

## **Appendix 4. Manual**

## **Appendix 4-1**

### **Reception Service Manual**

Manual for Reception Service  
(Draft)

December 2012

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## 1. Current Function and Tasks of Public Relation and Investment Promotion Department (PRIPD)

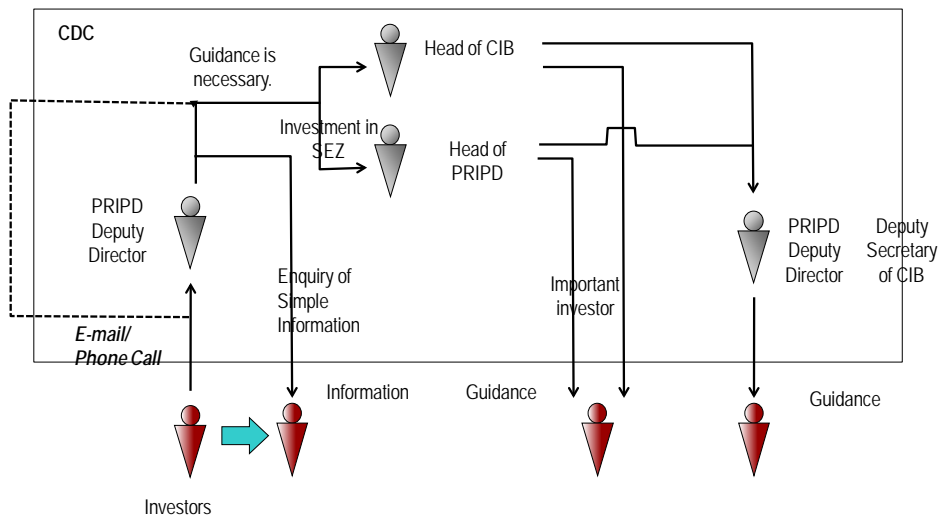
In CDC/CIB, PRIPD plays the function of reception for investors as the first contact point. The function and tasks of Public Relation and Investment Promotion Department (PRIPD) are follows:

Area	Current Situation
Guidance to Investors (Consultation and Information Services)	<ul style="list-style-type: none"> <li>- PRIPD provides the consultation and information services as “the First Door to Investors”.</li> </ul>
Guidance on QIP	<ul style="list-style-type: none"> <li>- PRIPD provides investors with checklist and application form.</li> <li>- Investors directly submit the application to Project Evaluation and Incentives Department (PEID).</li> </ul>
Inter-ministerial Coordination	<ul style="list-style-type: none"> <li>- When there is an unclear issue which is under the control of other ministry/agency in providing guidance to an investor, PRIPD officers contact with the ministry/agency.</li> </ul>
Management of Database	<ul style="list-style-type: none"> <li>- PRIPD maintains the database of investors. PEID has its own database of investors which shows the progress of project approval process.</li> </ul>
Management of Website for Investment Promotion	<ul style="list-style-type: none"> <li>- New CDC website (<a href="http://www.cambodiainvestment.gov.kh">www.cambodiainvestment.gov.kh</a>) was developed under the JICA Project on Enhancing the Investment-related Services of CDC. The website is currently maintained by PRIPD.</li> </ul>
Matters Regarding Multilateral Agreements under ASEAN	<ul style="list-style-type: none"> <li>- PRIPD also handles and coordinates matters related to multilateral agreements such as ASEAN.</li> </ul>

Source: PRIPD

## 2. The flow of consultation

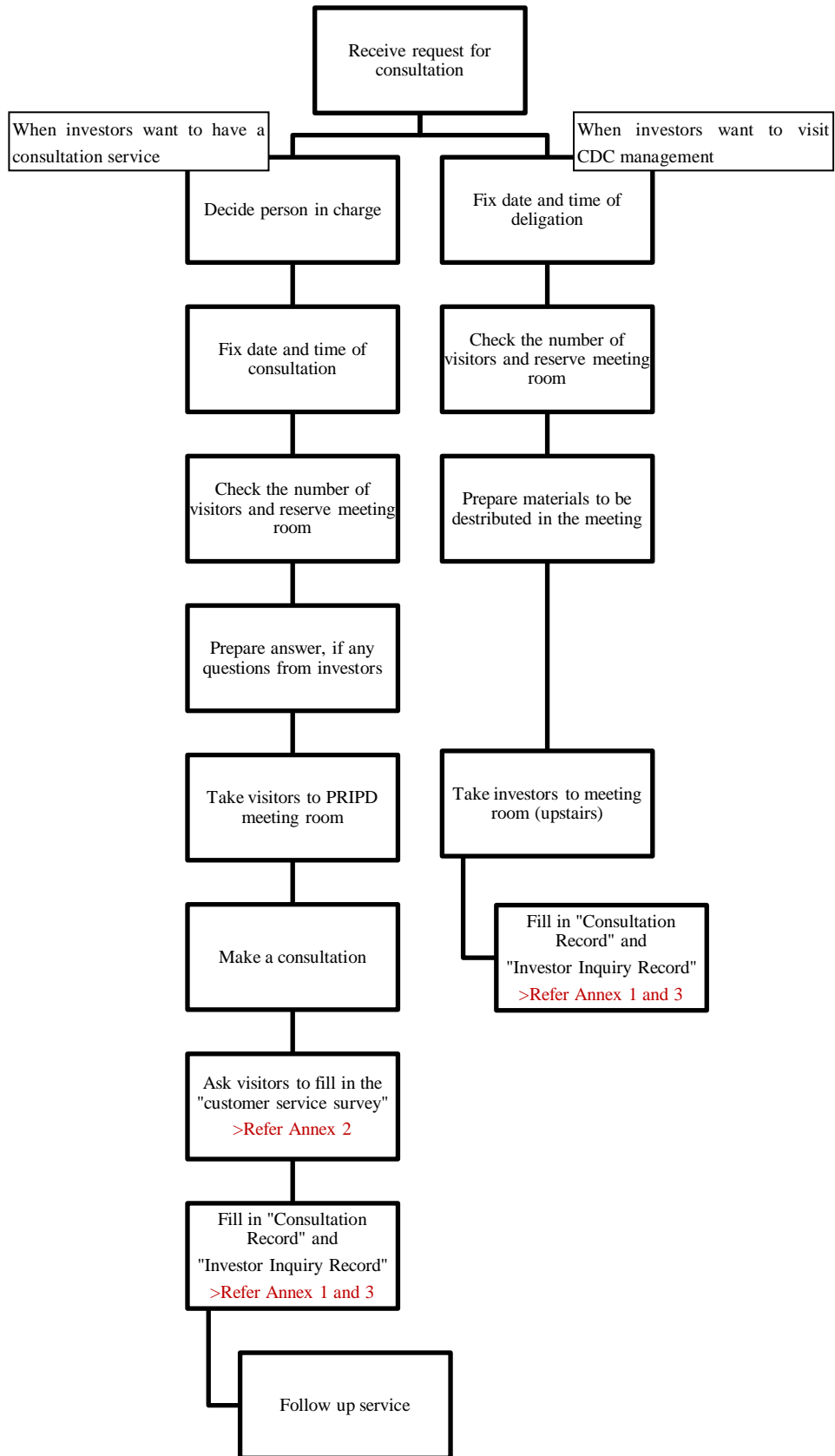
The flow of consultation and information services for investors visiting CDC/CIB is as shown in the following figure. If an inquiry from investor is simple, staff of PRIPD directory attends to the investor on site. If a guidance of his/her superior is considered necessary, head of CIB or PRIPD attends to the investor or gives an instruction how to respond to the investor to the deputy secretary of CIB or a deputy director of PRIPD.



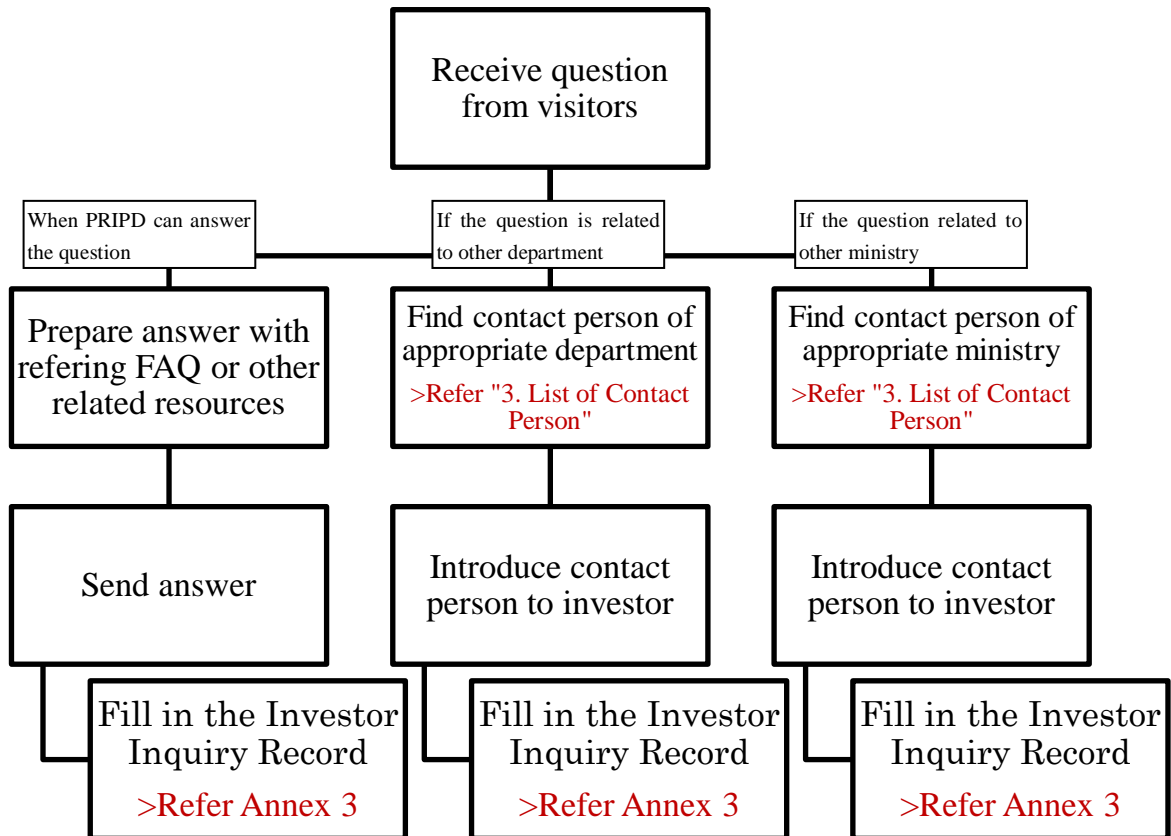
Source: PRIPD

The work procedure of investment consultation is shown in next page.

➤ **Consultation Service**



➤ **Questions**



➤ **Information/ Guidebook**

1. When the customer wants to get Guidebook: hand over Guidebook in exchange for their name card or name and company. If the customer wants more than 3 Guidebooks, ask Mr. Sophal or Ms. Theany.
2. Fill in the Investor Inquiry Record >Refer Annex 3



### 3. Reports

The following reports shall be prepared by PRIPD officials.

- 1) Consultation Record (to be compiled monthly)
- 2) Investor Inquiry Record (to be compiled monthly)
- 3) Monthly Report
- 4) Frequently Asked Questions (periodically updating)

### 4. Evaluation Indicators

The progress of the services provided in the PRIPD may be evaluated by the following indicators.

- Number of reception service users
- Number of consultation provided
- User's satisfaction in reception service
  - Staff was available in a timely manner
  - Staff was greeted you and offered to help you
  - Staff answered your questions appropriately
  - Staff offered pertinent advice

## 5. List of Contact Person

Organization/ Department	Position	Name	Phone No.	E-mail
<b>Departments of CIB</b>				
Public Relations and Investment Promotion Department, CIB	Deputy director	Mr. Suon Sophal	070 758 888	<a href="mailto:sophalsuon@gmail.com">sophalsuon@gmail.com</a>
Project Evaluation and Incentives Department, CIB	Director	Mr. Youn Heng	011 810 869	<a href="mailto:youn_heng@yahoo.com">youn_heng@yahoo.com</a>
Environmental Assessment Department, CIB	Director	Mr. Seng Sokchenda	012 508 666	<a href="mailto:ssochinda@gmail.com">ssochinda@gmail.com</a>
Inter-ministerial Coordination Department, CIB	Director	Pheng Sopheap		<a href="mailto:supheap@yahoo.com">supheap@yahoo.com</a>
	Deputy director	Ms. Im Putheavy	016 861 829 097 753 5008	<a href="mailto:putheavyim@yahoo.com">putheavyim@yahoo.com</a>
Strategic Planning Department, CIB	Deputy director	Mr. Tan Sovichea	012 987 851	<a href="mailto:tansoviddhya@yahoo.com">tansoviddhya@yahoo.com</a>
Legal Procedure and Investment Law Department, CIB	Deputy director	Mr. Van Sovatha	012 910 678	<a href="mailto:sovathavan@yahoo.com">sovathavan@yahoo.com</a>
Project Monitoring Department, CIB	Director	Mr. Un Valero	012 915 577	<a href="mailto:vallerocdc@yahoo.com">vallerocdc@yahoo.com</a>
Administration Department, CIB	Director	Mr. Sa Sambo	016 882 657	<a href="mailto:sasambo@ymail.com">sasambo@ymail.com</a>
<b>CSEZB</b>				
Phnom Penh SEZ	Assistant Customer Service	Miss SARAN Sopha	012 55 11 03	<a href="mailto:ssopha@ppsez.com">ssopha@ppsez.com</a>
Sihanoukville SEZ	Officer	Mr. Nhem Kimtam	011 441 967 088 844 1967	<a href="mailto:nhemkintam@yahoo.com">nhemkintam@yahoo.com</a>
Sihanoukville Port SEZ	Marketing Director	Mr. Norng Soyeth	016 826 697	<a href="mailto:market@pas.gov.kh">market@pas.gov.kh</a>
		Mr. Kimchrean	016 826 697	<a href="mailto:kimchrean@yahoo.com">kimchrean@yahoo.com</a>

Poi Pet O'Neang SEZ		Mr. Hean Saupoline	016 836 836	<a href="mailto:hs.pauline@gmail.com">hs.pauline@gmail.com</a>
Manhattan SEZ	Officer	Mr. Prom Marady	011 631 296 088 430 9999	<a href="mailto:marady_p@yahoo.com">marady_p@yahoo.com</a>
Tai Seng SEZ	Officer	Mr. Kang Savanara	017 626218	<a href="mailto:sovannara@yahoo.com">sovannara@yahoo.com</a>
Koh Kong SEZ		Mr. Hean Sopauline	016 836 836	<a href="mailto:hs.pauline@gmail.com">hs.pauline@gmail.com</a>
<b>Related Ministries</b>				
Ministry of Commerce	Deputy Director	Ms. So Sreymech	016 840 666	<a href="mailto:so_sreymech@yahoo.com">so_sreymech@yahoo.com</a>
Ministry of Interior	Deputy Director	Mr. Sin Nady	011 318 857	
Ministry of Industry, Mining, and Energy	Deputy Director Department of Industrial Affairs	Mr. Hort Pheng	012 849 028 011 849 028	<a href="mailto:phenghort@yahoo.com">phenghort@yahoo.com</a>
Ministry of Environment	Deputy Director	Mr. Leang Meng Leap	012 399 196 068 989 896	(No email)
Ministry of Land Management, Urban Planning, and Construction	Deputy Director	Mr. Srun Vanny	012 664 643	(No email)
General Department of Taxation of Ministry of Economic and Finance	Chief of Office	Mr. Nget Chhay Leang	012 911 660	<a href="mailto:chhayleang_nget@yahoo.com">chhayleang_nget@yahoo.com</a>
Ministry of Tourism	Deputy Director Deputy Director	Mr. Ek Rotha Mr. Kim Bunnara	077 811 825 012 891 728	<a href="mailto:rotha_ek@yahoo.com">rotha_ek@yahoo.com</a> <a href="mailto:kimbunnara@gmail.com">kimbunnara@gmail.com</a>
Ministry of Agriculture, Forestry and Fisheries	Official	Mr. Kheng Yasith	012 981 357	(no email)

## 6. List of reference material

Content	Name of material	Place
Electricity Supply	Guidebook 2012, p.IV-1	
Water Supply	Guidebook 2012, p.IV-3	
Road network	Guidebook 2012, p.IV-7	
Ports	Guidebook 2012, p.IV-9	
Airports	Guidebook 2012, p.IV-5	
Railway network	Guidebook 2012, p.IV-9	
Telecommunication	Guidebook 2012, p.IV-3	
SEZ	Sub-Decree No. 148 on the Establishment and Management of the Special Economic Zone, 2005	Guidebook 2012, AP-33-41
	Guidebook 2012, VI-1-3	
Foreign Subsidiary	Guidebook 2012, p. III-19-21	
Qualified Investment Project (QIP)	“Hotel Classification System” Ministry of Tourism 2005	LR-TR-6
	Law on Investment (August 5, 1994) and Law on the Amendment to the Law on Investment (March 23, 2004)	LR-INV-12
	Negative List, Section 1: Investment Activities Prohibited by the Relevant Law and Sub-Decrees (Annex 1 of the Sub-Decree No. 111 on the Implementation of the Law on the Amendment to the Law on Investment)	Guidebook 2012, AP-22-23
	Negative List, Section 2: Investment Activities Not Eligible for Incentives (same as above)	
Taxation	Law on Taxation 2003	LR-TA-27
Tax Scheme of Cambodia	Guidebook 2012 p.III-29-30	
Accounting	Law on Corporate Accounting, Audit and Accounting Profession, 2002	LA-TA-13

Securities Market	Law on the Issuance and Trading of Non-Government Securities, 2007	LR-FI-5
Listing Rules	Guidebook 2012 p. III-34	
Foreign Exchange	Law on Foreign Exchange, 1997	LR-TA-14
Social Security	Law on Social Security Schemes for Persons Defined by the Provisions of the Labor Law, 2002	
	Guidebook 2012, III-40-42	
Investment Incentive	Guidebook 2012, p. V-1-2	
Labor	Labor Law, 1997	LR-LE-29
	Guidebook 2012, p.III-47-50	
Logistics	Guidebook 2012, p.IX-1	
Business	“Law on Bearing upon Commercial Regulations and the Commercial Register”	LR-BU-15
	“Law on Commercial Enterprise”	LR-BU-39
Customs	“List of Prohibited and Restricted Goods in Importation and Exportation” (Annex 1 to Anukret No.209 ANK. BK 31 <sup>st</sup> December 2007)	LR-CU-2
	Law on Customs	LR-CU-22
	“Customs Law and Regulations Third Edition” General Department of Custom and Excise	LR-76
	“Customs Tariff of Cambodia 2012” General Department of Custom and Excise	PG-137
Import Procedures	Guidebook 2012 p.III-23-24	
Export Procedures	Guidebook 2012 p.III-24	
Land	Land Law 2001	LR-LA-32
	Sub-Decree #146 on Economic Land Concessions December 27, 2005	LR-AF-19

## Consultation Record

No.

Date		Time		Responded by	
Name of Company					
Visitor's Name				E-mail	
Tel				FAX	
Address of Company					
Types of Business					
Purpose of Visit					
Discussed Contents					
Follow-up Communication					
Way to First Contact CDC		<input type="checkbox"/> Direct Visit <input type="checkbox"/> E-mail <input type="checkbox"/> Phone <input type="checkbox"/> Others (        )			
Investor's status		<input type="checkbox"/> Potential investor <input type="checkbox"/> Existing investor			

## Customer Service Survey

Council for the Development of Cambodia (CDC)

Dear Customer,

Our goal is to provide our customers with the best services possible. Please take a few minutes to complete the following customer service questionnaire. Your comments will enable us to see how we're doing overall and find out how we can improve.

	Excellent	Good	Average	Fair	Poor
1. Staff was available in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Staff was greeted you and offered to help you.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Staff answered your questions appropriately.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Staff offered pertinent advice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Please write your comments to CDC.

-----Thank you for taking the time to complete our customer service survey.-----

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3. Staff answered your questions appropriately.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Staff offered pertinent advice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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**The Cambodia Investment Seminar**

**Frequently Asked Questions (FAQs)**

**International Edition**

**(Provisional Draft)**

**June 2011**

**Council for the Development of Cambodia**

**Statistical figures and prices in this booklet are based on the information collected through author's activities in Cambodia. For the purpose of securing the accuracy and safety of the information, the readers of this booklet are advised to contact the organizations and agencies in responsibility. There is no responsibility on author's part for the decisions the readers and/or users make according only to the information of this booklet. Likewise, there is no legal responsibility at all on author's part for any damage/ losses caused accidentally and consequentially by the errors in description of this booklet, as well as by delivery, contents and use of this booklet.**

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## **Cambodia**

### ***Q1 What kind of political system is adopted in Cambodia?***

In Cambodia, Socialist system was adopted during the Pol Pot Administration that came into power in 1975 and during the Heng Samrin Administration that came into power in 1979. After 1993, however, Cambodia has been a country of constitutional monarchy with King as the chief magistrate and also been a capitalist country. Parliamentary democracy with direct election is adopted, and the Parliament consists of the National Assembly and the Senate. Current government is a coalition cabinet which consists of the Cambodia People's Party (CPP) and FUNCINPEC Party. Legislative power, administration and jurisdiction are under the division of powers by the Constitution.

### ***Q2 What religion is believed in Cambodia?***

Approximately 90% of Cambodian people believe in Theravada Buddhism which is also believed in Thailand, Laos and Myanmar. On the other hand, Mahayana Buddhism is believed in Vietnam, whose precepts are a little bit less strict than those of Theravada Buddhism. In Sri Lanka, Theravada Buddhism is also believed. In Bangladesh and Indonesia, 80% of populations are Muslims.

### ***Q3 Is it true that Cambodia is not very safe?***

Kingdom of Cambodia was newly established in 1993 and Cambodia was unsafe from 1993 until around 2000. Since gun controls became tightened in 2000, the number of the foreigners who got a robbery has sharply declined. As Phnom Penh becomes safer, the number of 24-hour convenience stores and bars has increased. However, everyone must be cautious because there have still been a number of minor offenses such as thefts in Cambodia.

### ***Q4 Is there a land mine in Phnom Penh, the Capital of Cambodia?***

Buried landmines have been found only in limited areas such as northwestern Cambodia bordered by Thailand, while no buried landmine has so far been found in Phnom Penh.

### ***Q5 How about the development of legal framework?***

The Law on Investment, the Law on Commercial Enterprises, the Law on Taxation, the Law on Accounting and the Law on Land have almost been developed. Although the Civil Law came into enforcement in 2007, it is officially adopted after the Law on Application of Civil Code comes into effect. The enforcement of details of these laws are often supplemented by Sub-Decree, Prakas (Ministerial Order), Circulation, etc. Since many officials of related Ministries and Agencies are not familiar with the details of enforcement, there is a need for investors to confirm the status of enforcement by themselves.

### ***Q6 Is it true that corruption is rampant in Cambodia?***

Royal Government of Cambodia (RGC) has adopted the mechanisms to address the problems that the



private firms face through hearings and discussions with them. With the assistance of International Financial Corporation (IFC), the Government Private Sector Forum (GPSF) consisting of the eight following public-private Working Groups has been held once or twice a year since 1999.

**(1) Agriculture**

**(2) Tourism**

**(3) Industry/Small and Medium industry**

**(4) Law/Tax/Governance**

**(5) Banking/Financial Matters**

**(6) Energy/Infrastructure/Transportation**

**(7) Communication/Information**

**(8) Export Processing /Trade**

***Q7 How about living conditions for foreigners?***

Several years ago, many foreign expatriates in Cambodia lived in a solitary house with an office and a living space. In recent years, however, there have been a variety of options of selecting residence: e.g. a service apartment and a villa-style house. In Phnom Penh, the monthly rent of a 100-m<sup>2</sup> room with two-bed room varies from US\$ 500 to US\$ 3,000. A room is normally furnished with basic furniture and electronics appliances, etc.

Office rental fees have declined because several Korean-owned office buildings will open in the second half of 2011 (The number of offices are expected to be doubled in 2011 in comparison with that of 2008). The office monthly rental fee is normally between US\$5 to US\$25. It seems that the monthly fees of an office rented by Japanese firms are approximately US\$10.

***Q8 What kinds of restaurants are there in Cambodia?***

Many foreign staff members of international organizations and NGOs have been stationed throughout the country since the Royal Government of Cambodia (RGC) was established in 1993. There are so many restaurants which provide a wide variety of foreign food and you can enjoy them: for example, Chinese, South and North Korean, Vietnamese, Thai, Indian, French, Italian, German, Swiss, Lebanese, Pakistani, Nepali, Filipino, and Burmese foods.

***Q9 Is there any place to be able to drink alcohol?***

Cambodia is a Buddhist country without taboo against alcohol. Near hundreds Shot Bars gathered by Westerners and near hundreds Karaoke from commoner class to high-class are in Phnom Penh. There is a Karaoke with 150,000 Japanese songs run by a Japanese. 24hrs opened shops are seen with regaining the stability of security.

***Q10 How about the prices of main products***

Today, most goods except agricultural products are imported, and therefore the prices of goods are higher in Cambodia than those in neighboring countries by import duties.

**Gasoline(1liter) 4,900 Riel (about US\$1.2)**

**White rice 1kg: 2,700 Riel (about 70cent )**

**Chicken 1kg: 1,800 Riel (about US\$4.6)**

**Cucumber 1kg: 2,500 Riel (about 60cent)**

**Light oil 1liter: 4,500 Riel (US\$1.1)**

**Beef 1kg : 24,000 Riel (about US\$6)**

**Eggs 10 pcs : 4,000 Riel (about US\$1)**

**Banana 1 bunch: 3,000 Riel (about 70cent)**

***Q11 Are there golf courses in Cambodia?***

In Phnom Penh, there are following golf courses.

(1) Cambodia Golf and Country Club (Taiwanese capital, visitor's weekend fee for visitors: US\$ 48)

(2) Royal Phnom Penh Golf Club (Taiwanese capital, visitor's weekend fee for visitors: US\$ 48)

(3) Gold Phnom Penh Golf Club (Indonesian capital, Fee for members and their company: US\$80)

Another new golf course is now under construction in northern Phnom Penh by L.Y.P Group which is a major business group in Cambodia.

***Q12 How about the current situation of medical treatment in Cambodia?***

The Calmette Hospital and the Khmer-Soviet Friendship Hospital are state-run general hospitals. National Maternal and Child Health Center and National Center for Tuberculosis and Leprosy Control (CENAT) are assisted by the Government of Japan. Some residents had a cancer removal surgery and surgical operation for hemorrhoid. Both surgeries were successful. Foreign expatriates normally go to the private hospitals in Phnom Penh such as the International SOS Clinic, Phnom Penh Health Care Center and Royal Rattanak Hospital. Cho Ray Hospital of Vietnam and Sokimex, one of Cambodia's largest business groups, are trying to build a general hospital in a Phnom Penh suburb.

***Q13 Is it possible to take a taxi in Cambodia?***

Two taxi companies are in operation in Cambodia. One is Chinese-owned Global Taxi. The fare is 4,000 Riel up to two (2) kilometers, and 400 Riel is added for every 200 meters. The other is Korean-owned Trans Choice Taxi. The fare is 2,000 Riel up to 1.2 kilometers, and 1,000 Riel is added for every 300 meters. Currently, these companies do not have many vehicles and therefore users/ customers need to call them to get a taxi. Business travelers normally rent a car with a driver. In case of outdated Toyota Kamri, rental fee is US\$40 to 50 for ten hours a day. Citizens' means of transportation is a Tuk Tuk (fees 4,000 Riel to 8,000 Riel for a short distance) or a bike taxi (fees 2,000 Riel to 4,000 Riel for a short distance).

## **Infrastructure**

***Q14 How about the current situation of electricity supply in Cambodia?***

80% of electricity supplied by Electricite Du Cambodge (EDC) depends on small-scale Independent Power Producer (IPP) using diesel generator with diesel engine. The capacity of electricity generation is approximately 500MW (Vietnamese capacity: approximately 18,000MW). In urban areas, electricity costs are normally between 13 and 25 cents per KWH (9 cents in Thailand, 6 cents in Laos, 6 cents in

Vietnam and 8 cents in Myanmar).

The construction of power stations by private capital has been in progress and regional power trade coordination has also been under way at the initiative of the Asian Development Bank (ADB). The capacity of electricity supply will increase up to 3,500MW (seven times) until 2020, and the expansion of power transmission lines is planned from 323 km in 2008 to 2,362 km in 2020 (seven times). Brief power failure happens only a few times a month in the central parts of Phnom Penh.

***Q15 How about the current situation of water supply in Cambodia?***

Water is supplied in Phnom Penh City by Phnom Penh Water Supply Authority (PPWSA) and in provincial cities by Ministry of Industry, Mines and Energy (MIME). The Government of Japan and other donors have continuously provided assistance in both software and hardware for the water purification plant of Phnom Penh City, and the coverage of water supply for Phnom Penh City is more than 90%. Water costs for industrial use are almost in the same level as the neighboring countries: approximately 30 cents per square meters.

***Q16 How about the current situation of road network in Cambodia?***

In Cambodia, there are eight one-digit national roads (2,115km), 45 two-digit national roads (3,327km), 281 provincial roads (6,427km) managed by Ministry of Public Works and Transport (MPWT), and rural roads (33,005km) managed by Ministry of Rural Development (MRD). The development of one-digit national roads has almost been completed (the ratio of pavement is 99%).

***Q17 How about the current situation of ports in Cambodia?***

There are two international ports in Cambodia: the Sihanoukville Port (deep sea port) and the Phnom Penh Port (river port).

(1) Sihanoukville Port

The container terminal has been constructed by the yen loan of Japanese Government since the second half of the 1990s. Today's the handling volume of containers per year is about 300,000 TEU. The feeder service by way of Hong Kong and liner transportation in Asia area are held. The construction of multipurpose container terminal for bulk cargo by yen loan of Japanese Government will start in 2011. It is expected that the handling volume of general cargo will increase. At the hinter land of 70ha neighboring the port, SEZ is under construction by yen loan and is scheduled to be completed in December 2011.

(2) Phnom Penh Port

It is located at the parting of Mekong River and Tonle Sap River, approximately 100km to the border of Vietnam, approximately 330km to Ho Chi Minh Port. Feeder line is run between Phnom Penh Port and Ho Chi Minh Port. In 2009, Ho Chi Minh Port (Thi Vai Port and Cai Mep Port) was renovated with

Japanese assistance (yen loan) and the direct liner to Japan, Europe and the United States was in operation. Therefore, the container handling volume has increased sharply in recent years. Construction of New port of Phnom Penh (25km away from the port) is under consideration with Chinese financial assistance. (handling volume of containers is 300,000 TEU, 1.5 times as much as Phnom Penh Port).

On top of the above-stated two ports, as outer port, there are two ports supervised by the provincial governments (Kampot and Koh Kong) and five ports by private capital (Sre Ambel, Oknha Mong, Koh Kong, Kep, Stueng Hao). As river port, there are three ports (Kampong Cham, Kratie, and Stung Treng) along Mekong River and two ports (Kompong Chhnang and Siem Reap) along Tonle Sap River.

**Q18 How about the current situation about airports in Cambodia?**

Currently, there are 11 airports in Cambodia and those in Phnom Penh, Siem Reap, and Sihanoukville are international airports. All these three airports are managed by Societe Conseeionaire Aeroports (SCA) between France and Malaysia and they have the rights and interests until 2040.

Direct flights from Phnom Penh	Bangkok (7flights/ day), Ho Chi Minh (3flight a day), Hanoi (1 flight/day), Seoul (1 or 2 flights/day), Singapore (3 or 4 flights a day), Kuala Lumpur (3 flights a day), Vientiane (1 flight/day), Hong Kong (1 flight/day), Taipei (1 or 2 flights/day), Shanghai (1 flight/day)
Direct flights from Siem Reap	Bangkok (5 flights/day), Ho Chi Minh (5 flights/day), Hanoi (3-4 flights/day), Danan (1 flight/day), Seoul (1 or 2 flight/day), Singapore (1 or 2 flights/day), Kuala Lumpur (1 or 2 flights/day), Vientiane (1 flight/day), Luang Prabang (1 or 2 flights/day), Pakse (1 or 2 flights/day)

As of June 2011, there is one regular domestic air service between Phnom Penh and Siem Reap. Since there are four flights a day and it takes 45 minutes between them, it is possible to take a day trip between Phnom Penh and the Angkor Wat.

**Q19 How about the current situation of railway network in Cambodia?**

The current status of railway network is as follows;

1. North line (between Phnom Penh and Poi Pet: 338km) will be opened for traffic in 2013.
2. South line (between Phnom Penh and Sihanoukville via Kampot: 264km): a part of the line between Phnom Penh and Kampot was completed in 2010, and the other part between Kampot and Sihanoukville is expected to be completed by the end of 2011. When the construction of the South line is completed, the volume of cargo is expected to increase as a means of mass transport for agricultural products, wooden chips, fertilizer, cements, etc.

**Q20 How about the current situation of telecommunication in Cambodia?**

Telecom Cambodia (under the supervision of the Ministry of Posts and Telecommunications) provides fixed line service. There are seven carriers (locally- and foreign-owned) which provide mobile phone

service. SIM card is sold for US\$5 or more (foreigners are requested to show the photocopy of passport) and prepaid cards are available in town.

In Cambodia, there are 33 Internet service providers. The transmission and reception of e-mail is possible to approximately 10MB including attached documents. Metfone (a carrier owned by VIETTEL) has recently brought out a USB for WiFi internet connection and it has had popularity among the users because it sells only for US\$40 and is usable throughout the country.

## **Location**

### ***Q21 Is it possible for a foreigner to own a land in Cambodia?***

Article 44 of the Constitution provides foreign companies and individuals have no rights to own land. The means of foreign companies (individuals) to use a land in Cambodia is as follows;

(1) Lease from Cambodian firms or individuals

According to the Law on Land, lease period is more than 15 years and there is no other limitation.

After the enforcement of Civil Law, however, lease period will be 50 years and be renewable.

(2) After the establishment of a joint venture company (a limited liability company) with a Cambodian company (or individual), a land is purchasable under the name of the company. Foreigners' capital ratio of the joint venture company is less than 49%.

(3) Move into the SEZ

Since foreign companies are not permitted to own a land, they need to make a long-term lease contract with a zone developer. The length of long-term lease period is decided by a zone developer (e.g. 20 years, 50 years, 70 years, 99 years, etc.).

(4) Land concession with Cambodian Government

The maximum area of Economic Land Concession (ELC) is 10,000 ha. The maximum period of lease is 99 years.

(5) Acquisition of Cambodian Nationality: It is not until seven years after moving to Cambodia that a foreigner can acquire Cambodian nationality.

(6) A foreigner gets married to a Cambodian spouse and uses spouse's land. The ownership of the land is in the hand of the spouse.

Foreign companies and individuals are permitted to purchase or own the second floor and upper floors of the housing complex (e.g. apartment house and condominium).

### ***Q22 Are there industrial parks in Cambodia?***

Industrial park, or industrial estate, is a designated industrial site where factories are systematically located. In Japan, many local governments have developed industrial parks and provided various incentives (e.g. subsidy and loan programs) in order to invite manufacturers to the parks. This is because manufacturers' investment in the industrial parks helps to promote local economies: for instance, employment generation and increase in tax revenues.

In Cambodia, industrial park is called the Special Economic Zone (SEZ). In ASEAN countries, inward foreign direct investments (FDIs) have contributed largely to economic development. In particular, industrial park development played a major role in attracting foreign manufacturers. For example, in Vietnam, the Tan Thuan Export Processing Zone (TTZ) was approved as the first industrial park in 1991. 65 industrial parks were approved in 2000 and, likewise, more than 220 in 2010. As a result, currently, the number of Japanese firms, most of which are manufacturers, is more than 1,300.

In Cambodia, the history of industrial park development is not so long. The Poi Pet SEZ was the first SEZ to be approved in June 2006 and the Phnom Penh SEZ was the first one to become operational in August 2008. As of June 2011, six SEZs are in operation across the country. Sihanoukville Port SEZ, which is now under construction with Japanese assistance (yen loan), is scheduled to go into operation in December 2011.

***Q23 Which is better to invest in SEZ or in the outside of SEZ?***

In the SEZ, industrial infrastructure (electricity, water and drainage, etc.) are well-developed and there is one-stop service office in which various procedures (customs clearance, metage, certificate of origin, work permit, etc.) can be completed for daily production and shipment. In the SEZ, therefore, necessary conditions are satisfied for initiating and continuing productive operations.

Regarding the investment in the outside of SEZ, it is important to find a reliable landowner and/or land lord by utilizing experienced real estate agents. Troubles are avoidable in relation to contract of land and building. Major real estate agents of Cambodia are as follows:

- (1) Bonna Realty Group: [www.bonnarealty.com.kh/](http://www.bonnarealty.com.kh/)
- (2) CPL Cambodia Properties Limited: [www.cplagent.com/](http://www.cplagent.com/)
- (3) Cambodia Real Estate Co., Ltd.: [www.angkorrealeatate.com/](http://www.angkorrealeatate.com/)

***Q24 What is One-Stop Service Office in SEZ?***

In the One Stop Service office, the representatives are stationed from Council for the Development of Cambodia (CDC), General Department of Customs and Excise (GDCE), Ministry of Commerce (MOC), CamControl, Ministry of Labor and Vocational Training (MLVT), and Provinces/ Municipalities. One Stop Service office provides investors with assistance in necessary procedures for productive operations, so that investors may accomplish the related procedures in the One Stop Service office instead of going to the main offices of the above-stated ministries and agencies in Phnom Penh.

***Q25 Are there investment incentives exclusively for SEZ?***

According to the Ministerial Order 3841 of the Ministry of Economy and Finance (MEF), VAT exemption for QIPs within SEZ is provided.

- (1) Export-oriented QIPs:

VAT exemption for raw materials, construction materials, and production equipment

(2) Domestic market-oriented QIPs:

VAT exemption for construction materials and production equipment

QIP firms outside SEZ pay VAT when they import. They can get a refund when products are export (VAT is exempted for the garment and shoe-making industries when they import). This ministerial order is a permanent order, although it was originally a provisional measure until 31 December 2010.

**Q26 Which area should be selected for the location of SEZ?**

It is said that the factory location of a Japanese manufacturers is determined according to the corporate strategy of global supply chain management (optimization of diversified investment).

In Cambodia, as of June 2011, SEZs are located in the four following areas and the characteristics of the four areas are as follows:

(1) Phnom Penh area (one SEZ):

Appropriate for export and import by air cargo and for domestic market-oriented projects

(2) Area on the borders of Vietnam (two SEZs):

Appropriate for collaborating with mother factory in Vietnam and for use of ports (e.g. Saigon Port) of Ho Chi Minh City (HCMC) This SEZ area is located approximately 160km away from Phnom Penh along the National Road No 1. The construction of bridge over the Mekong River (60km away from Phnom Penh) began with Japanese grant aid and is scheduled to be completed and the bridge will be opened to traffic in 2014. The SEZ area is located 65km away from HCMC and has good access to the Cai Mep Port and the Thi Vai Port, which were renovated with Japanese financial assistance. There are direct services by sea from/to Japan, Europe and the United States. Special custom clearance system is applicable to these SEZ (located within 20km from the border).

(3) Shianoukville area (beach resort located approximately 230km away from Phnom Penh along the National Road No 4):

Appropriate for sea freight through Sihanoukville Port that is international deep port and has the largest cargo dealings in Cambodia

(4) Area on the borders of Thailand (Poipet and Koh Kong)

Appropriate for collaborating with mother factory in Thailand

Special custom clearance system is applicable to these SEZ (located within 20km from the border).

As of June 2011, there is no difference of advantages on securing labor forces among the four areas.

**Q27 How much is the lease fee of long-term land lease in each SEZ?**

The publicized prices of long-term land lease in each SEZ are as follows. The figures in the parenthesis indicate the period of lease.

(1) Phnom Penh SEZ; US\$ 55 (99 years)

(2) Manhattan SEZ; US\$ 25 (99 years)

(3) Taisen SEZ; US\$ 21 (70 years)

- (4) Shianoukville SEZ; US\$ 28 (50 years)
- (5) Shianoukville port SEZ; US\$ 65 (50 years), US\$ 40 (20years)
- (6) Koh Kong SEZ; US\$ 40 (99 years), US\$ 20 (20 years)

**Q28 What is special customs clearance?**

The procedures of customs clearance in SEZ is stipulated by Minister's Order No. 734 of Ministry of Economy and Finance (September 2008)

- (1) SEZ located within 20km from the border

Import: Only the submission of the photocopy of packing list at the checkpoint at the border is necessary, and the submission of the import declaration document is not required. At the entrance of SEZ, the simplified customs declaration document is submitted and the customs officer in charge of transportation confirms the vehicle and the related documents. The cargo is directly sent to investors' factory.

Export: After the completion of the customs clearance procedures in SEZ, the cargo is sent to border and the export is allowed by submitting the export-related documents to the customs.

- (2) SEZ located more than 20km away from border

Import: After the cargo is inspected at the checkpoint of border, it must be sealed.

Export: After the completion of the procedures of custom clearance in the inside of SEZS, the cargo sealed is sent to border.

**Q29 Which is better, long-term land lease or rental factory?**

It depends on the scale of factory. The investment cost of the building factory of investors' company on the long-term leased land is 10 to 12 times as much as annual rental fee of a factory. Therefore, renting factory is appropriate for minimizing initial investment cost and for trial production.

However, there are some down sides. If the construction of rental factory is completed, it may be difficult to customize the factory (structure, layout, etc.) according to production plan of investors' company. It is also noted that there may be limitations on future expansion of production as well as on the installation of large and heavy production equipment, crane and other machinery.

**Q30 What forms of taxes are levied on long-term land lease?**

The rate of tax for House and land rental is 10%. VAT is not levied. It is necessary to stipulate clearly in the lease contract which side pays tax, the lessor or the lessee.

**Q31 What are the matters that require attention on the contract of long-term land lease?**

It is advised to confirm or check the height of as well as the area of a contracted lot. Zone developers are supposed to prepare the land for the construction of a factory.

It is also necessary to show the long-term contract of land lease notarized by a Cambodian lawyer to the



Ministry of Land Management, Urban Planning and Construction (MLMUPC), and to obtain the certificate of long-term lease issued by the MLMUPC.

In general, terms of payment of contract regarding the long-term lease are determined through the discussions between the parties to a contract. An example of terms of payment is as follows;

- (1) At the time of contract 30%, at the time of constructing the infrastructure 40% and at the time of the issue of the certificate long-term lease 30%
- (2) At the time of temporary contract 10%, 30 days after temporary contract 35%, 45 days after temporary contract 35%, at the time of receipt of Final Registration Certificate (FRC) 20%

It is probably effective to use certificate of long-term lease as final terms of payment, so that a zone developer may take responsible for guaranteeing investors' right of land.

***Q32 Is there any problem if investor pays the contract money of long-term land lease by remitting from headquarters in Japan before the establishment of foreign subsidiary company in Cambodia?***

In the case of Japanese firms, most of them normally pay the contract money by remitting from the headquarters, and record the money as one of the expenses.

***Q33 Is it possible to cancel the contract of land lease in SEZ?***

It depends on the provision of the contract of long-term land lease with the zone developer. In many cases, however, it seems to be impossible to cancel it in SEZ.

***Q34 Is it possible to sublease the leased land in SEZ?***

In principle, it is possible to sublease if the name of "certificate of long-term lease" is changed. In some cases, however, there are conditions concerning sublease in the contract of long-term land lease (e.g. limitation on specific areas). There is also a need to report to CDC in advance.

***Q35 Is it possible to use the leased land in SEZ as collateral?***

In principle, it is possible to use the leased land as collateral if there is certificate of the long-term lease.

***Q36 Is it possible to rent a factory outside the SEZ?***

It is possible to rent a secondhand vacant factory or a customized new factory that investor request the land owner to build. As of June 2011, the monthly fee of rental factory seems to vary from US\$1/m<sup>3</sup> to US\$2.5/m<sup>3</sup>.

It is also important to confirm that the counterpart of the rental contract is a real land owner. Some cases have been reported that the real estate agents escaped after investors make contract with agents and pay them for a deposit. It is advisable to use local major real estate agents who are reliable.

***Q37 What are the matters that require attention on long-term land lease outside the SEZ?***

A foreign company (a foreign individual) is not allowed to own a land. There is a need for the foreign company (individual) to rent the land on a long-term basis or to establish a joint-venture company with a Cambodian company (individual) (ratio of foreign investment is up to 49%). It is important to confirm that the contractor is the real owner of the land by checking the register of the land.

***Q38 Is it possible to manufacture products under contract with Cambodian firms?***

Regarding garment products, it is possible to contact local manufacturers directly by searching necessary items in the website of Garment Manufacturers Association of Cambodia (GMAC), the membership of which is approximately 300.

On top of this, the following local private consultant provides matching service.

Garment Orders Center of Cambodia (GOCC): [www.gocc-cambodia.com](http://www.gocc-cambodia.com)

In Cambodia, most garment manufacturers are overseas Chinese merchants, and there are no state-owned enterprises (SOEs) at all unlike China and Vietnam.

Many Japanese firms have so far made investments by themselves in order to begin productive operation in Cambodia. This is partly because the manufacture of high-quality products consists of various production processes and there are not many local firms that can manufacture such products. The other reason is that, because of recent economic recovery, export amounts increased in the first quarter of 2011 by approximately 45% larger than those in the corresponding period of 2010, and that local firms are busy keeping up with increase in production for export, and therefore they have difficulty in accepting extra purchase orders from Japanese firms.

As of the end of 2010, there were 36 footwear manufacturers in Cambodia, and the 2011 export amount is expected to be approximately US\$ 250 million. The following private consultant provides matching service to find buyers.

Garment Orders Center of Cambodia (GOCC): [www.gocc-cambodia.com](http://www.gocc-cambodia.com)

***Q39 Is it possible for Japanese firms to obtain land concession in Cambodia?***

The purpose of concession is to promote agriculture and animal husbandry by utilizing unused lands effectively. After receiving the approval of the Environment Impact Assessment (EIA) by the Ministry of Environment for the land, investors can obtain its concession with the approval of the Minister of Agriculture, Forestry and Fisheries. It is also possible to sublease the land from concessionaires.

***Q40 How about the trend of land price?***

As of June 2011, land prices of central parts of Phnom Penh vary from US\$1,000/m<sup>2</sup> to US\$2,000/m<sup>2</sup>. It is said that those of Phnom Penh suburbs are less than US\$1,000/m<sup>2</sup> and those of provinces are less than US\$100/m<sup>2</sup>.

## **Foreign Subsidiary and Qualified Investment Project (QIP)**

### ***Q41 Is a 100% foreign-owned firm approved?***

In Thailand and Vietnam, there are regulations for investments in primary and tertiary industries made by 100% foreign capital in order to protect local industries from competitive foreign firms. On the other hand, in Cambodia, 100% foreign-owned firms are normally approved in all the sub-sectors, as long as they are lawful.

In order to do business in Cambodia, foreign firms (including Japanese firms) need to establish a foreign expatriate office or a branch office, as well as to have them registered as a foreign subsidiary or as an individual business.

### ***Q42 What kinds of differences are there between a foreign subsidiary and a branch?***

The status of a foreign subsidiary and that of a branch office is the limited-liability company. When it comes to the branch office, minimum capital stipulated in various sales licenses is not required, while the headquarters in home country is supposed to take all the responsibilities for those of the branch (the representative director of headquarters has responsibility for the right of a representative/signing right).

### ***Q43 What is QIP?***

In Cambodia, private investment projects are regulated by the Law on Investment (1994), the Law on the Amendment to the Law on Investment (2003) and Sub-Decree No. 111 (2005) on the Implementation of the 2003 Law. According to these Laws, incentives for tax exemption are granted to projects, instead of companies themselves. In order to have these incentives, investors need to apply for the Qualified Investment Project (QIP) to Council for the Development of Cambodia (CDC), the investment approval organization of RGC for investment in Cambodia. When investors apply for QIP, the point of CDC's examination is the investment amount and the industrial sectors that companies invest in.

RGC have attempted to promote the export-processing QIP that acquires foreign currency, as well as the import-substitution QIP that helps to diminish the outflow of foreign currency. In general, the activities of the service industry (e.g. trading firms, financial institutions, construction companies, and freight forwarders/ transporters, restaurants) are not approved as QIP, although the service industry is permitted to run an operation in Cambodia as a matter of course. It is observed that the government of neighboring countries tends to give incentives to the specific investment projects (e.g. high-tech products and poverty reduction projects) according to their own laws and regulations. On the other hand, in Cambodia, projects of broader sectors are approved as QIP.

### ***Q44 What privilege/ exemption can the QIP-approved company enjoy?***

Profit Tax, Export and Import Duties, and VAT are exempted.

(1) Export Oriented QIP:

The exemption of Import Duty for raw materials, the materials for building the factory, the equipment and machine for production and the exemption of VAT

(2) Domestic Market Oriented QIP:

The exemption of Import Duty for the materials for building the factory and the equipment and machine for production

Regarding the above two cases, Export Duty is exempted.

***Q45 Is it necessary to apply for the Environmental Impact Assessment (EIA)?***

It is necessary to apply for the Environmental Impact Assessment (EIA) if investors' activities fall under any of the categories in the list of EIA requirements stipulated by the Law on Environmental Protection and Natural Resource Management (December, 1996).

Regarding the manufacturing industry, investors are required to attach the figure of production line to QIP application documents, so that CDC may assess whether or not the investors should apply for EIA. If necessary, investors are informed to apply for it.

***Q46 What are the contents of an application form for QIP?***

The contents of an application form are as follows:

- (1) Registered capital
- (2) Directors
- (3) Total capital investment (the contents of investment)
- (4) Plan to implement the project  
(1<sup>st</sup> year and full capacity production [targeting 5<sup>th</sup> year])
- (5) Labor force requirement (1<sup>st</sup> year and full capacity production [targeting 5<sup>th</sup> year])
- (6) List of production equipment /materials needed (full capacity production [targeting 5<sup>th</sup> year])
- (7) List of production inputs needed (one year)

***Q47 What appendices are required for QIP application?***

Required appendices are as follows:

- (1) Feasibility Study (F/S)
- (2) Statute of the company
- (3) Land lease contract (attested by a notary public)
- (4) Register of the headquarters or Memorandum of head office (in English) (attested by a notary public)
- (5) Photocopy of Passport or ID card of directors of a foreign subsidiary
- (6) Letter of Appointment assigning directors of a foreign subsidiary from the representative of headquarters
- (7) Flow chart of the production processes

***Q48 Are there any forms of Feasibility Study and the Company Statutes?***

Yes. Regarding the content of feasibility study, please fill in the QIP application document. The contents of the company statutes are stipulated by the Law on Commercial Enterprises (May 2005)

***Q49 What are the procedures of application for QIP?***

- (1) The application documents of QIP to CDC are submitted.
- (2) The application documents, the feasibility study and the company statutes which are translated into Khmer are returned to an applicant. After the representative signed and the all executives signed on the company statute, they are submitted to CDC again (10copies are necessary).
- (3) Within three days after receiving it, CDC issues Conditional Registration Certificate (CRC).
- (4) The receiver has to open a bank account at a commercial bank in Cambodia (the copy of CRC is necessary) and receive the Bank balance certificate with the 25% of registered capital. He again submits the certificate to CDC.
- (5) Within 28days, CDC issues the Final Registration Certificate (FRC).

In case of the SEZ, the zone developers provide investors with charged services of carrying out application procedures on their behalf. Private investment consultants (including accounting and law offices) also provide services for investors. In case of the outside of SEZ, before using the private consultant service, investors are advised to consult with the Japan Desk of CDC.

***Q50 What are the contents total investment value on the application form for QIP?***

The five following items should be calculated on the assumption that production becomes in full operation in the 5<sup>th</sup> year.

- (1) Land price (in case of rental factory, rental fees of one-year equivalent)
- (2) Costs of factory construction
- (3) Production equipment (for five years)
- (4) Office-related costs
- (5) Others (vehicle, etc.)

According to the Law on Investment, in Cambodia, there is no regulation on the ratio of legal capital to the total amount of investment and therefore there is no problem if total investment amount increases more than planned.

***Q51 Is it a problem if there are differences between the list of production equipment (Annex 1) of the QIP application documents and the master list of equipment applied for import?***

The aim of the Annex 1 of QIP is to grasp the total amount of investment on the part of CDC. Therefore, the contents of the list can be changed when master list is prepared.

***Q52 For how many years do you record raw materials in the list of the QIP application documents***

*(Annex 2)?*

The materials to be used for a year shall be recorded in the list.

***Q53 How about the regulation of directors of a foreign affiliate company?***

The number of directors is more than one. Directors are not necessarily permanent. There is no regulation on nationality. The right of a representative (authority to sign) is given to all the directors and, in some cases; all of them are requested to appear at the ministries or public agencies.

***Q54 Is it possible to open the bank account before the establishment of a foreign affiliate company in Cambodia?***

Cambodia's commercial banks understand the process of the application for QIP. It is possible for investors to open a bank account before the establishment of a foreign affiliate company in Cambodia, if any of the following conditions is met.

- (1) Photocopy of CRC issued by CDC
- (2) Photocopy of the draft of the company statutes of a foreign affiliate company

***Q55 Should designated minimum capital by the industrial sector for obtaining QIP be prepared in the form of cash?***

Yes. For instance, in the case of the garment industry, minimum capital for obtaining QIP is US\$500,000. One of the application documents for QIP to be submitted to CDC is a bank statement certifying that there is a cash of 25% of the above-stated amount in the bank account. At the first stage, therefore, the cash to be prepared is US\$ 125,000.

***Q56 By when should 75% of the minimum capital be paid after the receipt of the bank statement with 25% of the capital?***

The payment of 25% of the capital may be regarded as an evidence of the investment, and that it is possible to withdraw the capital after receiving the FRC. There is no regulation on the deadline for the payment of the remaining 75% of the capital at present.

***Q57 After obtaining QIP, where should be the investors' application for increasing the capital, changing the stock holder, renewing the master list, etc. be addressed?***

On behalf of investors, CDC serves as a focal point and carries out procedures at Ministry of Commerce (MOC) for increasing capital as well as for changing stockholder and company's name. Likewise, CDC carries out procedures at General Department of Customs and Excise (GDCE) for changing and renewing the master list.

***Q58 Regarding the application fee for QIP, how much is it? When will it be paid?***

According to Sub-Decree No. 111, application fee for QIP is seven million Riels (equivalent to approximately US\$1,750).

Before the issue of FRC, however, CDC carries out commercial registration at MOC and tax registration at MEF on investors' behalf. It is noted that these registration fees are added to the above-stated amount.

Registration fees are different between projects inside the SEZ (under the supervision of CSEZB) and those outside SEZ (under the supervision of CIB). Likewise, there is also a difference of fees between direct registration at CDC and registration through agents (e.g. zone developers and private investment consultants). In the case of light industry on manufacturing sector, there may be a difference of fees from US\$6,000 to US\$10,000.

When investors use the agents such as private investment consultants, payment should be made after the issue of FRC. On the other hand, when investors register directly at CDC, payment should be made after the issue of CRC.

***Q59 How long is the validity of QIP?***

According to the Law on Investment, FRC shall be revoked if an investor “does not commence an investment activity within six (6) months from the receipt of all the documents.” FRC should be renewed every year.

***Q60 Is it necessary to obtain a Construction Permit?***

In order to build a factory, there is a need to obtain a Construction Permit from the Ministry of Land Management, Urban Planning and Construction (MLMUPC).

Investors are required to submit the photocopy of contract of long-term land lease and basic plans (ground plan, elevation plan and cross section plan, etc.) for MLMUPC's assessment. It is said that application for the Permit tends to be assessed by personal judgment. This is because there is no Building Standard Law, which regulates coverage ratio, floor space index and building height restriction, etc., in Cambodia as of June 2011.

***Q61 Is it possible to use a foreign construction company that is not a foreign affiliate company in Cambodia?***

While a Construction License is provided to a foreign construction firm based on a project in Thailand and Vietnam, the Construction License in Cambodia is provided only to firms of Cambodia. Therefore, a foreign construction firm must establish a representative office or a branch or a subsidiary in Cambodia and obtain the Construction License issued by MLMUPC to start their construction business in Cambodia. Three categories of legal capital (US\$30,000, US\$10,000 and US\$5,000) are set depending on the size of the company for obtaining the Construction License.

***Q62 Is it possible to start commercial business operations after the establishment of a local corporation?***

It is necessary for investors to obtain business licenses issued by related ministries and/ or governmental agencies after obtaining QIP from CDC (registration of commercial enterprise at MOC and tax registration at Tax Department of MEF are completed before the issue of QIP). Depending on the type of business, the following licenses are required:

- Manufacturing activities (Ministry of Industry, Mines and Energy)
- Certificate of Mineral Resources Registration, etc. (Ministry of Industry, Mines and Energy)
- Casino, game center, etc. (Ministry of Economy and Finance)
- Hotel, guesthouse, karaoke, massage parlor, restaurant, etc. (Ministry of Tourism)
- Waste disposal, wastewater, etc. (Ministry of Environment)
- Cargo and passenger transportation business, etc. (Ministry of Public Works and Transport)
- Trade Permit for Agricultural Materials, etc. (Ministry of Agriculture and, Forestry and Fisheries)
- Mail service, Correspondence, Internet cafés (Ministry of Posts and Telecommunication)
- Educational Institutions (Ministry of Education, Youth and Sports)

Necessary documents for acquiring permits vary as well depending on type of business. In the case of Permit for Restaurant Business, necessary documents are as follows:

- (1) The permission of the place of Business (local police)
- (2) Certificate of Commercial Registration (Ministry of Commerce)
- (3) Construction Permit (Ministry of Land Management, Urban Planning and Construction)
- (4) Certificate of Safety of Electricity Control (Ministry of Interior or local police)
- (5) Certificate of Sanitation (Ministry of Public Health)
- (6) Certificate of Environment (Ministry of Environment)
- (7) Declaration of Compliance with the Law
- (8) Insurance policy
- (9) Photocopy of Passport of Representative
- (10) Photo (4x6cm)

***Q63 Is it possible to take over the local corporation working at present?***

It is possible by changing names of the stockholders of the concerned corporation.

## **Taxation, Accounting, Investment Incentive**

***Q64 What forms of tax are implemented in Cambodia?***

According the Law on Taxation of 1997, the main forms of tax are as follows:



- (1) Profit Tax: 20% (unless investment incentive rate of 0% are applied)
- (2) Minimum Tax: 1% of annual turnover
- (3) Import Tax (Import Duty), 0%, 7%, 15%, 35%
- (4) Export Tax (Export Duty), mainly 10%
- (5) Personal Income Tax (Tax on Salary)  
Approximately US\$125 or less: 0%, Over US\$125-US\$313: 5%, US\$313-US\$2,215: 10%, US\$2,215-US\$3,125: 15%, Over US\$3,125: 20%
- (6) Withholding Tax:  
Interest payment by domestic banks to resident with non-fixed term deposit account: 4%  
Interest payment by domestic banks to resident with fixed term deposit account: 6%  
Payment to non-residents: interest, royalties, rent and other income connected with the use of property, dividends, payment for management or technical services: 14%  
Income from the rental of movable or immovable property: 10%  
Income received by individuals for services (e.g. management and consulting), etc.: 15%
- (7) Value Added Tax / VAT: 10%
- (8) Patent Tax: US\$ 300 per year
- (9) Special Tax:  
Motor bike over 125cc: 10%, motor vehicle over 2000cc: 30%, air ticket 10%, communication expenses: 3%, gasoline: 30%, drink and other beverages: 20%
- (10) Assets Transfer Tax: 4%

***Q65 Is the Minimum Tax also levied on a QIP project?***

The Minimum Tax is not levied on QIP during the Tax Holiday period.

***Q66 On top of Import Duty, is there any other tax on import?***

Special Tax is levied to specified merchandises.

Motor bike over 125cc: 10%, motor vehicle over 2000cc: 30%, air ticket 10%, communication expenses: 3%, gasoline: 30%, drink and other beverages: 20%

***Q67 What procedures are necessary for exemption to Import Duty?***

It is necessary to submit the master list with details of imported raw materials and production equipment to General Department of Customs and Excise (GDCE) through CDC. The master list can be renewed and amended at CDC.

***Q68 Is Export Tax levied?***

Most merchandise is exempted from Export Tax except specific ones such as precious metals, Cambodian

timbers, Cambodian petro chemicals, etc.

***Q69 Is a calendar for sales promotion exempted from Import Duty?***

Such calendar is taxable. There is no precedent for it because it is not regarded as raw materials, construction materials and production equipment.

***Q70 Is an IT-related project eligible for a QIP?***

As of June 2011, an IT-related project is not approved as a QIP, because Royal Government of Cambodia (RGC) has the intention to attract manufacturing sector's FDIs into Cambodia as priority projects. In Vietnam, on the other hand, development projects of computer software are still eligible for incentives, although the prioritized projects, for which incentives (10% corporate tax: normally 25%) are provided, are under review by reducing the number of the projects. In Cambodia, some people have begun to say lately that IT-related project should be approved as a QIP in order to attract Japanese firms' off-shore business of software development.

***Q71 How is the Tax Holiday period of QIP companies determined?***

Tax Holiday period is composed of "Trigger Period (first year of profit or 3 years after QIP earns its first revenue, whichever sooner) +3 years+ Priority Period."

The Priority Period is determined according to the investment amount and the industrial sector that companies invest (heavy industry, light industry, tourism, agriculture and infrastructure).

For example, the case of the "light industry" is as follows:

- (1) Less than US\$ 5 million: Trigger Period+3 years+ Priority Period 0 year = maximum period of Tax Holiday: 6 years
- (2) US\$ 5 million to US\$ 20 million: Priority Period 1 year: maximum period of Tax Holiday: 7 years
- (3) More than US\$ 20 million: Priority Period 2 years: maximum period of Tax Holiday: 8 years

By request of Japanese side, the eligible industrial sectors for QIP to which incentives are granted are reviewed by RGC at Cambodian side. This is because the same period of the Tax Holiday is given equally to the "light industry" regardless of the contents of the project; for example, both toothpick production and high-tech motor production fall under the category of "light industry."

***Q72 When does the Tax Holiday period of Profit Tax begin?***

The period begins on the date of issue of FRC.

***Q73 Does the Tax Holiday period of Profit Tax restart from the beginning when the investor makes an extra investment in the QIP Project?***

According to the current legal framework, it is impossible to restart the Tax Holiday period. There is a

need for investors to apply QIP again for the extra investment.

***Q74 When the firm in Special Economy Zone procures the part from the firms outside SEZ, is VAT levied?***

- (1) For export-oriented QIPs: Investors pay VAT when they procure parts, components, etc. They can get a refund when products are exported. However, there is tax exemption with the timing of procurement only in the cases of the garment and the shoe-making (footwear) industries.
- (2) For domestic market-oriented QIPs: Investors pay VAT when they procure parts, components, etc.

***Q75 Is VAT levied on the parts/ components which a firm in the SEZ procures from another firm in it?***

- (1) For export-oriented firms: VAT is exempted.
- (2) For domestic market-oriented firms: these firms should pay VAT when parts/ component are procured.

***Q76 Is it approved that the loss of a year is offset with the tax profit?***

It is possible to offset loss of the fiscal year against the profit up to five year.

***Q77 What form of tax is levied when the dividend is sent to a non-resident in a foreign country?***

- (1) During the Tax Holiday period: Withholding Tax 14% + additional Profit Tax 20%
- (2) During the levy of 20% Profit Tax: Withholding Tax 14%

Additional Profit Tax aims to facilitate reinvestment in Cambodia. However, it was pointed out during the Japan-Cambodia Public and Private Sector Joint Meeting that foreign investors are discouraged by the Tax.

***Q78 What kinds of accounting procedures are required?***

According to the Law on Corporate Accounting, Audit and Accounting Profession (July of 2002), after a subsidiary is established in Cambodia, the following procedures are necessary:

1. Daily Record of Bookkeeping in the Account Book
2. Monthly Financial Statement
3. Monthly Tax Report
4. Annual Report on Final Corporation Tax Return
5. Annual Audit Report (according to sales amount and size of company)

***Q79 How about the Accounting Standards in Cambodia?***

According to the Law on Corporate Accounting, Audit and Accounting Profession (July of 2002), the fiscal year begins in January and ends in December. A different fiscal year from calendar year is

adoptable which begins in another month (other than January) if investors apply to the Tax Department of MEF. According to the Law, monthly and annual Financial Statements need to be prepared in Cambodian language and currency (Riel). Related-receipts are supposed to be in keeping for ten years. Financial reporting and tax payment should be conducted in Cambodian currency (Riel) by using month-end exchange rate, although 90% of the currency in circulation in Cambodia is US dollars and many business transactions are carried out in US dollars.

***Q80 Are there accounting firms in Cambodia?***

The following accounting firms have been of service:

- (1) Ernst & Young Indochina
- (2) KPMG Cambodia
- (3) Price Water House Coopers
- (4) DFDL Mekong
- (5) Bun & Association Attorneys at law
- (6) Vanna & Associates Law Firm

On top of the above-stated firms, there are dozens of local accounting firms. Japanese accounting firms and licensed tax accountant firms have also considered beginning services in Cambodia.

***Q81 Are there law firms in Cambodia?***

Many offices are working on both accounting and legal matters (please refer to the above-stated accounting firms).

***Q82 Is a legal adviser or a corporate lawyer necessary in Cambodia?***

In order to notarize contract documents, it is necessary to obtain the notarization by notaries according to the Law on Bar Statute. It seems that many companies make a spot contract for a specific project with a law firm.

***Q83 Is there a forced exchange system for local currency (Riel)?***

It is said that in Cambodia, approximately 90% of the currency in circulation and approximately 97% of currency in the bank account are US dollar. It is also said that when necessary, the National Bank of Cambodia (NBC) intervenes on the foreign exchange markets in order to stabilize the exchange rate between US dollar and Riel within the range of 4,000 to 4,100 Riel/ US dollars. Although it is mandatory to pay public utility expenses, taxes, etc. in Riel, however, payment in US dollar is acceptable in general. On the other hand, main currency in circulation in rural areas is Riel. When rice transactions increase between October and April, there is a growing demand for Riel and it appreciates during the period. Cambodia Securities and Exchange Commission decided to use Riel.

***Q84 Is there a bank easily usable for Japanese firms?***

As of June 2011, there are 27 commercial banks in Cambodia. Since the minimum capital was raised to US\$ 37 million in 2008, there seems to be no big problem with the financial conditions of these banks. The following banks are trying to improve their retail and other services (e.g. provision of ATM card for their employees, automatic payment of salary in the bank account, foreign remittance, and foreign exchange): ANZ Royal (Australia), Cambodia Public Bank (Malaysia), Cambodia Commercial Bank (Thailand), Cambodia Asia Bank (Malaysia), ACLEDA Bank (Cambodia), etc. Foreign remittance normally takes a few days via the United States, and remittance charge is 0.1% of the amount.

***Q85 Are there insurance companies?***

According to the Law on Insurance (July 2000), it is stipulated that life and personal accident insurance for physical and legal persons is dealt with by the insurance companies holding business licensed to carry out insurance business in Cambodia. There are five licensed insurance companies in Cambodia as follows: Forte, Asia, Infinity, Campubank Lonpac, and Caminco.

Cambodian agents of Japanese insurance companies are as follows:

1. Mitusi Sumitomo Insurance Co Ltd: Asia
2. Tokio Marine & Nichido Fire Insurance Co Ltd: Caminco
3. NKSJ (Sompo Japan Insurance Inc and Nipponkoa Insurance Co Ltd): Campubank Lonpac

***Q86 What is the progress of the preparation of the Cambodia Stock Exchange that is scheduled to open in July 2011?***

In Cambodia, security companies fall under four categories. There are seven underwriters (full license) and one of them is a Japanese company, SBI Phnom Penh Securities Co., Ltd., three state-owned enterprises (Phnom Penh Water Supply Authority, Port Authority of Sihanoukville, and Telecom Cambodia) and eight private firms planning to be listed and are preparing their initial public offering (IPO).

According to the Sub-Decree No. 70 (April 2011), a tax incentive is granted to encourage private firms to be listed by reducing the rate of tax on profit (20% to 18%) to be paid for three years, and listed firms gain 50% deduction of Withholding Tax (14% to 7%) on interest or dividend for three years. Related laws and regulations are posted on the website of the Securities and Exchange Committee of Cambodia (SECC).

***Q87 What is procedure for application of Generalized Systems of Preferences (GSP)?***

Cambodia is one of the Least Developed Countries (LDC) and import tax of many items is free in Japan. This is because of Generalized System of Preference (GSP). On the other hand, the preferential duties to Cambodia came into effect in line with ASEAN-Japan Comprehensive Economic Partnership (AJCEP) on

1<sup>st</sup> December 2009. It is the exporter or importer who decides which tax rate is used, instead of the exporting country. When it comes to the application form of Certificate of Country Origin, Form A is required for GSP and Form AJ is required for AJCEP.

Although the tax rate of GSP is lower in general, the country of origin is stricter (e.g. change in tariff classification criterion, value-added criterion, and specific manufacturing or processing operations criterion). The Form D is required for the ASEAN Free Trade Agreement (AFTA). Regarding export to Europe and the United States, it is advised to refer to export destination's origin criteria.

***Q88 Are all exports from Cambodia duty-free in an importer country?***

It is a matter of legal and policy framework on the part of importer country. In most European countries and the United States, General Systems of Preferences (GSP) are applied to imported products from Cambodia.

***Q89 Are there restrictive regulations of importing used equipment and machinery?***

There are no such restrictions. Import Tax (Duty) is levied on the remaining value of the used equipment and machinery which is assessed by Customs.

***Q90 How can used cars be imported?***

Generally cars are import restriction items. Prior to importation, import license at Ministry of Commerce must be secured.

Import Duty:

Cars (35%), Truck, Bus (15%), Special motor vehicle (15%), Ambulance, Vehicle for Agriculture (exempted).

Excise Tax: Cars less than 1000cc (15%), more than 1000cc (45%)

Note: Import of cars with steering wheel at right side is prohibited regardless if it is old or new.

***Q91 In case that raw materials are imported from parent company in home country and that product is exported to parent company in home country, is an invoice in which only processing costs are recorded accepted?***

Yes, it is accepted.

## **Labor**

***Q92 What is the status of labor supply in Cambodia?***

According to the 2008 Population Statistics, population under age 20 comprised 46% and under age 15 34% of the total population. There are many young people in the country and working population under

age 30 is approximately 5 million. Every year, approximately 300,000 people over age 15 enter into the labor market. According to the UN Report 2008 population estimate, the annual rate of population increase is 1.64% (Thailand: 0.65%, Vietnam: 1.15%, Japan: -0.07%).

***Q93 Is there a sudden increase in the minimum wage in the near future?***

Relation between supply and demand of labor is expected to remain relatively loose for the coming few years. Therefore, when the minimum wage is revised in 2014, strikes, which request a pay rise, are not likely to take place often for the coming few years. There are two reasons as follows;

- (1) It is not until electricity costs begin to decline that a number of major assemblers of final products make foreign direct investments (FDIs) in Cambodia
- (2) In Cambodia, the majority of the land is the plain where people can move easily from one place to another. Workers' migration from urban to provincial areas, or "U-turn phenomenon," is unlikely to take place even though provincial areas are developed.

***Q94 Are there labor unions?***

According to the Law on Labor (1997), the right to organize a labor union and to strike is permissible.

***Q95 Is it true that strikes occur frequently in Cambodia?***

In 2010, only a few strikes in garment factories were reported to request increase in their monthly minimum wage up to US\$ 93. In another case, organizers announced that 200,000 workers participated in the strike (the number of workers of the garment industry is approximately more than 300,000). It was said, however, that participants in the strike was actually less than 20,000. Among 5 million of Cambodia's working population (under 30 years old), only 500,000 are employed in the industrial sector. Since relation between labor supply and demand is relatively stable, strikes, which request a pay increase, are unlikely to occur so often for the coming years.

***Q96 What shall the employers pay in addition to base salary?***

Guaranteed minimum wage is US\$ 61 on a monthly basis (from October 2010 to 2014) (three-month probationary period: US\$56)

The additional payments under legal obligation are as follows:

1. Overtime allowance for food: 2,000 Riels or provision of meal (once a day)
2. Reward for perfect attendance: US\$ 7
3. Seniority allowance for (US\$ 1 every year)

Regarding social insurance, workers take out an employee's compensation insurance policy (National Social Security Fund; NSSF), at the rate of 0.8% (garment industry: 0.5%). Some companies provide workers with minimal fringe benefits that are not legal obligation: e.g. monthly transportation allowance

(normally, US\$ 7) and a bonus (normally, equivalent to one-month wage), etc. The rate of Tax on Salary varies from 0% to 20%.

***Q97 How about the working hours based on labor law?***

According to the Law on Labor, working conditions are as follows;

(1) Working hours

Eight hours a day, 48 hours a week (Saturday is a working day)

(2) Overtime

Overtime work 50%, Overtime during the nighttime (22:00-5:00) 100%, Holiday 100%

It is necessary to apply to the Ministry in charge of labor if payment by piece is adopted. During the probationary period, it is possible to dismiss a worker according to the required procedures. As for regular/permanent workers, three months notification should take place before dismissal. There is no regulation on dismissal allowance.

***Q98 How can managerial-class human resources be recruited?***

In Cambodia, there are approximately 90 institutions of higher education (including vocational training schools). In the first stage, companies normally begin to recruit by putting advertisements for a manager on the human resource website (e.g. Camhr and Pelprek), in the newspaper (local and English), on the notice board at university/ school, etc. Then, interviews with applicants will be scheduled in the designated place.

The Cambodia-Japan Cooperation Center (CJCC) assisted by the Government of Japan is planning to establish a human resource bank and to offer variety of courses related to business skills (e.g. language and management).

***Q99 How can worker-class human resources be recruited?***

On top of a job opportunity advertisement in the newspaper, the National Employment Agency (NEA) supervised by the Ministry of Labor and Vocational Training provides a free-of-charge service to introduce workers to companies. While the garment industry has so far created a number of job opportunities in Cambodia and has been familiar to most Cambodians, other industrial sectors are unknown to local people. Since some of them feel worried about other industrial sectors, it is advisable to explain fully about working conditions and environments when recruiting.

***Q100 How about the quality of labor among workers?***

Although there are individual differences, it is said that most Cambodian people have good eyesight (at night as well as in the short/long distance) and that they are dexterous and are patient with long-time work. According to unofficial statistics, the rate of primary school enrollment is 90% and that of primary school



graduation is 60%. Likewise, the rate of secondary school enrollment is 30% and that of secondary school graduation is 20%. Literacy rate is 80%. Therefore, it seems to be necessary to re-educate workers or to provide them with training courses.

***Q101 Is a dormitory for employees/ workers necessary?***

Within the SEZ or in the area where factories gather around, there are some private houses which provide room for rent accommodating 5 to 6 people for US\$ 20 to US\$30 on a monthly basis, and many workers live in this rented rooms. Although this type of a rented room continues to serve as an equivalent of a dormitory for the time being, there is a Japanese company that constructed a dormitory within the premise of its own factory in order to secure the required number of skilled workers.

***Q102 Is it possible to dispatch a Chinese manager for the production line transferred from China?***

There is a Japanese company that employs a Cambodian interpreter of Chinese language and a Chinese manager to manage production lines. Another company employs a Vietnamese manager.

***Q103 Is it possible to train workers in China, Thailand and/or Malaysia on a short-term basis?***

It is possible to do so by obtaining workers' passports and by submitting the list of workers dispatched to the Ministry of Labor and Vocational Training.

***Q104 Is it necessary for foreigners to obtain a working visa?***

It is necessary to obtain a business visa (multiple visa with one-year validity) issued by the Ministry of Interior. Since there is no working visa, after obtaining the business visa, there is a need to obtain a work permit for foreigners which is valid for three years and issued by Ministry of Labor and Vocational Training. The necessary documents for application are as follows (Service charge is US\$ 100 to 150).

- (1) Certificate of graduation (in English)
- (2) Photocopy of passport
- (3) Photocopy of the multiple visa
- (4) Four photos
- (5) Health certificate (issued by a hospital designated by Ministry of Labor and Vocational Training)
- (6) Photocopy of employment contract

## **Distribution**

***Q105 What is the Southern Economic Corridor (SEC)?***

It is one of the corridors of Greater Mekong Sub Region (GMS) advocated by Asian Development Bank (ADB). The construction of a bridge over the Mekong River along the National Road No.1 began in

February 2011 through Japanese grant aid and construction will be completed in 2014. The completion of the bridge is expected to contribute to developing GMS by facilitating distribution, transportation and economic interexchange in the Southern Economic Corridor (SEC), which is 920 km long and interconnects the three following major cities (i.e. Ho Chi Minh City, Phnom Penh, and Bangkok). When it comes to the development of international transportation network, Cross Border Transport Agreement (CBTA) is promoted in the GMS Forum of ADB. In order to reach bilateral or multilateral agreements, within CBTA, various discussions are under way; for instance, the streamlining of cross border procedures, handling of international transit cargo, road vehicle regulations for cross border transportation, and exchange of commercial transportation rights.

***Q106 What is the progress of CBTA with neighboring countries?***

The progress of CBTA between Cambodia and Vietnam is as follows:

September 2006:

Protocol came into effect (Cambodian side: bus 19 units, truck 21 units, Vietnamese side: bus 40 units)

March 2007:

The limitation on the number of cross border vehicles was expanded to 150 units in each country.

March 2009:

The limitation on the number of cross border truck was expanded to 300 units in each country (150 units as of June 2011).

July 2009:

Agreement on the Single Stop Inspection was reached (agreement is not working as of June 2011).

Cambodia and Thailand signed the 2007 Protocol (First stage: between Poipet and Aranyaprathet). However, because of the border conflict between the two countries and the internal affairs of Thailand, the time is uncertain when the Protocol comes into effect.

***Q107 What is the status of distribution industry in Cambodia?***

(1) Freight forwarders (truck)

The Cambodia Trucking Association has a membership of 15 companies. Member companies can transport goods to foreign countries.

(2) Customs broker

Custom brokers carry out procedures for export and import on behalf of consignor. In Cambodia, however, many freight forwarders and transporters also serve as a customs broker.

(3) Warehousing

Although there are three dry ports specializing in garment products for export around Phnom Penh, there are no warehouse companies that provide comprehensive distribution services (i.e. storage system, sorting system, consolidated shipping system, customs clearance, etc.) According to the Law on Investment, warehousing is not eligible for incentives. However, there are great possibilities that a

project which provides advanced distribution services is approved as QIP.

***Q108 Is it true that the procedure of custom clearance is not transparent?***

In July 2007, Law on Customs was approved in the Parliament and came into enforcement in 2009. Although the related Ministerial Order is under preparation, some investors were requested for unnecessary documents from the officials of GDCE's operational offices (20), branches (7) and border check points (53) in Provinces because these officials have not yet been well-informed of the contents of the Order. Since there are other procedures (e.g. CamControl's calibration and report of export and import to MOC) on top of Customs' inspection of cargo, investors tend to have an impression that these procedures are so complicated.

Currently, in cooperation with neighboring countries, RGC has worked on the streamlining of trade-related procedures on a bilateral and multilateral basis. Since there seem to be differences of customs clearance fee between forwarders, it is necessary to find a reliable forwarder. Several Japanese forwarders and transporters opened their offices in Phnom Penh in 2011.

***Q109 What are the reasons that distribution cost is high in Cambodia?***

The distribution cost of Cambodia is high in comparison with that of neighboring countries. The reasons are as follows;

1. The tariff of customs clearance fee is not prepared.
2. Port Authority's fee of Lift-on & Lift-off (LOLO) of container is high.
3. Because of the small volume of cargo, shipping company's handling fee of container terminal is high.
4. Because of the small volume of cargo, the cost of transportation by land is high.

***Q110 What are necessary costs and its breakdown for transporting a 40-feet container between Phnom Penh and the Sihanoukville Port?***

1. Customs clearance fee: US\$200
  2. Terminal handling charge (THC): US\$100
  3. Lift-on & Lift-off (LOLO) fee of container: US\$100
  4. Container scan cost: US\$ 25
  5. Container transportation cost (Truck): US\$ 200
  6. CAMCONTROL's inspection fee: 0.1% of the invoice value
- Total: US\$ 625+α

*\*\*The above-stated figures are estimated values for reference. Investors are kindly advised to request an estimate of distributors on a case-by-case basis.*

***Q111 The detail of transportation cost from Phnom Penh to Ho Chi Min port by land ?***

1. Customs clearance fee at Head Office: US\$200
2. Customs clearance fee on the border: US\$200

3. Customs clearance fee. Vietnam side: US\$50
4. Cost of change of loading cargo: US\$ 50
5. Fee of customs inspection: US\$100
6. Fee of container transportation by land (Truck) at Cambodia side: US\$ 200
7. Fee of container transportation by land (Truck) at Vietnam side: US\$ 200
8. CAMCONTROL inspection Fee: 0.1% of invoice value

Total: US\$ 1,000 +α

*\*\*The above-stated figures are estimated values for reference. Investors are kindly advised to request an estimate of distributors on a case-by-case basis.*

***Q112 The detail of transportation cost from Phnom Penh to Ho Chi Minh port by Mekong river?***

1. Customs clearance fee. Cambodia side: US\$50
2. Customs clearance fee. Vietnam side: US\$50
3. Cost of loading cargo from transportation by land: US\$ 50
4. Fee of container transportation by inland waterway (River): US\$ 300
5. Container scan fee: US\$ 25
6. CAMCONTROL inspection fee: 0.1% of invoice value

Total: US\$ 475+ α

*\*\*The above-stated figures are estimated values for reference. Investors are kindly advised to request an estimate of distributors on a case-by-case basis.*

***Q113 How about transportation cost from Phnom Penh to Bangkok by land?***

1. Customs clearance fee at Head Office: US\$200
2. Customs clearance fee on the border: US\$200
3. Customs clearance fee at Thailand side: US\$100
4. Cost of loading cargo: US\$ 50
5. Fee of container transportation by land (Truck): US\$ 1,000
6. CAMCONTROL inspection fee: 0.1% of invoice value

Total: US\$ 1,550 +α

*\*\*The above-stated figures are estimated values for reference. Investors are kindly advised to request an estimate of distributors on a case-by-case basis.*

## **Potential Project**

***Q114 What kind of industrial sectors have potentials to be developed in Cambodia?***

In the document of Cambodia's investment promotion prepared by JETRO Cambodia Office, potential

industrial sectors are as follows;

- (1) Light industries (garment, shoe-making, electronics, automotive component, furniture, etc.): Export promotion by taking advantage of low-cost young labors, preferential duties and incentives of SEZ
- (2) Tourism: For foreign tourists by taking advantage of the remains of the Angkor Wat
- (3) Potential products to meet a growing demand for the domestic market: Motor bike, retail, etc.
- (4) Natural resources and energy development: Submarine oil field, natural gas, bauxite, etc.
- (5) Distribution/ logistics industry: To meet a growing demand for transportation business along the Southern Economic Corridor

***Q115 Do agricultural projects have potentials for development?***

In Cambodia, agricultural projects have potentials for the following reasons:

- (1) Warm weather throughout the year
- (2) Fertile land along the Mekong River and the Tonle Sap River
- (3) Possibility to secure inexpensive and vast farmland
- (4) RGC's agricultural promotion policies and regulations (reduction of import tax for seeds, agricultural equipment, exemption of VAT, etc.)

RGC announced the policy which aims to increase rice surplus to more than four million tons and rice export to one million tons by 2015. Regarding the production and distribution of rice, however, there are following problems to be tackled.

- (1) Since there are limitations on capacity of rice-milling equipment, low value-added rice is exported unlawfully to neighboring countries.
- (2) In Cambodia, rice is produced on a single-cropping basis because irrigation facilities are not well-developed (on the other hand, triple-cropping in Vietnamese Mekong Delta).

Cash crops (e.g. rubber, acacia, corn, pistachio, sugar-cane, cassava, tapioca, jatropha, green gram, sesame) have its business potentials too. Chinese, Korean, and Vietnamese firms have already invested in production of these crops.

Regarding agriculture investment, investors should keep the following points in mind:

- (1) To have secure farmland (e.g. ownership and other rights, issues of local residents, etc)
- (2) To educate employees and contract farmers about quality management
- (3) To have a clear-cut exit strategy (specific target segment of marketing)

QIP conditions for Agriculture Projects are as follows,

- (1) Rice: over 1,000ha
- (2) Vegetables: over 50ha
- (3) Other cash crops: over 500ha
- (4) Grains for export: over US\$ 500,000
- (5) Food, drink and beverages: over US\$500,000

***Q116 What are the potentials of tourism development?***

According to the “Vision 2020” devised by the Ministry of Tourism of Cambodia, targets to be met by 2020 are as follows:

- (1) Increase foreign tourist arrivals to 6 million
- (2) Increase tourism revenue from US\$ 1.5 billion in 2009 to US\$ 4.0 billion in 2020
- (3) Increase accommodation capacity or hotel demand (rooms) to 70,000

Tourism priority zones designated by Ministry of Tourism are as follows:

- (1) Siem Reap/ Angkor and its surrounding
- (2) Phnom Penh and its surrounding
- (3) Coastal zone
- (4) Northeast (Eco-tourism)

***Q117 Does real estate have potentials for development?***

As of June 2011, many high-rise buildings are under construction in Phnom Penh. Most buildings are Korean-owned and the number of buildings will be doubled in 2011 in comparison with that in 2008. Although more and more Japanese developers have lately come to Cambodia for a study visit, none of them have invested in Cambodia at all. Business for Japanese residents was in little demand and, however, the number of Japanese expatriates has increased since the middle of 2010. It seems, therefore, that the construction of service apartment for the expatriates has potentials for development. Since there are only 21 approved SEZs that are expected to become full of foreign firms in Cambodia in the near future, the development of SEZ has also potentiality.

***Q118 Does mineral resource development have potentiality?***

It is said that Cambodia is abundant in mineral resources and that no mining study has ever been conducted in most areas in Cambodia. This is partly because the sediments of the Mekong River have made it difficult to conduct the study, and partly because conducting the study has been considered to be dangerous due to the scattered landmines across the country. It is also said, however, that various conditions have been improved for mining development in recent years owing to the advancement in probe technologies and to the progress of landmine removal.

100% foreign-owned exploitation is permitted and foreign companies such as China, Vietnam, Australia and Korea have obtained the right of exploitation. Approximately 100 Mineral Resource Licenses have so far been approved but there is only one had obtaining the Pits and Quarries Mining License (a joint venture company of Thailand and Cambodia for gold mining). As of June 2011, the Law on Mineral Resource Management and Exploitation (2001) is the sole legal framework. According to the Law, the corporate tax rate for the mining industry is 30% (other industries: 20%) and only final products are exportable. There are no other laws regarding safety and environment of mines.

***Q119 What are the procedures to obtain Exploration License?***

According to the Law on Mineral Resource Management and Exploitation, there is a need for investors to apply to the Ministry of Industry, Mines and Energy (MIME) after undertaking an Environmental Impact Assessment (EIA) carried out by the local authority where mining license area is located.

***Q120 What the present situation of oil development?***

A joint venture company (Mitsui Oil Exploration, Chevron, etc.) has continued to explore oil field off the coast of Sihanoukville and negotiated with the RGC for a 30-year oil concession.

***Q121 Does IT outsourcing business have potentials?***

In Cambodia, there is a source of supply of IT specialists; for instance, some vocational training schools offer courses on CAD and CAM. Since two Japanese firms do the outsourcing business (illustration and design of civil engineering), IT specialists seem to be in demand.

## **CDC**

***Q122 What kinds of brochure are obtainable at CDC?***

Cambodia has so far been “an unknown country” to Japanese companies. In order to provide investors with sufficient data and information to make a decision on investment, several projects and programs are now under way at CDC with the assistance of the Japan International Cooperation Agency (JICA).

At CDC, the following documents are available.

- (1) Cambodia Investment Guidebook (revised in January 2011)
- (2) Pamphlet on “Why Invest in Cambodia?” (revised in January 2011)
- (3) A Handbook on Commercial Registration
- (4) Laws and Regulations on Investment in the Kingdom of Cambodia
- (5) Pamphlet on Sihanoukville Port SEZ

CDC’s website (both in English and Japanese) is now under construction and will be launched in the near future.

# **Frequently Asked Questions (FAQs)**

**For Japanese Investors  
(Provisional Draft)**

**June 2011**

**Council for the Development of Cambodia**



**Statistical figures and prices in this booklet are based on the information collected through author's activities in Cambodia. For the purpose of securing the accuracy and safety of the information, the readers of this booklet are advised to contact the organizations and agencies in responsibility. There is no responsibility on author's part for the decisions the readers and/or users make according only to the information of this booklet. Likewise, there is no legal responsibility at all on author's part for any damage/ losses caused accidentally and consequentially by the errors in description of this booklet, as well as by delivery, contents and use of this booklet.**

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## **Cambodia**

### ***Q1 What kind of feelings toward Japan do Cambodia people have?***

It is generally believed that the feelings toward Japan are very good in Cambodia. The Japanese army did not have a problem with the supply of food in the period of Japanese army's occupation during the Second World War because Cambodia was abundant in rice at that time. In 1954, Cambodia disclaimed the war reparations from Japan and both countries signed the Treaty of Amity between Japan and Cambodia. Japan has contributed greatly to Cambodia's peace-building processes after the civil war which began in the late 1980s. As a top donor, the Government of Japan has provided Cambodia with the Official Development Assistance (ODA) since 1992, and many Japanese NGOs have participated vigorously in various activities such as education and public health. Many Cambodian people put confidence in Japanese products and more and more people have begun to learn Japanese in recent years. When the Great East Japan Earthquake happened in Japan in March 2011, many Cambodian people tried to support Japan by donating.

### ***Q2 Is it true that corruption is rampant in Cambodia?***

Royal Government of Cambodia (RGC) has adopted the mechanisms to address the problems that the private firms face through hearings and discussions with them. With the assistance of International Financial Corporation (IFC), the Government Private Sector Forum (GPSF) is held once or twice a year, and the eight following public-private Working Groups are organized under GPSF.

- |  |  |
|--|--|
| (1) Agriculture                        | (2) Tourism                              |
| (3) Industry/Small and Medium industry | (4) Law/Tax/Governance                   |
| (5) Banking/Financial Matters          | (6) Energy/Infrastructure/Transportation |
| (7) Communication/Information          | (8) Export Processing /Trade             |

When it comes to the bilateral relationship between Japan and Cambodia, as of December 2011, Japan-Cambodia Public and Private Sector Joint Meeting has so far been held four times in line with the Agreement between Japan and the Kingdom of Cambodia for the Liberalization, Promotion and Protection of Investment (August 2008). Through the Joint Meeting, the request of business environment improvement is submitted to the Royal Government of Cambodia (RGC) on the basis of the voices of the member companies of Japanese Business Association of Cambodia (JBAC). This Meeting is co-chaired by Japanese ambassador at Japanese side and the Secretary General of CDC at Cambodian side.

### ***Q3 Are there Japanese restaurants in Cambodia?***

In Phnom Penh, there are approximately 30 Japanese restaurants, out of which eight are run by Japanese. The number of Japanese residents who submitted the Residence Report is approximately 1,000 (approximately 90% of them live in Phnom Penh). The number of Japanese restaurants per Japanese resident in Phnom Penh seems to be relatively high in comparison with other foreign capitals. Two

Japanese restaurants are in Bavet at the Vietnamese border and four in Sihanoukville.

***Q4 Are Japanese ingredients available in Phnom Penh?***

Japanese food materials are sold in large-scale supermarkets in Phnom Penh. Japanese ingredients and other food materials are purchasable. A Japanese-owned shop of Japanese ingredients has lately opened. It seems that there are a wider variety of food materials in Phnom Penh and their prices are lower than those in Vietnam, because there is no special regulation on distribution/ logistics in Cambodia. For example, five kilo grams (kg) of Japanese brand-name rice *Kosihikari* (produced in Vietnam) is sold for approximately US\$ 10.

***Q5 Is there a Japanese school in Cambodia?***

The number of students of Phnom Penh Japanese School established in 2001 has increased year by year and, as of June 2011, there are approximately 60 students. In Cambodia, there are two international schools with the International Baccalaureate Diploma Program (IBDP).<sup>1</sup>

***Q6 How about the current situation of medical treatment in Cambodia?***

The Calmette Hospital and the Khmer-Soviet Friendship Hospital are state-run general hospitals. National Maternal and Child Health Center and National Center for Tuberculosis and Leprosy Control (CENAT) are assisted by the Government of Japan. Some Japanese residents had a cancer removal surgery and surgical operation for hemorrhoid. Both surgeries were successful. The private hospitals in which Japanese medical doctors or coordinator is stationed are the International SOS Clinic, Phnom Penh Health Care Center, Royal Rattanak Hospital, etc., The Japanese expatriates normally go to these hospitals in Phnom Penh. Japanese general practitioners and dentists have lately started practice in Phnom Penh. Cho Ray Hospital of Vietnam and Sokimex, one of Cambodia's largest business groups, are trying to build a general hospital in a Phnom Penh suburb.

## **Potential Project**

***Q7 Is it true that the investment of Japan is behind that of China and Korea?***

According to the statistics of CDC on the total amount of approved investment by country, China and Korea are the largest investors. As of the end of 2010, the details of the statistics indicate that 53% of Chinese investments are real estate development, 27% are energy development, while 83% of Korean investments are real estate development. The fact is that FDIs in energy and real estate development do not necessarily lead to advantages of FDI such as the acquisition of foreign currency and employment creation. Conversely, these FDIs may bring about disadvantages: for instance, the misuse of land and

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<sup>1</sup> IBDP is an educational program for students aged 16–19 that provides an internationally accepted qualification for entry into higher education, and is recognized by universities worldwide.

natural resources and exploitation of labors. The reason that high officials of RGC view Japanese FDI as “quality investment” is as stated above.

## **CDC Japan Desk**

### ***Q8 What kinds of service are provided by CDC Japan Desk?***

Japan Desk was established within CDC as the special window for Japanese firms. It provides the following services:

- (1) Investment consultation for Japanese firms (construction of business model development)
- (2) Support for Japanese firms’ application for QIP project
- (3) Support for Japanese firms’ establishment of a subsidiary
- (4) Aftercare service for Japanese existing investors (capital increase, change of stockholders, customs clearance, renewal of QIP)
- (5) Support for holding the investment seminar for Japanese firms
- (6) Support for Japanese firms’ study visit to Cambodia (various logistics and arrangements with local firms, etc.)
- (7) Support for the implementation of the Japan-Cambodia Public and Private Sector Joint Meeting

A JICA expert (Investment Environment Improvement advisor) has been stationed at CDC Japan Desk. Please feel free to contact him.

## **Appendix 4-2**

### **Website Management Manual**

[www.cambodiainvestment.gov.kh](http://www.cambodiainvestment.gov.kh)

# USER MANUAL

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# I. Introduction to CDC Website

## 1. CDC Front-End Layout

The screenshot displays the front-end layout of the Council for the Development of Cambodia (CDC) website. The header features the CDC logo, navigation links (Sitemap, Library, Links, Newsletter, Login, RSS), and a search bar. The main content area is divided into several sections:

- Event of Interest:** A list of recent events, including seminars and forums.
- Sliding Images:** A carousel of images, with the first image showing a meeting.
- Menu Bar:** A horizontal navigation bar with categories like News and Events, Most Viewed, Investment Environment, and Any Question?
- Welcome to CDC:** A message from the Minister attached to the Prime Minister, welcoming visitors and highlighting the website's role in providing investment information.
- Statistics:** A section with three sub-sections: International Tourist Arrivals to Cambodia (250,429 in August 2011), Consumer Price Index (increased by 6.7% in September 2011), and Establishment Statistics in 2011.
- Visitors Counter:** A digital counter showing 0000788 visitors, with a breakdown by time period (Today: 5, Yesterday: 5, This week: 44, This month: 55, All days: 788).
- News and Events:** A list of recent news items, such as "A delegation of the US-ASEAN Business Council visited CDC" and "The 2011 Cambodia Investment Seminar was held in Tokyo on June 2, 2011".
- Footer block:** A section containing Special Economic Zones, FAQ, and Social Network Sharing (Facebook, Twitter, YouTube).

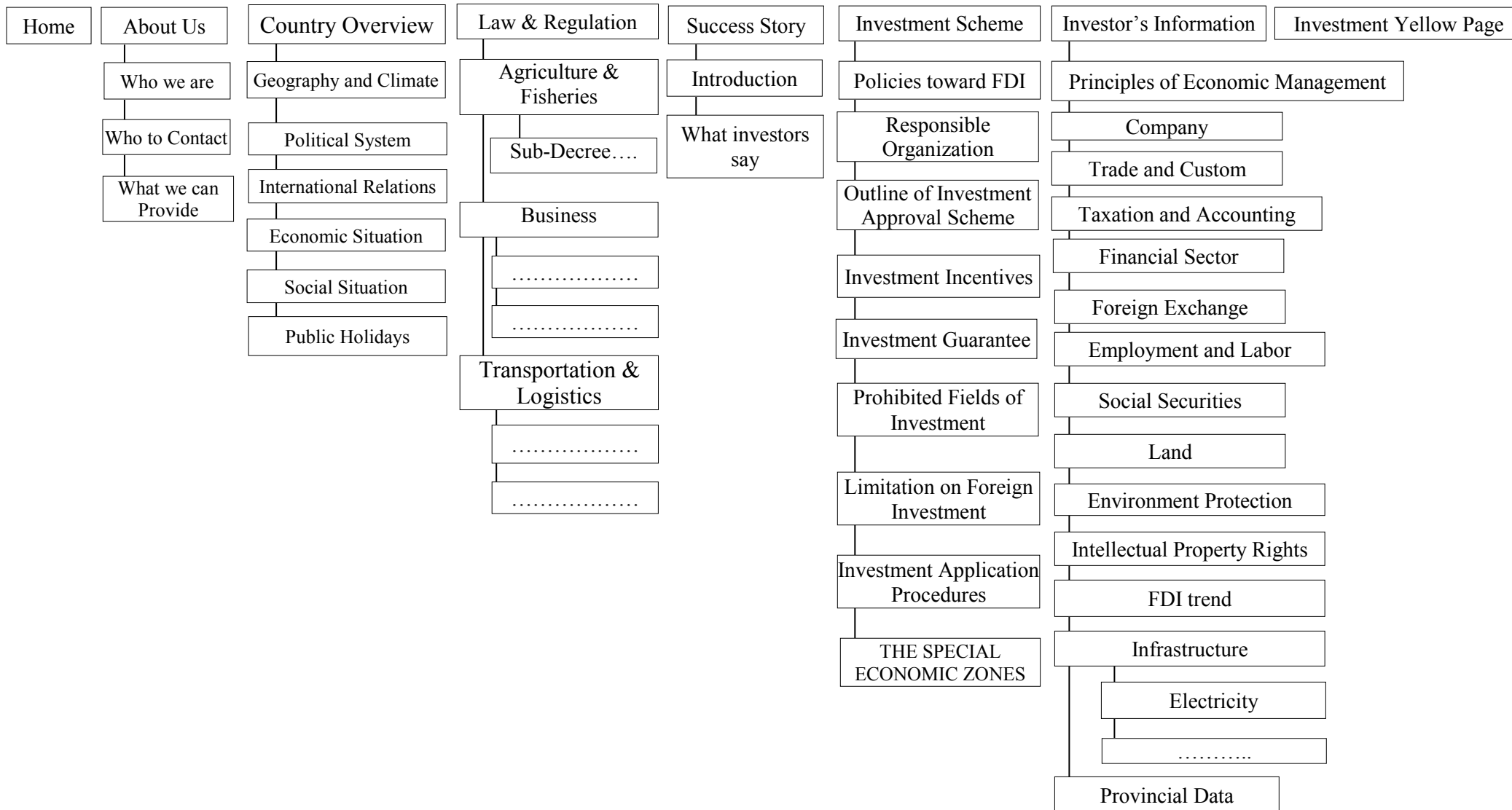
Annotations on the screenshot include red arrows pointing to various elements and yellow boxes with text labels: "Sitemap | Library | Links | Newsletter | Login | RSS", "Top menu", "Event Of Interest", "Sliding Images", "Click here and enter your keyword...", "Home | About Us | Country Overview | Laws & Regulations | Success Stories | Investment Scheme | Investor's Information | Investment Yellow Page", "Menu Bar", "Content in front page", "Statistic widget", and "Footer block".

## 2. CDC Sitemap

### • Top Menu



### • Main Menu



## II. How to Manage CDC Website

### 1. Public Back-end Login

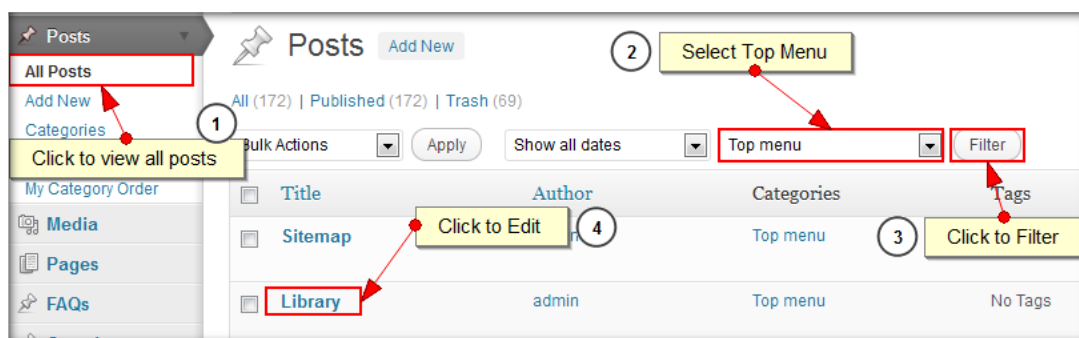
Open web browser (Internet Explorer, Mozilla Firefox, Chrome...) and type address:  
<http://www.cambodiainvestment.gov.kh/cdccpanel>



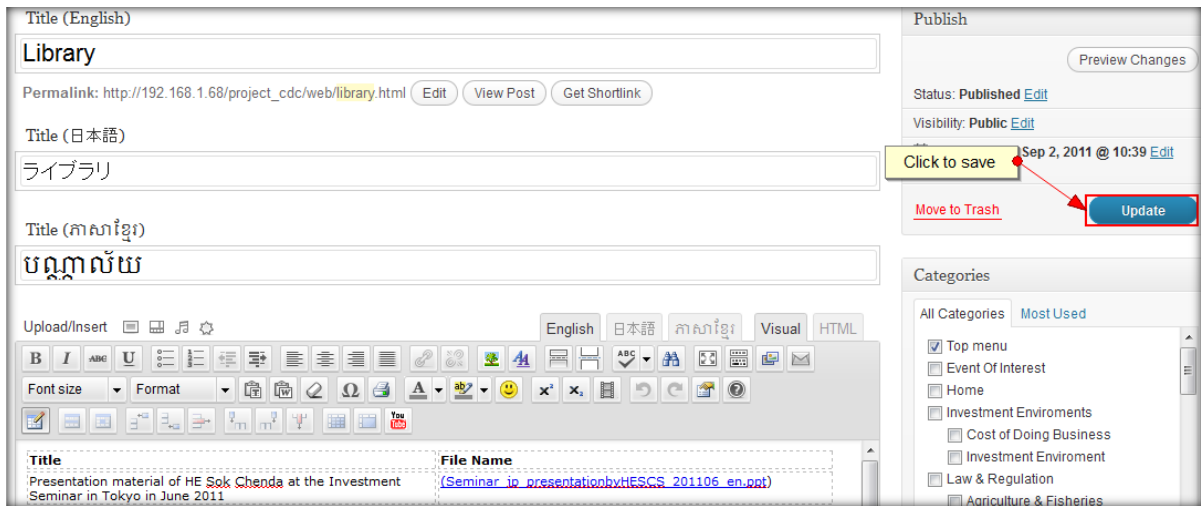
- Fill in **User Name** and **Password**
- Click **Log In** Button

### 2. How to edit and delete Top Menu

#### a. How to edit top menu

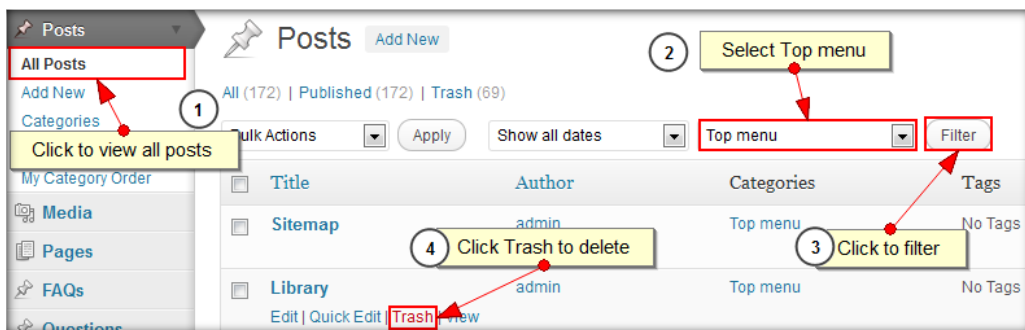


1. Click on **All Posts** to view all posts
2. Select **Top menu** option on the drop down list
3. Click button **Filter** to filter
4. Click on the specific post to edit and after click on the specific post it will be show like below



5. Edit Title and content
6. Click button **Update** to save what you edited

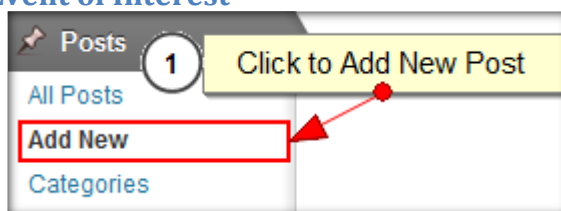
### b. How delete Top menu Items



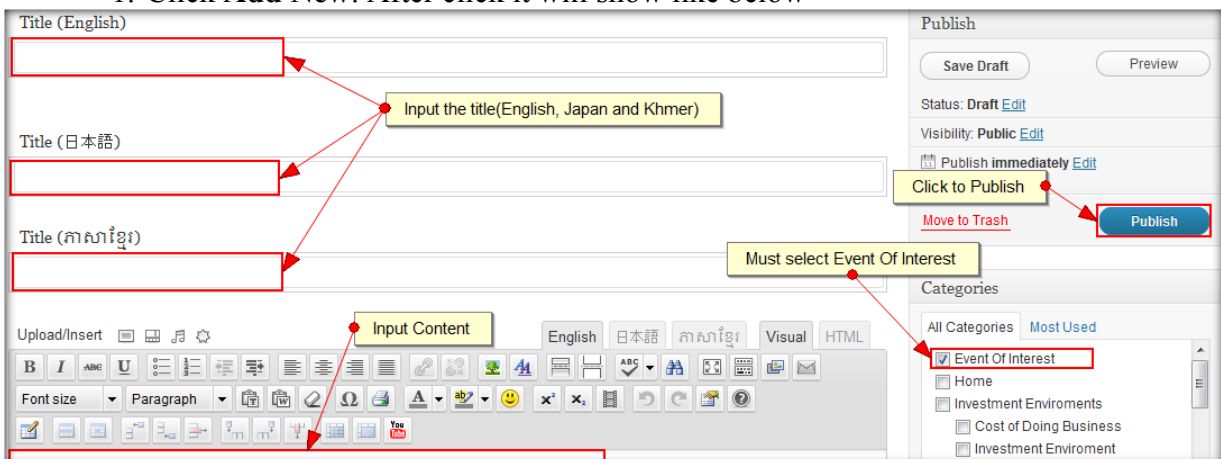
1. Click **All Posts** to view all posts
2. Select **Top menu** option on the drop down list
3. Click button **Filter** to filter
4. Click **Trash** to delete the specific post

## 3. How to add new, edit and delete Event of Interest

### a. How to add new Event of Interest



1. Click **Add New**. After click it will show like below

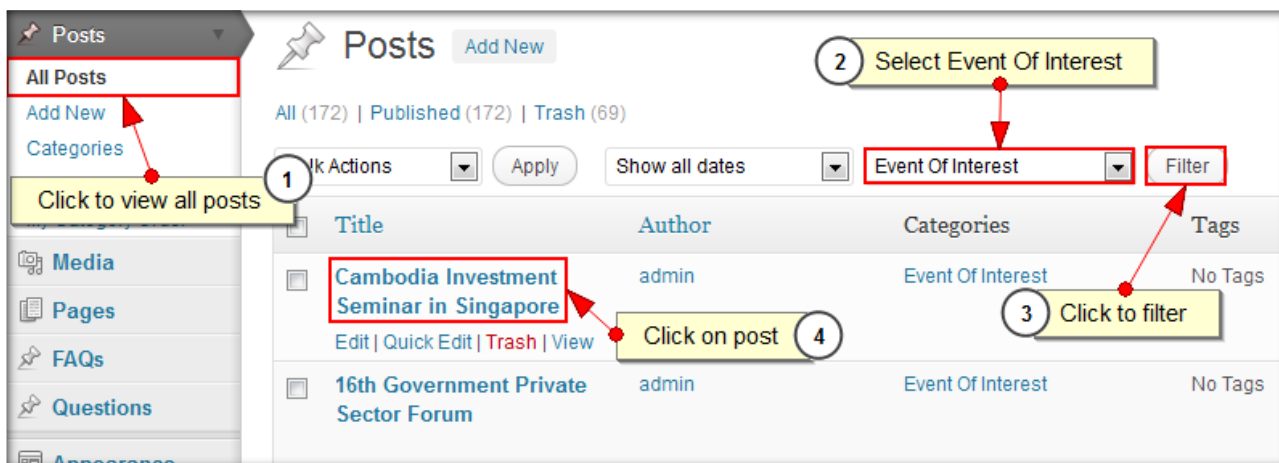


2. Fill Post title in English and Japan (**Required**)
3. Input the post content

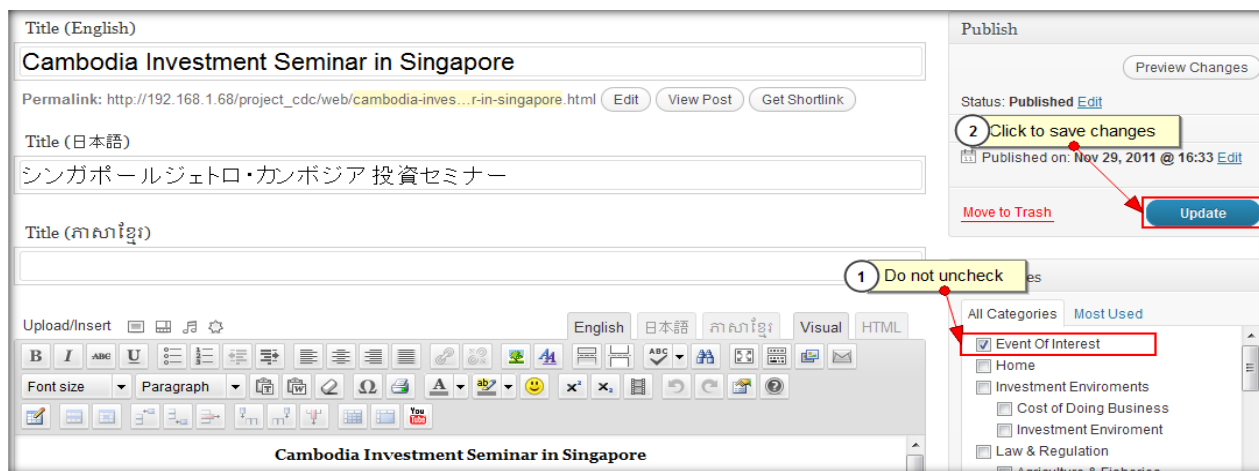


4. On the categories must select **Event Of Interest**
5. Click **Publish** button to publish the post

### b. How to edit Event of Interest

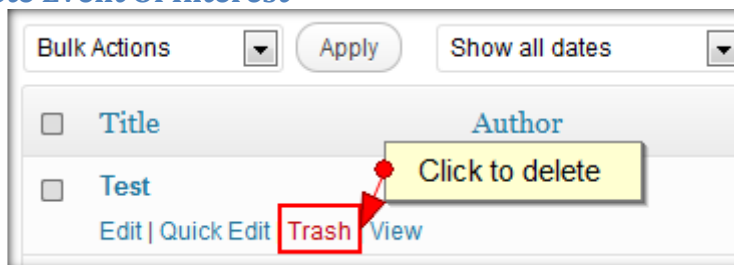


1. Click **All Posts** to view all post
2. Click post to edit and it will show like this after click



3. Edit what you want and click **Update** button

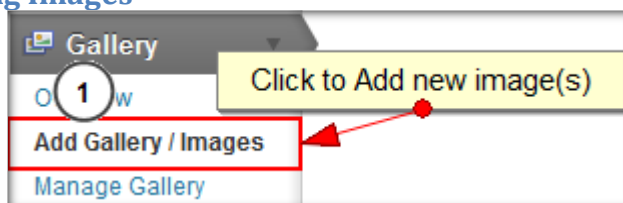
### c. How to delete Event Of Interest



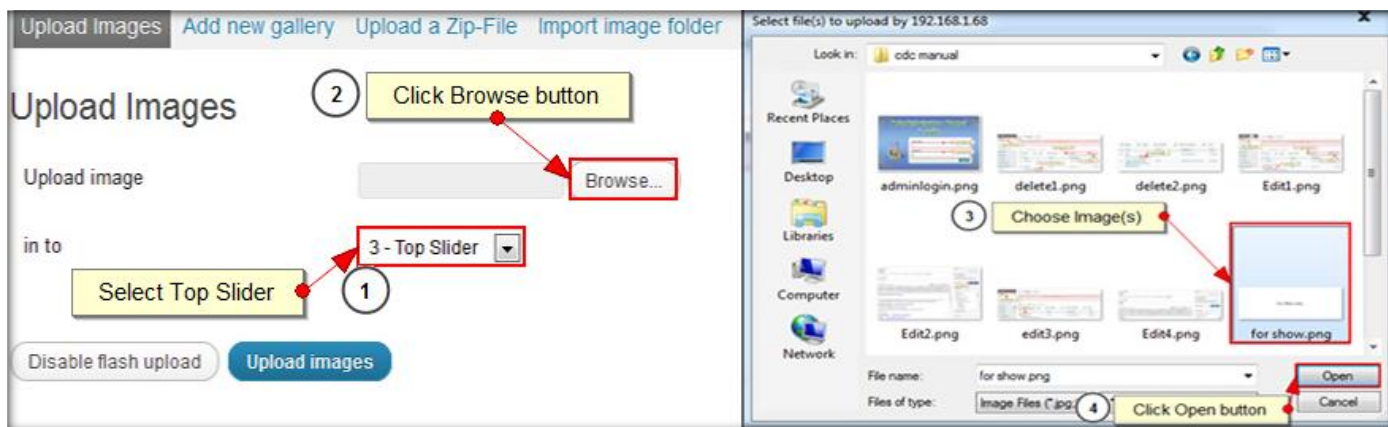
- After View all post click **Trash** to delete specific post in categories Event Of Interest

## 4. How to add new, edit and delete Sliding Images

### a. Add new Sliding Images



1. Click **Add Gallery / Images** to add new images after click it will show like below



2. Select **Top Slider** Gallery
3. Click button **Browse** to choose images form computer
4. Select image(s) and click button **Open**
5. Click button **Upload** images to upload your images after select image already
6. Image dimension must be **513 x 182 pixel**

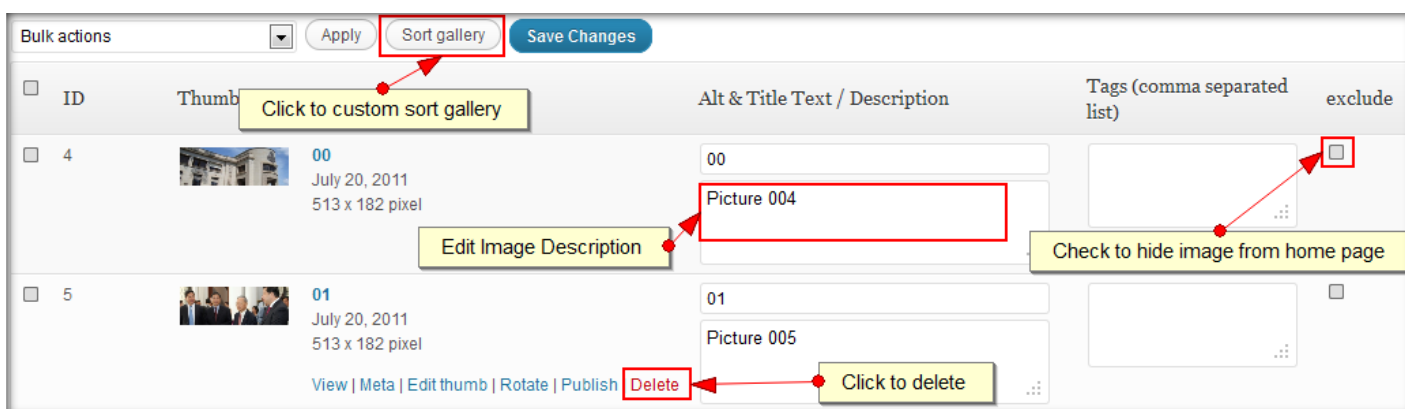
### b. Edit Sliding Images



1. Click **Manage Gallery** after click it will show like below



2. Click **Top Slider** gallery to edit

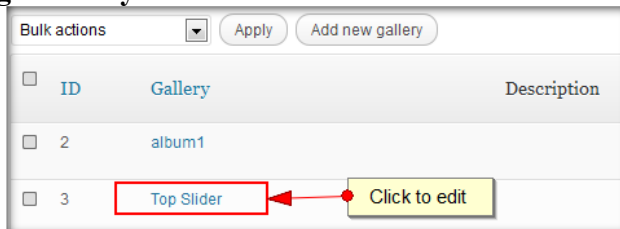


3. Modified your image description
4. Check the exclude box to hide image from home page
5. Click **Sort gallery** to custom sort just drag and drop
6. Click **Save Changes** button to save

### c. Edit Sliding Images



1. Click **Manage Gallery** after click it will show like below



2. Click **Top Slider** gallery

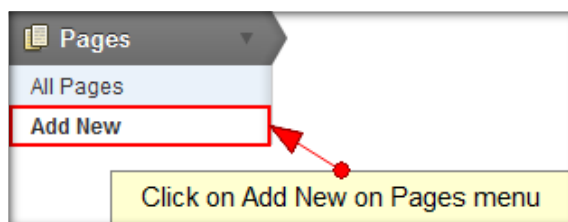


3. Click **Delete** on specific image

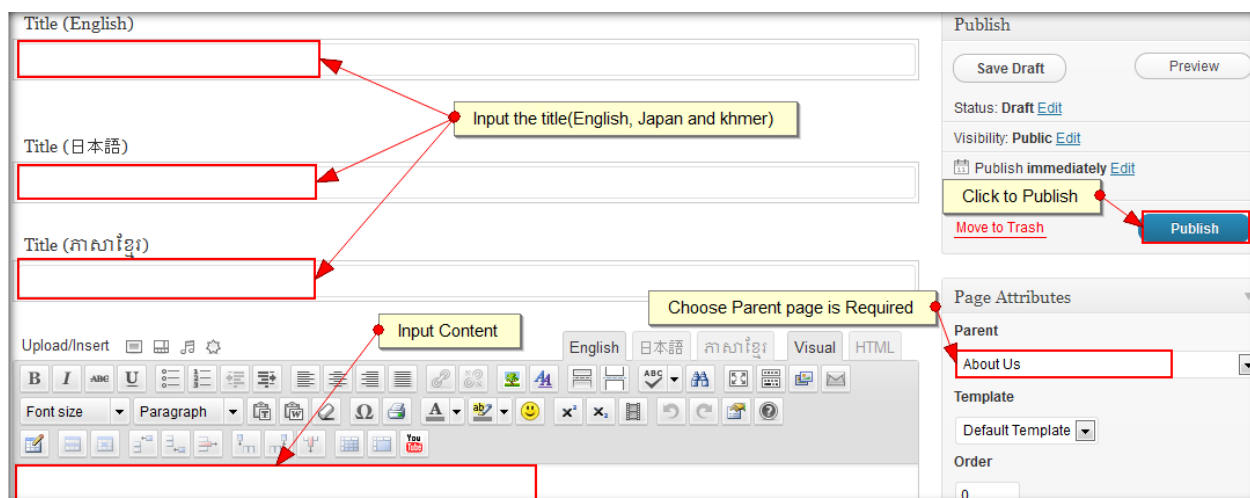
4. Click **OK** to proceed

## 5. How to add new, edit and delete Menu bar Items

### a. Add new Menu bar Items



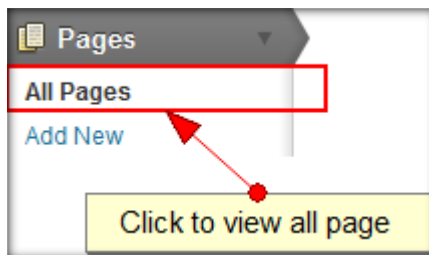
1. Click **Add new** under Pages menu and it will show like below



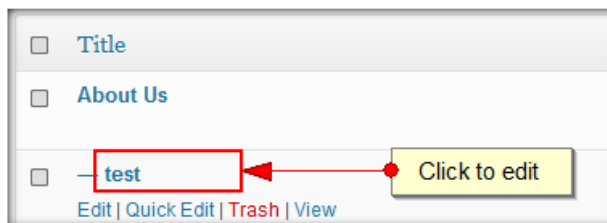
2. Fill English and Japan Title
3. Input page description
4. Select page parent is required
5. Click button **Publish** to publish page



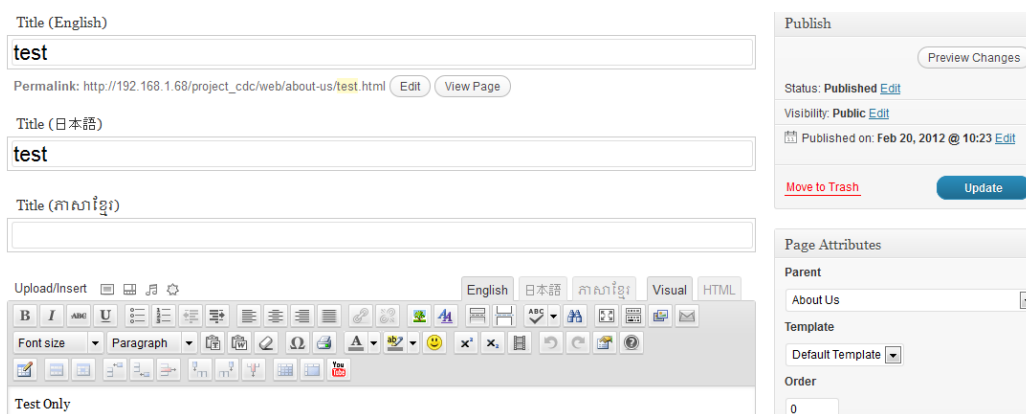
## b. Edit Menu bar Items



1. Click **All Pages** under Pages menu to view all page and it will show like below



2. Click specific page to edit

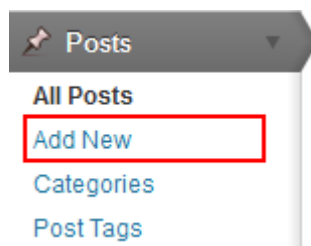


3. Edit what you want and after edit click **Update** button

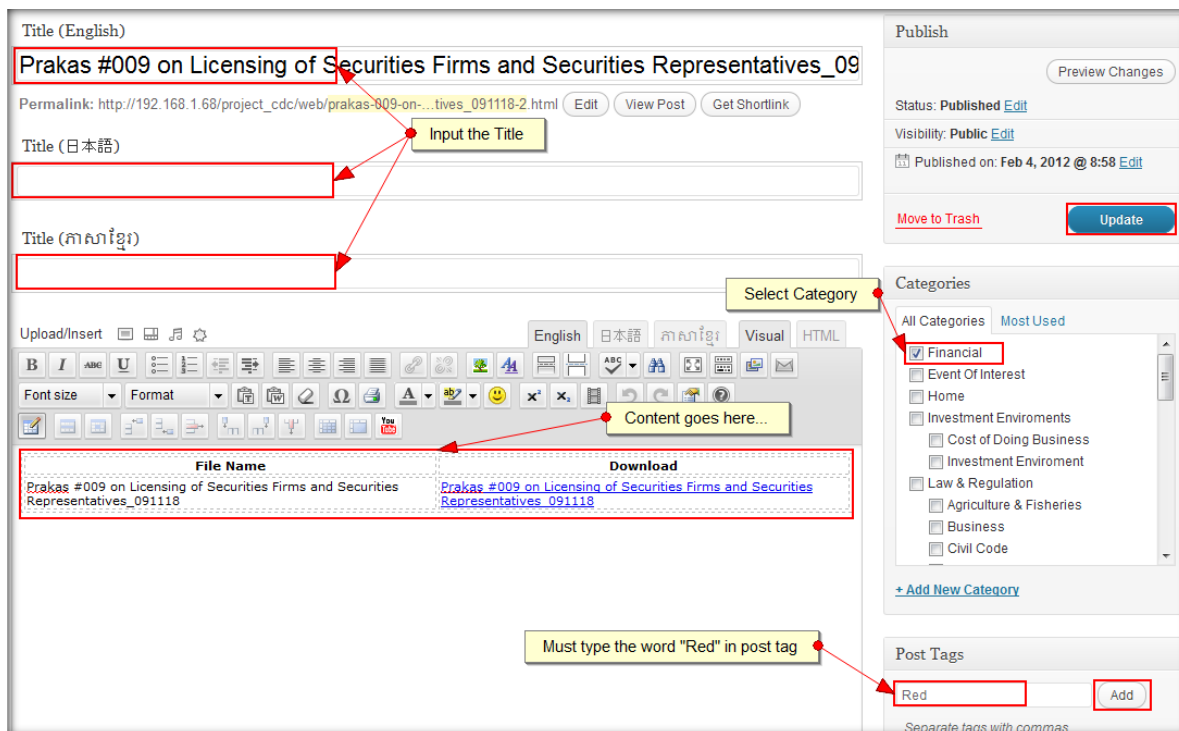
## c. Delete Menu bar Items

1. Click **All Pages** under Pages menu to view all page
2. Click **Trash** on the specific page to delete

## 6. How to Create Law and Regulation items

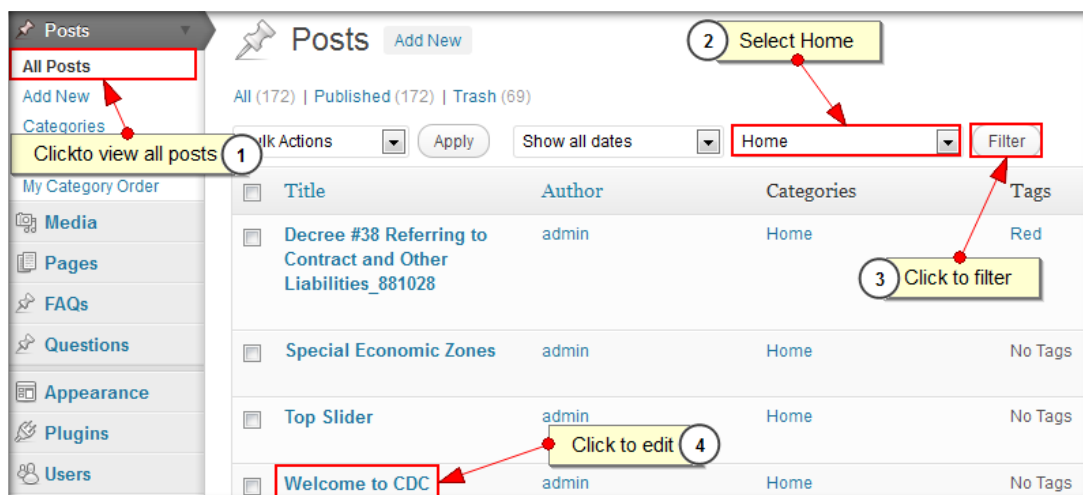


1. Click Add New under **Posts** menu. The other screen will show.

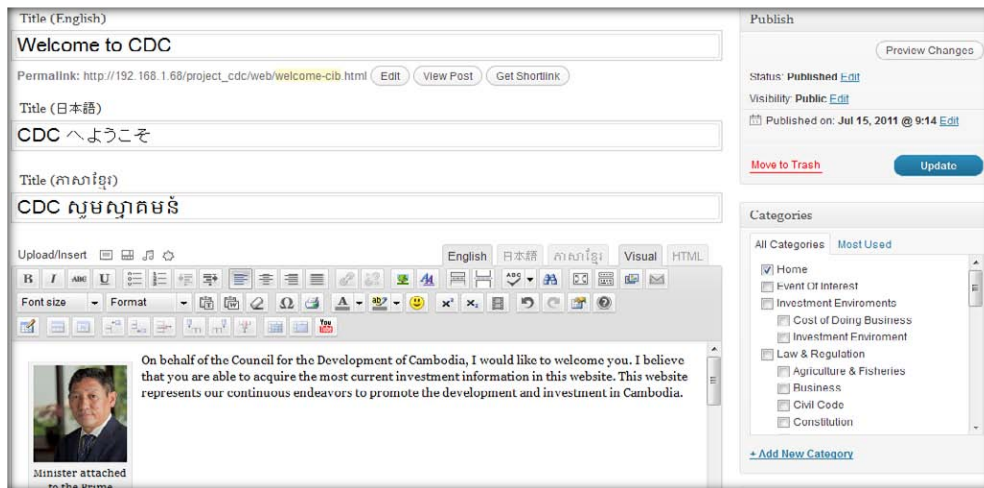


2. Input title in English, Japan and Khmer
3. Input the content
4. Select Post category
5. Must input the word “Red” in the **Post Tags** section and then click **Add** button
6. Click button **Update** or **Publish**

## 7. How to edit Welcome CIB page



1. Click **All Posts** under Posts menu
2. Select category **Home** on the drop down list
3. Click **Filter** button to filter
4. Click on **Welcome CIB** to edit and it will show like below

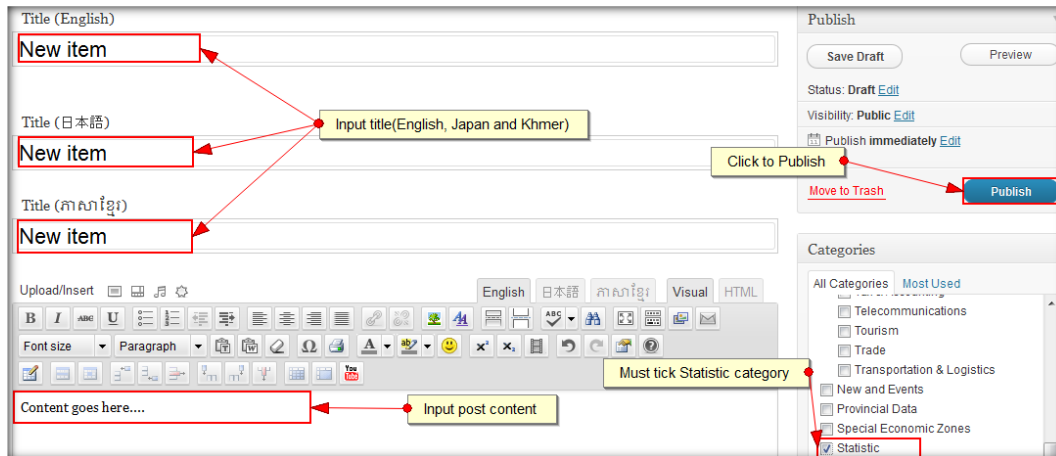


5. Edit what you want and click **Update** button to save.

## 8. How to add new, edit and delete Statistics items

### a. Add new Statistics items

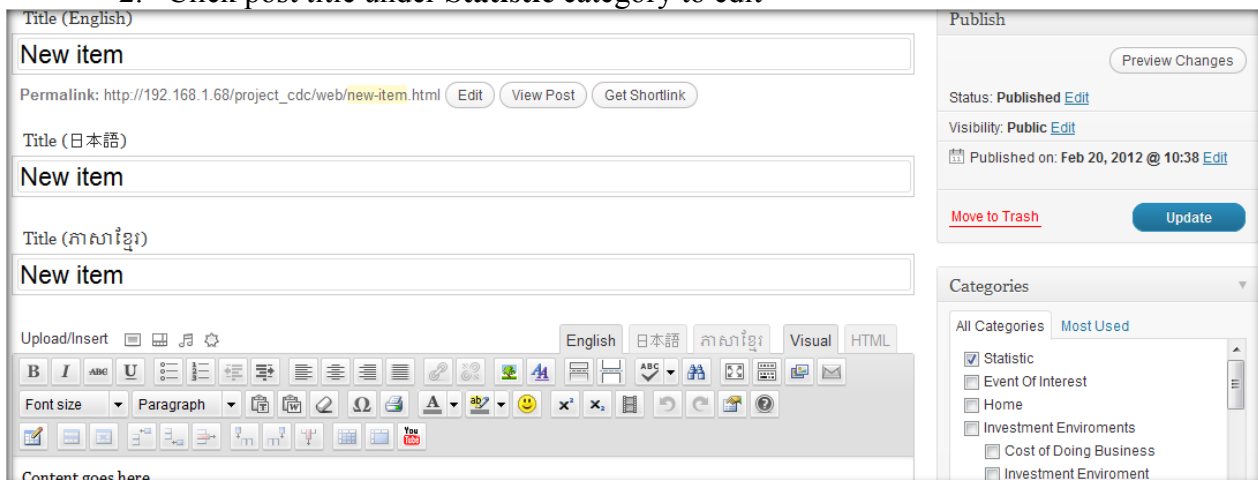
1. Click **Add New** under Posts menu and it will show like below



2. Input post title
3. Input post content
4. Tick on **Statistic** category(Required)
5. Click button **Publish** to publish

### b. Edit Statistics items

1. Click **All Posts** under Posts menu
2. Click post title under **Statistic** category to edit



3. Edit what you want and click **Update** button to update

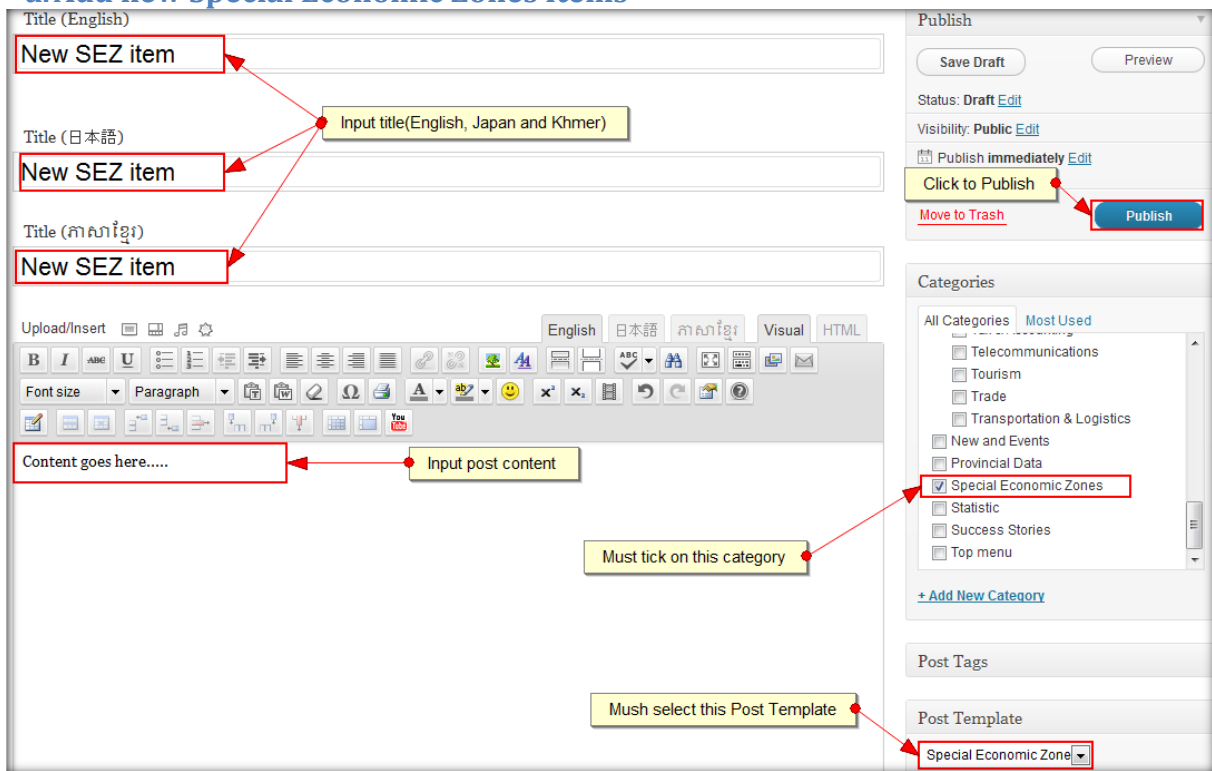
### c. Delete Statistics items

1. Click **All Posts** to view all posts
2. Click **Trash** on the post under Statistic category that you want to delete

<input type="checkbox"/>	Title	Author	Categories
<input type="checkbox"/>	New statistic item	admin	Statistic
	Edit   Quick Edit   Trash   View		

## 9. How to add new, edit and delete Special Economic Zones Items

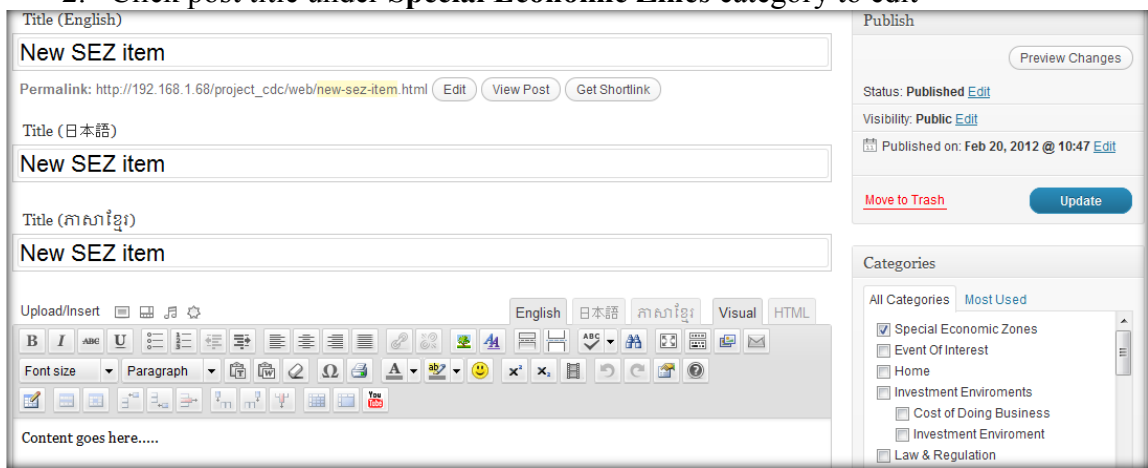
### a. Add new Special Economic Zones Items



1. Fill Post title
2. Input post content
3. Select **Special Economic Zones** category(Required)
4. Select **Special Economic Zines Post Tamplate**(Required)
5. Click **Publish** button to publish

### b. Edit Special Economic Zones Items

1. Click **All Posts** under Posts menu
2. Click post title under **Special Economic Zines** category to edit



3. Edit what you want and click Update button to update

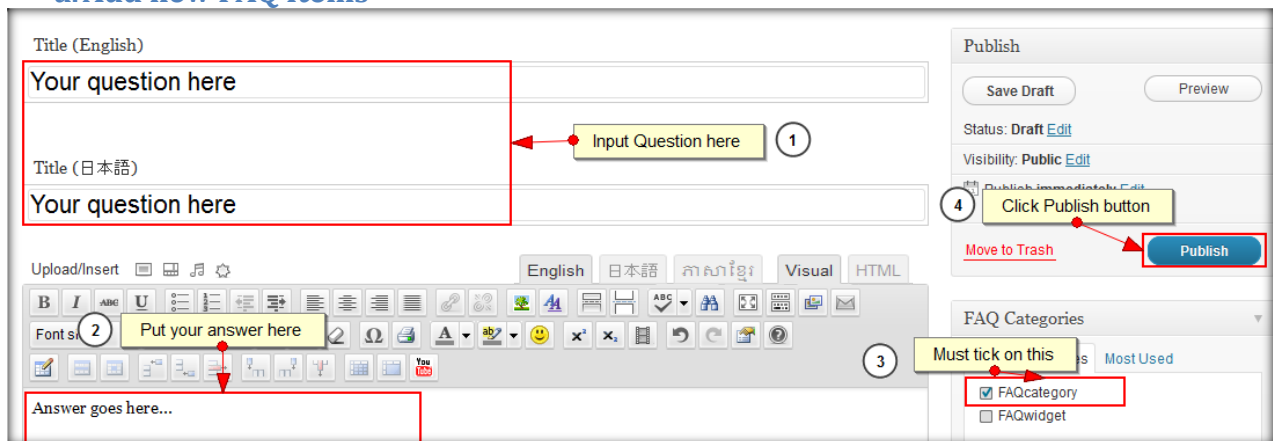
### c. Delete Special Economic Zones Items

1. Click **All Posts** to view all posts
2. Click **Trash** on the post under under Special Economic Zines category to delete

<input type="checkbox"/>	Title	Author	Categories
<input type="checkbox"/>	New Special Economic Zones item	admin	Special Economic Zones
	Edit   Quick Edit   <b>Trash</b>   View		

## 10. How to add new, edit and delete FAQ Items

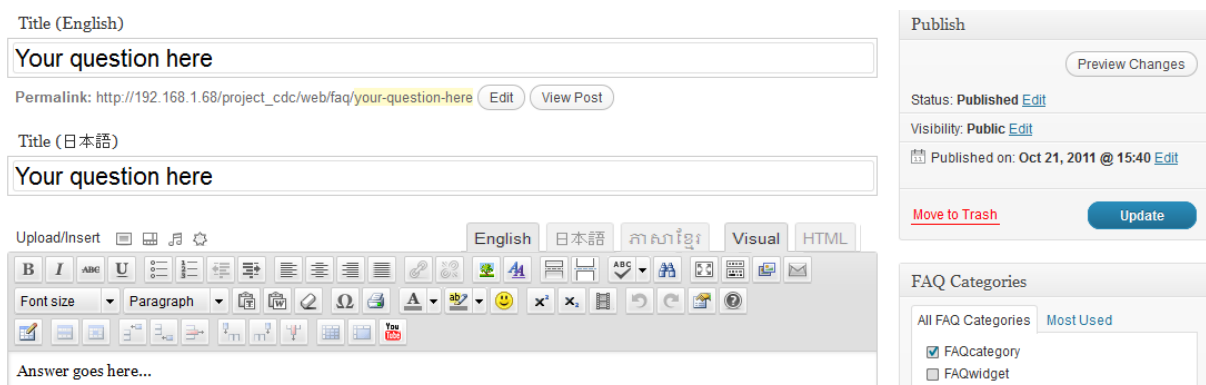
### a. Add new FAQ Items



1. Click **Add New** under FAQs menu
2. Input your question to title field
3. Input your answer to Content field
4. Choose **FAScategory**
5. Click **Publish** button to publish

### b. Edit FAQ Items

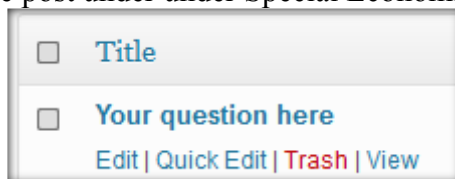
1. Click on **FAQs** under FAQs menu to view all Question
2. Click the question to edit



3. Edit what you want and click on **Update** button

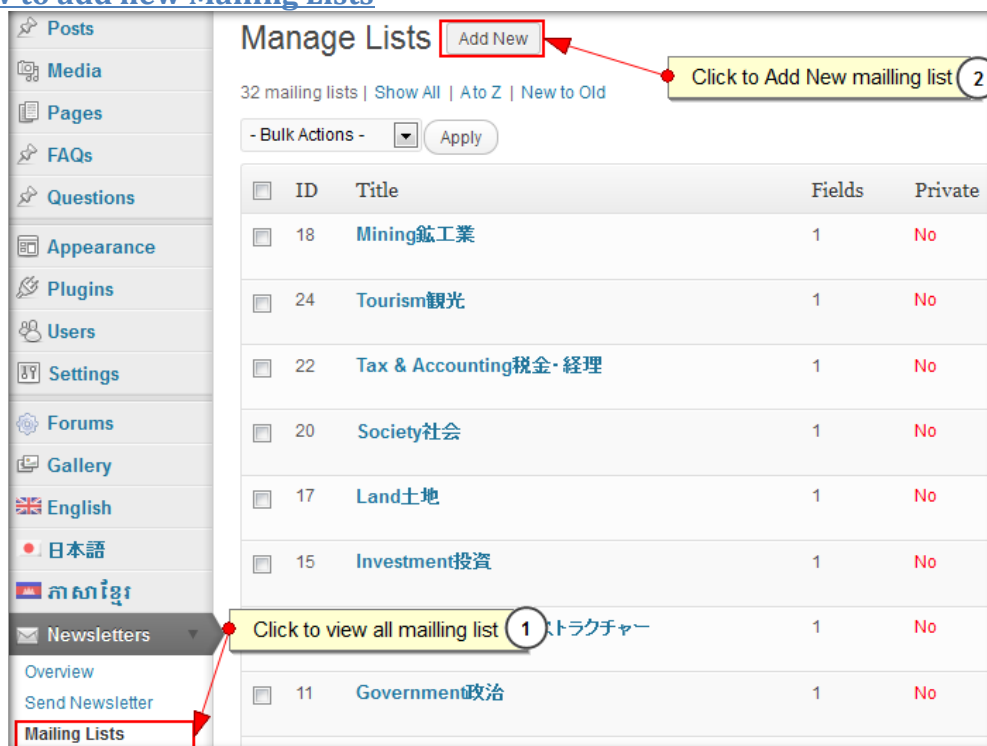
### c. Delete FAQ Items

1. Click on **FAQs** under FAQs menu to view all Question
2. Click **Trash** on the post under under Special Economic Zines category to delete



## 11. How to use Newsletter page

### a. How to add new Mailing Lists



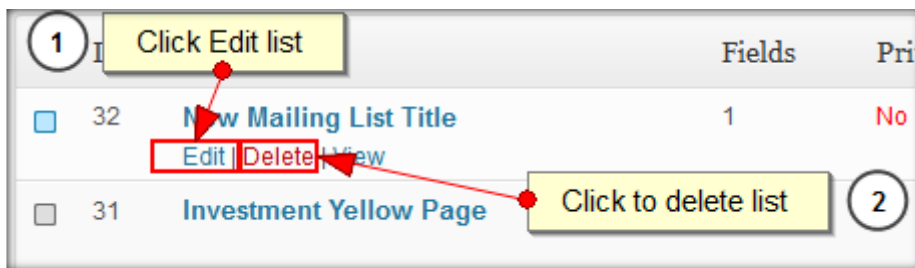
1. Click **Mailing Lists** to view all mailing lists
2. Click **Add New** button to add new list after click it will show like below



3. Input List title
4. Must tick **Full name** check box
5. Click **Save Mailing List** button to save list

### b. How to edit and delete List from mailing lists

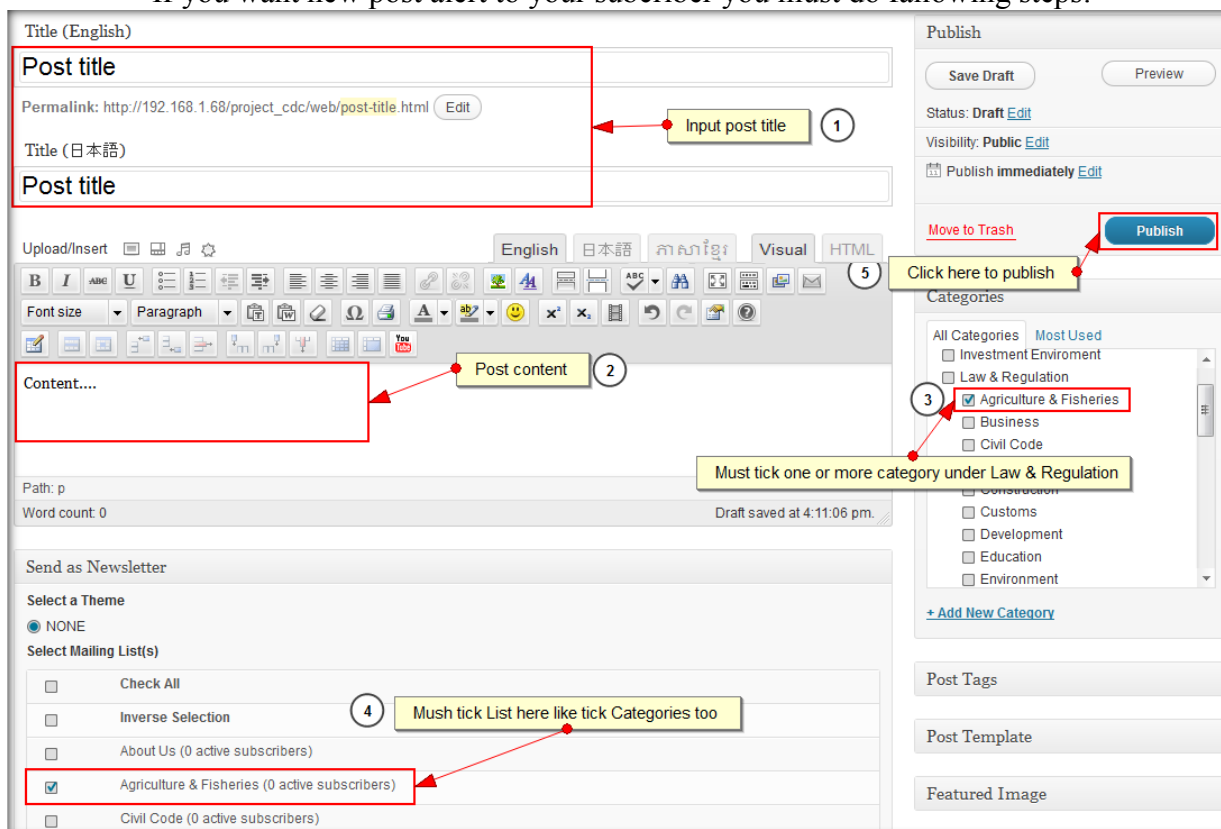
1. Click on Mailing Lists to view all mailing lists



2. Click **Edit** on specific list to edit
3. Click **Delete** on specific list to delete

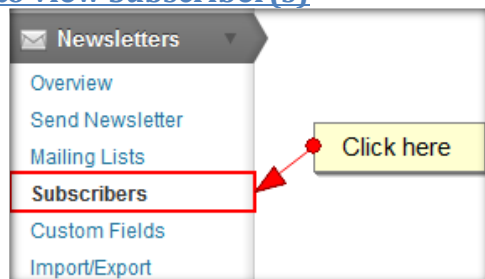
### c. How to Put Mailing list to Post or Page

If you want new post alert to your subscriber you must do following steps:

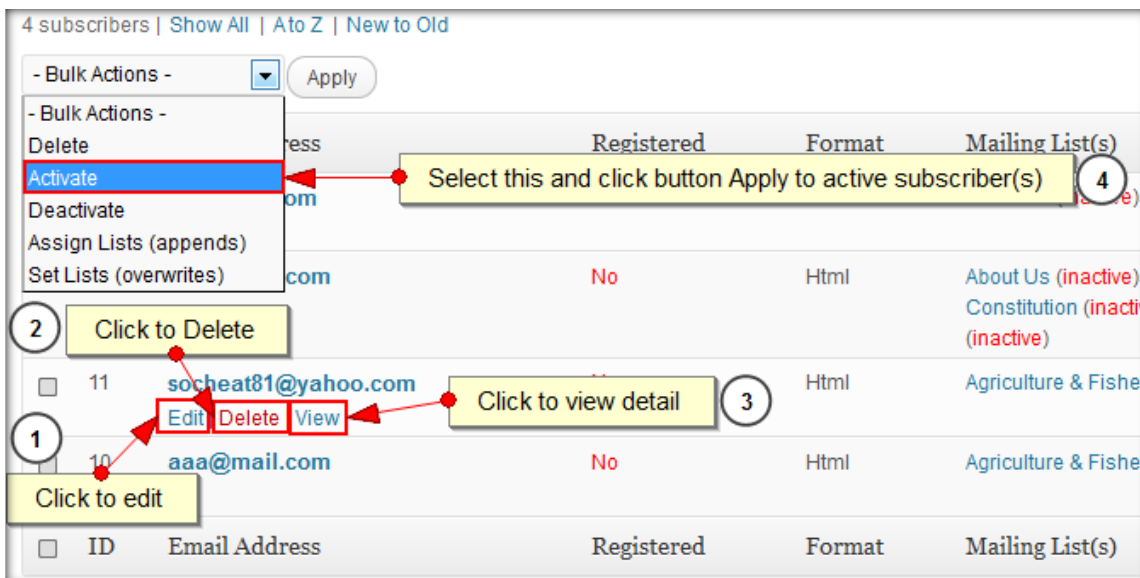


1. Each time you add new post you must tick on the mailing list like you choose categories also (**see image above**).
2. Do like that for posts or pages in other categories

### d. How to view Subscriber(s)



1. Click **Subscribers** under Newsletters menu it will show like below



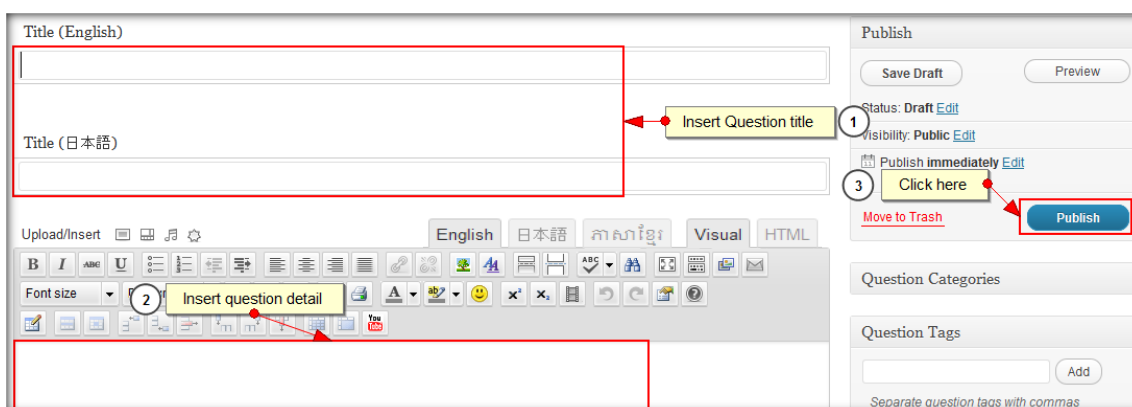
2. Click **Edit** on specific subscriber to edit(email, full name...)
3. Click **Delete** on specific subscriber to delete subscriber(will not send newsletter anymore)
4. Click **View** to view detail about subscriber
5. To active subscriber(s) just tick check box before ID and on the Bulk Actions drop down list Select Activate and click **Apply** button

## 12. How to use Any Question page

### a. How to Add new question



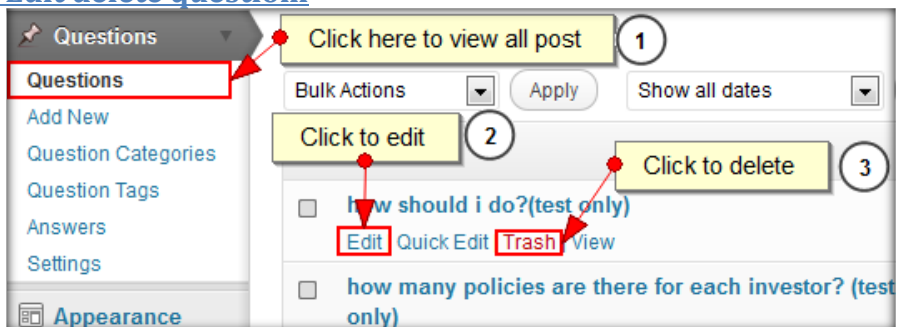
1. Click **Add New** under Questions menu and it will show like below



2. Insert question title(English & Japan)
3. Insert question detail
4. Click Publish button to publish



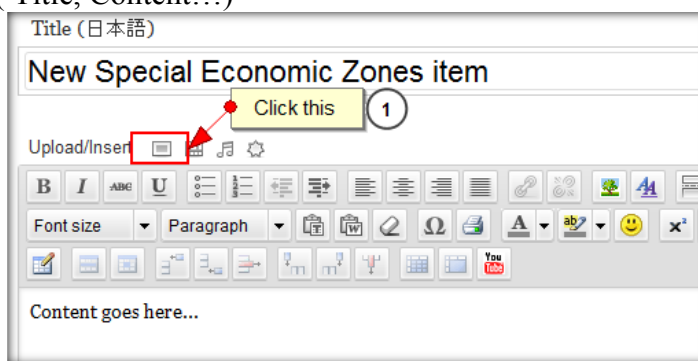
### b. How to Edit delete question



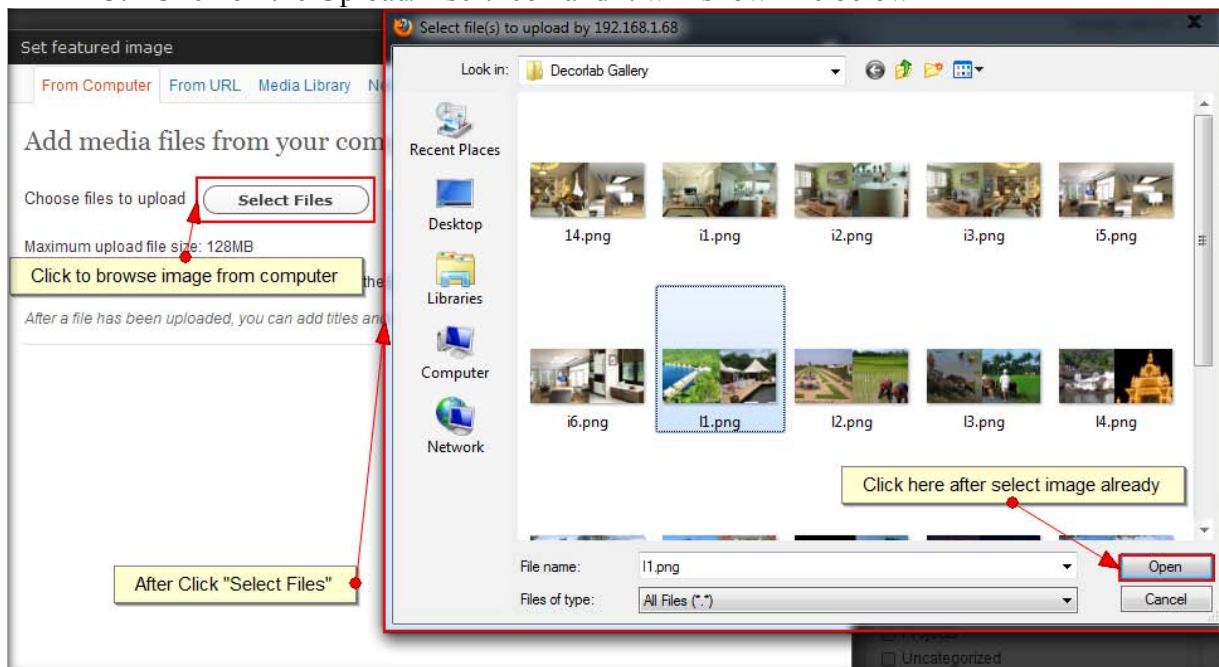
1. Click **Questions** under Questions menu
2. Click **Edit** to Edit specific question
3. Click **Delete** to delete question

### 13. How to add image to post content

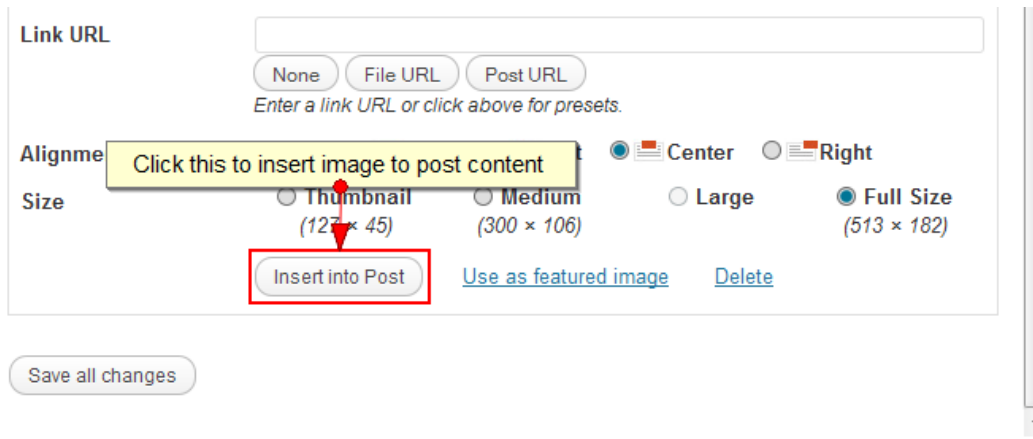
1. Go to add new posts
2. Fill all field( Title, Content...)



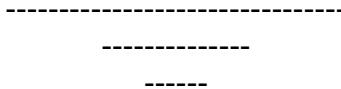
3. Click on the Upload/Insert icon and it will show like below



4. After click Set featured image this screen will display
5. Click on Select Files to select browse image from computer
6. Choose an image and click **Open** button



7. Click Insert into Post button to put image to post content



## **Appendix 4-3**

### **Investment Seminar Management Manual**

# **Investment Seminar Implementation Manual (Ver 1)**

**JICA Project Team**

**March 2012**

## Contents of Seminar Management Manual

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### Appendices

Appendix 1	Example of Seminar Outline
Appendix 2	Preparation and Implementation Schedule
Appendix 3	Items of Expenses (Cost Sharing)
Appendix 4	Example of Questionnaire
Appendix 5	Example of Implementation Report

# 1. What is Seminar?

## 1-1 Purpose of Seminar

Originally, a seminar was defined as a gathering in which a relatively small number of participants discuss a specific issue. In recent years, however, a seminar is held with a specific aim as a means of publicity, in which more people participate.

## 1-2 Characteristics of Seminar

An investment promotion seminar is a good opportunity for investors to communicate with stakeholders and parties concerned (i.e. officials of Royal Government of Cambodia, staff of CDC, other stakeholders, etc.). The seminar can be flexibly held when necessary and its scale can be enlarged or reduced at CDC's discretion depending on the conditions (e.g. purpose and location). Unlike periodical publications, latest or "live" information can be provided through the seminar.

It is possible for an organizer to listen directly to the voices of participants. One of the characteristics of the seminar is that contents and management of seminar can be affected largely by participants' impression.

## 1-3 Types of Seminar

Investment promotion seminars fall across the categories as shown in the following table. There can be a seminar of the mixed types.

<i>Seminar to introduce investment environment</i>	The seminar aims to introduce general investment environment in Cambodia such as economic conditions, investment potentials, Law on Investment, current conditions of infrastructure, services provided by CDC etc. to the wide range of potential investors.
<i>Seminar for developing specific industrial sectors</i>	The seminar aims to introduce investment environment in target industrial sectors in line with industrial policy and strategy of Cambodia. Current situation, investment incentives and CDC's assistance can be provided to potential investors in the target industrial sectors.
<i>Development of Specific Province</i>	The seminar aims to introduce investment environment in target provinces in line with investment policy and strategy of Cambodia. Current situation, investment incentives and CDC's assistance can be provided to potential investors in the target provinces.
<i>Attraction to SEZ, etc.</i>	The seminar aims to introduce SEZs in Cambodia. Current situation of SEZ development in Cambodia including infrastructure facilities, advantages of the locations and incentives and CDC's assistance can be provided to potential investors.

## 1-4 Forms of Organizing Seminar

Seminars held by CDC take the following three forms; (i) CDC is a sole organizer, (ii) CDC is one of the co-organizers, and (iii) CDC is invited to a seminar held under other agencies' auspices.

CDC is a sole organizer	Since CDC is a sole organizer, it is advantageous that CDC can hold a seminar at its own discretion when necessary. However, it is difficult to hold a seminar in a foreign country, and it is advisable to find a co-organizer in the country.
CDC is one of the co-organizers	Co-organizers are business associations (e.g. chamber of commerce and industry) in Cambodia, and its own IPAs in a foreign country. When CDC co-organize a seminar, it is necessary to draw a clear line of demarcation between co-organizers in terms of cost sharing as well as of preparation and implementation of a seminar (Please refer to Appendices that include demarcation of work and items of expenses of the June 2011 seminar in Japan).
CDC is invited to a seminar held under other agencies' auspices	In this case, CDC is invited as speakers to seminars (occasionally, an exhibition, international symposium, etc.) organized by other agencies. CDC can make good use of this kind of opportunity in order to promote FDI into Cambodia.

Seminar management is conducted in the following procedures: **i) planning, ii) preparation, iii) implementation and iv) evaluation and reporting.**

## **1-5 Necessity of annual seminar implementation plan**

In order to conduct seminars in an effective and efficient manner, it is desirable that CDC prepares an annual seminar implementation plan.

## **2 Planning of Seminar**

### **2-1 Preparation of Seminar Outline**

For planning an investment promotion seminar, the nine following points should be decided and these points should be summarized as the outline of seminar implementation plan.

#### ***(1) Determination of a target country/region***

From the viewpoint of investment promotion, a country/ region worth holding a seminar should be selected. The criteria of selection are i) regarding FDI, important countries from Cambodia's point of view, ii) the countries from which Cambodia expect FDI, iii) the country that matches the purpose and contents of seminar and iv) other issues to be addressed.

#### ***(2) Setting Seminar Purpose***

There are four following types of seminars: (i) a seminar to disseminate the information on the investment environment of Cambodia. (ii) a seminar with a particular purpose: a) to promote specific industrial sector in line with industrial development strategies, b) to promote investment into specific provinces (for example, to introduce provincial investment climate), and c) to explain about the incentives of industrial estates, and (iii) other special issues (for instance, to remove company's anxiety about political unrest).

### ***(3) Target (Industry) of Seminar***

The target of seminar is those companies which plan to invest in or consider investing in Cambodia (manufacturers and service industries including trading firms) On top of these, supporting agencies (e.g. financial institutions, business associations) are also targeted.

### ***(4) Setting a Date for Seminar***

When a date for seminar is set, the following points are taken into consideration: i) CDC's convenient period for holding a seminar, ii) co-organizers' convenient period, iii) target country's convenient period (e.g. a holiday season should be avoided), and iv) target country's investment climate (e.g. period of political unrest should be avoided ). It is advisable to avoid the period when potential investors are busy: for example, company's accounting period and holiday seasons. During appropriate periods for holding a seminar, other people also try to make a reservation for suitable venues for a seminar. It is therefore advisable to set a date for a seminar as early as possible.

#### **Box 1: Convenient seasons for Japanese Companies**

In case of Japan, the following periods should be avoided: beginning and end of the fiscal year (April and March), Holiday seasons in May, July, August, and December. Appropriate periods for holding a seminar are June, October, November, etc. Regarding weekdays, it is better to avoid Monday and weekend. Afternoon is more favorable than morning.

### ***(5) Draft of Seminar Agenda***

The draft of seminar agenda should be prepared tentatively in this stage, generally consisting of opening remarks, presentations given by presenters, Q&A session and closing remarks. The number of speakers and possible contents are also set tentatively according to the seminar purpose.

### ***(6) Selection Criteria of Speakers***

Selection of speakers is a key factor for successful seminar implementation. Appropriate speakers can be selected according to the following criteria.

- i) Sufficient knowledge and skills in the field of the subject;
- ii) Experience as speakers; and
- iii) Language capacity

Candidates of the speakers are invited both from CDC and outside CDC such as business associations.

Organization	Possible subjects
CDC	Cambodia's investment promotion policies, laws and regulations, CDC's assistance, general macroeconomic situation etc.
Private companies	Success story, determination to investment in Cambodia, actual costs for doing business etc.,
IPA in target country Business associations	Investment trend of companies in target countries, advantages and disadvantage for investing in Cambodia, life environment etc.



CDC needs to develop and keep the channels of finding appropriate speakers according to the subjects through stakeholders. It is desirable that speakers are selected at least two months before the seminar.

### ***(7) Selection of Personnel in Charge of Seminar***

Scope of works for implementing the seminar should be decided and appropriate numbers of personnel should be selected (Please refer to the Annex xx for the possible scopes).

### ***(8) Implementation Structure***

Implementation structure of seminar should be decided. It is desirable that CDC finds co-organizers to implement investment seminar in a foreign country. It is necessary to obtain the consensus among co-organizers on the appropriate roles of each organization including budget burden.

#### **Box 2: Investment Seminar in Japan**

CDC conducted Cambodian Investment Seminars in Japan under close cooperation with co-organizers, i.e., JICA, AJC and JETRO. The main roles of each organizations are summarized as follows:

CDC: Speakers arrangement/ seminar preparation, implementation and evaluation

JICA: Speakers arrangement/ budget support / coordination in Japanese side

AJC: Recruiting participants/ seminar management/ budget support

JETRO: Recruiting participants/ speaker arrangement/

### ***(9) Budgetary Planning***

Necessary expenses of the seminar are as follows:

- i) Conference room charge;
- ii) Travel expenses (for presenters and other people interested);
- iii) PR expenses;
- iv) Documentation fee;
- v) Communication expenses;
- vi) Equipment rental fees;
- vii) Interpretation fee and
- viii) Reporting fee (e.g. book binding), etc.

#### **2-2 Procedures for Approval within CDC**

Based on the outline of planned seminar prepared at the planning stage, CDC staff members of seminars should obtain an approval on seminar implementation from the top management of CDC.

#### **2-3 Other Organizations' Agreement to Co-Organize a Seminar**

- (1) When CDC decides to co-organize a seminar, CDC normally sends a request letter to a co-organizer.
- (2) In case of AJC, it is necessary to approve the co-organized seminar as one of its businesses within AJC.

### 3 Preparation of Seminar

#### 3-1 Development of Preparation Schedule

##### *(1) Confirmation of Line of Demarcation between CDC and Co-Organizers*

As mentioned in the section 2.1 (8) and (9), there is a need to demarcate both work and cost-sharing between co-organizers, when a seminar is co-organized. It is a key factor to decide clear demarcation of the work of preparation and implementation of seminar among co-organizers.

##### *(2) Laying out for a Schedule*

A schedule should be laid out from 90 days before seminar until the seminar day.

Schedule	Preparatory work
90 days before	<ul style="list-style-type: none"> <li>➤ Reservation of Seminar Room</li> <li>➤ Finalization and Order of Handouts</li> <li>➤ Preparation of Draft of Seminar Program</li> </ul>
60 days before	<ul style="list-style-type: none"> <li>➤ Determination of Presenters and Request for Them</li> <li>➤ Arrangement for an Interpreter</li> <li>➤ Scheduling according to VIP's Availability</li> </ul>
30 days before	<ul style="list-style-type: none"> <li>➤ Finalization of Seminar Agenda</li> <li>➤ Notification of Seminar by E-mail</li> <li>➤ Instruction of Preparation of Signboard and Arrangement of Seminar Room</li> </ul>
20 days before	<ul style="list-style-type: none"> <li>➤ Reception of Presentation Materials (Final Version) from Presenters</li> </ul>
15 days before	<ul style="list-style-type: none"> <li>➤ Order of Printing of Presentation Materials</li> <li>➤ Order of Printing of Handout Kits</li> <li>➤ Completion of Questionnaire Sheet</li> </ul>
7 days before	<ul style="list-style-type: none"> <li>➤ Deadline of Application of Seminar Participants</li> <li>➤ Flight Booking for VIP, etc.</li> <li>➤ Finalization of Scheduling for VIP</li> <li>➤ Delivery of Handouts</li> </ul>
5 days before	<ul style="list-style-type: none"> <li>➤ Completion of Participant List</li> <li>➤ Delivery of Presentation Materials</li> </ul>
2 days before	<ul style="list-style-type: none"> <li>➤ Delivery of Handouts to Seminar Room</li> <li>➤ Reception of VIP according to his/ her schedule</li> <li>➤ Preparation (Hotel, Airport Pick-up)</li> </ul>
1 day before	<ul style="list-style-type: none"> <li>➤ Preparation of Reception Desk (Participant List, etc.)</li> </ul>
Seminar Day	<ul style="list-style-type: none"> <li>➤ Confirmation of Equipment and Devices in the Seminar Room</li> <li>➤ Meeting with Presenters and Staff</li> <li>➤ Preparation of Reception Desk</li> <li>➤ Opening and Reception</li> </ul>

##### *(3) Manning Plan and Recruitment*

The appropriate number of staff members should be determined and assigned. If necessary, extra staff members, it can be considered to utilize temporary staff service. Possible work positions and their job descriptions are shown in the following table.

<b>Position</b>	<b>Job description</b>
Facilitator	<ul style="list-style-type: none"> <li>➤ One person should be assigned as a facilitator of the seminar preparation and implementation to coordinate all preparation works.</li> <li>➤ Quick decision making is required to response smoothly to sudden problems occurred during the seminar such as time schedule change.</li> </ul>
MC (Master of ceremony)	<ul style="list-style-type: none"> <li>➤ One person should be assigned as a MC of the seminar who controls seminar implementation according to the seminar agenda.</li> <li>➤ In particular, smooth communication between speakers and participants should be facilitated by the MC in the Q&amp;A session.</li> </ul>
Time keeper	<ul style="list-style-type: none"> <li>➤ One person should be assigned as a time keeper who shows the remaining presentation time to speakers.</li> </ul>
Receptionist	<ul style="list-style-type: none"> <li>➤ Reception Desk can be divided into the three following sections: general participants; VIP and guests; and the media.</li> <li>➤ The appropriate number of receptionists can be decided in consideration of the prospective number of participants.</li> <li>➤ Three or four staff members are normally allocated in order to deal with reception affairs.</li> <li>➤ All receptionists are required to stand by the reception desk at least 30 minutes before the start of seminar.</li> </ul>
Guides in seminar rooms	<ul style="list-style-type: none"> <li>➤ Two staff members are normally necessary in order to show participants to a seat and to answer their inquiries in addition to the staff members assigned from the hotel of the seminar.</li> </ul>
Interpreters	<ul style="list-style-type: none"> <li>➤ Professional interpreters should be outsourced for the seminar implementation in a foreign country.</li> <li>➤ It is desirable to hire two interpreters in the case of seminar more than 2hours.</li> <li>➤ It is necessary to contact interpretation office (company) two months (at least one month) before the seminar in order to arrange an interpreter.</li> </ul>
Recording	<ul style="list-style-type: none"> <li>➤ Two persons can be assigned. One is for taking pictures and shooting video. Another is for recording the contents of discussion in the Q&amp;A session to prepare the implementation report.</li> <li>➤ It is desirable to decide the scenes to be taken by camera/ video camera in advance among team members.</li> </ul>

***(4) Confirmation of Collaboration Structure with Stakeholders***

Although the seminar is co-organized, one of the co-organizers should play a leading role in preparing and implementing it. It is necessary to build the network of communication among members of co-organizers.

***(5) Making out Details of Budgetary Plan***

Staff in charge requests traders/ suppliers to submit an estimate according to the above-stated expenses with a view to estimating the total costs of a seminar.

**3-2 Public Relations**

***(1) Means of Public Relations and Management of Applicants***

As for recruiting the participants, it is necessary to publicize the seminar by using various means of public relation as follows:

- (i) Public Relations through CDC’s website
- (ii) Public Relations in cooperation with co-organizers such as AJC and JETRO
- (iii) Other business associations and chambers of comers
- (iv) Distribution of Press Release

Press release for the mass media (e.g. newspaper) is considered. In case of Japan, there are many newspapers specializing in economic affairs and specific industrial sectors. When press release is conducted, it is advisable to provide investment climate for the mass media. This is because press release is insufficient for an article of newspaper and the mass media may request extra information for reference.

Registration of applicants mainly through web-sites/ e-mails/ telephone/ fax should be well managed in order to avoid miss-communication. It is desirable to appoint a co-organizer as main controller for the management of applicants.

***(2) Reception and Management of Application***

It should be determined which of the co-organizers receives application from participants. The organization that receives application needs to (i) prepare the list of participants, (ii) answer inquires from participants, and (iii) share the information (i.e. inquires from participants) with other co-organizers.

***(3) Preparation of Preliminary Questions***

When a seminar is publicized, co-organizers can also announce that participants can ask a preliminary question. The question sheet can also be sent to participants when a seminar is notified.

***(4) Preparation of Answers to Preliminary Questions***

Preparation to answer	The person in charge of answering questions in the seminar is decided. If some preparations are necessary to answer a question, the person in charge should request the presenter (or other staff) to answer it before the seminar. When the contents of the question are included in the presentation, facilitator/ MC need to explain about it in order to save time.
Case of No Questions	Since participants hesitate to ask a question, there are no (preliminary) questions in the seminar. This does not always mean that participants really have no questions, and it is better for a facilitator/ MC to lead participants to ask questions. In order to do this, a facilitator/ MC needs to the contents of presentations in advance.
Other Important Points	It is very difficult to predict what kind of questions participants ask during the Q&A session. Therefore, presenters are sometimes required to make an impromptu answer to the questions.

***(5) Notification of Seminar to the Mass Media***

The means of seminar notification to the mass media (e.g. newspaper and business magazines) is considered and prepared.

Preparation of Press Release	Press release needs to be prepared for mass media's reference. It is advisable to attach information on the investment climate of Cambodia. This is because only information on the seminar may be insufficient for newspaper article and the mass media request some more information.
Notification to the Mass Media	Press release can be sent by mail directly to the mass media. It is also possible to use Public Relations company, through which press release is provided, although this is costly. When a seminar is co-organized in Japan, some co-organizers may be in daily contact with newspaper companies. Likewise, for example, business associations and the chambers of commerce and industry keep contact with newspapers specializing in specific industry. Therefore, it is also possible to provide press release through these co-organizers and associations.

### 3-3 Preparation of Seminar Contents

#### (1) Determination of Presenter and Presentation Contents

There is a need to select an appropriate presenter for the contents of seminar (please refer to 2.1 [6]). It is advisable to determine the presenters at least two months prior to the seminar so that they may spend sufficient time in preparing a presentation.

It is important to avoid an overlap of contents between presentations, as well as to notify presenters of the duration of presentations and presentation subjects.

- (i) When a presenter from outside of CDC gives a presentation, the way of presentation depends on him/ her.
- (ii) When a presenter of CDC gives a presentation, it is necessary to determine who drafts the presentation material. Staff in charge can draft it in order to enhance their capacity. Although the way of presentation depends on a presenter, the way should be matched to the contents.

- ① Power Point is normally used for a presentation and it is possible to ask a copy writer and a consultant in order to make the presentation more sophisticated.

#### (iii) Other Important Points

No matter what subjects (e.g. legal framework and general investment climate) are, practical presentations are in great demand among participants of investment promotion seminar.

Although the contents of seminar tend to be stereotyped when a seminar is held on a regular basis (e.g. once a year), it is very important to try to find a way of breaking such an impasse.

#### (2) Request for and Management of Presentation Materials

When staff in charge requests a candidate to give a presentation in the seminar, he or she should also inform the candidate of details of contact point (e.g. name, e-mail address, etc.) as well as of the deadline of submission of the presentation material.

Those who receive the presentation material by e-mail are normally supposed to manage it. However, if it is not the case, it needs to be determined who manages it.

The deadline of submission is 20 days before the seminar day.

#### Other Important Points

- (i) There is a need to specify of the format of presentation material (e.g. Power Point) which the presenter submits.
- (ii) Submission in the form of documentation
- (iii) Most presenters use the Power Point when they submit. But some submit a presentation material in the form of Word document. It is necessary to request the presenter to submit a summary if the document is very long.
- (iv) It is better to request presenters to submit a presentation material in the form of soft copy.

### **(3) Preparation of Handouts**

The contents of handouts distributed in the seminar need to be finalized. The following handouts are normally distributed before the seminar.

- (i) Seminar program
- (ii) Resume (summary) of the topic
- (iii) Brief summary of presenters' career
- (iv) Outline of Cambodia's investment promotion policies and strategies (including CDC's outline and services for investors)
- (v) Overview of the economy of Cambodia
- (vi) Information on the investment climate (e.g. brochure of SEZ)
- (vii) [Option] Leaflet of Cambodia (for tourists): since CDC is one of the governmental agencies, this kind of leaflet can be distributed in the seminar.

The above-stated (i) to (iii) are normally prepared shortly before the seminar. In the meantime, the others [(iv) to (vii)] can be prepared as early as possible, so that out-of-stock documents can be replenished.

For reference, the following handouts were distributed in the June 2011 seminar:

- (i) Seminar Program
- (ii) Presentation materials (including brief summary of presenters' career)
- (iii) Cambodia Investment Guidebook
- (iv) Frequently Asked Questions (FAQs) on the Cambodia Investment Seminar
- (v) Brochure of Sihanoukville Port SEZ
- (vi) Questionnaire
- (vii)

### **Box 3: Timing is important**

*The timing of distributing a resume (summary) should be considered. For instance, if the presentation is speech-based, some participants leave the seminar room even before the presentation is over. In order to prevent this from happening, a resume (summary) should be distributed after the presentation.*

## **3-4 Preparation for Seminar Management**

### **(1) Reservation of Seminar Venue**

There is a need for staff in charge to visit the seminar room about one month before the seminar in order to meet the staff of the hotel side, as well as to check the eight following points [from a) to h)] together with the hotel staff. After checking, the seminar room can be booked.

- (i) Space (width): Confirm there is appropriate space for the number of participants.
- (ii) Layout: (x) Confirm the number of desks and decide how to lay out chairs (and desks, if necessary), (y) separate seats for VIP, guests, presenters, the mass media, the secretariat, general participants, and others (according to the necessity).
- (iii) Facilities, etc. (e.g. audio and interpretation): Confirm the number of facilities, devices, etc.
- (iv) Corridor, exit, location of reception desk, etc.: Confirm how to lead participants to seminar room. along corridor (location of exit, reception desk, etc.)
- (v) Notice for guidance of participants: Post notices at all the exit where they can be easily seen.
- (vi) Signboard and speech table: Determine what to be mentioned on the signboard, and arrange a speech table (including microphone, water, flower, etc.).
- (vii) Room for coffee break: Determine the room for coffee break.
- (viii) Reserved room: Secure a small room for VIP reception, investment consultation, document exhibition, etc. Confirm preparation (chairs, drink, etc.) for VIP reception in the room.

### **(2) Selection of VIP/Guests and Preparation of the List**

Selection criteria are considered. In general, representatives of co-organizers and other related agencies are selected. Participant list is prepared according to the criteria. There is also a need to determine which organization manages this list, as well as prepares and sends invitation to VIP/ guests. It is also necessary to determine how to send invitations (i.e. by direct mail or through co-organizers).

### **(3) Preparation for Participant List**

Deadline should be one week before the seminar day. It is necessary to complete the participant list five days before it, as well as to determine which organization is in charge of participant list.

In the participant list, participants fall across the following categories: (i) VIP and guests, (ii) the mass media (press),

(iii) stakeholders, and (iv) general participants (by industrial sector: e.g. manufacturing, trading firms and bank).

**(4) Preparation of Questionnaire for Seminar Evaluation**

Purpose	It is necessary to get participants to provide feedback by evaluating the seminar. The questionnaire aims to (i) evaluate the contents of seminar, (ii) grasp the needs for seminar, (iii) understand the issues of seminar management to be improved, etc. Since many participants are normally unwilling to answer the questionnaire, there is a need to make it easier to be answered and to be analyzed. It is important for the staff to analyze numerically by getting participants to tick the questions. Consequently, the results of analysis can be used for an objective criterion of evaluation.
Organization in charge of preparing a questionnaire	It is necessary to determine which one of the co-organizers is in charge of preparing a questionnaire. The preparation of the questionnaire should be completed and the questionnaire can be distributed by five days before the seminar.
Contents of the questionnaire	Although there is no designated format, questionnaire can include the following questions: (a) information on participant’s name, position and company (area of business/ industrial sector), (b) usefulness of seminar, (c) evaluation of each lecture, (d) industrial sector that participant is interested in, (e) current conditions of investment of participant’ company, (f) reason for question (e), (g) concerns for decision-making in investment, (h) evaluation of seminar management, (i) opinion and question about seminar management, (j) opinion and question about contents of seminar, (k) suggestion of next seminar’s subject, and (l) participant’s request  Questions (b) to (h), and (l) are multiple ones, and (i) to (k) are essay ones

**3-5 Management of Presenters and Guests**

**(1) Procedures for Request/ Invitation to Presenters and Guests**

When presenters are determined, it is necessary to send an official request (letter) to them by one month before the seminar. It should be determined which organization (under whose name) sends this request. It is necessary to confirm to whom (e.g. presenter him/herself or his/her supervisor) this request is sent, as well as to draft and send it.

It is necessary to notify a presenter of the procedures (e.g. obtaining passport and visa) which s/he needs to carry out and of payment of necessary expenses (e.g. how to pay to the designated tourist agent).



## **(2) Reservation of Air Tickets and Other Means of Transportation**

It is necessary to determine who pays the travel expenses (i.e. one of the co-organizers or presenter).

There is a need to notify a presenter of how to obtain an air ticket. When a co-organizer pays, it sends money to a presenter and s/he pays the ticket. Otherwise, it buys and sends the ticket to a presenter.

## **(3) Daily Allowance and Accommodation Expenses**

Daily allowance and accommodation expenses for the staff of co-organizations are determined according to the regulation of each organization.

When sending a request to presenters from outside, it is necessary to show them the conditions of daily allowance and accommodation expenses. The total amount of the allowances and expenses should cover the necessary costs of related activities in the country where a seminar is held.

When the seminar is co-organized, it is necessary to determine who pays these expenses (i.e. one of the co-organizers or presenter), as well as where and how the payment should be made. There is also a need to notify the presenter of the above-stated procedures for accepting daily allowance and accommodation expenses.

When a seminar is held in Japan, there may be a need to explain to the presenter how to pay accommodation expenses. This is because some organizations normally reimburse actual expenses of accommodation and thus they pay the expenses to a hotel directly.

### Other Important Points

- (i) The contents of daily allowance should be explained. For instance, the expenses of transportation and photocopy are (not) included in the allowance.
- (ii) When lecture's fee is paid, there is also a need to explain about the fee aside from other expenses.

## **(4) Reservation of Hotel**

- (i) It is necessary to confirm the number of presenters, VIP, etc. who needs hotel booking.
- (ii) There is also a need to make a hotel booking according to their schedule.
- (iii) Regarding the selection of a hotel, it is important to make an appropriate hotel for the accommodation expenses provided.
- (iv) It is also critical to select a hotel that is located at a convenient place from the standpoint of seminar management; that is to say, the hotel should be accessible to the seminar venue by car and public transportation.

## **(5) Reservation of Transportation for Presenters and Guests**

- (i) It is necessary to confirm the number of presenters, VIP, etc. who need a car arrangement.
- (ii) Schedule for presenters, VIP and guests during their stay are laid out.
- (iii) A car arrangement is made according to the schedule.
- (iv) Time of car allocation is notified to a taxi company in line with the above-stated list and schedule.

## **4 Seminar Implementation**

### **4-1 Preparation until the Day before Seminar**

#### **(1) Bringing Related Documents and Devices into the Seminar Venue**

It can be advised to gather seminar-related documents and other equipment/ devices and to prepare a list of them.

It is advisable that handouts are distributed in the form of a kit according to the number of participants. It is avoidable that the number of handouts does not correspond with one another.

#### **(2) Confirmation of Seminar Venue**

There is a need to confirm the progress of arrangement of a seminar venue, although arrangement is not necessarily finished. If it is finished, the staff in charge should go there in order to make sure that preparation is made in line with the order.

#### **(3) Pick-up at Airport**

It is determined how to pick up a VIP at the airport: a car is just allocated or a staff member goes to meet him/her.

#### Other Important Points

- (i) A member of embassy staff may come to pick up a VIP at the airport. And this sort of information should be shared among co-organizers and related organizations in order to avoid an overlap of arrangement.
- (ii) It is desirable that a VIP should arrive in the country where a seminar is held two days before the seminar.

#### **(4) Meeting with Parties Concerned**

In the meeting, the issues to be discuss are as follows: confirmation of i) preparation, ii) schedule/ meeting time, and iii) allotted task of each co-organizer and related organization.

It should be determined whether or not co-organizers and related organizations have a meeting on the day before seminar.

### **4-2 Preparation on the Seminar Day**

It is crucial to determine the leader who supervises implementation of the seminar. On the seminar day, it is important for the staff to confirm in the beginning that the seminar room is arranged as planned and that equipment and devices work well. All the staff should go there one or two hours before the beginning of seminar in order to confirm the preparation as follows;

#### **(1) Final Confirmation of Seminar Venue**

The points to be confirmed are as follows:

- (i) Layout of the seminar room: the number of seats for participants and division of seats: a) VIP and guests, b) presenters, c) the mass media, d) the secretariat, and e) general participants
- (ii) Audio devices (e.g. microphone) and interpretation facilities,

- (iii) The corridor that leads participants to the seminar room, emergency exit, location of reception desk.
- (iv) Notices posted at all the exit where they can be easily seen,
- (v) Signboard and speech table: confirm what is mentioned correctly on the signboard as well as arrangement of speech table (e.g. microphone, water and flower),
- (vi) Arrangement of a room for coffee break,
- (vii) Arrangement of a reserved room: to what extent the staff should entertain a VIP, etc.

## **(2) Arrangement of Reception Desk**

It is necessary to complete the arrangement of reception desk one hour before the beginning of the seminar.

- (i) Work at the reception desk
- (ii) Division of the reception desk (with a notice and a receptionist at every division): General participants, VIP and guests, the mass media, presenters
- (iii) Another important point: pens, registration sheets, list of participants, earphones, and telephone are prepared. (earphones are unnecessary at reception if they are prepared in the room)
- (iv) Confirmation of handout kits

## **(3) Securing the Space for Exhibition of Related Documents**

In the seminar, related organization and/or the third party may request for exhibition and distribution of documents. One of the measures to address this is to provide a free space near the reception desk for exhibition. If there is no free space, there is a need to determine how to deal with this request.

### Other Important Points

- a) It is necessary to set a standard for demarcating seminar-related documents and the others
- b) In principle, a publication to be sold is unacceptable.

## **(4) Affairs of Presenters**

Meeting time should be notified to the presenters in advance. The meeting time should be at least one hour before the beginning of seminar.

In the meeting, the following points are explained: (i) meeting with an interpreter, (ii) confirmation of how to use a laptop as well as of presentation materials, and (iii) explanation about how to answer in the Q&A session (especially, confirm that the session is held before or after the lecture)

Another Important Point: It is desirable that meeting between presenters and an interpreter is held on the day before the seminar, instead of the seminar day.

## **(5) Affairs of Guests**

- (i) It is necessary to confirm the number and name of guests.
- (ii) There is also a need to confirm guests' time of arrival at airport and schedule during his/her stay (e.g. do they come directly to seminar room or come first to a reserved room to talk with organizers?)

- (iii) It is necessary to determine who shows guests to the seminar room.
- (iv) There is no problem when guest attend the seminar until it is over. However, some guests leave shortly after giving remarks. It is important to have them leave the seminar room smoothly without impeding the progress of the seminar, as well as to determine who sees them off.

#### **(6) Affairs of the Mass Media**

When there is a request for an interview from the mass media, it is necessary to earn the approval of a seminar manger.

- (i) There is a need to determine how to respond to it according to the contents of interview.
- (ii) It is better to grant approval toward covering the scene of the seminar.
- (iii) Regarding an interview with a VIP or a guest, it is determined whether or not the interview is acceptable depending on his/her intention.
- (iv) One of the measures to cooperate is to provide press release for the mass media.

### **4-3 Implementation**

#### **(1) Demarcation among Co-Organizers and Related Organizations**

Human resources are allocated according to the manning plan.

Facilitator and MC should come to the seminar room 30 minutes before the beginning of the seminar, and confirm the workings of microphone, on top of location of Facilitator/MC's sheet and of contents of seminar program.

Facilitator and MC are required to make an announcement about the contents of handout kit as well as to request participants to answer the questionnaire. There is a need to determine in advance which of facilitator, MC and the secretariat explains how to use earphone and requests participants to switch a mobile phone to silent (vibrate) mode.

Facilitator and MC are in responsible for time management in cooperation with the secretariat. It is important to finish the seminar as scheduled.

It is necessary to determine who to facilitate the Q&A session; for instance, first of all, presenters answer preliminary questions and, in the second place, presenters invite and answer participants' questions impromptu.

Other Important Points

- (i) There is also a need to clearly decide the role of facilitator/MC; namely, s/he needs to lead participants to asking questions, as well as facilitation of proceedings according to seminar program.
- (ii) When person from outside serve as a facilitator/MC, it is necessary to request him/her how to facilitate the seminar, as well as to explain to him/her fully about its purpose and contents.

Leading participants to seats

The staff allocated near the entrance to the seminar room lead participants to seats. Since participants tend to have

seats in the rear of the room, the staff leads them to those in the front.

#### Recording

- (i) It is determined to what extent a record of seminar contents should be kept (i.e. only outline or record of all the comments and Q&A).
- (ii) It is determined who is in charge of keeping a record (in the form of picture and/or of documentation).

#### Record in the form of documentation

- (i) When all the comments and Q&A are recorded, it is necessary to place an order for transcription to an interpretation company, as well as to arrange an interpreter.
- (ii) Keeping of records
- (iii) It is necessary to determine who receives the record from those who keep a record of it.

#### Recording (Videotaping and Photos)

- (i) There is a need to determine in what form (i.e. camera and/or video) the seminar is recorded.
- (ii) In case of picture, it is necessary to decide what kind of scene of the seminar is recorded: a) scene of preparation in the seminar room, b) scene of seminar room, c) scene of presentation, and d) VIP and guests.
- (iii) It is necessary to determine whether picture is recorded by the staff of the secretariat or by the third party from outside: (i) There is a need to decide what kind of scene is recorded. (ii) When picture is recorded by the third party from outside, it is necessary to give them detailed instructions.

### **(3) Keeping a Record of Q&A Session**

- (i) It is necessary to determine to what extent of presentations are recorded. In many seminars, presentations are given by using the Power Point. The contents of Power Point are sometimes more than what the presenter explains. There is a need to determine how to supplement presenter's explanation.
- (ii) Regarding the minutes of Q&A session, it is necessary to determine whether to record all the questions and answers or to summarize the session.

### **(4) How to Deal with Last Minutes' Participants**

There are always some people who hope to participate in the seminar on the seminar day, although the deadline passed. Even though a seminar is fully-booked, there are always several vacancies for some reasons. It is necessary to determine whether to accept or to decline these last minutes' participants. If these participants are acceptable, it is better to share the information on the number of such participants.

### **(5) Collecting Questionnaire**

There is a need to determine way of collecting questionnaire and the staff in charge in advance and facilitator and MC request participants to submit it before they leave.

- (i) The staff in charge walks around the seminar room to collect it.

(ii) Participants submit the questionnaire at the reception when they leave.

(iii) The staff in charge receives it at the exit when participants leave.

In reality, it is necessary for the staff in charge to walk around the room and assist participants in answering the questionnaire so that they can answer as many questions as possible. The staff in charge needs to give questionnaires collected to the seminar manager.

## **5 Evaluation and Report of Seminar**

### **5-1 Keeping and Review of Participant List**

List of participants is an asset for CDC. It is important for CDC's Department in charge to manage and utilize this list. Review of list of participants

List of participants can be useful for CDC's investment promotion and should be reviewed by categorizing the participants. Areas of categorization are as follows: a) manufacturing (by industry) and trading firm, b) organization, c) governmental agency, and d) others

### **5-2 Follow-up after Seminar**

It is desirable to respond to the following points:

(i) Answer the questions the presenter promised to answer during the Q&A session;

(ii) Answer the questions asked in the questionnaire; and

(iii) Provide the information that participants showed interest in and/or requested.

The staff in charge of responding to the above-stated points should be determined. Regarding the question the staff is not able to answer, it is desirable to introduce a resource person. Likewise, regarding the information the staff is not able to provide, it is desirable to notify the participant of how to obtain it.

### **5-3 Collection and Analysis of Questionnaire**

Regarding the questionnaire, there is a need to address the three following points, and these three should be mentioned in the report.

(i) Collection of Questionnaire

(ii) Analysis of Results of Questionnaire

### **5-4 Evaluation of the Seminar**

It is important to hold a meeting for seminar evaluation in which the parties concerned of CDC attend. There is a need to determine how it is organized; for instance, the leader of the secretariat explains about the planning and implementation of the seminar and then others make comments.

### **5-5 Implementation Report**

The implementation report that covers the background, results/outputs and issues to be tackled should be prepared. The purpose and contents of the report is as follows;

Purpose	(i) A record of planning and implementation, (ii) Reference for CDC’s seminar planning and implementation (iii) Report to the parties concerned of the seminar
Contents	The report consists of (i) summary and (ii) detailed contents <u>Summary:</u> background, results/outputs and issues to be tackled <u>Detailed contents:</u> (i) Outline of the Cambodia Investment Seminar <i>Date &amp; Venue, Co-Organizers &amp; Auspices, Program, Handouts and Participants</i> (ii) Summary of Remarks & Presentations <i>Remarks, Presentations, Q&amp;A Session</i> (iii) Summary of Remarks & Presentations <i>Questionnaire for Participants,</i> (iv) <i>Results/ Outputs of Seminar</i> <i>Evaluation of Seminar Contents, Number of participants, Details of Participants, Participants’ Interests and Evaluation</i>

Other Important Points

- (i) In the “Summary,” results, outputs, and issues to be tackled (lessons learned for next seminar) should be mentioned briefly and clearly.
- (ii) ”Detailed Contents” serves as grounds for the “Summary” part. For example, therefore, analysis of the results of questionnaire should be described on an item-by-item basis.

It should be considered that the implementation report of the June 2011 Cambodia Investment Seminar is attached for reference.

**5-6 Settlement of Seminar Expenses**

The settlement of seminar expenses should be reported according to CDC’s regulations.

**5-7 Public Relations of Seminar Outputs**

As one of IPA’s activities, it should be considered to publicize the outputs of the seminar through CDC’s website and by press release.

**5-8 Expression of Appreciation for Co-Organizers and Stakeholders’ Cooperation**

It is advisable to send letters to express appreciation to co-organizers, presenters, etc.

Appendix 1: Seminar Outline (the June 2011 Cambodia Investment Seminar)

Appendix 2: Preparation and Implementation Schedule

Appendix 3: Items of Expenses (Cost Sharing)

Appendix 4: Example of Questionnaire

Appendix 5: Example of Implementation Report

## **Appendix 5. Investment Promotion Tool**



## **Appendix 5-1**

**Brochure of CDC**

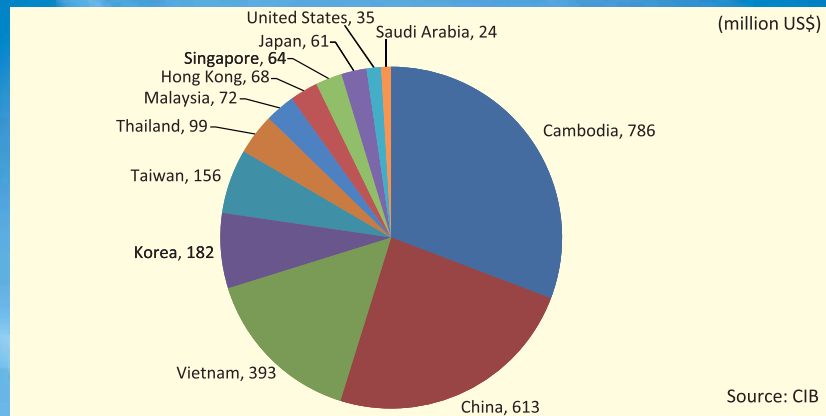
## Growing Trend of the FDI

Approved Investments (2002-2012)

Year	Capital (million US\$)	2007	2008
2002	238	2009	5,859
2003	251	2010	2,692
2004	229	2011	7,010
2005	1,050	2012	2,282
2006	4,415		

Source: CIB

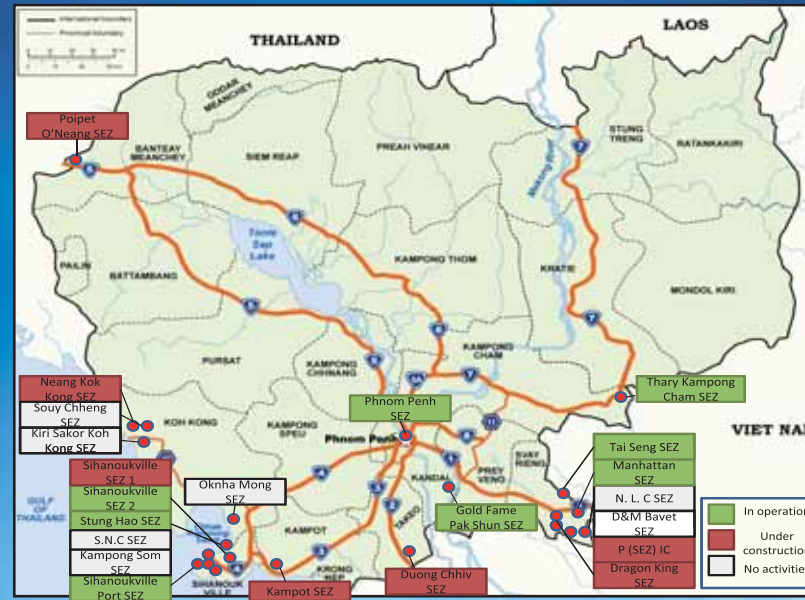
## Investment Amounts by Country (2002-2012)



Source: CIB

## Growing SEZ Appeal

SEZs in Cambodia



## One Stop Service Mechanism of SEZ Administration

Within every SEZ, SEZ Administration provides the following services to customers:

- Company registration and investment license
- Export/ Import permit
- Work permit and Labor books (both workers and expatriate)
- SEZA will provide on site immediate legal and administrative assistance

## CDC One-Stop Services - Investor Window

- Information and Promotion
- Evaluation and Approval
- Visa and Work Permit
- Customs Duty and Tax Exemption
- Application
- Investor After-Care
- Company Registration

## Contact Us

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Website: [www.cambodiainvestment.gov.kh](http://www.cambodiainvestment.gov.kh)

Cambodian Special Economic Zone Board (CSEZB)

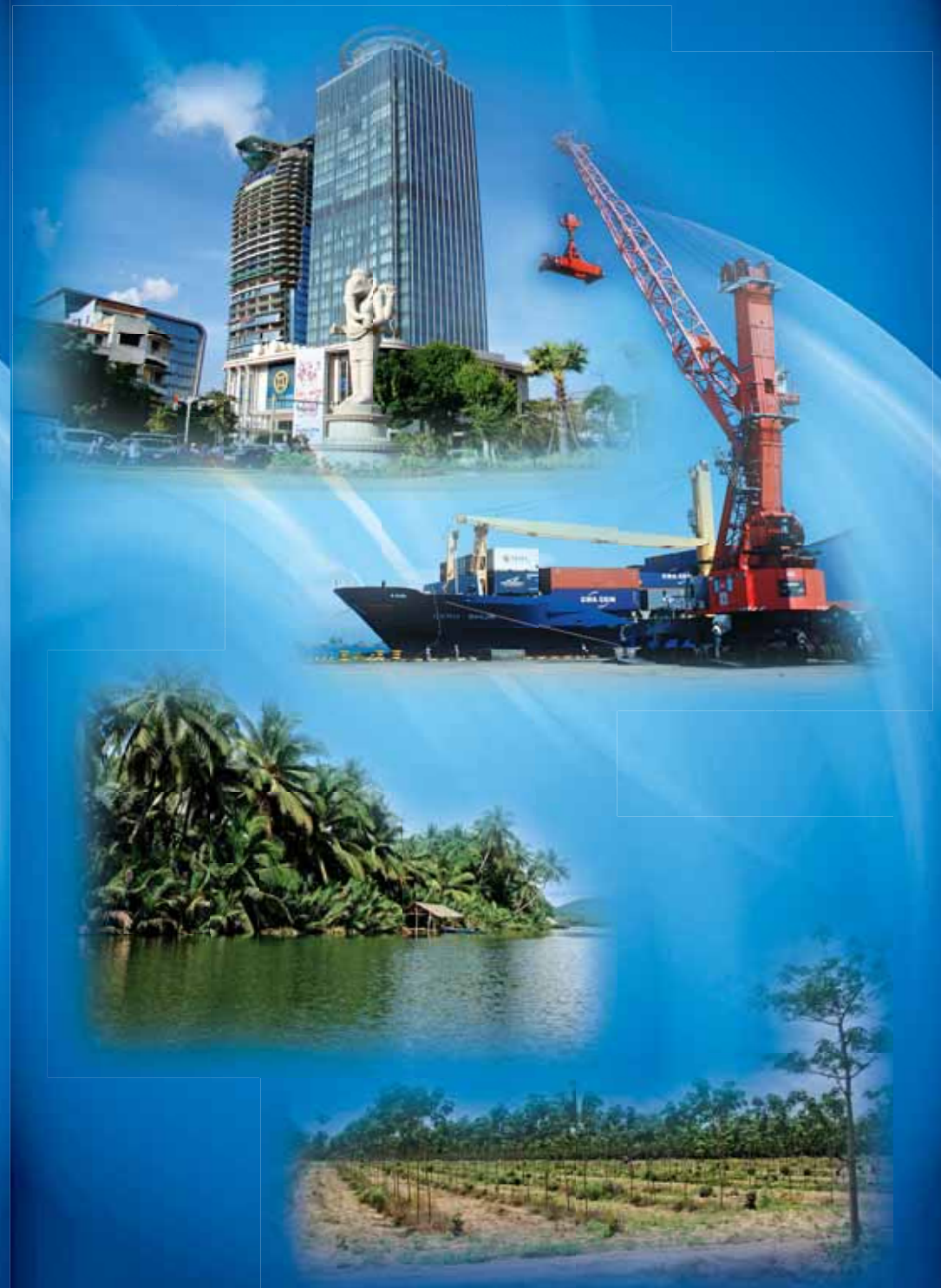
Tel: +855-23-992-355  
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E-mail: [cdc.csezb@gmail.com](mailto:cdc.csezb@gmail.com)  
Website: [www.cambodiassez.gov.kh](http://www.cambodiassez.gov.kh)

Address: Government Place, Sisowat Quay, Wat Phnom, Phnom Penh, Cambodia



# CAMBODIA

INVESTMENT IN THE KINGDOM OF CAMBODIA





## Secretary General's Message

Greetings from the Council for the Development of Cambodia (CDC). Since its establishment in 1994, the CDC has played a significant role in promoting investments and contributing to the development of Cambodia.

The world economy is more badly volatile than ever because of the European financial crisis; the Cambodian economy, however, is steadily growing at an average rate of 6.7% per year for the last half decade (2005-2011), while the GDP per capita grows from USD 487 in 2005 to USD 909 in 2011. Under the wise leadership of Samdech Akka Moha Sena Padei Techo **HUN SEN**, Prime Minister of the Kingdom of Cambodia, the strong macroeconomic stability and significant improvement in standards of living has been continuously achieved.

The current trends of Japanese FDIs into Cambodia are remarkable and prove that the country is a new destination for big Japanese companies and is a promising land for all investors. In addition to our endowments such as: abundant fertile land, natural resources, a trainable work force, historical sites, tropical rainforests, water ways and pristine beaches; a reliable legal framework and the strategic location in ASEAN assure to investors that our country is the right place for investment. With our demographic potential (half of about 15-million population is under 25 years of age; trainable and inexpensive labor forces), your production costs will be competitive.

As an investment promotion agency, we are committed to serving you.



**SOK Chenda Sophea**

Minister attached to the Prime Minister  
Secretary General of CDC



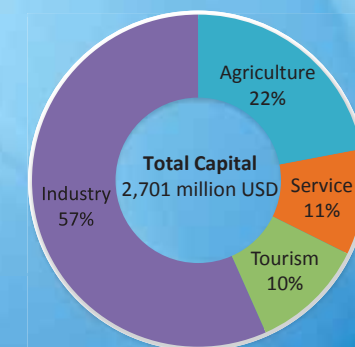
## Facts on Cambodia

- Land area: 181,035 km<sup>2</sup>
- Total population: 14.5 million (2011)
- GDP: US\$ 12,965 million (2011)
- GDP growth rate: 7.1% (2011)
- Expected GDP growth rate for 2012: 7%
- Inflation Rate: 4.9%(2011)
- Income Per Capita: US\$ 911 (2011)
- Exports: US\$ 6,695.34 (2011)
- Major Export Commodities: Garments, Footwear, Rubber, Rice, Other Agricultural Commodities
- Major Industries: Textile and Garments, Footwear, Tourism-related, Agro Industry, Plastic, Metal, Cement
- Cambodia is located among the highly growing economies of South-East Asia.

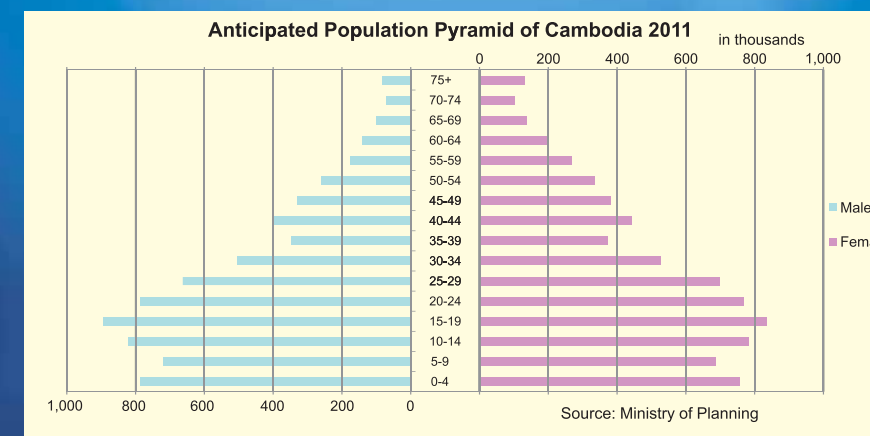
## Investment Opportunities

- Agriculture and Agro Industry
- Transportation and Telecommunication Sector
- Energy Sector
- Labor Intensive Industries and Export Oriented Industries
- Tourism Sector
- Human Resource Development
- Processing Industry
- Oil, Gas and Mining

Approved Investment by Sector (2002-2012)



## Expanding Labor Supply



## Investment Approval Process



## Competitive Investment Incentives

- No Discriminatory Policy toward FDI
- No Nationalization Policy
- No Local Participation Requirement
- No Price Control on any Product or Service
- No Foreign Exchange Control or Restriction on Convertibility
- No Restriction on Capital Repatriation
- No Quantitative Trade Restrictions
- Renewable Long Term Land Lease



## **Appendix 5-2**

### **CDC Investment Information Desk Brochure**



## General Information

Open

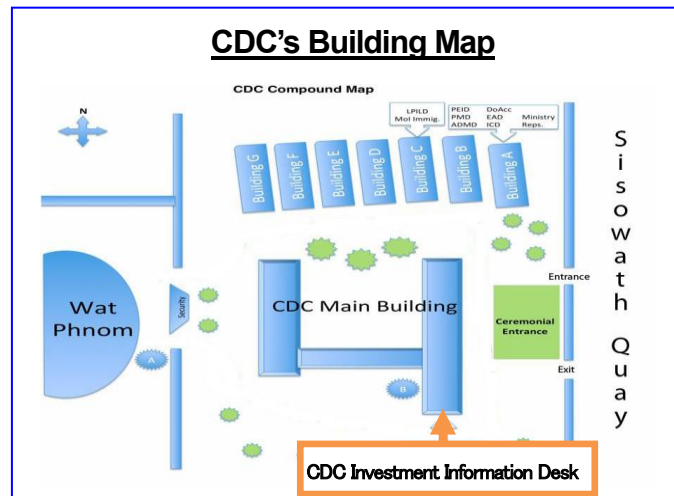
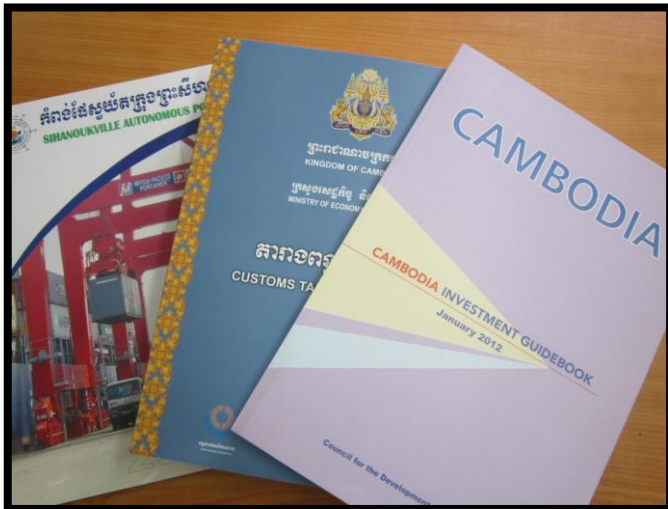
Monday to Friday  
8:30~11:30 14:00~17:00

Closed

Saturday, Sunday, and  
National Holidays

Browsing

The library visitors are free to peruse any material available in the information desk's open stacks. Visitors can check document catalog on PCs.



### Contact Address

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រាជរដ្ឋាភិបាល

ក្រុមប្រឹក្សាអភិវឌ្ឍន៍កម្ពុជា

Council for the Development of Cambodia

## CDC Investment Information Desk

### USER'S GUIDE



**Council for the Development of Cambodia  
Cambodian Investment Board**

Thank you for visiting CDC Investment Information Desk.

CDC Information Desk is a specialized investment desk that is open to public. Visitors can browse the information of business and investment related materials in our Information Desk.

Our aim is to provide useful investment related information to visitors. Staff at the Information Desk can assist you in finding materials under specific topics/ themes. Please feel free to inquire.



### Notes to Information Desk users

- ◆ Visitors are required to sign in the CDC logbook.
- ◆ All documents except Free Papers and Pamphlets are in-information desk use only.
- ◆ Writing, highlighting or drawing on the books or equipments are not allowed.
- ◆ Smoking is not allowed in the Information Desk.
- ◆ Weapons, hazardous materials are not allowed to bring in the Information Desk.



### **What's in the Collection?**

#### Laws and Regulations

- Agriculture and Fishery
- Business
- Civil Law
- Constitution
- Construction
- Customs
- Development
- Education
- Environment
- Financial
- Forestry
- Government
- Industry
- Infrastructure
- Intellectual property
- Investment
- Labor employment
- Land
- Mining
- Special Zone
- Social
- Tax Accounting
- Telecom
- Tourism
- Trade
- Transportation and logistics



#### Policies and Guidelines

#### Statistics

#### Directories

#### SEZ information

#### Publication of Donors

#### Custom Tariff

#### Maps

#### Magazines

#### Free Papers



### **Our Services**

#### PC browse

Two PCs are set up in CDC Investment Information Desk. Visitors can browse some information such as Laws and Regulations, Presentation Material of CDC, and Investment Guidebook on PCs. A Variety of multimedia materials can be viewed in the PCs.

#### Investment Consulting

CDC staffs are available for information and advice on investment issues (by appointment). Please ask Investment Information Desk for more details.

