

# **Japan's Public Private Collaboration in a New Paradigm of Development Cooperation: Exploring Trade and Investment Facilitation with a Case of Cambodia**

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## **Abstract**

*This paper explores Japan's Public Private Collaboration in the international development arena with specific reference to the fourth High Level Forum on Aid Effectiveness (HLF-4) held in 2011. The HLF-4 was a turning point in the development cooperation arena and prompted a new international norm that the private sector is an imperative actor for effective development. Accordingly, the notion of collaboration between public and private sectors became broad. The approach to engaging the private sector in Japan's development cooperation was enhanced after the HLF-4. It was found that the new schemes for partnering with the private sector have been formed, however, the idea lies in a conventional type of private sector engagement is succeeded in Japan's recent approach to engaging with the private sector.*

**Keywords:** Aid for Trade, HLF-4, Japanese foreign aid, Public Private Collaboration

## **1. Introduction**

The private sector is nowadays recognized as an imperative actor for realizing sustainable development. It should be highlighted that the role of the private sector in approaches to effective development is specifically stated in the "Busan Partnership for Effective Development Co-operation" (hereafter called the "Busan Partnership agreement"). The Busan Partnership agreement was formed at the fourth High Level Forum on Aid Effectiveness (hereafter called the HLF-4) and contributed to a new international norm in the field of international development. The objective of this study is to explore the recent approaches to engaging the private sector in Japan's development cooperation strategy by referring to the Busan Partnership agreement and with specific reference to the case of Cambodia. It is often argued that Japan's development cooperation has strong linkages with the private sector in relation to trade and investment promotion. It is worthwhile to analyze the recent approaches to engaging the private sector in Japan's development cooperation as well as a conventional form of private sector engagement to have a new perspective on collaboration with the private sector and its role in development. Kindornay, S. & Reilly-King, F. (2013) categorized private sector engagement in two key types: promoting Private Sector Development and partnering with the private sector, which are expressed as 'Public Private Collaboration' in this paper. Public Private Collaboration conducted by Ministry of Foreign Affairs of Japan (hereafter called MOFA) and Japan International Cooperation Agency (hereafter called JICA) are focused on in this paper. In this study, the term 'private sector' covers all types of for-profit private entities and its representatives in accordance with the definition derived from the discussion at the HLF-4. 'Public sector' includes minister-level officials, and administrative agencies that have high publicness. The documentary research has been conducted from the beginning of 2012 through to March 2014.

## **2. Global Trend in Development Cooperation, and the International Norm of Private Sector Engagement for Effective Development**

While acceleration is required for poverty reduction, aid disbursements from OECD DAC donors have been sluggishly affected by instability in the global economy. Aid donors, therefore, are required to consider the way to utilize limited resources adequately to tackle development issues efficiently.

Subsequent to this notion, there is nowadays a broad consensus that the private sector plays a crucial role for sustainable development through market-led growth. In fact, the presence of the private sector has become prominent. It is remarkable that almost 70% of total financial flow to developing countries from OECD DAC donors has been private capital in recent years<sup>1</sup>. Aid donors engage with the private sector in various ways, depending on each country's strategy and policy with regard to development cooperation. Although many bilateral donors have less clear policies on engaging with the private sector, it is found that there are various modalities for Public Private Collaboration<sup>2</sup>. Private Sector Development is a conventional private sector engagement which is conducted within aid frameworks and targets the strengthening capacity of the private sector in developing countries. While, partnering with private sector supports utilization of the private sector's resources for development. Many aid donors are partnering with the private sector to promote Private Sector Development<sup>3</sup>. Among many approaches to promote Private Sector Development, the Aid for Trade (hereafter called AfT) initiative is actively discussed as an effective approach in relation to trade and investment facilitation, which is a crucial theme in current international development strategies. The private sector is a main actor in trade activities. However, the private sector in developing countries often has limited market access or trade capacity. Therefore, aid is provided in order to solve the issues within the framework of AfT. The approach to attracting Foreign Direct Investment (hereafter called FDI), which facilitates the accumulation of resources from aid donors' private sector such as private capital, technology, skills and marketing networks to developing countries, is also promoted under the AfT initiative. Therefore, partnering with the private sector, such as public private policy dialogue for mobilizing private resources, is encouraged within the AfT framework for trade and investment promotion.

The expected role of the private sector can be found explicitly in many international statements. Above all, the "Busan Partnership agreement" states the role of the private sector for effective development and proposes that all actors need to cooperate on improving the business environment in order to increase FDI, strengthen the value chain; develop innovative financial mechanisms to mobilize private finance; and promote Aid for Trade. The HLF-4 marked a turning point in approaches to international development in some respects. For example, non-traditional aid actors were officially called to realize effective development in conjunction with traditional aid actors. Since aid came to be recognized as only a part of resources for effective development, the center of discussion was moved to effective development from aid effectiveness. Consequently, it is imperative to consider interdependence and coherence among development cooperation policies and other relevant public policies.

### ***3. Japan's Public Private Collaboration Approach to Effective Development***

#### **3.1 Key features of Japan's Development Cooperation**

Among all ministries and agencies which have their own aid budgets, MOFA plays a central role in the overall planning of Japan's development cooperation and JICA manages aid projects as an aid agency under the control of MOFA. Economic growth for sustainable development is reflected in Japan's overall development cooperation policy with the idea of supports the self-help efforts of developing countries. Subsequently, Japan's development cooperation assists in making fundamental platforms in which developing countries can transition toward development through economic activities in conjunction with developing countries' efforts. On the other hand, there have been criticisms from the international community suggesting that Japan's foreign aid policies have less altruistic motivations; contributing to Japan's national economic development. In effect, Japan's development cooperation largely focuses on the theme of trade and investment, facilitating the improvement of the business environment in developing countries. Admittedly the improved business environment indirectly promotes Japan's private sector's business expansion to recipient countries. In order to alleviate the criticisms, the Japanese government places importance on providing humanitarian aid. Therefore, there are primarily two dimensions in Japan's development cooperation policies. The first dimension emphasizes economic growth with linkages to Japan's national economic development, which is mainly supported by Ministry of Economy, Trade and Industry (hereafter called as METI). A large portion of Japan's foreign aid has been disbursed to Asian countries along the lines of the first dimension. The second dimension is derived from humanitarian considerations and supported by MOFA<sup>4</sup>.

<sup>1</sup> Refer to the data of 2011 and 2012 abstracted from OECD.StatExtracts. <http://stats.oecd.org/Index.aspx?ThemeTreeId=3>

<sup>2</sup> Refer to Kindornay, S. & Reilly-King, F. (2013).

<sup>3</sup> *ibid.*

<sup>4</sup> Refer to Hook W.S. & Zhang G. (1998) and Katada N.S. (2002).

### **3.2 Expectation of the Private Sector in Japan's Development Cooperation Plan**

The expectations of the private sector for development can be seen in many official documents related to Japan's development cooperation.

The "ODA Charter"<sup>5</sup> sets out 'Partnership and Collaboration with the International Community' as one of the fundamental aspects and emphasizes collaboration with the private sector. The "Check and Improvement of ODA" states the necessity of strengthening collaboration with the private sector in a broad sense of the term. The "ODA Review Final Report" emphasizes the facilitation of the investment climate, targeted at promoting private financial inflows to developing countries. Moreover, dialogue with the private sector is considered as essential for strategic and effective aid implementation. "The prioritized areas of international cooperation for fiscal year 2013" encourages Japanese business expansion to developing and emerging countries, utilizing Japan's ODA. "JICA's midterm plan" for fiscal year 2012 through to 2017 also reiterates strengthening the collaboration with the private sector in development cooperation.

### **3.3 Policies and Strategies of Japan's Public Private Collaboration and its Modalities**

#### **3.3.1 Private Sector Development**

With regards to AfT, Japan has been the largest donor of AfT projects with aid disbursements amounting to 36 billion US dollars between 2006 and 2011 and is acknowledged as the most specialized OECD DAC donor in the area of AfT<sup>6</sup>. The Japanese government announced the 'Development Initiative for Trade' prior to the WTO Hong Kong Ministerial Conference in 2005 where the AfT initiative was launched. The 'Development Initiative for Trade' encouraged developing countries to promote exports within the international free trade framework. Subsequently, the Japanese government announced the 'Development Initiative for Trade 2009' and committed to providing 12 billion US dollars from 2009 through to 2011 for trade-related projects<sup>7</sup>. According to the final report of the external evaluation of Japan's AfT approach, commissioned by MOFA in 2012, Japan's development cooperation maintains consistency with the concepts outlined in the AfT initiative. As for investment facilitation, Japan has proactively provided foreign aid for building and maintaining a business enabling environment in developing countries to attract FDI. Japan identifies the attraction of FDI as the most efficient way for trade promotion in developing countries. JICA engages in Private Sector Development as one of its fundamental thematic issues and promotes trade and investment facilitation. The basic posture on trade and investment facilitation of JICA is outlined in the "Thematic Guideline on Trade and Investment Facilitation"<sup>8</sup>. The updated guideline issued in 2013 states the strategic development goals as: 1) building the business environment; 2) streamlining the framework for trade facilitation; 3) streamlining the framework for investment facilitation.

#### **3.3.2 Partnering with the Private Sector**

The Japanese government gives importance to public private dialogue. Besides the dialogue, the Japanese public sector started to promote partnerships with the private sector in new ways and created various schemes as summarized in Table 1 and Table 2. In April 2008, the Japanese government announced the framework for partnering with the private sector called "Public Private Cooperation for Accelerated Growth". This was aimed at combining business activities and development cooperation. It is noteworthy that the framework gives the private sector opportunities to propose its ideas on viable partnership opportunities between the public and private sectors, in order to contribute to international development. JICA also announced the "Basic Policy on Private Sector Partnership" and established the 'Office for Private Sector Partnership' in 2008 as a hub for collaboration between JICA and the private sector. Later, in 2013, in an attempt to strengthen its functions and streamline development efforts, the office became the 'Department for Private Sector Partnership'. The "Framework for Supporting SMEs in Overseas Business" (one of Japan's public policy initiatives) was revised in 2012. Subsequently JICA became one of the actors who are expected to support Japanese SMEs' overseas business expansion, utilizing ODA. As

<sup>5</sup> Original ODA Charter was enacted in 1992 and revised in 2003.

<sup>6</sup> Refer to OECD/WTO (2013)

<sup>7</sup> Refer to the speech made by State Secretary for Ministry of Foreign Affairs of Japan on 30th November 2009. <http://www.mofa.go.jp/policy/economy/wto/min07/state0911.html>

<sup>8</sup> First version was issued in 2003.

outlined in the budget for fiscal year 2013, about 6.7 billion-yen of ODA was allocated to the schemes for Japanese SMEs' overseas business expansion<sup>9</sup>.

### **3.4 Public Policies in Relation to Engaging with the Private Sector**

The idea of market-led economic development with the private sector and Asia-centric cooperation is incorporated into many Japanese public policies. "New Economic Growth Strategy 2006" and "Revised New Economic Growth Strategy 2008" issued by METI targeted at taking in Asia's growth to Japan's economic growth and utilizing ODA for building trade and investment climate in Asia. "New Growth Strategy 2009" and "New Growth Strategy 2010" announced by the Cabinet targeted at taking more active approaches to trade and investment liberalization and facilitation and removing obstacles for business activities in Asia where the Japanese private sector is active in running their business.

The current Cabinet emphasizes the need of the collaboration with the private sector to maximize private sector's ability for further Japanese economic growth, and ODA is to be used as a resource for the action. To promote export of Japanese infrastructure system, the Japanese government set up 'Strategic Meeting on Exporting Infrastructure System' in March 2013. In the meeting, the members comprised of ministers of relevant ministries and Chief Cabinet Secretary as a chairman discuss on the policies for exporting Japanese infrastructure system strategically. "Strategy on Infrastructure System Export", which was announced at the fourth meeting held in 17<sup>th</sup> May 2013, emphasizes strengthening Public Private Collaboration for accelerating Japanese infrastructure system export and targets at about 30 trillion-yen markets by 2020. It is remarkable that the commitments and decisions made at the meetings are to be reflected to the planning of Japanese development cooperation. It is also notable that "Revised Framework for Supporting SMEs in Overseas Business" mentions that ODA is utilized for Japanese SMEs' overseas business expansion.

## **4. The Case of Japan's Public Private Collaboration in Cambodia**

### **4.1 Current Situation of Cambodia's Growth**

Cambodia has been working on its national development under the "Rectangular Strategy". Private sector's growth is placed as one of the strategic priorities in the "Rectangular Strategy". In recent years, Cambodia has achieved high economic growth along with an increased volume of trade and FDI. Cambodia maintained an average GDP growth rate of 7.7% between 2002 and 2012 and maintained a GDP growth rate of over 6% after 2010<sup>10</sup>. Cambodia's economic growth largely depends on the export of garments and rice, although notably trading of other items has increased in recent years. Cambodia increased exports by 8.8% (amounting to about 5.1 billion US dollars) in 2012 compared to the previous year<sup>11</sup>. Cambodia, however, is still one of the LDCs and there is economic disparity between Cambodia and non-LDCs in ASEAN.

### **4.2 Overall Economic Relation between Japan and Cambodia**

The amount imported from Cambodia to Japan in 2012 was about 404 million US dollars and conversely exports from Japan to Cambodia amounted to 234 million US dollars. The import and the export amounts between the two countries had increased from the previous year by 31 % and 14 % respectively<sup>12</sup>. According to Cambodia Investment Board (hereafter called CIB), the investment amount from Japan to Cambodia in 2012 amounted to 212 million US dollars and the investment from Japan to the Special Economic Zone (hereafter called SEZ) in Cambodia in 2012 reached 65.6 million US dollars<sup>13</sup>. Japan and Cambodia concluded the "Agreement between Japan and Cambodia for the Liberalization, Promotion and Protection of Investment" and "Joint Statement on the New Partnership between Japan and Cambodia" in June 2007. The agreements advanced further investment promotion to strengthen bilateral economic relations, and both countries confirmed, with this statement, the need to strengthen bilateral partnerships to work on regional and global issues.

<sup>9</sup> Refer to MOFA & JICA (2014).

<sup>10</sup> Based on the information obtained from JETRO Phnom Penh and JETRO (2013).

<sup>11</sup> Refer to JETRO (2013).

<sup>12</sup> *ibid.*

<sup>13</sup> *ibid.*

### 4.3 Direction of Japan's Development Cooperation for Cambodia

Japan has been the largest bilateral OECD DAC donor in Cambodia. Japan's development cooperation in Cambodia is provided with the recognition and consideration of working within the framework of the "Rectangular Strategy" and is flexible to adjustments needed in response to any issues that Cambodia faces at each stage of development. The Japanese government's basic direction of providing aid to Cambodia is stated in "Country Assistance Direction toward Cambodia". According to the direction, the long-term target is 'realizing steady and sustainable economic growth and balanced development', and 'strengthening the private sector' is placed as one of the short-term targets under the mid-term target of 'strengthening the economic system'. For 'strengthening the private sector', two aid programs were initiated by MOFA: 1) Program for Improvement of Trade and Investment Environment; and 2) Program for Development of Human Resources for Industries. The first program mainly targets the improvement of the investment climate to promote private investment. The second program targets the development of technicians and middle managers in the private sector.

### 4.4 Japan's Public Private Collaboration for Cambodia

#### 4.4.1 Private Sector Development

Japan's approach to trade and investment facilitation has been exemplified by a number of AfT projects in Cambodia. In order to focus on AfT projects which are consistent with the contents of this study, following AfT projects have been selected to this study: A) the projects which have been implemented under the 'Program for Improvement of Trade and Investment Environment'; and B) the projects which have been categorized as 'Trade and Investment Facilitation' for Private Sector Development in connection with JICA's thematic guideline based on JICA's classification<sup>14</sup>. Table 3 shows a summary of the projects. It is evident that there were two main objectives for AfT projects. The first objective was institutional reform and capacity development of organizations such as Council for the Development of Cambodia (hereafter called CDC) and CIB which function as a window for handling investment from foreign countries. Investment climate improvement was placed as key in each project. The second objective was human resource development focused on people who are expected to work within the private sector in Cambodia. It is notable that both two types of cooperation looked at attracting investment from Japan. Thus, it was emphasized that mutual understanding as well as networking between the two countries in the projects was highly important.

#### 4.4.2 Partnering with the Private Sector

##### 4.4.2.1 Public Private Dialogue between Japan and Cambodia

'Japan-Cambodia Public Private Dialogue on Investment Climate Facilitation' has been held periodically since the bilateral investment agreement was concluded between the two countries. Along the lines of the agreement, representatives from each government, officials and Japanese private companies have systematically participated in dialogues and discussed the issues and problems related to the trade and investment climate in Cambodia for promoting FDI from Japan.

##### 4.4.2.2 Partnering with Private Sector using the Schemes

Table 4 shows the list of the projects which have been conducted in Cambodia using the schemes for partnering with the private sector, utilizing Japan's ODA. In order to ensure success and efficiency in BOP business, the projects used the 'Preparatory Survey for BOP Business Promotion' scheme. The scheme surveyed the feasibility of BOP business projects and their potential to improve the business climate put forward by individual entities. All proposers proposed solutions utilizing their own products or ideas to solve the issues which people in Cambodia faced with continuous business in Cambodia. The projects targeted specific sectors including: water resources, agricultural development and public health. The proposers surveyed the situation of the target sectors at that point in time, including the market scale, followed by proposing detailed business plans for the future. In addition, the possibilities of collaboration with Japan's development cooperation were considered during the surveys. The projects initiated through 'Preparatory Survey for PPP Infrastructure' were conducted in order to survey the feasibility of infrastructure projects based on Public Private Partnerships in the narrow sense. This requires private sector involvement in operation, management and maintenance of infrastructures. As for the

<sup>14</sup> Some projects are overlapped between A) and B). Refer to MOFA (2012 a) and JICA's Knowledge Site.  
<http://gwweb.jica.go.jp/km/ProjectView.nsf/VW02040101?OpenView&Start=1&Count=1000&Expand=11.2.6#11.2.6>  
<http://gwweb.jica.go.jp/km/ProjectView.nsf/VW02040101?OpenView&Start=1&Count=1000&Expand=11.1.5#11.1.5>

projects using the schemes which support Japanese SMEs' business expansion (utilizing Japan's ODA), Japanese SMEs proposed projects based on their products and existing techniques and technologies in an attempt to solve development issues in Cambodia. It is likely that the proposers were attracted by the lower cost of production in Cambodia. Therefore, most of the proposers surveyed the feasibility of production of their products in Cambodia and this was laid out explicitly in the detailed business plans. It was also considered how the products or techniques of Japanese SMEs could contribute to Cambodia's growth and development following the basic direction: "Country Assistance Direction toward Cambodia" issued by MOFA. Moreover, the proposers were required to explore possibilities of collaboration between Japanese SMEs' business and Japan's ODA projects in Cambodia in the future. It is unique that the proposers were also required to explore how Japanese SMEs' business in Cambodia contributes to regional economies in Japan.

### **5. Analysis and Conclusion**

With regard to Private Sector Development for Cambodia by Japan, it was found that Japan's aid has been used as a catalyst for creating a business-friendly environment through institutional reform and capacity development of the public and private sectors in Cambodia. In this regard, it can be confirmed that Private Sector Development, which is a conventional form of private sector engagement, was consistent with trends in international development and adhered to current international norms of development cooperation.

As for partnering with the private sector, approaches to partnering with the Japanese private sector have been accelerated after 2012. Judging from the announcement of "Public Private Collaboration for Accelerated Growth" by the Japanese government and the establishment of the 'Office for Private Sector Partnership' in JICA in 2008, it is evident that the Japanese public sector intends to enhance private sector engagement in development cooperation, setting a new agenda and plan. However, there were only some specific schemes for partnering with the private sector such as PPP and BOP, launched in 2010. After the "Busan Partnership agreement" was announced in 2011, private sector engagement became more active through the schemes for partnering with Japanese SMEs, following the "Revised Framework for Supporting SMEs in Overseas Business" released in 2012. MOFA and JICA started to encourage Japanese SMEs' overseas business expansions, utilizing ODA with the aim to support sustainable development in Cambodia. Through the Japanese private sector's business expansion in Cambodia, FDI is expected to increase from Japan and promote trade between the two countries.

As seen from the analysis, there is an argument to suggest that the new international norm for effective development might not be a direct trigger for promoting new forms of Japan's Public Private Collaboration. However, the new international norm supports the fundamental idea expressed in the policies of Japan's development cooperation and a conventional type of private sector engagement, and the idea is succeeded in the new schemes for partnering with the Japanese private sector after the HLF-4. As already mentioned, there are two dimensions in Japan's development cooperation. MOFA emphasizes the importance of providing humanitarian aid, while Japan's foreign aid has largely aimed at enhancing economic growth in developing countries with linkages to Japan's national economic development. Nevertheless, MOFA and JICA started to enhance the schemes for partnering with the private sector for Japanese private sector's overseas business expansion and sustainable development through economic growth in developing countries. Originally, the humanitarian dimension supported by MOFA emerged in the reaction to the criticisms from other aid donors and the international community. Therefore, the change in approach to development of developing countries at the international level seems to promote MOFA and JICA to enhance economic-led development cooperation which is originally supported by METI. Therefore, the basic strategy with regard to the economic dimension of Japan's development cooperation, comprised of aid, FDI, and trade facilitation, is succeeded in the new approach for Japan's Public Private Collaboration.

**Table 1: Schemes for Partnering with the Private Sector Using Japan's ODA<sup>15</sup>**

Name of Scheme	Features
Preparatory Survey for PPP Infrastructure	Launched in 2010. 150 million yen per proposal.
Preparatory Survey for BOP Business Promotion	Launched in 2010. 50 million yen per proposal.
Private Sector Investment Finance	Resumed in 2012 after the abolition in 2001.
SMEs Partnership Promotion Survey	Launched in 2012. 10 million yen per proposal. Started as a trial basis for a feasibility study.
SMEs' Overseas Business Expansion Support Projects	Launched in 2012. 3 types of modalities: 1) Need Survey; 2) Project Formulation Survey; 3) Feasibility Survey and Pilot Project for Disseminating SMEs' Technologies to Developing Countries. Refer to Table 2 for details.
Promotion of Disseminating Private Sector's Technologies for Socio-Economical Development in Developing Countries	Launched in 2013. 20 million yen per proposal. A site visit and technical guidance in Japan has taken place.
Grant Aid (Collaboration with SMEs)	Launched in 2012. Japanese SMEs' product is procured as non-project type grant aid. Budget was 2 billion yen in FY2012 and 2.5 billion yen in FY 2013.
Collaboration with the Private Sector Utilizing Grant Assistance for Grass-Roots Human Security Projects <sup>16</sup>	CSR or BOP business collaborating with NGOs is supported.
JICA Partnership Program (JPP)	Technical cooperation by JICA. Private sector can apply for partner typed-project of which the scale is less than 100 million yen.
Private-Sector Partnership Volunteer	Japan Overseas Cooperation Volunteers & Senior Volunteer System were customized for dispatch of SMEs' employees. 80% of salary of employees is paid.

**Table 2: Summary of SMEs' Overseas Business Expansion Support Projects in FY2012 and FY2013**

(M=Million)

	Need Survey		Project Formulation Survey		Feasibility Survey and Pilot Project for Disseminating SMEs' Technologies to Developing Countries	
	2012	2013	2012	2013	2012	2013
Type of Proposer	Consulting firm, Trading company etc.		Basically, SMEs together with consultant			SMEs
Unit budget	Up to 50 M yen		Up to 30 M yen	Up to 30 M or 50 M yen	Up to 50 M yen	Approx. 100 M yen
No. of proposals	24	11	117	234	28	116
No. of adopted projects	8	2	32	49 <sup>17</sup>	10	20

<sup>15</sup> Refer to following JICA's website. [http://www.jica.go.jp/activities/schemes/priv\\_partner/index.html](http://www.jica.go.jp/activities/schemes/priv_partner/index.html)<sup>16</sup> Refer to following MOFA's website. [http://www.mofa.go.jp/mofaj/gaiko/oda/seisaku/kanmin/kusanone\\_katsuyou.html](http://www.mofa.go.jp/mofaj/gaiko/oda/seisaku/kanmin/kusanone_katsuyou.html)<sup>17</sup> 36 cases were provided with 30 million-yen per project, and 13 cases were provided with 50 million-yen per project.

**Table 3: AfT projects for Private Sector Development in Cambodia**

<b>A. Projects under Program for Improvement of Trade and Investment Environment</b>		
No.	Project Name	Scheme Type & Year
A-1	The Cambodia-Japan Cooperation Center	Technical Cooperation, 2004 – 2009
A-2	Training for Trainers on Consultancy Service Support to SMEs	Triangular Training, 2009
<b>B. Trade and Investment Facilitation<sup>18</sup></b>		
No.	Project Name	Scheme Type & Year
B-1	Study on Economic Policy Support Program	Development Study, 2005 – 2007
B-2	Study on the Institutional Strengthening of Investment Promotion	Technical Cooperation for Development Planning, 2009 – 2010
B-3	Enhancing the Investment-Related Service of Council for the Development of Cambodia (CDC)	Technical Cooperation related to Loan Project, 2010 – 2013

**Table 4: Projects Using Schemes for Partnering with Private Sector in Cambodia**

<b>a. Preparatory Survey for BOP Business Promotion</b>		
No.	Project Name	Year <sup>19</sup>
a - 1	Preparatory Survey on Social Investment Business for BOP Business Growth	2011 - 2013
a - 2	Preparatory Survey on Cotton Farming in the Area where Land Mines Have Been Removed	2012 - 2014
a - 3	Preparatory Survey for the BOP Business of Water Supply in Rural Area	2012 - 2015
a - 4	Preparatory Survey for Improvement of Sanitary Conditions in Cambodia	2013 - 2015
a - 5	Preparatory Survey on Agricultural Mechanization Aimed at Yield Increasing to Assist Independent Business of Farmers	(2012)
<b>b. Preparatory Survey for PPP Infrastructure</b>		
No.	Project Name	Year
b - 1	Preparatory Survey on Construction of New SEZ and Related Infrastructure in Phnom Penh	2012 - 2013
b - 2	Preparatory Survey on Improvement Construction of Route 4 in Cambodia	(2013)
<b>c. SMEs Partnership Promotion Survey (F/S Assistance)</b>		
c - 1	Survey on Packaged Service Comprised of Technique and Business Schemes for Generating Electricity Utilizing Chaff Targeted at Rice Polishing Plant	2012 - 2013
c - 2	Survey on Business of Production, Selling and Exporting Rice Milling Machine	(2012)
<b>d. 'Needs Survey' (SMEs' Overseas Business Expansion Support Projects)</b>		
d - 1	Development of Small-Scale Water Treatment Units for an Expansion of Water Supply in Urban Fringe and Scattered Settlement Areas	2012 - 2013
<b>e. 'Project Formulation Survey' (SMEs' Overseas Business Expansion Support Projects)</b>		
e - 1	Cambodia & Vietnam Marketing Research for High Quality Hand Tools in Cambodia & Vietnam (Ho Chi Ming Area)	2012 - 2013
e - 2	POU Water Purification System in the Mekong Delta Area	2012 - 2013
e - 3	Electrifying Non/Electrified Rural Villages by Micro Hydropower in Vietnam, Cambodia, Laos	2012 - 2013
e - 4	Feasibility Study for Power Control Systems Projects	2012 - 2013
e - 5	Modernization of Small-Scale Rice Milling Industries in the Kingdom of Cambodia	2012 - 2013
<b>f. 'Feasibility Survey and Pilot Project for Disseminating SMEs' Technologies to Developing Countries' (SMEs' Overseas Business Expansion Support Projects)</b>		
f - 1	Mini-Rice Center Collaborating with Agricultural Cooperative and NGO	2013 - 2015
f - 2	Industrial Tools of Tsubame-Sanjyo Brand	2013 - 2014

<sup>18</sup> B-2 is also categorized as a project under Program for Improvement of Trade and Investment Environment.

<sup>19</sup> The year means the duration of each project. For the project whose project duration was unclear, the year adopted by JICA/MOFA was shown in parentheses.



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