

## 2-2-4 Implementation / Procurement Plan

### 2-2-4-1 Implementation and Procurement Policy

#### (1) Basic Matters Regarding Project Implementation

After the examination of the Basic Design by various related governmental agencies, Project implementation requires final approval from the Cabinet of the Government of Japan. After the approval, the Government of Cambodia and Japan sign the Exchange of Notes (E/N) for the Project, and the Project will be implemented based on the following principles:

- 1) The Project is to be implemented with budgetary funds from the Government of Japan, whose origins are taxes paid by the Japanese people in accordance with Japan's Grand Aid system.
- 2) The Government of Cambodia shall sign a contract with a Japanese consulting firm, entrusting the firm to prepare all the Detailed Designs of the Project, select a Japanese contractor and supervise the Project construction, based on the Basic Design study.
- 3) The Government of Cambodia, with the assistance of the above-mentioned consultant firm, will select a contractor company through a general competitive tendering with a pre-qualification evaluation, and with the selected contractor, sign a blanket-contract for Project implementation.

#### (2) Basic Principles for Project Implementation

- 1) For smooth and efficient Project implementation, local consultants and contractors, who are familiar with the local construction system and procurement of materials, shall be employed as many as possible.
- 2) To strictly conduct safety management as well as quality control and schedule management at Project sites, construction plan and construction methods should be set up at each Project site. At the same time, Japanese contractors will transfer these management skills to the Cambodian side.
- 3) For ease of maintenance of the Project facilities, construction materials and furniture shall be domestically products or exported products available in the local market all the time.

4) The Project implementation will be completed within a single fiscal year.

### (3) Cambodian Agencies Responsible for Project Implementation

On the Cambodian side, the responsible agency for the Project is the Ministry of Education for Youth and Sports (MoEYS) and Phnom Penh Municipality, while the implementing agency of the Project is the Department of Education of Phnom Penh Municipality.

## 2-2-4-2 Important Matters Regarding Implementation and Procurement

### (1) Construction Schedule

Project construction is divided into works for buildings, facilities and furniture. The building materials, equipment and labor work shall be procured according to the schedule. The progress of construction work shall be adjusted among the 6 Project sites. A detailed construction schedule shall be prepared so as to avoid any undesirable delays and unnecessary re-work.

### (2) Accident Prevention for a Third Party

Since the construction work is conducted within each existing school site, it is necessary to protect students and school staffs from injury or accidents. All construction work areas as well as entrances shall be divided and separated from the school. A temporary fence shall be installed around the Project sites.

### (3) Procurement Plan

As the market in Phnom Penh or Cambodia is small, the procurement plan shall be based on detailed market research about the inventories and capabilities of contractors, all in reference with fitting to the construction schedule. As for the equipment and materials imported from other countries, more detailed plans are required, because the tax exemption, purchasing, importing and customs clearance applications must be completed quickly without any delay.

#### (4) Local Contractors

##### 1) Local Skilled Labor for Finishing Work

Because of the small amount of construction work in Phnom Penh, the demand for skilled workers is fairly low, resulting in a limited number of skilled laborers for finishing work. Thus, it is important to confirm the ability of the contractors and to procure those with necessary skills for the finishing work of the Project.

##### 2) Local Skilled Labor for Structural Work

In Cambodia, there is no clear division of labor according to each skill necessary for structural work, and the technical level is not high. The same person often does both the forming work and the re-bar work. In order to keep the same level and quality of work among the Project sites, it is necessary to make shop drawings for structure and arrange a foreman to supervise each division of work.

##### 3) Selecting Local Contractors

Some local contractors in Cambodia have worked with Japanese firms and are familiar with the level of quality required in Japanese firms. However, cost performance shall be considered carefully when selecting local contractors, as their contract fees are generally high.

### 2-2-4-3 Scope of Work

The division of work and responsibility between the Cambodian and Japanese sides is listed as follows:

#### (1) Works to be borne by the Japanese side

- 1) Facilities (classrooms and toilet facilities)
- 2) Furniture

#### (2) Works to be borne by the Cambodian side

- 1) To secure land for the Project;
- 2) To clear, level and reclaim Project sites as necessary;

- 3) To demolish and remove obstacles existing on and under the ground within the Project sites as necessary;
- 4) To provide or secure access roads: An access road to each Project site should be cleared and secured for the safe passing of concrete pump and mixer trucks, also trucks transporting construction materials and other construction related vehicles.
- 5) To secure storage places for construction materials and equipment;
- 6) To provide facilities for the distribution of water, drainage, and electricity:  
To obtain all necessary permits to connect electric power supply lines, water supply and drainage lines; to connect those lines; to construct a well and to install a pump; to conduct works based on the schedule requested by the Japanese side

- Water Supply and Drainage Lines

The Japanese side will undertake the installing of the water supply and drainage pipe work inside the Project site. Whereas the Cambodian side at its own expense, shall be responsible for pipe installation work outside the site, extension work, and making the necessary applications for water service and sewage disposal at the Bureau of Water Supply and the Bureau of Drainage. The digging of wells plus the pump and pipe installation within the wells shall also be shouldered by the Cambodian side.

- Electrical Power Supply

The Japanese side will install a switchboard adjacent to the road, and the Cambodian side will run cables to connect the power supply to the switchboard within the Project site. The Japanese side will complete the internal wiring work from the switchboard to the existing distribution board and to Project facilities.

- 7) To provide exterior work, such as landscaping, installation of gates and safety fences or other incidental facilities if necessary.
- 8) To procure furniture and equipment not included in the Project.

## 2-2-4-4 Consultant Supervision

### (1) Basic Principle

In order to complete all the construction work at the 6 Project sites (total construction area of 12,000 square meters) and do so within the limited time period, the following supervision shall be effectively conducted: the reporting of work progress, the making of arrangements with the implementing agency at the Cambodian site, and the giving of timely and adequate guidance/directions to contractors. Thus, both the supervision work of the resident architect and the general supervision work in Japan shall be carried out at the same time.

### (2) General Supervision in Japan

With the support of the Japanese engineers who were engaged in the Detailed Design, the experienced Japanese consultant will oversee all the construction schedules, make comprehensive technical judgments, support the resident architect (especially in areas of technical knowledge out of their expertise), and submit all regular as well as irregular reports to JICA Office.

### (3) Supervision of the Resident Architect

A Japanese architect selected from the engineers who were engaged in the Detailed Design will be dispatched to Cambodia and employ the local workers, consult daily work schedules, examine and provide technical advice on the shop drawings and methodologies, approve the use of materials, supervise the contractor's work, prepare and submit all regular as well as irregular reports to MoEYS, the JICA office and the Japanese Embassy, also conduct interim and completion inspections as well as collect all necessary data and information, and prepare the supervision reports.

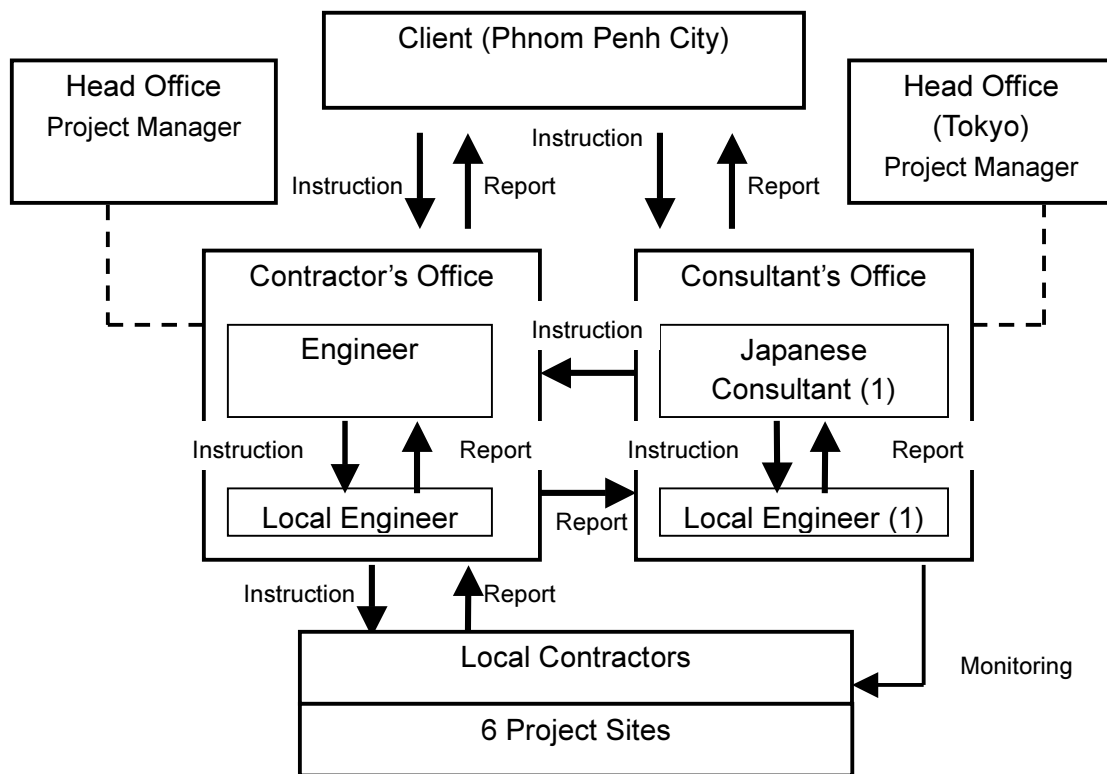


Figure 2-4 Organization Chart for Supervision

Phnom Penh Municipality, the responsible agency of the Project, will make a contract with the consultant and contractor. As shown in Figure 2-4, instructions from Phnom Penh Municipality will be transmitted to the consultant's office and then to the office of the contractor and to the local contractor(s), or directly from the Municipality to the office of the contractor. All progress and/or problems should be reported from the local contractor(s) to the contractor first, then from the contractor to the consultant who passes it on to Phnom Penh Municipality. The Japanese consultant and contractor will employ local engineers. As all the Project sites are located within a 4km radius from the center of the city, the offices of the consultant and the contractor will also be located in this radius.

## 2-2-4-5 Quality Control Plan

As for quality control regarding Project construction, the Project's construction drawings, construction plans, and samples shall be confirmed, various tests shall be conducted at public laboratories, and construction sites shall be inspected. The quality control plan is in accordance with the quality control items specified in the design documents and construction supervision plans.

The quality control plan of building construction is shown in Table 2-15.

Table 2-15 Quality Control Plan

Work Item	Quality Control Item	Test Method	Inspection Frequency
Excavation Work	Soil bearing capacity	Loading test	One location at each site
	Soil surface	Visual inspection	Once at each site
Backfill Work	Sprinkling termite prevention chemical	Confirmation of sprinkling certificate	Once at each site
		Visual inspection	Once at each site
	Consolidation	Visual inspection	Once at each site
Form Work	Finished condition	Visual inspection and measuring test	Prior to concrete placing
Reinforcing Bar Work	Material	Mill sheet inspection	For each lot
		Tensile strength test	For each diameter and type at every 15 tons.
	Finished condition	Visual inspection	Prior to concrete placing
Concrete Work	Material	Cement: Strength test Aggregates: Grain test Water: Quality test	For each batcher plant and each mixing change
	Test mixing	Compression test	For each batcher plant and each mixing change
	Ready-mixed concrete	Temperature and slump	Prior to concrete placing
		Compression test	One test piece sampling at every 30m <sup>3</sup> . Test at 1st & 4th week.

For work other than that related to building construction, an inspection list for each work item shall be prepared and inspections shall be conducted in accordance with the list.

## 2-2-4-6 Procurement Plan

Building materials and equipment will be procured based on the following principles:

- (1) To give priority to Cambodian-procured materials and equipment after examining the quality;
- (2) To consider the quality, quantity and cost of building materials and equipment: In Cambodia, most of the building materials and equipment available in the local market are imported from the surrounding countries;
- (3) To import structural steel, reinforcing steel bar, and such wooden products as fittings and whiteboard from Thailand: In the Cambodian market, it is difficult to mass-produce most good quality wooden products such as windows, doors and whiteboards. In Thailand, which is a neighboring country to and more technically advanced than Cambodia, the prices including transportation fees are reasonable and the quality of materials and equipment is consistently fine. Materials and equipment will be loaded on ships in Bangkok bound for Kompong Som port in Cambodia. After clearing customs, they will be carried, via route 4, to Phnom Penh. The building materials and equipment list for the Project is shown in Table 2-16.



Table 2-16 List of Materials and Equipment Procurement

Material · Equipment	Place of Procurement			Remarks
	Cambodia	Japan	Third countries	
(Building Construction)				
Portland Cement	100%			Reliable Availability · No Quality Problem
Aggregate	100%			Reliable Availability · No Quality Problem
Re-bar · Steel Member			100%	There is a problem with quality. Thai is the only place around to lot purchase with mill-sheet.
Form for Conc. Work	100%			Reliable Availability · No Quality Problem
Hollow Brick	100%			Reliable Availability · No Quality Problem
Louver Block	100%			Reliable Availability · No Quality Problem
Colored Cement Roof Tile	100%			Reliable Availability · No Quality Problem
Wood Finish Material	100%			Reliable Availability · No Quality Problem
Interior Finish Material (Tiles)	100%			Reliable Availability · No Quality Problem
Wood Doors · Windows			100%	There is a problem with quality if purchased in large quantity. Thai is the most reliable and affordable place to procure.
Metal Accessory · Fitting	100%			Reliable Availability · No Quality Problem
Paint · Water Proof Materials	100%			Reliable Availability · No Quality Problem
Furniture	100%			Reliable Availability
White Board			100%	There is a problem with quality if purchased in large quantity. Thai is the most reliable and affordable place to procure.
(Electrical · Mechanical)				
Distribution Boards	100%			Reliable Availability · No Quality Problem
Cables · Wirings	100%			Reliable Availability · No Quality Problem
Conduit	100%			Reliable Availability · No Quality Problem
Lighting Fixture	100%			Reliable Availability · No Quality Problem
Switch · Outlet	100%			Reliable Availability · No Quality Problem
(Plumbing · HVAC)				
Galvanized Steel Pipes	100%			Reliable Availability · No Quality Problem
Valves · Pipe Fittings	100%			Reliable Availability · No Quality Problem
Pumps	100%			Reliable Availability · No Quality Problem
Sanitary Equipment	100%			Reliable Availability · No Quality Problem

## 2-2-4-7 Implementation Schedule

For smooth Project implementation, all proceedings and the division of work borne by the Cambodian and Japanese sides, within the framework of the Grant Aid system, shall be done without any delay. After the Exchange of Notes (E/N) is signed by the Government of Cambodia and Japan, Project implementation will proceed with the Detailed Design stage, the tendering and signing of the contract stage, and the construction and procurement stage.

### (1) Detailed Design

Based on the Basic Design of the Project, the tendering documents will be prepared. The documents include the Detailed Design drawings, the specifications and bills of quantity. During the Detailed Design stage, the consultant will hold discussions with the responsible agencies of the Government of Cambodia. After acquiring approval of all the tender documents, the tender will be conducted. It will take approximately 5 months for these procedures to take place and be completed.

### (2) Tendering and Signing of Contracts

After the Detailed Design, Pre-Qualification (P/Q) of the candidate contractors will be conducted in Japan. Based on the result of the Pre-Qualification, the Government of Phnom Penh City as a Project implementing agency of Cambodia will call for the tendering of the Project which is witnessed by official personnel related to the Project. The lowest bidder will be further evaluated if the tendering contents are appropriate. After successful evaluation, a bidder will be selected as the contractor and will sign the Project construction contract(s) with the Government of Phnom Penh City. It will take approximately 2 months for these procedures to take place and be completed.

### (3) Building Construction and Procurement

After the signing of the contract(s) and verification by the Government of Japan, the contractor will start construction work. When the obligations which shall be borne by the Cambodian side and procurement of the building materials and equipment are done without any delay, it will take 12 months to fully complete the entire construction work. The construction schedule is shown in Figure 2-5.

#### (4) Consideration for Rainy Seasons

Since Cambodia has heavy rainfall during the rainy season, such works as pile driving, excavating, foundation laying and backfilling must be finished before the start of the rainy season to avoid any rain or water seepage going into the foundation bed and reduce the bearing capacity of soil.

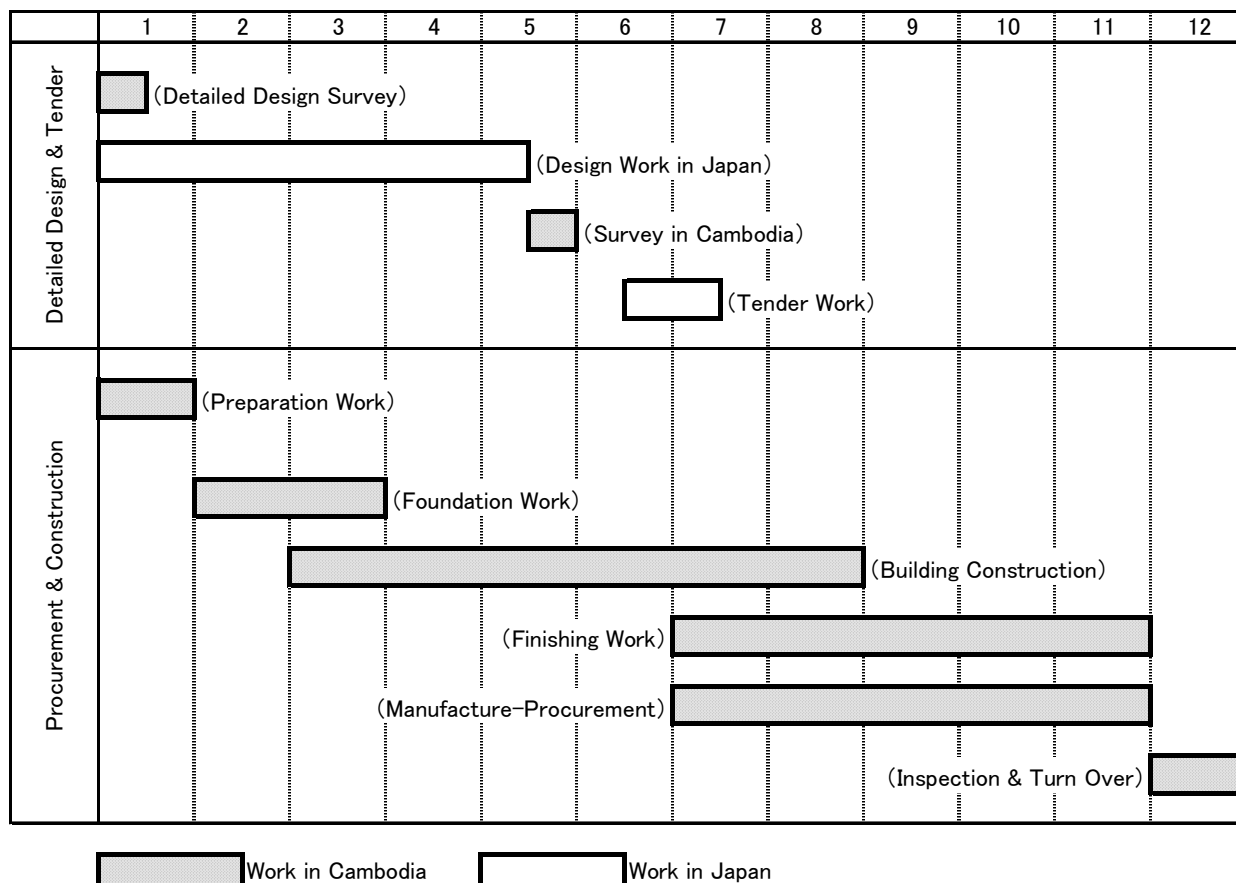


Figure 2-5 Construction Schedule

## 2-3 Obligations of Recipient Country

### 2-3-1 Obligations of Recipient Country

As a basic principle, the Government of Japan requested the government of Cambodia to share the following obligations of the Project, and both countries signed the Minutes of Discussion during the Basic Design Study of the Project:

#### (1) Throughout the Entire Project Implementation Period

- 1) To provide data and information necessary for the Project to the Japanese side immediately;
- 2) To acquire permits, approvals, and any other authorizations required in Cambodia for construction work undertaken during Project implementation.

#### (2) During Preparation Period

- 1) To secure the land necessary for the Project, and to obtain land-use rights and building permits to construct school facilities on the land; to remove obstacles within the Project sites (ex. trees, existing buildings, or foundation underground) and to clear, level and reclaim the sites as necessary (see Table 2-17);
- 2) To sign contracts for facility designs, facility construction and supervision work for the Project;
- 3) To bear all commissions, handing charges and other necessary fees for banking services related to the Bank Arrangement (B/A) and the Authorization to Pay (A/P);
- 4) To approve all design documents for the Project

#### (3) During the Project Construction Period

- 1) To ensure prompt unloading at ports of entry and all inland transportation of materials, equipment and machinery procured by funds from the grant;
- 2) To exempt all Japanese nationals engaged in the Project from any customs duties, internal taxes and all other fiscal levies on products and services that come under the verified contracts;
- 3) To provide every convenience to all Japanese nationals engaged in the

Project when they enter into and stay in Cambodia to perform work that comes under the verified contracts;

- 4) To coordinate and settle any various potential problems with third parties and neighboring residents in regards to Project implementation;
- 5) To secure temporary classrooms at the Project school where temporary classrooms are necessary to conduct classes during the construction period.
- 6) To obtain all necessary permits to connect electric power supply lines, water supply and drainage line, and to connect those lines to the Project sites (see Table 2-17).

Table 2-17 Site-Distinctive Obligations of the Government of Cambodia

	School Name	Demolition of the Existing Buildings	Site Control	Electrical Work	City Water Supply Work	Water Well Work	Sewage Line Work
1	Bak Touk	Required	Not Required	Required	Existing	Existing	Required
2	San Thor Mok	Required	Not Required	Required	Existing	No Underground. Creek Exists	Required
3	Toul Kok	Not Required	Not Required	Required	Existing	Existing	Required
4	Anu Wat Reach Theany	Not Required	Required	Required	Existing	Required	No Sewer Line Exists
5	Boeung Salang	Required	Not Required	Required	Existing	Existing	Existing
6	Phuom Russey	Not Required	Not Required	Required	No Supply Line Exists	Existing (Repair Work Required)	Required

(4) After Completion

- 1) To use and maintain the Project facilities and equipment adequately and effectively;
- 2) To bear all necessary expenses for Project implementation that are not covered by the grant aid.

## 2-3-2 Cost Estimation to be Borne by the Government of Cambodia

The cost estimation for the work to be covered by the Government of Cambodia is summarized in the Table 2-18, and breakdown of estimation is listed in Appendix 5.

Table 2-18 Cost Estimation Borne by the Government of Cambodia (US\$)

Site Control	950.00
Obstacle Removal	1,380.00
Infrastructure Placement and Related Construction	1,290.00
Well Drilling · Pump Placement · Well Plumbing	3,110.00
Gate · Fence Placement	3,920.00
Banking Related Fee	550.00
Total (US\$)	11,200.00
Total (Yen)	1.4 Million

## 2-4 Project Operation Plan

### 2-4-1 Operation and Maintenance Plan

#### (1) Operation Plan

After Project implementation, 110 new teachers will be required to fill the number of new classrooms (see Table 2-19). As there are teachers in Phnom Penh on standby, presently working as office workers and surplus teachers, there should not be any problems in allocating the necessary number of teachers.

Table 2-19 Number of Teachers in Need at Project Schools

	School Name	No. of Classroom after Project	No. of Classes in 2005	No. of Existing Teachers	No. of Teachers in Shortage in 2005
1	Bak Touk	87	174	164	10
2	San Thor Mok	85	170	140	30
3	Toul Kok	84	168	172	-4
4	Anu Wat Reach Theany	42	84	46	38
5	Boeung Salang	43	86	72	14
6	Phuom Russey	28	56	34	22
	Total	369	738	628	110

#### (2) Maintenance Plan

Maintenance activities are conducted at the school level, mainly by the School Supporting Committee (SSC) of each school which consists of community residents, priests, parents and teachers. The Committee is in charge of managing and distributing the maintenance budget disbursed from the Government as well as donated from the community. Each Committee performs the minor maintenance work, and for major maintenance work, the Committee asks MoEYS, through the Phnom Penh Municipality, to allocate funds for the repairs. The daily cleaning activities are performed by teachers and students, while some schools employ their own janitors. The following necessary maintenance activities are required at each Project school in the Project: cleaning of toilet facilities, repairing furniture (e.g. tables and chairs) and painting the exterior and interior of the Project buildings. Since the above-mentioned maintenance activities for the Project buildings can be

done by the Committee, no special organization needs to be developed.

## 2-4-2 Costs for Operation and Maintenance

Except for salaries, all operation and maintenance fees are borne by each school. The main resources for obtaining these funds are: 1) budget funds from the Government, 2) contributions from the local community, and 3) income from the rentals of space and facilities of each school.

### 1) Budget Funds from the Government

After the introduction of the free primary education system in 2000, the Government of Cambodia has provided education budgets to each school in its Priority Action Program (PAP). The PAP budget items are set beforehand and include such things as equipment, minor maintenance and repair, activities for sports, culture & agriculture, transportation costs, etc. The education budget funds can be used for minor maintenance, but they cannot be used for electricity or water fees. Payments of those fees rely on contributions from the local community and income from school facility rentals. The expenditure of the PAP budget in 2001 is shown in Table 2-20.

Table 2-20 The Expenditure of PAP Budget in 2001 (Currency Unit: Riel)

	School Name	Equipment	Minor Maintenance	Sports, Culture and Agriculture	Others	Total
1	Bak Touk	25,863,200	10,658,600	3,340,100	680,000	40,541,900
		63.8%	26.3%	8.2%	1.7%	-
2	San Thor Mok	22,150,400	7,618,900	5,280,100	405,100	35,454,500
		62.5%	21.5%	14.9%	1.1%	-
3	Toul Kok	25,562,500	8,403,500	4,943,600	450,600	39,360,200
		64.9%	21.4%	12.6%	1.1%	-
4	Anu Wat Reach Theany	7,319,900	4,559,100	2,147,200	288,000	14,314,200
		51.1%	31.9%	15.0%	2.0%	-
5	Boeung Salang	10,002,500	2,308,300	2,308,300	769,390	15,388,490
		65.0%	15.0%	15.0%	5.0%	-
6	Phuom Russey	5,584,800	1,852,900	1,300,800	451,200	9,189,700
		60.8%	20.2%	14.2%	4.9%	-



2) Contribution from the Local Community

Each school makes an appeal for contributions from the local community through a special “Fund-Raising Ceremony” (a ceremonial function where Buddhist Priests chant and give religious recitations from Holy Sutras (scripture) to the local community for the purpose of collecting contributions) once or twice a year. Around 1,600,000 to 25,800,000 riel are collected as donations from such activities and are spent for operation and maintenance of the school.

3) Income from the Rentals of Space and Facilities of Each School

Each school also rents out classrooms to private language schools, as well as rents out areas of the school compound to merchants who sell various wares from outside stalls or run a parking business. The income from those rentals is also spent for school operation and other necessary expenses.

Table 2-21 Annual Revenue of Project School (Currency Unit: Riel)

	School Name	Budget from the Government	Contribution from the Local Community	Others: Rentals	Total
1	Bak Touk	40,541,900	14,040,000	4,200,000	58,781,900
		69.0%	23.9%	7.1%	-
2	San Thor Mok	35,454,500	12,000,000	13,885,200	61,339,700
		57.8%	19.6%	22.6%	-
3	Toul Kok	39,360,200	13,500,000	7,680,000	60,540,200
		65.0%	22.3%	12.7%	-
4	Anu Wat Reach Theany	14,314,200	12,000,000	2,340,000	28,654,200
		50.0%	41.9%	8.2%	-
5	Boeung Salang	15,388,490	6,000,000	2,400,000	23,788,490
		64.7%	25.2%	10.1%	-
6	Phuom Russey	9,189,700	972,000	720,000	10,881,700
		84.5%	8.9%	6.6%	-

After the Project implementation, any new necessary costs can be divided into the operating and maintenance costs.

## (1) Operating Costs

### 1) Personnel Expenses

As stated earlier, the additional costs for assigning new teachers are not expected.

### 2) Electric Fees

The new electricity expense will be for the lighting system in each school including the 2 classrooms and the corridors that the Project will construct. Except for the San Thor Mok School, the other 5 schools will use water from wells for toilet flushing, and so the electricity to power the well pumps will be an additional electric expense. Electricity costs are estimated as follows:

- Yearly school days 38 Weeks (38 weeks × 5 days per week = 190 days)
- Hours of light use 2 hours a day, 3 days a week
- Motor water pumping capacity 6,000 liter per hour
- Amount of water use Number of students × 3 liters per day
- Electric use Lighting 1.0 kwh, pump for well 3.7 kwh per hour
- Electric cost 780 riel / kwh

The Results of calculation are shown in Table 2-22.

Table 2-22 Electric Cost for Each Project School (Riel / Year)

School Name	No. of Classroom to be Built	No. of Student to be Accommodated	Lighting Electric Cost	Pump Electric Cost	Total
1. Bak Touk	27	1080	148,200	246,753	394,953
2. San Thor Mok	36	1440	148,200	—	148,200
3. Toul Kok	21	840	148,200	191,919	340,119
4. Anu Wat Reach Theany	24	960	148,200	219,336	367,536
5. Boeung Salang	21	840	148,200	191,919	340,119
6. Phum Russey	18	720	148,200	164,502	312,702

### 3) Water Expenses

Since the San Thor Mok School has no water for a well, city water will be used. The expected annual water expense is 845,424 Riel (1.3 Riel per liter), calculated by the same formula as the electrical fees (both electricity is used and water is consumed when school is in operation).

## (2) Maintenance Costs

Maintenance fees can be divided into a) ordinary expenses such as painting costs and, b) extra-ordinary expenses such as minor maintenance (repairing of roofs and doors). In general, maintenance fees are estimated at 0.6 to 1.4% per year of the entire construction costs. However, the necessary maintenance cost is estimated as 0.2% per year, as all the Project buildings are simple requiring easy maintenance work.

Table 2-23 Operation and Maintenance Cost (Riel)

Name of School	Annual Revenue (2001)	Increased Amount of Annual Operation & Maintenance Cost after the Construction			Increased Amount / Annual Revenue of 2001 (%)
		Operation Cost	Maintenance Cost	Total	
1 Bak Touk	58,781,900	394,953	5,210,033	5,604,986	9.5%
2 San Thor Mok	61,339,700	993,624	6,726,040	7,719,664	12.6%
3 Toul Kok	60,540,200	340,119	3,991,739	4,331,858	7.2%
4 Anu Wat Reach Theany	28,654,200	367,536	4,686,304	5,053,840	17.6%
5 Boueng Salang	23,788,490	340,119	4,374,810	4,714,929	19.8%
6 Phuum Russey	10,881,700	312,702	3,493,373	3,806,075	35.0%

CHAPTER 3  
PROJECT EVALUATION AND RECOMMENDATIONS

## CHAPTER 3 PROJECT EVALUATION AND RECOMMENDATIONS

### 3-1 Project Effect

#### (1) Direct Effect

##### 1) Improvement of the Learning Environment

Primary schools in Phnom Penh are obliged to conduct over-crowded classes, classes in temporary rooms, multi-shift classes, mobile classes and continuous use of seriously deteriorated dangerous school buildings in order to handle chronic facility shortages. As a result of the completion of the Project's 147 classrooms (115 new and 32 reconstructed), the increased seating capacity will be able to accommodate the equivalent of an additional 9,200 students.

Triple-shift classes and mobile classes may be eliminated. The average number of students per classroom at Project schools, 56.7 during the site survey period, will be reduced to 40.6 by 2005. The Project schools that have difficulties in conducting adequate classes will be able to satisfactorily conduct classes in accordance with the country's educational targets and curriculum, and as a result, the learning environment will be greatly improved.

##### 2) Improvement of Sanitary Conditions and Girls' Learning Environment

There is an extreme shortage of toilets as well as classrooms at the Project schools. The shortage is especially severe for females and has been one of the obstacles preventing girls from enrolling in schools. However, as the Project will construct an adequate number of toilets in proportion to the number of classrooms, toilet shortages at the Project schools will be alleviated and the sanitary conditions will be considerably improved. Thus, a positive learning environment for girls is also expected to develop.

## (2) Indirect Effect

In addition to the direct effects mentioned above, the following indirect effects will be achieved from Project implementation:

### 1) Promotion of Activities for Cluster-School Development

Classrooms, which can also be used as a meeting room through the use of movable partitions, will be constructed at all the Project schools. It is expected that these "dual use" rooms will be used not only for teachers' meetings but also for activities that include teachers from neighborhood schools to further promote cluster-school development. Therefore, installation of these rooms will contribute to the improvement of the quality of education.

### 2) Benefits to the Surrounding Communities

The school facilities constructed by the Project will be used not only for basic education purposes but also for other social educational as well as social activities, such as adult education and other non-educational community activities. Thus, it is expected that the Project will benefit the surrounding communities.

## 3-2 Recommendations

### (1) Conducting Appropriate Facility Maintenance

In order to obtain the maximum benefits from the Project, it is crucial for each Project school to continuously conduct appropriate maintenance work of the Project facilities as well as existing facilities and to effectively use them.

During the site survey period, it was observed that facility management and maintenance conditions varied from school to school. It was also found that those maintenance conditions were greatly influenced according to the discretion of each school principal. Also, when the principals or the persons in charge were changed or transferred, any knowledge and related skills regarding facility management and maintenance were not passed on to their successors. Considering these issues, the preparation of a school facility operation and maintenance manual seems necessary. Furthermore, it is vital that the administrative side periodically monitors the facility operations and maintenance conditions, and then provides sufficient

guidance and assistance to school principals and persons in charge, to sustain appropriate facility operation and maintenance activities.

Assistance from Japan and other donors is considered absolutely essential in order to acquire the knowledge and upgrading skills necessary to establish a comprehensive facility management and maintenance system at both the administrative and the school levels.

## (2) Effective Use of Facilities

The Project plans to install movable partitions between 2 or 3 classrooms, so that the room can be combined to make a single large room for meetings etc, besides classroom use. In addition, lighting equipment will also be installed in those classrooms so that they can be used at night. Personnel at the school level should understand about these characteristics of Project buildings such as movable partitions to facilitate and encourage their use by the community residents. It is hoped and expected that the school facilities will be effectively used not only for school meetings but also for other non-formal education and area resident meetings or social activities, etc.

## (3) Active Participation of the Community Residents

In Cambodia, school facilities throughout the country have been traditionally constructed with lots of cooperation from the community residents. The amount of budgetary funds disbursed to schools by the Government is not sufficient and distribution is often delayed. Thus, each school conducts periodical fund raising activities in the surrounding communities through the School Supporting Committee (SSC) and Parents Association. For the adequate, effective and continuous use of school facilities including the Project facilities, such donations and contributions from the surrounding communities are indispensable.

To promote the giving of donations and contributions, it is very important for each school to have a clear objective and a plan for facility management and maintenance, with periodical disclosure on how the collected donations were used, as well as for the schools to express their views to the public. In addition, it is also important for the schools to reflect the opinions of surrounding communities into the process of decision making and evaluation so that a closer relationship between the schools and communities can be established.

#### (4) Expanding of the Good Effects of the Project by Connecting to Other Schemes

The Government of Japan has contributed to the education sector in Cambodia through its “Study of Participatory School Construction in Cambodia”, “Secondary School Teacher Training Project in Science and Mathematics”, and a dispatch of experts and volunteers. By effectively connecting to these activities, it is expected that the Project will be able to contribute to improving the quality and efficiency of education throughout the entire country of Cambodia.

#### (5) Cooperation with Other Donors

Due to the differences in budgetary systems, the Project does not adhere to the same “sector-wide approach” scheme that has been adopted by other major donors in Cambodia. However, the objective of the Project – the improvement of educational facilities to alleviate serious facility shortages at Project schools – is consistent with the objective which aims to secure equal access to a primary education, as stated in the “Education Strategic Plan (ESP)” and the “Education Sector Support Program (ESSP)”, which are the national educational plans in Cambodia, on which the “sector-wide approach” is based. From this viewpoint, "project-based" assistance such as this Project is very effective when its objectives comply with national policies and priority programs, as long as cooperation among all donors is properly acknowledged, focusing on achieving greater efficiency as well as avoiding unnecessary overlapping of activities.

Thus, it is important to fully utilize all chances to meet with as many donor-related persons as possible, including NGOs and government agency personnel, to nurture a better understanding of the Project by explaining its contents and relevance to other donors, and to find a common ground for cooperation with each other through discussion and the sharing of various ideas.



## APPENDICES

## 1. Member List of the Study Team

### Basic Design Study Team (17 March 2002 ~ 6 April 2002)

No	Title	Name	Organization
1	Leader	Kikuo TAKEUCHI	Deputy Managing Director of Procurement Dpt., JICA
2	Project Coordinator	Noriko MATSUDA	1st Grant Aid Division, Grant Aid Management Dpt., JICA
3	Chief Consultant / Architectural Design	Shinichi URABE	Mohri, Architect & Associates, Inc.
4	Facility Planning I	Akira SUGIURA	Mohri, Architect & Associates, Inc.
5	Educational Planning / Operation & Maintenance Planning	Chisato TANAKA	Mohri, Architect & Associates, Inc.
6	Construction & Procurement Planning / Quantity Survey	Haruo KANEKO	Mohri, Architect & Associates, Inc.
7	Plumbing, Mechanical & Electrical Planning	Yutaka INAGAKI	Mohri, Architect & Associates, Inc.
8	Community Meeting / Gender	Akane TOTANI	Mohri, Architect & Associates, Inc.
9	Facility Planning II	Seichi HORIKOSHI	Mohri, Architect & Associates, Inc.
10	Community Meeting	Mayuri HIRATA	Mohri, Architect & Associates, Inc.

### Draft Report Explanation Team (1 August 2002 ~ 10 August 2002)

No	Title	Name	Organization
1	Leader	Chisa HARA	Deputy Resident Representative, JICA Cambodia Office
2	Project Coordinator	Hiroyasu TONOKAWA	1st Grant Aid Division, Grant Aid Management Dpt., JICA
3	Chief Consultant / Architectural Design	Shinichi URABE	Mohri, Architect & Associates, Inc.
4	Facility Planning	Akira SUGIURA	Mohri, Architect & Associates, Inc.
5	Educational Planning / Operation & Maintenance Planning	Chisato TANAKA	Mohri, Architect & Associates, Inc.

## 2. Study Schedule

### 2-1 Basic Design Study

Date			Schedule	
			JICA	Consultants
1	17-Mar	Sun	Narita»Bangkok»Phnom Penh	
2	18-Mar	Mon	Courtesy Call on JICA Courtesy Call on CDC(Council for the Development of Cambodia) Courtesy Call on Embassy of Japan in Cambodia Courtesy Call on Ministry of Education Youth and Sports (MoEYS) Courtesy Call on Phnom Penh Municipality Education Youth and Sports Service Meeting with JICA	
3	19-Mar	Tue	Discussion with MoEYS · PPM Courtesy Call on Governor of Phnom Penh Municipality (PPM) Site Inspection: Bak Touk · San Thor Mok · Phum Russey · Anu Wat Reach Theany	
4	20-Mar	Wed	Site Inspection: Russey Keo · Toul Kok · Boeung Salang · Mittapheap Discussion with MoEYS · PPM Courtesy Call on W/B, ADB Flood Emergency Rehabilitation Project Courtesy Call on Social Fund of the Kingdom of Cambodia	
5	21-Mar	Thu	Discussion with PPM Discussion with PPM · MoEYS	
6	22-Mar	Fri	Discussion with PPM · MoEYS Signing on Minutes of Discussion Report to Embassy of Japan in Cambodia Report to JICA	
7	23-Mar	Sat	Phnom Penh» Bangkok»	Site Visit at Participatory School Construction Project School
8	24-Mar	Sun	»Narita	Data Analysis
9	25-Mar	Mon		Architectural Survey Preparation on Site Inspection and Community Meeting
10	26-Mar	Tue		Architectural Survey Site Inspection (Anuwat Reach Theay)
11	27-Mar	Wed		Architectural Survey Site Inspection (Phum Russey)
12	28-Mar	Thu		Architectural Survey Site Inspection (Boeung Salang)
13	29-Mar	Fri		Architectural Survey Site Inspection (Bak Touk) Community Meeting (Boeng Salang)
14	30-Mar	Sat		Architectural Survey Site Inspection (San Thor Mok) Community Meeting (Bak Touk)
15	31-Mar	Sun		Internal Meeting, Data Analysis

Date			Schedule	
			JICA	Consultants
16	1-Apr	Mon		Architectural Survey Site Inspection (Toul Kok) Community Meeting (San Thor Mok, Toul)
17	2-Apr	Tue		Supplement Survey
18	3-Apr	Wed		Architectural Survey Discussion with PPM Cost Estimation Survey in Bangkok
19	4-Apr	Thu		Architectural Survey Discussion with PPM Community Meeting (Phuom Russey and Anuwat Reach Theany) Cost Estimation Survey in Bangkok
20	5-Apr	Fri		Supplementary Survey, Cost Estimation Survey in Bangkok Report to JICA Phnom Penh » Bangkok »
21	6-Apr	Sat		» Narita

## 2-2 Explanation on Draft Final Report

Date			Schedule	
			JICA	Consultants
1	1-Aug	Thu	» Phnom Penh	Narita » Phnom Penh
2	2-Aug	Fri		Meeting with JICA Meeting with Embassy of Japan in Cambodia Courtesy Call on PPM Courtesy Call on Governor of Phnom Penh Municipality Courtesy Call on Minister of MoEYS
3	3-Aug	Sat		Site Survey (Six Project Schools)
4	4-Aug	Sun		Data Analysis
5	5-Aug	Mon		Discussion with PPM · MoEYS
6	6-Aug	Tue		Discussion with PPM · MoEYS
7	7-Aug	Wed		Discussion with PPM · MoEYS Courtesy Call on CDC (Council for the Development of Cambodia) Report to JICA Signing on Minutes of Discussion Report to Embassy of Japan in Cambodia Phnom Penh »
				Data Analysis
8	8-Aug	Thu	» Narita	Explanation of the Project to Project Schools (Five Schools)
9	9-Aug	Fri		Explanation of the Project to Project School Supplementary Survey (Furniture factory) Report to JICA Phnom Penh »
10	10-Aug	Sat		» Narita

### 3. List of Parties Concerned in the Recipient Country

#### **CDC (Council for the Development of Cambodia)**

Ms. Heng Sokun	Director CRDB/CDC
Mr. Im Sour	Chief Officer
Mr. Dim Kimhon	Staff

#### **MoEYS**

Mr. Toi Lah	Deputy Prime Minister and Minister of Education
Mr. Im Sethy	Secretary of State
Dr. Chhay Aun	Director General
Mr. Chea Oeung	Deputy Director General of Administration & Finance
Mr. Lor Lath	Director of Material and State Property
Mr. Sam Sereyrath	Director of Planning Department
Mr. Sar Nak	Deputy Director of Planning Department
Ms. Kuy Phala	ditto
Mr. Im Huy	Deputy Chief, EMIS Center, Planning Department
Mr. Lim Say	Chief of Cabinet
Ms. You Sophal	Minister Secretary
Mr. Om Sethy	Deputy Director of Cultural Relation
Mr. Pen Vuthy	Official in charge of International Relation
Mr. Bean Tong Hou	Chief, Construction Office
Mr. Toum Sokunthea	Deputy Chief, Construction Office
Mr. Suong Yen	Deputy Chief, Construction Office
Mr. Sar Sopheap	Official, Construction Office
Mr. Khin Maung Kywe	Education Management Consultant
Ms. Sieng Sorvathana	Director, Primary and Pre-School Department, Permanent Secretary of MoEYS Gender
Mr. Nath Bunroeun	Director, Teacher Training Department, National EFA Coordinator
Mr. Leang Seng Hak	Deputy Director, Teacher Training Department
Ms. Tan Ly Huong	Chief, Distance Learning Office, Teacher Training Dpt.
Mr. Kim Sanh	Health Education Dpt., Chief of HIV/AIDS Unit
Mr. Luon Nim	Deputy Director of Material and State Property
Mr. Lim Sovanna	State of Bureau of Design

Mr. Chet Chealy                      Department of Planning

**Phnom Penh Municipality**

Mr. Chea Sophara                      Governor of Phnom Penh Municipality  
Mr. Map Sarin                          Deputy Governor of Phnom Penh Municipality  
Mr. Chhorn Sopheap                      Legal Advisor to Municipality  
Mr. Nak Tanavuth                        IRO, PPM

Education Youth and Sports Service

Mr. Meas Ngek                          Deputy Director  
Mr. Nay Meng An                        Deputy Director  
Mr. Yin Bun Hong                        Chief of Primary Office  
Mr. Em Ham Khuon                       Chief, Planning Officer  
Mr. Ouk Sambath                        Deputy Chief, Planning Office  
Mr. Nop Sao                              Deputy Chief of Planning Office  
Mr. Tin You Van                         Deputy Chief of Secondary Office  
Ms. Chea Cheath                        Deputy Director of Primary and Pre-Primary Office

Project Management Unit

Mr. Moeung Sophan                      Deputy Manager, Civil Engineer

Department of Land Management Urban Planning Construction and Cadastral

Mr. Chhuon Seang Lan                      Construction Engineer

Bureau of Urban Affairs

Mr. Chhay Rithisen                       Director, Architect

**Menchei District of Education**

Mr. Sar Loan                              Chief, District Office of Education

**Education Quality Improvement Project (EQIP) supported by WB**

Mr. Vin McNamara                        Chief Technical Adviser

**W/B, ADB Flood Emergency Rehabilitation Project**

Mr. Sriram Bhagut Mathe                Team Leader

**Asian Development Bank**

Mr. Chamroen Ouch                      Program Officer (Social Sectors)

**UNICEF**

Mr. Nabendra Dahal                      Project Officer, Education

**Social Fund of the Kingdom of Cambodia**

Mr. Chum Bun Rong                      General Director

Mr. Chan Dararith                      Appraisal Director

Ms. Nil Vanna                              Promotions Director

**JICA Cambodia Office**

Mr. Norio Matsuda                      Resident Representative (Basic Design Survey)

Mr. Juro Chikaraishi                      Resident Representative (Explanation on Draft Final Report)

Ms. Chisa Hara                              Deputy Resident Representative

Mr. Katsuyoshi Saito                      Assistant Resident Representative

Mr. Kazuki Shimizu                      JICA Expert

Mr. Shoshiro Horigome                      Senior Adviser

**Embassy of Japan in Cambodia**

Mr. Gotaro Ogawa                      Ambassador

Mr. Katsuhiko Shinohara                      Minister - Counsellor

Mr. Yasunari Ueda                      First Secretary

Mr. Fumio Goto                              Second Secretary

**Shanti Volunteer Association**

Ms. Tokiko Ito                              Coordinator of Education Project

Mr. So Samy                                  Construction Engineer

**Save the Children**

Mr. Sigurd Johns                          Program Advisor

Mr. Saken

**Ministry of Land Management Urban Planning & Construction**

Mr. Duch Wontitto(Ph.D)                      General Director

Mr. Prak Angkeara          Deputy Director

**Ministry of Environment**

Mr. Chiep Sivorn          Director



4. Minutes of Discussions

**Minutes of Discussions**  
on  
**The Basic Design Study on the Project for Construction of**  
**Primary Schools in Phnom Penh**  
in  
**The Kingdom of Cambodia**

In response to a request from the Government of the Kingdom of Cambodia (hereinafter referred to as "Cambodia"), the Government of Japan has decided to conduct a Basic Design Study on the Project for Construction of Primary Schools in Phnom Penh (hereinafter referred to as "the Project"), and entrusted the study to Japan International Cooperation Agency (JICA).

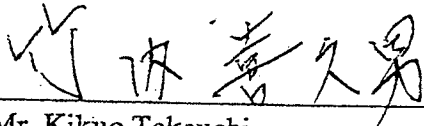
JICA sent to Cambodia the Basic Design Study Mission (hereinafter referred to as "the Mission") headed by Mr. Kikuo Takeuchi, Deputy Managing Director of Procurement Department, JICA, with a field survey period between the 17<sup>th</sup> March to 5<sup>th</sup> April, 2002.

The Mission held a series of discussions on the Project with the officials concerned with the Ministry of Education, Youth and Sport and the Education Youth and Sport Service of Phnom Penh Municipality. The discussions were followed up with a field survey of the study area.

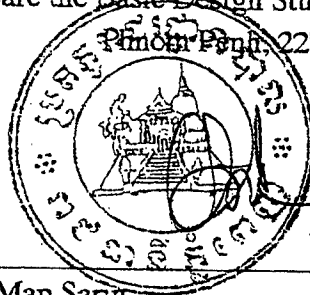
In the course of discussions and field survey, both sides confirmed the main items described on the attached sheets.

The Mission will proceed to further work and prepare the Basic Design Study Report.

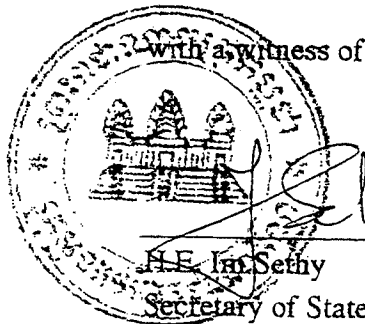
Phnom Penh, 22<sup>th</sup> March, 2002



Mr. Kikuo Takeuchi  
Leader  
Basic Design Study Mission  
Japan International Cooperation Agency  
Japan



H.E. Map Sarin  
Deputy Governor of Phnom Penh  
Municipality  
The Kingdom of Cambodia



with a witness of  
H.E. Im Sethy  
Secretary of State  
Ministry of Education, Youth and Sport  
The Kingdom of Cambodia

## ATTACHMENT

### 1. Objective of the Project

The objective of the Project is improve the educational environment of primary education in Phnom Penh through reconstruction and expansion of school buildings of existing schools.

### 2. Project Sites

The Project sites is Phnom Penh as shown in Annex-1.

### 3. Responsible and Implementing Organization

The Ministry of Education, Youth and Sport and Phnom Penh Municipality will take overall responsibility of the Project. The implementing organization of the Project is the Education Youth and Sport Service of Phnom Penh Municipality.

### 4. Items requested by Cambodia

4.1. After a series of discussions with the Japanese side, the Cambodian side finally requested the contents of the Project as described in Annex-2.

4.2. Both sides agreed that;

- 1) The candidate schools should be surveyed and examined in accordance with the criteria attached as Annex-3 in order to justify the appropriateness of the schools to be finally selected.
- 2) Final components of facilities and equipment should be decided based on the further analysis in Japan.

### 5. Japan's Grant Aid Scheme

The Cambodian side understood the Japan's Grant Aid Scheme and the necessary measures to be taken by the Government of Cambodia as explained by the Japanese side and described in Annex-4 and Annex-5.

### 6. Schedule of the Study

6.1. The consultant Mission will proceed to further studies in Cambodia until the 5<sup>th</sup> April, 2002.

6.2. The Japanese side will prepare the Draft Report of Basic Design in English and dispatch a mission in order to explain its outline approximately at the beginning of July 2002.

6.3. When the Draft Report is accepted in principle by the Cambodian side, the Japanese side will complete the Final Report of Basic Design and forward it to the Cambodian side approximately at the end of September 2002.

## **7. Other Relevant Items**

### **7.1. Requested contents**

The Cambodian side understood that the requested contents including the schools, the items and quantities of facilities and equipment would or would not be fully covered by the Project.

### **7.2. Demolishing work and preparation of substitute classroom**

1) The Cambodian side understood that the demolishing works of the existing buildings for reconstruction and preparation of substitute classrooms for the period of reconstruction should be undertaken by the Cambodian side.

2) The Japanese side requested the Cambodian side to submit a plan on the preparation of substitute classrooms and on the distribution of students by 4<sup>th</sup> April, 2002 to the consultant Mission.

The Cambodian side agreed on it.

### **7.3. Allocation of teaching and administration staff**

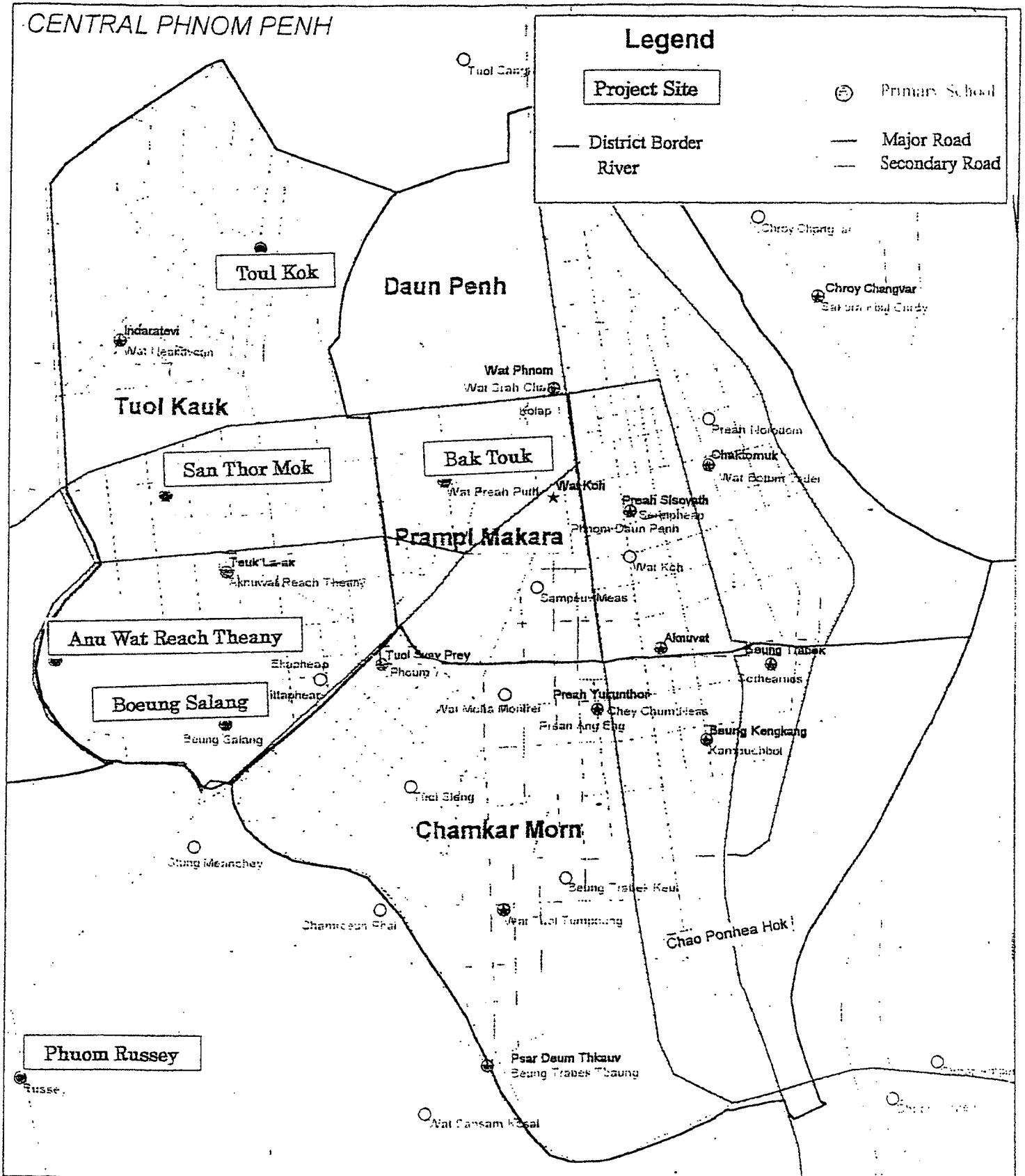
The Cambodian side will assign the sufficient number of teaching and administrative staff to satisfy the increase of the facilities by the implementation of the Project.

### **7.4. Operation and Maintenance**

The Cambodian side explained that the Education Youth and Sport Service of Phnom Penh Municipality is responsible for securing proper and effective operation and maintenance of the buildings to be constructed under the Project.

7.5. The Cambodian side requested to the Japanese side to reduce the cost of school construction in order to maximize the number of schools and classrooms to be covered by the Project.

Annex-1 Project Sites



## Annex-2 Components Requested for the Project

### 1. Facility

No.	Name of School	Cluster	Component
1	Bak Touk	Core	40 Classrooms (10 Classrooms Reconstruction & 30 Classrooms Expansion) Toilets Library Meeting Room Workshop
2	San Thor Mok	Satellite	40 Classrooms (5 Classrooms Reconstruction & 35 Classrooms Expansion) Toilets
3	Toul Kok	Satellite	40 Classrooms (15 Classrooms Reconstruction & 25 Classrooms Expansion) Toilets
4	Anu Wat Reach Theany	Satellite	24 Classrooms Expansion Toilets
5	Boeung Salang	Core	20 Classrooms (9 Classrooms Reconstruction & 11 Classrooms Expansion) Toilets Library Meeting Room Workshop
6	Phuom Russey	Satellite	20 Classrooms Expansion Toilets

### 2. Furniture

No.	Room to be Equipped	Item
1	Classroom	Table for Pupils Bench for Pupils Table for Teacher Chair for Teacher White Board Cup Board
2	Library	Book Shelve Table Chair
3	Meeting Room	Table Chair White Board
4	Workshop	Table Chair

### 3. Equipment

Basic Educational Material

### **Annex-3 Criteria for Site Selection**

- (1) Schools must satisfy the following conditions to be selected as the Project sites:
  - 1) Schools which can not find financial resources from neither the Government of Cambodia, local government, communities, other doners nor NGOs to build enough new buildings or to reconstruct old buildings
  - 2) Schools which can show legal documents for the use of the Project sites
  - 3) Schools where necessary demolition and removal of existing facilities can be completed within an appropriate time frame
  - 4) Schools which can secure necessary alternative classrooms during the period of reconstruction
  - 5) Schools where sufficient size of land is available for the Project
  - 6) School sites where security problems are not anticipated
  - 7) Schools which have proper access roads in order to carry construction materials and equipment into the Project sites
  - 8) Topographical problems are not detected inside and around the schools
  - 9) Schools where can be allocated sufficient teachers and administration staff and budget to run and maintain the schools properly
  
- (2) Schools which meet the following criteria will be given priorities:
  - 1) Schools which are running the classes by triple shifts
  - 2) Schools where the Project buildings are anticipated to be the third or higher story
  - 3) Core schools where activities of School Cluster System are operating positively
  - 4) Schools which have the larger number of the classrooms in need

## **Annex-4: Japan's Grant Aid Scheme**

### **(1) Grant Aid Procedure**

1) Japan's Grant Aid Program is executed through the following procedures.

Application (Request made by a recipient country)

Study (Basic Design Study conducted by JICA)

Appraisal & Approval

(Appraisal by the Government of Japan and Approval by Cabinet)

Determination of Implementation

(The Notes exchanged between the Governments of Japan and the recipient country)

2) Firstly, the application or request for a Grant Aid project submitted by a recipient country is examined by the Government of Japan (Ministry of Foreign Affairs) to determine whether or not it is eligible for Grant Aid. If the request is deemed appropriate, the Government of Japan assigns JICA to conduct a study on the request. If necessary, JICA send a Preliminary Study Mission to the recipient country to confirm the contents of the request.

Secondly, JICA conducts the study (Basic Design Study), using Japanese consulting firms.

Thirdly, the Government of Japan appraises the project to see whether or not it is suitable for Japan's Grant Aid Programme, based on the Basic Design Study report prepared by JICA, and the results are then submitted to the Cabinet for approval.

Fourthly, the project, once approved by the Cabinet, becomes official with the Exchange of Notes signed by the Governments of Japan and the recipient country.

Finally, for the implementation of the project, JICA assists the recipient country in such matters as preparing tenders, contracts and so on.

### **(2) Basic Design Study**

#### **1) Contents of the Study**

The aim of the Basic Design Study (hereinafter referred to as "the Study"), conducted by JICA on a requested project (hereinafter referred to as "the Project"), is to provide a basic document necessary for the appraisal of the Project by the Government of Japan. The contents of the Study are as follows:

- a) confirmation of the background, objectives and benefits of the Project and also institutional capacity of agencies concerned of the recipient country necessary for the Project's implementation;
- b) evaluation of the appropriateness of the Project to be implemented under the Grant Aid Scheme from the technical, social and economic points of view;
- c) confirmation of items agreed on by both parties concerning the basic concept of the Project;
- d) preparation of a basic design of the Project; and
- e) estimation of costs of the Project.

The contents of the original request are not necessarily approved in their initial form as the contents of the Grant Aid project. The Basic Design of the Project is confirmed considering the guidelines of Japan's Grant Aid Scheme.

The Government of Japan requests the Government of the recipient country to take whatever measures are necessary to ensure its self-reliance in the implementation of the Project. Such measures must be guaranteed even though they may fall outside of the jurisdiction of the organization in the recipient country actually implementing the Project. Therefore, the implementation of the Project is confirmed by all relevant organizations of the recipient country through the Minutes of Discussions.

## 2) Selection of Consultants

For the smooth implementation of the Study, JICA uses a consulting firm selected through its own procedure (competitive proposal). The selected firm participates in the Study and prepares for a report based upon the terms of reference set by JICA.

At the beginning of implementation after the Exchange of Notes, for the services of the Detailed Design and Construction Supervision of the Project, JICA recommends the same consulting firm which participated in the Study to the recipient country in order to maintain the technical consistency between the Basic Design and Detailed Design.

## (3) Japan's Grant Aid Scheme

### 1) What is Grant Aid?

The Grant Aid Program provides a recipient country with non-reimbursable funds to procure the facilities, equipment and services (engineering services and transportation of the products, etc.) for economic and social development of the country under principles in accordance with the relevant laws and regulations of Japan. Grant Aid is not supplied through the donation of materials as such.

### 2) Exchange of Notes (E/N)

Japan's Grant Aid is extended in accordance with the Notes exchanged by the two Governments concerned, in which the objectives of the project, period of execution, conditions and amount of the Grant Aid, etc., are confirmed.

3) "The period of the Grant" means the one fiscal year which the Cabinet approves the project for. Within the fiscal year, all procedure such as exchanging of the Notes, concluding contracts with consulting firms and contractors and final payment to them must be completed.

However, in case of delays in delivery, installation or construction due to unforeseen factors such as weather, the period of the Grant Aid can be further extended for a maximum of one fiscal year at most by mutual agreement between the two Governments.

4) Under the Grant, in principle, Japanese products and services including transport or those of the recipient country are to be purchased.

When the two Governments deem it necessary, the Grant Aid may be used for the purchase of the products or services of a third country.

However, the prime contractors, namely consulting, contracting and procurement firms, are limited to "Japanese nationals". (The term "Japanese nationals" means persons of Japanese nationality or Japanese corporations controlled by persons of Japanese nationality.)

### 5) Necessity of "Verification"

The Government of the recipient country or its designated authority will conclude contracts



denominated in Japanese yen with Japanese nationals. Those contracts shall be verified by the Government of Japan. This "Verification" is deemed necessary to secure accountability of Japanese taxpayers.

- 6) Undertakings required to the Government of the recipient country
  - a) to secure a lot of land necessary for the construction of the Project and to clear the site;
  - b) to provide facilities for distribution of electricity, water supply and drainage and other incidental facilities outside the site;
  - c) to ensure prompt unloading and customs clearance at ports of disembarkation in the recipient country and internal transportation therein of the products purchased under the Grant Aid;
  - d) to exempt Japanese nationals from customs duties, internal taxes and fiscal levies which may be imposed in the recipient country with respect to the supply of the products and services under the verified contracts;
  - e) to accord Japanese nationals whose services may be required in connection with the supply of the products and services under the verified contracts such as facilities as may be necessary for their entry into the recipient country and stay therein for the performance of their work;
  - f) to ensure that the facilities constructed and products purchased under the Grant Aid be maintained and used properly and effectively for the Project; and
  - g) to bear all the expenses, other than those covered by the Grant Aid, necessary for the Project.

7) "Proper Use"

The recipient country is required to maintain and use the facilities constructed and equipment purchased under the Grant Aid properly and effectively and to assign the necessary staff for operation and maintenance of them as well as to bear all the expenses other than those covered by the Grant Aid.

8) "Re-export"

The products purchased under the Grant Aid shall not be re-exported from the recipient country.

9) Banking Arrangement (B/A)

- a) The Government of the recipient country or its designated authority should open an account in the name of the Government of the recipient country in a bank in Japan (hereinafter referred to as "the Bank"). The Government of Japan will execute the Grant Aid by making payments in Japanese yen to cover the obligations incurred by the Government of the recipient country or its designated authority under the verified contracts.
- b) The payments will be made when payment requests are presented by the Bank to the Government of Japan under an Authorization to Pay (A/P) issued by the Government of recipient country or its designated authority.
- c) Commission of payment will be arranged and covered by the Government of the recipient country.

**Annex-5 Necessary Major Undertakings by Each Government.**

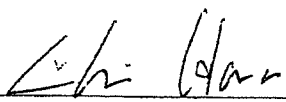
No	Items	To be covered by Grant Aid	To be covered by Recipient side
1	To secure land		●
2	To clear, level and reclaim the site when needed		●
3	To construct gates and fences in and around the site		●
4	To construct roads		
	1) Within the site	●	
	2) Outside the site		●
5	To construct the building	●	
6	To provide facilities for the distribution of electricity, water supply, drainage and other incidental facilities		
	1) Electricity		
	a. The distributing line to the site		●
	b. The drop wiring and internal wiring within the site	●	
	c. The main circuit breaker and transformer	●	
	2) Water Supply		
	a. The city water distribution main to the site		●
	b. The supply system within the site ( receiving and/or elevated tanks )	●	
	3) Drainage		
	a. The city drainage main ( for storm, sewer and others ) to the site		●
	b. The drainage system ( for toilet sewer, ordinary waste, storm drainage and others ) within the site	●	
	4) Telephone System		
	a. The telephone trunk line to the main distribution frame / panel (MDF) of the building		●
	b. The MDF and the extension after the frame / panel	●	
	5) Furniture and Equipment		
	a. General furniture		●
	b. Project equipment	●	
7	To bear the following commissions to a bank of Japan for the banking services based upon the B/A		
	1) Advising commission of A/P		●
	2) Payment commission		●
8	To ensure prompt unloading and customs clearance at the port of disembarkation in recipient country		
	1) Marine(Air) transportation of the products from Japan to the recipient country	●	
	2) Tax exemption and customs clearance of the products at the port of disembarkation		●
	3) Internal transportation from the port of disembarkation to the project site	●	
9	To accord Japanese nationals whose services may be required in connection with the supply of the products and the services under the verified contract such facilities as may be necessary for their entry into the recipient country and stay therein for the performance of their work		●
10	To exempt Japanese nationals from customs duties, internal taxes and other fiscal levies which may be imposed in the recipient country with respect to the supply of the products and services under the verified contracts		●
11	To maintain and use properly and effectively the facilities constructed and equipment provided under the Grant		●
12	To bear all the expenses, other than those to be borne by the Grant, necessary for construction of the facilities as well as for transportation and installation of the equipment		●

**Minutes of Discussions**  
**on the Basic Design Study**  
**on the Project for Construction of Primary Schools in Phnom Penh**  
**In the Kingdom of Cambodia**  
**(Explanation on Draft Report)**

In March 2002, the Japan International Cooperation Agency (hereinafter referred to as "JICA") dispatched a Basic Design Study Team on the Project for Construction of Primary Schools in Phnom Penh, (hereinafter referred to as "the Project") to the Kingdom of Cambodia (hereinafter referred to as "Cambodia"). Through the discussions, the field surveys, and the technical examination of the results in Japan, JICA prepared a draft report of the study.

In order to explain and to consult the Cambodia on the components of the draft report, JICA sent to the Cambodia the Draft Report Explanation Team (hereinafter referred to as "the Team") headed by Ms. HARA Chisa, Deputy Resident Representative, JICA Cambodia Office, from 1<sup>st</sup> August 2002 to 9<sup>th</sup> August 2002.

As a result of discussions, both parties confirmed the main items described on the attached sheets.

  
\_\_\_\_\_  
Ms. HARA Chisa  
Leader  
Basic Design Study Team  
Japan International Cooperation Agency  
Japan



Phnom Penh, 7<sup>th</sup> August 2002

\_\_\_\_\_  
H.E. Man Sarin  
Deputy Governor of Phnom Penh  
Municipality  
The Kingdom of Cambodia



with a witness from  
\_\_\_\_\_  
Secretary of State  
Ministry of Education, Youth and Sport  
The Kingdom of Cambodia

## ATTACHMENT

### **1. Components of the Draft Report**

The Government of Cambodia agreed and accepted in principle the components of the draft report explained by the Team.

### **2. Japan's Grant Aid Scheme**

The Cambodian side understood the Japan's Grant Aid Scheme and the necessary measures to be taken by the Government of Cambodia as explained by the Team and described in Annex-4 and Annex-5 of the Minutes of Discussions signed by both parties on 22<sup>nd</sup> March 2002.

### **3. Schedule of the Study**

JICA will complete the final report in accordance with the confirmed items and send it to the Cambodian side in October 2002.

### **4. Other relevant issues**

#### **4-1. Components covered by the Project**

Both sides agreed the components covered by the Project as described in Annex-1.

#### **4-2. Major Site Works covered by the Cambodian Side**

- (1) The Cambodian side assured that, in case of the reconstruction, the demolishing works of the existing facilities would be done by the Cambodian side before the commencement of the construction works. The Cambodian side also assured to take necessary measures to accommodate students, who use classrooms to be demolished, during the construction period.
- (2) The Cambodian side assured to connect electrical power lines, city water supply lines and drainage lines to the facilities covered by the Japanese side. The Cambodian side also assured to conduct digging of wells, pump and pipe installation in the wells.
- (3) The Cambodian side assured to conduct major site works described in Annex-2 within due time framework.

### **4-3. Proper Use and Maintenance**

The Cambodian side assured to allocate necessary budget and personnel for proper use and maintenance of the facilities covered by the Project, which would be indispensable for their lifelong use.

### **4-4. Teacher Deployment**

The Cambodian side understood the necessity of additional teacher deployment, and assured to deploy sufficient number of teachers to satisfy the increase of the facilities by the implementation of the Project. The Cambodian side also agreed to submit the tentative teacher deployment plan in the targeted six schools to JICA Cambodia office by 16<sup>th</sup> August 2002.

### **4-5. Involvement of School Supporting Committee**

Both sides agreed that the active involvement of the school supporting committee is necessary for the proper operation and maintenance of the facilities. The Cambodian side assured to take necessary measures to enhance active participation of the school supporting committee in the continuous school management.

### **4-6. Design of Facilities**

The Cambodian side requested the modifications of the design as follows. The Team agreed to convey the Cambodian side's request to the concerning authorities in Japan. Both sides agreed that the final decision in these matters would be done by the Japanese side after further study.

- (1) Movable partitions and lighting fixtures should be installed in all six schools for regular teacher meetings. In Bak Touk, San Thor Mok and Toul Kok movable partitions and lighting fixtures should be installed in three classrooms because of the large number of teachers.
- (2) Floor height should be decided on the basis of that of existing buildings in each site.
- (3) Desks and chairs should be made of woods from the viewpoint of easy repairing.

Furthermore both sides agreed that the roof structure would be changed, if necessary, with consideration of cost reduction.

### **4-7. Building near the Road**

The Team was informed that new buildings should be constructed four meters away from the edge of the main road in Phnom Penh. The Cambodian side assured to obtain necessary permissions from the concerning authority to construct new buildings as planned in Bak Touk and Boeung

Salang before the departure of the Team . Both sides agreed that the layout plan of these two schools would be changed during the detailed design stage in case necessary permission is not obtained.

#### **4-8. Implementation of the Project**

The Cambodian side requested immediate implementation of the Project because of acute shortage of classrooms.

#### **4-9. Contents of Draft Report**

The both sides agreed that the draft report would be confidential, and not be disclosed to any third party.

# Annex-1: Components covered by the Project

Name of school	Classroom	Toilet			Furniture		
		Toilet bowl for Female	Toilet bowl for Male	Urinal for Male	Desk & Chair for students	Desk & chair for teachers	White board
Bak Touk	27	7	3	8	540	27	54
San Thour Mok	36	9	4	10	720	36	72
Toul Kok	21	5	2	6	420	21	42
Anu Wat Reach Theany	24	7	3	8	480	24	48
Boeung Salang	21	5	2	6	420	21	42
Phuom Russey	18	5	2	6	360	18	36
<b>Total</b>	<b>147</b>	<b>38</b>	<b>16</b>	<b>44</b>	<b>2940</b>	<b>147</b>	<b>294</b>

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## Annex-2: Major Site Works covered by the Cambodian Side

Name of School	Site control	Obstacle removal	Electrical work	City water supply work	Water well work	Sewage line work
Bak Touk		<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/> (in case the existing well is demolished)	<input type="checkbox"/>
San Thour Mok		<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>
Toul Kok		<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>
Anu Wat Reach Theany	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Boeung Salang		<input type="checkbox"/>	<input type="checkbox"/>			
Phuom Russey			<input type="checkbox"/>		<input type="checkbox"/> (Repair work)	<input type="checkbox"/>



## 5. Cost Estimation Borne by the Recipient Country

(Currency: US\$)

	Demolition & Removal of existing building	removal of trees	Site Creation	Access Road	Plumbing Work	Electric Work	Well Excavation & Repair	Fence & Gate	Sub Total
Bak Touk	450.00	-	-	-	150.00	90.00	-	680.00	1,370.00
San Thor Mok	530.00	-	-	-	150.00	90.00	-	680.00	1,450.00
Toul Kok	-	50.00	-	-	150.00	90.00	-	680.00	970.00
Anu wat Reach Theany	-	-	950.00	-	-	90.00	1,900.00	320.00	3,260.00
Boeung Salang	350.00	-	-	-	150.00	90.00	-	1,150.00	1,740.00
Phuom Russey	-	-	-	-	150.00	90.00	1,210.00	410.00	1,860.00
Sub Total	1,330.00	50.00	950.00	0.00	750.00	540.00	3,110.00	3,920.00	10,650.00

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