

## Chapter 8: Cambodia



Population	16 million (2019)
Land mass	181,000km <sup>2</sup>
GDP per capita	1,643 USD
Religion	Buddhism (2019)

The World Bank Development Indicators

### Overall Theme of the Chapter: Social Entrepreneurship

- What kind of person is a social entrepreneur?
- Learning about social and economic development through women's empowerment



### Section A: Let's Learn About Cambodia Pre-study about Cambodia

Choose one of the following topics and research about it in more detail on the Internet or at the library.

1. Find out what kind of country Cambodia is.
2. Research the relationship between Cambodia and Japan.
3. Research the culture and society of Cambodia.

### Cambodia at a Glance

The Kingdom of Cambodia, commonly known as Cambodia, is in the southern part of the Indochina Peninsula in Southeast Asia. It had been colonized by France since the mid-19<sup>th</sup> century and was also colonized by Japan during World War II, but later became an independent country.

During the Khmer Rouge regime in the late 1970s and the civil war in the 1980s, Cambodia had a history of repeated killings among its own people. After the end of the civil war, UNTAC (United Nations Transitional Authority in Cambodia) was established by the United Nations to achieve democracy in Cambodia, and the UN ruled Cambodia on an interim basis. The UN-led democratic elections were held in 1993, and the new Kingdom of Cambodia was born as an independent country.

Since Cambodia became an independent country, the Japanese government has been assisting Cambodia's reconstruction and supporting its economic growth through ODA (Official Development Assistance).

One of the interesting aspects of investing in Cambodia is that while land purchases are restricted, there are few other restrictions. The Cambodian government is open to any kind of investment from other countries. Therefore, anyone with the funds and the motivation to start a business can start a business in Cambodia.

Cambodia became a member of ASEAN (Association of Southeast Asian Nations) in 2016. Initially, many companies invested directly in the textile industry, but competition with other ASEAN countries is inevitable in the long term, and it is considered difficult to secure profits from textile processing alone. Therefore, there is an urgent need to develop human resources, mainly through skills training and higher education.

Cambodia's dollarized economy has continued even after the birth of the new Kingdom of Cambodia, and almost all shopping in the city is done in dollars. In addition to the large number of people who can read and write Chinese, there are also many Cambodians who can speak English.

In Phnom Penh, the capital, which is the largest city, more and more students are going to high school as well as university. However, if you look at the rural areas, the rate of students going to elementary school is over 90%, but the rate of students going from elementary school to junior high school is as low as less than 50%, creating a disparity between urban and rural areas.

In recent years, Phnom Penh has seen a rise in consumer spending as the number of middle class and affluent people with high disposable incomes has increased, and the Japanese shopping center Aeon Mall, which opened in Phnom Penh in 2014, has become so popular that a second store has opened. Many Japanese restaurants can be found throughout the city.

## **Section B: Let's Learn about the Japanese Entrepreneurs Working in Cambodia**

### **Pre-reading Discussion Questions**

1. Have you ever been to Cambodia? When and where did you ask? What was the most memorable thing you learned?
2. What do you know about the history of Cambodia?
3. Is there anything you would like to know about Cambodia?
4. What kind of image do you have of Cambodia?
5. Cambodia is said to be an attractive country for entrepreneurs. Why is that?

**Main Task:** Read the following Cases 1-3 and answer the questions about the career paths. Don't forget to visit the homepage(s) listed at the end of each profile to learn more about the business.

## Case 1

### **Ms. Wakana NUKUI**

#### **Profile**

Born in Tokyo. After graduating from Otsuma Women's University Junior College, she worked at a securities company for three years. After resigning, she went to the U.S. to study, and after attending a language school and a community college, she graduated from Boston University with a degree in International Relations. After running a web design company in Japan, she decided to start her own business in Cambodia. She is currently the CEO of Blooming Life International Co. Ltd. and is expanding her business by opening a store in the Aeon Mall in Phnom Penh. She is also actively involved in women's empowerment projects.

#### **Websites**

AMAZING CAMBODIA: <http://amazing-cambodia.com/>

Dreamgirls Project: <https://www.dreamgirlsproject.com/>

After graduating from Otsuma Women's University Junior College, Ms. Nukui started working at a securities firm. At the firm, she worked for three years as a sales representative for stocks and other products in the investment counseling section. She had a strong interest in business, women's independence, and support for developing countries due to her aunt's French background, her own study abroad experience, the influence of her family environment where her father was a company owner, and the fact that her father had a male-dominated view of women. After resigning from the company, she attended a language school and community college in the U.S., and then went on to study at Boston University's School of International Relations, where she received her Bachelor of Arts (BA) degree.

At the time of her study in the U.S., web businesses were still in their infancy, and she believed that the demand for design would increase in Japan as well, so at the age of 28, she founded a web design and marketing company. She used a loan of 10 million yen that she won in a women's entrepreneurship contest to finance her startup. However, at the age of 41, she chose a new way of life.

Ms. Nukui decided to spend a few years preparing for a business that would support the independence and empowerment of women in developing countries. In developing countries, there are many support programs for children from poor families, but she thought that what was really needed was support that would enable mothers to have dreams.

In her travels to developing countries, she noticed the good character of the Cambodian people. She also realized that although women have a good sense of design, there are very few opportunities for them to use it in their work. Therefore, she thought that if she could gather talented people and create workshops and places for them to learn, and support their employment in creative fields, they would not have to go to other countries

to work and would be able to contribute to the development of their own country. She thought that if she could succeed in this model of supporting women, she could apply the same scheme to other countries, and decided to provide employment support in Cambodia.

Ms. Nukui moved to Cambodia in 2014 after winning a prize in both the Muhammed Yunus Award and the Minna no Yume Award, a contest aimed at realizing social business dreams.

She moved her base to Cambodia, established Blooming Life International Co. Ltd, and opened a souvenir shop of Cambodian products called WAKANA SHOP in an Aeon Mall. However, it did not sell well at all at first, and in 2015, she changed the brand to the current one, AMAZING CAMBODIA. She gathered high quality Cambodian products in the store, and at the same time, studied store management techniques, financial management, product composition, etc., to establish the business as a souvenir shop.

Currently, she has one store in the Aeon Mall in Phnom Penh, employing two Japanese staff, eight Cambodian staff, and two Cambodians for product development. She had hoped to fill the store with products designed by Cambodian women, but due to lack of funds, she decided to make the store a select store and display Cambodian products in Japanese and English. In addition, pamphlets and promotional videos are available in five languages: Japanese, English, Khmer, Chinese, and Korean.

It took about 20 million yen to open the business. This money was obtained from Japanese investors. She thought that if she promised to pay dividends, the investors would pressure her, and she would not be able to pursue her dream. Therefore, she repeatedly persuaded them to entrust their dreams to her if they thought it would be better than donating money, even though dividends would not necessarily be paid. As a result, she was able to obtain 500,000 yen per person from 20 investors, which made it possible for her to start her business. Currently, she sends her products to shareholders twice a year as part of a business report.

Ms. Nukui's business network consists of managers she has met at business management associations and entrepreneurship schools, business partners, and people from companies she has visited from Japan. Since her work is also what she wants to do, there is no boundary between her work and her personal life. Her current job satisfaction level is 5, because it is fulfilling, but at the same time still developing. Her life satisfaction level is 4, and overall satisfaction level is 4.5. Her career anchor is "naturalness, harmony, and sharing".

As for self-development, when she was considering starting her own business, she attended seminars and worked on self-development training such as coaching in Japan. Her future goals are to open a second store and to increase overall sales to 1.5 billion yen per year in terms of Japanese purchasing power. She hopes to develop the company and work with NGOs and companies to realize manufacturing in Cambodia. As of 2021,

the company operates stores in the AEON Mall and Sihanouk International Airport, as well as a candy factory.

Since 2010, Ms. Nukui has been organizing the Dream Girls Contest, a contest for Cambodian women to make their dreams come true through design. The woman who won third place in the first contest is now the owner of a design company in Phnom Penh. In the future, she would like to create a school where students can learn not only design skills but also small business skills. Specifically, she would like to create a system where these women can learn marketing, financial management, design, product management, product development, and start their own businesses. She would also like to provide financial support to Cambodian women who want to start their own businesses and create a place where they can learn how to become business leaders.

**Ms. Nukui’s Career Path**

18	Entered Otsuma Women's Junior College
20	Began working at a securities firm
23	Enrolled in an American language school. Attended community college and then Boston University School of International Relations
27	Returned to Japan after graduating from university. Worked for a foreign-affiliated company
28	Established a web design company and became CEO
46	Moved to Cambodia, established Blooming Life International Co. Ltd, CEO, and opened WAKANA SHOP in Aeon Mall
48	Changed brand name to AMAZING CAMBODIA
Present	Expanding and continuing her business and developing programs to support the empowerment of women

**? Case One Career Path Questions**

1. Instead of expanding her marketing company in Japan, she decided to work on a project to improve the empowerment of women in developing countries. What do you think motivated this decision?
2. Who is Mr. Muhammad Yunus, for whom the Muhammad Yunus Prize is named? Please explain.
3. How did Ms. Nukui raise funds to establish AMAZING CAMBODIA?
4. What skills do you need to get loans from others?
5. Why does Ms. Nukui use more than one language in her store?

## Case 2

### **Mr. Masahiro ISOBE**

#### **Profile**

Born in Toyohashi City, Aichi Prefecture. After graduating from university, he worked for a private company. After working as a volunteer in Southeast Asia, he is now the president of Rights Smart Finance Plc. which provides micro credit.

#### **Homepage**

RS Finance: <http://risma.biz/index.html>

After graduating from university, Mr. Isobe worked as a system engineer for a private company, and in 1991, he took a vacation to visit a slum in Thailand to see the support activities of an NGO. At that time, he met a Japanese man who had retired from a major Japanese company and was shocked to see him sitting in his room for a day, unable to speak English or Thai, building a new accounting system. At that time, NGOs in Thailand were receiving financial assistance from various sources, but they were not able to prepare or manage financial statements.

In 1992, Mr. Isobe took an extended leave of absence from his company as a volunteer and worked as an accountant at a Thai NGO. After that, he worked for a Cambodian NGO as a vocational trainer and a person in charge of general office work, especially accounting.

In 1996, he temporarily returned to Japan for family reasons, and returned to work for his former company in the Overseas Division in Tokyo.

In 2002, he returned to Cambodia to work for an international NGO. From 2008 to 2010, he served as the director of the NGO's Cambodia office, where he managed support projects such as the construction of elementary schools, the publication of picture books, and vocational training.

In 2010, he built a school with 170 million yen in donations raised through a TV program but left the company due to disagreements about the use of the donations and the priorities of the activities. At that time, he decided that he wanted to do his original support activities without interference from anyone. In 2010, he established a consulting company to provide business support services in Cambodia and decided to use the profits from the business to fund his volunteer activities. At the time of starting the business, he created the website and business cards by himself, and had almost no funds to start the business.

In 2011, at the request of an investor, he established a microcredit company and became the CEO, but left the company due to a disagreement between investors. In 2012, Mr. Isobe established his own NGO, Rights Smart International, in Phnom Penh and started a microcredit business for low-income people. He sought the help of Japanese investors to provide \$200,000 (about 20 million yen) in loan funds and opening funds for the office. In 2016, the company obtained a financial license from the Central Bank of Cambodia and established a company corporation, Rights Smart Finance Plc. The company's main

business activities are: (1) loan business including educational loans for students, (2) volunteer business mainly building toilets in school buildings, and (3) moral education and literacy education for local people through publishing comic books. The company has about 32 employees and opened two branches in 2017.

In the loan business, the company provided loans of about \$600,000 (about ¥65 million) to low-income Cambodians, totaling \$5.27 million (about ¥58 billion) in the five years from 2012 to 2017. The number of Cambodians currently receiving loans is 1,500, and the total number of people who have received loans in the past five years is 11,500.

At the time of the loan, guidance is given to Cambodians so that they can make repayment plans according to their own economic conditions. For loans of less than \$300, no collateral is required, but two guarantors are required. For loans of more than \$300, the Cambodian people are asked to show identification and a motorcycle certificate. For example, local Cambodians use these funds to run a motorcycle cab (tuk-tuk) business, and women who are raising children buy sewing machines and cloths to do home sewing.

Mr. Isobe's mentor was his boss at the first company he worked for, who taught him how to work and how to be consistent at work. To Mr. Isobe, his mentor is like an older brother. Mr. Isobe's professional network includes his brother-in-law, a Cambodian ex-banker who oversees loan business, and his brother-in-law's personal relationships that he developed when he was a bank employee, as well as educational exchanges with the Cambodian Ministry of Education and others.

His current overall level of satisfaction is 4 on a 5-point scale, with 4 for life satisfaction and 4.5 for job satisfaction. In terms of income, he said that the process is important, and the compensation is only the result or outcome of the process, and that he is not very particular about it.

Mr. Isobe's career anchor is "priorities are the most important thing, and if you don't make the wrong choice, you will succeed." He stated that it is difficult to acquire new skills. He stated that he interacts with a variety of people as part of his personal development and learns from them.

He stated that his future challenges are to prepare for changes in the central government's policies, to educate and train Cambodian middle managers, to train Japanese counterparts, and to control staff internally.

**Mr. Isobe's Career Path**

23	Graduated from a private university with a degree in economics
24	Worked as an engineer at a private company. Worked as a volunteer in Thailand
28	Worked at NGO Cambodia office after leaving the company
32	Returned to work for the company
38	Resigned again. Worked for an NGO in Cambodia
39	Worked as a manager of the accounting and general affairs section of the NGO's Tokyo headquarters

44	Appointed as Director of NGO Cambodia Office
47	Resigned due to a disagreement over the use of donations and the priorities of the original support activities. Established a consulting company
48	Founded and became CEO of a microcredit company; resigned due to disagreements among investors
49	Founded and headed Rights Smart International, an NGO
53	Obtained a financial license from the Central Bank of Cambodia and established Rights Smart Finance Plc. as a company and CEO
Present	Expanding business



### Questions about the Case

1. What do you think Mr. Isobe learned from his visit to the slums in Thailand?
2. What do you think are the difficulties and challenges of working for an NPO?
3. Mr. Isobe's network in Cambodia is very extensive. What do you think is the reason for this?
4. Mr. Isobe was able to raise 20 million yen from a Japanese investor for a loan. What skills and abilities do you need to receive funds from investors?
5. Please explain what you know about microcredit.



### Case 3

#### **Mr. Tomohiro OKUDA**

##### **Profile**

Born in Kyoto City, Kyoto Prefecture. While studying architecture at the School of Science and Engineering at Waseda University, he interned at Dentsu for six months and graduated in 2003. In 2005, he received his master's degree in Architecture from Waseda University Graduate School of Science and Engineering and worked in design and video production at Link and Motivation. He and his wife moved to Cambodia. He is currently the president of the design company OS!

##### **Website:**

OS! [www.os-fcp.com](http://www.os-fcp.com)

After graduating from graduate school, Mr. Tomohiro Okuda started working at Link and Motivation, a company whose main business is consulting on organizational human resources and worked there for six years from 2005 to 2011. For the first three years, he oversaw creating office designs that would motivate workers, and for the second three years, he oversaw web and video production. At this company, he learned how to build an organizational culture, develop a human resource system, how to hire people to motivate them, and the skills to create offices.

In 2011, he started his own designer company in Japan, OS!. OS! means "push" in Japanese. After establishing OS!, he was in charge of renovating the training room of Mitsui Corporation, doing the graphic design for the office of the Nippon Ham Fighters, and the production of a recruitment video for GREE, Inc. These experiences gave him the confidence that an individual can work on an equal footing with a major company, and that he can be paid well.

On the other hand, he could not give up his dream of expanding overseas, and in 2012, he and his wife traveled to 60 cities in 33 countries around the world for a year with 2 million yen in funds. He supplemented his income by focusing on print and web media. In addition, he visited various bakeries with his wife, which was his wife's dream. During the trip, he had an extremely positive impression of Cambodia.

In 2013, he considered Malaysia and Cambodia as countries to start a business. Malaysia has a mature society and requires a large amount of capital to start a business, so he decided to move his base to Cambodia, where the threshold for starting a business is low.

There are many pro-Japanese people in Cambodia, and Cambodians are kind to others. In addition, he had already received requests for work from Japanese companies in Cambodia, which was a deciding factor. However, what appealed to him the most was the possibility of small business and the freedom to develop business due to the lack of foreign investment restrictions.

Large corporations invest in countries with populations of 50 million or more. Cambodia, on the other hand, has a population of 15.6 million at that time, making it unattractive for large companies to invest directly. From the perspective of not having to compete with large corporations, Cambodia was an attractive country for small and medium enterprises.

In 2013, Mr. Okuda established OS! in Phnom Penh, which provides design services to companies in Cambodia, Japan, and other countries. The business consists of (1) graphic design production for companies, (2) web design production including corporate recruitment pages and websites, (3) interior design and construction contracting for stores, and (4) photo and video production.

He raised about 3 million yen from his own funds for registration and other expenses to start his business in Phnom Penh. He did not consult anyone when he started his business. He was encouraged by the encouragement he received when he reported to his clients.

Mr. Okuda's job satisfaction and life satisfaction are both 4 out of 5, and his overall satisfaction is also 4. He cited his clients (Japanese, Cambodian, and Thai companies) and staff (two Cambodians and a Japanese intern) as his most frequent professional contacts, and his wife's support in his personal life.

He has not had and does not currently have any mentors. The reason for this is that at Link and Motivation, the corporate culture was to pick up the skills and knowledge of various people and let the individual grow. He stated that his experience working in Japan was very beneficial to his current job.

In terms of income, he said that he divides his money into daily expenses and savings. He said that the daily cost of living in Cambodia is about \$10 per day and saving money should be done exactly at each milestone in life. He also believes that since his clients range from individual to national level, he needs to invest in himself to understand the various environments and considers self-investment to be part of his savings.

The current concern is the improvement of the work environment. Although there is a lot of room for expansion in the design business, he has not yet created a place where he can effectively enhance the skills of his staff and have them work for him on a long-term basis. Recruitment and staff training are also issues. He also stated that the quality of the deliverables is of utmost importance and that it is very difficult to maintain a certain level of quality.

Mr. Okuda said of life and work, "You only live once. Live a life where you can experience the richness and joy of life." This leads to getting the job done efficiently.

**Mr. Okuda's Career Path**

26	Graduated from Waseda University, Graduate School of Science and Engineering, Department of Architecture
26	Worked at Link and Motivation Inc.
32	Established a design company in Japan
33	Traveled around the world for a year with his wife to broaden his horizons
34	Established OS! in Cambodia
Present	Expanding business in Japan, Thailand, and Cambodia



### **Questions about the Case**

1. Why did Mr. Okuda decide to start his business in Cambodia instead of Malaysia?
2. Mr. Okuda's career anchor is "You only live once. I want to live a life where I can experience the richness and joy of life." What do you think about Mr. Okuda's career anchor? Please share your opinions and comments.
3. Explain the nature of his job as a web designer.
4. Why did he decide to travel the world?
5. What do you think he gained from his world travel experience?

## Case 4

### **Mrs. Mariko OKUDA**

#### **Profile**

Born in Tokyo, Japan. After graduating from Aoyama Gakuin University with a degree in law, she worked for a major construction company for four years. At the age of 26, she got married, and at the same time, she decided to become a baker and started working in a bakery. At the age of 29, after traveling around the world for 10 months, she opened her bakery, SANCHI, in Phnom Penh, Cambodia at the age of 32. She is currently the CEO and chef of SANCHI.

#### **Website**

SANCHI:<http://bagelsanchi.com>

After graduating from university, Mrs. Mariko Okuda joined Daitoh Kentaku Construction Company and worked for three years in the new CAD development department and one year in the executive administration office of the company president. At the age of 25, she began to reevaluate her life and think about what kind of life she wanted to lead and how she could contribute to society. At the age of 26, she resigned from Daitoh Kentaku Construction Company and started working part-time at a bakery in Sangenjaya, Tokyo, around the same time she got married. After 10 months, she learned how to prepare bread in the kitchen, and a year later, she started learning how to bake bread in the oven. At that time, she woke up at 1 a.m., did image training for two hours, and came to work at 3 a.m. to bake bread. She worked at the bakery for three years, learning the entire process from preparation to packaging and display, as well as how to prepare about 50 different kinds of bread, before resigning.

At the age of 29, she left for a trip around the world with her husband. At the beginning of the trip, she went to the Philippines to study English language for a month and a half, and then met her husband again in Hong Kong, but he had to return to Japan temporarily for work. During this time, Mariko stayed in Malaysia for two weeks and then joined her husband again for a visit to Vietnam. In total, Mariko visited 33 countries in 10 months.

Before she left for the world tour, Mariko had only wanted to accompany her husband, but she gradually came to believe that she would not be able to live an ordinary life in Japan. So, she began to think that she would like to imitate her husband's way of life as a web designer, and that she would like to master baking. During her travels, she blogged about the bread she ate in various countries on her blog, "From the World's Bakeries" (now moved to a blog on SANCHI's website).

After returning to Japan, she decided to open a bakery in Cambodia and moved to Cambodia with her husband at the age of 30. As a result of bringing her bread to various shops, she was selected to distribute her bread to a supermarket catering to foreigners. She continued to increase the variety of her products, mainly bagels, but also breads and soft breads, and expanded her wholesaler base through requests from customers.

After she started making bread, she received many requests to sell bread at the workshop as well, and opened a bakery, SANCHI, in Phnom Penh in 2015. The bakery started with delivery staff and production assistants, and now employs eight staff members.

At SANCHA, the staff starts preparing food at 5:30 a.m. and opens the bakery at 7:00 a.m. On weekdays, the restaurant is open until 5:30 p.m., and closes at 2 p.m. on Saturdays and Sundays. Mariko leaves the preparations for the store opening to her staff, while she herself arrives at work at 7:00 a.m. to focus on management tasks such as developing new products and maintaining staff motivation.

She says that she pays attention to the faces of her customers when running the store. Since the needs of customers are constantly changing, she actively talks with customers and listens to their voices so that she can understand their needs. Her current job satisfaction is 4.5 on the 5-point satisfaction scale, life satisfaction is 4, and overall satisfaction is 4.3.

When she was working in Japan, her mentor was her boss, who was athletic, cheerful, and unique, but strict when it came to work. Currently, she cites her husband as her mentor. She doesn't have any particular professional network. In her daily life, she participates in a running club where Japanese people living in Phnom Penh gather to run early in the morning on Sundays to interact with other people and keep fit. Whenever she can find the time, she travels around Thailand, Vietnam, and Japan, visiting bakeries and participating in baking classes. Mariko tries to be sensitive to trends and keep in mind the consumer's point of view.

She stated that her work experience in Japan has been very useful. Her experiences in accounting, hiring, scheduling, and creating company newsletters have helped her in management control and display creation. Her current income is not in the red, and her income has increased since the beginning of her business. She believes that income will come later.

The pending issue is to train the staff to work autonomously. In the future, she would like to keep the size of the store within her reach without forcing it to expand. In the future, considering her own physical strength, she would like to only do management work, and at the same time, she would like to open baking classes to enrich the dietary life of Cambodians. At one time, she was training Cambodian staff at the speed of Japanese people with the goal of making them self-reliant, but the staff quit. Based on this experience, she now trains her staff at the speed of the Cambodians.

Her career anchor is "A pinch is an opportunity. People become who they think they are." She hopes to continue making bread in the future. Because Cambodia was a French colony until World War II, bread with the hard texture characteristic of French bread was the mainstream. Therefore, Mariko offers Japanese bread with a soft texture and conveys its deliciousness. She hopes to continue making bread and bring delicious bread to the people of Phnom Penh.

As a baker, the most important words she values are the ones she learned before, to "hear the voice and read the expression of the bread. Have a conversation with it.

Because bread is alive.” She believes that being able to put this into practice will enable her to deliver the best bread to people.

### Mrs. Okuda’s Career Path

22	Joined Daitoh Kentaku Construction Company after graduating from university
26	Left the company to work at a bakery, got married
29	Left the bakery and traveled around the world
30	Moved to Phnom Penh and started making bread at a bakery. Opened the bakery SANCHI in Phnom Penh in December of the same year
Present	Expanding bread business



### Questions about the Case

1. Mariko and her husband learned many things by traveling the world. What kind of preparation do you think is necessary to travel the world?
2. What kind of new opportunities did Mariko find in Cambodia?
3. What kind of business experience would be useful in running a bakery in a foreign country?
4. What challenges did Mariko face in working with local staff? How did she overcome those challenges?



### Section C: Deepen Your Understanding

#### Prepare a report or presentation on the following topic:

The main theme of this chapter is social entrepreneurs (Case 1 and Case 2). Why are there so many social entrepreneurs in Cambodia? Please summarize the possible reasons. In addition, please also investigate case studies of social entrepreneurs in Japan.

#### English Supplementary Reading

Blench, R. et al (2002) Area development projects, poverty reduction and the new architecture of aid. Volume 2, Case studies, CAREERE/Seila, Cambodia, ANRS, Ethiopia, EEOA, Zambia., Stockholm: bSIDA.

Economist Intelligence Unit (2005) ‘Country profile: Cambodia. ‘EIU, London.

Hughes, C. (2003) The political economy of Cambodia's transition, 1991-2001, 1991-2001, New York: Routledge.

Oishi, M. and Furuoka, F. (2003) Can Japanese Aid Be an Effective Tool of Influence? Case Studies of Cambodia and Burma, Asian survey. Vol 43(6), pp 890-907.

#### Japanese Supplementary Reading

上田広美・岡田知子(2006)『カンボジアを知るための 60 章』明石書店。

地球の歩き方編集室(編)(2020)『地球の歩き方 アンコールワットとカンボジア』地球の歩き方。

福森哲也他(2012)『ミャンマー・カンボジア・ラオスのことがマンガで 3 時間でわかる本』明日香出版社。

プノンペンフリー情報誌 <https://www.facebook.com/Phnommagazine/>