

## **Appendix 6. Activity Reports**

## **Appendix 6-1**

### **CDC Website Visit Record**

## Monitoring of Access Record to CDC Website

**Table 1: Monthly Access Record for CDC Website**

Items	2011	2012											
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Number of visit	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
Numbe of pageviews	10,582	11,592	12,073	14,633	10,927	10,416	10,691	11,939	14,875	16,371	16,443	16,666	17,520
Average on visti duration	4.45	5.07	5.16	5.26	5.03	4.35	4.39	4.27	4.34	4.10	3.56	4.12	4.12
Ratio of new visit (%)	67.47	68.38	65.82	64.16	61.90	64.68	64.41	62.67	62.02	57.18	60.44	61.17	61.48
Bounce rate (%)	50.92	56.57	50.89	51.41	54.22	51.74	53.95	53.32	52.72	56.02	58.41	57.73	56.05

Source: CDC

**Table2: Breakdown of Visits to CDC Website by Country**

No.	Items	2011	2012												Total	
		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1)	Hungry	0	0	0	0	0	0	0	0	0	0	0	0	0	4	4
2)	Cambodia	1,349	1,498	1,698	1,905	1,358	1,408	1,811	1,912	2,409	2,657	2,628	2,555	3,017	26,205	26,205
3)	Japan	612	913	501	578	582	773	609	602	680	746	851	933	910	9,290	9,290
4)	Thailand	82	127	133	135	138	163	130	260	305	402	364	385	276	2,900	2,900
5)	United States	75	70	138	162	268	122	101	121	138	187	204	196	211	1,993	1,993
6)	Vietnam	128	60	101	107	71	94	100	130	132	136	264	254	189	1,766	1,766
7)	Singapore	44	75	63	85	78	83	75	110	118	156	121	132	157	1,297	1,297
8)	Malaysia	55	61	80	120	97	86	67	96	81	108	117	134	113	1,215	1,215
9)	South Korea	59	47	65	74	81	84	57	89	74	110	96	108	86	1,030	1,030
10)	China	42	0	0	77	49	96	52	107	103	82	85	110	95	898	898
11)	India	0	0	0	56	34	35	36	60	70	78	0	103	95	567	567
12)	Australia	0	36	0	67	47	50	49	45	69	0	146	0	54	563	563
13)	France	68	36	0	64	44	28	42	29	35	0	0	0	59	405	405
14)	Hong Kong	0	0	0	36	29	34	30	41	79	0	0	0	81	330	330
15)	United Kingdom	0	0	0	29	17	28	25	29	51	0	0	0	57	236	236
16)	Philippines	0	0	41	30	11	16	28	42	41	0	0	0	33	242	242
17)	Indonesia	0	0	60	28	18	27	14	16	13	0	0	0	33	209	209
18)	Italy	0	0	0	20	36	17	13	34	24	0	0	0	39	183	183
19)	Taiwan	0	0	0	42	24		20	22	28	0	0	0	40	176	176
20)	Canada	0	0	0	24	6	31	9	8	20	0	0	0	35	133	133
21)	Germany	0	0	0	14	15	11	10	16	0	0	0	0	14	80	80
22)	Myanma [Burma]	0	0	0	0	0	16	8	19	24	0	0	0	7	74	74
23)	New Zealand	0	0	0	12	0	0	6	0	11	0	0	0	14	43	43
24)	Netherlands	0	0	0	0	12	0	0	0	17	0	0	0	12	41	41
25)	Switzerland	0	0	0	9	0	0	0	10	10	0	0	0	7	36	36
26)	Laos	0	0	0	0	8	0	0	0	22	0	0	0	6	36	36
27)	Russia	0	0	0	0	0	8	0	0	0	0	0	0	20	28	28
28)	United Arab Emirates	0	0	0	0	0	0	6	11	0	0	0	0	4	21	21
29)	Belgium	0	0	0	8	5	0	0	0	0	0	0	0	6	19	19
30)	Ukraine	0	0	0	0	0	10	0	0	0	0	0	0	5	15	15
31)	Ecuador	0	0	0	0	0	0	0	15	0	0	0	0	0	15	15
32)	Israel	0	0	0	0	0	0	10	0	0	0	0	0	3	13	13
33)	Spain	0	0	0	0	9	0	0	0	0	0	0	0	3	12	12
34)	Pakistan	0	0	0	0	0	0	0	0	0	0	0	0	11	11	11
35)	Bangladesh	0	0	0	7	0	0	0	0	0	0	0	0	3	10	10
36)	Turkey	0	0	0	0	0	7	0	0	0	0	0	0	3	10	10
37)	Czech Republic	0	0	0	0	0	0	0	0	0	0	0	0	9	9	9
38)	Iran	0	0	0	0	0	0	0	0	0	0	0	0	6	6	6
39)	Sweden	0	0	0	0	0	0	0	0	0	0	0	0	6	6	6
40)	Ireland	0	0	0	0	0	0	0	0	0	0	0	0	4	4	4
41)	Others	302	344	417	139	102	165	156	135	135	595	753	732	98	4,073	4,073
	<b>Total</b>	<b>2,816</b>	<b>3,267</b>	<b>3,297</b>	<b>3,828</b>	<b>3,139</b>	<b>3,392</b>	<b>3,464</b>	<b>3,959</b>	<b>4,689</b>	<b>5,257</b>	<b>5,629</b>	<b>5,642</b>	<b>5,825</b>	<b>54,204</b>	<b>54,204</b>

Source: CDC

**Table 3: Breakdown of Page views**

No.	Items	2011	2012												Total	
		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1)	Top page (English)	679	633	758	1,643	1,412	1,344	1,379	1,496	1,877	1,924	1,872	1,719	216	16,952	16,952
2)	Laws and Regulations (English)	180	177	242	936	1,145	477	857	600	846	980	964	754	15	8,173	8,173
3)	News and Events	907	784	927	219	0	0	0	0	0	0	0	0	0	2,837	2,837
4)	News and Events (Khmer) : No subscribe	0	0	0	217	166	179	239	271	305	292	0	226	7	1,902	1,902
5)	Laws & Regulations (Skip to English)	0	0	0	99	111	156	180	209	216	308	301	295	9	1,884	1,884
6)	Laws & Regulations (Skip to English)	397	458	553	352	0	0	0	0	0	0	0	0	0	1,760	1,760
7)	Library (Japanese)	0	0	0	98	165	121	207	179	0	231	0	643	16	1,660	1,660
8)	News Letter (No function)	0	0	0	145	147	126	156	185	0	218	245	245	2	1,469	1,469
9)	Investment Scheme: Investment Incentives	0	0	0	86	114	118	110	141	148	0	245	270	57	1,289	1,289
10)	Library (English)	0	0	0	141	160	140	133	196	0	230	243	0	12	1,255	1,255
11)	Top page (Japanese)	0	0	0	104	128	153	114	107	140	0	206	0	17	969	969
12)	Investor's Informarion: Trade and Custom	0	0	0	0	77	0	0	0	173	199	234	262	21	966	966
13)	Investment Scheme: Special Economic Zone	0	0	0	114	113	115	126	126	0	186	0	0	0	780	780
14)	Country overview: Economic Situation	0	0	0	100	94	125	111	146	140	0	0	0	5	721	721
15)	GDP Composition	0	0	0	103	99	111	81	134	102	0	0	0	0	630	630
16)	Laws and Regulations (Japanese)	0	0	0	111	130	94	98	0	194	0	0	0	2	629	629
17)	Top page (Khmer)	0	0	0	0	0	0	0	0	197	215	194	0	2	608	608
18)	Library (Japanese)	0	0	170	419	0	0	0	0	0	0	0	0	0	589	589
19)	Investment Yellow page	0	0	0	91	87	90	97	108	109	0	0	0	0	582	582
20)	Investor's Informarion: Company	0	0	0	0	89	91	89	117	148	0	0	0	5	539	539
21)	About us: Who we are	0	0	0	90	100	94		107	137	0	0	0	0	528	528
22)	Investment Environment: Economic Trend	0	0	0	0	0	119	78	0	0	0	0	262	0	459	459

Source: CDC

## **Appendix 6-2**

### **Implementation Report of Provincial Study**

Date: 16th September 2011

## Implementation Report of Provincial Study (Group A)

### Preface

The project team implemented provincial investment environmental studies in two batches for seven target provinces. The 1<sup>st</sup> batch (Group A) consisting four members conducted the study in four provinces, i.e., Kandal, Kampot, Preah Sihanoukville and Koh Kong, from 28<sup>th</sup> August to 1<sup>st</sup> September and compiled the activities and outputs into this implementation report.

Each team member of Group A participated in all activities with high motivation to accomplish their missions given. Mr. Neang Putheara having enough experience on SEZ management not only collected information/data from provincial governments but also provided appropriate advice to them on SEZ. He also compiled discussion records with provincial governments as well as all lists of interviewees. Mr. Uy Rithymony often raised sharp questions during the discussions based on his academic background and showed his excellent performance on data input /analysis of information/data collected through the study. Mr. Voanra Nutun arranged all meetings with under close communication with provincial governments and private sectors, and showed his strong leadership throughout the activities while assisting other team members. More than anything, good teamwork fully utilizing strong points of each member contributed to this successful implementation of provincial study by Group A.

The provincial study provided a good opportunity for all members to understand the current conditions of investment environment in the target provinces through discussion with provincial governments and sites visit, and increase their awareness of the improvement of CDC's investment information service. It is really expected that CDC will establish a good communication network with the provincial governments to periodically exchange investment related information through further project activities.

### 1. Outline of Provincial Study

<b>Period</b>	29th August (Mon) – 1st September(Thu) 2011
<b>Target provinces</b>	Kandal, Kampot, Preah Sihanoukville, Koh Kong
<b>Target interviewees</b>	Provincial Government Representatives of four target provinces Existing investors of four target provinces
<b>Team members</b>	Neang Putheara: Assistant to Chairman of PPSEZ Administration, CSEZB Uy Rithymony: Assistant to Deputy Secretary General of CSEZB Voanra Nutun: Research Assistant of JICA Project Team ( <b>Coordinator</b> ) Akihiko Morinaga: JICA Project Team
<b>Objective</b>	<ul style="list-style-type: none"><li>➢ Collect necessary provincial information/data which can be utilized for investment guidebook as well as CDC web-site.</li><li>➢ Build communication network between target provincial governments and CDC to periodically share investment-related information/data.</li></ul>

### 2. Activities in Provincial Study

#### 1) Preparation

Preparatory work started from the end of July 2011. Firstly, JICA expert (Investment information 2) prepared a draft implementation plan<sup>1</sup> and identified necessary information / data to be collected through the study according to his past experience for developing the investment guidebook. Through continuous discussions with related provincial officers under supervision of the JICA expert, team members confirmed implementation schedule and prepared a questionnaire sheet describing information/data to be collected. The questionnaire sheet was sent to each provincial government 7 days before the start of visits. On the 27th August, team members conducted an internal meeting and confirmed final activity schedule

<sup>1</sup> See Annex 1 for the implementation plan of provincial study.

plan and information /data to be collected. The JICA expert (Investment information 2) provided a guideline<sup>2</sup> describing discussion procedure in order to implement meetings smoothly and correctly. After the internal meeting, team members prepared necessary distribution materials such as investment guidebooks (four languages) and Cambodia Investment Laws.

## 2) Implementation

The Provincial Study was implemented as following time schedule<sup>3</sup>.

Date/Time	Activities
29 Aug (Mon) 7:00-8:00 9:00-10:40 11:30-12:30	Internal meeting at CDC Discussion with Kandal Provincial Government (Chaired by Deputy Governor) Site visit to an existing factory (investor) in Kandal province - Star Knitting (Cambodia) co., Ltd.
30 Aug (Tue) 9:00-10:45 12:00-13:30 15:30-16:00 17:00-18:00 18:00-19:00	Discussion with Kampot Provincial Government (Chaired by Deputy Governor) Site visit to an existing factory (investor) in Kampot province - Kampot Cement Co., Ltd. Site visit to Kampot SEZ Discussion with Sihanoukville Autonomous Port (PAS: Chaired by Director of Marketing and SEZ Department) Site visit to Sihanoukville Port/ Sihanoukville Port SEZ
31 Aug (Wed) 9:00-10:30 13:00-14:00 14:00-14:30	Discussion with Sihanoukville Government (Chaired by Member of Provincial Council) Discussion with Sihanoukville SEZ Developer and an existing investor - Sihanoukville Special Economic Zone Co., Ltd. (SSEZ) - Asle Electronics Co., Ltd. Site visit to a factory in Sihanoukville SEZ - Asle Electronics Co., Ltd.
1 Sep (Thu) 9:30-10:40 11:10-11:40 11:40-12:30	Discussion with Koh Kong Provincial Government (Chaired by Deputy Governor) Discussion with a related company of Koh Kong SEZ Developer - Koh Kong Resort Site visit to Koh Kong SEZ/ Discussion with an existing factory in Koh Kong SEZ - Camco Motor Company Ltd.

The meeting with each provincial government was chaired by the representative of provincial government. After the explanation of study objective by the JICA expert (information services 3), the provincial representative explained general investment environment of the province such as strong advantages and potential industries as well as the progress of information/data collection requested by the study team. All team members participated in discussion actively according to the questionnaire sheet. In the end of discussion in each province, both parties agreed to exchange information/data in a periodical manner to promote FDI to the province. While there were sudden changes from original schedule, the team members responded and rescheduled quickly and smoothly in a good teamwork. The team members held daily internal meetings before and after the daily activity in each day to confirm the schedule and review the discussion result.

<sup>2</sup> See Annex 2 for the guideline of discussion.

<sup>3</sup> See Annex 3 and 4 for the meeting records and list of interviewees respectively.

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

<b>Kandal</b>	
Attendees	7persons : 1 Deputy Governor, 2 provincial officers, 4 team members
Questionnaire	The answer sheet fully filled in was submitted to the study team during the meeting. The provincial government promised their continuous support to provide additional information/data, if necessary.
Advantages as an investment destination	<ul style="list-style-type: none"> <li>➢ Strategic location linking Phnom Penh (PP) and boarder cities in Vietnam.</li> <li>➢ Abundant water resources come from rivers flowing through the city</li> <li>➢ Excellent transport infrastructure to access to PP and boarder cities in Vietnam</li> </ul>
Potential industries	Food processing industries such as can, fresh juices, rice mills, and packaging as by utilizing abundant agricultural productions such as rice and various fruits.
<b>Kampot</b>	
Attendees	21 persons : 1 Deputy Governor, 16 from concerned depts. , 4 team members
Questionnaire	Various raw information/data were submitted from each concerned departments. The provincial government promised to compile these raw materials as an official report and submit to the team within a week. The official report was submitted on 8th September as schedule.
Advantages as an investment destination	<ul style="list-style-type: none"> <li>➢ Strategic location linking Phnom Penh(PP), Sihanoukville port and boarder cities in Vietnam.</li> <li>➢ Abundant water resources in mountain area (fresh water) and coastal area (salt water).</li> <li>➢ Excellent infrastructure: roads, railway and boats, reducing transportation costs.</li> <li>➢ Abundant workforce at low wages (currently 20,000-30,000 migrant workers from Kampot are working in other provinces).</li> </ul>
Potential industries	Tourism and marine product are priority industries to be promoted. Kampot SEZ will be developed as a center of manufacturing area as well as a port call of tourism to Bokor National Park, while its construction works are temporary suspended.
<b>Preah Sihanoukville</b>	
Attendees	19 persons: 1 member of provincial council, 14 from concerned depts., 4 team members
Questionnaire	The provincial government committed to submit the official report including all necessary information and data to the team within a week after the meeting. The draft report was submitted on 8th September as schedule.
Advantages as an investment destination	<ul style="list-style-type: none"> <li>➢ Strategic location in international business equipped with international SNV port, as well as 5 SEZz</li> <li>➢ Well developed infrastructure such as electricity and water supply</li> <li>➢ Abundant natural resources such as petroleum and other minerals</li> <li>➢ Coastal area and islands as tourist destinations</li> </ul>
Potential industries	<ul style="list-style-type: none"> <li>➢ Tourism development of islands scattered along the coastal area</li> <li>➢ Agro-processing and seafood processing industries</li> </ul>
<b>Koh Kong</b>	
Attendees	11 persons: 3 Deputy Governor, 4 from concerned depts., 4 team members
Questionnaire	The provincial government committed to submit the official report including all necessary information and data to the team within a week after the meeting. The draft report was submitted on 8th September as schedule.
Advantages as an investment destination	<ul style="list-style-type: none"> <li>➢ Existence of major roads linking with GMS/ASEAN</li> <li>➢ Convenience of access to the border of Thailand (only 8km to Cham Yeam boarder)</li> <li>➢ Potential tourism area such as national parks and nature reserves</li> <li>➢ Existence of Koh Kong SEZ and Hydropower plant</li> <li>➢ Social stability and well-maintained security</li> </ul>
Potential industries	<ul style="list-style-type: none"> <li>➢ Tourism industries in particular eco-tourism utilizing coastline and national parks in forest area, which is expected to contribute to poverty reduction.</li> <li>➢ Agro-industry and marine product industry targeted to supply to domestic market</li> </ul>

### **3) Wrap-up meeting and reporting**

In order to review the all activities during the provincial study and discuss further preparatory schedule for data inputs and reporting, the team members hold a wrap-up meeting on 2nd of September in CDC. The lessons learned for further activities related to improve investment information services of CDC as well as to improve future provincial study implementation also were raised and discussed during the meeting as explained in the next section of this report.

### **4. Lessons Leaned for Further Activities**

The team members also raised various issues to be improved for further activities through the discussion during the wrap-up meeting. The lessons learned led by implementation of the provincial study this time are summarized as follows:

#### **1) For Further Improvement of provincial study**

- (1) Detailed preparatory schedule should be prepared before the study and all preparatory works should be done as early possible.

Good preparatory works are a condition of success for smooth implementation of provincial study. The team members should prepare a detailed preparatory schedule describing work items, starting date and due date at least one month before. All preparatory works are desirable to be started as early as possible. Especially, questionnaire sheet should be sent to target provinces at least two weeks in advance.

- (2) Conducting pre-study to build common understanding among team members is important for effective and efficient implementation of provincial study.

Since discussion time with a provincial government is limited, the team members are required to collect necessary information in an effective and efficient manner. Therefore, pre-study of target provinces are necessary. For instance the team members should collect necessary information/ data as much as possible before the study, through the review of various statistics, references, and web-site and share all information /data among the team to build common understanding on the basic investment environment in the target provinces, so that they can focus to discuss only the critical issues.

- (3) Alternative ideas for the activities should be considered in advance to respond quickly to sudden schedule changes by the interviewees.

During the study, it was often observed sudden schedule changes by the interviewees. The team members responded to those changes quickly and flexible, since they considered alternative ideas in the case of sudden changes and always chose the best way for time saving. When conducting a provincial study, various alternative ideas should be considered in advance to make quick responses for emergency cases.

- (4) Existence of a good leader based on good teamwork is a key factor for successful implementation of provincial study.

Existence of a good leader who coordinates and facilitates all activities and makes decision timely and correctly and building a good teamwork is a key factor for successful implementation of provincial study. Good teamwork in the team means that i) all members understand their missions, ii) all members understand their positions and roles, iii) all members cooperate to solve the issues and achieve the goal. All members are always required to keep the mind of "One for all, all for a one".



## **2) For Further Improvement of investment information services**

- (1) Provincial study should be continued to build a good communication network between CDC and provincial governments as well as understand the current investment environment in the provinces.

The team found that implementation of provincial study is an effective way for real to build a good communication network with provincial governments, which will contribute to strengthening investment-related information services of CDC. Therefore, it is really expected that CDC will conduct provincial studies periodically on an annual basis. Since CDC might have not enough budgets for conducting studies to all provinces at once, several target provinces can be selected in terms of important criteria such as regional priority and industrial sector priority in each year.

- (2) Implementation of questionnaire survey for all provinces should be considered to collect necessary information /data from provinces.

While implementing provincial studies is an effective way to understand current conditions of provincial investment environment, it is difficult to conduct in all provinces every year. Implementation of questionnaire survey might complement the provincial study in terms of information/data collection. Questionnaire sheet used in the provincial survey this time can be utilized as a standard format for further questionnaire survey. If CDC collects investment-related information/data from all provinces, CDC will be able to provide investment information to potential foreign investors in more comprehensive and systematic manner.

- (3) Continuous information /data provision by CDC will be useful for provincial governments and accelerate to build good communication network between CDC and provincial governments.

In order to build a periodical and continuous communication network with provinces, investment-related information/data which is useful for provincial government should be provided to them by CDC in a periodical manner. Such information/data as QIPs approved by CDC by province, investment trend from overseas and investment incentives can be delivered not only by paper basis such as newsletter and reports but also through CDC web-site and/or e-mail as the latest information news. It also can be considered that the part of next investment guidebook which explains provincial investment environment will be translated into Khmer language and distributed to each province, so that provincial governments can provide appropriate information to their potential investors.

### **Annexes:**

Annex 1: Provincial study plan

Annex 2: Guideline for discussion

Annex 3: Meeting records

Annex 4: List of interviewees

Annex 5: Activity photos

Date: 30th September 2011

## Implementation Report of Provincial Study (Group B)

### Preface

The project team implemented provincial study on the investment environment. The study team (ST) consisted of the two batches and visited seven target provinces. Group B, the second batch, undertook the Provincial Study in three (3) provinces: namely, Kampong Cham, Siem Reap, and Battambang between 5th and 8th September and compiled the activities and outputs into this Implementation Report.

There are four (4) members in the Group B as shown in the following table and all the members participated vigorously in all activities to accomplish their missions given. The Study provided all members with a good opportunity to understand the current conditions of investment environment in the target provinces through discussion with Provincial Governments (PGs)<sup>1</sup> and site visit, and increase their awareness of the improvement of CDC's investment information service. It is really expected that CDC will establish a good communication network with the PGs to periodically exchange investment related information through further project activities.

### 1. Outline of Provincial Study

<b>Period</b>	5 <sup>th</sup> September (Mon) – 8 <sup>th</sup> September(Thu) 2011
<b>Target Provinces</b>	Kampong Cham, Siem Reap, and Battambang
<b>Target Interviewees</b>	Provincial Government Representatives of three (3) target provinces Existing investors of three (3) target provinces
<b>Team Members</b>	Mr. Sorn Dydenynn: Deputy Director, Public Relations and Investment Promotion Dept, CIB Mr. Nget Samnang: Deputy Director, Project Monitoring Department, CIB Mr. Heng Bun Hong: Research Assistant of JICA Project Team (Coordinator) Mr. Hiromichi Hara: JICA Project Team (Investment Information Service 1)
<b>Objective</b>	<ul style="list-style-type: none"><li>➤ Collect necessary provincial information/data which can be utilized for investment guidebook as well as CDC web-site.</li><li>➤ Build communication network between target Provincial Governments and CDC to periodically share investment-related information/data.</li></ul>

### 2. Activities of Provincial Study

#### 1) Preparation

Preparation for the Study began in the end of July 2011. Firstly, JICA Project Team prepared a draft implementation plan<sup>2</sup> and identified necessary information/ data to be collected through the study according to their past experience of preparing the investment guidebook. Through continuous discussion with related provincial officers in cooperation with the JICA expert, team members confirmed implementation schedule and prepared a questionnaire sheet of information/data to be collected. The questionnaire sheet was sent to each PG several days before the study. On 2<sup>nd</sup> September, team members held an internal meeting and confirmed final activity schedule plan and information /data to be collected. JICA expert (Investment information 2) provided a guideline<sup>3</sup> describing discussion procedure in order to facilitate meetings smoothly and effectively. After the internal meeting, team members prepared necessary distribution materials such as investment guidebooks (four languages) and investment-related laws.

#### 2) Implementation

The schedule of the Study conducted by Group B was as follows.<sup>4</sup>

<sup>1</sup> In this Report, Provincial Government (PG) refers to Provincial Hall.

<sup>2</sup> Please refer to Annex 1 for the Provincial Study Plan.

<sup>3</sup> Please refer to Annex 2 for the Guideline for Discussion.

<sup>4</sup> Please refer to Annex 3 and 4 for the meeting records and List of Interviewees, respectively.

Date/Time	Activities
05 Sep (Mon) 6:30 -9:00 9:30-11:30 11:30-16:00 15:00-19:00	Phnom Penh – Kampong Cham Discussion with Kampong Cham Provincial Government Visit to Green Feed (Cambodia) Co., Ltd., Mr. Pol Kirisambath, Financial Controller Kampong Cham – Siem Reap [Stay in Siem Reap]
06 Sep (Tue) 9:00-12:00 14:00-15:00 15:30-17:15	Discussion with Siem Reap Provincial Government Visit to Artisan Angkor, Mr. Alain Brun, CEO Visit to Angkor Holiday Hotel, Mr. Cheung Sokha, General Manager [Stay in Siem Reap]
07 Sep (Wed) 8:30-9:15 9:30-10:30 11:00-14:00 14:30-17:30	Visit to Somadevi Angkor Hotel & Spa, Mr. Em Bonny, Resident Manager Visit to Amansara, Ms. Sally Baughen, General Manager Siem Reap – Battambang Discussion with Battambang Provincial Government [Stay in Battambang]
08 Sep (Thu) 8:50-10:50 11:15-12:00 13:00-18:00	Baitang (Kampuchea) Plc., Oknha Dr. Phou Puy, General Manager Loran Import-Export Co. Ltd., H.E. Dr. Lim Bun Seng, Vice President Battambang – Phnom Penh

In each province, the meeting with the PG was presided over by its representative (Deputy Governor). After the ST explained the objectives of the Study, the representatives briefed about the status of provincial investment climate (e.g. advantages and potential industries). They also explained about the progress of preparation of information/data collection requested by the ST. All the team members participated in discussion actively according to the questionnaire sheet. At the end of discussion with each PG, both parties agreed to exchange information/data on a regular basis in order to promote FDI. When there were sudden changes in the schedule, the team members responded and rescheduled flexibly. Team members held internal meetings before and after the activity on a daily basis so as to confirm the everyday schedule and review the result of discussions.

Major conclusions of the discussion with PGs are summarized as follows:

<b>Kampong Cham</b>	
Attendees	25 persons : 1 Deputy Governor, 20 provincial officers, 4 team members
Advantages as an Investment Destination	<ul style="list-style-type: none"> <li>➢ Good access to Phnom Penh and areas bordering Vietnam.</li> <li>➢ Rich agricultural resources (including rubber)</li> <li>➢ Well-developed physical infrastructure to Phnom Penh and to Vietnam</li> <li>➢ Existence of an SEZ in Province</li> </ul>
Potential Industries	Processing of Latex, Rice milling, Garment, Tapioca Starch, Rubber Wood Processing, Beer & Beverage, Footwear, Animal Feed, Electricity Plant, etc.
Major Findings	<ul style="list-style-type: none"> <li>➢ The meeting and appointment with the private firm were well-organized and the PG was supportive.</li> <li>➢ While the Provincial Data sheet was well-prepared, some questions were not explained clearly during the meeting.</li> <li>➢ High-level official (Deputy Governor) participated in the meeting. There are no policy dialogue mechanisms between public and private sectors in order to listen to the voice of the private sector.</li> </ul>
<b>Siem Reap</b>	
Attendees	27 persons : 1 Deputy Governor, 22 from concerned depts. , 4 team members
Advantages as an Investment Destination	<ul style="list-style-type: none"> <li>➢ Vigorous provincial economy led by the tourism sector</li> <li>➢ Good access to Thailand</li> <li>➢ Rich water resources available from Tonle Sap Lake</li> <li>➢ Well-developed infrastructure: in-land transportation, waterways and airways</li> </ul>

	➤ Construction plan of two SEZs in the Province
Potential Industries	Food, Tourism, Water Supply, Dry Food & Beverage, Construction Material, Brick, Agriculture (rice-milling & rice plantation), Industrial Equipment, Souvenir Product, etc.
Major Findings	<ul style="list-style-type: none"> <li>➤ Meeting was well-organized and a high-rank official (Deputy Governor) participated in it.</li> <li>➤ However, the Provincial Data Sheet was not well-prepared due to weak communication among related departments of the PG.</li> <li>➤ Some questions seemed to be difficult to understand for the PG.</li> <li>➤ Private meeting arrangement was not well organized.</li> <li>➤ The CDC should have encouraged PG to have a preparatory meeting with its subordinate Departments prior to ST's visit in order to compile information and data in the form of the Provincial Study Report.</li> <li>➤ There are no policy dialogue mechanisms between public and private sectors in order to listen to the voice of the private sector.</li> </ul>
<b>Battambang</b>	
Attendees	23 persons : 1 Deputy Governor, 18 from related Provincial Departments, 4 team members
Advantages as an Investment Destination	<ul style="list-style-type: none"> <li>➤ Good access to Thailand</li> <li>➤ Well-developed infrastructure and stable supply of electricity and water</li> <li>➤ Rich agricultural resources</li> </ul>
Potential Industries	Agro-Industry, Rice-processing, Corn-processing, Fish-processing, Fruit-processing, -Construction of Road & Railway, Rehabilitation and Improvement of Irrigation System, Promotion and Study of Mining, Agro-Processing, Tapioca Starch and Ethanol, Sugar Cane, Animal Feed Processing, Grain Drying, etc.
Major Findings	<ul style="list-style-type: none"> <li>➤ Meeting was well-organized and a high-rank official (Deputy Governor) participated in it.</li> <li>➤ However, the Provincial Data Sheet was not well-prepared due to weak communication among related departments of the PG.</li> <li>➤ Some questions seemed to be difficult to understand for the PG.</li> <li>➤ Private meeting arrangement was well organized.</li> <li>➤ There are no policy dialogue mechanisms between public and private sectors in order to listen to the voice of the private sector.</li> <li>➤ The CDC should have encouraged PG to have a preparatory meeting with its subordinate Departments prior to ST's visit in order to compile information and data in the form of the Provincial Study Report.</li> </ul>

### 3) Wrap-up Meeting and Reporting

In order to review the all activities during the Provincial Study and discuss further preparation schedule for data inputs and reporting, the team members held a wrap-up meeting on 12th September 2011. The lessons learned from Provincial Study to enhance the investment information services of CDC, as well as to improve further Provincial Study implementation also were raised and discussed during the meeting as explained in the next section of this report.

#### 3. Lessons Learned for Further Activities

The team members also raised various issues to be improved for further activities through the discussion in the wrap-up meeting. The lessons learned from the Provincial Study are summarized as follows:

##### 1) For Improvement of Implementation of the Provincial Study

1-1) Preparation for Provincial Study, in particular the Provincial Data Sheet, should be made as early as possible. The request letter to visit the province and fill in the Provincial data sheet should be sent

before Provincial Study is undertaken, at least one week in advance.

- 1-2) In order to make provincial-level cooperation more smoothly and effectively, team members should visit provinces beforehand to discuss and explain to the PG office and the private sector about the purpose of the study as well as the contents of the questionnaire. Common understanding can be built through discussions among three (3) parties (i.e. team members, PGs, and private sector). The members can learn a lot from dialogues with the PG and the private sector.
- 1-3) As another countermeasure for making the Study more smooth and effective, CDC can send a sample of the Provincial Study Report which is filled. The other is that explanations and remarks<sup>5</sup> should also be added to questions which may be difficult to understand, as well as to the parts which may be overlooked.
- 1-4) Clear tasks and roles should be provided to each ST members before the Provincial Study for implementing the study effectively and efficiently. For instance, note taking, translation, meeting moderation are required to each team member.

### **For Improvement of Investment Information Services**

2-1) Networking of stakeholders (CDC, PG, private sector) is very important.

PGs play a pivotal role in strengthening the network of the three (3) parties: CDC, PGs, and the private sector. In order to encourage the PG to build good communication network with both CDC and private sectors in the province. CDC should continue to conduct provincial study in the future.

2-2) Public-private dialogue in the Province is effective to listen to the voices of existing investors.

Public-private dialogue is one of the most useful mechanisms in order to grasp the demands of the provincial private sector, as well as the situation of provincial investment climate. As part of aftercare service of CDC, the dialogues with the private sector in provinces are necessary.

#### Annexes:

Annex 1: Provincial Study plan

Annex 2: Guideline for discussion

Annex 3: Meeting records

Annex 4: List of interviewees

Annex 5: Activity photos

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<sup>5</sup> For example, a remark “Please remember to state the source of information clearly” can be added.

## **(Draft) Progress Report of Provincial Study in 2012**

Investment Guidebook WG

### **1. Background**

The Council for the Development of Cambodia (CDC) is expected to play the critical role of attracting FDI by providing investment-related services in timely and user-friendly manner. Recently, the needs for information on investment environment in provinces have increased among potential investors with recent increased interest in investment into Cambodia. CDC is required to solve following issues in order to provide the efficient and effective investment information of provinces to potential investors:

- *Capacity building of collecting investment-related information*
- *Establishing information sharing network with provincial authorities*
- *Developing an investment promotion tool on investment environment in 24 provinces*

### **2. Objective**

The purpose of the Study is collecting appropriate information / data on investment environment from all provinces of Cambodia.

### **3. Expected Outcome**

The expected outcomes of the study are as follows:

- *CDC staff members will improve their capacity for collecting investment-related information from related organizations/ agencies.*
- *Information sharing network will be established among CDC and provincial authorities*
- *All collected information/data will be compiled and published as a Provincial Data Book which explains investment environment of all the provinces of Cambodia.*

### **4. Activity Outline**

Based on the output of previous provincial study in 2011 for 7 target provinces, i.e., Kandal, Kampot, Sihanoukville, Koh Kong, Kampong Cham, Siem Reap and Battambang, the guidebook WG members of the Project will conduct the provincial study for remaining 17 provinces in 2012. The provincial data sheet, a questionnaire sheet to collect necessary information/data related investment environment, was prepared by the WG members and distributed to 17 target province as well as previous 7 provinces in advance of the study. The WG members divided into three teams and each team visited-7 provinces in two trips. The collected information/ data from 17 provinces and previous 7 provinces will be compiled as a book so called “Cambodian provincial data book 2012” which provides appropriate information/data for investment environment of 24 provinces of Cambodia.

### **5. Team Members**

Following persons were nominated as the team members and joined the provincial study.

**Group A:**

**1<sup>st</sup> Trip (Phnom Penh, Kampong Speu)**

Mr. Hean Sopauline: Project Analysis and Registration, CSEZB

Mr. Neang Putheara: Assistant to Chairman of PPSEZ Administration, CSEZB

Mr. Nut Un Voanra: JICA Project Team

Mr. Akihiko Morinaga: JICA Expert

*Note) Most of the team members joined the study in Phnom Penh and kampong Speu in order them to understand how to conduct provincial study.*

**2<sup>nd</sup> Trip (Kratie, Stung Treng, Ratanakiri, Mondulakiri)**

Mr. Hean Sopauline: Project Analysis and Registration, CSEZB

Mr. Neang Putheara: Assistant to Chairman of PPSEZ Administration, CSEZB

Mr. Nut Un Voanra: JICA Project Team

**Group B:**

**1<sup>st</sup> Trip (Takeo, Kep)**

Mr. Moeung Visoth: PMD, CIB

Mr. Chuon Bory: Inter-Ministerial Coordination, CIB

Mr. Kongvong Cheastapor: PMD, CIB

Mr. Heng Bun Hong: JICA Project Team

Mr. Akihiko Morinaga: JICA Expert

**2<sup>nd</sup> trip (Kampong Chhnang, Pursat, Banteay MeanChey, Pailin )**

Mr. Chuon Bory: Inter-Ministerial Coordination, CIB

Mr. Kongvong Cheastapor: PMD, CIB

Mr. Heng Bun Hong: JICA Project Team

**Group C:**

**1<sup>st</sup> trip: (Svay Rieng , Prey Veng)**

Mr. Sorn Dydenyn: PEID, CIB

Mr. Uy Rithymony: Assistant to Deputy Secretary General of CSEZB (only 1st trip)

Mr. Nget Samnang: PMD, CIB

Mr. Prak Phara: PEID, CIB

**2<sup>nd</sup> trip: (Kampong Thom, Preah Vihear, Otdo Meanchey)**

Mr. Suon Sophal, Deputy Director PRIP, CIB

Mr. Prak Phara: PEID, CIB

Mr. Akihiko Morinaga: JICA Expert

**6. Agenda for the discussion with Provincial Authorities (Total 2-3hours)**

Based on the discussion in the WG meetings, following topics were prepared the agenda to be discussed during the provincial study. The guideline for conducting provincial study was also prepared

by the WG members.

**The agenda to be discussed is as follows (Total 2-3hours)**

- 1) Presentation by the Study Team (S.T.)
  - *Explanation of visiting purpose (5min)*
  - *Introduction of CDC's Website/ Investment Guidebook (10min)*
  - *QIP Records (CIB/CSEZB) in the province(5min)*
- 2) Explanation by the Provincial Authority (P.A.)
  - *Investment potential / advantages (20min)*
  - *Industry to be promoted / potential industry (20min)*
- 3) Discussion between S.T. & P.A.
  - *Issues to be addressed for investment promotion and facilitation (20min)*
  - *Explanation how to fill in the data sheet (20min)*
  - *Confirming the contact persons and submission deadline (10min)*
  - *Q&A and recommendation*

Before conducting the provincial study, the team members also decided the expected role of each member as a team, i.e., moderator, presenter, note-taker and interpreter etc. During the provincial study, investment guidebook (both English and Japanese)for 2012 and CD-ROM saved QIP records of CIB/CSEZB and other reference data were distributed to each province. The team members also visited SEZs which are located in the target province and interviewed to them the advantages of SEZ, difficulty suffering from and requests to CDC.

**7. Itinerary**

The provincial study was conducted according to the schedule mentioned in the following table.

**1<sup>st</sup> Trip**

<b>Group A : 26<sup>th</sup> &amp; 27<sup>th</sup> June (Phnom Penh, Kampong Speu,)</b>	
26 <sup>th</sup> June (Tue)	
14:00	Leave for Phnom Penh Municipality
14:30-17:00	Discussion with Phnom Penh Municipality
27 <sup>th</sup> June (Wed)	
7:30	Leave for Kampong Speu
9:00-11:00	Discussion with Provincial Authority (Kampong Speu)
11:00-12:00	City observation
<b>Group B : 28<sup>th</sup> &amp; 29<sup>th</sup> June (Takeo, Kep,)</b>	
28 <sup>th</sup> June (Thu)	
7:00	Leaving for Takeo
9:30-11:30	Discussion with Provincial Authority (Takeo)
11:30-12:30	City observation
16:00	Arriving at Kampot (Stay overnight in Kampot)
29 <sup>th</sup> June (Fri)	
7:30	Leaving for Kep



8:30-11:00	Discussion with Provincial Authority (Kep)
11:00-13:00	City observation
14:00	Return to Phnom Penh
<b>Group C : 28<sup>th</sup> &amp; 29<sup>th</sup> June (Svay Rieng , Prey Veng)</b>	
28 <sup>th</sup> June (Thu)	
6:30	Leaving for Svay Rieng
9:30-11:30	Discussion with Provincial Authority (Svay Rieng)
11:30-12:30	City observation
14:00-17:00	Visit SEZ
17:00	(Stay overnight in Svay Rieng)
29 <sup>th</sup> June (Fri)	
6:30	Leaving for Prey Veng
9:30-11:30	Discussion with Provincial Authority (Prey Veng)
14:00-16:00	City observation
16:00	Return to Phnom Penh

## 2<sup>nd</sup> Trip

<b>Group A : 10<sup>th</sup> 13<sup>th</sup> July ( Kratie, Stung Treng, Ratanakiri, Mondulkiri)</b>	
10 <sup>th</sup> July (Tue)	
6:00	Leaving for Kratie
14:00-16:00	Discussion with Provincial Authority (Kratie)
16:00-17:00	City observation
17:00	Leaving for Stung Treng (Stay overnight in Stung Treng)
11 <sup>th</sup> July (Wed)	
8:00-10:00	Discussion with Provincial Authority (Stung Treng)
10:00-11:00	City observation
12:00	Leaving for Ratanakiri (Stay Overnight in Ratanakiri)
12 <sup>th</sup> July (Thu)	
8:00-10:00	Discussion with Provincial Authority (Ratanakiri)
10:30-11:30	City observation
14:00	Leaving for Mondulkiri (Stay Overnight in Mondulkiri)
13 <sup>rd</sup> July (Fri)	
8:00-10:00	Discussion with Provincial Authority (Mondulkiri)
10:30-11:30	City observation
14:00	Leaving for Phnom Penh
<b>Group B : 10<sup>th</sup> – 13<sup>th</sup> July (Kampong Chhnang, Pursat, Banteay MeanChey, Pailin )</b>	
10 <sup>th</sup> July (Tue)	
6:00	Leaving for KP. Chhnang
9:30-11:30	Discussion with Provincial Authority (KP. Chhnang)
14:00-15:00	City observation
15:00	Leaving for Pursat (Stay overnight in Pursat)
11 <sup>th</sup> July (Wed)	
8:00-10:00	Discussion with Provincial Authority (Pursat)
10:30-11:30	City observation
14:00	Leaving for Banteay MeanChey (Stay overnight in B. M. Chey)
12 <sup>th</sup> July (Thu)	
8:00-10:00	Discussion with Provincial Authority (B.M.Chey)
10:30-11:30	City observation
14:00	Leaving for Pailin (Stay overnight in Pailin)
13 <sup>rd</sup> July (Fri)	
8:00-10:00	Discussion with Provincial Authority (Pailin)
10:30-11:30	City observation
14:00	Leaving for Phnom Penh

<b>Group C : 10<sup>th</sup> – 13<sup>th</sup> July (Kampong Thom, Preah Vihear, Otdo Meanchey)</b>	
10 <sup>th</sup> July (Tue)	6:00 Leaving for Kampong Thom 10:00-12:00 Discussion with Provincial Authority (Kampong Thom) 12:00-13:00 City observation 14:00 Leaving for Preah Vihear (Stay overnight in Preah Vihear)
11 <sup>th</sup> July (Wed)	8:00-10:00 Discussion with Provincial Authority (Preah Vihear) 10:00-11:00 City observation 11:00-15:30 Leaving for Otdor Meanchey 15:30-17:30 Discussion with Provincial Authority (Otdo Meanchey) 17:30-19:30 Leaving for Siem Reap (Stay overnight in Siem Reap)
12 <sup>th</sup> July (Thu)	7:00 Leaving for Phnom Penh 14:00 Arriving at Phnom Penh

### Photos

**During the meeting**



**Discussion with provincial authority**



**Group Photo**

**City View**



**Symbol of the province**



**Central area**



**Main road**



**Provincial office**

### **8. Conclusion**

The team members of provincial study have enriched their expertise in /data compilation and publication. The study team members have obtained knowledge and skills necessary for provincial study step by step. The study team members who had participated in the study in the first year took an initiative in planning and conducting provincial study and guided the new members.

The provincial study provided a good opportunity to the study team members of CDC to understand current situation of investment promotion and facilitation activities at provincial level and establish communication network with provinces.

## **9. Further activity**

A WG meeting was conducted on 17 July 2012 to share the experience of provincial study for each team and discuss for the further activities. At present, several provincial authorities have sent the provincial data to the team members. The following activities will be conducted from July to September 2012.

- 1) The draft of summary for 24 provinces will be prepared by each group member before 20 July 2012 to utilize as reference material for the planned seminar in Japan.
- 2) Each group member also will prepare power point materials which summarize their activity outline and the result of discussion.
- 3) Provincial data from each province will be collected by the end of July 2012.
- 4) Provincial data collected will be translated into English and finalized by 20 August 2012.
- 5) Draft of provincial data book will be prepared and sent to each province by the end of August 2012.
- 6) Comments from each province will be received in the 1<sup>st</sup> week of September.
- 7) The final draft will be prepared by the 3<sup>rd</sup> week of September.
- 8) The provincial data book will be published by the end of September 2012.

Annex 1: Provincial Data Sheet

Annex 2-1: Implementation report by Group A

Annex 2-2: Implementation report by Group B

Annex 2-3: Implementation report by Group C

- End of document -

## Provincial Study Report

As of 11<sup>th</sup> June 2012

**Name of Province:**

### 1. Introduction of the Province

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### 2. Overview of the Province

Category	Sub Category-1	Sub Category-2	Numbers
Provincial Capital			
Land	Total area of the Province		Km2
	Landscape		
Population	Total Population		
	Density		
	Population age over 18years	Total	
		Men	
Women			
Temperature	Minimum		
	Maximum		
	Average		
Rainfall			mm / year
Administrative Boundary	Number of district		
	Number of communes		
	Number of villages		
Literacy	Adult literacy rate	Total	
		Men	
		Women	
Provincial Border	East		
	West		
	North		
	South		

### 3. Infrastructure

Category	Sub Category-1	Sub Category-2	Numbers/Description
Electricity	Supply amount	Total amount	
		EDC	
		IPP	
	Major power plant		
	Major transmission line		
Water	Supply amount		
	Major water supply plant		
Transportation	Type of transportation available in the province		
Road	1 digit national roads		
	2 digit national roads		
	Provincial roads		
	Rural roads		
	Total length		
Rail road			
Airport	Destination and frequency of scheduled services		
Port	Dry Port	Destination / frequency of schedule service	
		Port charges	
	Sea Port	Destination / frequency of schedule service	
		Port charges	
	River Port	Destination / frequency of schedule service	
		Port charges	
International Check-point	Name and location		

### 4. Investment

- 1) Special features or strong points of the Province in terms of the investment

- 2) Investment opportunities or potential sector (e.g.: agriculture, tourism, industry, trade /service or craft production)

--

- 3) Approved QIP by Provinces-Municipalities Investment Sub-committees (PMIS) under Sub-Decree No. 17 ANK/BK on the Establishment of the Sub-Committee on Investment of the Provinces-Municipalities (Please list the QIP title, Investor's names, Details of business lines, Date of approval, Approved amount of capital investment, planned number of employees)

No	Name & Business Line	Share	Location	Registered Capital	Investment Capital	Number of Employee	Date of application	Date of Approval
1								
2								
3								
4								

- 4) SEZ in the Province

Name	
Location	
Land area	
Project Status	
Facilities	
Zone investors	

## 5. Industries (\*2)

### 1) Current Major Industries

--

### 2) Priority Industries to be Promoted

--

(Reasons or Promotional Measures)

--

### 3) Economic Land Concessions related to Agro industry in the Province

Company Name	Nationality	Land Site	Land Area (ha)	Purpose of Investment

## 6. Natural Resources

### 1) Agriculture

#### ➤ Agricultural land and cultivated area: Total & by crop (\*4)

Name of Crop	Cultivated area (Ha)	Yield (Ton/Ha)	Total Production (Ton)
Rice (Dry + Wet)			
Subsidiary and industrial crops			
Fruit and permanent crops			
Total			

#### ➤ Irrigation area:

Natural water tank:	
Irrigation Line:	
Sub-irrigation line:	

➤ Major crops: Rice, fruits, vegetable, etc.

Type of Crop	Cultivated Area (ha)	Production Amount (Ton)

➤ Rubber

Rubber plantation area	
Production amount of rubber	

➤ Provincial specialized fruit and product, if any (e.g.: one village one product)

--

2) Forestry

Forestry area:	
Wildlife sanctuary and protected area	

3) Main minerals production and mining area:

Name of Mineral	Production Amount	Mining Area
Copper	N/A	Basit Mountain
Molipden	N/A	Basit Mountain

4) Fishery

➤ Major Fishery Product

Type of Fish	Name of Fish	Production Amount
Freshwater fish		

➤ Aquaculture Productions

Type of Product	Production Amount
	-

5) Tourism

➤ Historical/cultural area

Name	Appeal points




➤ Eco-tourism area

Name	Appeal points

➤ New found area which potential for tourist

Name	Appeal points

## 7. Cost of Doing Business

1) Real Estate

➤ Land

Category	Sub-Category	Price (per m2)
Industrial Land	First commercial land	
	Second commercial land	
	Third commercial land	
Commercial Land	First commercial land	
	Second commercial land	
	Third commercial land	
SEZ		
Residential Land	First commercial land	
	Second commercial land	
	Third commercial land	
Development Land		
Office Rent	Primary Area (City centre)	
	Secondary Area	
Factory rent (Ready-built)	Prime area	
	Other area	
Factory purchasing	Prime area	
	Other area	
Warehouse cost		

➤ Building

Category	Sub-Category	Price (per m2)
Office Rent	Primary Area (City centre)	
	Secondary Area	
Factory rent (Ready-built)	Prime area	
	Other area	

Factory purchasing	Prime area	
	Other area	
Warehouse cost		

2) Manpower Cost

Category	USD	Riel
Skilled worker		
Unskilled worker		
Technician		
Engineer		
Middle management		

3) Utility Cost

Category	Sub-Category	Price
Electricity	EDC: Local residence	
	EDC: Customer paid by government budget	
	EDC: Embassy, Foreign residence, Commercial and industrial sectors	
	IPP: Local residence	
	IPP: Customer paid by government budget	
	IPP: Embassy, Foreign residence, Commercial and industrial sectors	
Water cost		
Gas tariff	For domestic use	
	For industrial use	
Fuel cost	Premium petrol	
	Regular petrol	
	Diesel	
	EDC	
	IPP	

**8. Living Environment for Expatriates**

1) Housing

➤ Individual house

Location	Type of rooms	Approx. Space(m2)	Average rentals (USD)	

➤ Major Apartment and Condominium

Name/ Location	Type of rooms	Average rentals (USD)	
		Single	Twin
Name			
Name			
Name			

➤ Major Hotel/ Guesthouse

Name/ Location	Type of rooms	Average rentals (USD)	
		Single	Twin
Name			
Name			
Name			

➤ Major Hospitals/ Clinic

Name	
Opening hour	
Contact number	
Web-site	
Address	
Name	
Opening hour	
Contact number	
Web-site	
Address	

Name	
Opening hour	
Contact number	
Web-site	
Address	

➤ Education (International school)

Yes / No
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<b>Contact person for investment matters in the Province</b>
<ul style="list-style-type: none"><li>- Name:</li><li>- Position:</li><li>- Contact number (Phone and Fax):</li><li>- E-mail address:</li></ul>

# Implementation Report for Study on Investment Environment in provinces of Cambodia (2012)

26 July 2012

## Investment Guidebook WG Group A

The Council for the Development of Cambodia (CDC)

1

### Kampong Speu Province

Date/ Time	27 June 2012 (14:30-16:30)
Place	Meeting room of Kampong Speu Provincial Hall
Participants	<b>Total: .....persons</b> <ul style="list-style-type: none"> <li>H.E. Kang Hean, The Governor of Kampong Speu province, Deputy Governor and his subordinates (10 persons)</li> <li>CDC study team members (11persons)</li> </ul>
Agenda	<ul style="list-style-type: none"> <li>&gt; Explanation of the visit purpose</li> <li>&gt; Explanation how to fill in the provincial data sheet</li> <li>&gt; Q &amp; A</li> <li>&gt; Issues on investment promotion and facilitation</li> <li>&gt; Further cooperation with CDC</li> </ul>

2

### Kampong Speu Province Introduction

- Kampong Speu province is only 48Km from the capital city, Phnom Penh. The province is located along National Road No.4, the main road linking Phnom Penh to the only deep sea port of the Kingdom of Cambodia.
- The topography is variable, from a large area of lowland paddy fields in the east to lowland/upland mosaics and upland forested areas in the West. Cambodia's highest mountain, the Phnom Aural with 1813m altitude is also located in the very North of this province.
- It has well-developed infrastructure includes electricity and water supplies, telecommunication system and transportation networks.
- Major garment, shoes and footwear industries are also established in this province. The province has great potential for agricultural development and processing. The main agro-industry crops are rice, sugar cane, corn, cassava and fruits.
- Palm Tree and palm sugar in Kampong Speu are also well-known locally and abroad.

3

### Kampong Speu Province Investment Potential / Advantages

Please describe in terms of the following aspects:

- Geographic Location: 48 Km from the capital city. It is located between the capital city and the only deep sea port in Cambodia.
- Natural Resources: fertile land, creeks, mountains, rain forests, hot spring and minerals.
- Human Resources: the availability of human resource is not a constraint due to having a population of more than 760,000 persons and situated next to capital city.
- Climate: Rainy season: May - October (26-34c); Cool season: November- March (16-26c); Hot season: March- May (25c -35c)
- Infrastructure: well developed infrastructure such road networks, telecommunication, water and electricity supply, etc.
- Transportation Access: the accessibility from and to the capital city, ports and other provinces can be done through national road No. 4.
- Investment Policy: as indicated in Investment Law of the Kingdom of Cambodia
- Support by Municipal Authority: Kampong Speu Provincial Investment Sub-Committee will assist and facilitate all investment projects in Kampong Speu.

4

### Kampong Speu Province Industries to be Promoted

Industry	Reasons to be promoted
Garment, shoes and fashion industries.	The availability of human resource both skilled and unskilled and well developed infrastructure.
Agro-processing industry for local and regional markets	The surplus of agricultural products in the province and neighboring provinces; and the improvement of infrastructures such as electricity and water supply.
Construction Materials	Kampong Speu is surrounded by a mountainous area which provides a high potential for producing cement and other construction materials.
Tourism	The availability of both natural and cultural resources such as waterfalls, creeks, rainforest, hot spring, national parks and historical sites and temples.
Irrigation Development	To support the large area of lowland paddy fields and agro-industry which currently shortage of major irrigations.
Poultry Farming & Livestock breeding.	To supply domestic market. Poultry products such as chicken and duck raised by farmers for egg and meat production, offers a good income opportunities for Kampong Speu Province.

5

### Kampong Speu Province Issues to be Addressed for Investment Promotion and Facilitation

Issues	Possible Collaboration with CDC
Investment Promotion	<ul style="list-style-type: none"> <li>- Investment Seminar</li> <li>- Investment Consultation</li> <li>- Receiving investment delegates</li> </ul>
Compiling investment information/data	<ul style="list-style-type: none"> <li>- information/data necessary required by investors.</li> <li>- Information/data gathering methodology</li> <li>- Information Table format</li> </ul>
Capacity building	<ul style="list-style-type: none"> <li>- Investment seminar or workshop to improve knowledge among relevant officials in charge of investment promotion.</li> </ul>
Periodical exchange of information and building a close communication channel	<ul style="list-style-type: none"> <li>- Exchange of information/data with regard the number of investment approval and relevant rules and regulations.</li> <li>- Assign a focal person for further contact</li> </ul>

6

## Kampong Speu Province Photos

### During the meeting



Discussion with provincial authority



Symbol of Kampong Speu



Main road



Group Photo



Central area



Provincial Hall

## Kratie Province

Date/ Time	10 July 2012 (14:00-16:30)
Place	Meeting room of Kratie Provincial Hall
Participants	Total: 15 persons <ul style="list-style-type: none"> <li>Deputy Governor, member of provincial council, and his subordinates (12persons)</li> <li>Provincial study team members (3persons)</li> </ul>
Agenda	<ul style="list-style-type: none"> <li>Explanation of the visit purpose</li> <li>Explanation how to fill in the provincial data sheet</li> <li>Q &amp; A</li> <li>Issues on investment promotion and facilitation</li> <li>Further cooperation with CDC</li> </ul>

## Kratie Province Introduction

- Kratie is located 340 km northeastern part of the capital Phnom Penh. It offers great scenery, cold weather and agricultural opportunities.
- Kratie have an abundance of red soil and water resources, which create ideal conditions for the cultivation of rubber. Generally, the people make their living from rubber and cashew nut plantation, fishing and rice farming.
- The mighty Mekong River is the most importance asset for this province, which emboss the province from the North to the South. The river offers great potential for agriculture development as well as for tourism development and transportation. The provincial capital is also called Kratie and lies also on the banks of this river.
- Kratie own identity remark by the original nature heritage that might difficult to find is the fresh water Irrawaddy dolphins. These dolphins are the main tourist attraction of the province and the town.

## Kratie Province Investment Potential / Advantages

Please describe in terms of the following aspects:

- Geographic Location: Kratie is located 340 km eastern part of the capital Phnom Penh.
- Natural Resources: fertile land (red soil, mighty Mekong river(water resources), thick forested area, and minerals.
- Human Resources: With a population of 331,592 persons, Kratie is one of Cambodia's eastern province with less population
- Climate: Cool season: November - March (18-26c); Hot season: March- May (27c- 35c) and Rainy season: May - October (26-34c, with humidity up to 90%).
- Infrastructure: Major roads to the province have been rehabilitated in recent years. However the supply of electricity is still limited.
- Transportation Access: the accessibility from and to the capital city, and other provinces can be done through national road No.7 and water ways (Mekong River).
- Investment Policy: as indicated in Investment Law of the Kingdom of Cambodia
- Support by Municipal Authority: Kratie Provincial Investment Sub-Committee will assist and facilitate all investment projects in Kratie.

## Kratie Province Industries to be Promoted

Industry	Reasons to be promoted
Agro-processing industry for local and regional markets	The abundance of red soil and water resources, which create ideal conditions for the cultivation of rubber, cassava, soybean, corn and cashew nut; and the improvement of infrastructures - transportation networks.
Tourism	The availability of both natural and cultural resources such as the mighty Mekong river, waterfalls, creeks, rainforest, and historical sites and temples.
Irrigation Development	To support the large area of lowland paddy fields and agro-industry which currently shortage of major irrigations.
Mining & Construction Materials	Abundant natural resources such as sands, granite stones and other minerals.

## Kratie Province Issues to be Addressed for Investment Promotion and Facilitation

Issues	Possible Collaboration with CDC
Investment Promotion	<ul style="list-style-type: none"> <li>Investment Seminar</li> <li>Investment Consultation</li> <li>Receiving investment delegates</li> </ul>
Compiling investment information/data	<ul style="list-style-type: none"> <li>Information/data necessary required by investors.</li> <li>Information/data gathering methodology</li> <li>Information Table format</li> </ul>
Capacity building	<ul style="list-style-type: none"> <li>Investment seminar or workshop to improve knowledge among relevant officials in charge of investment promotion.</li> </ul>
Periodical exchange of information and building a close communication channel	<ul style="list-style-type: none"> <li>Exchange of information/data with regard the number of investment approval and relevant rules and regulations.</li> <li>Assign a focal person for further contact</li> </ul>

## Kratie Province Photos

During the meeting

City View



Discussion with provincial authority



Symbol of Kratie Province



Main road



Group Photo



Central area



Provincial Hall

## Mondulki Province

Date/ Time	13 July 2012 (8:00-10:30)
Place	Meeting room of Mondulki Provincial Hall
Participants	Total: 5 persons <ul style="list-style-type: none"> <li>Member of provincial council and his subordinates (2persons)</li> <li>Provincial study team members (3persons)</li> </ul>
Agenda	<ul style="list-style-type: none"> <li>&gt; Explanation of the visit purpose</li> <li>&gt; Explanation how to fill in the provincial data sheet</li> <li>&gt; Q &amp; A</li> <li>&gt; Issues on investment promotion and facilitation</li> <li>&gt; Further cooperation with CDC</li> </ul>

## Mondulki Province Introduction

- Mondulki is located 382 km northeast of the capital Phnom Penh. It is bordering with Ratanakiri and Strung Treng to the north, Kratie province on the west and Vietnam on the south and east.
- The province's green scenery is almost year round, brightening sprawling hills, grassy field, thickly forested mountains, and waterfalls.
- 80 percent of the population in Mondulki is made up of indigenous people.
- Fertile red soil, water sources, wild animals and quality hardwoods abound and the weather and scenery are perennial assets of Mondulki.
- Avocado and strawberry have been promoted as provincial unique products.

## Mondulki Province Investment Potential / Advantages

Please describe in terms of the following aspects:

- > Geographic Location: Mondulki is located 382 km northeast of the capital Phnom Penh. It is bordering with Ratanakiri and Strung Treng to the north, Kratie province on the west and Vietnam on the south and east.
- > Natural Resources: Fertile red soil, water sources, wild animals and quality hardwoods abound and the weather and scenery are perennial assets of Mondulki.
- > Human Resources: With a population of 67,305 persons, the availability of labor forces in this province is approximately 33,631 person.
- > Climate: between 18-22c. Average temperature: 20c.
- > Infrastructure: Major road to the province has been rehabilitated in recent years.
- > Transportation Access: the accessibility from and to the capital city, and other provinces can be done through national road No.76.
- > Investment Policy: as indicated in Investment Law of the Kingdom of Cambodia
- > Support by Municipal Authority: Mondulki Provincial Investment Sub-Committee will assist and facilitate all investment projects in Mondulki.

## Mondulki Province Industries to be Promoted

Industry	Reasons to be promoted
Agro-processing industry for local and regional markets (Rice, Rubber & Cassava)	<ul style="list-style-type: none"> <li>• The abundance of fertile land and water resources in Koh Ngeak District creates a favorable condition for rice farming. Moreover the land in Keoiseima and Pechreada districts are also suitable for Agro-Industry development.</li> </ul>
Tourism (Eco-Tourism)	<ul style="list-style-type: none"> <li>• The availability of natural resources such waterfalls, creeks, rainforest, hills and mountains. In addition this province also has several wildlife protected areas and national park that has a great potential for eco-tourism development.</li> </ul>
Mine and Energy (Minerals and Hydropower Development)	<ul style="list-style-type: none"> <li>• Abundant natural resources such as as stones use for decoration and construction; and gold. There are several sites in this province that has a potential for small, medium and large Hydropower development.</li> </ul>

## Mondulki Province Issues to be Addressed for Investment Promotion and Facilitation

Issues	Possible Collaboration with CDC
Investment Promotion	<ul style="list-style-type: none"> <li>- Investment Seminar</li> <li>- Investment Consultation</li> <li>- Receiving investment delegates</li> </ul>
Compiling investment information/data	<ul style="list-style-type: none"> <li>- information/data necessary required by investors.</li> <li>- Information/data gathering methodology</li> <li>- Information Table format</li> </ul>
Capacity building	<ul style="list-style-type: none"> <li>- Investment seminar or workshop to improve knowledge among relevant officials in charge of investment promotion.</li> </ul>
Periodical exchange of information and building a close communication channel	<ul style="list-style-type: none"> <li>- Exchange of information/data with regard the number of investment approval and relevant rules and regulations.</li> <li>- Assign a focal person for further contact</li> </ul>

## Mondulkiri Province Photos

Discussion Record

### During the meeting



Discussion with provincial authority



Group Photo

### City View



Symbol of Mondulkiri



Main road



Central area



Provincial Hall

19

Outline of the Study

## Schedule the Study

### 1<sup>st</sup> trip (26 & 27 June 2012)

26 June: Phnom Penh

27 June: Kampong Speu Province

### 2<sup>nd</sup> Trip (10 - 13 July 2012)

10 July: Kratie Province

11 July: Stung Treng Province

12 July: Ratanakiri Province

13 July: Mondulkiri Province

### Interviewees

Phnom Penh Capital Hall Officials

Provincial Authority of Kampong Speu

Provincial Authority of Kratie

Provincial Authority of Stung Treng

Provincial Authority of Ratanakiri

Provincial Authority of Mondulkiri

20

## Team members

Outline of the Study

### 1<sup>st</sup> trip : (26 - 27 June 2012)

Name	Organization	Major role
Mr. Hean Sopauline	Project Analysis and Registration Dept. CSEZB	Facilitator (Presentation)
Mr. Neang Putheara	Assistant to Chairman of PPSEZ Administration, CSEZB	Note taker
Mr. Nut Un Voanra	JICA Project Team	Moderator & Coordinator

### 2<sup>nd</sup> Trip (10 - 13 July 2012)

Name	Organization	Major role
Mr. Hean Sopauline	Project Analysis and Registration Dept. CSEZB	Facilitator (Presentation)
Mr. Neang Putheara	Assistant to Chairman of PPSEZ Administration, CSEZB	Note taker
Mr. Nut Un Voanra	JICA Project Team	Moderator & Coordinator

21

Discussion Record

## Phnom Penh Municipality

Date/ Time	26 June 2012 (15:00-17:00)
Place	Meeting room of Phnom Penh Capital Hall
Participants	Total: 35persons <ul style="list-style-type: none"> <li>Mr. Huot Hai, Deputy Director of Administration of Phnom Penh Capital Hall and his subordinates (24persons)</li> <li>CDC study team members (11persons)</li> </ul>
Agenda	<ul style="list-style-type: none"> <li>&gt; Explanation of the visit purpose</li> <li>&gt; Explanation how to fill in the provincial data sheet</li> <li>&gt; Q &amp; A</li> <li>&gt; Issues on investment promotion and facilitation</li> <li>&gt; Further cooperation with CDC</li> </ul>

22

## Phnom Penh Municipality

Discussion Record

Phnom Penh is the center of economy, trade, social and cultural affairs, cultural heritage and diplomacy of the kingdom of Cambodia. 85% of investment companies and commercial enterprises in Cambodia locate in Phnom Penh. Recently, more and more shopping malls, wholesale and retail markets come in to existence.

Due to its strategic location as the center through which highway connecting ASEAN to China lie across, Phnom Penh becomes a well known commercial center in the region.

Like every capital city around the world, most of human resources are concentrated in the capital city. Having population of more than 1.3 million, Phnom Penh has more than 78,000 workforces.

23

## Phnom Penh Municipality

### Investment Potential / Advantages

Discussion Record

#### Please describe in terms of the following aspects:

- > Geographic Location: Phnom Penh is the capital city of the Kingdom of Cambodia.
- > Natural Resources: fertile land, rivers and mountain.
- > Human Resources: with a population of more than 1.3 million, Phnom Penh has more than 78,000 workforces.
- > Climate: Tropical climate with the temperature ranging between 25 – 33 degree Celsius.
- > Infrastructure: well developed infrastructure such as port, telecommunication, water and electricity supply, etc.
- > Transportation Access: the accessibility from and to Phnom Penh from major ports and provinces can be assessed through national roads, railways and water ways.
- > Investment Policy: as indicated in Investment Law of the Kingdom of Cambodia
- > Support by Municipal Authority: Phnom Penh Investment Sub-Committee will assist and facilitate all investment projects in Phnom Penh.

24



**Phnom Penh Municipality**  
**Industries to be Promoted**

Industry	Reasons to be promoted
Food processing	More than 1.3 million people are currently living in Phnom Penh which require foods and other necessities for daily consumption.
Garment, shoes and fashion industries	The availability of human resource both skilled and unskilled and well developed infrastructure.
Agricultural industry for local and regional markets	The surplus of agricultural products in Phnom Penh and in neighboring provinces; and the improvement of infrastructures such as electricity and water supply.
Manufacturing and assembly line.	Development of SEZ and infrastructure as well as availability of labor forces.

**Phnom Penh Municipality**  
**Issues to be Addressed for Investment Promotion and Facilitation**

Issues	Possible Collaboration with CDC
Investment Promotion	<ul style="list-style-type: none"> <li>- Investment Seminar</li> <li>- Investment Consultation</li> <li>- Receiving investment delegates</li> </ul>
Compiling investment information/data	<ul style="list-style-type: none"> <li>- information/data necessary required by investors.</li> <li>- Information/data gathering methodology</li> <li>- Information Table format</li> </ul>
Capacity building	<ul style="list-style-type: none"> <li>- Investment seminar or workshop to improve knowledge among relevant officials in charge of investment promotion.</li> </ul>
Periodical exchange of information and building a close communication channel	<ul style="list-style-type: none"> <li>- Exchange of information/data with regard the number of investment approval and relevant rules and regulations.</li> <li>- Assign a focal person for further contact</li> </ul>

**Phnom Penh Municipality**  
**Photos**



**Phnom Penh Special Economic Zone**

Name of SEZ	Phnom Penh SEZ
Outline of SEZ	PPSEZ is a leading SEZ in the Kingdom of Cambodia and major industrial park in the vicinity of the capital: Phnom Penh. Totalling 365ha, Phnom Penh SEZ is being developed in three phases with phase 1 providing 58 factory lot. Currently there are more than 30 companies operating in the zone
Current Progress of SEZ	Infrastructure Development such as roads, generation and distribution of power, water supply, sanitation and sewage systems and telecommunication networks.
Advantages of SEZ	<ul style="list-style-type: none"> <li>&gt; Suitable location</li> <li>&gt; Good quality of Infrastructure and customer services</li> <li>&gt; Once-Stop Services Mechanism</li> </ul>
Major investors	

**Phnom Penh SEZ**  
**Photos**



**Ratanakiri Province**

Date/ Time	12 July 2012 (8:00-10:30)
Place	Meeting room of Rattanakiri Provincial Hall
Participants	Total: 6 persons • Member of provincial council and his subordinates (3persons) • Provincial study team members (3persons)
Agenda	<ul style="list-style-type: none"> <li>&gt; Explanation of the visit purpose</li> <li>&gt; Explanation how to fill in the provincial data sheet</li> <li>&gt; Q &amp; A</li> <li>&gt; Issues on investment promotion and facilitation</li> <li>&gt; Further cooperation with CDC</li> </ul>

## Ratanakiri Province

### Introduction

- Ratanakiri is situated 588 km north-east of capital Phnom Penh. It is bordering Lao PDR on the north and Vietnam on the east. There are two rivers crossing the province ( Sre Pork and Se San River ).
- It is a region rich in natural beauty, natural resources and fertile land. The majority of land is covered by red soil, which creates ideal conditions for the cultivation of rubber, cassava, soybean, corn and cashew nut.
- It is located in a highland plateau surround by mountain, valleys, waterfalls and volcanic lakes. With its natural beauty and good climate, Ratanakiri has great potential to develop and expand its tourism industry.
- Abundant natural resources such as precious gemstones, gold, iron ore, granite, onyx and coal are also existed in this province. .

31

## Ratanakiri Province

### Investment Potential / Advantages

Please describe in terms of the following aspects:

- Geographic Location: Ratanakiri is located 588 km north-east of capital Phnom Penh and bordered with Lao to the north and Vietnam to the east.
- Natural Resources: fertile land (red soil, rivers (Se San and Sre Pork rivers), thick forested area, and minerals.
- Human Resources: With a population of 150,466 persons, the availability of labor forces in this province is approximately 60,000 person.
- Climate: Rainy season: June - October (<27c); Cool season: November-February (>24c) and Hot season: March- May : 20 -32c
- Infrastructure: Major road to the province has been rehabilitated in recent years. The supply of electricity is depend on its own hydropower and import from Vietnam.
- Transportation Access: the accessibility from and to the capital city, and other provinces can be done through national road No.78.
- Investment Policy: as indicated in Investment Law of the Kingdom of Cambodia
- Support by Municipal Authority: Ratanakiri Provincial Investment Sub-Committee will assist and facilitate all investment projects in Ratanakiri.

32

## Ratanakiri Province

### Industries to be Promoted

Industry	Reasons to be promoted
Agro-processing industry for local and regional markets	<ul style="list-style-type: none"> <li>• The abundance of red soil and water resources, which create ideal conditions for the cultivation of rubber, cassava, soybean, corn and cashew nut; and the improvement of infrastructures - transportation networks.</li> <li>• Ratanakiri boasts hundreds of square miles of lucrative rubber plantations, of which rubber is mostly exported to neighboring Vietnam.</li> </ul>
Tourism	<ul style="list-style-type: none"> <li>• The availability of natural resources such as volcanic lakes, rivers, waterfalls, creeks, rainforest, hills and mountains.</li> </ul>
Mining	<ul style="list-style-type: none"> <li>• Abundant natural resources such as as precious gemstones, granite, onyx, gold, iron ore and coal.</li> </ul>

33

## Ratanakiri Province

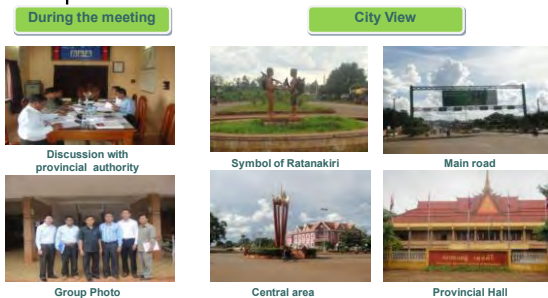
### Issues to be Addressed for Investment Promotion and Facilitation

Issues	Possible Collaboration with CDC
Investment Promotion	<ul style="list-style-type: none"> <li>- Investment Seminar</li> <li>- Investment Consultation</li> <li>- Receiving investment delegates</li> </ul>
Compiling investment information/data	<ul style="list-style-type: none"> <li>- information/data necessary required by investors.</li> <li>- Information/data gathering methodology</li> <li>- Information Table format</li> </ul>
Capacity building	<ul style="list-style-type: none"> <li>- Investment seminar or workshop to improve knowledge among relevant officials in charge of investment promotion.</li> </ul>
Periodical exchange of information and building a close communication channel	<ul style="list-style-type: none"> <li>- Exchange of information/data with regard the number of investment approval and relevant rules and regulations.</li> <li>- Assign a focal person for further contact</li> </ul>

34

## Ratanakiri Province

### Photos



35

## Stung Treng Province

Date/ Time	11 July 2012 (8:00-10:30)
Place	Meeting room of Stung Treng Provincial Hall
Participants	Total: 36 persons • Member of provincial council and his subordinates (33persons) • Provincial study team members (3persons)
Agenda	<ul style="list-style-type: none"> <li>➢ Explanation of the visit purpose</li> <li>➢ Explanation how to fill in the provincial data sheet</li> <li>➢ Q &amp; A</li> <li>➢ Issues on investment promotion and facilitation</li> <li>➢ Further cooperation with CDC</li> </ul>

36

## Stung Treng Province

### Introduction

- Stung Treng province, which covers an area of 12,016 Km<sup>2</sup> is a remote and sparsely populated province in the northeast of Cambodia. It borders Lao to the north, Ratanakiri to the east, Preah Vihear to the west and Kratie and Kompong Thom to the south.
- It is one of the most natural resource rich province due to its high fertilized soil with allows for the production of agro-industrial crops such as rubber, cassava, cashew nut, sugar cane and other fruits.
- Stung Treng is positioned at intersection of 4 rivers (Mekong, Sekong, Se San, and Sre Pork) which provides with plenty of water resources and a key irrigation system for its agriculture sector.
- The province will serve as a strategic location connecting Ratanakiri and Preah Vihea province after the completion of National Road No.9 which provides it with great potential in the tourist industry.

## Stung Treng Province

### Investment Potential / Advantages

Please describe in terms of the following aspects:

- Geographic Location: Stung Treng is situated in the northeast of Cambodia. It borders Lao PDR to the north, Ratanakiri to the east, Preah Vihear to the west and Kratie and Kompong Thom to the south.
- Natural Resources: fertile land, abundant of water (4 rivers), thick forested area, and minerals.
- Human Resources: With a population of 112,237 persons, the availability of labor forces in this province is approximately ----- person.
- Climate: Rainy season: Cool season: November- February (18-24c) Hot season: March- May (30c-39c) Rainy season: June - October (22-34c, with humidity up to 90%.)
- Infrastructure: Major roads to the province has been rehabilitated in recent years. The supply of electricity is depend on import from Lao PDR.
- Transportation Access: the accessibility from and to the capital city, and other provinces can be done through national road No.7.
- Investment Policy: as indicated in Investment Law of the Kingdom of Cambodia
- Support by Municipal Authority: Stung Treng Provincial Investment Sub-Committee will assist and facilitate all investment projects in Stung Treng.

## Stung Treng Province

### Industries to be Promoted

Industry	Reasons to be promoted
Agro-processing industry for local and regional markets	• The abundance of land and water resources, which create ideal conditions for the cultivation of rubber, cassava, soybean, corn and cashew nut; and the improvement of infrastructures - transportation networks.
Tourism	• The availability of natural resources such protected wildlife sanctuary, rivers, waterfalls, creeks, rainforest, hills and mountains.
Mining & Construction Materials.	• Abundant natural resources such as sand, stones, granite, gold, iron ore and coal.

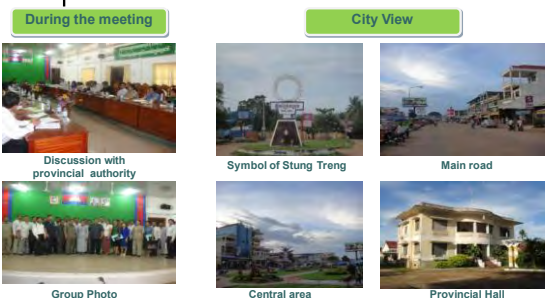
## Stung Treng Province

### Issues to be Addressed for Investment Promotion and Facilitation

Issues	Possible Collaboration with CDC
Investment Promotion	- Investment Seminar - Investment Consultation - Receiving investment delegates
Compiling investment information/data	- information/data necessary required by investors. - Information/data gathering methodology - Information Table format
Capacity building	- Investment seminar or workshop to improve knowledge among relevant officials in charge of investment promotion.
Periodical exchange of information and building a close communication channel	- Exchange of information/data with regard the number of investment approval and relevant rules and regulations. - Assign a focal person for further contact

## Stung Treng Province

### Photos



During the meeting

City View

Discussion with provincial authority

Symbol of Stung Treng

Main road

Group Photo

Central area

Provincial Hall

# Implementation Report for Study on Investment Environment in provinces of Cambodia (2012)

16 July 2012

## Investment Guidebook WG Group B

The Council for the Development of Cambodia (CDC)

1

## Table of Contents

- I. Outline of the Study
- II. Discussion Record in Each Province
- III. Suggestion for further implementation

2

### Outline of the Study

#### Schedule the Study

1 <sup>st</sup> trip (28 & 29 June 2012)	Interviewees
28 June: Takeo Province	Provincial Authority of Takeo Province
29 June: Kep Province	Provincial Authority of Kep Province
2 <sup>nd</sup> Trip (10 - 13 July 2012)	
10 July: Kampong Chhnang	Provincial Authority of Kampong Chhnang Province
11 July: Pursat	Provincial Authority of Pursat Province
12 July: Banteay Meanchey	Provincial Authority of Banteay Meanchey Province and Poipet O'Neang SEZ
13 July: Pailin	Provincial Authority of Pailin Province

3

### Outline of the Study

#### Team members

1 <sup>st</sup> trip : (28 - 29 June 2012)		
Name	Organization	Major role
Mr. Moueng Visoth	Monitoring Department	Team Leader
Mr. Choun Bory	Inter-Ministry Department	Note Taker
Mr. Kong Vongcheastapor	Monitoring	Note Taker
Mr. Morinaga	JICA Expert	
Mr. Heng Bun Hong	JICA Project Team	Moderator & Coordinator
2 <sup>nd</sup> Trip (10 - 13 July 2012)		
Name	Organization	Major role
Mr. Choun Bory	Monitoring Department	Team Leader
Mr. Kong Vongcheastapor	Monitoring Department	Note taker
Mr. Heng Bun Hong	JICA Project Team	Moderator & Coordinator

4

### Discussion Record

#### Takeo Province

Date/ Time	28 June 2012 (09:30-11:30)
Place	Meeting room of Takeo Province
Participants	Total: 21 persons Mr.Chan, director of Inter-sartorial Bureau of provincial office and his subordinates (16 persons) • CDC study team members (5 persons)
Agenda	<ul style="list-style-type: none"> <li>&gt; Explanation of the visit purpose</li> <li>&gt; Explanation how to fill in the provincial data sheet</li> <li>&gt; Q &amp; A</li> <li>&gt; Issues on investment promotion and facilitation</li> <li>&gt; Further cooperation with CDC</li> </ul>

5

### Discussion Record

#### Takeo Province Introduction of the Province

Takeo province is located in the south-western part of Cambodia, with 77 Km from Phnom Penh on national road No.2 and 87 Km on national road No.3.

It shared border with Ang Yang province of Vietnam with both land and water way.

There is rail way runs through Sihanoukville, international deep sea port of Cambodia.

There is national road No.3 runs through Kampot province and link to Sihanoukville.

6

**Takeo Province**

**Investment Potential / Advantages**

Please describe in terms of the following aspects:

- > Situated in south-western part of Cambodia
- > Forest and mining eg: construction stone and there are many historical/eco-tourism places
- > With total population of 927, 892 and 596, 211 young population over 18 years are available.
- > Climate: Minimum 22,1 and Maximum 37,6 degree centigrade.
- > Infrastructure : Good national roads and railroad, electricity supply, water and telecoms connection.
- > Transportation Access: Roads accessibility to major city and deep sea port (both national road No. 2 and 3 as well as railroad)
- > Investment Policy: Investment Policy: as indicated in Investment Law of the Kingdom of Cambodia
- > Support by Provincial Authority: PMIS to assist and facilitate the project application process

**Takeo Province**

**Industries to be Promoted**

Industry	Reasons to be promoted
Electricity	To increase electricity production in province to meet the domestic and industrial demand in the province.
Water Supply	To increase electricity production in province to meet the domestic and industrial demand in the province.
Agriculture	
Industry (Craft Product)	Availability of raw materials for production and job creation and earning for local people
Tourism	Rich of cultural and historical areas

**Takeo Province**

**Issues to be Addressed for Investment Promotion and Facilitation**

Issues	Possible Collaboration with CDC
Investment promotion	Web site link should be established for investment promotion activity
Human Resource Development	Investment promotion, evaluation, investment services training workshop need to be regularly conducted to improve PMIS's officials  Internship program should be organized to improve specific skill to PMIS people
Investment Data/Information Compilation	Net working need to be established between CDC and PMIS

**Takeo Province**

**Photos**

During the meeting



Discussion with provincial authority



Group Photo

Province View



Provincial Office



Provincial Road



Central area



province View

**Kep Province**

Date/ Time	29 June 2012 (08:30-11:30)
Place	Meeting room of Kep Province
Participants	Total: 15 persons Mr.Hiem Khun, Vice governor of Kep provincial and his subordinates (10 persons) • CDC study team members (5 persons)
Agenda	>Explanation of the visit purpose >Explanation how to fill in the provincial data sheet >Q & A >Issues on investment promotion and facilitation >Further cooperation with CDC

**Kep Province**

**Introduction of the Province**

Kep is located along the coast line in south-West of the Country, with distance of 175 Km from Phnom Penh and 110 Km from Sihanoukville.

It consists of water way connection with Kampot, Sihanoukville, Koh Kong and Kieng yang province of Vietnam.

Kep has a potential for agriculture, fishery, tourism industry. The southern part province covered by coastline which rich of natural resource such fishery and island, the eastern and western parts are covered by mangrove forest and salt farm. In the north and middle parts covered by mountains and productive land which good for pepper plantation.

**Kep Province**

**Investment Potential / Advantages**

Please describe in terms of the following aspects:

- > Situated along the coastline in south-west of the Country, with distance of 175 km from Phnom Penh and 110km from Sihanoukville.
- > Natural resource: Productive land for pepper plantation, rich of marine products, salt farm and mangrove forest is attractive tourist place.
- > With total population of 37, 481 and 21, 553 young population over 18 years are available.
- > Climate: Minimum 17 and Maximum 35 degree centigrade.
- > Infrastructure : Good national roads and railroad, electricity supply, water and telecoms connection.
- > Transportation Access: Accessibility to the Phnom Penh and deep sea port though national road and rail road and water way.
- > Investment Policy: Investment Policy: as indicated in Investment Law of the Kingdom of Cambodia
- > Support by Provincial Authority: PMIS to assist and facilitate the project application process

**Kep Province**

**Industries to be Promoted**

Industry	Reasons to be promoted
<b>Tourism Industry</b>	Beautiful landscape of islands mangrove forest, coastline which is very attractive area
<b>Sea food processing Fish Source Salt Production</b>	Rich of marine products are available for processing and the province consist of salt farm
<b>Water Supply</b>	There is potential location for building the water supply system for domestic and industrial supply.

**Kep Province**

**Issues to be Addressed for Investment Promotion and Facilitation**

Issues	Possible Collaboration with CDC
<b>Investment promotion</b>	Request to CDC link web site for upload provincial information for promotion.
<b>Human Resource Development</b>	Investment promotion training, project evaluation  Internship program should be organized to improve specific skill to PMIS people at CDC with one or two weeks time.
<b>Investment Data/Information Compilation</b>	Request to have net-working between CDC and PMIS to exchange the data/information for promotion

**Kep Province**

**Photos**



**Kampong Chhnang Province**

<b>Date/ Time</b>	10 July 2012 (08:30-11:30)
<b>Place</b>	Meeting room of Kampong Chhnang Province
<b>Participants</b>	Total: 12 persons Mr.Sout Kimpleang, Vice governor of Kampong Chhnang province and his subordinates (9 persons) • CDC study team members (3 persons)
<b>Agenda</b>	>Explanation of the visit purpose >Explanation how to fill in the provincial data sheet >Q & A >Issues on investment promotion and facilitation >Further cooperation with CDC

**Kampong Chhnang Province**

**Introduction of the Province**

Located in the north-western part of Cambodia along national road No.5, with the distance of 91 Km from Phnom Penh capital city.

The location is situated next to the great lake, which rich of fishery product and the province consists of many water drainage sources such as rivers, streams, dams that it is convenient for agricultural plantation such as rice, industrial and cash crops.

Due to the rich of water sources, the province is potential and be able to build the irrigation system to irrigate agricultural land.

### Kampong Chhnang Province Investment Potential / Advantages

Please describe in terms of the following aspects:

- > Situated in the north-western part of Cambodia, with the distance of 91 Km from Phnom Penh
- > Natural resource: Productive land for agricultural plantation and there are many natural drainage source and rich of fishery product.
- > With total population of 504, 234 and 302, 754 young population over 18 years are available.
- > Climate: Minimum 23.5 and Maximum 36 degree centigrade.
- > Infrastructure : National roads network railroad and water way, electricity/ water supply.
- > Transportation Access: Accessibility to Phnom Penh though national road, rail road and water way and mean of transportation in the province to other areas
- > Investment Policy: Investment Policy: as indicated in Investment Law of the Kingdom of Cambodia
- > Support by Provincial Authority: PMIS to assist and facilitate the project application process

### Kampong Chhnang Province Industries to be Promoted

Industry	Reasons to be promoted
<b>SME and big Scale Industry</b>	Cheap labor cost and good investment incentives
<b>Electricity Rice Mill</b>	To reduce consumption cost and meet the additional demand Rice surplus and in order to achieve the government plan to export one million tons in 2015
<b>Animal Feed Craft Product</b>	Availability of the supply of raw materials and skill people in making craft product in the province

### Kampong Chhnang Province Issues to be Addressed for Investment Promotion and Facilitation

Issues	Possible Collaboration with CDC
<b>Investment promotion</b>	Web site link should be established for investment promotion activity Help to promote the investment potential of the province
<b>Human Resource Development</b>	Provide training or promotional workshop to PMIS officials  Internship program should be organized to improve specific skill to PMIS people
<b>Investment Data/Information Compilation</b>	Net working need to be established between CDC and PMIS to compile investment information

### Kampong Chhnang Province Photos



Discussion with provincial authority

Symbol of the province

White Elephant

Local Authority

Provincial Office

Group Photo

### Pursat Province

<b>Date/ Time</b>	11 July 2012 (09:00-11:30)
<b>Place</b>	Meeting room of Pursat Province
<b>Participants</b>	Total: 18 persons Mr. Kem Sotheuon, Vice governor of Pursat province and his subordinates (15 persons) • CDC study team members (3 persons)
<b>Agenda</b>	> Explanation of the visit purpose > Explanation how to fill in the provincial data sheet > Q & A > Issues on investment promotion and facilitation > Further cooperation with CDC

### Pursat Province Introduction of the Province

Pursat is Located in the north-western part of Cambodia along national road No.5, with the distance of 186 Km from Phnom Penh Capital city and It shared border with Kampong Chhnang, Kampong Speu, Battambang, Koh kong and Trat province of Thailand.

The province rich of natural resources such as forestry, construction sand, marble, fresh water fish and underground mining and attractive tourism resort

Agriculture is potential for production for export such as rice and paddy rice and other fruits crops.

For energy sector, the province has surplus of electricity which can supply to other provinces.

**Pursat Province**

**Investment Potential / Advantages**

Please describe in terms of the following aspects:

- > Situated in the north-western part of Cambodia, with the distance of 186 Km on road No.5 from Phnom Penh.
- > Natural resource: Rich of natural resource such as forestry, marble, construction stone, fishery and mining.
- > With total population of 438, 720 and 272, 366 young population over 18 years are available.
- > Climate: Minimum 23.5 and Maximum 36 degree centigrade.
- > Infrastructure : Electricity and water supply, good national road/rail road links to Phnom Penh (Road No.5)
- > Transportation Access: Accessibility to Phnom Penh and other major provinces through different type of transport.
- > Investment Policy: Investment Policy: as indicated in Investment Law of the Kingdom of Cambodia
- > Support by Provincial Authority: PMIS to assist and facilitate the project application process

**Pursat Province**

**Industries to be Promoted**

Industry	Reasons to be promoted
Industry (SME)	Domestic raw material supply, Cheap labor Cost
Energy (Electricity)	Strong and potential location for producing hydro-electricity For domestic consumption and export to other provinces in Cambodia
Agriculture/Agro-industry: (Ethanol and Tapioca starch)	Productive land which is potential for plantation and irrigation net work To promote export to international market

**Pursat Province**

**Issues to be Addressed for Investment Promotion and Facilitation**

Issues	Possible Collaboration with CDC
Investment promotion Lack of promotional tools	Request to link web site with CDC for promotion Help to promote the investment potential of the province
Human Resource Development Lack of officials work at PMIS	Provide training/ workshop to PMIS officials on specific fields such as promotion, investor service and language skill.
Investment Data/Information Compilation	Net working need to be established between CDC and PMIS to compile and exchange information  Establish communication mechanism between CDC and PMIS

**Pursat Province**

**Photos**

During the meeting



Discussion with provincial authority

Province View



Symbol of the province



Provincial Road



Group photo



Provincial Office



Bridge

**Banteay Meanchey Province**

Date/ Time	12 July 2012 (08:00-11:30)
Place	Meeting room of Banteay Meanchey Province
Participants	Total: 24 persons Mr. Chom Vannarith, Vice governor of Banteay Meanchey province and his subordinates (21 persons) • CDC study team members (3 persons)
Agenda	> Explanation of the visit purpose > Explanation how to fill in the provincial data sheet > Q & A > Issues on investment promotion and facilitation > Further cooperation with CDC

**Banteay Meanchey Province**

**Introduction of the Province**

Banteay Meanchey is located in north-western part of Cambodia, with the distance of 360 km from Phnom Penh on national road No.5 and it shared border with Thailand.

There are national road and railway links from Phnom Penh to Poi pet, international border check point .

In Banteay Meanchey is potential for agricultural plantation such as rice , tapioca plantation and agro- processing investment and rice milling for export market.



### Banteay Meanchey Province Investment Potential / Advantages

Please describe in terms of the following aspects:

- > Situated in the north-western part of Cambodia, with the distance of 360 Km on road No.5 from Phnom Penh.
- > Natural resource: Rich of productive land for agriculture, limestone, phosphate, bird sanctuary, scenery protected area
- > With total population of 697, 069 and Male: 216, 367 and Female: 220, 951 young population over 18 years are available.
- > Climate: Minimum ? and Maximum ? degree centigrade.
- > Infrastructure : Electricity and water supply, good national road/rail road link from Phnom Penh.
- > Transportation Access: Accessibility through different type of transport road/rail road
- > Investment Policy: Investment Policy: as indicated in Investment Law of the Kingdom of Cambodia
- > Support by Provincial Authority: PMIS to assist and facilitate the project application process

### Banteay Meanchey Province Industries to be Promoted

Industry	Reasons to be promoted
<b>Agriculture</b>	Productive land, access to labor and cheap labor cost Potential for processing manufacturing
<b>Industry ( garment, Electronic and Paint Production)</b>	Near to Thai border that is convenient for transportation and cheap investment cost
<b>Agro- Processing: (Ethanol and Tapioca starch and natural fertilizer)</b>	Availability of raw material such as paddy rice and tapioca Investment incentives and to increase of value added product for export and job creation

### Banteay Meachey Province Issues to be Addressed for Investment Promotion and Facilitation

Issues	Possible Collaboration with CDC
<b>Investment promotion Lack skill and resource in compiling data/information</b>	Request of further cooperation to help promoting the potential investment which exists in the province
<b>Human Resource Development Lack of officials work at PMIS</b>	Sharing the investment skill through training/workshop or investment expert from CDC
<b>Investment Data/Information Compilation</b>	Build net - working between CDC and PMIS to compile and exchange information  Regular communication mechanism between CDC and PMIS to share document for promotion activity

### Banteay Meanchey Province Photos



### Poipet O'Neang Special Economic Zone

Name of SEZ	Poipet O'Neang Special Economic Zone
<b>Issues to be addressed</b>	- Due to the open government's policy - Open the international border check point - Advantage of the use of Thailand port for export (Laem Chabang port) -To attract investment from Thailand -The future growth of Poipet area
<b>Necessary government support</b>	- Need government to maintain favorable condition to investor such as incentive and investment guarantee - Request further cooperation and facilitation from the local authority

### Poipet O' Neang Special Economic Zone Photos



**Pailin Province**

Date/ Time	13 July 2012 (08:00-11:30)
Place	Meeting room of Pailin Province
Participants	Total: 24 persons Mr. Eang Vuth, Vice governor of Pailin province and his subordinates (21 persons) • CDC study team members (3 persons)
Agenda	<ul style="list-style-type: none"> <li>➢ Explanation of the visit purpose</li> <li>➢ Explanation how to fill in the provincial data sheet</li> <li>➢ Q &amp; A</li> <li>➢ Issues on investment promotion and facilitation</li> <li>➢ Further cooperation with CDC</li> </ul>

**Pailin Meanchey Province**  
**Introduction of the Province**

Pailin is located in the north-western part of Cambodia with the distance of 84 Km from Battambang on national road No. 57 and 372 Km from Phnom Penh and it shared border with Battambang and Thailand.

In the province, there is rich of natural resource such as precious stone and land is productive for agricultural plantation and potential for agro-processing investment.

**Pailin Province**  
**Investment Potential / Advantages**

Please describe in terms of the following aspects:

- Situated in the north-western part of Cambodia, with the distance of 84 Km on road No.57 from Battambang.
- Natural resource: Rich of productive land for agriculture, and potential for agro-processing
- With total population of 68,348 and 40,403 young population over 18 years are available.
- Climate: Minimum 23 and Maximum 33 degree centigrade.
- Infrastructure : Electricity and water supply, good national road link.
- Transportation Access: Accessibility of transport (big and medium size trucks)
- Investment Policy: Investment Policy: as indicated in Investment Law of the Kingdom of Cambodia
- Support by Provincial Authority: PMIS to assist and facilitate the project application process

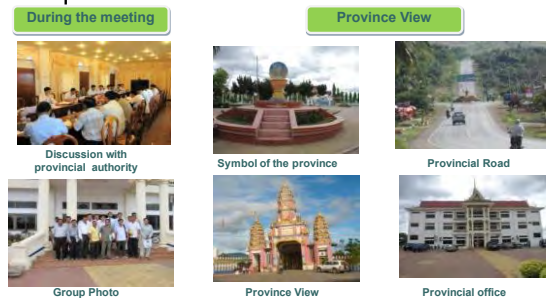
**Pailin Province**  
**Industries to be Promoted**

Industry	Reasons to be promoted
<b>Agriculture/agro-industry</b>	Productive land agricultural plantation which potential for agro-processing investment such as rubber processing Rubber is to be harvested in next few years time Unstable price for agricultural products
<b>Industry: (Fruit processing, hydro-electricity and water supply)</b>	Plenty of local fruit for canned fruit manufacturing Lack of clean water system supply in the province
<b>Tourism</b>	Many undeveloped areas which is potential for tourism development

**Pailin Province**  
**Issues to be Addressed for Investment Promotion and Facilitation**

Issues	Possible Collaboration with CDC
<b>Investment promotion</b>	Participate in CDC's investment promotion activity Conduct joint –promotion workshop both in and out of Cambodia
<b>Human Resource Development</b>	Exchange of skill training on investor service Need assistance from CDC
<b>Investment Data/Information Compilation</b>	Build net - working between CDC and PMIS to compile and exchange information

**Pailin Province**  
**Photos**



# Implementation Report for Study on Investment Environment in provinces of Cambodia (2012)

16 July 2012

## Investment Guidebook WG Group C

The Council for the Development of Cambodia (CDC)

1

### Table of Contents

- I. Outline of the Study
- II. Discussion Record in Each Province
- III. Suggestion for further implementation

2

### Outline of the Study

#### Schedule the Study

1 <sup>st</sup> trip (28& 29 June 2012)	Interviewees
28 June: Svay Rieng	Provincial Authority of Svay Rieng Province and Manhattan SEZ
29 June: Prey Veng	Provincial Authority of Prey Veng Province
2 <sup>nd</sup> Trip (10 - 12 July 2012)	
10 July: Kampong Thom	Provincial Authority of Kampong Thom Province
11 July: Preah Vihear	Provincial Authority of Preah Vihear Province
12 July: Oddar Meanchey	Provincial Authority of Oddar Meanchey Province

3

### Outline of the Study

#### Team members

1 <sup>st</sup> trip : (28 - 29 June 2012)		
Name	Organization	Major role
Mr. Sorn Dydenyn	Evaluation and Incentives Department	Team leader
Mr. Nget Samnang	Monitoring Department	Moderator & Coordinator
Mr. Uy Rithymony	H.E. Chea Vuthy's office	Note Taker
2 <sup>nd</sup> Trip (10 - 12 July 2012)		
Name	Organization	Major role
Mr. Suon Sophal	Public relation and investment promotion Department	Team Leader
Mr. Prak Phara	Evaluation and incentive Department	Coordinator & Note Taker
Mr. Akihiko Morinaga	JICA Project Team	JICA Expert

4

### Discussion Record

#### Svay Rieng Province

Date/ Time	28 June 2012 (09:30-11:30)
Place	Meeting room of Svay Rieng Provincial Hall
Participants	Total: 15 persons Mr. Seng Seila, deputy director, provincial administration office and concerned provincial departments (12 persons) • CDC study team members (3 persons)
Agenda	<ul style="list-style-type: none"> <li>&gt; Explaining of the visit purpose</li> <li>&gt; Explaining how to fill provincial data sheet</li> <li>&gt; Issues on investment promotion and facilitation</li> <li>&gt; Further cooperation with CDC</li> <li>&gt; Q&amp;A</li> <li>&gt; Others</li> </ul>

5

### Discussion Record

#### Svay Rieng Province Introduction of the Province

Svay Rieng is located in the southeast part of Phnom Penh, with 125 Km on national road No. 1 (ASEAN Highway).

It is bordering with Prey Veng province in the west and two other provinces of Vietnam in the east and south.

6

**Svay Rieng Province**

**Investment Potential / Advantages**

- > Situated in southeast part of Cambodia
- > Forest and mining: 15,709 hectares of forest and resource-rich in mud coal
- > With total population of 579, 015 and 359, 068 young population over 18 years are available.
- > Climate: Minimum 24 and Maximum 35 degree centigrade.
- > Infrastructure : Good national roads and railroad, electricity supply, water and telecoms connection.
- > Transportation Access: Roads accessibility to major cities both national and regional and dry port (national road No.1 and 13)
- > Investment Policy: Investment Policy: as indicated in Investment Law of the Kingdom of Cambodia
- > Support by Provincial Authority: PMIS to assist and facilitate the project application process
- > Home to some of the most active Special Economic Zones in the Cambodia

**Svay Rieng Province**

**Industries to be Promoted**

Industry	Reasons to be promoted
Rice-milling facilities	Lacking of standardized rice-milling facilities to meet increasingly milling demand in the province.
Apparel and textile	Labor-intensive industry and be able to enjoy incentives and privileges of the leading Special Economic Zones in the province.
Construction materials manufacturing	To feed growing demand of construction materials and equipment at provincial level.

**Svay Rieng Province**

**Issues to be Addressed for Investment Promotion and Facilitation**

Issues	Possible Collaboration with CDC
Investment promotion	Website link should be established for investment promotion activity
Human Resource Development	Investment promotion, evaluation, investment services training workshop need to be regularly conducted to improve capacity of PMIS's officials and updating latest investment development-related issues.  Internship program should be organized to improve specific skill to PMIS people.
Investment Data/Information Compiling and sharing	Smooth and effective networking need to be established between CDC and PMIS

**Svay Rieng Province**

**Photos**



**Manhattan SEZ (Svay Rieng)**

Topic	Issues
Issues raised by the zone	<ul style="list-style-type: none"> <li>&gt; Labor strike</li> <li>&gt; Insufficient Electricity supply (Increasing demand)</li> <li>&gt; Security, particularly inside the zone (Thievery)</li> <li>&gt; Lacking supporting facilities for living comfort of oversea investors and employers</li> </ul>
Requested necessary government support	<ul style="list-style-type: none"> <li>&gt; Increase security force presence near the zone</li> <li>&gt; Establish the mechanism to facilitate cross-border movement of labors especially technical and skilled labor</li> <li>&gt; Encourage investment in supporting facilities</li> </ul>

**Prey Veng Province**

Date/ Time	29 June 2012 (09:00-11:00)
Place	Meeting room of Prey Veng Provincial Hall.
Participants	Total: 17 persons Mr. Um Bunleng, Director of Prey Veng provincial administrative office and concerned provincial departments (14 persons) • CDC study team members (3 persons)
Agenda	<ul style="list-style-type: none"> <li>&gt; Explanation of the visit purpose</li> <li>&gt; Explanation how to fill in the provincial data sheet</li> <li>&gt; Q &amp; A</li> <li>&gt; Issues on investment promotion and facilitation</li> <li>&gt; Further cooperation with CDC</li> </ul>

**Prey Veng Province**  
**Introduction of the Province**

Prey Veng is situated in southeast part of Country, bordering with three different provinces and Vietnam. It is only 91 km away from Phnom Penh city with three different national road accesses to the province – national road No. 1, 11 and 8.

The Mekong river runs through two districts of the province with total length of 57 km. There are also three sub-rivers with the total length of 230 km running through 8 different districts. It provides precious water resource for agriculture sector in the province.

**Prey Veng Province**  
**Investment Potential / Advantages**

- Situated in southeast of the Country, with distance of 91 km from Phnom Penh.
- Natural resource: Productive land for rice production in both dry and wet seasons, water resources, mountain and river sand, and mountain rock.
- With total population of 1,162,609 and 731,494 young population over 18 years.
- Climate: Minimum 23.70 and Maximum 32.90 degree centigrade.
- Infrastructure : Good national roads, electricity supply, abundant water supply and telecoms connection.
- Transportation Access: Quick access to the Phnom Penh through national roads water way.
- Investment Policy: Investment Policy: as indicated in Investment Law of the Kingdom of Cambodia
- Support by Provincial Authority: PMIS to assist and facilitate the project application process
- 66.55% of provincial cultivated land concentrated on rice production with average annual production capacity of 1 million ton.
- Good potential for rice-milling business

**Prey Veng Province**  
**Industries to be Promoted**

Industry	Reasons to be promoted
<b>Fish-processing facilities</b>	Strategic location of the province serves as central point of goods traffic between Cambodia and Vietnam.
<b>Rice-milling facilities</b>	Large-scale rice production in the province and serve as other provinces' paddy rice final stop before exporting to Vietnam.
<b>River sand</b>	To extract and supply domestic demand and exporting market to extent that do not adversely affect environment.

**Prey Veng Province**  
**Issues to be Addressed for Investment Promotion and Facilitation**

Issues	Possible Collaboration with CDC
<b>Investment promotion</b>	Web site link should be established for investment promotion activity
<b>Human Resource Development</b>	Investment promotion, evaluation, investment services training workshop need to be regularly conducted to improve PMIS's officials  Internship program should be organized to improve specific skill to PMIS people
<b>Investment Data/Information Compilation</b>	Net working need to be established between CDC and PMIS

**Prey Veng Province**  
**Photos**



**Kampong Thom Province**

<b>Date/ Time</b>	10 July 2012 (09:00-11:30)
<b>Place</b>	Meeting room of Kampong Thom Provincial Office
<b>Participants</b>	Total: 20 persons H.E. Uth Sam On, Vice governor of Kampong Thom province and his subordinates (17 persons) • CDC study team members (3 persons)
<b>Agenda</b>	➢ Explanation of the visit purpose ➢ Explanation how to fill in the provincial data sheet ➢ Q & A ➢ Issues on investment promotion and facilitation ➢ Further cooperation with CDC

### Kampong Thom Province Introduction of the Province

Situated in the heart of Cambodia along national road No. 6A, with the distance of 168 Km from Phnom Penh capital city.

The province is blessed with varieties of natural resources on and underneath the ground such as forest, construction sand, fresh water fish, gold, iron ore and so on. It is also home to many well-known natural and cultural tourist sites in the country.

### Kampong Thom Province Investment Potential / Advantages

- Located in the central part of Cambodia, with the distance of 168 Km from Phnom Penh
- Natural resource: fresh water fish, forest, construction sand, gold, iron ore.
- With total population of 702, 711 and 419,174 young population over 18 years.
- Climate: Minimum 18.1 and Maximum 33.2 degree centigrade.
- Infrastructure : National roads network, water way, electricity and water supply.
- Transportation Access: Accessibility to Phnom Penh and other parts of the country through national roads.
- Investment Policy: as indicated in Investment Law of the Kingdom of Cambodia
- Support by Provincial Authority: PMIS to assist and facilitate the project application process
- Best destination for agriculture-related investments.

### Kompong Thom Province Industries to be Promoted

Industry	Reasons to be promoted
Food and beverage Industry	N/A
Rice-milling facilities	N/A
Animal food and paper-processing plant	N/A
Hydro-power plant	N/A

The information provided in the data sheet is either irrelevant or too general for the "Reasons to be promoted" part.

### Kampong Thom Province Issues to be Addressed for Investment Promotion and Facilitation

Issues	Possible Collaboration with CDC
Investment promotion	Web site link should be established for investment promotion activity Help to promote the investment potential of the province
Human Resource Development	Provide training or promotional workshop to PMIS officials  Internship program should be organized to improve specific skill to PMIS people
Investment Data/Information Compilation	Net working need to be established between CDC and PMIS to compile investment information

### Kampong Thom Province Photos



Discussion with provincial authority

Main Provincial Market

Central Area

Group Photo

Traffic in Province

Provincial office

### Preah Vihear Province

Date/ Time	11 July 2012 (09:00-11:00)
Place	Meeting room of Preah Vihear Provincial Office
Participants	Total: 6 persons Mr. Chea Piseth, Deputy director of Kampong Thom provincial administration office and his subordinates (3 persons) • CDC study team members (3 persons)
Agenda	➢ Explanation of the visit purpose ➢ Explanation how to fill in the provincial data sheet ➢ Q & A ➢ Issues on investment promotion and facilitation ➢ Further cooperation with CDC

**Preah Vihear Province**  
**Introduction of the Province**

Preah Vihear province is located in the north of Cambodia along national road No. 6 and 629, with the distance of 294 Km from Phnom Penh capital city.

The province is home to world heritage site of Preah Vihear temple attracting many local and international tourists every year.

**Preah Vihear Province**  
**Investment Potential / Advantages**

- located in the north of Cambodia, with the distance of 294 Km from Phnom Penh
- Natural resource: 219 natural water reservoirs, natural and historical tourism sites, and rich in iron ore.
- With total population of 203,330 and 111,191 young population over 18 years.
- Climate: Minimum 22 and Maximum 25 degree centigrade.
- Infrastructure : National roads network, electricity and water supply.
- Transportation Access: Accessibility to Phnom Penh and other parts of the country though national roads.
- Investment Policy: as indicated in Investment Law of the Kingdom of Cambodia
- Support by Provincial Authority: PMIS to assist and facilitate the project application process
- Provide great investment opportunities in tourism, agriculture, and mining and energy.

**Preah Vihear Province**  
**Industries to be Promoted**

Industry	Reasons to be promoted
<b>Steel-milling industry</b>	Due to the fact that the province is resource rich in iron ore and a lot of steel companies interested in having their plants in the province.
<b>Agro-industry</b>	Abundant of available agricultural land which is good for large commercial scale production in agriculture.

**Preah Vihear Province**  
**Issues to be Addressed for Investment Promotion and Facilitation**

Issues	Possible Collaboration with CDC
<b>Investment promotion</b>	Web site link should be established for investment promotion activity Help to promote the investment potential of the province
<b>Human Resource Development</b>	Provide training or promotional workshop to PMIS officials  Internship program should be organized to improve specific skill to PMIS people
<b>Investment Data/Information Compilation</b>	Net working need to be established between CDC and PMIS to compile investment information

**Preah Vihear Province**  
**Photos**



**Oddar Meanchey Province**

<b>Date/ Time</b>	12 July 2012 (09:00-11:00)
<b>Place</b>	Meeting room of Oddar Meanchey Provincial Office
<b>Participants</b>	Total: 24 persons H.E. San Vanna, Vice governor of Oddar Meanchey province and his subordinates (21 persons) • CDC study team members (3 persons)
<b>Agenda</b>	➢ Explanation of the visit purpose ➢ Explanation how to fill in the provincial data sheet ➢ Q & A ➢ Issues on investment promotion and facilitation ➢ Further cooperation with CDC

**Oddar Meanchey Province**  
**Introduction of the Province**

Oddar Meanchey province is located in the north of Cambodia along national road No. 5 or 6, with the distance of 469 Km from Phnom Penh capital city. It is also one of the resource-rich locations in the country where natural resource both on and underneath the ground can be explored.

**Oddar Meanchey Province**  
**Investment Potential / Advantages**

- located in the north of Cambodia, with the distance of 469 Km from Phnom Penh
- Natural resource: wildlife, forest, fresh water fish, construction stone and untapped mining, and natural and cultural tourism sites.
- With total population of 209,542 and 119,555 young population over 18 years.
- Climate: Minimum 24 and Maximum 32 degree centigrade.
- Infrastructure : National roads network, electricity and water supply.
- Transportation Access: Accessibility to Phnom Penh and other parts of the country though national roads.
- Investment Policy: as indicated in Investment Law of the Kingdom of Cambodia
- Support by Provincial Authority: PMIS to assist and facilitate the project application process

**Oddar Meanchey Province**  
**Industries to be Promoted**

Industry	Reasons to be promoted
Agriculture	N/A
Industry	N/A
Tourism	N/A

**Oddar Meanchey Province**  
**Issues to be Addressed for Investment Promotion and Facilitation**

Issues	Possible Collaboration with CDC
Investment promotion	Web site link should be established for investment promotion activity Help to promote the investment potential of the province
Human Resource Development	Provide training or promotional workshop to PMIS officials  Internship program should be organized to improve specific skill to PMIS people
Investment Data/Information Compilation	Net working need to be established between CDC and PMIS to compile investment information

**Oddar Meanchey Province**  
**Photos**

During the meeting



Discussion with provincial authority



Group Photo

Province View



Symbol of the province



Provincial Central Area



In Front of Provincial Office



Provincial office



## **Appendix 6-3**

Implementation Report on 2011 and 2012

Cambodia Investment Seminar in Japan

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

Implementation Report on  
The 2011 Cambodia Investment Seminar in Japan

July 2011

KRI International Corp.

## **1. Outline of the 2011 Cambodia Investment Seminar**

The 2011 Cambodia Investment Seminar aims to provide information for the Japanese firms that are planning to invest in Cambodia. The outline of the seminar is as follows.

### (1) Venue and Date/Time

Venue: The Prince Park Tower Tokyo “Ball Room”

Date/Time: June 2, 2011 (Thu), 13:30 – 16:00

### (2) Organizer and Auspices

Organizer: Council for the Development of Cambodia (CDC)

ASEAN-Japan Centre (AJC)

Japan External Trade Organization (JETRO)

Japan International Cooperation Agency (JICA)

Auspices: Royal Embassy of Cambodia to Japan

Ministry of Foreign Affairs (MOFA) of Japan

Ministry of Economy, Trade and Industry (METI) of Japan

### (3) Agenda

13:30 Start of Seminar

13:30 Opening Remarks

Mr. Yoshikuni Ohnishi, Secretary General, AJC

H.E. Hor Moniroth, Ambassador Extraordinary and Plenipotentiary of the Kingdom of Cambodia to Japan

Mr. Atsuo Kuroda, Vice-President, JICA

13:40 “Investment Environment of Cambodia”

H.E. Masafumi Kuroki, Ambassador Extraordinary and Plenipotentiary of Japan to the Kingdom of Cambodia

13:55 “Investment Opportunities in Cambodia”

H.E. Sok Chenda Sophea, Minister Attached to Prime Minister, Secretary General of Council for the Development of Cambodia

14:30 “Three Critical Factors in Investment to Cambodia (Location, Logistics and Manpower)”

Mr. Yuji Imamura, Investment Environment Improvement Advisor to CDC, JICA Expert

14:45 Break (10 min.)

14:55 “Background and Purpose of Minebea's Investment in Cambodia”

Mr. Yoshihisa Kainuma, CEO & President, Minebea Co., Ltd.

15:15 “Trend of Japanese Investment in Cambodia and Assistance for Investment Activities of Japanese Enterprises”

Mr. Kiyotaka Doho, Representative of JETRO Phnom Penh Office, Secretary of JBAC (Japanese Business Association of Cambodia)

15:30 Q&A Session  
16:00 End of the Seminar

(4) Handouts

In this seminar, the five following handouts are distributed to all the participants.

- 1) Photocopies of Presentation Materials
- 2) Investment Guidebook (June 2011 Edition)
- 3) FAQs about Cambodia Investment
- 4) Sihanuokville Port SEZ catalog
- 5) Questionnaire for Seminar Participants

(5) Number of Participants

The number of participants in the seminar was 323.

## **2. Summary of Opening Remarks and Lectures**

Summary of Greetings and Lectures is as follows.

(1) Summary of Opening Remarks

Mr. Ohnishi, Secretary General of AJC

I would like to express my gratitude to all the participants for taking part in this seminar.

The CLMV four countries (i.e. Cambodia, Laos, Myanmar and Vietnam) have lately attracted considerable attention from Japan, China, Korea and Thailand. In particular, Cambodia is the center of attention. According to Asian Development Bank, the rate of economic growth of 2011 will be 6.5%. This is attributable to Cambodia's relatively lower labor cost, socio-political stability, and "China plus one," in other words; investors seek for another option to invest other than China.

As for investment in Cambodia, other countries such as China, Korea and Thailand are ahead of Japan. In recent years, however, the investment environment has improved such as the holding of Japan-Cambodia Public and Private Sector Joint Meeting, the signing of the 2008 Agreement between Japan and the Kingdom of Cambodia for the Liberalization, Promotion and Protection of Investment, and the opening of JETRO Phnom Penh Office in 2010. The year 2011 is called the "First Year of Japanese Investment in Cambodia."

Through this seminar, I have found that participants were much interested in Cambodia and am expecting that this seminar is useful for participants and Japanese investment in Cambodia will increase.

H.E. Hor Moniroth, Ambassador Extraordinary and Plenipotentiary of the Kingdom of Cambodia to Japan

On behalf of Cambodian people, I would like to express my condolences to victims of the Great East Japan Earthquake and also hope that Japan will recover from devastation caused by the Earthquake as an economic superpower.

I am so grateful that co-organizers selected appropriate speakers for this seminar in order to increase private sector investment and enhance economic potentials of Cambodia.

On top of ODA, private sector investment made by Japan will play a major role in economic development and poverty reduction in Cambodia. Since Japanese investment has amounted to 35 million in 2010 and to more than 100 million year-to-date in 2011, it is recognizable that investment in Cambodia is viewed as beneficial by Japanese investors.

In Cambodia, physical infrastructure has improved in recent years and electricity costs are expected to start to decrease in 2013. I hope Japanese investors will grasp these investment opportunities.

Mr. Kuroda, Vice President of JICA

I am so thankful to Cambodian people for their sincere condolences and messages, as well as a large amount of donations from RGC for the victims and damages caused by the March 2011 Great East Japan Earthquake.

Cambodia has become more and more appealing to foreign investors. JICA has implemented a project to strengthen the capacity of CDC that serves as a window of foreign investment in Cambodia. One of the components of the project is to provide useful information for Japanese investors. Today's seminar is part of this project.

JICA has also implemented yen loan projects, the aim of which is to rehabilitate and expand the Port of Sihanoukville as well as to develop bulk terminal in it. Moreover, JICA has assisted in the development of Sihanoukville Port SEZ, which is next to Port of Sihanoukville. The construction of Sihanoukville Port SEZ will be completed this December and the firms will move into the SEZ. The construction of their plant will also begin.

Cambodia-Japan Cooperation Center (CJCC), which was built within the premise of Royal University of Phnom Penh, provides human resource development and Japanese language courses for young entrepreneurs and middle management for the purpose of private sector development.

As stated, JICA has assisted in the improvement of Cambodia's investment environment; namely, capacity development of provision of investment-related services, institutional strengthening of CDC, and development of physical infrastructure. After the May 2010 Cambodia Investment Seminar, six (6) Japanese firms invested approximately US\$ 35 million. As of the end of May 2011, 21 Japanese firms has made investments (including those which are waiting for their application to be approved). It is estimated that the total amounts of investment of 2011 will exceed those of the past 16 years.

JICA has the intention to keep assisting Cambodia's economic development by developing

physical infrastructure and human resource.

(2) Contents of Presentation

Regarding the contents of presentation, please refer to the photocopies of presentation materials.

(3) Q&A Session

Q1. How many workers are there in Minebea's subsidiary in Cambodia? How many workers are you planning to employ at the maximum? (Name and organization of the person who asked this question are unknown)

A1. Currently, there are 360 workers in Cambodian subsidiary. Construction of plant will be completed in December 2011. By March 2012, the number of workers will be 1,200 to 1,300. We have the intention to increase the number of workers up to 5,000 at the maximum if the operations in Cambodia grow steadily. (Mr. Kainuma of Minebea Co., Ltd.)

Q2. In Vietnam, the several issues to be tackled (e.g. rampant inflation and frequent power failure) have lately arisen and foreign direct investment (FDI) in the country has slowed down. On the other hand, regarding Cambodia, this year is called the "First Year of Japanese Investment in Cambodia." I am interested in the current situation of supply of electricity in Cambodia. (Asked by the same person as Q1)

A2. Please refer to page 18 of "Frequently Asked Questions (FAQs) about Cambodia Investment," which was distributed as a handout. In 2008, the rate of electrification was approximately 18% in Cambodia. In urban areas such as Phnom Penh, electricity demands can almost be met, while electricity supply is short in rural areas. There is a plan to increase the amount of electricity supply by 2020 seven times as large as current amount and electricity costs will be stabilized. Currently, there are only several electricity failures every month in Phnom Penh. (Mr. Imamura, JICA expert)

Q3. What are the directions and policies for industrial human resource development in Cambodia? (a question asked by participants prior to the seminar)

A3. The garment and shoe-making industries has been prioritized for industrial diversification and the importance of vocational training and industrial human resource development came to be recognized. A pool of skilled labor forces serves as an incentive of FDI. National Training Board (NTB) was established in order to make inter-ministerial arrangements with related ministries such as Ministries of Education and Labor and Vocational Training. The role of NTB is to collect relevant information and to assess the future needs of industrial human resource through dialogues between RGC and the private industrial sectors. NTB play a major

role in developing high-quality industrial human resources. In the meantime, when Ambassador Kuroki asked me a question about request to Japanese assistance, I answered human resource development (vocational training). Likewise, I made the same request when I met Senior Vice-Minister for Foreign Affairs during this time's visit to Tokyo. We are so grateful for Japanese assistance and in return, we will attempt to live up to the expectations of Japanese investors. (H.E. Sok Chenda Sophea)

Q4. What do Cambodian people think of Japan and its people in general? (Name and organization of the person who asked this question are unknown)

A4. We should answer this question from the two different viewpoints: Japanese and Cambodian viewpoints. Ambassador Kuroki will answer from the Japanese point of view and I will answer from the Cambodian point of view. (H.E. Sok Chenda Sophea)

- H.E. Ambassador Kuroki: Generally speaking, Japanese people are viewed as hardworking and serious in Cambodia. Many Cambodians have trust in Japanese people. This is partly because many Japanese people have worked with Cambodians in ODA's projects and NGO activities. There is a sense of closeness between the two countries because they have a common point; most of Japanese and Cambodian people believe in Buddhism. Moreover, the quality of Japanese products (e.g. automobiles, motor bikes and electrical appliances) has been viewed as reliable in Cambodia. Therefore, Cambodian people tend to prefer Japanese products even though they are expensive.
- H.E. Sok Chenda Sophea: I agree with Ambassador Kuroki. Japanese people have a great image with Cambodians. Since 1992, Cambodians have been grateful to the Government of Japan and its people for its assistance in reconstruction and development of Cambodia. As a visible form, Japan's assistance in the construction of schools and social infrastructure, particularly, the Cambodian-Japanese Friendship Bridge that was built in 2003 has changed the daily life of those who live in the opposite side of the Tonle Sap River. The construction of the Kizunabashi Bridge across the Mekong River, which symbolizes Japanese assistance, has enabled those who live in northern Cambodia to go directly to Phnom Penh, although they had to make a detour by way of Vietnam before the completion of the bridge. Cambodians have trust in high quality of Japanese product and hope for not only inflow of its capital but also transfer of knowledge: including high standard of morals and corporate culture to maintain such standard. At an earlier stage, Japanese trading firms invested in Cambodia and the service industry followed them. A Japanese manufacturer of men's suit from Osaka invested in Cambodia and built a dormitory for plant workers. Although I visited this plant and listened to them, they did not complain at all. We are expecting that Japanese firms will set a high standard as a

benchmark among foreign firms.

- Q5. I heard that the main currency in circulation in Cambodia is US Dollars, and local currency (Riel) is less circulated. Is there any operational problem for manufacturers? (Mr. Sakamoto of the Morning Star Newspaper)
- A5. Salaries are paid for workers in US dollars. When US dollar depreciates, the financial authority may intervene in order to stabilize foreign exchange and to prevent workers' purchasing power from decreasing. If US dollar is the main currency in circulation, it is advantageous and convenient that foreign firms can avoid risk of currency speculation. (H.E. Sok Chenda Sophea)

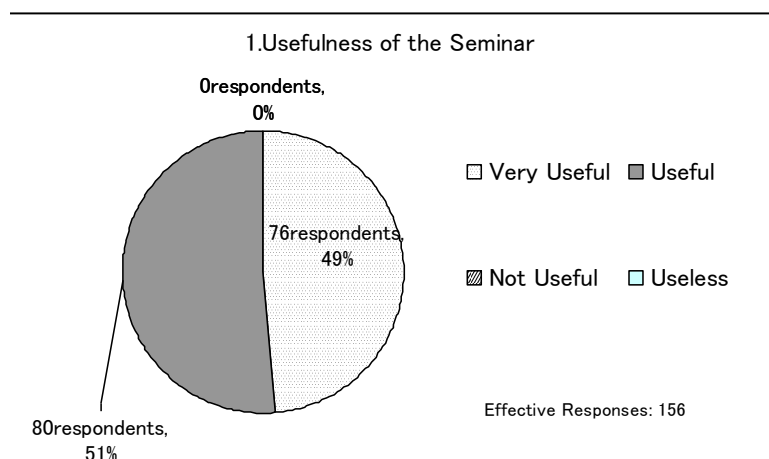
### 3. Questionnaire

Questionnaire survey was conducted in order to grasp their opinions about contents and operation of seminar, as well as their interests and concerns about investment in Cambodia.

One of the questions of the questionnaire is Yes/No question about the continuous provision of investment-related information. Related information shall be provided for those who selected "Yes" by AJC, JETRO and CDC (through Mr. Imamura, JICA expert).

(Regarding the results of questionnaire survey, please refer to Appendix 2)

As the figure below shows, 49% of respondents answered "very useful," and the rest answered "useful." As a whole, the seminar was assessed as useful.



Remarks: An Excerpt from the Result of Questionnaire Survey on the 2011 Cambodia Investment Seminar



## **4. Evaluation of the Seminar**

### **(1) Composition of the Seminar**

In this seminar, five key persons met at a time: 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. Kainuma (CEO & President, Minebea Co., Ltd.) and Mr. Doho (Representative of JETRO Phnom Penh Office and Secretary of Japanese Business Association of Cambodia).

According to the results of questionnaire survey, respondents assessed all the five presentations as “Very Useful” or “Useful.” Time allocation was assessed as “appropriate” by more than 80% respondents.

### **(2) Number of Participants**

The number of participants in the 2011 seminar was 323. The seminar was first announced in AJC’s website on 13<sup>th</sup> May, applicants for the seminar reached the fixed number (250 participants) as of 19<sup>th</sup> May. Applicants continued to increase even after 19<sup>th</sup> May and the number of participants was 323 in the end.

In the meantime, the 2010 seminars were held in Osaka and Tokyo and the number of these two seminars was participants 306 (Osaka 75 and Tokyo 231) in total. The number of participants of this year was larger than that of last year. It also can be said that the number of participants of this year’s seminar is larger than other countries’ investment seminars, and that the contents of this year’s seminar could meet the needs of Japanese firms that are seriously considering investment in Cambodia.

### **(3) Composition of Participants**

In comparison to last year’s seminars, the ratio of the participants of manufacturers decreased, while the ratio of those of trading firms and logistics/ transport increased. The composition of the 2011 participants was manufacturing (58 participants), research and consulting (46 participants), trading firms (40 participants), government and related organizations (38 participants), logistics and transport (27 participants), financial institutions (24 participants), etc.

On the other hand, the composition of the 2010 participants was manufacturing (74 participants), research and consulting (38 participants), trading firms (26 participants), government and related organizations (32 participants), logistics and transport (16 participants), financial institutions (27 participants), etc.

### **(4) Responses of Participants**

In the seminar, many participants who listened to presentations very hard were observable. Unfortunately, however, the Q&A session was not very lively. After the end of the seminar, there were long queues of those who wish to exchange business cards with Mr. Doho and Mr. Imamura. The long queues represented the growing interests in investment in Cambodia.

According to the results of questionnaire survey, as for the question of “Do you wish to obtain information on Cambodia continuously?,” approximately 90% of respondents answered “Yes.” Therefore, it is important to provide investment-related information continuously for those who answered “Yes.”

## 5. Photos of Seminar



A scene of seminar



H.E. Sok Chenda Sophea



A scene of seminar



Mr. Ohnishi



H.E. Hor Moniroth



Mr. Kuroda



A scene of seminar



H.E. Kuroki



Mr. Imamura



Mr. Kainuma



Mr. Doho



Q&A session

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

Implementation Report on  
The 2012 Cambodia Investment Seminar in Japan

July 2012

KRI International Corp.

# Table of Contents

<b>1. Outline of the 2012 Cambodia Investment Seminar .....</b>	<b>1</b>
1.1 Seminar Objective .....	1
1.2 Seminar Outline.....	1
<b>2. Seminar Preparation.....</b>	<b>3</b>
2.1 Seminar implementation structure and work role.....	3
2.2 Seminar Implementation policy .....	4
2.3 Timing of implementation and selection of target city .....	4
2.4 Preparation of tentative agenda and selection of lecturers .....	5
2.5 Seminar announcement .....	6
2.6 Distribution materials and Reference materials.....	6
2.7 Itinerary arrangement of CDC Counterparts .....	6
<b>3. Seminar Implementation .....</b>	<b>7</b>
3.1 Opening Remarks .....	7
3.2 Lecture.....	7
3.3 Q&A Session .....	8
3.4 Name card exchange .....	11
3.5 Questionnaire to the participants .....	11
3.6 Media Interview .....	11
<b>4. Evaluation and Analysis of the Seminar.....</b>	<b>11</b>
4.1 Participant analysis.....	11
4.2 Seminar evaluation .....	13
4.3 Analysis of investment trend.....	15
<b>5. Outcomes of the seminar and Lessons Learned, recommendation.....</b>	<b>17</b>

## 1. Outline of the 2012 Cambodia Investment Seminar

### 1.1 Seminar Objective

The 2012 Cambodia Investment Seminar was implemented in order to provide information for the Japanese firms which are interested in the foreign direct investment and promote their investment into Cambodia.

### 1.2 Seminar Outline

The planned seminar was implemented Osaka and Tokyo in 2012. The seminar outline of each city is shown in the following tables.

**Table 1: Agenda of Cambodia Investment Seminar in Osaka on July 25<sup>th</sup> 2012**

Organizer:	Council for the Development of Cambodia (CDC) ASEAN-Japan Center Japan International Cooperation Agency (JICA) Japan External Trade Organization (JETRO)
Co-organizer:	Osaka Chamber of Commerce and Industry, Organization for Small & Medium Enterprises and Regional Innovation, JAPAN
Supporter:	Royal Embassy of Cambodia in Japan Ministry of Foreign Affairs of Japan (MOFA) Ministry of Economy, Trade and Industry (METI) Japan Chamber of Commerce and Industry
Venue:	Hotel Granvia Osaka, Ho-o Hall
Date/Time:	July 25, 2012 (Wed) , 13:30-16:20
Interpretation:	Simultaneous Interpretation (English- Japanese)
Distribution Materials:	<ul style="list-style-type: none"> <li>▶ Presentation Materials of speakers (including Seminar agenda)</li> <li>▶ Investment Guidebook (January, 2012)</li> <li>▶ FAQ book on Investment in Cambodia</li> <li>▶ Leaflet of Sihanoukville Port Special Economic Zone(SPSEZ)</li> <li>▶ Questionnaire sheet for seminar evaluation</li> </ul>
Agenda	
13:30-13:40	Opening Remarks: Mr. Tri Mardjoko, Ph.D. Director, Trade and Investment Division, ASEAN-Japan Center H.E. Mr. Hor Monirath, Ambassador Extraordinary and Plenipotentiary of Cambodia to Japan Mr. Masakazu Ichikawa, Vice-President, JICA
13:40-14:05	“Investment Environment and Opportunities in Cambodia” H.E. Mr. Sok Chenda Sophea, Minister Attached to Prime Minister, Secretary General of the Council for the Development of Cambodia
14:05-14:20	“Three Key Factors for Investing in Cambodia (Location, Logistics and Labor)” Mr. Yuji Imamura, Investment Environment Improvement Advisor to CDC (JICA Expert)
14:20-14:40	Break (20 min.)
	Sharing experience of doing business and investment in Cambodia
14:40-14:50	“Outline of the first AEON shopping center in Cambodia (AEON Mall Phnom Penh (tentative))”

	Mr. Shinobu Washizawa, General Manager Cambodia Representative Office, AEON Co., Ltd.
14:50-15:05	“Sumitomo Wiring Systems expanded its business to 31 countries” Mr. Shinichi Kamemoto, President of Sumi (Cambodia) Wiring Systems Co., Ltd.
15:05-15:20	“Experience of Business Expansion to Cambodia” Mr. Tsukasa Itano, President of SWANY Corporation
15:20-15:35	“Distribution Logistics in Cambodia” Mr. Takatomo Ito, Chief Representative of Phnom Penh Representative Office, Yusen Logistics Co., Ltd.
15:35-15:45	“JETRO and JBAC’s support for Japanese enterprises in Cambodia” Mr. Kiyotaka Doho, Representative of JETRO Phnom Penh Office, Secretary of JBAC(Japanese Business Association of Cambodia)
15:45-16:20	Q&A Session
16:20	End of the Seminar
16:20-17:00	Exchange Business Card

**Table 2: Agenda of Cambodia Investment Seminar in Tokyo on July 27 2012**

Organizer:	Council for the Development of Cambodia (CDC) ASEAN-Japan Center Japan International Cooperation Agency (JICA) Japan External Trade Organization (JETRO)
Co-organizer:	Organization for Small & Medium Enterprises and Regional Innovation, JAPAN
Supporter:	Royal Embassy of Cambodia in Japan Ministry of Foreign Affairs of Japan (MOFA) Ministry of Economy, Trade and Industry (METI) Japan Chamber of Commerce and Industry (to be confirmed) Tokyo Chamber of Commerce and Industry
Venue:	The Prince Park Tower Tokyo Convention Hall FG
Date/Time:	July 27, 2012 (Fri), 13:30-16:20
Interpretation:	Simultaneous Interpretation (English- Japanese)
Distribution Materials:	<ul style="list-style-type: none"> <li>▶ Presentation Materials of speakers (including Seminar agenda)</li> <li>▶ Investment Guidebook (January, 2012)</li> <li>▶ FAQ book on Investment in Cambodia</li> <li>▶ Questionnaire sheet for seminar evaluation</li> </ul>
Agenda	
13:30-13:40	Opening Remarks: Mr. Yoshikuni Ohnishi, Secretary General, ASEAN-Japan Center H.E. Mr. Hor Monirath, Ambassador Extraordinary and Plenipotentiary of Cambodia to Japan Ms. Kyoko Kuwajima, Director General, Industrial Development and Public Policy Department, JICA
13:40-14:05	“Investment Environment and Opportunities in Cambodia” H.E. Mr. Sok Chenda Sophea, Minister Attached to Prime Minister, Secretary General of the Council for the Development of Cambodia
14:05-14:20	“Three Key Factors for Investing in Cambodia (Location, Logistics and Labor)”

	Mr. Yuji Imamura, Investment Environment Improvement Advisor to CDC (JICA Expert)
14:20-14:40	Break (20 min.)
	Sharing experience of doing business and investment in Cambodia
14:40-14:50	“Outline of the first AEON shopping center in Cambodia (AEON Mall Phnom Penh (tentative))” Mr. Shinobu Washizawa, General Manager Cambodia Representative Office, AEON Co., Ltd.
14:50-15:05	“Sumitomo Wiring Systems expanded its business to 31 countries” Mr. Shinichi Kamemoto, President of Sumi (Cambodia) Wiring Systems Co., Ltd.
15:05-15:20	“Experience of Business Expansion to Cambodia” Mr. Toru Mitsunaka, Senior Managing Director of SWANY Corporation
15:20-15:35	“Distribution Logistics in Cambodia” Mr. Takatomo Ito, Chief Representative of Phnom Penh Representative Office, Yusen Logistics Co., Ltd.
15:35-15:45	“JETRO and JBAC’s support for Japanese enterprises in Cambodia” Mr. Kiyotaka Doho, Representative of JETRO Phnom Penh Office, Secretary of JBAC(Japanese Business Association of Cambodia)
15:45-16:20	Q&A Session
16:20	End of the Seminar
16:20-17:00	Exchange Business Card

## 2. Seminar Preparation

### 2.1 Seminar implementation structure and work role

Since many organizations were involved in the planned seminar as organizers, co-organizers and supporters, the expected roles of each organization were clearly defined at the preparatory stage as follows.

**Table 3: Roles of Each Stakeholder**

CDC	CDC Counterparts	<ul style="list-style-type: none"> <li>➤ Planning and implementing seminar</li> <li>➤ Providing an lecture</li> </ul>
	CDC Investment Environment Improvement Advisor (JICA Expert)	<ul style="list-style-type: none"> <li>➤ Planning seminar</li> <li>➤ Arranging itinerary and accompanying to CDC counterparts</li> <li>➤ Coordinating with lecturers from Japanese firms</li> <li>➤ Providing an lecture</li> </ul>
	Project on Enhancing Investment-Related Services of CDC (JICA Project Team)	<ul style="list-style-type: none"> <li>➤ Assisting CDC to plan and implement seminar</li> <li>➤ Supporting for receiving CDC counterparts to Japan and coordinating itinerary</li> <li>➤ Bearing costs (venue arrangement in Osaka, printing distribution materials, travel and accommodation costs for lectures from Japanese firms)</li> <li>➤ Coordinating with all related organizers and making periodical preparatory reports</li> <li>➤ Collecting and analyzing questionnaire and preparing an seminar implementation report</li> </ul>
AJC	Trade and Investment Division	<ul style="list-style-type: none"> <li>➤ Planning and implementing seminar</li> <li>➤ Arranging itinerary of CDC counterparts and accompanying them</li> </ul>



		during seminar ➤ Announcing seminar, collecting seminal application and compiling the questions raised from the applicants in advance ➤ Coordinating with co-organizers and supporters ➤ Bearing costs (venue arrangement in Tokyo, travel and accommodation costs for counterparts)
<b>JICA</b>	Industrial Development and Public Policy Department	➤ Planning and implementing seminar ➤ Coordinating with co-organizers and supporters ➤ Coordinating with related ministries
	JICA Cambodia Office	➤ Reporting and consulting with Embassy of Japan in Cambodia ➤ Sending the distribution materials related to JICA activities in Cambodia
<b>JETRO</b>	Overseas Investment Division	➤ Announcing seminar
	JETRO Osaka	➤ Announcing seminar
	JETRO Phnom Penh	➤ Providing an lecture (JETRO Phnom Penh Office and JBAC)

## 2.2 Seminar Implementation policy

In order to differentiate a Cambodia seminar in June 2012 organized by a private banking firm, the organizers set up the following implementation policies in consideration of the analysis results on questionnaires held in past Cambodia Investment Seminars in Japan as well as the target industries to be promoted by CDC.

- 1) The planned seminar will provide an opportunity to target Japanese firms not only to listen to lectures on investment-related information but also to hold a direct dialogue with top government officials in Cambodia.
- 2) The planned seminar will provide practical information which will be useful for Japanese potential investors to consider their investment into Cambodia.
- 3) Aggressive public relation will be carried out under close cooperation among four main organizers as well as supporters to invite Japanese manufacturers in small and medium scale as target participants to the planned seminar.
- 4) The planned seminar will provide an opportunity not only for information provision in one way, but also for interactive communication with Japanese potential investors through the sessions of Q&A and name card exchange.
- 5) Various assistant programs and cooperation activities for investment environment improvement which are conducted by both Cambodia and Japanese governments will be appealed actively.

## 2.3 Timing of implementation and selection of target city

At the initial planning stage, the seminar was planned to be conducted at the beginning of June 2012, since the past implemented seminars in 2010 and 2011 were conducted in the same period. Meanwhile, the timing of seminar was changed to the end of July 2012 due to the implementation of local election of Cambodia at the beginning of June and ASEAN foreign ministers meeting in July 2012. As for the place of seminar, Osaka was selected in addition to Tokyo in order to promote investment into Cambodia to a regional city beside of Tokyo based on the discussion with CDC.

## 2.4 Preparation of tentative agenda and selection of lecturers

Based on the implementation policy described above, the tentative agenda was prepared and selected 8 lecturers (4 government officials, 4 private sectors)<sup>1</sup>. From private sectors, the persons who had actually engaged in investment into Cambodia or the persons who are responsible for the factory operation in Cambodia were selected as the lectures in order to provide practical information. The main reasons for the selection of lecturers are shown in the following table.

**Table 4: Reasons for Selection of the Lecturers**

Name of lecturers	Reasons for selection
H.E. Masafumi Kuroki Ambassador Extraordinary and Plenipotentiary of Japan to the Kingdom of Cambodia	➤ Explain Japanese government assistance and cooperation programs with Cambodian government for investment promotion into Cambodia as a representative of Japanese government
H.E. Mr. Sok Chenda Sophea, Minister Attached to Prime Minister, Secretary General of the Council for the Development of Cambodia	➤ Explain economic overview of Cambodia and advantages of Investment into Cambodia ➤ Explain Cambodian government efforts on investment promotion as a representative of investment promotion agency of Cambodia
Mr. Yuji Imamura, Investment Environment Improvement Advisor to CDC (JICA Expert)	➤ Explain current investment environment of Cambodia from the three aspects “location”, “logistics” and “human resources” ➤ Provide the latest information on living condition in Cambodia to improve the image of Japanese potential investors.
Mr. Shinobu Washizawa, General Manager Cambodia Representative Office, AEON Co., Ltd.	➤ Introduce the potential of Cambodian domestic market and AEON’s business strategy in Cambodia ➤ Improve the image of Japanese potential investors on living condition in Cambodia by introducing the plan of building a shopping mall by AEON.
Mr. Shinichi Kamemoto, President of Sumi (Cambodia) Wiring Systems Co., Ltd.	➤ Introduce business experience in Cambodia such as reasons of investment, current progress and issues of factory operation as the case study of investment by a large scale manufacturer in Phnom Penh area.
Mr. Tsukasa Itano, President of SWANY Corporation (Osaka) / Mr. Toru Mitsunaka, Senior Managing Director of SWANY Corporation (Tokyo)	➤ Introduce business experience in Cambodia such as reasons of investment, current progress and issues of factory operation as the case study of investment by a medium scale manufacturer in the border area with Vietnam.
Mr. Takatomo Ito, Chief Representative of Phnom Penh Representative Office, Yusen Logistics Co., Ltd.	➤ Explain the current condition of distribution logistics in Cambodia at present based on the actual business experience of a Japanese logistics firm.
Mr. Kiyotaka Doho, Representative of JETRO Phnom Penh Office, Secretary of JBAC(Japanese Business Association of Cambodia)	➤ Explain the current trend of Japanese investment into Cambodia ➤ Introduce of the activities of JETRO and JBAC

It also was planned that three individual discussion booths is set up the venues in both Osaka and Tokyo respectively and three experts, i.e., Mr. Yuji Imamura, Mr. Kiyotaka Doho and Mr. Hiroshi

<sup>1</sup> Since the lecture by Ambassador Extraordinary and Plenipotentiary of Japan to the Kingdom of Cambodia was canceled and two lecturers were nominated from Swany Corporation for Osaka and Tokyo respectively, the actual number of lecturers was 8 persons (3 government officials and 5 private sectors)

Hattori (JICA expert) are allocated into each booth to provide additional investment-related information as well as information on Sihanoukville Port SEZ to the participants which are interested in investment into Cambodia.

## 2.5 Seminar announcement

The seminar announcement was made through the websites of ASEAN Japan Center and JETRO and sending e-mail newsletter to member companies of those organizers. The announcement also was made through the CDC website which was newly built in January 2012 under the Project activity.

Furthermore, in order to encourage manufacturers in small and medium scale to participate the seminar, JICA Industrial Development and Public Policy Department asked to the supporters, i.e., Japan Chamber of Commerce and Industry, Osaka Chamber of Commerce and Industry, Tokyo Chamber of Commerce and Industry and Organization for Small & Medium Enterprises and Regional Innovation, JAPAN for making announcement of the seminar to their member companies.

All application for the seminar with prior questions which the applicants want to learn through the seminar was submitted to ASEAN Japan Center. The collected questions were distributed to all lecturers after compiling by the JICA Project team.

## 2.6 Distribution materials and Reference materials

Following materials were prepared by the related organizations as the distribution materials for the seminar and printed and bound by the JICA Project team.

**Table 5: List of Distribution Materials**

Distribution materials	Preparation procedure
Presentation materials by lecturers	The draft of presentation materials was prepared by each lecturer under facilitation of JICA Project team and Mr. Imamura. Printing and binding presentation materials were made by the Project team.
Investment Guidebook (January 2012)	CDC/ JICA Project team arranged investment guidebook.
FAQ on investment into Cambodia	Mr. Imamura revised the FAQ and JICA Project team printed and bound the material.
Brochure of Sihanoukville Port SEZ	Mr. Hattori and JICA Cambodia office arranged the material.
Questionnaire sheet for the seminar	The draft was prepared by the JICA Project team and finalized by the all organizers.

As for the presentation materials, the draft contents of each lecturer were reviewed by Mr Imamura, JICA Project team and Mr. Doho in order to avoid the duplicate of contents among the lecturers in addition to proofreading. At the same time, reference materials related to investment which was made by the all organizers (JICA, ASEAN Japan Centre and JETRO) were collected and displayed in the venue of each city to distribute freely to the participants.

## 2.7 Itinerary arrangement of CDC Counterparts

Three counterparts from CDC, H.E. Sok Chenda, Minister Attached to Prime Minister, Secretary General of the Council for the Development of Cambodia, H.E. Chea Vuthy, Deputy Secretary

General CIB/CSEZB and Mr. Senera Assistant of H.E. Sok Chenda attended the seminar. ASEAN Japan Centre arranged their itinerary and accompanied with them during their stay in Japan in general. Mr. Imamura and JICA Industrial Development and Public Policy Department supported to meeting arrangement with private sectors and related ministries respectively. JICA Project team also supported itinerary arrangement mainly in Osaka.

### 3. Seminar Implementation

The planned seminar was conducted on July 25 2012 in Osaka and July 27 2012 in Tokyo respectively according to the schedule. The number of participants in the seminar was 159 people in Osaka and 382 in Tokyo mostly Japanese private firms.

#### 3.1 Opening Remarks

Opening remarks were given by the following persons in each seminar<sup>2</sup>.

**Table 6: Speakers Providing Opening Remarks**

Organization	Osaka	Tokyo
ASEAN Japan Centre	Mr. Tri Mardjoko, Ph.D. Director, Trade and Investment Division	Mr. Yoshikuni Ohnishi, Secretary General
Royal Embassy of Cambodia to Japan	H.E. Mr. Hor Monirath, Ambassador Extraordinary and Plenipotentiary of Cambodia to Japan	
JICA	Mr. Masakazu Ichikawa, Vice President	Ms. Kyoko Kuwajima, Director General, Industrial Development and Public Policy Department

#### 3.2 Lecture

After opening remarks, each lecturer made presentation according to the agenda. Major contents provided by each lecturer are summarized in the following table<sup>3</sup>.

**Table 7: Major Contents provided by the Lecturers**

Name of lecturer	Major contents
“Investment Environment and Opportunities in Cambodia”	<ul style="list-style-type: none"> <li>➤ Economic overview of Cambodia and FDI record</li> <li>➤ Role of CDC and Incentives for QIP</li> <li>➤ Japanese government support on investment environment improvement in Cambodia</li> <li>➤ Investment opportunities and advantages of Cambodia</li> </ul>
“Three Key Factors for Investing in Cambodia (Location, Logistics and Labor)”	<ul style="list-style-type: none"> <li>➤ Japanese investment trend into Cambodia</li> <li>➤ Investment potential of Cambodia from the aspects of location, logistics and labor</li> <li>➤ Living condition in Cambodia</li> </ul>
“Outline of the first AEON shopping center in Cambodia (AEON Mall Phnom Penh (tentative))”	<ul style="list-style-type: none"> <li>➤ Introduction of Cambodia and its potential (by video)</li> <li>➤ Outline of AEON Mall Phnom Penh</li> <li>➤ Business strategy in Cambodia</li> </ul>
“Sumitomo Wiring Systems expanded its	<ul style="list-style-type: none"> <li>➤ Introduction of Sumitomo Wiring System</li> </ul>

<sup>2</sup> See Attachment 1

<sup>3</sup> See Attachment 2

business to 31 countries”	<ul style="list-style-type: none"> <li>➤ Business outline of Sumi (Cambodia) Wiring Systems</li> <li>➤ Current issues and efforts</li> </ul>
“Experience of Business Expansion to Cambodia”	<ul style="list-style-type: none"> <li>➤ Introduction of SWANY Corporation</li> <li>➤ Background of investment into Cambodia and F/S for actual investment</li> <li>➤ Management philosophy and current situation of human resource development</li> </ul>
“Distribution Logistics in Cambodia”	<ul style="list-style-type: none"> <li>➤ Comparison of major distribution routes in Cambodia</li> <li>➤ Current situation of logistics infrastructure such as port, airport, railway and road</li> <li>➤ Current issues on logistics in Cambodia</li> </ul>
“JETRO and JBAC’s support for Japanese enterprises in Cambodia”	<ul style="list-style-type: none"> <li>➤ JETRO support to Japanese firms in Cambodia</li> <li>➤ Introduction of JBAC</li> <li>➤ Outline of Japan Cambodia Coordination Committee</li> </ul>

### 3.3 Q&A Session

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

#### Cambodia Investment Seminar: Q & A Session

<Osaka>

Q1: How do the supply chain and the logistics system between Cambodia and Thailand work, especially for bikes and automobiles?

A1: The size of the domestic demand for bikes and automobiles in Thailand is larger than a certain size, but that in Cambodia is still in the phase of development (especially automobiles). Also, Cambodia is mostly considered as an alternative to avoid risks in China, which is different from the way people look at Vietnam and Thailand. (Sumitomo Wiring Systems)

A2: Toward the ASEAN integration, the trade, mainly of agricultural products, between Thailand and Cambodia is getting active during the last 2 years (importing fruits from and exporting rice to Thailand). Also, by responding to an issue raised by Minebea Co. Ltd, which already operates in Cambodia for a while, the Cambodian government made a customs procedure at the border between Cambodia and Thailand simple in 3 weeks. The government is ready to take such suggestions seriously. (Mr. Sok Chenda, Minister)

A3: In fact, the amount of distribution between Thailand and Cambodia is much less than the one between Vietnam and Cambodia. The amounts have to be increased in order to reduce distribution cost. Actually, in response to a stable political situation in both countries, the traffic volume of tracks and buses is increasing. (Yusen Logistics)

Q2: How do you assign a person other than Cambodian national as a manager and get good performance out of it?

A1: I was advised that there would be many issues if a person other than Cambodian national became a manager. Therefore, all the management positions are held by only Cambodian,

though we assign Chinese as an engineer. (SWANY)

Q3: Can the investments in Cambodia be a great opportunity for Japanese small and medium enterprises?

A1: We decided to expand our business to Cambodia after comparing it with other countries including Bangladesh and Myanmar. I think this decision was a correct one. Also, with advice from Mr. Imamura (JICA Expert), we chose a SEZ near the border with Vietnam, not the one in Phnom Penh, for many reasons. I greatly appreciate all the generous supports from JETRO and JICA when proceeding with all the procedures related to investments in Cambodia. I think Cambodia is an attractive country for a labor intensive company including ours to invest in (SWANY)

A2: The Ho Chi Minh port in Vietnam was expanded using yen loan and the direct channel from the port to Japan was newly created. Taiseng Bavet SEZ is relatively close to the port, which is attractive to companies that export 100% of products to Japan. Governments and private sectors in both Japan and Cambodia are trying to encourage further business expansions to the area. (Mr. Imamura, JICA Expert)

A3: Through communications with many Japanese including JICA and JBIC, I found that the most distinctive difference between Japanese investments and those from other countries is that Japanese companies stay long in Cambodia once they decide to expand their business there, though their decision making process may take long. Also, they contribute to increase employment opportunities in Cambodia and Cambodian workers working at a Japanese company have more proud to work than those working at other companies. In addition to an investment itself, I think we need to learn more about Japanese company's spirit, quality management, and other technical know-how. I would like to tell all of you that we are ready to solve any issues that Japanese companies are facing when they think of investments in Cambodia. Also, I would like you to visit Cambodia and see our potentials and possibilities on your own eyes. (Mr. Sok Chenda, Minister)

<Tokyo>

Q1: What is the Cambodian governmental response to instability of electricity including frequent blackouts in the country, which was presented in the seminar?

A1: We are aware that this is one of the most serious issues in order to promote future investments. So far, the electricity supply was small because its demand was small. In response to the increase in electricity demand, we are currently constructing hydro power plants, which will improve the electricity supply condition in 2013-2014. Also, we are trying to stabilize both supply and price of electricity by importing it from Vietnam and Thailand. In future, we are expecting that more electricity will be provided stably at an inexpensive price. (Mr. Sok Chenda, Minister)

Q2: If factories are available for rent, I think that may be effective to attract Japanese small and medium enterprises. What will be the Cambodian governmental response to it?

A1: SEZs are basically developed and operated by private SEZ developers and investors, so the government will pass on the idea to them. (Mr. Sok Chenda, Minister)

Q3: What are the merits and cautions for Japanese small and medium enterprises to expand business abroad?

A1: The size of the company does not matter as long as there is a clear necessity of business expansion. With that being said, it is necessary to quickly localize overseas offices for long-term operation because most small and medium enterprises do not have extra human resources to be sent abroad. In order to do so, communication between headquarters and overseas factories is the key. It is important to have a strategy to keep motivations of managers at the overseas factories high. (SWANY)

A2: It is usually difficult not only for small and medium enterprises but also for all Japanese companies to find the first access point for business expansion to other countries. In Cambodia, however, Japan Desk saves the companies' time to look for an access point. Also, Japanese companies usually face language problems. In Cambodia, however, companies can receive solid supports from JETRO, JICA, and JBAC, where there are sufficient amount of information in Japanese. Therefore, Cambodia is the country for Japanese companies to easily invest in. (Mr. Imamura, JICA Expert)

Messages from Mr. Sok Chenda, Minister attached to the Prime Minister

Investment is business, but its base is a relationship between people. Taking into account that, I would like to point out 3 things to keep in mind when Japanese companies invest in Cambodia.

- 1) The first point is that communication is the key. Especially, it is critical if workers and managers can communicate well. At the beginning of your business expansion to Cambodia, there would be a structure, in which managers are Japanese and workers are Cambodian. At that moment, it is the key to success to find someone who can bring the two together. Fortunately, there are many Cambodians who not only speak Japanese but also know its culture and business practices through their experiences of living in Japan. I would like you to utilize such human resources as “translators” in your company.
- 2) The second point is about Cambodian workers. As mentioned in a presentation in the seminar, it is unfortunately true that the rate of absenteeism is high. However, there are some possible reasons behind it. Firstly, many Cambodians simply do not have a watch. Secondary, most workers were previously farmers to grow paddy under the unpredicted weather. Therefore, just after changing their job from farming to factory working, they are not used to work according to time yet. I would like you to train them on how to work according time at the begging of their work. Once they understand what it is like and are able to gradually adjust their lifestyle to a modern standard, the rate of absenteeism will decrease.
- 3) The last point is that the Cambodian government is always ready to accept advice from private companies. However, if managers and workers do not present us issues during our factory visits,

this means that there are no issues concerned. For instance, when I visit a Korean factory 2 years ago, my factory visit ends within a few minutes as no managers and workers raised any issues. Cambodia and Japan regularly hold the Joint Committee among both governments and private sectors, in which constructive discussions are argued. I would like to keep building a better relationship with Japan through such discussions and more issues are expected to be raised in future.

### **3.4 Name card exchange**

After the seminar, name card exchange was conducted among the participants and lecturers. Individual discussion booths were set up in the venue of both Osaka and Tokyo and three selected experts (Mr.Imamura, Mr.Doho and Mr.Hattori) gave additional investment-related consultation including Sihanoukville Port SEZ to the participants who are interested in actual investment into Cambodia.

### **3.5 Questionnaire to the participants**

A questionnaire survey was conducted in order to grasp their opinions about contents and operation of seminar, as well as their interests and concerns about investment in Cambodia. In Osaka, a question on a business mission to Cambodia which is planned to be conducted in February 2013 by JETRO Osaka was added in the questionnaire sheet. The information of participants who shown the interest in attending the business mission through the questionnaire was shared with JETRO OSAKA.

### **3.6 Media Interview**

After the seminar in Tokyo, two major newspaper reporters (Nikkan Kogyo Shimbun, Asahi Shimbun) interviewed to H.E. Sok Chenda.

## **4. Evaluation and Analysis of the Seminar**

### **4.1 Participant analysis**

The number of participants and its composition was shown in the following table. The number of participants except for the participants from organizers was 159 persons (98firms) in Osaka and 382 persons (257 firms) in Tokyo respectively. Since the number of participants of seminars has been steadily increased in both Osaka and Tokyo (Year 2010: Osaka 75 and Tokyo 231, Year 2011: Tokyo 323 including the participants from organizers), it can be said that the interest of investment into Cambodia has been increasing year by year.

As for the composition of the participants by sector, participants from manufacturing sector increased this year in particular manufacturers in small and medium scale. For instance, the number of manufacturers in small and medium was 51 firms in Osaka and 88 firms in Tokyo, while that in large scale was 34 firms in Osaka and 88 firms in Tokyo.



**Table 8: Number of participants and participated companies**

	Osaka	Tokyo	Total		Osaka	Tokyo	Total
Participants	123	319	442	Participants	159	382	541
Participated Companies	98	257	355	Participated Companies	111	271	382

\*Excluding officials

\*Including officials

**Table 9: Business type of the participated companies**

Type	Osaka	Tokyo	Total	Type	Osaka	Tokyo	Total
Manufacturing	26	58	84	Manufacturing	28	60	88
Gov't and other organizations	8	25	33	Gov't and other organizations	15	33	48
Teachers and students	3	7	10	Teachers and students	3	7	10
Other	11	37	48	Other	12	38	50
Transport & Distribution	5	18	23	Transport & Distribution	6	19	25
Trade	9	19	28	Trade	9	19	28
Research & Consultation	6	38	44	Research & Consultation	7	39	46
Finance	8	20	28	Finance	8	20	28
Wholesale	9	3	12	Wholesale	9	3	12
Retail	2	0	2	Retail	3	1	4
Media	4	6	10	Media	4	6	10
Other services	7	26	33	Other services	7	26	33
Total	98	257	355	Total	111	271	382

\*Excluding officials

\*Including officials

**Table 10: Size of the participated companies**

Size	Osaka	Tokyo	Total	Size	Osaka	Tokyo	Total
SMEs	51	88	139	SMEs	53	90	143
Large companies	34	119	153	Large companies	37	122	159
Unknown	0	1	1	Unknown	0	1	1
Not applicable	13	49	62	Not applicable	21	58	79
Total	98	257	355	Total	111	271	382

\*Excluding officials

\*Including officials

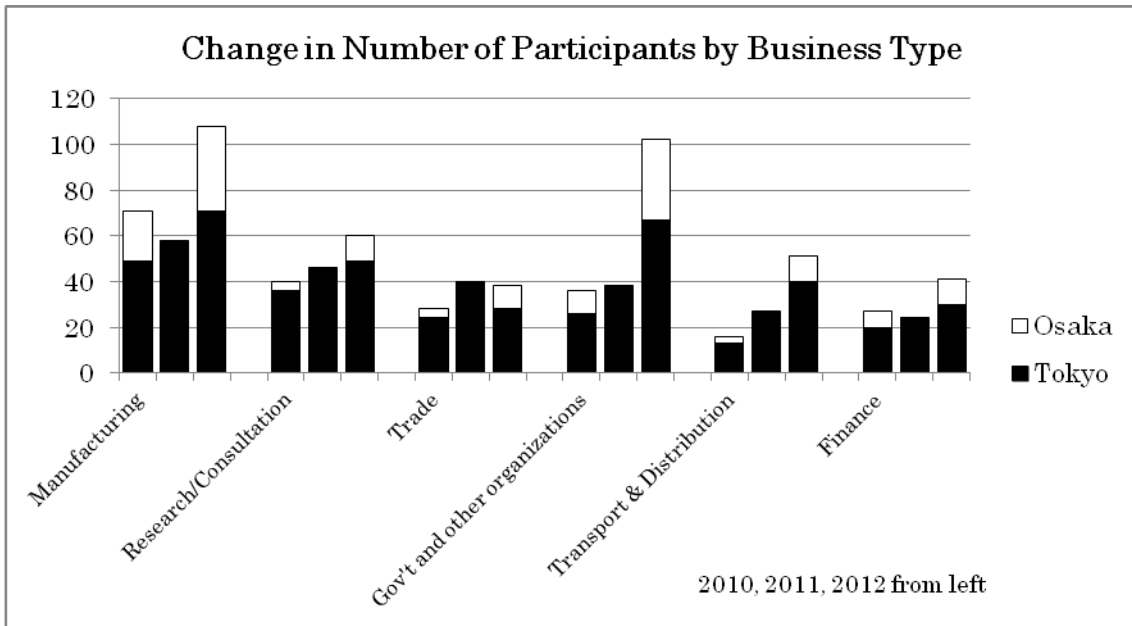
\*\*Not applicable" includes governmental organizations, other organizations, and others.

\*Following the criteria written below, the size of each company was checked on their homepage. If one does not have any homepage, that company falls into "missing"

Note: the definition of small and medium company from the homepage of the Small and Medium Enterprise Agency

- Manufacturing and others: Company/Individual with "the total amount of capital/investment is equal to or less than 300 million" or "the number of regular workers is equal to or less than 300 people".
- Wholesales: Company/Individual with "the total amount of capital/investment is equal to or less than 100 million" or "the number of regular workers is equal to or less than 100 people"
- Retail: Company/Individual with "the total amount of capital/investment is equal to or less than 50 million" or "the number of regular workers is equal to or less than 50 people"
- Service: Company/Individual with "the total amount of capital/investment is equal to or less than 50 million" or "the number of regular workers is equal to or less than 100 people"

As for the business type of the participants, the number of participants from all types except for trade has been increasing. Especially, the number of participants from a manufacturing sector has significantly increased. This may be because of not only the increased interests in the investments in Cambodia, but also aggressive PR activities, such as a request through JICA to Organization for Small & Medium Enterprises and Regional Innovation (SME Support), Japan Chamber of Commerce and Industry, and Osaka and Tokyo Chambers of Commerce and Industry for their supports.



**Figure 1: Change in Number of Participants by Business Type**

The number of participants from Japanese firms in small and medium scale increased in both Osaka and Tokyo in 2012, i.e., increased from 22 participants of 2010 up to 51 participants of 2012 in Osaka and from 42 participants up to 88 participants in Tokyo. Getting support from various chambers of commerce and Organization for Small & Medium Enterprises and Regional Innovation, JAPAN for recruiting small and medium enterprises might have contributed to this increase.

#### 4.2 Seminar evaluation

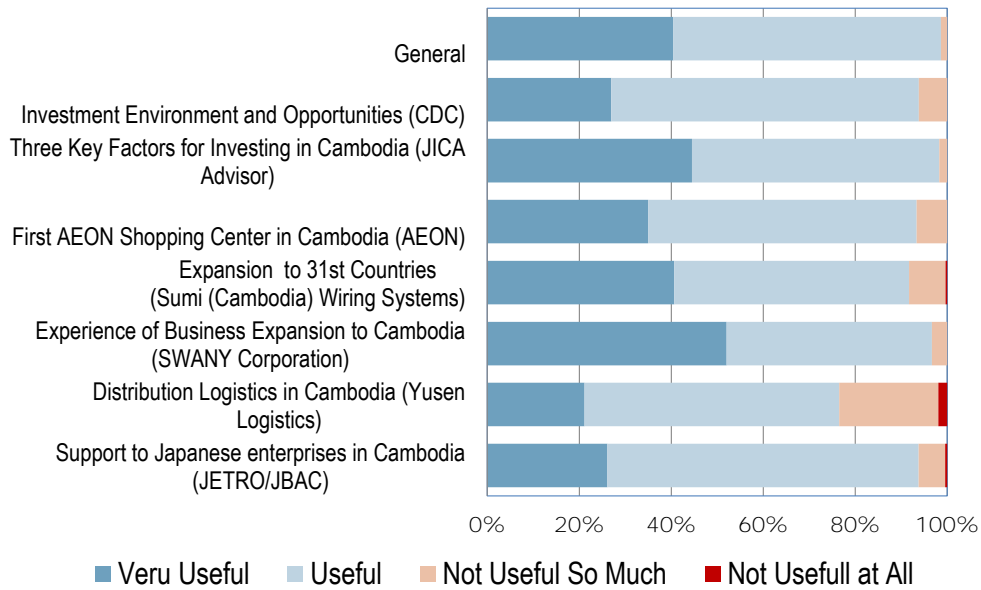
As for the questionnaire survey for the seminar evaluation, answer sheets of 303 in total were collected from the participants, 79 in Osaka (response rate: 64%), 224 in Tokyo (response rate 69%).

**Table 11: Collection Rate of Questionnaire to the Participants**

Venue	Participants	Collected questionnaires	Collection rate
Osaka	124	79	64%
Tokyo	327	224	69%
Total	451	303	67%

#### < Evaluation of the Seminar and Each Lecture >

The below graph shows that most of the respondents think the seminar was useful in general. If you look at the graphs by lectures and venues, it can be said that the evaluation on “Distribution Logistics in Cambodia” in Osaka is relatively low compared to others. According to the descriptive responses written at the end of the questionnaire, the reason is because there was a discrepancy between the distributed material and the one shown on a screen. Therefore, the updated material was additionally distributed for the seminar in Tokyo and the evaluation on the lecture become high with 80% of positive responses.

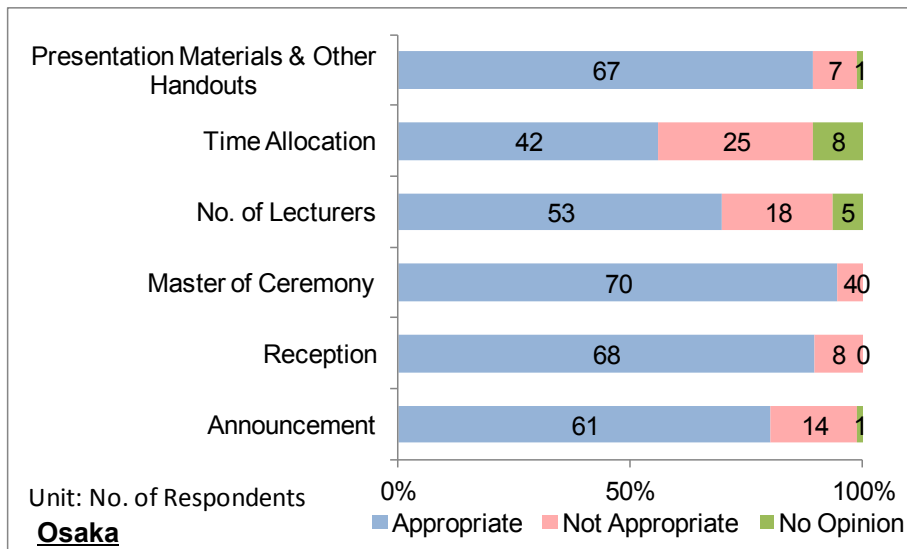


**Figure 2: Evaluation of Lectures**

< **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”.

As the below figures show, more than 80% of the respondents in both venues answered 4 out of 6 aspects (“public relations”, “reception”, “facilitation/presiding”, and “presentation materials and other handouts”) are appropriate. On the other hand, 30% and 40% of the respondents chose either “not appropriate” or “difficult to answer” in terms of “number of lecturers” and “time allocation”, respectively. As listed later, there seem many respondents who thought the lectures were short.



**Figure 3: Evaluation of Investment Seminar (Osaka)**

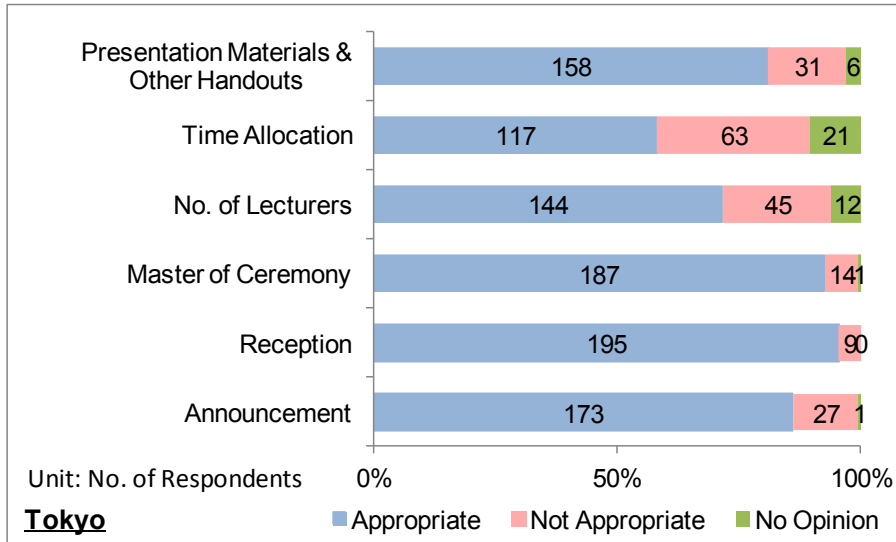


Figure 4: Evaluation of Investment Seminar (Tokyo)

### 4.3 Analysis of investment trend

#### < Sub-Sectors in Which Respondents Are Interested (multiple answers allowed) >

In Osaka, garment is a sub-sector in which respondents are interested followed by machine processing, information & communication and food processing, while machine processing is a sub-sector in which respondents are interested in Tokyo followed by fishery/agriculture, food processing, and construction which are chosen by around 30 respondents.

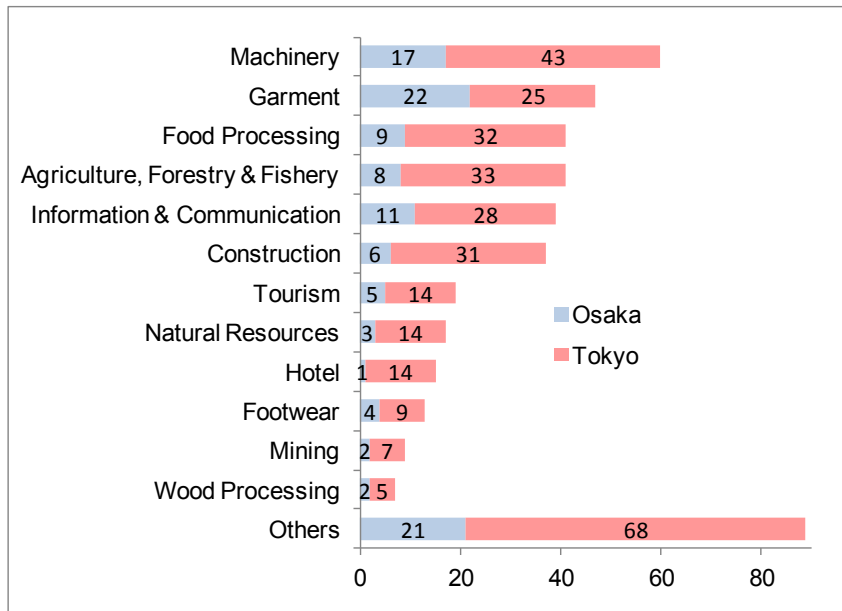


Figure 5: Interested Sub-Sectors for Investment in Cambodia

#### < Plan of Investment in Cambodia >

The percentage of the respondents who have interested in, or planning to invest in or considering investment in Cambodia is 54% of the total numbers of respondents. This result shows high interests

in investing in Cambodia.

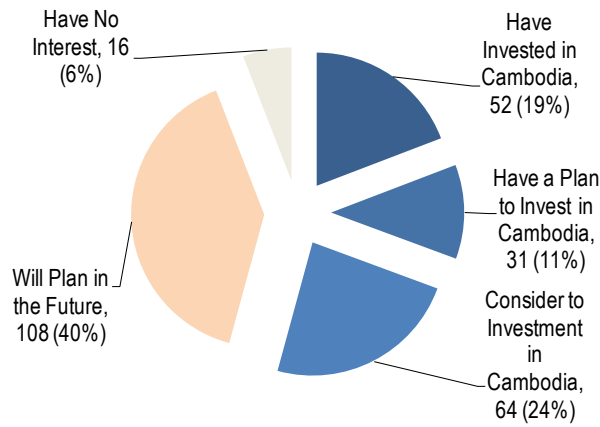


Figure 6: Plan of Investment in Cambodia

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

Both respondents in Osaka and Tokyo choose “establishment of foreign production plant”, “reduction of production costs”, and “development of domestic market in Cambodia” as main reasons for planning and considering investment in Cambodia. Among the respondents who choose “export to third countries” as the main reason, those who are in Osaka tend to consider neighbouring Asian countries as a destination, while those who are in Tokyo seem to consider Japan as a destination.

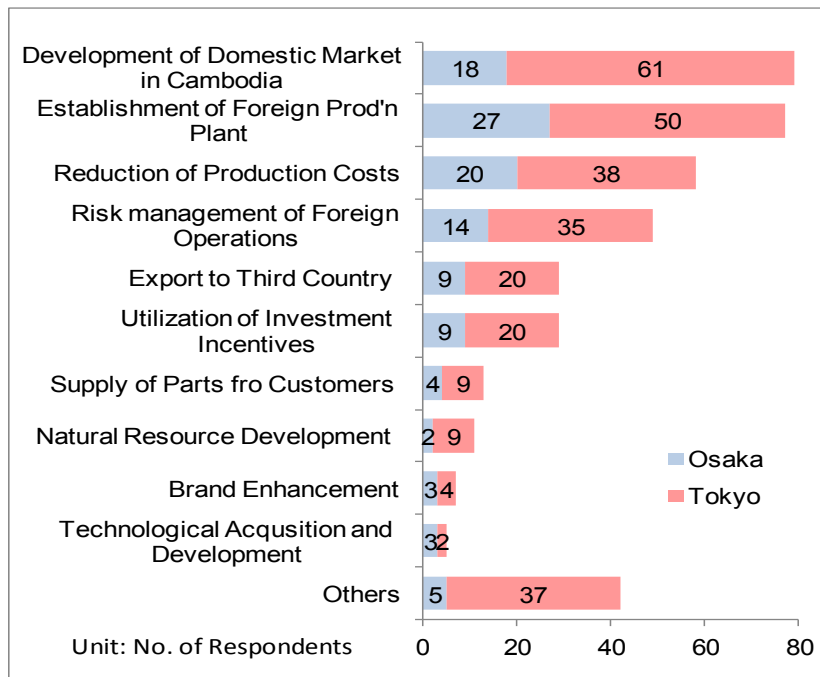
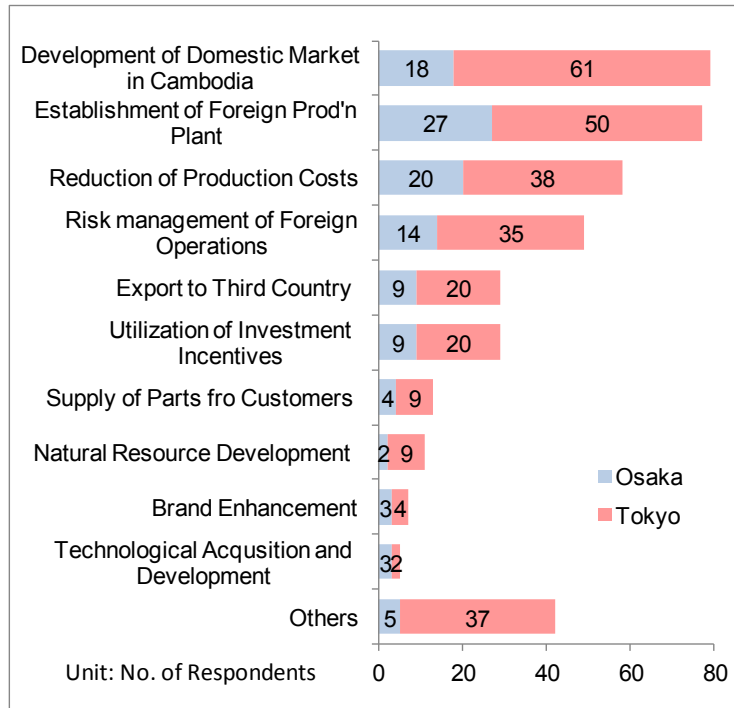


Figure 7: Main Reason of Considering Investment in Cambodia

**< Constraints on decision-making to invest in Cambodia (multiple answers allowed) >**

The most serious constraints on investments in Cambodia that the respondents in both Osaka and Tokyo think of is “finding and developing local human resources”, followed by logistics and labor management.



**Figure 8: Constraints of Investment in Cambodia**

**< Opinions on the Seminar >**

In both venues, there are many participants who satisfied with the lecture on actual experiences to expand business in Cambodia. Also, some other participants gave an opinion that the lectures were short and that they wanted to take more time to listen to the lecturers.

**< Topics the Participants Desire for Future Seminars on Investments in Cambodia >**

Regarding topics that the participants desire for future seminars on investments in Cambodia, many of them in Osaka ask for topics on logistics, SEZ, and specific sectors. In addition to these topics, those in Tokyo further list various themes including infrastructure and taxes.

**5. Outcomes of the seminar and Lessons Learned, recommendation**

The planned seminars were implemented according to the implementation policy under close cooperation with the related organizations. Since the number of actual participants was larger than expected, i.e., 120 in Osaka and 350 in Tokyo, and higher evaluation on the lecturers as well as seminar management was obtained from the result of questionnaire survey, it can be concluded that the planned seminars have achieved the intended goal. The lessons learned and recommendations for further seminars are summarized as bellow.

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

As shown in the result of questionnaire, the lectures by Japanese firms which provided actual business experience in Cambodia such as determination for their investment and current issues facing, and the lecture by Mr. Imamura CDC advisor which provided the latest information on investment and business environment as well as living conditions in Cambodia were well received by the participants. In addition, more practical information such as detailed information of logistics, concrete information for each SEZ and taxation of Cambodia was raised by the participants as desired topics for future seminars. Therefore, it is expected that more practical and experiential information will be provided through seminars in future.

Early start on preparation for the seminar

Since Cambodia investment seminars may involve various stakeholders and various meetings between CDC and Japanese firms / related Japanese ministries also are arranged during stay of CDC counterparts in Japan, many coordination works are required for the seminar implementation. In addition, preparing presentation materials including proofreading and finalization need a certain period of time. Early start of preparatory work is important for smooth seminar implementation.

Discussion on seminar implementation focusing on specific industries or expanding target cities/ areas

If there is sufficient budget, it can be planned to implement seminars in regional cities of Japan next year, or implement seminars focusing on specific industries targeted by Cambodian government. Focusing on target industry might be able to provide more practical and specific information on the target industry. Meanwhile, it should be noted that more detailed planning and preparatory works are required to the organizers on finding appropriate supporters and selecting suitable lecturers.

Strengthening of collaboration with other investment promotion schemes

In the seminar in Osaka, 12 participants showed their interest to attend a JETRO mission to Cambodia which is planned to be conducted in February 2013. The impact of seminar would be increased through the collaboration with other investment promotion schemes such as investment missions and business meetings. CDC is expected to collect those promotion activities from related organizations such as ASEAN Japan Centre, JETRO and enhance synergies by combining seminar and other investment promotion schemes.

Implementation of an effective PR activity for seminar

Since the seminar focused on manufacturer in particular in small and medium scale as the main target participants, the PR activity of the seminar was conducted while obtaining cooperation of various business associations which have strong networks with those target manufacturers. As a result, more manufacturers in small and medium scale participated in the seminar compared to the past seminars. For the effective seminar implementation, PR activity should be conducted under collaboration with relevant organizations according to target achievement and participants.

Continuation of capacity building of CDC's counterparts

JICA Project Team discussed with the counterparts of CDC on the seminar implementation policy and possible agenda, shared with them the progress of preparation before the seminar. After the seminar, the result of questionnaire survey to the participants was shared with the counterparts and necessary actions for further seminar implementation were discussed. Even though the number of participants from CDC was limited for conducting the seminar in Japan, capacity building of planning and evaluating the seminar for the counterparts are necessary to be continued for further improvement of seminar implementation by CDC.

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Appendices

Appendix 1: Summary of Opening Remarks

Appendix 2: Presentation Materials

Appendix 3: Results of Questionnaire

Appendix 4: Preparation Materials

Appendix 5: Summary of a newspaper article



## **Appendix 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

# Table of Contents

<b>1. Outline of the 2012 Cambodia Investment Seminar .....</b>	<b>1</b>
1.1 Background .....	1
1.2 Seminar Objective .....	1
1.3 Seminar Outline.....	1
<b>2. Seminar Preparation.....</b>	<b>2</b>
2.1 Main work roles of organizers.....	2
2.2 Seminar Implementing Team.....	2
2.3 Seminar Preparation .....	3
<b>3. Seminar Implementation .....</b>	<b>4</b>
3.1 Seminar Agenda .....	4
3.2 Opening Remarks .....	4
3.3 Lecture.....	4
3.3 Q&A Session .....	5
<b>4. Evaluation and Analysis of the Seminar.....</b>	<b>5</b>
4.1 Composition of the Participants .....	5
4.2 Seminar evaluation .....	6
4.3 Analysis of investment trend.....	8
<b>5. Outcomes of the seminar and Lessons Learned, recommendation.....</b>	<b>10</b>
5.1 Achievement of Expected Outcomes .....	10
5.2 Lessons Learned and Recommendations.....	11

## 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"> <li>➤ Instructor from CDC</li> <li>➤ Instructor from JICA / CDC</li> <li>➤ Instructor from Japanese firm operating in Cambodia</li> <li>➤ Instructor from JETRO Phnom Penh</li> </ul>
Syllabus	<ul style="list-style-type: none"> <li>➤ General investment environment in Cambodia (Lecture)</li> <li>➤ Detailed information on investment environment (Lecture)</li> <li>➤ Business experience of a Japanese firm operating in Cambodia (Lecture)</li> <li>➤ Government support for investment promotion in Cambodia (Lecture)</li> <li>➤ Q&amp;A session</li> </ul>
Expected Outcome	<ul style="list-style-type: none"> <li>➤ Target participants will enrich their understanding of current investment environment in Cambodia and its potential to be increased business chances.</li> <li>➤ 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.</li> <li>➤ CDC will strengthen own cooperation/collaboration networks with donors such as JETRO and JICA.</li> <li>➤ The capacity of staff members of CDC will be improved on seminar management of Cambodia investment seminars under close cooperation with donors.</li> </ul>
Distribution Materials:	<ul style="list-style-type: none"> <li>➤ Presentation materials of speakers (including Seminar agenda)</li> <li>➤ Investment Guidebook (January, 2012)</li> <li>➤ FAQ book on Investment in Cambodia</li> <li>➤ Brochure of Sihanoukville Port SEZ</li> <li>➤ Questionnaire sheet for seminar evaluation</li> </ul>

## 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.

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

### 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
<b>1. Planning</b>	1-1 Preparation of Agenda
	1-2 Selection of Speakers
	1-3 Preparing Implementation Schedule
<b>2. Venue arrangement</b>	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
<b>3. Seminar announcement (Requiting)</b>	3-1 Notification of Seminar on Website and by E-mail
	3-2 Requiting participants
	3-3 Preparing list of the participants
<b>4. Speech for opening/closing remarks</b>	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)
<b>5. Arrangement of Speakers</b>	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)	
<b>6. Arrangement of Staff</b>	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
<b>7. Preparation and Printing of Presentation Materials and other materials</b>	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
<b>8. Documents, Reports, etc.</b>	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.

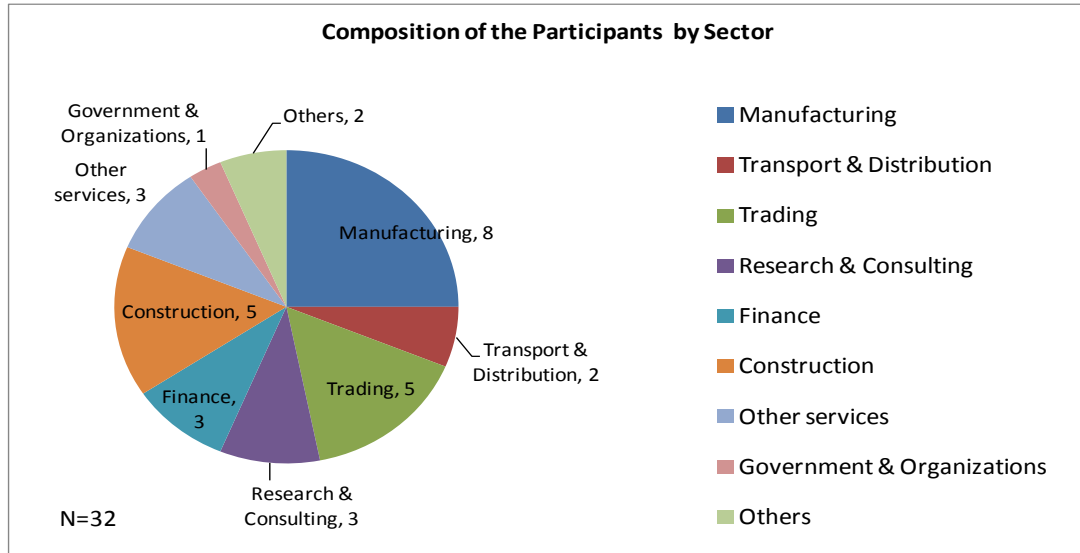


Figure 4-1 Composition of the Participants by Sector

## 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.

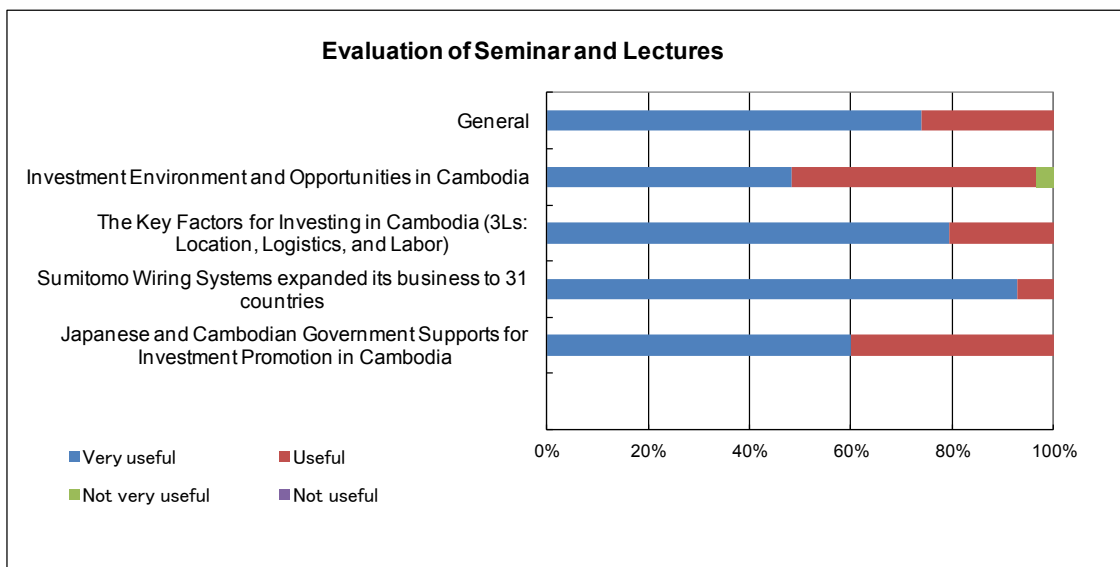


Figure 4-2 Evaluation of Seminar and Lectures

## 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.

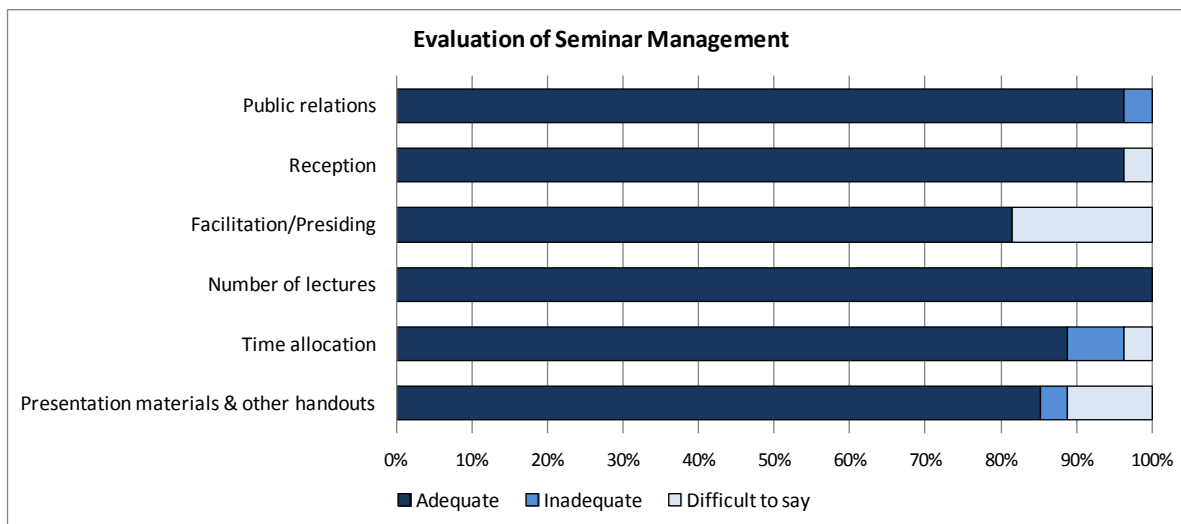


Figure 4-3 Evaluation of Seminar Management

## 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”.

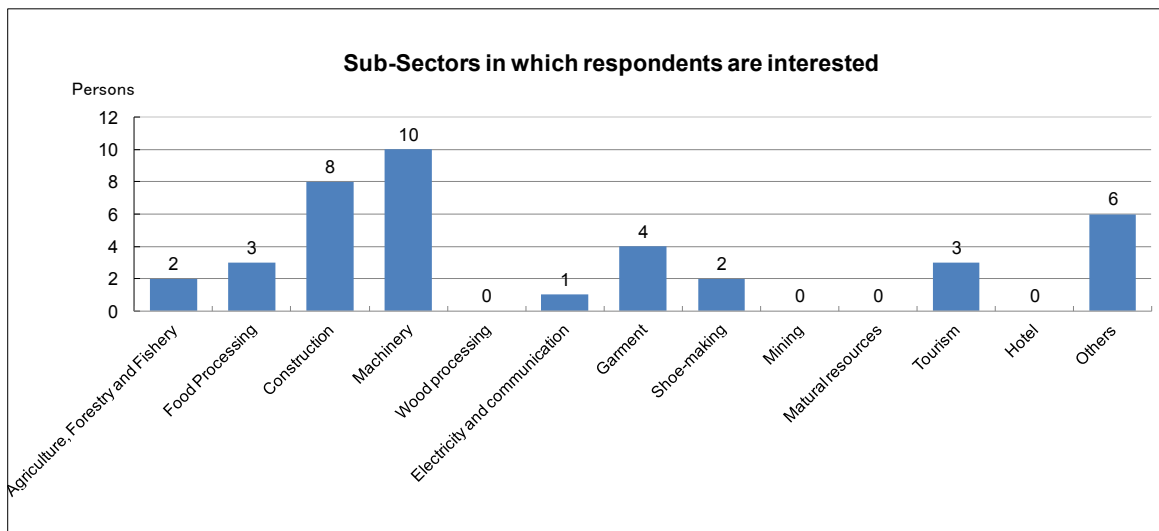


Figure 4-4 Sub-Sectors in Which Respondents are Interested

#### 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.

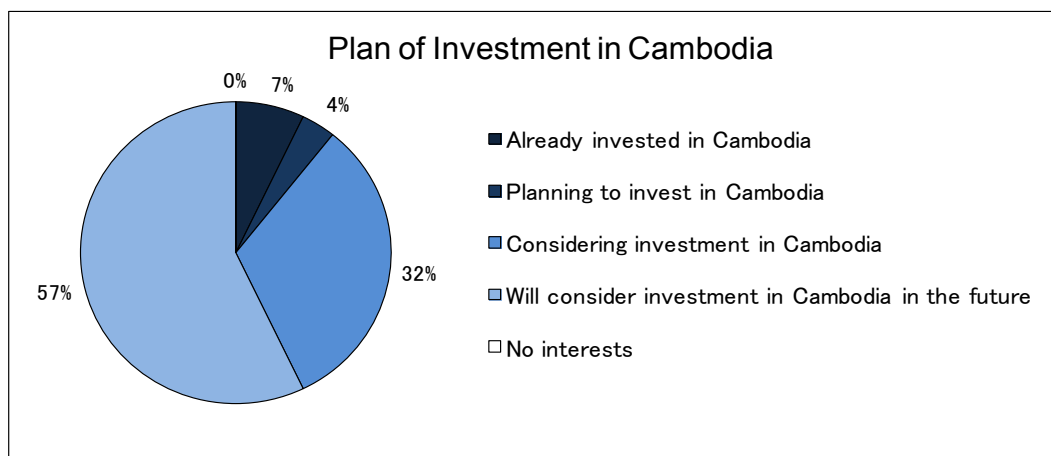


Figure 4-5 Plan of Investment in Cambodia

### 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.

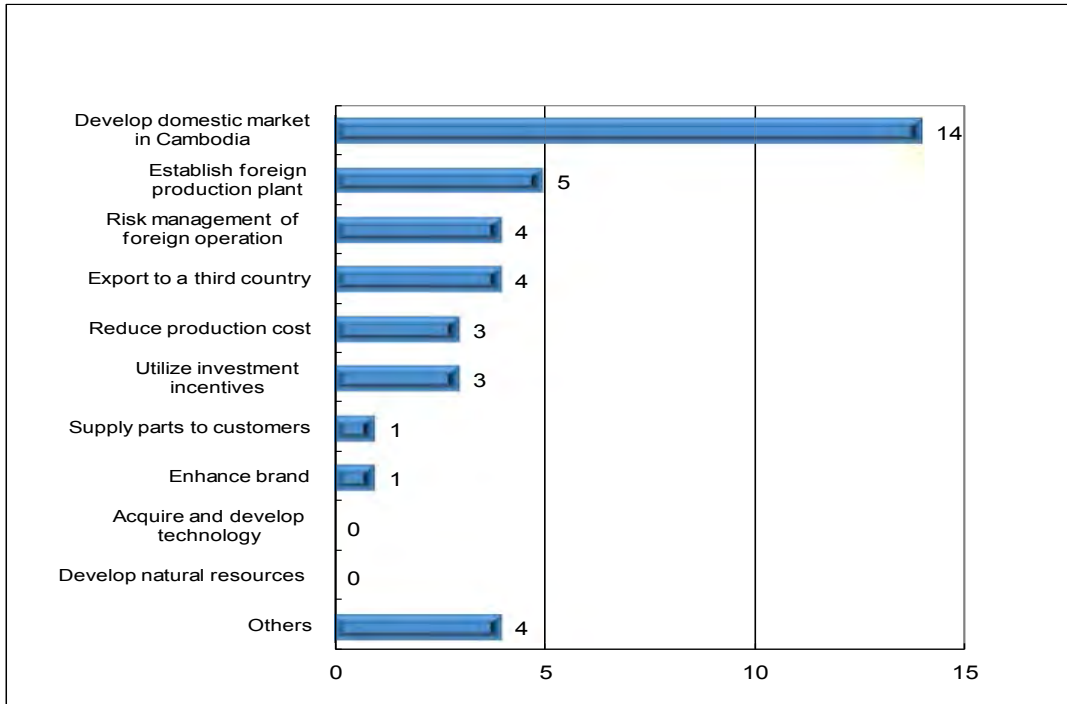


Figure 4-6 Main Reasons for Planning and Considering Investment in Cambodia

### 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”.

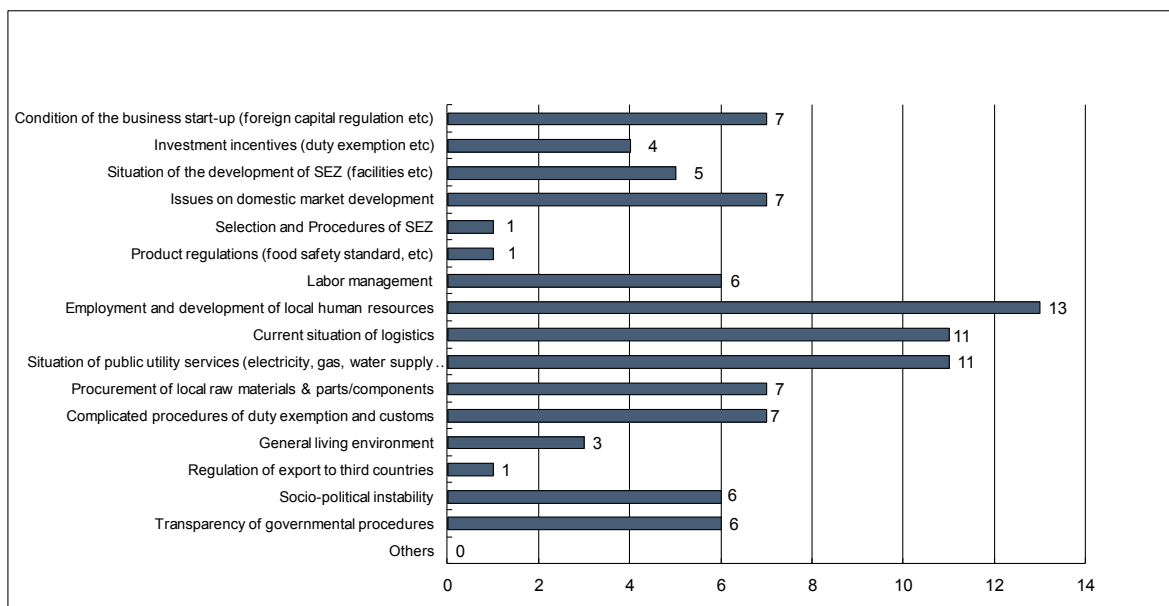


Figure 4-7 Constraints on Decision-Making to Invest in Cambodia

### 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.

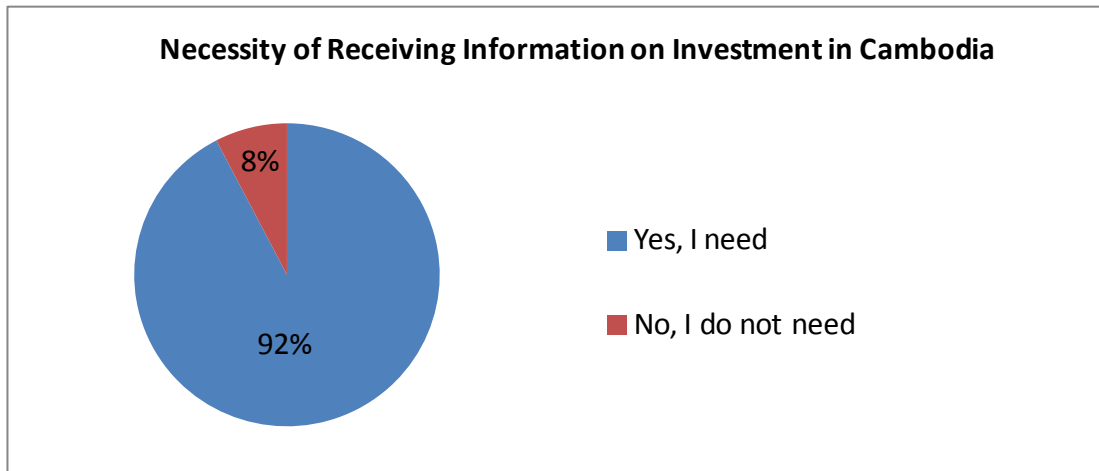


Figure 4-8 Necessity of Receiving Information on Investment in Cambodia

### 6) Participation in a business mission to Cambodia

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

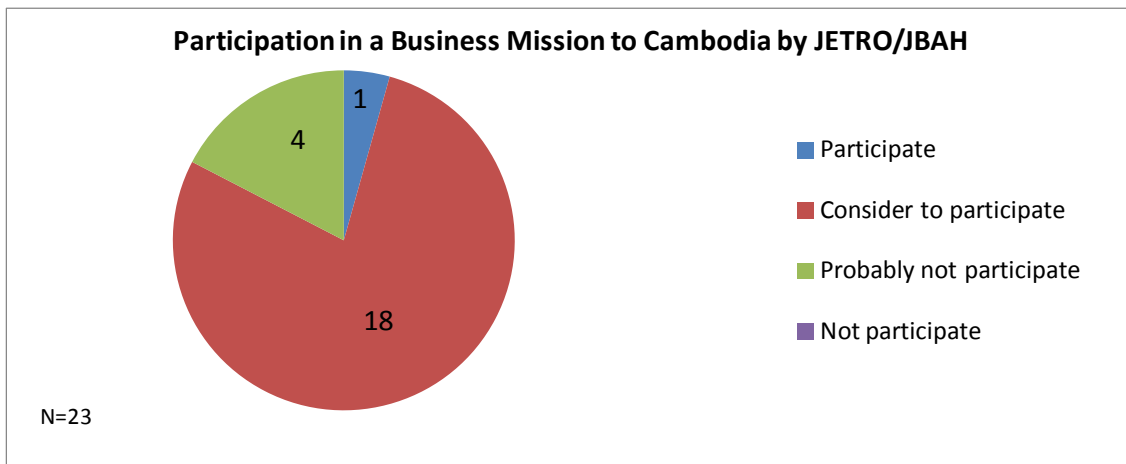


Figure 4-9 Participation in a Business Mission to Cambodia by JETRO/ JBAH

## 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

# Table of Contents

<b>1. Outline of the 2012 Cambodia Investment Seminar .....</b>	<b>1</b>
1.1 Background .....	1
1.2 Seminar Objective .....	1
1.3 Seminar Outline.....	1
<b>2. Seminar Preparation.....</b>	<b>2</b>
2.1 Main work roles of organizers.....	2
2.2 Seminar Implementing Team.....	2
2.3 Seminar Preparation .....	3
<b>3. Seminar Implementation .....</b>	<b>4</b>
3.1 Seminar Agenda .....	4
3.2 Opening Remarks .....	4
3.3 Lecture.....	4
3.3 Q&A Session .....	5
<b>4. Evaluation and Analysis of the Seminar.....</b>	<b>5</b>
4.1 Composition of the Participants .....	5
4.2 Seminar evaluation .....	6
4.3 Analysis of investment trend.....	7
<b>5. Outcomes of the seminar and Lessons Learned, recommendation.....</b>	<b>10</b>
5.1 Achievement of Expected Outcomes .....	10
5.2 Lessons Learned and Recommendations.....	11



## 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"> <li>➤ Instructor from CDC</li> <li>➤ Instructor from JICA / CDC</li> <li>➤ Instructor from Japanese firm operating in Cambodia</li> <li>➤ Instructor from JETRO Phnom Penh</li> </ul>
Syllabus	<ul style="list-style-type: none"> <li>➤ General investment environment in Cambodia (Lecture)</li> <li>➤ Detailed information on investment environment (Lecture)</li> <li>➤ Business experience of a Japanese firm operating in Cambodia (Lecture)</li> <li>➤ Government support for investment promotion in Cambodia (Lecture)</li> <li>➤ Q&amp;A session</li> </ul>
Expected Outcome	<ul style="list-style-type: none"> <li>➤ Target participants will enrich their understanding of current investment environment in Cambodia and its potential to be increased business chances.</li> <li>➤ The interest in Cambodia as an investment destination of ASEAN countries will be increased among Japanese firms which are located in Malaysia.</li> <li>➤ CDC will strengthen own cooperation/collaboration networks with donors such as JETRO and JICA.</li> <li>➤ The capacity of staff members of CDC will be improved on seminar management of Cambodia investment seminars under close cooperation with donors.</li> </ul>
Distribution Materials:	<ul style="list-style-type: none"> <li>➤ Presentation materials of speakers (including Seminar agenda)</li> <li>➤ Investment Guidebook (January, 2012)</li> <li>➤ FAQ book on Investment in Cambodia</li> <li>➤ Brochure and DVD of Sihanoukville Port SEZ</li> <li>➤ Questionnaire sheet for seminar evaluation</li> </ul>

## 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.

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

### 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
<b>1. Planning</b>	1-1 Preparation of Agenda
	1-2 Selection of Speakers
	1-3 Preparing Implementation Schedule
<b>2. Venue arrangement</b>	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
<b>3. Seminar announcement (Requiting)</b>	3-1 Notification of Seminar on Website and by E-mail
	3-2 Requiring participants
	3-3 Preparing list of the participants
<b>4. Speech for opening/closing remarks</b>	4-1 Opening/closing remarks by JETRO KL office
	4-2 Opening/closing remarks by JICA Cambodia office
<b>5. Arrangement of Speakers</b>	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)	
<b>6. Arrangement of Staff</b>	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
<b>7. Preparation and Printing of Presentation Materials and other materials</b>	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	
<b>8. Documents, Reports, etc.</b>	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.

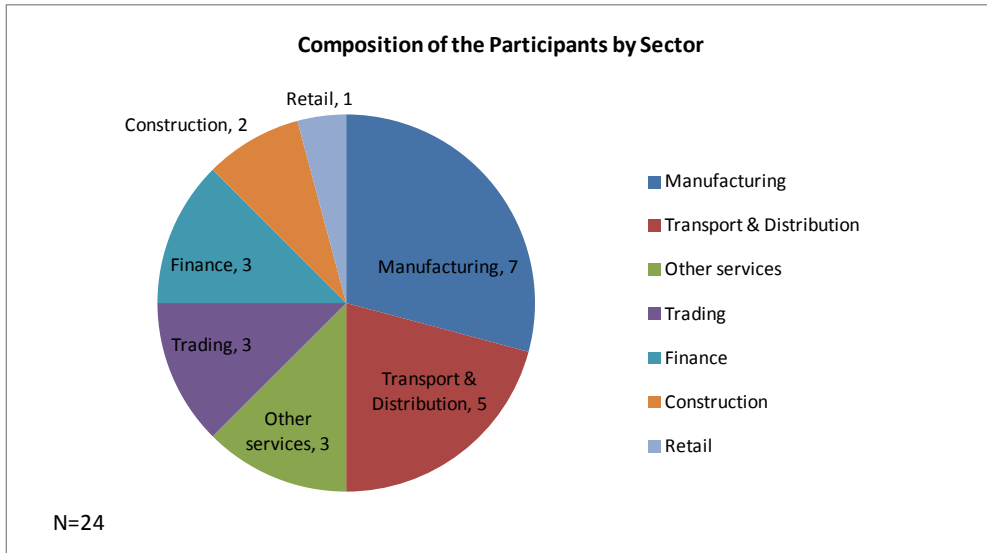
Q 5: How about the communication between Japanese and Cambodian local staff members? Do they communicate in English?

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.

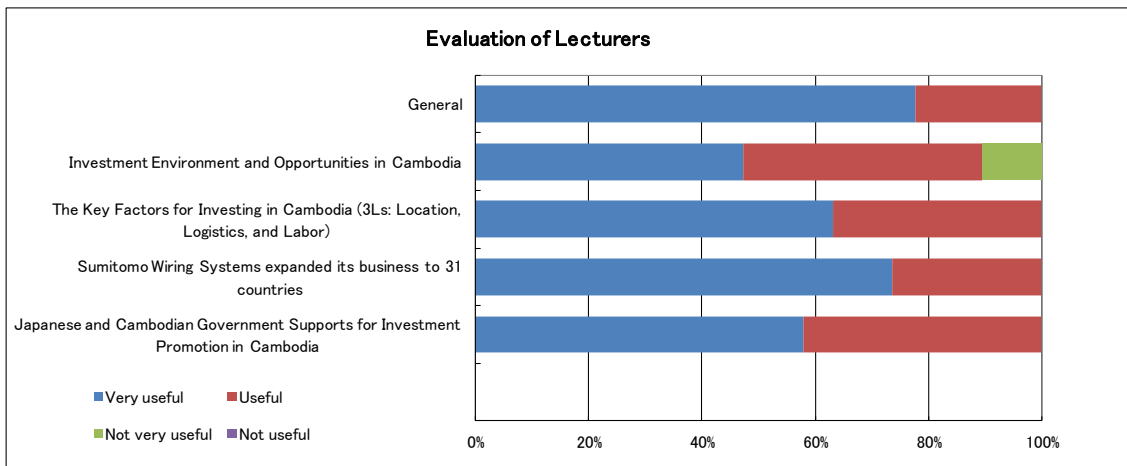


**Figure 4-1 Composition of the Participants by Sector**

## 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.

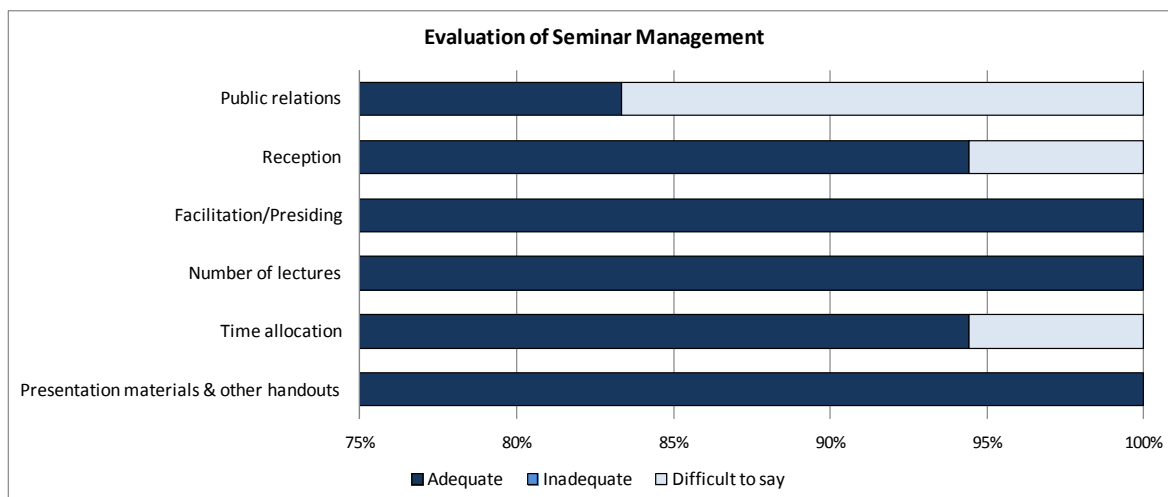


Figure 4-3 Evaluation of Seminar Management

### 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.

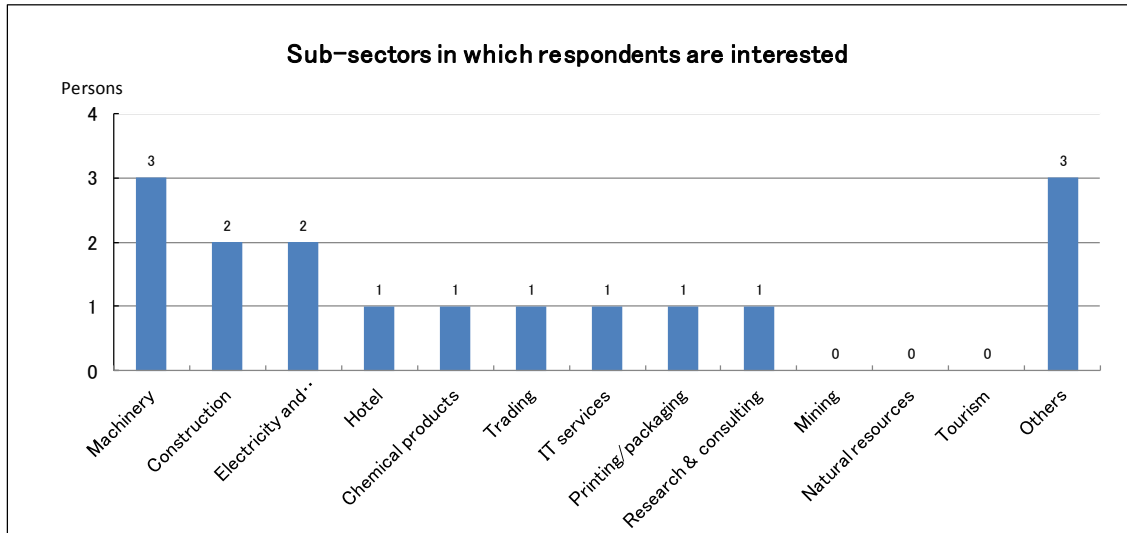


Figure 4-4 Sub-Sectors in Which Respondents are Interested

## 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.

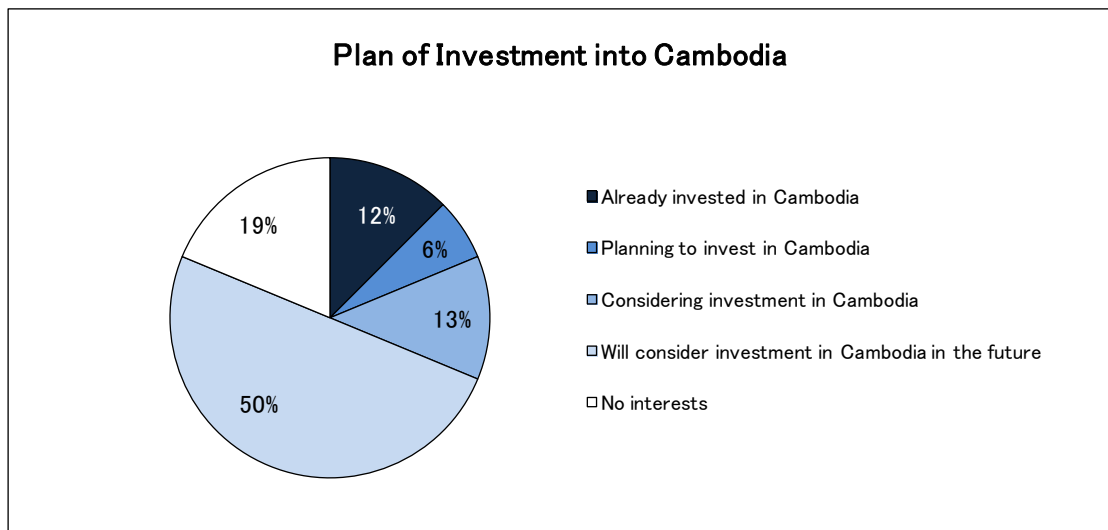
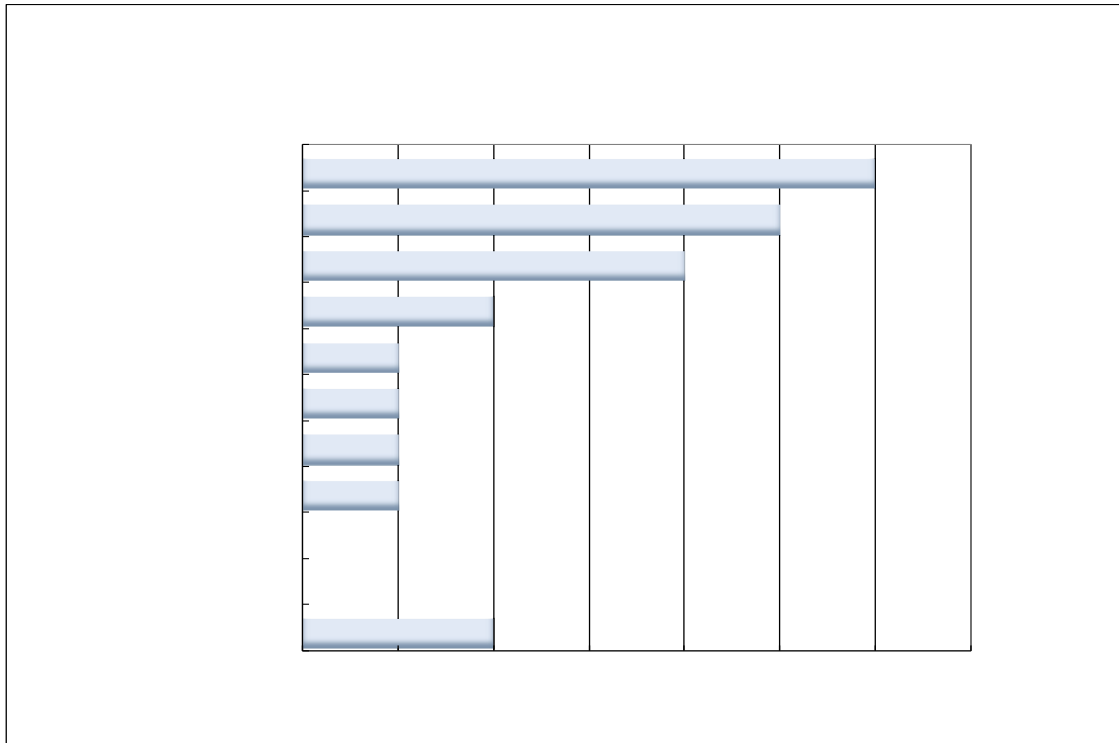


Figure 4-5 Plan of Investment in Cambodia

## 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.

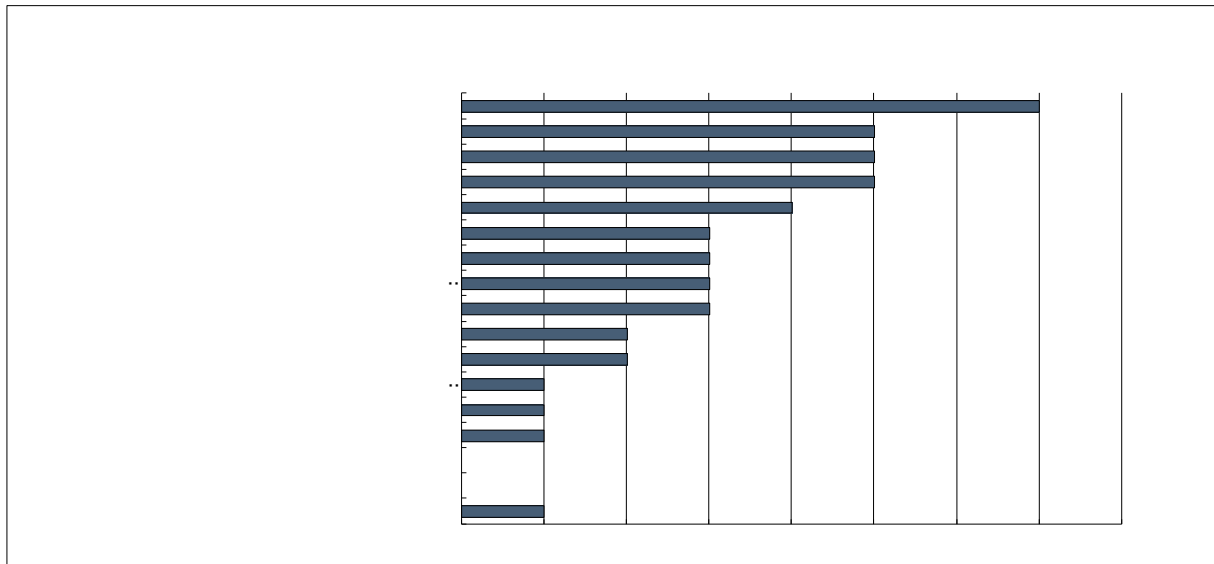




**Figure 4-6 Main Reasons for Planning and Considering Investment in Cambodia**

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

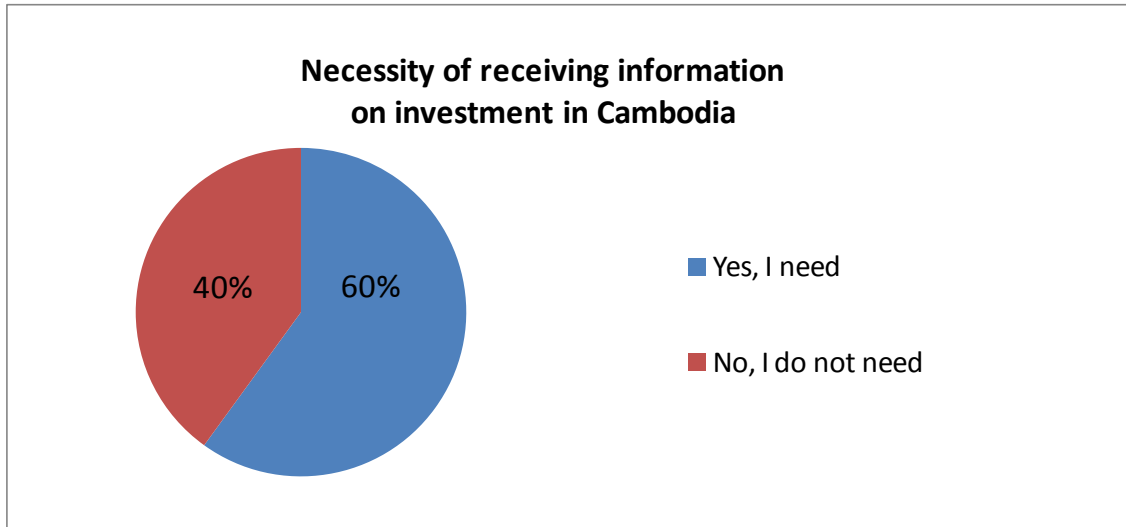
The most serious constraints on investing in Cambodia that the respondents think of is “Current situation of logistics”, followed by “Labor management”, “Employment and development of local human resources” and “Procurement of local raw materials and parts/components”.



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

**5) Receiving Information on Investment in Cambodia**

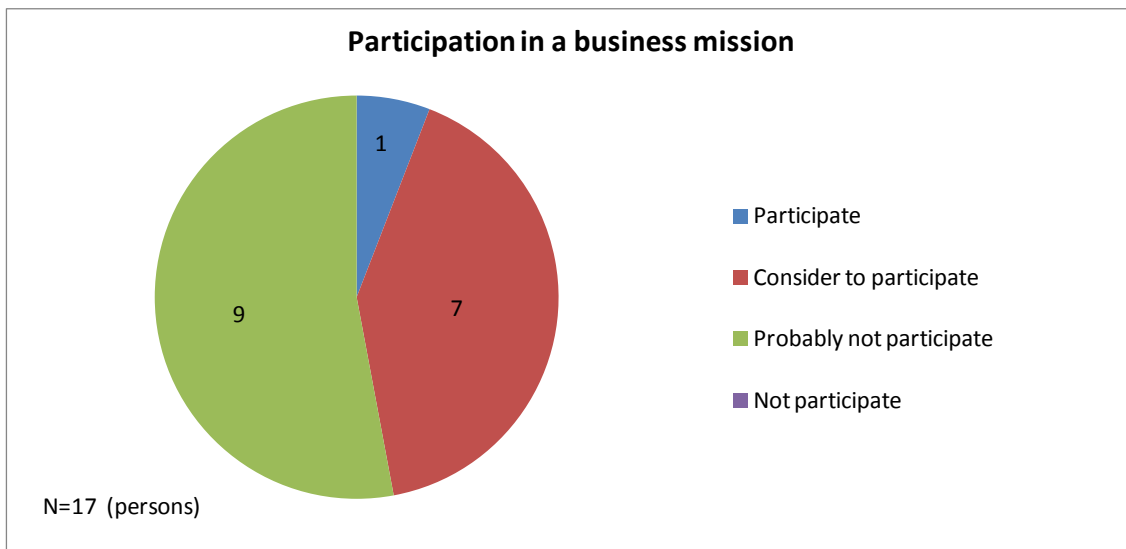
60% of respondents answered “yes” on the necessity of receiving the information on the investment opportunity in Cambodia including laws and regulations.



**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

## **Appendix 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

# Table of Contents

<b>1. Background .....</b>	<b>1</b>
<b>2. Training Workshop Outline.....</b>	<b>1</b>
<b>3. Implementing Team.....</b>	<b>1</b>
<b>4. Preparatory work.....</b>	<b>3</b>
<b>5. Training Program Schedule.....</b>	<b>4</b>
<b>6. Evaluation of Training Workshop.....</b>	<b>5</b>
<b>7. Conclusion.....</b>	<b>6</b>
<b>8. Lessons Learned .....</b>	<b>6</b>

## 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**

<b>Training Workshop on Investment Promotion and Facilitation</b>	
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"> <li>➤ Representative of top management of CIB/CSEZB and staff members</li> <li>➤ JICA experts</li> </ul>
Syllabus	<ul style="list-style-type: none"> <li>➤ Introduction CDC's services for investors (Lecture)</li> <li>➤ FDI trend and needs of investors (Lecture)</li> <li>➤ QIP application procedures and laws and regulations related to investment</li> <li>➤ Group discussion on future collaboration b/w CDC and provincial authorities</li> </ul>
Expected Outcome	<ul style="list-style-type: none"> <li>➤ Target participants will enrich their understanding of activities on investment promotion and facilitation.</li> <li>➤ Well communication network between CDC and target provinces will be established.</li> <li>➤ Counterparts of CDC will obtain necessary knowledge and skills for planning and implementing of training workshop through OJT.</li> </ul>

## 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
<b>Preparation</b>					
1	Preparing assignment letter for all team members	-16	-15	By 13 <sup>th</sup> June	Course Leader
2	Preparing program schedule	-16	-15	By 13 <sup>th</sup> June	Members
3	Preparing pert chart and syllabus	-16	-15	By 13 <sup>th</sup> June	Members
4	Confirming target participants and preparing/sending invitation letters	-16	-14	By 14 <sup>th</sup> June	Members
5	Distributing invitation letters to target participants	-14	-13	By 15 <sup>th</sup> June	Members
6	Requesting to instructors to prepare teaching materials	-13	-3	By 25 <sup>th</sup> June	Members
7	Preparing presentation / distribution materials	-13	-2	By 26 <sup>th</sup> June	Members
8	Booking venue (ordering catering/ banner/ equipments)	-14	-14	By 14 <sup>th</sup> June	Members
9	Revising distribution materials & detailed schedule	-3	-2	By 26 <sup>th</sup> June	Members
10	Copying the presentation/ distribution	-3	-2	By 26 <sup>th</sup> June	Members
11	Purchasing distribution kits for participants	-3	-3	By 25 <sup>th</sup> June	Members
12	Preparing the evaluation sheet	-7	-6	By 22 <sup>nd</sup> June	Members
13	Confirming the number of participants	-6	-3	By 25 <sup>th</sup> June	Members
14	Approving draft of certificate and printing certificates	-6	-3	By 25 <sup>th</sup> June	Members
15	Confirming agenda of opening ceremony	-6	-3	By 25 <sup>th</sup> June	Members
16	Preparing draft of speech and implementing team report for opening ceremony	-3	-1	By 27 <sup>th</sup> June	Members
17	Conducting final check of all the preparation activity	-3	-1	By 27 <sup>th</sup> June	Members
18	Checking classroom and facilities/ equipments	-3	-1	By 27 <sup>th</sup> June	Members
19	Verifying the number and quality of the copied material	-3	-1	By 27 <sup>th</sup> June	Members
20	Confirming documentation work	-3	-1	By 27 <sup>th</sup> June	Members
21	Re-checking classroom and the facilities/ equipments	-1	-1	By 27 <sup>th</sup> June	Members

<b>Implementation and Monitoring</b>					
22	Conducting and monitoring the training activities	D1	D2	28 <sup>th</sup> & 29 <sup>th</sup> June	Members
23	Responding to requests from participants and instructors, discussion with instructors, controlling time schedule, and taking daily notes, etc.	D1	D2	28 <sup>th</sup> & 29 <sup>th</sup> June	Members
24	Taking pictures/video	D1	D2	28 <sup>th</sup> & 29 <sup>th</sup> June	Members
25	Asking to fill in evaluation sheets	D1	D2	28 <sup>th</sup> & 29 <sup>th</sup> June	Members
26	Confirming the agenda of closing ceremony	D1	D2	28 <sup>th</sup> & 29 <sup>th</sup> June	Members
27	Preparing the “course leader report”	D1	D2	28 <sup>th</sup> & 29 <sup>th</sup> June	Members
<b>Evaluation and Reporting</b>					
28	Preparing draft of implementation report including evaluation summary	+3	+7	By 6 <sup>th</sup> July	Members
29	Holding an evaluation meeting and prepare discussion record.	+7	+7	6 <sup>th</sup> July	Members
30	Completing implementation report and submitting top management of CDC	+10	+12	11 <sup>th</sup> 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
<b>1<sup>st</sup> Day: 5 July 2012 (Thu)</b>		
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	

<b>2<sup>nd</sup> Day: 6 July 2012 (Fri)</b>		
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.

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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

# Table of Contents

<b>1. Background .....</b>	<b>1</b>
<b>2. Training Workshop Outline.....</b>	<b>1</b>
<b>3. Implementing Team.....</b>	<b>2</b>
<b>4. Preparatory work.....</b>	<b>3</b>
<b>5. Training Program Schedule.....</b>	<b>4</b>
<b>6. Evaluation of Training Workshop.....</b>	<b>5</b>
<b>7. Conclusion.....</b>	<b>6</b>
<b>8. Lessons Learned .....</b>	<b>6</b>

## 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**

<b>Capacity Building of Investment Promotion &amp; Facilitation for Provincial Authority Officials</b>	
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"> <li>➢ Instructor from Public Relation and Investment Promotion Department, CIB</li> <li>➢ Instructor from Project Evaluation and Incentive Department, CIB</li> <li>➢ Instructor from Project Monitoring Department</li> <li>➢ JICA Expert</li> </ul>
Syllabus	<ul style="list-style-type: none"> <li>➢ FDI trend and needs of investors (Lecture)</li> <li>➢ Introduction CDC's services for investors (Lecture)</li> <li>➢ QIP application procedures (Lecture)</li> <li>➢ After-care service for investors (Lecture)</li> <li>➢ Group discussion for future collaboration b/w CDC and provincial authorities</li> </ul>
Expected Outcome	<ul style="list-style-type: none"> <li>➢ Target provincial authority staff members will enrich their understanding of investment promotion/facilitation activities.</li> <li>➢ Well communication network on sharing investment information and collaborating investment promotion activities will be established through the training programs.</li> </ul>



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

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## **Appendix 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"><li>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.</li><li>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.</li><li>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.</li></ol>

<b>Target Countries</b>	Singapore and Malaysia
<b>Visiting Agencies</b>	<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
<b>Team members</b>	<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:

<b>Woodlands East Industrial Estate in Woodlands Industrial Park</b>	
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.
<b>Jurong Town Corporation Visitor Center</b>	
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.
<b>ASCENDAS</b>	
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.
<b>JETRO Singapore</b>	
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.
<b>Economic Development Board and International Enterprise Singapore</b>	

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.
<b>Cambodia Investment Seminar in Singapore</b>	
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.
<b>JETRO Kuala Lumpur</b>	
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.
<b>Malaysian Industrial Development Authority</b>	
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.
<b>MIDA Resource Center</b>	
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.
<b>MIDA Business Information Center</b>	
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.
<b>Port Klang Free Zone</b>	
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 5<sup>th</sup>, 8<sup>th</sup> and 20<sup>th</sup> 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**

<b>Period</b>	30th September (Sun) – 6th October (Sat) 2012
<b>Objectives</b>	<ol style="list-style-type: none"><li>1) To learn organization structure and management system of the target investment promotion agencies (IPAs) and other investment-related organizations,</li><li>2) To learn investment-related services such as reception, consultation, information and investment application reception of the target IPAs and other investment-related organizations, and</li><li>3) To learn the investment application/registration mechanism and One-Stop Services in Thailand and Vietnam,</li><li>4) To exchange opinions with the target IPAs and private sectors on investment into Cambodia.</li></ol>
<b>Target Countries</b>	Thailand and Vietnam
<b>Visiting Agencies</b>	<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
<b>Team members</b>	<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:

<b>Board Of Investment (BOI)</b>	
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"> <li>Categorize incentives by zones with different incentives.</li> <li>Set up overseas offices in some cities.</li> <li>Provide BUILD (BOI Unit for Industrial Linking Development) service</li> <li>One Start One Stop Center to provide information on operating business and investment in Thailand                             <ul style="list-style-type: none"> <li>. One-Stop center for Visas and Work Permits.</li> <li>. Investor Club association to support investors to request import and export license for machineries, equipments, and raw materials.</li> </ul> </li> </ul>
<b>Investor Club Association (IC)</b>	
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.
<b>One Start One Stop Center (OSOS Center), BOI</b>	
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.
<b>JETRO Bangkok</b>	
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.
<b>Rojana Industrial Park</b>	
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.
<b>JETRO Hanoi</b>	
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.
<b>Foreign Investment Agency (FIA)</b>	
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.
<b>North Investment Promotion Center (NIPC)</b>	
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.
<b>Hanoi Authority for Planning and Investment (HAPI)</b>	
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.

<b>Hanoi Industrial &amp; Export Processing Zones Authority (HIZA)</b>	
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.
<b>Thang Long Industrial Park</b>	
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

## **Appendix 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

# Table of Contents

1.	Outline of the Evaluation of the Project .....	1
1.1	Objective of the Evaluation.....	1
1.2	The Project Implementation Plan .....	1
1.3	Evaluation Procedure and Implementation Schedule .....	2
2.	Results of the Project Evaluation .....	2
2.1	Project Achievement.....	3
(1)	Results of the Project Activity according to the Indicators of PDM.....	3
(2)	Summary of Questionnaire Survey for the WG members and Group Discussion.....	5
(3)	Major Comments by Interview survey.....	6
2.2	Implementation Process.....	6
2.3	Three Evaluation Criteria.....	7
(1)	Relevance .....	7
(2)	Effectiveness.....	8
(3)	Efficiency .....	9
3.	Conclusion of the Project Evaluation .....	11
3.1	Relevance.....	11
3.2	Effectiveness .....	11
3.3	Efficiency .....	11
3.4	Conclusion .....	11

## 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"> <li>▪ Team leader/ Investment promotion</li> <li>▪ Sub Leader/ Investment information service</li> </ul>	<ul style="list-style-type: none"> <li>▪ Website management</li> <li>▪ Inter-organizational coordination/Investment Promotion</li> </ul>



<ul style="list-style-type: none"> <li>▪ Investment information service</li> <li>▪ Policy advisor</li> </ul> <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"> <li>▪ Project Director</li> <li>▪ Deputy Project Director</li> <li>▪ Project Manager</li> <li>▪ Counterpart personnel (Public Relation and Investment Promotion Department and other related Departments)</li> </ul>
[Facilities] Project office including library and reception spaces
[Local cost] <ul style="list-style-type: none"> <li>▪ Costs of renovating and furnishing library corner and reception</li> <li>▪ Costs of holding seminars in and out of Cambodia</li> <li>▪ Initial and running costs of website</li> </ul>

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 <sup>th</sup> Edition)		4,000				3,000							

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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
<b>Project Management</b>	<p><b>[Decision Making]</b></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 1<sup>st</sup> JCC of March 14, 2011</td> <td>The 1<sup>st</sup> C/P meeting of March 17, 2011</td> </tr> <tr> <td>The 2<sup>nd</sup> JCC of March 12, 2012</td> <td>The 2<sup>nd</sup> C/P meeting on April 25, 2012</td> </tr> <tr> <td>The 3<sup>rd</sup> JCC of February 12, 2013</td> <td>The 3<sup>rd</sup> 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><b>[Ownership]</b> 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><b>[Monitoring].</b> 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 <sup>st</sup> JCC of March 14, 2011	The 1 <sup>st</sup> C/P meeting of March 17, 2011	The 2 <sup>nd</sup> JCC of March 12, 2012	The 2 <sup>nd</sup> C/P meeting on April 25, 2012	The 3 <sup>rd</sup> JCC of February 12, 2013	The 3 <sup>rd</sup> C/P meeting of August 21, 2012.
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<b>Participation of Counterpart</b>	<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>								
<b>Communication within the Project</b>	<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

<b>Appropriateness of Overall Goal</b>	<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>
<b>Appropriateness of Project Purpose</b>	<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>
<b>Appropriateness of Approach</b>	<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

<b>Prospect of Achievement of the Project Purpose</b>	<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><b>Achievement Level of Output 1</b></p>	<p><b>[Website]</b> 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><b>[Investment Guidebook]</b> 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><b>[Library]</b> “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><b>Appropriateness of Activities for Output 1</b></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><b>Achievement Level of Output 2</b></p>	<p><b>[Investment Seminar]</b> 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><b>[Reception Function]</b> 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><b>[Country Desk]</b> 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><b>[Collaboration with JICA Long-term Expert]</b> 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><b>Appropriateness of Activities for Output 2</b></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><b>Appropriateness of Input: Japanese Side</b></p>	<p>Input of Japanese side was appropriate to implement the planned activities.</p> <p><b><u>Assignment of Experts</u></b></p> <ul style="list-style-type: none"> <li>▪ 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).</li> </ul> <p><b><u>Provision of Equipment and Materials</u></b></p> <ul style="list-style-type: none"> <li>▪ Equipment for the Project office was purchased such as computers, printer and photocopy machine.</li> </ul> <p><b><u>Operational Expenditure</u></b></p> <ul style="list-style-type: none"> <li>▪ The operational expenditure for implementing activities of the Project borne by Japanese Side.</li> </ul>

<p><b>Appropriateness of Input: Cambodian Side</b></p>	<p>Input from Cambodian side was appropriate to implement the planned activities.</p> <p><b><u>Assignment of Counterpart Personnel</u></b></p> <ul style="list-style-type: none"> <li>▪ In the Project activity, five working groups (WGs) were formulated. In WGs, total 18 counterpart personnel have been allocated from CDC.</li> </ul> <p><b><u>Necessity budget for the operation of the Project</u></b></p> <ul style="list-style-type: none"> <li>▪ 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</li> </ul>
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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			
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.	<p>* Consultation record, Seminar in overseas.</p> <p>* Learn how to organize seminar.</p> <p>* Collect and process information and data. Improve public communication/Relation skill. Know how to get thing done in line with International and regional standard.</p> <p>*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.</p> <p>* Seminar preparation. Provincial Data Collection. Providing inputs for investment guidebook.</p> <p>* I can learn more on how to improve the investment related service of CDC.</p> <p>* I was able to learn and know about:</p> <ul style="list-style-type: none"> <li>- how to improve the investment related service of CDC</li> <li>- Requirement of PMIS for its promotional action at municipality –province level</li> <li>- How to make the investment guide book thru the collection and compilation of the key information.</li> </ul> <p>* Learned how to set up library and how to manage in library.</p> <p>* Be able to learn more on what facilitation need by investor and how to service them through investment workshops mission.</p>			
	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:	<p>* Consultation record, seminar.</p> <p>* Know how to organize seminar.</p> <p>* Learn about investment agencies in Thailand &amp; Vietnam.</p> <p>* Seminar, guidebook, working team on specific activity.</p> <p>* Put or stick number per each book in the library.</p>			
	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)	
		<p>Problems:</p> <p>* Time allocation bet project activities and works in the office.</p> <p>* We don't have one person to take care of library.</p>			

	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"> <li>* So far None to my knowledge.</li> <li>* Not so much.</li> <li>* In my ideas, there are some changes in social and political environment which will affect the project implementation, but now not comments.</li> <li>* It not effect to the project development.</li> </ul>
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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"> <li>* Joint Prakas (One-Stop Service) may improve CDC work.</li> <li>* Recently issued joint Prakas between CDC &amp; MEF.</li> <li>* Level of understanding at the provincial level still limited which is time consuming to explain on the project purpose.</li> <li>* Closing support and cooperation form CDC top to various department. Good communication and networking.</li> </ul>			

**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)
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)
3.4 Obstructing/ contributing factors	3.4.1 Please describe any obstructing/ contributing factors for producing the Output if any. (Please specify)	None			
<p><b>Feel free to give your comments on the Project.</b></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>					

## **Appendix 7**

### **Project Newsletter**



ក្រុមប្រឹក្សាសម្រាប់ការអភិវឌ្ឍន៍កម្ពុជា  
Council for the Development of Cambodia

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



# 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:

CDC Project Office: Public Relations and Investment Promotion Department (PRIPD), Cambodia Investment Board  
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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.

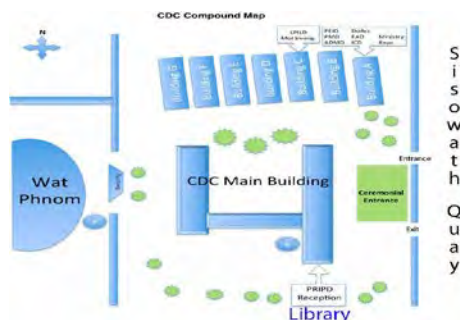


Seminar in Sihanoukville

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:

CDC Project Office: Public Relations and Investment Promotion Department (PRIPD), Cambodia Investment Board

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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., 1<sup>st</sup> batch from 26th to 29th June and 2<sup>nd</sup> 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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