September 21, 2012	9				
5		Reception	December 19, 2012	7				

(2) Summary of Questionnaire Survey for the WG members and Group Discussion

JICA Project Team conducted a questionnaire survey for the WG members and 10 respondents answered the questionnaire (See Annex 1). Group discussion with WG members was also conducted during the Project evaluation period. The results of survey and group discussion are summarized as follows.

- 1) All respondents satisfied with their involvement in the Project Activities while some of them pointed out the difficulty of schedule arrangement with their daily assignment.
- 2) All respondents think that they learned necessary knowledge and skills to improve investment-related services of CDC through the Project and utilize them to their daily activities.
- 3) All respondents think that communication with JICA expert has been smooth throughout the Project.
- 4) One of respondents pointed out that amount of allowance provided by the Project is too little.
- 5) All respondents agree to the appropriateness of the Project approach.
- 6) All respondents replied that CDC's investment related services have been improved through the Project

based on the achievement of Output 1 and Output 2.

- 7) All respondents replied that the inputs of Japanese experts were relevant in terms of timing, period and expertise.
- 8) All respondents replied that the inputs from Cambodian side were relevant.

(3) Major Comments by Interview survey

JICA Project Team conducted individual interviews to three Deputy Secretary General (DSG) of CIB and CSEZB and two directors of CIB (director of PEID and director of PMD). The major comments are summarized as follows.

- 1) The investment related services of CDC have been improved a lot through the Project in particular, investment information and promotion tools such as investment guidebook and website.
- 2) The approach of the Project always working together with counterparts was really useful for efficient and effective capacity building of CDC staff members.
- 3) The communication among departments of CIB and CSEZB has been more smooth comparing to before the Project and established team work among WG members.
- 4) Further capacity building for provincial officials is necessary since they do not have enough knowledge on QIP application procedures as well as investment promotion services.
- 5) Because 10 years has passed since the last amendment of Law on Investment in 2004, the amendment of Law on Investment is necessary. Legislation of new SEZ Law is also urgent issue for Cambodia. Currently CDC is planning to complete those works related to investment laws and regulations by the end of 2013. Continuous support on this fields from JICA is highly appreciated.
- 6) Proposal of investor's window by the JICA Project Team and continuous discussion on this matter with CDC members at management level really contributed to change in the mind of those people and establishment of One Stop Service Office according to the Joint Prakas No.991. CDC will continue own efforts to realize the concept of Investor's Window.
- 7) While it seemed to be difficult, CDC expected that JICA Project Team took a role to facilitate among CDC and related ministries in order to accelerate the realization of investor's window.
- 8) CDC really hope continuous support from JICA for investment promotion and facilitation including investment laws and regulations.

2.2 Implementation Process

Items	Status of Achievement
Project Management	<p>[Decision Making]</p> <p>The Joint Coordination Committee (JCC) meeting was held as scheduled chaired by CDC top management and the Counterpart (C/P) meeting was opened as necessity required. At those meetings, JICA Project Team and CDC shared the progress of the</p>

	<p>Project and discussed the issues to be solved. The record of meetings is as follows:</p> <table border="1"> <thead> <tr> <th>JCC</th> <th>C/P Meeting</th> </tr> </thead> <tbody> <tr> <td>The 1st JCC of March 14, 2011</td> <td>The 1st C/P meeting of March 17, 2011</td> </tr> <tr> <td>The 2nd JCC of March 12, 2012</td> <td>The 2nd C/P meeting on April 25, 2012</td> </tr> <tr> <td>The 3rd JCC of February 12, 2013</td> <td>The 3rd C/P meeting of August 21, 2012.</td> </tr> </tbody> </table> <p>As for daily decision making, JICA Project Team discussed with the Project Manager and made decision every time. For an important issue, the Project Director or Deputy Project Director responded to make decision.</p> <p>[Ownership] At the Cambodian side, CDC top management took strong leadership and gave proper instructions to CDC staff. This contributed the commitment as the whole organization and smooth implementation of the Project activities.</p> <p>[Monitoring]. JICA Project Tam periodically monitored the progress of activities and reported to the Project Manager. Then the Project Manager reported the progress to the Project Director and Deputy Project Manager. At the JCC meetings and C/P meetings, JICA Project Team also shared the information of progress with CDC top management, directors and staff.</p>	JCC	C/P Meeting	The 1 st JCC of March 14, 2011	The 1 st C/P meeting of March 17, 2011	The 2 nd JCC of March 12, 2012	The 2 nd C/P meeting on April 25, 2012	The 3 rd JCC of February 12, 2013	The 3 rd C/P meeting of August 21, 2012.
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The 2 nd JCC of March 12, 2012	The 2 nd C/P meeting on April 25, 2012								
The 3 rd JCC of February 12, 2013	The 3 rd C/P meeting of August 21, 2012.								
Participation of Counterpart	<p>Totally 45 times of WG meetings were held during the Project. WG members have their own regular work of the departments to which they belong. It was necessary to decide the dates of meetings considering their available time. Nevertheless, JICA Project Team could hold WG meetings when needed inviting most members.</p> <p>CDC top management repeated that the project activities were part of important activities of CDC. This kept the commitment of WG members generally high.</p>								
Communication within the Project	<p>JICA Project Team regularly communicated with the Project Manager for reporting of progress, consultation for decision making, and exchanging views regarding project implementation. As for each activity, JICA Project Team frequently communicated with WG members by telephone, e-mail, and stand talking besides formal events such as WG meeting, workshop and OJT activities.</p>								

2.3 Three Evaluation Criteria

(1) Relevance

Appropriateness of Overall Goal	<p>The overall goal of Project was “Inward foreign direct investment (FDI) which utilizes the services of CDC will increase.” The services of CDC mean services for the promotion and facilitation of FDI.</p> <p>The attraction of investment is the priority policy of Cambodia’s national development policy and Japan’s ODA policy for Cambodia. The Rectangular Strategy of Cambodia, a long-term framework for the socio-economic development, prioritizes the private sector development and employment creation including the attraction of investment as one of four pillars. The National Strategic Development Plan Update 2009 - 2013 of Cambodia also includes the strengthening private sector and attracting investment as one of key policy priorities. The Country Assistance Plan for Cambodia prepared by JICA adopted the private sector development as one of priority areas.</p> <p>Thus, the overall goal of Project is consistent with the policies of Cambodia and the policy of Japan’s ODA.</p>
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	<p>It must be noted that the main factor of increasing the use of CDC's investment promotion service is an increase of foreign investors' interest in Cambodia as a candidate country for investment. This is largely influenced by two factors: i) the attractiveness of Cambodia's investment environment and ii) global economy and competition. Accordingly, the number of foreign investors which use CDC's service must depend on external factors. During the Project period, foreign investor's interest in Cambodia has shown the increasing trend, especially in the manufacturing sector because of cost rise in other Asian countries.</p>
Appropriateness of Project Purpose	<p>The number of foreign investors has been increasing during the Project period. However, the information of Cambodia's investment environment was not sufficiently prepared and the information was not properly delivered to foreign investors at the start of Project. Hence, the project purpose of Project was adequate because it was in accordance with the needs of foreign investors.</p>
Appropriateness of Approach	<p>The beneficiaries as the result of project purpose are foreign investors. In order to achieve the overall goal, it is appropriate that the outcome of Project benefits foreign investors.</p> <p>CDC is the sole government organization that provides investment promotion service to foreign investors in Cambodia. It was adequate to choose CDC as a counterpart organization. As the mainstream function of CDC was activities related to QIP, the investment promotion service was limited. The quality of investment promotion was needed to be improved. Thus it was an appropriate approach that this Project focused the capacity building of CDC.</p> <p>Japanese companies have invested in the ASEAN region over decades and they have established production bases and global supply chains in this region. Japan's ODA have contributed to the promotion of those investments by supporting the construction of infrastructure, investment promotion and industrial development. The expertise in investment promotion accumulated in Japan can fully utilized to achieve the project purpose.</p>

(2) Effectiveness

Prospect of Achievement of the Project Purpose	<p>This Project emphasized the capacity building of staff in charge of investment promotion service and developed their capacity to a considerable extent. This Project has also prepared basic environment and infrastructure for investment promotion service. For example, new website and manuals for services were developed and the reception desk was renovated. Accordingly, output of Project was effective to improve CDC's investment promotion service.</p> <p>However, the project purpose is concerned with the capacity of improving investment promotion services. As for this, top management of CDC always showed active stance toward the improvement of CDC's service. At the staff level, as the results of project activities, some members of WGs have become to actively present ideas to improve current services. However, an attitude of seriously trying for continuous improvement has not yet completely established even among WG members.</p> <p>Even though there is uncertainty, it is considered that CDC will maintains the capacity of improving their service because top management is eager to improve CDC's service.</p>
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(3) Efficiency

<p>Achievement Level of Output 1</p>	<p>[Website] A new CDC website was developed and has been updated in order to provide various information of investment environment. The number of access to the website has steadily increased from 2,800 as of December 2011 up to 5,800 as of December 2013. CDC periodically uploads new information such as “News and Events.” The information is prepared by CDC staff and the web administrator of CDC uploads it by himself. CDC has acquired the capacity of updating website. An issue of website is how to maintain web pages in Japanese because there is no staff that have good command of Japanese language.</p> <p>[Investment Guidebook] The Investment Guidebook, 2012 was published in February 2012, and Investment Guidebook, 2013 was published in February 2013. The members of Guidebook WG have become able to collect data and information necessary for revision of investment guidebook. But it is still difficult for CDC staff to plan a revision of guidebook and they can write only a part of investment guidebook. The update of investment guidebook in Japanese language is also an issue same as the website in Japanese language.</p> <p>[Library] “The Investment Information Desk” was set up after the renovation of office space of PRIPD. The Investment Desk Information provides library service. The library service has been provided since April 2012. As of the end of January 2013, the total number of materials are 1,160 (hard copies: 633 and soft copies: 527). CDC staff in charge regularly collect books and documents and maintain them using database. The management of library is conducted according to the management rules. It can be said that CDC has acquired the capacity of managing the library.</p>
<p>Appropriateness of Activities for Output 1</p>	<p>Output 1 was to improve information service for investors. In this Project three activities for website, investment guidebook and library were implemented to achieve Output 1. Website, investment guidebook and library (information desk) are most common means of information provision for investment promotion. It can be said that those are necessary and sufficient measures to achieve Output 1.</p>
<p>Achievement Level of Output 2</p>	<p>[Investment Seminar] Cambodia investment promotion seminars were conducted in Japan (three times), Vietnam (one time) and Malaysia (one time). Training workshops for provincial officers were conducted three times during the Project. Through the activity, CDC staff has understood working procedures for planning and implementation of the seminars. CDC has established network with other investment promotion agencies at the time of seminars.</p> <p>[Reception Function] In this Project, the space for consultation service at PRIPD was renovated. The manual for consultation to be used at consultation was prepared. The capacity of CDC staff in charge of consultation has been developed by giving lectures and visiting other investment promotion agencies in the neighboring countries. JICA Project Team made recommendations on “Investor’s Window” as an ideal reception and consultation service of CDC. By the Joint Prakas No. 991 on December 28, 2012, CDC has started “One Stop Service” to receive QIP-related applications and its fees at</p>

	<p>the prescribed place at PRIPD. This has increased convenience of investors and improved the transparency. But this One Stop Service is different from the recommendation of JICA Project Team because this does not provide one-stop service of consultation.</p> <p>[Country Desk] CDC has established Japan Desk which facilitates investments by Japanese companies and JICA dispatched a long-term expert (Investment Environment Improvement Advisor) to Japan Desk. The JICA expert provides investment facilitation services for Japanese investors. The number of visitors to Japan Desk has been increased steadily during the Project. It can be said that Japan Desk has had a significant effect in facilitating Japanese investment.</p> <p>An issue of country desk is how to expand country desks to other priority countries following the success of Japan Desk.</p> <p>[Collaboration with JICA Long-term Expert] JICA dispatched a long-term expert (Investment Environment Improvement Advisor) to CDC. JICA Project Team collaborated with JICA long-term expert at times on such occasions as investment seminars and training of consultation for CDC staff. The support from JICA long-term expert contributed to more efficient implementation of activity for investment attraction.</p>
<p>Appropriateness of Activities for Output 2</p>	<p>Output 2 is targeted to upgrade PR activities and consultation services of CDC. Three activities to achieve Output 2 were the upgrade of seminars management, reception function and country desk.</p> <p>An investment seminar is a promotion activity conducted in investing countries. The consultation service at the reception and country desks is a promotion activity done in Cambodia, especially at CDC. These three measures cover most of PR activity or investment attraction activity. But it is more effective to combine direct visits to potential investors at the time of investment seminar overseas. And this Project focused the reception of investors at PRIPD, but the reception of investment missions is also an important occasion for investment attraction.</p> <p>It is also noted that effective investment attraction such as investment seminar can be realized with good investment information supported in Output 1.</p>
<p>Appropriateness of Input: Japanese Side</p>	<p>Input of Japanese side was appropriate to implement the planned activities.</p> <p><u>Assignment of Experts</u></p> <ul style="list-style-type: none"> ▪ Eight experts have been assigned for two year of Project period, in which totally 43.5MM has been fulfilled at the end of February 2013. Those experts are in the fields of i) Team Leader/ Investment Promotion 1, ii) Team Sub-leader/ Investment Information Service 1, iii) Policy Advocacy/ Information Service 2, iv) Investment Information Service 3, v) Investment Promotion 2, vi) Website Management, vii) Inter-organizational Coordination/ Investment Promotion Assistant (2 experts). <p><u>Provision of Equipment and Materials</u></p> <ul style="list-style-type: none"> ▪ Equipment for the Project office was purchased such as computers, printer and photocopy machine. <p><u>Operational Expenditure</u></p> <ul style="list-style-type: none"> ▪ The operational expenditure for implementing activities of the Project borne by Japanese Side.

<p>Appropriateness of Input: Cambodian Side</p>	<p>Input from Cambodian side was appropriate to implement the planned activities.</p> <p><u>Assignment of Counterpart Personnel</u></p> <ul style="list-style-type: none"> ▪ In the Project activity, five working groups (WGs) were formulated. In WGs, total 18 counterpart personnel have been allocated from CDC. <p><u>Necessity budget for the operation of the Project</u></p> <ul style="list-style-type: none"> ▪ CDC has provided office space and other necessary facilities for JICA Project Team in CDC. CDC also has borne the costs of utilities, administration and meeting fees which were necessary to implement the Project activities
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3. Conclusion of the Project Evaluation

3.1 Relevance

The Project Purpose is consistent with policies of Government of Cambodia and Japanese official development policy. And the Project is correctly designed to achieve its purpose. Therefore the Project is relevant to be implemented.

3.2 Effectiveness

In general, the contents of two Outputs which were set up before the Project might be key factors to achieve the Project Purpose. Each Output has been achieved as expected through the implementation of the planned Project activities. Therefore, it could be said that the Project has been effectively conducted.

3.3 Efficiency

Inputs from both Japanese side and Cambodian side are provided during the Project according to the original plan in general and efficiently utilized in the Project activities. The relationship between both sides has been kept throughout the Project period. Therefore, the Project has been efficiently implemented to produce Outputs.

3.4 Conclusion

Throughout the Project activities, all stakeholders of the Project have collaborated with each other and accumulated necessary knowledge and skills on appropriate service provision of investment information, promotion and consultation. In this regard, the Project Purpose has been achieved within the Project period, then, the Project will be concluded at March 2013 as scheduled.

Annex1: Summary Sheet of Questionnaire Survey for the Working Groups

-End of the document-

**The Evaluation Survey on
The Japanese Technical Cooperation Project
on Enhancing the Investment-related Services of Council for the Development of Cambodia**

Annex1: Summary Sheet of Questionnaire Survey for the Working Groups

Part 1: Implementation Process

Subject	Questions	Answers			
		Excellent (2 persons)	Good (8 persons)	Poor (None)	Very poor (None)
0.1 Participation in the Project	0.1.1 How do you find your involvement in the project activities?	Excellent (2 persons)	Good (8 persons)	Poor (None)	Very poor (None)
	0.1.2 Have you learned any knowledge and/ or skills on the investment-related services to be provided by CDC through your involvement in the Project?	Yes (10 persons)		No (None)	
	0.1.3 If your answer to the above question is "Yes", please describe concretely major knowledge and/ or skills you acquired through your involvement in the Project.	* Consultation record, Seminar in overseas. * Learn how to organize seminar. * Collect and process information and data. Improve public communication/Relation skill. Know how to get thing done in line with International and regional standard. *New website which has many good content about CDC/and other information relate to investment. How to collect information in provinces to write investment guide book. * Seminar preparation. Provincial Data Collection. Providing inputs for investment guidebook. * I can learn more on how to improve the investment related service of CDC. * I was able to learn and know about: - how to improve the investment related service of CDC - Requirement of PMIS for its promotional action at municipality –province level - How to make the investment guide book thru the collection and compilation of the key information. * Learned how to set up library and how to manage in library. * Be able to learn more on what facilitation need by investor and how to service them through investment workshops mission.			
	0.1.4 Have you made use of knowledge/ skills you learned during the Project activities for your work? If yes, please describe concrete examples.	Yes (10 persons)		No (None)	
	Examples: * Consultation record, seminar. * Know how to organize seminar. * Learn about investment agencies in Thailand & Vietnam. * Seminar, guidebook, working team on specific activity. * Put or stick number per each book in the library.				
	0.1.5 Have you faced any problems to participate in the project activities? If any, what kind of problems have you faced?	Yes (2 persons)		No (8 persons)	
	Problems: * Time allocation bet project activities and works in the office. * We don't have one person to take care of library.				

	0.1.6 If your answer to the above question is "Yes", what measures have you taken to solve the problems?	*Now we have group of one-stop service stand by in the library so we no need one person in charge for this problem.			
0.2 Communication within the Project	0.2.1 How do you find relationship between Cambodian C/P and Japanese experts? If you have any suggestions for future improvement, please describe.	Excellent (7 persons)	Good (3 persons)	Poor (None)	Very poor (None)
	0.2.2 Is there any problem in communication with Japanese experts? If yes, how have you overcome such problems?	Yes (None)		No (10 persons)	
		Suggestions for improvement: *I am very happy work with Japanese experts.			
		Comments: *We often have meeting so we know each other well.			
0.3 Others	0.3.1 Have there been any problems in the implementation of the Project? If any, please describe them.	Yes (3 persons)		No (7 persons)	
		Comments: *Given money for mission was so small.			

Part 2: Three Evaluation Criteria

1. Relevance- Is the Project implementation relevant?

Subject	Questions	Answers			
1.1 Appropriateness of Project Approach	1.1.1 Do you think that the Overall Goal "Inward FDI which utilizes the services of CDC will increase" and the Project Purpose "CDC's capacity of improving investment promotion services will be enhanced" conform to the needs of Cambodia?	Very high (3 persons)	High (7 persons)	Low (None)	Very low (None)
	1.1.2 Do you think that the approaches of the Project, target area selected are appropriate to improve issues investment-related services in Cambodia? Please evaluate its appropriateness.	Very high (2 persons)	High (8 persons)	Low (None)	Very low (None)
		Reasons/ Comments: * We need to attract investment (FDI) as much as possible. * By improving this investment promotion service many investment companies come to invest in Cambodia especially Japan. * Inward investment is increasing including Japanese FDI is remarkable increasing. * By my observation, I saw the Inflow of FDI from Japan was increase in Cambodia because of the JICA activity coopered closely with PMIS staff as well as CDC top leaders thru several investment promotion missions abroad. * Yes I think that will be increasing the project and purpose of improving investment promotion services.			
		Reasons/ Comments: *For website, it can provide more information to investor without come to CDC. For Guidebook, it can provide clearly guideline to invest in Cambodia and potential sector area to invest. * I think that very approaches of the project.			

1.2 Others	1.2.1 Please describe any changes in social, political environment which may affect the project implementation, if any.	<ul style="list-style-type: none"> * So far None to my knowledge. * Not so much. * In my ideas, there are some changes in social and political environment which will affect the project implementation, but now not comments. * It not effect to the project development.
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2. Effectiveness- Has project effect produced as expected through the Project implementation?

Subject	Questions	Answers			
2.1 Prospect of Achievement of the Project Purpose	2.1.1 Has CDC's capacity of improving investment promotion services being enhanced through the Project?	Yes, Very much (2 persons)	Yes (8 persons)	No (None)	Not at all (None)
		Reasons/ Comments: *CDC provides more promotion services such as: Library for investor, provincial data for investment. * Basing on this experience, CDC can prepare its action plan for conducting that thing through setting up networking cooperation with agencies or organizations. * Of course, everything is going well and better than last time. * Long time CDC we don't have library now we have library.			
	2.1.2 Was Output 1 "Services to Provide necessary information/ data for investors will be upgraded" necessary and sufficient to achieve the Project Purpose?	Yes, Very much (3 persons)	Yes (7 persons)	No (None)	Not at all (None)
		Reasons/ Comments: * Investor can find any information through new CDC website and library for investment in Cambodia. * The investment promotion tools has been improved and upgraded. * Because promotion materials for investors were updated.			
	2.1.3 Has Output 2 "PR activities and consultation services will be upgraded" necessary and sufficient to achieve the Project Purpose?	Yes, Very much (2 persons)	Yes (8 persons)	No (None)	Not at all (None)
		Reasons/ Comments: * Improving the CDC capacity in provide consultation service to investor through and way of providing information. * The CDC staff knows how and knowledge has been improved and sharpened. * One-stop office is materialized.			
2.2 Obstructing/ contributing factors	2.2.1 Please describe any obstructing/ contributing factors for achieving the Project Objective if any.	<ul style="list-style-type: none"> * Joint Prakas (One-Stop Service) may improve CDC work. * Recently issued joint Prakas between CDC & MEF. * Level of understanding at the provincial level still limited which is time consuming to explain on the project purpose. * Closing support and cooperation form CDC top to various department. Good communication and networking. 			

3. Efficiency- Has the Project been implemented in efficient manner?

(Please answer the following questions in terms of the activities which you participated.)

Subject	Questions	Answers			
3.1 Achievement	3.1.1 To what extent has the Output of the Project "Services to	To a great extent (4 persons)	To some extent (6 persons)	A little progress (None)	Not progress (None)

level of the Output	provide necessary information/ data for investors will be upgraded" been achieved since the Project started? (Output 1)	Reasons/ Comments: * Investor can easy to get information about CDC including the services through website. * Positively change and improve services for investors from day to day. * Investment guide book and promotion tools have been updated.			
	3.1.2 To what extent has the Output of the Project "PR activities and consultation services will be upgraded" been achieved since the Project started? (Output 2)	To a great extent (4 persons)	To some extent (6 persons)	A little progress (None)	Not progress (None)
3.2 Dispatch of Japanese Experts	3.2.1 How do you evaluate the assignment of Japanese experts from the viewpoints of dispatch period/ timing/ their expertise?	Excellent (5 persons)	Good (5 persons)	Poor (None)	Very poor (None)
		Reasons/ Comments:			
3.3 Assignment of Cambodian Counterparts (C/P)	3.3.2 How do you find the assignment of Cambodian C/P (number, expertise, position and role) of your working group (or for the project as a whole)?	Excellent (4 persons)	Good (6 persons)	Poor (None)	Very poor (None)
		Reasons/ Comments: * It is fine because they are involved in daily work performance.			
3.4 Obstructing/ contributing factors	3.4.1 Please describe any obstructing/ contributing factors for producing the Output if any. (Please specify)	None			
<p>Feel free to give your comments on the Project.</p> <p>* Thank you very much for your team. All projects are quite successful at CDC. I hope Project will be continued.</p> <p>* We enjoyed working with Japanese expert very much. They're very nice people. Keep them with us please!!!</p> <p>* Good working group spirit from Japanese expert with Cambodia CP. Success Guidebook, and Provincial information book. The project provided a lot of facilities (color photocopy, library...) Good Job!</p> <p>* Overall, the project has been successful and should be extended as CDC still need continuous support from JICA for improving investment-related service. The project also makes great impact on CDC officials in terms of building their capacity and knowledge related to investment information and promotion.</p> <p>* The establishment of working groups are well-prepared but not for member of working group. The member of each working group, some are careless for their works. However, in general everything is well-conducted and more cooperative between JICA experts and Cambodia C/P. I think CDC still needs JICA's support for future improvement and cooperation.</p> <p>* I have found every activity implemented this JICA project was successful result and I highly revaluated and appreciated the output.</p> <p>* In my ideas, I note that all activities has implemented, the project has been gone well with fruitfully results and outputs. The project should be gone on to help making stronger the CDC as government institution and as well as PMIS capacity building/human resources development.</p> <p>* I feel free to work for CDC/CIB and with JICA team and Expert Japanese for future.</p>					

付属資料 7

Project Newsletter



ក្រុមប្រឹក្សាសម្រាប់ការអភិវឌ្ឍន៍កម្ពុជា
Council for the Development of Cambodia



CDCのメインビルディング

「カンボジア開発評議会投資サービス関連向上プロジェクト」が始まりました！

カンボジア政府は、民間セクターの強化と外国投資の誘致を国の重要政策に掲げています。外国投資が増えることで、カンボジア経済がより発展し、雇用機会が増え、ひいては貧困撲滅につながることを期待されています。一方、インフラの未整備や煩雑な各種認可手続き等、更なる投資促進のために解決すべき課題もあるのが現状です。

このような背景から、投資促進機関であるカンボジア開発評議会（Council for the Development of Cambodia : CDC）をカウンターパートとして、「カンボジア国開発評議会投資関連サービス向上プロジェクト」が、2011年3月からJICA（国際協力機構）の支援により始まりました。本プロジェクトを通じて、投資家への情報提供や関連省庁との連携の面で、CDCの投資誘致関連サービスが向上することが期待されています。

プロジェクトの活動

3月14日に、プロジェクトを管理する第1回合同調整委員会が開催され、プロジェクトが開始いたしました。プロジェクトではCDC職員の能力向上を目指し、以下の活動を実施しています。

①投資家のニーズに合致し、また使い勝手の良いウェブサイトの設置及び定期的な情報の更新

- ②社会・経済・ビジネス環境等の投資家が必要とする情報を網羅する投資ガイドブックの改訂
- ③投資関連法やその他情報を揃えた投資家向けライブラリーの設置
- ④海外投資を促進するための投資促進セミナーの計画・実施
- ⑤投資家向け投資相談などレセプション機能の強化
- ⑥重点国からの投資拡大を目的とするカントリーデスクの設置

CDCの下には投資適格プロジェクト（QIP）認可と投資促進を担当するカンボジア投資委員会（Cambodia Investment Board : CIB）とカンボジア経済特別区委員会（Cambodian Special Economic Zone Board : CSEZB）があります。プロジェクトチームはこれらの委員会に加え、日系企業の投資支援のためにCDCに派遣されているJICA長期専門家とも協力しながら、各活動を実施しています。



第1回合同調整委員会（3月14日）

カンボジア投資セミナーin 東京

6月2日（木）、カンボジアへの投資に関心がある民間企業を対象に、カンボジアへの投資を促進することを目的にカンボジア投資セミナーが東京の「ザ・プリンスパークタワー東京（ボールルーム）」にて実施されました。本セミナーは、CDC、国際機関日本アセアンセンター（AJC）、日本貿易振興機構（JETRO）、JICAが共催し、駐日カンボジア王国大使館、外務省、経済産業省の後援を受けました。本プロジェクトはセミナー実施のためのCDCへの支援を行いました。

セミナーでは、ソク・チェンダ首相付大臣・CDC 事務局長をはじめ、在カンボジア日本大使館の黒木大使、今村 JICA 専門家、JETRO プノンペン事務所長・日本人商工会（JBAC）事務局長の道法氏、そして現地での進出経験を有するミネベア株式会社の貝沼社長の講演を行い、参加者の人々に広くカンボジアの状況について知っていただくことができました。全体質問では、カンボジアの電力事情や国の人材育成計画への質問などがありました。終了後は講演者との名刺交換や質問のために参加者が列を作る場面も見られました。セミナー参加者約 300 名へのアンケートでも高評価を得ることができ、カンボジアへの投資について関心の高さが窺えるセミナーとなりました。



セミナーの様子

地方投資環境調査

昨今、カンボジアの地方都市への投資に対する関心が高まってきています。投資家の要望に対応するため、プロジェクトでは、2012 年初頭に改訂予定の投資ガイドブックに地方の投資環境情報を盛り込むこととし、地方の実状を確認するために、7 州（カンダール、カンポット、シアヌークビル、ココン、カンポンチャム、シェムリアップ、バットアンバン）を対象に、8 月 28 日～9 月 1 日、9 月 5 日～9 月 8 日の日程で、2 回に分けて最初の地方投資環境調査を実施しました。

まず、カウンターパートと協力しながら、収集すべき投資情報リスト及び実施計画を作成し、事前に質問表を送付したうえで、対象州政府を訪問しました。

質問表をもとに州政府関係者から情報を収集すると

ともに、投資支援策や有望産業について積極的に意見を交わしました。また、経済特区（SEZ）の開発業者や既に進出している外国企業にインタビューを行い、当該地域への投資の優位性や現在抱えている課題等を整理しました。

調査終了後は、カウンターパートが中心となって実施報告書を作成し、更に収集した情報を整理・照合し州別の投資情報として纏めました。

纏められた投資情報は、来年改訂される投資ガイドブックに反映されるだけでなく、現在構築中の CDC の新ウェブサイトにも掲載する予定です。

今回の調査は、カウンターパートが、各州での視察・協議を通じて地方の投資環境の実状を理解するよい機会となりました。今後、CDC のイニシアティブの下、地方政府と投資関連情報に関する定期的な情報交換が行われるよう、プロジェクトとして引き続き支援を続けていく予定です。



州政府との意見交換

今後の活動予定

CDC のレセプション並びにオフィスをより投資家が来やすい環境にするために、レイアウトの変更を予定しています。レセプションにはコンピューターを備え付けて、投資関連情報をデータベースでも検索できるようにしていきたいと考えています。

また、好評をいただいている「カンボジア投資ガイドブック」も改訂作業中です。改訂版には地方調査の結果を受けた地方の投資環境に関する情報が新しく掲載される予定です。

プロジェクトの連絡先

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Project NEWSLETTER

Vol. 1 September 2011



Main Building of CDC

Start of the Project

The Royal Government of Cambodia currently prioritizes the private sector development and the promotion of foreign direct investment (FDI) in its economic policies. FDI is expected to play a role of job creation, which leads to poverty reduction, and the diversification of the Cambodian economy. But there exist several constraints for FDI such as poor condition of infrastructure and complicated application procedures.

In the above mentioned situation, “Project of Enhancing the Investment-Related Service of Council for the Development of Cambodia” was launched in March 2011 with the purpose of strengthening investment-related related services for investors. This project aims to develop the capabilities of the Council for the Development of Cambodia (CDC) as counterpart organization, in investment information and investment promotion services.

Activities of the Project

The first Joint Coordinating Committee (JCC) meeting took place on March 14, 2011 at the inauguration of project. The JCC endorsed the activities of project as follow:

- 1) Establish a user-friendly website fitting investor’s needs and regularly update the website;
- 2) Update an Investment Guidebook which provides investment-related information such as society, economics, and business environment;
- 3) Establish a library containing laws and regulations and

other investment-related information;

- 4) Plan and implement Investment Seminars to promote foreign investment in Cambodia;
- 5) Strengthen the reception function including investment consultation; and
- 6) Support the establishment of country desks for promoting investment from the priority countries.

Under CDC, there are two organizations named Cambodia Investment Board (CIB) and Cambodian Economic Zone Board (CSEZB). The Project team has been implementing the above activities with these two boards and in cooperation with JICA long-term expert who is dispatched to CDC for promoting investment from Japan.



First JCC (March 14th)

Cambodia Investment Seminar in Tokyo

The Cambodia investment seminar was held at the Prince Park Tower Tokyo “Ball Room”, on June 2nd for the investment promotion targeting Japanese companies which are planning to invest in Cambodia. Four institutions, namely CDC, ASEAN Japan Centre (AJC), Japan External Trade Organization (JETRO), and JICA co-organized the seminar. The Royal Embassy of Cambodia to Japan, Ministry of Foreign Affairs to Japan and Ministry of Economy, Trade and Industry of Japan supported the seminar. The project team supported CDC to prepare and participate in the seminar.

During the Seminar, five lecturers explained investment climate, investment experience and other investment-related information. They are H.E. Sok Chenda Sophea (Minister Attached to Prime Minister and Secretary General of CDC),

H.E. Kuroki (Ambassador Extraordinary and Plenipotentiary of Japan to the Kingdom of Cambodia), Mr. Imamura (Investment Environment Improvement Advisor to CDC, JICA Expert), Mr. Doho (Representative of JETRO Phnom Penh Office and Secretary of Japanese Business Association of Cambodia) and Mr. Kainuma (CEO and President, Minebea Co., LTD.). During the Q&A session, the lecturers gave further detailed questions from participant. There are long queues of those who wished to exchange business cards with lecturers or ask question to them after the seminar. According to the result of questionnaires to participants, the seminar was highly acclaimed, which represented the growing interests of Japanese companies in investment in Cambodia.



Investment Seminar in Tokyo

Provincial Study

Recently, there has been increasing an interest in investing in provincial cities of Cambodia. Responding this trend, the project team decided to include information of provincial investment environment in the next investment guidebook to be published in early 2012. In order to understand current provincial conditions, the project team implemented provincial investment environment studies in two batches covering seven target provinces, i.e., 1st batch: from 28 August to 1st September, and 2nd batch: 5th September to 8th September.

Firstly, counterparts identified necessary information/data to be collected and compiled as a questionnaire sheet, and prepared an implementation plan for the provincial study under close communication with Project Team. The questionnaire sheet was sent to each subject province in advance. During the visits to provinces, the team members collected necessary information/data from government

officials according to the questionnaire sheet and discussed with them aggressively on the provincial investment policies and potential industries in the province. The team members also visited the developers of Special Economic Zones (SEZs) and other private companies operating in the province in order to clarify both the advantages and current issues of investment climate in the province.

After the visits to provinces, the team members made an implementation report and prepared a data file on investment environment for each subject province.

Information/data collected through the provincial study will be included in the next investment guidebook, and will be uploaded to new CDC website which is currently under the development.

The provincial study provided a good opportunity for counterparts to understand the current conditions of investment climate through discussions with provincial governments and site visits. This also developed their awareness of importance of enhancing CDC's investment information service. CDC will establish a good communication network, such as periodical exchange of information, with the provincial governments through the future project activities.



Discussion with Provincial government

Future Activity

The project team plans to change the office layout to provide better reception service. The computer will be set up in reception so that investors can search for information using database system and website. The project team is updating the Investment Guidebook. This revised edition will include the information of provincial investment environment.

Contact of the Project:

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Address: Government Place, Sisowath Quay, Wat Phnom, Phnom Penh, Kingdom of Cambodia

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ក្រុមប្រឹក្សាសម្រាប់ការអភិវឌ្ឍន៍កម្ពុជា
Council for the Development of Cambodia

カンボジア開発評議会投資サービス関連向上サービスプロジェクト

プロジェクト ニュースレター

Vol. 2 2012年4月発行



プロジェクトの2年目がスタートしました！

2012年3月にプロジェクトの第1年次が終了しました。1年次は、投資家の皆様がより利用しやすい投資サービスの提供を目指して、カンボジア開発評議会（CDC）の新規ウェブサイトの立ち上げやレセプションとライブラリスペースの改装などを行いました。3月13日に開催された第2回合同調整委員会で、1年次の活動の総括と2年次の活動について話し合いが行われました。

2012年4月より第2年次がスタートしました。2年次はスタッフのサービス能力向上を目指して研修やセミナーなどの活動を通じた技術移転を行っていく予定です。



第2回合同調整委員会（3月13日）

第三国研修 in シンガポール・マレーシア

他国の投資促進活動を学ぶため、2011年11月26日から12月3日にかけて第三国研修を実施しました。CDCから5名の職員が参加し、シンガポールとマレーシアの投資促進機関や経済特区における投資促進活動に関する知見を深めました。

シンガポールでは、シンガポール経済開発庁（EDB）を訪問し、シンガポールの開発の歴史や投資家への情報提供手法などについて学びました。マレーシアではマレーシア工業開発庁（MIDA）を訪問し、マレーシアの産業発展の歴史や投資家へのサービス内容などを学ぶとともに、ライブラリやビジネスインフォメーションセンターなども見学しました。MIDAからは、本プロジェクトで整備を行っているCDCのライブラリやレセプションの改善に関する具体的なアイデアを得ることができました。

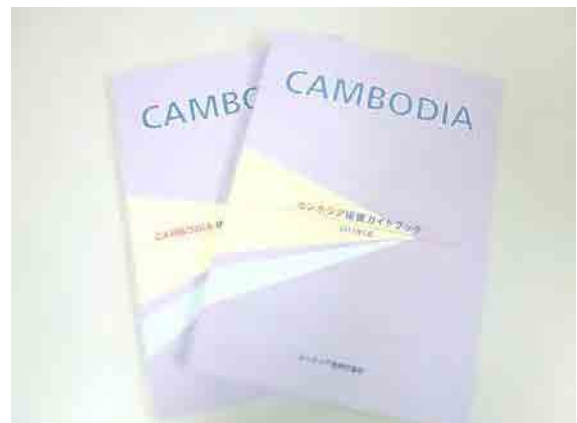
シンガポールでは、日本貿易振興機構（JETRO）シンガポール事務所の主催によるカンボジア投資セミナーも同時期に開催されました。CDCからは、カンボジア投資委員会（CIB）及びカンボジア経済特別区委員会副委員長（CSEZB）のチア・ヴティ氏がカンボジアの投資誘致政策と制度について講演を行いました。研修参加者も、セミナー終了後に日系企業の方々へのカンボジア投資環境に関する説明を行いました。



MIDA ライブラリーの見学

「カンボジア投資ガイドブック 2012年1月版」が発刊されました！

CDCは、カンボジア投資に関する情報を網羅した「カンボジア投資ガイドブック 2012年1月版」を発刊しました。改訂版には、昨年8月と9月に実施した7州（カンダール、カンポット、シハヌークビル、ココン、カンボンチャム、シェムリアップ、バタンバン）の投資環境情報が掲載されています。この他、民法・民法摘要法に関する情報も追加されました。



改訂版投資ガイドブック（和文・英文）

レセプションとライブラリスペースを改装しました！

投資家の皆様により充実したサービスを提供するために、広報・投資促進部のレセプションスペースとライブラリスペースのレイアウト変更を行いました。

新しくなったオフィスには、投資相談などを行うことのできるミーティングルームを設置しています。また、投資家の皆様により多くの投資関連情報を提供するために、CDCの入り口部分に情報提供スペース（ライブラリ）を設置しました。



ミーティングルーム

新設されたライブラリスペースを整備するために、ライブラリワーキンググループ（WG）を立ち上げました。WGは、まず投資家がどのような情報を求めているかを議論し、第三国研修で訪問したMIDAなどを参考に、「統計」、「政策・ガイドライン」、「法律・法令集」などの分野毎に資料収集を開始しました。また、今までCDCの各部が保管していた既存の資料などもライブラリに集めました。

ライブラリには、2台のパソコンも設置されています。パソコンでは「法律・法令集」や投資セミナーで用いたプレゼン資料なども閲覧することができます。ライブラリはどなたでもご利用いただくことができます。



ライブラリ

シハヌークビルでの投資セミナー開催支援

CDCは日本アセアンセンターの支援を受けて、2012年2月20日～22日の日程で、地方政府職員40名を対象に「投資促進とファシリテーション」セミナーをシハヌークビルで実施しました。講義セッションではCIB及びCSEZB副委員長のチア・ブティ氏のほか、JICA専門家、カンボジア日本商工会議所、進出日系企業等の各講演者が、日系企業の特徴、カンボジア政府に対する投資促進支援の要望、投資家に対するワンストップサービスの実現の重要性について講義を行いました。続くグループ討議では、投資家が期待するカンボジア投資促進機関の役割および中央と地方間の投資情報共有ネットワーク構築の必要性について、グループに分かれて討議を行いました。その後の発表会で、参加者全員が活発な議論を交わしました。

当プロジェクトのカウンターパートが、本セミナーの企画・運営の中核的な役割を果たし、JICAプロジェクト専門家は、必要な助言・指導を行いました。

本セミナーは、CDCと地方政府との関係を深め、またCDCのセミナー企画・運営能力の向上を図る大変よい機会となりました。

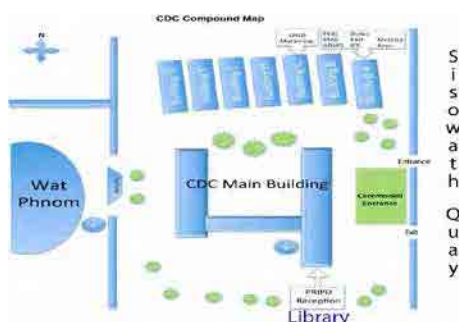


研修のようす

開館時間：月～金 8:30～11:30 14:00～17:00

休館日：土日・祝祭日

場所：CDC Reception Desk 内



プロジェクトの連絡先

CDC プロジェクトオフィス: Cambodia Investment Board 内 Public Relations and Investment Promotion Department (PRIPD)

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Project NEWSLETTER

Vol. 2 April 2012

Start of the Project's Second Year

The first year of the Project finished in March 2012. In the first year, the Project and the Council for the Development of Cambodia (CDC) had introduced new website for investment promotion and renovated reception and library space for better investment service to investors. The second Joint Coordinating Committee was held on March 13th, 2012 and reviewed the result of the first year.

The second year of the Project started in April 2012. The Project plans to conduct various training programs and seminars to develop CDC's capacity.



Second Joint Coordinating Committee (March 13th)

Third Country Training in Singapore and Malaysia

The Third Country Training was implemented from November 26th to December 3rd to learn investment promotion activities of other countries. Five CDC officials took part and visited the activities of Investment Promotion Agency (IPA) and Special Economic Zone in Singapore and Malaysia.

In Singapore, participants visited the Singapore Economic Development Board (EDB) to learn the history of Singaporean development and information service provided by EDB. In Malaysia, participants visited Malaysian Industrial Development Authority (MIDA) to learn the history of industrial development in Malaysia as well as services for investors. Participants got many ideas for CDC's library and reception through observing MIDA library and Business Information Center.

In addition, In Singapore, the participants attended the seminar organized by Japan External Trade Organization (JETRO) Singapore. H.E. Chea Vuthy, Deputy Secretary

General of Cambodian Investment Board and Cambodian Special Economic Zone Board, made presentation about investment promotion policy and system of Cambodia. Participants explained the investment environment of Cambodia to Japanese investors during the card-exchanging session.



Observing MIDA Library

New edition of "Cambodia Investment Guidebook" published on January 2012

CDC published the 4th edition of Cambodia Investment Guidebook in January 2012. This revised Guidebook contains the investment environment information of 7 provinces (Kandal, Kampot, Sihanoukville, Koh Kong, Kampong Cham, Siem Reap and Battambang) which was surveyed in August and September 2011. Information of Civil Code and Law on Civil Code Application are also added in new edition.



Cambodia Investment Guidebook (4th Edition)
Japanese version and English version

Renovation of Reception Space and Library Space

CDC changed the layout of reception space and library space at the Public Relations and Investment Promotion Department of CIB for better provision of service.

A meeting room was set up for investment consultation. To provide more information related to investment to investors, Investment Information Counter (Library) was established at the entrance space of CDC Reception Desk.



Meeting Room

A working group (WG) for library service was formed started their activities to improve an environment of this library space. At the first WG meeting, members identified necessary information for investors and start to collect documents from other ministries and international organizations according to the classification such as “Statistics”, “Policy and Guideline”, and “Laws and Regulations” with reference to MIDA and other IPAs. WG also collected documents from all department of CDC and put them at library space.

Two desktop PCs are installed. Visitors can browse “Laws and Regulations” and presentation materials used at several investment seminars. Investment Information Counter is open to the public.



Library Space

Seminar in Sihanoukville

CDC implemented a seminar titled “Investment Promotion and Facilitation” in Sihanoukville from February 20th until 22nd in 2012 with the financial contribution of the ASEAN Japan Centre. Around 40 members from provincial authorities participated in the seminar. In the sessions of lecture, H.E. Chea Vuthy, Deputy Secretary General of CIB and CSEZB, JICA experts, a representative of Japanese business Association of Cambodia (JBAC), and existing Japanese investors gave lectures on such topics of features of Japanese investors, expected assistance from the Cambodia government and importance for providing one-stop service. In the session of group discussion, two main topics, i.e., “expected roles of Cambodian government agencies” and “building information sharing network between CDC and provincial authorities” were discussed by each group. After the presentation by the representative of each group, the participants lively discussed.

CDC played a key role in planning and implementing this seminar. The seminar offered a good opportunity not only to deepen the relationship between CDC and the provincial authorities, but also to improve the capacity of CDC to plan and manage a seminar.

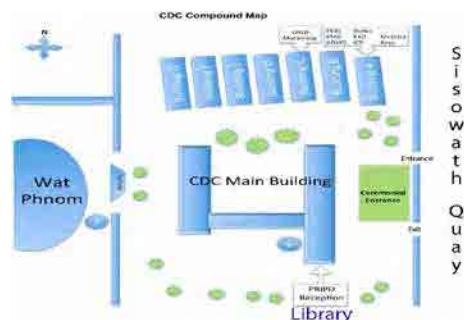


Seminar in Sihanoukville

Open : Mon to Fri 8:30~11:30 14:00~17:00

Close : Saturday, Sunday and Holidays

Location : At CDC Reception Desk



Contact of the Project:

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Council for the Development of Cambodia



第二回地方投資環境調査

2012年6月26日～6月29日、7月10日～7月13日の日程でカンボジアの17州を対象に州別投資環境調査を実施しました。これは昨年度実施された対象7州への州別投資環境調査に続くもので、今回でカンボジア全24州の投資環境データが揃うことになります。

CDCのカウンターパート・メンバーが3グループ（1グループ3～4名で構成）に分かれ、各グループが5～6州を訪問して情報収集を行いました。

訪問前に準備会合を開き、昨年度の反省点を踏まえて計画を練り直し、質問票を改訂しました。訪問調査では、州政府関係者から各州の投資認可実績・有望産業等につき聞き取りを行い、各州が投資促進・認可活動で抱える課題等につき意見交換を行いました。

昨年度は日本人専門家が全日程同行し、調査全体を支援しました。今年度は日本人専門家の参加を一部に留め、カウンターパート・メンバーが主体となって訪問調査を実施し、訪問調査終了後のデータの取り纏め、英語への翻訳等にも意欲をもって取り組みました。また、昨年実施済みの7州についても、各州担当者に質問票を送付し、データの更新をしてもらいました。

今回収集された情報は、全24州の投資環境を網羅した冊子、「Municipality and Province Investment Information（仮）」として纏められ2012年12月に発刊予定です。



州政府との意見交換

シェムリアップでの地方州政府職員向け研修

CDCは7月5日（木）～6日（金）にシェムリアップで、近隣9州の投資関連担当者26名を対象に「投資促進・ファシリテーション」研修を実施しました。研

修は講義とグループ討議からなり、講義ではJICA専門家及びCDC職員が、①投資家ニーズ、②CDCの投資促進活動、③投資促進機関の役割、④投資適格プロジェクト（QIP）申請手順、⑤投資関連法規について説明し、またグループ討議では、①各州の投資促進活動の現状、②CDCと各州との今後の協力事業について話し合い、グループ別発表を行いました。研修当日、カウンターパート・メンバーは進行・グループ討議のファシリテーター等、積極的に研修運営に参加しました。

研修評価アンケート結果からも、地方での投資促進活動・QIP申請・認可手順、投資関連法の内容等、実務に資する研修ニーズが高く、同様の研修が継続されることが期待されています。2012年10月には、プノンペンで近隣8州の政府職員を対象に同様の研修を開催しました。



CDC職員によるプレゼンテーション

カンボジア投資セミナーin 大阪・東京

日本企業に対するカンボジアへの投資促進を目的としたカンボジア投資セミナーが、昨年度に続き今年度も大阪（7月25日於ホテルグランヴィア大阪）と東京（7月27日於ザ・プリンスパークタワー東京）で開催されました。CDC、国際機関日本アセアンセンター（AJC）、日本貿易振興機構（JETRO）、JICAの4機関が主催者となり、加えて大阪商工会議所、中小企業基盤整備機構が共催となり、在日カンボジア大使館、外務省、経済産業省、日本商工会議所が後援をしています。本プロジェクトは主催者であるCDCに対して準備・運営支援を行いました。今年度のセミナーでは、ソク・チェンダ首相付大臣・CDC事務局長、今村JICA専門家、JETRO

プノンペン事務所長・日本人商工会（JBAC）事務局長の道法氏の日・カ両国の政府機関関係者に加え、より実務的な情報を提供する観点から既にカンボジアに進出している日系企業の方が講師として招聘され、実際の経験に基づいた直近の投資・ビジネス環境を説明いたしました。

大阪での参加者は159名、さらに東京では382名と昨年度を大きく上回り、投資セミナーは盛況裏に終了しました。

参加者へのアンケートでも、カンボジアの各経済特別区（SEZ）の現状、物流事情の詳細、労務管理、税制度等より実務的な情報を提供してほしいとの要望が多く、カンボジアへの投資に対する関心が高まっていることが感じられました。



セミナーの様子

第2回カウンターパート会合の開催

8月21日に第2回カウンターパート会合を開催しました。会合にはカウンターパート・メンバー及びCIB、CSEZBの各部署の管理職、JICAプロジェクト・チームが出席し、議長はソク・チェンダ首相付大臣・CDC事務局局長が務めました。会合では、まずプロジェクトマネージャーであるスオン・ソパール氏が第2年次の活動の進捗及び課題を5つのワーキンググループ（ウェブサイト、ガイドブック、ライブラリー、セミナー、レセプション）ごとに報告しました。続いてJICAプロジェクト・チームの総括が今後の活動計画の説明を行い、活動計画は承認を得ました。

また、JICAプロジェクト・チームは、近隣諸国の投資促進機関の組織体制・投資促進サービスの紹介、CDCの将来的な組織強化についての提言を行い、参加者と協議しました。



第2回カウンターパート会合

投資相談サービス向上のために

当プロジェクトではCDC職員の投資相談業務の向上を目的として、CDCジャパンデスクで日系企業のカンボジア投資支援に携わっている今村JICA専門家をお願いして、CDCの投資相談担当者向けに勉強会を行っています。勉強会は、今村専門家が作成された「カンボジア投資・よくある質問集」をテキストにして、問答形式で進められ、担当職員は、投資家からの問い合わせに迅速かつ的確に回答できるよう投資関連の法令やカンボジアのビジネス概況等について学んでいます。

9月21日に行われた勉強会では、CDC職員が実際に投資家から受けた質問をリスト化し、それらの質問への模範回答例を全員で討議しました。投資家からの質問内容は法律や統計からカンボジアの生活環境に至るまで、多岐に渡ります。学ぶべき事柄は幅広いですが、定期的な勉強会を通じて、職員のスキルアップを目指しています。



勉強会の様子

プロジェクトの連絡先

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គណៈកម្មាធិការ
សម្រាប់ការអភិវឌ្ឍន៍កម្ពុជា
Council for the Development of Cambodia

**Project on Enhancing the Investment-Related Service of Council
for the Development of Cambodia**



Project NEWSLETTER
Vol. 3 November 2012

Provincial Study (Part II)

Following the Provincial Investment Environment Study conducted last year for 7 provinces, the Project conducted the study of the remaining 17 provinces in two batches, i.e., 1st batch from 26th to 29th June and 2nd batch from 10th to 13rd July in order to collect information/data on investment environment.

Three groups were organized with 3-4 counterpart staff members including members who had participated in the previous study. Each group visited 5-6 provinces for the study.

The groups held preparatory meetings to make a schedule and revised the questionnaire sheet based upon the lessons from the previous study. During the visits, the groups made interviews with provincial officers on QIP approval records, potential industries, and the issues of investment promotion and facilitation in the provinces.

Last year JICA Project Team supported the counterpart staff members by accompanying during the whole schedule, but this year they attended only a few interviews. The counterpart staff members took initiative to conduct the whole study activities not only during the study but also after the study such as the compilation of collected questionnaires and translation into English.

The questionnaire sheets were sent to 7 provinces studied last year to update the data and information.

The information/data collected through the study will be compiled as “The Municipality and Province Investment Information (tentative)” and published in December 2012.



Discussion with Provincial Government

Training workshop for Provincial Authority Officials in Siem Reap

CDC held a Training Workshop on Investment Promotion and Facilitation for Provincial Authority Officials in Siem Reap on 5th and 6th July with attendance of 26 officials from

9 provinces. The workshop agenda consisted of lectures and group discussions. At the lecture sessions, JICA Experts and CDC officials made presentations regarding i) Needs of investors, ii) Investment promotion activities of CDC, iii) Role of investment promotion agency, iv) Application procedure of Qualified Investment Project (QIP), and v) Investment-related laws and regulations. At the group discussion, participants discussed i) Current condition of investment promotion activities in the provinces and ii) Possible collaboration among CDC and provinces. After the discussion, all groups shared the result of discussions through the presentation by each group. The counterpart staff members actively participated in training management and facilitation of group discussion as well as preparatory works.

The result of questionnaires to participants shows that there exist the needs of practical training on investment promotion at a provincial level, QIP application procedure, and investment related laws and regulations.

CDC held another training workshop in Phnom Penh in October 2012 by inviting provincial government officials from 9 provinces.



Presentation by CDC official

Cambodia Investment Seminar in Osaka and Tokyo

The Cambodia Investment Seminars were held at Hotel Granvia Osaka and the Prince Park Tower Tokyo on 25th and 27th of July 2012 respectively. Four institutions, namely CDC, ASEAN Japan Centre (AJC), Japan External Trade Organization (JETRO), and JICA organized the seminar. The Osaka Chamber of Commerce and Industry and Organization for Small & Medium Enterprises and Regional Innovation, JAPAN, Ministry of Foreign Affairs of Japan (MOFA), Ministry of Economy, Trade and Industry (METI), Japan Chamber of Commerce and Industry took part in as co-organizers and the Royal Embassy of Cambodia in Japan supported the seminar. JICA Project Team supported CDC to

prepare and participate in the seminar. Three speakers from both Cambodia and Japanese governments, H.E. Sok Chenda Sophea (Minister Attached to Prime Minister and Secretary General of CDC), Mr. Imamura (JICA Advisor for Investment Environment Improvement to CDC), and Mr. Doho (Representative of JETRO Phnom Penh Office) made presentations. In addition, four speakers from Japanese firms which are operating in Cambodia provided the latest information on investment environment and practical advice based on their actual business experience in Cambodia. The both seminars were successfully completed with the attendance of 159 participants in Osaka and 382 participants in Tokyo. According to the questionnaires to the participants, they need more practical and detailed information on logistics, current condition of each SEZ, labor management and taxation of Cambodia in future seminars.

The number of participants in the seminars has been increasing year by year. The interest of Japanese firms for investment into Cambodia has been clearly increasing.



Investment Seminar in Tokyo

The second counterpart meeting

The second counterpart meeting for this year was held on 21st August to evaluate the progress of the project and to discuss further activities. The meeting was chaired by H.E. Sok Chenda Sophea (Minister Attached to Prime Minister and Secretary General of CDC) and attended by the counterpart staff members and directors and deputy directors of CIB and CSEZB, and JICA Project Team.

At the meeting, Mr. Suon Sophal (Project Manager) first reported the progress and issues of the Project activities by each Working Groups (website, guidebook, library, seminar and reception). Then, the leader of JICA Project Team explained the following activities of the Project.

The JICA Project Team also explained the ideal organizational function of CDC as an Investment Promotion Agency (IPA) while introducing organization structures and

functions of IPAs in other countries.



Second Counterpart Meeting

Improving investment consultation service

The Project has been holding small workshops for CDC officials to improve their knowledge and skill on investment consultation. The participants learn the investment-related laws & regulations and investment environment of Cambodia so that they can timely and appropriately answer the questions and inquires from investors.

The Project invited Mr. Imamura, JICA Advisor who supports CDC Japan Desk, to those workshops as a lecturer. He provided lecture in the Q&A with CDC officials on the basis of “FAQ book” which had been prepared by him. At the workshop on 21st September, CDC officials had prepared questions which were actually asked by visitors and discussed model answers on these questions.

For good consultation service, CDC officials must have a wide range of knowledge such as laws & regulations and business conditions. It is expected that their capacity will be improved through a series of workshops.



Lecture by JICA Advisor

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