

ANNEX 6: Record of Information and Exchange Program Activities

Annex 6-1: Number of Exchange Program

JFY 2009

No	Date	Event Name	Participants
1	2009.04.06	Special Dance training for staffs	12
2	2009.04.07	Special Dance training for staffs	20
3	2009.04.08	Special Dance training for staffs	12
4	2009.05.21	MEXT Explanatory Meeting	320
5	2009.05.30	Origami Class Chopsticks & Bird	32
6	2009.06.05	Cooking Class for Exchange staff (J.Sweet)	3
7	2009.06.11	Cooking Class for Exchange staff (J.Sweet)	2
8	2009.06.16	Kben wearing for Exchange staffs	3
9	2009.06.19	Cooking Class for Exchange staffs (J.Sweet)	2
10	2009.06.25	Cooking Class for Exchange staffs (J.Sweet)	3
11	2009.06.25	JOCV Khmer Language Training Class 1	10
12	2009.06.26	JOCV Khmer Language Training Class 2	10
13	2009.06.27	Tanabata Craft Volunteer Training	6
14	2009.06.29	JOCV Khmer Language Training Class 3	10
15	2009.06.30	JOCV Khmer Language Training Class 4	10
16	2009.07.01	JOCV Khmer Language Training Class 5	10
17	2009.07.02	JOCV Khmer Language Training Class 6	10
18	2009.07.03	JOCV Study Tour 7	10
19	2009.07.04	Tanabata Event	120
20	2009.07.08	Kben wearing for Exchange staffs	4
21	2009.07.10	Cooking Class for Exchange staffs (J.Sweet)	4
22	2009.07.11	Drum Class 1	12
23	2009.07.13	JOCV Khmer Language Training Class 8	10
24	2009.07.14	JOCV Khmer Language Training Class 9	9
25	2009.07.15	JOCV Presentation 10	10
26	2009.07.17	Cooking Class for Exchange staffs (J.Sweet)	2
27	2009.07.18	Drum Class 2	12
28	2009.07.25	Macha Dora Yaki with Chat-talk group	13
29	2009.08.01	Drum Class 3	9
30	2009.08.07	Khmer Poem Workshop	165
31	2009.08.08	Drum Class 4	9
32	2009.08.10	The 3rd Photo Contest	114
33	2009.08.15	Drum Class 5	7
34	2009.08.20	Volunteer Training for Study Tour	6
35	2009.08.22	Seal Net Concert	300
36	2009.08.23	Seal Net Concert	480
37	2009.08.24	Volunteer Training for Study Tour	10
38	2009.08.24	Volunteer for Yamaguchi University	9
39	2009.08.26	Osaka Women University	19
40	2009.08.26	Asia International Children Film & Video Festival	50
41	2009.08.27	Volunteer Training for Study Tour	10
42	2009.08.28	Bridge of Smile Study Tour	24
43	2009.09.05	Dance class for Bon Odori 1	63
44	2009.09.07	Yamaguchi University Study Tour	20
45	2009.09.07	KEIO University Photo Exhibition	200
46	2009.09.12	Dance class for Bon Odori 2	60
47	2009.09.12	Drum Class 6	4
48	2009.09.14	JENESYS Program	55
49	2009.09.14	Nihon University Study Tour	25
50	2009.09.15	Cambodia International Exchange Project Study Tour	14

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51	2009.09.16	Asia Junior Program 1	6
52	2009.09.23	Asia Junior Program 2	6
53	2009.09.25	Asia Junior Program 3	6
54	2009.09.26	Drum Class 7	7
55	2009.09.26	Dance Practice for Bon Odori 3	53
56	2009.09.30	Asia Junior Program 4	6
57	2009.10.01	JOCV Khmer Language Training Class 1	6
58	2009.10.01	Asia Junior Program 5	5
59	2009.10.02	JOCV Study Tour 2	6
60	2009.10.02	Asia Junior Program 6	5
61	2009.10.03	University Fair	662
62	2009.10.05	JOCV Khmer Language Training Class 3	6
63	2009.10.06	JOCV Khmer Language Training Class 4	6
64	2009.10.07	JOCV Khmer Language Training Class 5	6
65	2009.10.07	Asai Junior Program 7	6
66	2009.10.08	JOCV Khmer Language Training Class 6	6
67	2009.10.09	JOCV Study Tour 7	6
68	2009.10.09	Asai Junior Program 8	6
69	2009.10.10	Volunteers Dancer Selection and Yukata wearing	44
70	2009.10.12	JOCV Khmer Language Training Class 8	6
71	2009.10.12	Asia International Children Film Selection (EoJ)	300
72	2009.10.13	JOCV Khmer Language Training Class 9	6
73	2009.10.14	JOCV Presentation 10	6
74	2009.10.14	Drum Class for Volunteers	5
75	2009.10.15	Drum Class for Volunteers	6
76	2009.10.17	Drum Class for Volunteers	8
77	2009.10.18	Bon Odori Festival	1500
78	2009.11.07	Volunteers Training for outreach activities	96
79	2009.11.14	Volunteers Training for outreach activities	96
80	2009.11.15	Outreach Activities at Kompong Cham	788
81	2009.11.25	Rakugo, Japanese Sit-Down Comedy,	350
82	2009.11.28	Drum and Robot Concert	541
83	2009.12.02	JENESYS Program	20
84	2009.12.12	Khmer Lecture	247
85	2009.12.12	Japanese Akido Performance	200
86	2009.12.17	Outreach Opera Concert Activities	450
87	2009.12.18	Outreach Opera Concert Activities	320
88	2009.12.19	Japanese Song Workshop	24
89	2009.12.19	Friendship Concert 2009	400
90	2010.01.06	DVD Flim Show 1(Gassho-Zukuri)	7
91	2010.01.08	JOCV Khmer Language Training 1 (Study Tour)	3
92	2010.01.09	DVD Flim Show (Gassho-Zukuri) Repeat 1	10
93	2010.01.11	JOCV Khmer Language Training 2	3
94	2010.01.12	JOCV Khmer Language Training 3	3
95	2010.01.13	JOCV Khmer Language Training 4	3
96	2010.01.13	Japanese DVD Show 2 (Capital-Tokyo)	15
97	2010.01.14	JOCV Khmer Language Training 5	3
98	2010.01.15	JOCV Khmer Language Training 6 (Study Tour)	3
99	2010.01.16	Japanese DVD Show 2 (Capital-Tokyo) Repeat	4
100	2010.01.16	Drum Class for 5th CJCC Festival 1	5
101	2010.01.18	JOCV Khmer Language Training 7	3
102	2010.01.19	JOCV Khmer Language Training 8	3
103	2010.01.20	JOCV Khmer Language Training 9	3
104	2010.01.20	DVD Show Kyoto&Nara	5
105	2010.01.21	JOCV Presentation 10	3
106	2010.01.23	Origami Class Lily Flower	50
107	2010.01.23	DVD Show Kyoto&Nara (Repeat)	30

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108	2010.02.03	DVD Show Kimono	10
109	2010.02.06	Origami Class Valentine	19
110	2010.02.06	DVD Show Kinomo Repeat	15
111	2010.02.06	Drum Class for 5th CJCC Festival 2	3
112	2010.02.08-24	Photo Contest Exhibition	2500
113	2010.02.10	Tea Volunteer Training 1	6
114	2010.02.10-Mar	Photo Exhibition from Japan Foundation	2500
115	2010.02.13	Drum Class for 5th CJCC Festival 3	5
116	2010.02.17	Tea Volunteer Training 2	5
117	2010.02.18	Ayai Performance by Mr.Poum Manh's Group	450
118	2010.02.19/20/21	Mochitsuki (Japanese Rice Cake)	370
119	2010.02.19	Science Experiment Show	217
120	2010.02.20	Photo Contest Awarding Ceramony	50
121	2010.02.20	Aikido,Kendo and Boxkator Performance	180
122	2010.02.21	Tea Making Trial	120
123	2010.02.21	Drum Performance (Mekong Daiko and Students)	200
124	2010.02.26	Japanese DVD Show Yukimatsuri(Snow Festival)	5
125	2010.02.27	Japanese DVD Show Yukimasturi Snow Repeat	5
126	2010.03.03	Japanese DVD Show Freindship Concert 2009	10
127	2010.03.05	Japanese DVD Show Freindship Concert 2009 Repeat	10
128	2010.03.10	Japanese DVD Show Robot and Drum Concert	10
129	2010.03.13	Japanese DVD Show Robot and Drum Concert Repeat	10
130	2010.03.19	Ikebana (Japanese Flower Arrangement)	33
131	2010.03.25	JOCV Khmer Language Training 1	10
132	2010.03.26	JOCV Study Tour 2	8
133	2010.03.29	JOCV Khmer Language Training 3	10
134	2010.03.30	JOCV Khmer Language Training 4	10
135	2010.03.31	JOCV Khmer Language Training 5	9
136	2010.04.01	JOCV Khmer Language Training 6	10
137	2010.04.02	JOCV Study Tour 7	9
138	2010.04.05	JOCV Khmer Language Training 8	10
139	2010.04.06	JOCV Khmer Language Training 9	9
140	2010.04.07	JOCV Persentation 10	10
		Total CJCC Events:	40
		Total Participants:	6504
		Co-organized Program:	23
		Total Participants Co-organizd program	9037
		Total Number of Activities	63
		Total Participants	15541

JFY2010

No	Date	Event Name	Participants
1	18.05.2010	DVD Show (Keys to Japan Overview)	10
2	20.05.2010	DVD Show (Keys to Japan Overview) Repeat	10
3	21.05.2010	MEXT Scholarship Explanation	350
4	24.05.2010	JENESYS Program	22
5	25.05.2010	DVD Show The Structure of Stability and Dynamism	46
6	27.05.2010	DVD The Structure of Stability and Dynamism (Repeat)	10
7	07.06.2010	JENESYS Program for Japanese Photographer	20
8	08.06.2010	DVD Show International Cooperation: Partnership for a Better Tomorrow	40
9	08.06.2010	JENESYS Program for Japanese Photographer	20
10	09.06.2010	JENESYS Program for Japanese Photographer	10
11	10.06.2010	DVD Show International Cooperation: (Repeat)	5
12	10-17.06.2010	Photo Exhibition for JENESYS Pro, for Japanese Photographer	200
13	15.06.2010	DVD Show Society &Culture :Harmony and Identity	5
14	16.06.2010	Okonomiyaki Cooking Class	5
15	17.06.2010	DVD Show Society &Culture :Harmony and Identity (Repeat)	7
16	22.06.2010	DVD Show Economy: The Elements of Prosperity	7
17	23.06.2010	JOCV Khmer Language Training Course 1	10
18	24.06.2010	JOCV Khmer Language Training Course Study Tour 2	10
19	24.06.2010	DVD Show Economy: The Elements of Prosperity (Repeat)	7
20	25.06.2010	JOCV Khmer Language Training Course 3	10
21	26.06.2010	Volunteer Training for Tanabata Festival	7
22	28.06.2010	JOCV Khmer Language Training Course 4	10
23	29.06.2010	JOCV Khmer Language Training Course 5	10
24	30.06.2010	JOCV Khmer Language Training Course 6	10
25	01.07.2010	JOCV Khmer Language Training Course 7	10
26	02.07.2010	JOCV Khmer Language Training Course 8	10
27	03.07.2010	Tanabata Festival	130
28	05.07.2010	JOCV Khmer Language Training Course 9	10
29	06.07.2010	JOCV Khmer Language Training Course 10	10
30	07.07.2010	JOCV Khmer Language Training Course 11	10
31	08.07.2010	JOCV Khmer Language Training Course 12	10
32	10.07.2010	Drum Class for Bon Odori Festival 1	8
33	17.07.2010	Drum Class for Bon Odori Festival 2	0
34	24.07.2010	Drum Class for Bon Odori Festival 3	8
35	31.07.2010	JENESYS Program from Kanagawa ken High School	40
36	31.07.2010	Drum Class for Bon Odori Festival 4	7
37	03.08.2010	DVD Show 1	10
38	04.08.2010	Asian international Film &Video Festival	70
39	05.08.2010	DVD Show (Repeat)	5
40	07.08.2010	Drum Class for Bon Odori Festival 5	5
41	10.08.2010	DVD Show 2	15
42	12.08.2010	DVD Show (Repeat)	10
43	14.08.2010	Kirigami Summer Crad making Class	22
44	14.08.2010	Drum Class for Bon Odori Festival 6	0
45	16.08.2010	DVD Show 3	10
46	19.08.2010	DVD Show (Repeat)	10
47	21.08.2010	Drum Class for Bon Odori Festival 7	5
48	24.08.2010	DVD Show 4	10
49	26.08.2010	DVD Show (Repeat)	10
50	28.08.2010	Drum Class for Bon Odori Festival 8	5
51	31.08.2010	DVD Show 5	10

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52	01.09.2010	The 4th CJCC Photo Contest 2010	92
53	02.09.2010	DVD Show (Repeat)	5
54	03.09.2010	Kobe Gakuin Study Tour Program	61
55	04.09.2010	Dance Class for Bon Odori 1	77
56	07.09.2010	DVD Show 6	10
57	09.09.2010	DVD (Repeat)	7
58	11.09.2010	Dance Class for Bon Odori Festival 2	81
59	11.09.2010	Drum Class	7
60	14.09.2010	DVD Show 7	7
61	16.09.2010	JOCV Special Class 1	10
62	16.09.2010	DVD Show (Repeat)	5
63	17.09.2010	JOCV Special Class 2	10
64	18.09.2010	Drum Class for Bon Odori Festival 9	5
65	18.09.2010	Dance Class for bon Odori Festival 3	79
66	20.09.2010	JOCV Special Class 3	9
67	21.09.2010	JOCV Special Class 4	11
68	21.09.2010	DVD Show 8	10
69	22.09.2010	JOCV Special Class 5	11
70	23.09.2010	JOCV Speciall Class 6	11
71	23.09.2010	DVD Show (Repeat)	10
72	28.09.2010	DVD Show 9	6
73	30.09.2010	DVD Show (Repeat)	5
74	30.09.2010	JOCV Khmer Language Course 1	14
75	01.10.2010	JOCV Khmer Language Course Study Tour 2	14
76	02.10.2010	Dance for Bon Odori Festival	60
77	02.10.2010	Drum Class for Bon Odori Festival	5
78	04.10.2010	JOCV Khmer Language Course 3	14
79	05.10.2010	JOCV Khmer Language Course 4	14
80	06.10.2010	JOCV Khmer Language Course 5	14
81	06.10.2010	Yukata wearing for Staff	6
82	12.10.2010	JOCV Khmer Language Course 6	14
83	12.10.2010	DVD Show 10	10
84	13.10.2010	JOCV Khmer Language Course 7	13
85	14.10.2010	JOCV Khmer Language Course 8	13
86	14.10.2010	DVD Show (Repeat)	8
87	15.10.2010	JOCV Khmer Language Course Study Tour 9	14
88	16.10.2010	Dance and Yukata wearing for Volunteer	40
89	16.10.2010	Drum Class for Bon Odori Festival	5
90	17.10.2010	Bon Odori Festival	2000
91	18.10.2010	JOCV Khmer Language Course 10	14
92	19.10.2010	JOCV Khmer Language Course 11	14
93	19.10.2010	DVD Show	5
94	20.10.2010	JOCV Khmer Language Course 12	14
95	21.10.2010	DVD Show (Repeat)	5
96	23.10.2010	Asia International Film and Vedio Festival Selection	350
97	13.11.2010	University Fair 2010	800
98	18.11.2010	JENESYS Program	20
99	30.11.2010	JENESYS Program	12
100	30.11.2010	Japanese Music Concert and Japaneses workshop	300
101	16.12.2010	Outreach Concert at Wat Phnom High school	70
102	17.12.2010	Outreach Concert and Japanese song Workshop at RUFA	50
103	18.12.2010	Friendship Concert 2010	300
104	11.01.2011	JOCV Khmer Language Course 1	7

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105	12.01.2011	JOCV Khmer Language Course Study Tour 2	7
106	13.01.2011	JOCV Khmer Language Course 3	7
107	14.01.2011	JOCV Khmer Language Course 4	7
108	17.01.2011	JOCV Khmer Language Course 5	6
109	18.01.2011	JOCV Khmer Language Course 6	6
110	19.01.2011	JOCV Khmer Language Course 7	6
111	20.01.2011	JOCV Khmer Language Course 8	6
112	21.01.2011	JOCV Khmer Language Course study Tour 9	6
113	24.01.2011	JOCV Khmer Language Course 10	6
114	25.01.2011	JOCV Khmer Language Course 11	6
115	26.01.2011	JOCV Khmer Language Course 12	7
116	05.02.2011	Movie Show	100
117	08-28.02.2011	Photo Contest Exhibition	800
118	19.02.2011	Photo Contest Awarding Ceremony	33
119	19.02.2011	Ikebana Demonstration	100
120	19/20.02.2011	Mochitsuki	200
121	20.02.2011	Clarinet Concert by Cambodian Student	100
122	20.02.2011	Sokea's Group Show	200
123	21.02.2011	Science Experiment Show	200
124	13.03.2011	NODOJIMAN Singing Contest	300
125	29.03.2011	JOCV Khmer Language Course 1	9
126	30.03.2011	JOCV Khmer Language Course study tour 2	9
127	31.03.2011	JOCV Khmer Language Course 3	9
Total CJCC Events:			26
Total Participants:			2955
Co-organized Program:			17
Total Participants Co-organizd program			5214
Total Number of Activities			43
Total Participants			8169

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JFY2011

No	Date	Event Name	Participants
1	11-22/04/11	Khmer New Year Display	500
2	11-22/04/11	Sakura Display	750
3	25/04-09/05/11	Koinobori Display	500
4	2011/3/5	MEXT Scholarship Display	1900
5	2011/6/5	MEXT Scholarship Explanatory Program	250
6	10-23/5/2011	Royal Ploughing Ceremony Display	350
7	28/05/11-12/06/11	Photo Display of Japanese Victims	1800
8	28/05/11	Origami Class	9
9	29/05/11	Charity Concert	230
10	22/06/11	JOCV Class	6
11	23/06/11	JOCV Class	6
12	24/06/11	JOCV Class	6
13	27/06/11	JOCV Class	6
14	28/06/11	JOCV Class	5
15	29/06/11	JOCV Class	6
16	30/06/11	JOCV Class	6
17	01/07/11	JOCV Class	4
18	04/07/11	JOCV Class	5
19	05/07/11	JOCV Class	6
20	06/07/11	JOCV Class	6
21	07/07/11	JOCV Class	5
22	2011/2/7	Tanabata Event	200
23	2-11/7/2011	Tanabata Display	350
24	28/7/2011	JICA Yokohama Study Tour	31
25	25/07-12/08/2011	Display Japanese summer	750
26	12/08-30/09/2011	Obon display&Pchum ben Display	
27	24/08/2011	Hosei University Study Tour	32
28	27/08/2011	Ikebana Class	30
29	27-30/08/2011	Ikebana Display	150
		Total CJCC Events:	10
		Total Participants:	907
		Co-organized Program:	3
		Total Participants Co-organizd program	780
		Total Number of Activities	13
		Total Participants	1687

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ANNEX 6-2: Number of Visitors at CJCC Library

<JFY2009>	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	TOTAL
Cambodian	789	988	1,417	1,459	1,278	760	1,205	961	999	751	830	947	12,384
Japanese	68	87	80	108	94	95	108	108	91	49	78	102	1,068
Other Foreigners	356	413	366	403	341	227	275	250	173	186	122	125	3,237
TOTAL	1,213	1,488	1,863	1,970	1,713	1,082	1,588	1,319	1,263	986	1,030	1,174	16,689

<JFY2010>	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	TOTAL
Cambodian	806	1,021	1,278	1,299	1,057	929	756	693	823	844	691	737	10,934
Japanese	82	74	69	73	118	85	107	106	136	140	93	97	1,180
Other Foreigners	213	288	489	486	545	356	333	299	328	290	182	286	4,095
TOTAL	1,101	1,383	1,836	1,858	1,720	1,370	1,196	1,098	1,287	1,274	966	1,120	16,209

<JFY2011>	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	TOTAL
Cambodian	536	803	1,030										2,369
Japanese	105	122	114										341
Other Foreigners	259	287	236										782
TOTAL	900	1,212	1,380	0	0	0	0	0	0	0	0	0	3,492

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ANNEX 6-3: Number of Publicity for CJCC Activities

No	Date	Title/ Content	Name of Media	Field/ Category
«CJCC Report of Media»				
<JFY2009>				
1	6/9	Interior Design and Decoration: Special Kitchen Design	Cambodia Daily News	BTD
2	6/15	Interior Design and Decoration: Special Kitchen Design	Cambodia Daily News	BTD
3	6/22	Leadership Foundation: Learn to be a leader	Cambodia Daily News	BTD
4	7/20	Entrepreneurship Course	Cambodia Daily News	BTD
5	7/27	Business Seminar On: Open and Manage Your Own Restaurant	Cambodia Daily News	BTD
6	End of July	Japanese Language Course	Kohsantepheap Daily News	JCD
7	1st week of August	Japanese Language Course	Kohsantepheap Daily News	JCD
8	8/3	Business seminar on Crafting Business Strategy	Cambodia Daily News	BTD
9	8/3	TOT: How to analyze and write case study	Cambodia Daily News	BTD
10	8/3	How smart CEOs Rationalize Business Strategy	Cambodia Daily News	BTD
11	8/11	TOT: How to analyze and write case study	Cambodia Daily News	BTD
12	8/11	Crafting Business Strategy	Cambodia Daily News	BTD
13	8/18	Business seminar on SMEs business start up in tough economic times- Marketing and networking for small enterprise	Cambodia Daily News	BTD
14	8/26	Management Training Opportunity	Cambodia Daily News	BTD
15	8/31	Business statistics for decision making	Cambodia Daily News	BTD
16	9/4	Business statistics for decision making	Cambodia Daily News	BTD
17	9/7	Management Training Opportunity	Cambodia Daily News	BTD
18	9/26	Interview CJCC director on FM102h	FM102	Radio
19	9/28	Monotsukuri Speech Contest on 27 Sept-2009	TVK	TV
20	9/29	Monotsukuri Speech Contest on 27 Sept-2009	CTN	TV
21	10/4	Study in Japan Fair 2009 on 03-Oct-2009	TVK	TV
22	10/5	Study in Japan Fair 2009 on 03-Oct-2009	BAYON TV	TV
23	10/5	Study in Japan Fair 2009 on 03-Oct-2009	CTN	TV
24	10/7	Special Management Disgnosis and Technical Instruction Service	Cambodia Daily News	BTD

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25	10/7	Business Study Tour: Kuala Lumpur, Malaysia	Cambodia Daily News	BTD
26	10/20	Consumer Marketing and Industrial Marketing	Cambodia Daily News	BTD
27	10/30	Special workshop: energy saving and CO2 reduction technologies	Cambodia Daily News	BTD
28	12/2	Forthcoming trainign course 2009-2010	Cambodia Daily News	BTD
29	12/3	Corporate and financial analysis: advance credit analysis for bankers	Cambodia Daily News	BTD
30	12/7	Corporate and financial analysis: advance credit analysis for bankers	Cambodia Daily News	BTD
31	12/7	Financial management " corporate finance for sustainable growth"	Cambodia Daily News	BTD
32	12/14	Business seminar on Lehman shock and sub-prime loan " The financial KATRINA"	Cambodia Daily News	BTD
33	12/21	Friendship Concert 2009, on 19-Dec-2009	TVK	TV
34	12/21	Friendship Concert 2009, on 19-Dec-2009	CTN	TV
35	12/29	The potential of Agro and food processing business in Cambodia	Cambodia Daily News	BTD
36	1/11	Building a powerful professional selling skills	Cambodia Daily News	BTD
37	1/11	Seminar on Building a powerful professional selling skills	Cambodia Daily News	BTD
38	1/11	Stepping stones towards overcoming the economic crisis for Cambodian	Cambodia Daily News	BTD
39	1/20	Management Improvement Techniques	Cambodia Daily News	BTD
40	1/20	Building a powerful professional selling skills	Cambodia Daily News	BTD
41	1/26	Basic corporate and financial analysis: credit analysis for bankers and financial officers	Cambodia Daily News	BTD
42	4th Week of January	Japanese Language Course	Kohsantepheap Daily News	JCD
43	1st week of February	Japanese Language Course	Kohsantepheap Daily News	JCD
44	2/19	The 5th CJCC Festival-Science experiment Show	TVK	TV
45	2/21	The 5th CJCC Festival-Japanese Speech Contest	TVK	TV
46	2/21	The 5th CJCC Festival-Japanese Speech Contest	CTN	TVK
47	3/2	Seminar on After sales service	Cambodia Daily News	BTD
48	3/10	The Cambodian garment industry in the global value chain: upgrading for a sustainable, dynamic, and competitive industry	Cambodia Daily News	BTD
49	3/16	Traditional craft design: towards new market	Cambodia Daily News	BTD
50	3/16	Redefining your product packaging and design	Cambodia Daily News	BTD
<JFY2010>				
51	7/12	Entrepreneurship Course	Cambodia Daily News	BTD

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52	7/12	Seminar on Restaurant	Cambodia Daily News	BTD
53	7/12	Entrepreneurship Course	Kohsantepheap Daily News	BTD
54	7/20	Entrepreneurship Course	Cambodia Daily News	BTD
55	7/26	Corporate Management Course	Cambodia Daily News	BTD
56	7/26	Intensive Course on Biz Strategy	Cambodia Daily News	BTD
57	7/27	Corporate Management Course	Kohsantepheap Daily News	BTD
58	7/27	Intensive Course on Tourism	Cambodia Daily News	BTD
59	End of July	Japanese Language Course	Kohsantepheap Daily News	JCD
60	1st week of August	Japanese Language Course	Kohsantepheap Daily News	JCD
61	8/2	Intensive Course on Biz Strategy	Cambodia Daily News	BTD
62	8/2	Intensive Course on Tourism	Cambodia Daily News	BTD
63	8/5	Intensive Course on Biz Strategy	Cambodia Daily News	BTD
64	8/5	Intensive Course on Tourism	Cambodia Daily News	BTD
65	8/2	Seminar on on Tourism	Cambodia Daily News	BTD
66	8/9	Seminar on Tourism	Cambodia Daily News	BTD
67	8/9	Corporate Management Course	Cambodia Daily News	BTD
68	8/9	Consulting Services	Cambodia Daily News	BTD
69	8/16	Corporate Management Course	Cambodia Daily News	BTD
70	8/23	Intensive Course Packaging Design	Cambodia Daily News	BTD
71	8/23	Intensive Course International Trade	Cambodia Daily News	BTD
72	8/30	Intensive Course Packaging Design	Cambodia Daily News	BTD
73	8/30	Intensive Course International Trade	Cambodia Daily News	BTD
74	8/30	Intensive Course on Logistic	Cambodia Daily News	BTD
75	9/6	Exhibition on Craft Design	Cambodia Daily News	BTD
76	9/8	Intensive Course on Logistic	Cambodia Daily News	BTD
77	9/13	Seminar on Logistic	Cambodia Daily News	BTD
78	10/18	Intensive Course on Message Creation	Cambodia Daily News	BTD
79	11/2	Intensive Course on Message Creation	Cambodia Daily News	BTD

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80	11/2	Intensive Course on Agro-Biz	Cambodia Daily News	BTD
81	11/8	Intensive Course on Agro-Biz	Cambodia Daily News	BTD
82	11/15	Intensive Course on Statistics	Cambodia Daily News	BTD
83	11/29	Intensive Course on Statistics	Cambodia Daily News	BTD
84	11/29	Intensive Course on TQM	Cambodia Daily News	BTD
85	11/29	Seminar on PDCA	Cambodia Daily News	BTD
86	11/29	Business Study Tour	Cambodia Daily News	BTD
87	12/6	Corporate Management Course	Cambodia Daily News	BTD
88	1/3	Seminar on Roles & Responsibilities	Cambodia Daily News	BTD
89	1/6	Intensive Course on Sell Skills	Cambodia Daily News	BTD
<JFY2011>				
90	5/9	Effective Customer Service	Cambodia Daily News	BTD
91	5/9	Marketing Strategies	Cambodia Daily News	BTD
92	5/12	Job Ads: Administrative Supervisor	Koh Santepheap	ADD
93	5/18	Job Ads: Administrative Supervisor	Cambodia Daily	ADD
94	5/18	Marketing Strategies	Cambodia Daily News	BTD
95	5/23	Managing Yourself	Cambodia Daily News	BTD
96	6/6	Supercharge Your Sales and Revenue	Cambodia Daily News	BTD
97	6/8	Introduction to Project Management	Cambodia Daily News	BTD
98	6/28	Competitive Edge through Customer Service beyond Excellence	Cambodia Daily News	BTD
99	6/30	Pre-Japanese Language Test Professioncy Class	Koh Santepheap	JCD
100	7/7	HondaYES Award 2011	Koh Santepheap	EPU
101	7/7	HondaYES Award 2011	Cambodia Daily	EPU
102	7/12	Entrepreneurship Course	Cambodia Daily News	BTD
103	7/13	Corporate Management Course	Cambodia Daily News	BTD
104	7/13	Pre-Japanese Language Test Professioncy Class	Koh Santepheap	JCD
105	Jul 15-Aug 15	EM & CM	Cambodia Daily News	BTD
106	7/18	Entrepreneurship Course	Cambodia Daily News	BTD

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107	7/18	Seminar on Entrepreneur Myth	Cambodia Daily News	BTD
108	7/18	Corporate Management Course	Cambodia Daily News	BTD
109	7/25	Entrepreneurship Course	Cambodia Daily News	BTD
110	7/25	Corporate Management Course	Cambodia Daily News	BTD
111	7/28	Entrepreneurship Course	Cambodia Daily News	BTD
112	7/28	Corporate Management Course	Cambodia Daily News	BTD
113	8/1	Corporate Management Issues and Points	Cambodia Daily News	BTD
114	8/2	Entrepreneurship Course	Cambodia Daily News	BTD
115	8/3	Corporate Management Issues and Points	Cambodia Daily News	BTD
116	8/9	Leadership and HRM	Cambodia Daily News	BTD

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ANNEX 7: Report of CJCC Income and Expense

[Income]

Field / JFY	2003	2004	2005	2006	2007	2008	2009	2010	2011 (As of June 30)	TOTAL
Human Resource Development Course	0.00	0.00	9,130.74	13,974.77	21,585.00	40,350.55	43,784.37	35,179.33	10,762.00	174,766.76
Japanese Language Course	0.00	1,035.73	6,764.92	29,422.04	22,138.80	22,886.71	22,947.06	25,515.68	384	131,094.94
Exchange Program	0.00	0.00	8.00	264.85	198.19	4,613.38	6,715.53	30,915.54	3,491.84	46,207.33
Library	0.00	0.00	1.45	1,074.84	2,414.82	2,986.10	2,629.18	2,081.42	285.05	11,472.86
Rental (Facilities)	0.00	0.00	1,988.00	14,662.00	18,524.50	25,856.28	33,009.05	34,826.90	5,799.25	134,665.98
Rental (Equipment)	0.00	0.00	161.00	1,203.00	429.50	1,588.00	1,728.50	2,292.00	645	8,047.00
Rental (JICA-Net)	0.00	0.00	0.00	0.00	4,977.50	6,242.50	6,957.50	5,692.50	192.5	24,062.50
Membership Fee	0.00	0.00	0.00	1,742.63	2,962.89	3,853.45	3,482.78	2,970.00	827	15,838.75
Others	0.00	0.00	149.88	1,283.41	2,173.04	10,039.67	21,550.51	18,052.90	1,304.14	54,553.55
TOTAL	0.00	1,035.73	18,203.99	63,627.54	75,404.24	118,416.64	142,804.48	157,526.27	23,690.78	600,709.67

[Expense]

Field / JFY	2003	2004	2005	2006	2007	2008	2009	2010	2011	TOTAL
Expenses	0.00	5.00	2,640.74	3,271.48	9,965.00	60,311.22	52,744.92	79,928.38	25,500.68	234,367.42

[Balance of Incom/Expenditure]

Field / JFY	2003	2004	2005	2006	2007	2008	2009	2010	2011
Balance	0.00	1,030.73	16,593.98	76,950.04	142,389.28	200,494.70	290,554.26	368,152.15	366,342.25

[The Ratio of the Center's Local Expenditure Covered by the Center's Own Income]

Rate / JFY	2003	2004	2005	2006	2007	2008	2009	2010	2011
Ratio (%)	0.0	0.5	15.9	4.3	7.0	30.1	18.2	21.7	7.0

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ANNEX 8: Evaluation Grid: Cambodia-Japan Cooperation Center (Phase II) Project

Evaluation Criteria	Evaluation Questions		Data needed/Data source	Evaluation results
	Main questions	Sub-questions (Indicators)		
Extent to which Output 1 is achieved. Management of CJCC is further strengthened to be a sustainable service-providing organization.		1-1 Chart that describes decision-making procedures/system, function of each position and responsibility sharing among managers and sections is formulated and improved every year.	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> The Project developed the paper "Reorganization and Alignment", which describes decision-making procedures/system, function and responsibility of each department and shared among the Project members (both Cambodian and Japanese sides). Operation and management system, such as job description, accounting system, salary policy, was established and shared among the Project members.
		1-2 An integrated mid-term strategic management plan is formulated and revised regularly.	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> Strategic Plan 2011-2012 was formulated in July 2011, through 4 workshops among the Project members. The Strategic Plan is planned to be revised every year.
		1-3 Formulated annual management plan becomes more detailed and integrated every year.	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> The Strategic Plan is planned to be revised every year.
		1-4 Training program for CJCC managers/staff is constantly implemented with a satisfaction of participants.	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> The training plan for the Cambodian staff members was formulated in April 2011. The managers, supervisors, and staff members are trained by the Japanese experts through OJT.
		1-5 Concrete collaboration programs with various organizations increases every year.	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> Some programs are organized through collaboration with other organizations. For example, the CJCC have discussion with the National University of Management (NUM) and Royal University of Law and Economics (RULE) in organizing business courses and Japanese courses. Some of exchange programs are organized in collaboration with the Japanese Embassy. CJCC offered a venue for Bon-odori festival organized by the Japan Business Association in Cambodia. CJCC is planning to organize a master degree's program in business administration at Royal University of Phnom Penh (RUPP).
		1-6 Frequency and contents of Managing Committee meetings	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> Managing Committee (MC) is supposed to be held once or twice a year upon necessity. So far, MC was held twice, in January 2010 and April 2011. At MC, the progress of the Project is reviewed, and necessary measures to implement the Project is discussed and shared among stakeholders, including other organizations such as NUM and RULE.
		1-7 All stages of CJCC planning and management are implemented by the counterpart's initiative.	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> Planning and management on a daily basis are properly implemented among the Cambodian managers, supervisors and staff members. It is still difficult for them to formulate a long-term strategic plan, including needs analysis, only on their own.

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Evaluation Criteria	Evaluation Questions		Data needed:/Data source	Evaluation results
	Main questions	Sub-questions (Indicators)		
<p>Extent to which Output 2 is achieved.</p> <p>(1) Human Resource Development Course further contributing to private sector is implemented.</p> <p>(2) Management and implementation of Human Resource Development Course is strengthened with</p>		1-8 30% of the Center's local expenditure is covered by the Center's own income in 2014 based on the formulated mid-term plan.	Project reports, Questionnaire, Interview	•The share of the Center's own income in the total expenditures is 22.5% in 2008 Japanese Fiscal Year (JFY), 34.5% in JFY 2009, and 45.4% in 2010, respectively.
		1-9 Frequency and contents of sharing information by utilization of CJCC database	Project reports, Questionnaire, Interview	•The records of staff meetings are stored in the server installed in the Project office and shared among CJCC members. Other necessary informations are also saved in the server for all the staff members to share. However, it is sometimes difficult to find out necessary data.
		Are there any other achievements resulted from activities of Output 1?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> •The management capacity of Cambodian members is improved. The Cambodian managers, supervisors and staff members are able to implement their daily duties appropriately. They can also teach the management know-how to other members when new members joins CJCC. •The introduction of staff meeting provides CJCC members a opportunity to review the progress of the Project, discuss various issues, and formulate solutions •As a part of establishing an overall management system, CJCC is strengthening collaboration with equivalent Centers in other countries, i.e., Vietnam-Japan Human Resources Cooperation Center. Conference among Centers in Cambodia, Vietnam, and the Lao Republic was held. •CJCC has saved a considerable part of its income as "pool fund".
		2-1 An integrated mid-term strategic management plan for HRD Course is formulated and revised regularly.	Project reports, Questionnaire, Interview	•Strategic Plan 2011-2012 was formulated, which includes the mid-term strategic management plan for HRD (Business Training) Course.
		2-2 Number and contents of implemented courses	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> •A total of 61 courses were held in 2009 and 59 courses were held in total in 2010 and 2011 combined. For the details, see ANNEX 4. •CJCC has offered courses focused on practical issues, including visits to private corporations.
		2-3 Number of course participants	Project reports	•There are 2076 participants in 2009 and 1828 participants in total in 2010 and 2011. For the details, see ANNEX 4.
		2-4 Degree of participant's satisfaction	Project reports, Questionnaire, Interview	•Evaluation questionnaire conducted after each course reveals that the majority of the participants are satisfied with the course. Participants interviewed during the Mid-term review also highly evaluated the course. Quite a few participants attended other courses offered by CJCC later.
		2-5 Number of developed trainers at TOT course	Project reports	•Seven TOT courses were held in 2009 and there were 47 participants. In 2010, two TOT courses were held with participation of 27 persons.
		2-6 Number and level of registered trainers of HRD Course on CJCC database	Project reports, Questionnaire, Interview	•Six of the participants of the above TOT courses are expected to conduct courses at CJCC.
		2-7 Number and contents of registered graduates from HRD Course on CJCC database	Project reports	•In 2010 and 2011, a total of 1795 out of registered participants of 1828 completed the courses.

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Evaluation Criteria	Evaluation Questions		Data needed;/Data source	Evaluation results	
	Main questions	Sub-questions (Indicators)			
1. Project Achievements	Extent to which Outputs are produced	Course is strengthened with more initiatives and utilization of local resources.	2-8 Number and contents of networking activities	Project reports	<ul style="list-style-type: none"> • There are various networking activities. Examples are; <ul style="list-style-type: none"> - One Expert and CP participated in Cambodia Young Entrepreneurs Networking Seminar to review business needs and CJCC activity planning. (Oct. 2009) - Breakfast meeting was held for participants of business tour. (Feb. 2010) - CJCC participated in Young Entrepreneurs Association of Cambodia to strengthen collaboration. (Apr. 2011) • Alumni meeting is held once a year among the graduates of the Business Course.
		2-9 The share of teaching time by local trainers exceeds 50% of the total in 2014.	Project reports	<ul style="list-style-type: none"> • More than half lectures in entrepreneurship courses can be conducted by Cambodian lecturers. It should be noted, however, that it is necessary to consider the appropriate share of local lecturers, as Japanese management is one of the features of the Business Course. 	
		2-10 Most of the planning and management function is implemented by local staff in 2014.	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> • The Cambodian CJCC members can conduct lectures and daily administrative works appropriately although it is difficult for them to formulate a course design and/or strategic management plan. 	
		Are there any other achievements resulted from activities of Output 2?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> • CJCC offers support in recruitment to Japanese corporations. • The Alumni meeting functions as an opportunity for ex-participants to expand business networking. 	
	Extent to which Output 3 is achieved. (1) High-quality Japanese language courses are implemented, which complements needs and activities of other Japanese educational institutions. (2) Management system with local resources is strengthened.	3-1 An integrated mid-term strategic management plan for Japanese Language Course is formulated and revised	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> • Strategic Plan 2011-2012 was formulated, which includes the mid-term strategic management plan for Japanese Language Course. 	
		3-2 Number and contents of implemented courses	Project reports	<ul style="list-style-type: none"> • A total of 30 courses were conducted as Training Course, 13 courses as Special Course, and 8 as seminar/workshop, respectively. For the details, see ANNEX 5. 	
		3-3 Number of course participants	Project reports	<ul style="list-style-type: none"> • There were 619 participants in total for Training Course, 287 for Special Course, and 570 for seminar/workshop, respectively. For the details, see ANNEX 5. • Not many graduates of basic level advance to higher courses. 	
		3-4 Degree of participant's satisfaction	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> • According to questionnaire and interview conducted during the Mid-term Review, participants are satisfied with the course. • The special training course tailored for a Japanese corporation in Phnom Penh is highly evaluated both by the corporate executive and by the participants. • Some graduates expect CJCC to offer a course where they can learn Japanese business manner. 	
		3-5 Number of developed Japanese Language Teachers at TOT course	Project reports	<ul style="list-style-type: none"> • Two Cambodian CPs currently conduct courses without major problem. • There was only one applicant for TOT course in 2011 and the course has not been conducted yet. 	
		3-6 Number and share of participants who passed Japanese Language Proficiency Test	Project reports	<ul style="list-style-type: none"> • The results of the Japanese Language Proficiency Test is not open to public. • It is, therefore, recommendable to eliminate this Indicator. 	

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Evaluation Criteria	Evaluation Questions		Data needed/Data source	Evaluation results	
	Main questions	Sub-questions (Indicators)			
<p>Extent to which Output 4 is achieved. Function to provide and to facilitate services of exchange activities and information between Cambodia and Japan is strengthened.</p>		3-7 Number and level of registered graduates from Japanese Language Course on CJCC database	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> In Training Course, 203 out of applicable 453 graduated. In Special Course, 253 out of 287 graduated. There are some basic course graduates who do not have expected proficiency level. 	
		3-8 Number and contents of networking activities	Project reports	<ul style="list-style-type: none"> Meeting for Japanese teachers is held four times a year. A seminar was held in Siem Reap 	
		3-9 Most of the planning and management function is implemented by local staff in 2014.	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> Courses are appropriately managed by the Cambodian staff. The Cambodian lecturers at CJCC are now able to conduct a course up to intermediate level without major problem although it is still difficult for them to formulate a course design. 	
		Are there any other achievements resulted from activities of Output 3?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> CJCC is planning to expand courses requested by corporations on a contract basis. Currently one graduate is conducting a lecture at CJCC. 	
			4-1 An integrated mid-term strategic management plan for provision and facilitation of various services and information is formulated and revised regularly.	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> Strategic Plan 2011-2012 was formulated, which includes the mid-term strategic management plan for Exchange Programs.
			4-2 Number of both provided and facilitated events and information services	Project reports	<ul style="list-style-type: none"> A total of 63 events were held in 2009, 43 events in 2010, and 13 in 2011 (as of June), respectively. For the details, see ANNEX 6-1.
			4-3 Number of participants for provided events and services	Project reports	<ul style="list-style-type: none"> There were 15541 participants in total in the events in 2009, 8169 participants in 2010, and 1687 in 2011 (as of June) respectively. For the details, see ANNEX 6-1. A total of 36,390 people visited the library. Some library users do not renew membership after the membership period expires. Therefore, CJCC reduced the membership fee in June 2011.
			4-4 Degree of participant's satisfaction for provided events and services	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> Most events are popular and well accepted among visitors and participants. Flower arrangement class and Bon-odori can be enjoyable for those who do not understand Japanese. Tickets for Bon-odori sell so well that it is sometimes difficult to obtain the ticket.
			4-5 Number and contents of registered CJCC members and partners on CJCC database	Project reports	<ul style="list-style-type: none"> The total number of CJCC library membership is 2624 in aggregation as of August 2011. Currently 449 persons are registered as CJCC membership.
			4-6 Number and contents of networking activities	Project reports	<ul style="list-style-type: none"> CJCC offers outreach activities such as Origami class.
			4-7 Number of inquiries and requests for event organization from outside	Project reports	<ul style="list-style-type: none"> This data is not collected by the Project currently. CJCC offers halls for rent for various events for other organizations.
			4-8 Number and contents of developed multimedia products for public relations and information provision	Project reports	<ul style="list-style-type: none"> CJCC offered radio program called "Ogenkidesuka" in 2009, offers publicity topics for newspapers and is planning to present TV programs.

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Evaluation Criteria	Evaluation Questions		Data needed:/Data source	Evaluation results
	Main questions	Sub-questions (Indicators)		
		4-9 Most of the planning and management function is implemented by local staff in 2014.	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> •Planning and management is appropriately done by the Cambodian CPs on a daily basis. •Some exchange programs such as Origami and cooking can be taught by the Cambodian CPs. •It is still necessary to further develop capacity for the CPs for a long-term planning and strategy formulation. •For communication and networking with Japanese embassy, the role of Japanese experts and/or coordinator is necessary.
		Are there any other achievements resulted from activities of Output 4?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> •CJCC is actively promoting collaboration with Japanese universities and other private organizations as well as offering information services for students who want to go to Japan to study.
Extent to which Activities are completed	Achievement level of activities	Is project being implemented as planned?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> •A majority of the Cambodian members left their position in the first half of 2010 and the Japanese Chief Advisor was not dispatched for eight months after the completion of the dispatch of the second Chief Advisor. This affected the smooth implementation of the Project. •Since the beginning of 2011, the Project implemented many innovative reforms including the introduction of staff meeting, clarification of job description, and renovation of the office space. This promotes the smooth implementation of the Project.
	Hindering factors	Are there any hindering factors against project implementation?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> •Resignation of CPs and staff members of CJCC in 2010 •Delay of dispatch of the third Chief Advisor •The Cambodian side was not familiar with the Japanese procedures and sometimes they feel difficulties in processing their procedural work. •Salary policy was revised and shared among CJCC members.
	Mitigation measures	Has the project taken any mitigation measures to solve the problem?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> •The Project is introducing reforms in implementation and management of the Project. Examples are; staff meeting, establishment committees such as 5S Committee and Public relations/Advertisement Committee, drafting of job description, review of salary policy, layout of office space, installing a common room called "Y-gaya room".
Extent to which Inputs are utilized	Inputs levels and achievement	Cambodian side	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> • The Ministry of Education, Youth, and Science (MoEYS) assigns CPs (Director and Managers). • A majority of CPs and staff members left their position in the first half of 2010. • CPs for Mangers in Administration and Exchange Program are not assigned currently. • RUPP bears the salary of Managers. MoEYS bears salary for Director. • RUPP bears the electricity charge and salary of security staff within the budget of the university. • RUPP offers space for the Center.
		* Are C/P being assigned as planned?		
		* Are budget and materials being provided as planned?		
		* Are land, building and other facilities offered as planned?		
		Japanese side		

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Evaluation Criteria	Evaluation Questions		Data needed;/Data source	Evaluation results	
	Main questions	Sub-questions (Indicators)			
			* Are experts dispatched as scheduled?	Interview	<ul style="list-style-type: none"> • Chief Advisor was not dispatched for eight months. • Dispatch of Expert in exchange program was completed in June 2011. • One staff member was dispatched for JICA's group training on productivity management. • The Director assigned in the beginning of 2011 was dispatched to Japan for training for a week held in JICA headquarter. • Equipment is provided as planned so far. • Local cost support is implemented as planned so far.
			* Is C/P training conducted in Japan as planned?		
			* Is equipment supplied as planned?		
			* Is local cost born as planned?		
2. Project implementation process	Project management system	Project management system	Is project management system functioning appropriately?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> • The function of the Managing Committee (MC) was strengthened to respond to issues arising through activities. The results of MC is shared among CJCC members. • The number of department of CJCC was reduced from seven to four in April 2011 to streamline and strengthen the project implementation and customer service. • The new management system such as staff meeting and committees introduced since April 2011 is being established gradually. • All the CJCC members attend the staff meeting every Monday morning to review and discuss the Project progress. The summary of activities of each Department is compiled in a paper and saved in the Project server to be shared with all the CJCC members. • The Project compiled Activity and Performance Report as a result of monitoring. • In the beginning of the Project period, CJCC staff members did not know much about PDM. In the beginning of JFY 2011, the concept of PDM was explained by the Japanese Expert and shared among CJCC members. CJCC members had a review of PDM to revise it before the Mid-term Review.
		Monitoring process	How are the stakeholders monitoring its activities? How is the project team utilizing PDM?		
	Technical transfer	Communication among project team	How Japanese experts are transferring their knowledge and techniques to the Cambodian C/Ps?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> • Training plan for CPs was formulated in April 2011. • The capacity of CJCC CPs and staff members is strengthened through OJT with the support of Japanese Experts. In addition, CJCC CPs and staff members are provided with opportunities of training. They participate in courses provided by CJCC when necessary. • Workshop to formulate the Strategic Plan and committees such as SS and PR/AD, serve as opportunities for capacity development of the Cambodian CPs and staff members. • Technical training for planning strategy was held for two days in July 2011 via TV conference system together with the staff at all the other Japan Centers supported by JICA. • Technical transfer is being implemented in a way to fully respect the initiative and potential of the Cambodian members.
	C/Ps' recognition of the project	C/P's ownership of the project	How RUPP is involved in the project's decision-making?	Project reports, Questionnaire, Interview	• RUPP is a member of MC and gives support and advice when necessary.
			How MoEYS is involved in the project?		<ul style="list-style-type: none"> • MoEYS is a member of MC and gives support and advice when necessary. • MoEYS assigns CPs.

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Evaluation Criteria	Evaluation Questions		Data needed/Data source	Evaluation results	
	Main questions	Sub-questions (Indicators)			
Recognition and participation of the target group in the project		What are the constraints for CPs to have full ownership of the project, if any?		<ul style="list-style-type: none"> Some CPs and staff members are not fully confident in capabilities in implementing their task. 	
	Involvement of the target group or beneficiaries in the project	How is the target group (people in private sector, educational field and government) involved in the project?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> They receive benefit from training and enjoy exchange programs. 	
How is the recognition toward the project by the target group?		Project reports and questionnaire, Interview	<ul style="list-style-type: none"> CJCC is well known among Cambodian people who have interest in Japan, Japanese, and business with Japanese corporation in Phnom Penh. CJCC is also quite well known among Japanese learners in Siem Reap as CJCC held a seminar on Japanese language there. Exchange programs are popular in Phnom Penh. CJCC is highly evaluated among Japanese and Japanese corporations. 		
3. Relevance	Raison d'être of the project	Consistency with needs of target area and society	Is the project in accordance with the needs of target area and society?	Policy paper, Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> The needs of business management knowledge and skills are quite high in Cambodia, as Cambodian economy is recovering from the global economic crisis in 2008. Investment by Japanese corporations has been increasing since 2008. The survey conducted through the Japanese Foundation shows the decrease in number of Japanese learners, 5431 in 2006 to 2822 in 2009. However, the method of survey is limited and it is currently difficult to precisely estimate the number of Japanese learners.
		Consistency with needs of target group (people in private sector, educational field and government)	Will the target group benefit from the result of the project?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> The most of the participants for business courses and Japanese courses feel that the courses are beneficial for them. The participants of exchange programs enjoy the programs.
	Priority	Consistency with Cambodian development policy	Is the project consistent with Cambodian development policy?	Policy paper, Questionnaire, Interview	<ul style="list-style-type: none"> In the National Strategic Development Plan 2009-1013, private sector development and employment is listed as one of six priority areas. Capacity building and Human Resource Development is also a priority area.
		Consistency with Japanese development policy	Is the project consistent with Japan's policies and priorities in assistance to Cambodia?	Japanese ODA policy paper	<ul style="list-style-type: none"> In Japanese assistance policy towards Cambodia, three priority areas are identified, namely, realization of sustainable economic growth and sustainable society, support for the socially vulnerable, and redressing intra-ASEAN disparities. Sustainable economic growth includes program for promoting private sector development.
	Appropriateness of intervention	Appropriateness of Project Purpose, Outputs and selection of target group	Has the project taken the appropriate planning process?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> CJCC Project Phase II was formulated to further strengthen the capacity of CJCC based on the results of CJCC Phase I. Specific planning process is not well shared among existing CJCC CPs and staff members.
			Is the project appropriately designed to establish CJCC as human resource development and information center?		<ul style="list-style-type: none"> Four components (Outputs) necessary to establish CJCC as human resource development and information center are designed.
Does Japan have comparative advantage to cooperate in this field? If yes, in which specific area?				<ul style="list-style-type: none"> Japan has expertise in management especially in medium- and small-scale business management and entrepreneurship. Japanese style corporate management is also highly evaluated. 	

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Evaluation Criteria	Evaluation Questions		Data needed/Data source	Evaluation results	
	Main questions	Sub-questions (Indicators)			
4. Effectiveness	Achievements of the Project Purpose	Extent to which the Project Purpose is achieved. CJCC becomes the human resource development and information center to promote private sector development in Cambodia.	1) More than 3,000 certificates are issued for the participants of HRD courses (except for seminars)	Project reports	•The Certificate of Business Training Course has been awarded to 2427 participants in total (as of the end of June 2011).
			2) More than 400 certificates are issued for the participants of Japanese Language Courses	Project reports	•The Certificate of Japanese Language Course has been awarded to 336 participants since the beginning of the Project period. Some courses are still under progress and the Certificate will be granted upon completion.
			3) Total number of participants for both provided and facilitated events in the Project period exceeds 100,000.	Project reports	•A total of 25397 persons have participated in exchange programs since the start of Phase II (As of August 2011).
			4) Number and contents of both networking activities and established CJCC database on human resource	Project reports	• Various networking activities are held in Business course, Japanese course, and exchange program and the results of networking activities are compiled in data.
			5) Awareness of CJCC in Phnom Penh increases to more than 35% in 2014.	Project reports, Questionnaire, Interview	• CJCC is well known among Cambodian people who are interested in Japan, Japanese, and Japanese management. It is well known among Japanese corporation operated or interested in Cambodia. • The statistics of actual percentage is not surveyed yet. The Project considers the method to verify this Indicator.
	Factors promoting the achievement of Project Purpose	Are there any promoting factors?	Project reports, Questionnaire, Interview	• Project management system is reformed and being established. • Relations with RUPP is favorable.	
	Factors inhibiting the achievement of Project Purpose	Are there any inhibiting factors? Is yes, what kind of mitigation measures are taken?		• The resignation of Cambodian Cps and staff members. Since the beginning of 2011 various management reforms and new innovations have been introduced.	
	Causality of Outputs and Project Purpose	Sufficiency of Outputs	Are Outputs sufficiently and appropriately designed to achieve Project Purpose?	Project reports, Questionnaire, Interview	•Four components necessary to establish CJCC as human resource development and information center are designed. •The strategic synergy effect of four components is not currently well considered.
			Necessary budget for CJCC secured by MoEYS and RUPP	Project reports, Questionnaire, Interview	•MoEYS assigns CPs with their own budget for salary.
		Sufficiency of Important Assumptions from Output to Project Purpose	Members of Joint Coordinating Committee and Managing Committee will continue their support.	Project reports, Questionnaire, Interview	•MC is held once a year and functions as a venue to promote project implementation. JCC has not been held so far. •This is a matter to be incorporated into the Project, thus, better to be eliminated from Important Assumptions.
Japanese company and Japanese people who live in Cambodia continue their support to CJCC. Cambodia's economic situation is not deteriorated too much.			Project reports, Questionnaire, Interview	•Japanese company and Japanese people in Cambodia show high interest in CJCC. •In 2008 there occurred a global economic crisis, following a sharp decrease in applicants in Business Course in 2009 as companies affected by the crisis did not dispatch employees to the courses. •It is expected, however, that the economy remains stable for foreseeable future.	

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Evaluation Criteria	Evaluation Questions		Data needed/Data source	Evaluation results	
	Main questions	Sub-questions (Indicators)			
		Are there any other Important Assumptions existing in order to achieve Project Purpose?	Project reports, Questionnaire, Interview	• There is increase in number of organizations that offer business courses in Cambodia.	
5. Efficiency	Extent to which Outputs are delivered	Factors promoting the achievement of Outputs	Are there any promoting factors?	Project reports, Questionnaire, Interview	• CPs and staff members have been assigned stably since the beginning of JFY 2011. • Motivation of CPs and staff.
		Factors inhibiting the achievement of Outputs	Are there any inhibiting factors? Is yes, what kind of mitigation measures are taken?		• Lack of communication among CJCC members. Staff meeting was introduced. Office layout was modified so that the Project members can easily communicate. Y-gaya room was opened and utilized for free discussion and chit-chat among all the CJCC members.
	Causality between Inputs and Outputs	Appropriateness of Activities	Are current activities sufficiently designed to produce Outputs?	Project reports, Questionnaire, Interview	• Necessary activities are designed to produce each Output. • Currently activities in combination of four components are not implemented and CJCC members are considering such activities.
		Appropriateness of Inputs	Are Inputs appropriate to produce Outputs?		• Necessary Inputs are planned to produce Outputs. • Good facilities of CJCC are one factor to attract visitors and course participants. • CJCC is considering to further increase the income generated through its own activities.
		Sufficiency of Important Assumptions from Activities to Outputs	Both Joint Coordinating Committee and Managing Committee will be held as planned.	Project reports, Questionnaire, Interview	• MC functions as a venue to review and discuss issues at CJCC • JCC has not been convened so far. JCC is positioned as a venue to confirm the progress of the Project, for major decision-making takes place at MC.
			Are there any other Important Assumptions existing in order to achieve Outputs?	Project reports, Questionnaire, Interview	• One important condition may be stable assignment of CPs. • The Important Assumption described in the current PDM can be a matter controlled by the Project, and, thus, better to be eliminated.
	Timeliness, quality and quantity of Inputs	Appropriateness of Inputs	Are Japanese experts' number, dispatched timing and expertise appropriate?	Project reports, Questionnaire, Interview	• Chief Advisor was not dispatched for eight months. • Apart from the above, Experts with appropriate expertise are dispatched.
			Are the equipment's specification, selection, quantity and delivery timing appropriate?		• Appropriate equipment is provided. • Office layout was modified in 2011. • A part of equipment provided during the period of Phase II got obsolete due to attrition and is currently under procedure of replacement.
			Are C/P training programme's timing, quantity and contents appropriate?		• Four persons in Business course were dispatched to CP training although they are not Project CPs. • One staff member was dispatched JICA's Group Training and the experiences during the training can be applied in daily work. • The business trip of the Director to Japan in the beginning of his term serves as a good opportunity to establish favorable relations.
			Are amount and disbursement timing of local cost appropriate?		• RUPP bears electricity charge and cost for security staff.

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Evaluation Criteria	Evaluation Questions		Data needed/Data source	Evaluation results	
	Main questions	Sub-questions (Indicators)			
		Are there any Inputs not appropriately utilized?		<ul style="list-style-type: none"> The information on four business course participants dispatched to CP training is not clear. All the CPs dispatched to CP training during Phase 1 left their position. Other inputs are utilized appropriately. Library would be better utilized if it contains pop-culture books such as comics, and English book on business management. 	
		Are C/Ps sufficiently and appropriately placed?		<ul style="list-style-type: none"> Currently two manager positions supposed to be filled as Cambodian CP are vacant. The Project is planning to establish management system with existing two Managers and Director. 	
		Are the quality, timeliness and size of the facilities and equipment offered by RUPP appropriate?		<ul style="list-style-type: none"> RUPP offers space for the Center, which is appropriate. 	
6. Impact	Achievement of Overall Goal (expected)	Extent to which Overall goal will be achieved three years after the project termination. CJCC contributes to human resource development to promote economic development in Cambodia and mutual understanding between Cambodia and Japan.	1) The number of CJCC course graduates who work in private sector exceeds 10,000.	Project report	<ul style="list-style-type: none"> Taking the results of 2009 and 2010 into consideration, it is expected that CJCC will produce 10000 graduates in five or six years. It is not certain, however, if all of them find job in private sector.
			2) The numbers of activities, people and information on Exchange Program between the two countries increases every year.	Project report	<ul style="list-style-type: none"> Exchange Program is implemented steadily every year. It is not certain, however, if the numbers of activities, people and informations increase every year as it depends on the nature of activities.
		3) Awareness of CJCC in Phnom Penh and major cities increases to more than 20%.	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> CJCC is well known among those who have interest in Japan in Phnom Penh. It is quite well known in Siem Reap as well after the seminar for Japanese teachers. The statistics on this Indicator is not currently collected. The Project considers how to conduct the survey. 	
	Factors inhibiting the achievement of Overall Goal	Have socio-economic or cultural conditions not been changed?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> The number of participants in Business Course was sharply decreased in 2009, following the influence of global economic crisis in 2008. The increase of Japanese corporation in Cambodia in 2010 may be a promoting factor to expand Business Course participants. It is planned that similar Center by Korean cooperation will be established within RUPP campus. 	
	Causality between Project Purpose and Overall Goal	Appropriateness of project logic	Is there a wide gap between Project Purpose and Overall Goal? Can Overall Goal be achieved within 3 years after project completion?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> The logic from Project Purpose to Overall Goal is appropriate. It is necessary to re-examine the Indicators.
		Sufficiency of Important Assumptions from Project Purpose to Overall Goal	Ministries and agencies of Cambodian government continue their support to CJCC.	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> The policy to promote private sector will continue. The support by MoEYS will be continued at least during the current administration.
		Are there any positive impacts to the human resources in economic development in Cambodia and mutual understanding between Cambodia and Japan?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> According to the survey conducted by the Project, about 40% of Business Course graduates launched their own business. Some Business Course graduates work for organizations such as NGO and government, where they find the knowledge and skill learned at the Course can be applied. 	

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Evaluation Criteria	Evaluation Questions		Data needed/Data source	Evaluation results
	Main questions	Sub-questions (Indicators)		
Extending effects		Are there any positive impacts towards policy, law, system, gender, human rights technology, society, culture and target group?		• After the earthquake in Japan, in March 2011, collaborative event was held at CJCC between Cambodia and Japan, which can be a sign of friendship at grass-root level.
		Are there any negative impacts towards policy, law, system, gender, human rights technology, society, culture and target group?		• None
		Have any measures been taken to mitigate negative impacts?		• NA
Policy sustainability	Policy support	Will policy support from MoEYS towards operation of CJCC continue?	Project reports, Questionnaire, Interview	• The policy to promote private sector and human resource development will continue.
Organizational sustainability	CJCC's organizational capacity	Is CJCC's implementation and coordination capacity improving?	Project reports, Questionnaire, Interview	• The Cambodian managers and staff members are able to implement their duties on a day-to-day basis without major difficulties. • The institutional capacity of CJCC is being strengthened. • It is still difficult to formulate a comprehensive strategy only on the Cambodian side.
		Is CJCC clearly positioned in the organization of RUPP?		• CJCC is considered as equivalent to faculty among people at RUPP. • The Project considers to strengthen the function of CJCC so that it is considered as institute.
Financial sustainability	Stability of CJCC's annual income	How is the transition of CJCC's annual income after the start of CJCC Project Phase 1?	Project reports, Questionnaire, Interview	• The share of the Center's own income in the total expenditures is increasing, 22.5% in 2008 Japanese Fiscal Year (JFY), 34.5% in JFY 2009, and 45.4% in 2010, respectively.
		Is RUPP's budget sufficient to sustain project effects?	Project reports, Questionnaire, Interview	• RUPP is financing a certain cost of CJCC. • It is important that CJCC secure its own income. Rental fee of CJCC halls is important source of income. • CJCC has been accumulating a great majority of its income as "pool fund" since the start of the Project Phase I.
		Is there any specific plan at CJCC, RUPP, and MoEYS to ensure the budget to continuously operate CJCC after the completion of the Project period?	Project reports, Questionnaire, Interview	• The Strategic Plan presents annual implementation plan of each department and unit, including the budget. However, long-term budget plan is not clearly formulated yet. • To increase own income, CJCC is planning to increase courses contracted by corporations and to launch a new business such as cafe operation at CJCC lobby. • As for Japanese Language Course, CJCC considers the collaboration with the Japan Foundation in the future.
		Are C/P stably placed?	Project reports, Questionnaire,	• The assignment of CPs has been stable since the beginning of JFY2011.

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Evaluation Criteria	Evaluation Questions		Data needed:/Data source	Evaluation results	
	Main questions	Sub-questions (Indicators)			
Sustainability	Technical sustainability	Extent to which knowledge and techniques transferred from Japanese experts are fixed and extended to other staff at CJCC and other related stakeholders	Is knowledge and techniques transferred from Japanese experts effectively utilized?	Interview	<ul style="list-style-type: none"> • It is utilized among CPs and staff members. It is still necessary to further develop the capacity of the Cambodian side.
			Will activities supported by the project continue?		<ul style="list-style-type: none"> • CJCC will definitely continue activities supported by the Project. Many courses and exchange programs can be conducted and managed by Cambodian CPs and staff members. However, technical support from Japanese side is still necessary. • The Project considers collaboration with ex-student at Japanese university currently working at the Japanese embassy to facilitate CJCC activities.
			Are facilities and equipment well maintained?		<ul style="list-style-type: none"> • Facilities and equipment are appropriately managed and maintained. One Cambodian staff is assigned as maintenance staff and implement his duty appropriately. IT staff is also assigned to take care of IT matters at CJCC.
		Promoting and inhibiting factors to sustain project effects	What is the promoting factors to sustain project effects?	Project reports, Questionnaire, Interview	<ul style="list-style-type: none"> • Increased capacity of Cambodian • Increase of CJCC's own income and appropriate utilization of it • Introduction of courses that attract participants • For Japanese Course, self-study materials for Cambodian lecturers will be useful. In addition, it is effective to implement activities to increase the number of Japanese learners as well as enhance interest in Japan among Cambodian people • English books on Japan will help increase the number of visitors to CJCC • Data compilation to review past results of activities and analyze needs • Collaboration with related organizations such as RUPP, NUM, RULE, Japanese Embassy, Japan Business Association in Cambodia
		What are inhibiting factors to extend project effects?		<ul style="list-style-type: none"> • Lack of support of RUPP, if occurred. 	

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ANNEX9: Revised PDM for CJCC Project(Phase2)(Proposed by JICA Mid-term Review Team)

Target Group: People in private sector, educational field and government

Implementation period: April 2009 to March 2013

Target area: Phnom Penh and major cities

Revised: 7 September 2011

<i>Narrative Summary</i>	<i>Objectively Verifiable Indicators</i>	<i>Means of Verification</i>	<i>Important Assumptions</i>
Overall Goal: CJCC contributes to human resource development to promote economic development in Cambodia and mutual understanding between Cambodia and Japan.	1) The number of CJCC course graduates who work in private sector exceeds 10,000. 2) Awareness of CJCC in Phnom Penh and major cities increases to more than 20%.	1) Project record 2) Monitoring survey	
Project Purpose: CJCC becomes the human resource development and information center to promote private sector development in Cambodia.	1) More than 3,000 certificates are issued for the participants of BT courses (except for seminars) 2) More than 400 certificates are issued for the participants of Japanese Language Courses 3) Total number of participants for both organized and facilitated events in the Project period exceeds 100,000. 4) Number and contents of both networking activities and established CJCC database on human resource 5) Awareness of CJCC in Phnom Penh increases to more than 35% in 2014.	- Monitoring survey - Project record - Record of database development and utilization	- Ministries and agencies of Cambodian government continue their support to CJCC.
Output: 1. Management of CJCC is further strengthened to be a sustainable service-providing organization.	1) Flow-chart that describes decision-making procedures/system, function of each position and responsibility sharing among managers and sections is formulated and improved periodically. 2) An integrated mid-term strategic management plan is formulated and revised periodically. 3) Formulated annual management plan becomes more detailed and integrated every year. 4) Training program for CJCC managers/staff is constantly implemented with a satisfaction of participants. 5) Concrete collaboration programs with various organizations increases periodically. 6) Frequency and contents of Managing Committee meetings) 7) All stages of CJCC's planning and management are implemented by the counterpart's initiative. 8) 30% of the CJCC's local expenditure is covered by Center's own income in 2014 based on the formulated mid-term plan. 9) Frequency and contents of sharing information by utilization of CJCC database	- Organization chart - Project record - 6months progress report - Financial record - Monitoring report - Record of meetings	- Necessary budget for CJCC secured by MoEYS and RUPP
2. (1) Business Training (BT) Course further contributing to private sector is implemented. (2) Management and implementation of Business Training Course is strengthened with more initiatives and utilization of local resources.	2-1 An integrated mid-term strategic management plan for BT Course is formulated and revised regularly. 2-2 Number and contents of implemented courses 2-3 Number of course participants 2-4 Degree of participant's satisfaction 2-5 Number and level of registered trainers of BT Course on CJCC database 2-6 Number and contents of registered graduates from BT Course on CJCC database 2-7 Number and contents of networking activities 2-8 The share of teaching time by local trainers exceeds 50% of the total in 2014. 2-9 Most of the planning and management function is implemented by local staff in 2014.	- Project record - Questionnaire at the end of the course. - Monitoring survey	- Japanese company and Japanese people who live in Cambodia continue their support to CJCC.
3. (1) High-quality Japanese language courses for career development are implemented, which complements needs and activities of other Japanese educational institutions. (2) Management system with local resources is strengthened.	3-1 An integrated mid-term strategic management plan for Japanese Language Course is formulated and revised regularly. 3-2 Number and contents of implemented courses 3-3 Number of course participants 3-4 Degree of participant's satisfaction 3-5 Number of developed Japanese Language Teachers at TOT course 3-6 Number and level of registered graduates from Japanese Language Course on CJCC database 3-7 Number and contents of networking activities 3-8 Most of the planning and management function is implemented by local staff in 2014.	- Project record - Examinations at the end of the course to check their level of understanding - Questionnaire at the end of the course. - Monitoring survey	- Cambodia's economic situation is not deteriorated too much.
4. Function to provide and to facilitate services of exchange activities and information between Cambodia and Japan is strengthened.	4-1 An integrated mid-term strategic management plan for provision and facilitation of various services and information is formulated and revised regularly. 4-2 Number of both provided and facilitated events and information services 4-3 Number of participants and services including facility rental and library visitors. 4-4 Degree of participant's satisfaction for provided events and services 4-5 Number and contents of registered CJCC members and partners on CJCC database 4-6 Number and contents of networking activities 4-7 Number of inquiries and requests for event organization from outside 4-8 Number and contents of developed communication tools for public relations and information provision 4-9 Most of the planning and management function is implemented by local staff in 2014.	- Project record - Questionnaire to participants - Monitoring survey - Record of facility operation	

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ANNEX9: Revised PDM for CJCC Project(Phase2)(Proposed by JICA Mid-term Review Team)

Narrative Summary	Input:		Important Assumptions
	(By Japanese resource)	(By Cambodian resource)	
<p>Activities:</p> <p>1. Strengthening of CJCC management</p> <p>1-1 To improve decision-making procedures/system with a clear responsibility/information sharing among, management level, sections and Japanese Experts</p> <p>1-2 To formulate an integrated mid-term strategic management plan</p> <p>1-3 To formulate an integrated annual management plan</p> <p>1-4 To formulate and implement mid-term and annual personnel policy</p> <p>1-5 To formulate, implement and monitor mid-term and annual financial plans</p> <p>1-6 To arrange and hold regular meetings (Steering Committee, Managing Committee, Regular Staff Meetings)</p> <p>1-7 To formulate and implement collaboration programs with universities, private sector and government agencies</p> <p>1-8 To develop CJCC database that all CJCC staff can share information on human resources on each section's activity</p> <p>1-9 To enhance CJCC's internal personnel and financial monitoring system</p> <p>1-10 To unify accounting flow between CJCC Account and JICA Account.</p> <p>1-11 To develop whole CJCC's information management system both software and hardware.</p>	<p><Experts></p> <p>1) Long-Term Experts</p> <ul style="list-style-type: none"> - Chief Advisor - Project Coordinator - Expert on Japanese Language Course - Expert on management for various services and information <p>2) Short-Term Experts (BT Course management, lecturers and advisors, Experts on specific management and technical issues when necessary)</p> <p><Training in Japan></p> <p>1) For CJCC director, managers and staff.</p> <p>2) For participants of each course.</p> <p><Expenses></p> <ul style="list-style-type: none"> - Staff recruited by CJCC from outside of the universities. - Travel allowance for regular staff. - Translations of materials - Print and binding of text books. - Advertisement - International telephone and fax expenses, international postage. 	<p><Managing Staff></p> <ul style="list-style-type: none"> - Director - Management administrator - Course manager of Human Resource Development Course - Course manager of Japanese Language Course - Course manager of Exchange Program - General administration staff <p><General administrative expenses to run and maintain the Center></p> <ul style="list-style-type: none"> - Payroll of staff assigned by the universities. - Fee for Cambodian lectures - Rent of space outside of CJCC. - Local Telephone and fax expenses, local postage. - Internet connection - Stationary - Furniture - Remuneration for committee / ceremony participants. - Public utility charges. - Facility maintenance. - Equipment maintenance. 	
<p>2. Strengthening of Business Training Course</p> <p>2-1 To formulate an integrated mid-term strategic management plan for Business Training Course</p> <p>2-2 To formulate an annual strategic implementation plan of all courses with budget plan</p> <p>2-3 To manage, implement and monitor Business Training Courses with more initiatives of local staff</p> <p>2-4 To formulate and implement an annual development plan of local trainers</p> <p>2-5 To establish and maintain trainers' information on CJCC database through BTD's activities</p> <p>2-6 To update BT course participants information on CJCC database</p> <p>2-7 To conduct constant networking activities with graduates, private sector, universities, associations and government agencies</p> <p>2-8 To adjust BT courses in respond to market needs</p>	<p><Equipments/Materials></p>		
<p>3. Strengthening of Japanese Language Course</p> <p>3-1 To formulate an integrated mid-term strategic management plan for JCD</p> <p>3-2 To formulate an annual strategic implementation plan of all courses with budget plan</p> <p>3-3 To manage, implement and monitor Japanese Language courses for career development with initiatives of local staff</p> <p>3-4 To maintain and upgrade graduates' information on CJCC database</p> <p>3-5 To implement constant networking activities with graduates, other Japanese Language Schools, universities, companies and government agencies</p> <p>3-6 To offer Japanese language courses for specific needs.</p>			
<p>4. Strengthening and integration of provision and facilitation of various services and information</p> <p>4-1 To formulate an integrated mid-term strategic management plan for provision and facilitation of various services and information</p> <p>4-2 To formulate an annual strategic implementation plan of all services and information activities</p> <p>4-3 To create, implement and monitor all services and information activities with initiatives of local staff</p> <p>4-4 To implement various culture and exchange programs to expand and strengthen mutual understanding between Cambodia and Japan</p> <p>4-5 To maintain and upgrade information of CJCC members and partners on CJCC database</p> <p>4-6 To implement constant networking activities with members, participants, Cambodian and Japanese universities, companies, government agencies, and other stakeholder.</p> <p>4-7 To strengthen and expand the function of public relation and advertisement of CJCC</p> <p>4-8 To strengthen the function of accurate information collection and provision</p> <p>4-9 To make marketing efforts to promote CJCC through various means</p> <p>4-10 To generate income by utilizing existing resources.</p>			

2. 現地調査行程

現地調査行程

Date		団長(中川)	企画協力(吉村)	評価分析(田中)	基金(鈴木、原田)
8/28	Sun			10:00東京発 14:00ホーチミン着(VN951) 18:00ホーチミン発 18:45 フノンペン着(VN3857)	11:05ヒエンチャン発 12:35フノンペン着(VN841)
8/29	Mon			現地事前調査	(1)日本センター、日本語担当/相互理解担当現地スタッフ (2)日本センター、非常勤講師 (3)日本語教師会会長 (4)日本語講座の受講生へのインタビュー
8/30	Tue			現地事前調査	
8/31	Wed			現地事前調査	20:25フノンペン発 21:30ハノイ着(TG585) 23:50 ハノイ発 08:10(翌日)成田着(TG642)
9/1	Thu			現地事前調査	
9/2	Fri		10:00東京発 14:00ホーチミン着(VN951) 15:00ホーチミン発 15:40フノンペン着(VN840)	現地事前調査	
9/3	Sat				
9/4	Sun	10:00東京発 14:00ホーチミン着(VN951) 18:00ホーチミン発 18:45 フノンペン着(VN3857)			
9/5	Mon	8:30 JICA事務所 10:00 青年教育スポーツ省 14:00 王立フノンペン大学学長訪問 15:30 CVCCウオン所長との打合せ			
9/6	Tue	10:00 JETROカンボジア事務所 16:00 在カンボジア日本大使館			
9/7	Wed	AM/PM MM作成、協議 15:00 MM署名式@CJCC			
9/8	Thu	8:30 JICAカンボジア事務所報告 16:30 フノンペン発 19:45ハノイ着(VN840)		8:30 JICAカンボジア事務所報告 19:20 フノンペン発 20:05 ホーチミン着(VN3856) 00:05(翌日)ホーチミン発 07:50 成田着(VN950)	

3. 主要面談者リスト

日本人専門家	伴俊 夫 渡部晃三 大西洋也 石田英明	(チーフアドバイザー) (シニアアドバイザー/プログラム調整) (人材育成コース運営管理) (日本語教育)
教育青年スポーツ省	Mr. Pit Chamnan	(長官)
王立プノンペン大学	Mr.Lav Chhiv Eav Ms.Oum Ravy	(学長) (副学長)
JETRO カンボジア事務所	道法清隆	(所長)
在カンボジア日本大使館	松尾秀明 近藤直光	(参事官) (二等書記官)
JICA カンボジア事務所	小林雪治 宮下陽二郎	(次長) (企画調査員)

