

MINUTES OF MEETINGS
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
AUTHORITIES CONCERNED OF THE GOVERNMENT OF
THE SOCIALIST REPUBLIC OF VIETNAM
ON JAPANESE TECHNICAL COOPERATION PROJECT
FOR
“THE PROJECT ON HUMAN RESOURCES DEVELOPMENT FOR WATER SECTOR
IN THE MIDDLE REGION OF VIETNAM”

The Japan International Cooperation Agency (hereinafter referred to as “JICA”) and Vietnamese authorities of the Socialist Republic of Vietnam concerned (hereinafter referred to as “Vietnamese side”) had a series of meetings for the purpose of working out the details of the technical cooperation program concerning Project for “The Project on Human Resources Development for Water Sector in the Middle Region of Vietnam” (hereinafter referred to as “the Project”).

Both JICA and Vietnamese side agreed to make this Minutes of Meetings in order to confirm the mutual understandings reached through the discussions as attached hereto.

Thua Thien Hue, 18 October, 2006



Mr. Hiroshi SHIONO
Leader
Preparatory Study Team
Japan International Cooperation Agency
Japan



Mr. Truong Cong Nam
Director
Thua Thien Hue Construction and Water
Supply State-One Member Company Limited.
Vietnam

Witnessed by



Mr. Nguyen Ngoc Thien
Vice Chairman
People's Committee of Thua Thien Hue
Province
Vietnam

1. Title of the Project

The title of the Project would be “The Project on Human Resources Development for Water Sector in the Middle Region of Vietnam”.

2. Implementing Organization

Thua Thien Hue Construction and Water Supply State-One Member Company Limited (hereinafter referred to as “COWASU”) would be the implementing organization of the Project. The organization chart is shown in Annex I.

3. Counterpart Personnel

COWASU will prepare the counterpart personnel , of which list is shown in Annex II .

4. Project Area

Both side agreed that the Project area would be Thua Thien Hue province

5. Duration of the Project

The Vietnamese side requested that the duration of the Project will be three (3) years. During the meeting, the both side agreed that the duration of the Project will be two (2) years (twenty-four [24] months) from the date when Japanese experts of the Project arrive in Vietnam.

6. Project Design Matrix (PDM)

Project Design Matrix (hereinafter referred to as “PDM”) as a tool for monitoring, evaluation and management of the activities of the Project is shown in Annex III. The PDM will be modified as needed during the Project implementation stage after mutual consultations between JICA and the Vietnamese side.

7. Tentative Plan of Operation

The Project will be carried out in accordance with the Tentative Plan of Operation (PO) shown in Annex IV. Detail input for the Project will be decided in the course of the first several months through detailed analysis in the Project. The schedule is tentative and subject to modification if such necessity should arise and mutually agreed by JICA and the Vietnamese side.

8. COWASU’s ownership of the Project

Both sides confirmed that COWASU’s ownership of the Project is indispensable for successful implementation of the Project. The Japanese technical cooperation would facilitate self-help efforts of COWASU with technical advice and collaborations, such as preparing seminar, workshop, and monitoring of the Project activities, etc.

9. Expansion of Outputs to other provinces

JICA explained the Project would benefit not only COWASU but also other water supply

companies in the middle region of Vietnam.

Both side agreed to discuss the way how-to expand (ex; seminar, workshops and on-the-job training etc.) the outputs during the Project.

10. Necessary equipment for the Project activities

The Vietnamese side requested necessary equipment of the Project which list is shown in Annex V. JICA replied that the JICA study team will convey the request to JICA HQ and the provision equipment will be decided according to the activities of the Project and budget.

11. Application of Information Technology

The Vietnamese side requested to extend cooperation for application of Information Technology on water system management to COWASU. JICA explained that Japanese experts could advise on data collection and management.

12. Invitation of international experts

Both side agreed that invitation of international experts to seminars and workshops will be discussed later between COWASU and Japanese experts.

13. Joint Coordinating Committee

The joint coordinating committee will be formulated at the beginning of the Project and the meeting will be held at least once a year for the smooth implementation of the Project.

14. Draft of Record of Discussions

Both sides agreed to recommend to their respective governments the matters referred to in a draft of Record of Discussions (hereinafter referred to as "R/D") shown in Annex VI. The R/D would be signed between JICA and the Vietnamese sides after the Project is approved by JICA headquarters.

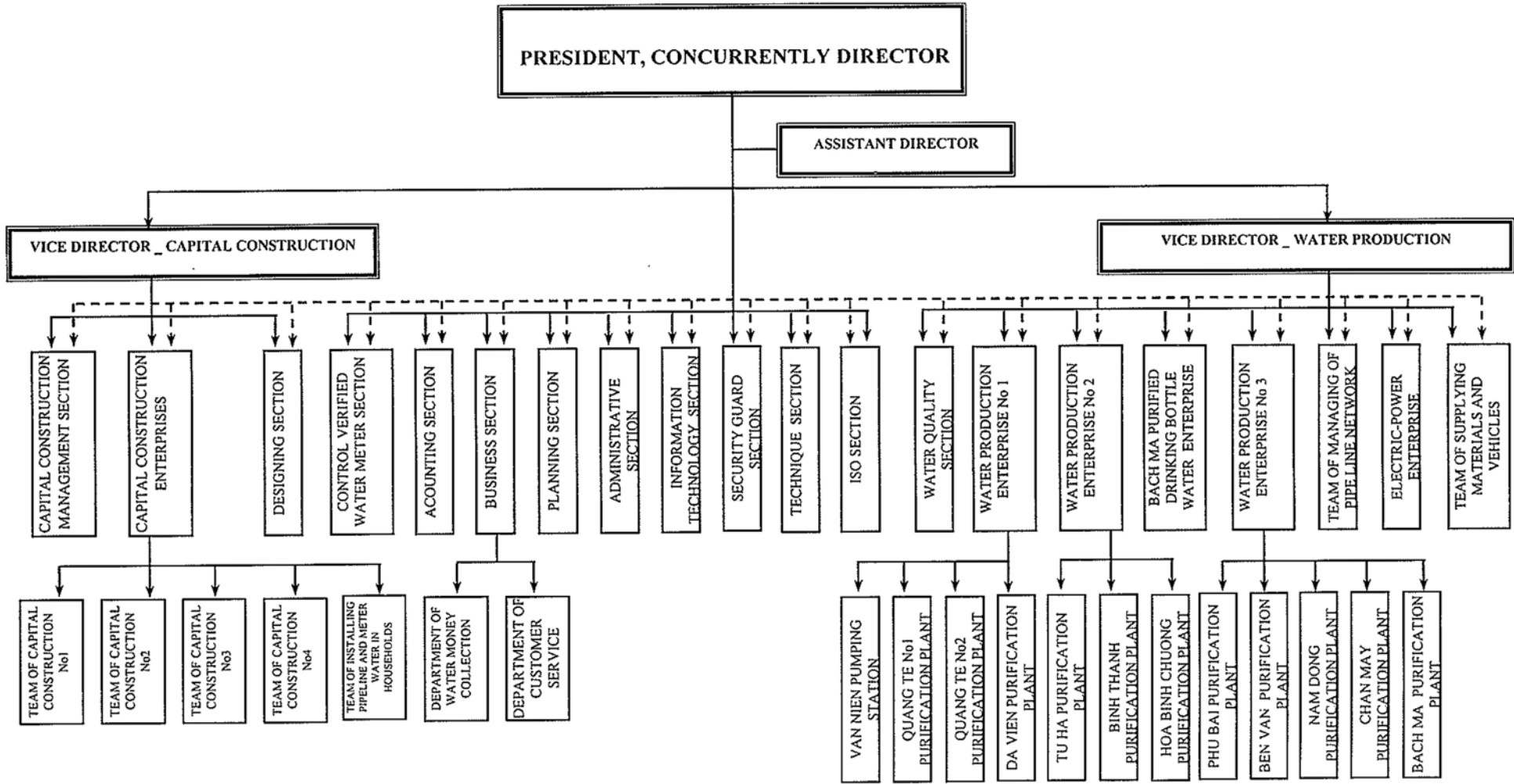
15. Others

This Minutes of Meetings is made in English and Vietnamese. In case of any debate arisen, the English version will be used as official.

LIST OF ANNEX

- ANNEX I ORGANIZATION CHART OF THE PROJECT**
- ANNEX II THE LIST OF COUNTERPART PERSONNEL**
- ANNEX III PROJECT DESIGN MATRIX (PDM)**
- ANNEX IV PLAN OF OPERATION (PO)**
- ANNEX V EQUIPMENT LIST**
- ANNEX VI DRAFT OF RECORD OF DISCUSSIONS (RD)**

ORGANIZATION CHART OF COWASU



* On line relation:
 * Functional relation:

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LIST OF COWASU _COUNTERPART PERSONNEL

No	Name	Position
1	Mr.Nguyen Khoa Hien	Chief of Planning Section
2	Ms.Tran Thi Minh Tam	Chief of Water quality Section
3	Mr.Truong Cong Thien	Chief of Team of Pipeline network management
4	Mr.Cao Huy Tuong Minh	Chief of Technical Section
5	Mr.Mai Duy Tuong	Assistant Director
6	Mr.Le Quang Khanh	Chief of Business Section

Project Title:

Duration: FY 2006 ~FY 2008

The Project on Human Resources Development for Water sector in the middle region of Vietnam

Target Area: Thua Thien Hue province, Vietnam

Target Group: Staff of COWASU

Date : Oct 18, 2006

Final Beneficiaries : People in Thua Thien Hue province

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal			
The capacity of COWASU on management and operation is improved.	1 Declaration of "safe drinking water" 2 The results of questionnaire on the customer satisfaction.	1 Annual report	
Project Purpose			
The capacity of COWASU is improved for declaration of safe drinking water	1 Achievement of the action plan 2 Water pressure (more than 1.0 bal in urban and 0.5 bal in rural) 3 Residual chlorine (more than 0.3mg/l in urban and 0.1mg/l in rural)	1 Progress report on action plan 2 Annual report	* The GOV's proposed water sector policy will not make drastically change to water supply companies. * Any change of development assistant policy by other donors in water supply sector will not give adversely affect to the Project implementation.
Outputs			
1 The capacity of water quality management is improved.	1-1 Acquisition of ISO17025 1-2 Water analysis in line of MOH's standards 1-3 Procedure guidance for water treatment and operation of the water facilities 1-4 Water quality management plan 1-5 Number of seminars and workshops	Certificate of ISO17025 Report on water quality examination Guidance for water treatment Report of seminars and workshops	* The raw water source will not be contaminated seriously.
2 The capacity of water distribution network management is improved.	2-1 Water distribution network map(water pressure, water flow and residual chlorine etc.) 2-2 80% of participants to seminars have good understanding	Water distribution network map Evaluation report	
3 The capacity of human resources development and personnel management are improved.	3-1 Certificate examination (more than 60%) 3-2 Personnel management regulation 3-3 Number of training materials	Result of examination COWASU company's management regulation Training materials	
4 The capacity to response to the customer's need is improved.	4-1 Number of materials for public relations 4-2 Reduction of complain from customers 4-3 Number of visitor to purification plant(more than 1,000) 4-4 Number of events to improve public relations	Publicity materials Record of complain Actual record Actual record	

Activities		Inputs		
		Japanese Side	Vietnamese Side	
1	The capacity of water quality management is improved.			* Employees who received trainings by the Project will continuously work for the COWASU. * Personnel transfer of executive will not affect the implementation of the Project.
1-1	Prepare an action plan for declaring "safe drinking water".	1 Experts	1 Counterparts	
1-2	Advise on procedure for acquisition of ISO17025.	1-1 Chief Advisor (Water distribution network)		
1-3	Conduct training on water quality analysis for declaring "safe drinking water" and ISO17025.	1-2 Water quality control		
1-4	Advise on water treatment technology and operation of purification facilities .	1-3 Water treatment		
1-5	Advise on water quality management plan.	1-4 NRW reduction		
1-6	Hold seminars and workshops on water quality analysis and water treatment	1-5 Human resources development planning		
2	The capacity of water distribution network management is improved.	1-6 Customer service		
2-1	Advise to improve the management plan for water distribution network.			
2-2	Advise on monitoring of water distribution (water pressure, water flow and residual chlorine etc.).			
2-3	Advise on construction supervision.			
2-4	Conduct training on pipe laying work.			
2-5	Advise on reduction of Non-Revenue-Water(NRW).			
2-6	Conduct training on designing and modification of water distribution network			
2-7	Hold seminars and workshops on management of water distribution network and NRW			
3	The capacity of human resources development and personnel management are improved.	2 Equipment and materials	2 Office space and facilities for experts	
3-1	Advise on human resources development plan.			
3-2	Advise on personnel management.	3 Trainings	3 Equipment	
3-3	Prepare training plan for technical staff and workers.			
3-4	Prepare training plan for managerial staff.			
3-5	Advise on data collection and management	4 Local cost	4 Necessary information	
3-6	Hold seminars and workshops on human resources and personnel management			
4	The capacity to response to the customer's need is improved.		5 Local cost	
4-1	Collect information on customer's needs.			
4-2	Analyze results of questionnaire survey on customer satisfaction.			
4-3	Prepare service improvement plan according to the results of activity(4-2).			
4-4	Hold seminars and workshops for improvement of customer service.			
4-5	Prepare public relation plan for COWASU.			
4-6	Carry out public relation activities.			
Pre-Conditions				* Human resources development needs is considered important issue to improve COWASU's capacity.

LIST OF OTHER EQUIPMENTS

No	Name
1	Ultrasonic flow meter (Max size measurement DN800)
2	Electronical pressure meter (with datalogger including)
3	Water leakage detector “ Correlator” (Ultra sound wave)
4	Electromagnetic flow meter (with datalogger including)
5	Bearing temperature measurement equipment Bearing vibration measurement equipment
6	Bearing heater equipment for bearing installation (Maximum bearing inside diameter: 120 mm)

LIST OF EQUIPMENT FOR LABOLATORY

1. Gas Chromatograph Mass Spectrometer (GC- MS)
Máy sắc ký khí khối phổ
2. High Performance Liquid Chromatograph (HPLC)
Máy sắc ký lỏng hiệu suất cao
3. Liquid Chromatograph Mass Spectrometer
Máy sắc ký lỏng khối phổ
4. Atomic Absorption Spectrometer (AAS)
Máy quang phổ hấp thụ nguyên tử
5. Continuous Turbidty meter
Máy đo độ đục liên tục
6. Continuous pH meter
Máy đo pH liên tục
7. Continuous Residual Chlorine meter
Máy đo clo liên tục
8. Water quality monitoring sytem by fish and shrimp sedimention.
Hệ thống giám sát chất lượng nước bởi cá, tôm
9. Portable Water Analysis Laboratories, COD, BOD Analysis Systems
Bộ thiết bị kiểm tra và phân tích COD, BOD
10. Electronic Microscopes
Kính hiển vi điện tử
11. Double Water Distiller
Máy cất nước 2 lần
12. Dissolved Oxygen Meter
Máy đo oxy hoà tan
13. Incubator
Tủ ấm
14. Conductivity Meter
Máy đo độ dẫn điện
15. Turbidty meter
Máy đo độ đục
16. pH meter
Máy đo pH
17. Residual Chlorine meter
Máy đo clo

PLAN OF ADDING CHEMICAL FOR ANALYSIS

N ₀	ITEMS	UNIT	QUANTITY	CODE NUMBER	NOTE
I	Reagents of DR 2010 - Hach				
1	Ammonia 0-0,5mg/l	test	100	26531-99	
2	Nitrite 0-0,30mg/l	test	100	21071-69	
3	Nitrate 0-30mg/l	test	100	14034-99	
4	Manganese 0-0,7mg/l	test	50	26517-00	
5	Copper 0-0,21mg/l	test	100	26033-00	
6	Lead 0-0,160 mg/l	test	100	26087-99	
7	Nikel 0-1000mg/l	test	100	26516-00	
8	Cyanide 0-0,200mg/l	test	100	24302-00	
9	Fluoride	ml	1000	444-49	
10	Chromium 0-1,00mg/l	test	100	22423-00	
11	Aluminum	test	100	22420-00	
		25/pkg		14290-46	
		100/pkg		14577-99	
		100/pkg		14294-49	
12	Ferover Iron Reagent	test	100	854-99	
13	Formazin Stock Solution, 4000 NTU:	ml	500	2461-49	
	- Stablcal Solution <0,1 NTU	ml	500	26597-49	
	- Stablcal Solution 20 NTU	ml	500	26601-49	
	-Stablcal Solution 200 NTU	ml	500	26604-49	
	- Stablcal Solution 1000 NTU	ml	500	26606-49	
14	DPD Total/Free Chlorine Reagent	test	200	21056-69	
II	Chemical solution and powder				
15	HCl (pure)	liter	5		
16	H ₂ SO ₄	liter	5		
17	EDTA	Kg	0,5		
18	Amonia Acetat	Kg	3		
19	Amonia Water (pure)	liter	2		
20	Hydroxylamin	Gram	100		
21	Acid Acetic	liter	10		
22	Natriacetat	Kg	2		
23	Alcohol 90 ⁰	liter	5		
24	Orthotoluidin	Gram	50		
25	Acid Acetic (powder)	Kg	30		
26	Orthophenalthroline	Gram	100		
27	Bariclorua	Kg	2		
28	Clorua magie	Gram	500		
29	pH Standar 4 ,7,10	liter	3		
30	MnSO₄ (PA)	Gram	500		
III	Medium				
29	Lactose Merck	Gram	1500		
30	BGBL	Gram	1000		

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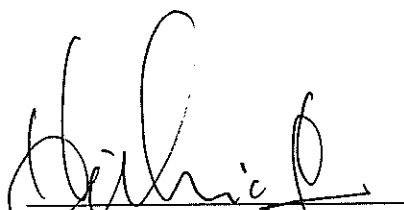
RECORD OF DISCUSSIONS
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
AUTHORITIES CONCERNED OF THE GOVERNMENT OF
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FOR
“THE PROJECT ON HUMAN RESOURCES DEVELOPMENT FOR WATER SECTOR
IN THE MIDDLE REGION OF VIETNAM”

In response to the request of the Government of Vietnam, the Government of Japan has decided to implement Japan-Vietnam Technical Cooperation Project for “The Project on Human Resources Development for Water Sector in the Middle Region of Vietnam” (hereinafter referred to as “the Project”) in accordance with the Agreement on Technical Cooperation between the Government of Japan and the Government of Vietnam, signed on October 20, 1998 (hereinafter referred to as “the Agreement”) and the Embassy of Japan’s note No. J. D. 41/2006 dated May 31, 2006.


Accordingly, Japan International Cooperation Agency (hereinafter referred to as “JICA”), the official agency responsible for the implementation of the technical cooperation program of the Government of Japan, will cooperate with the authorities concerned of the Government of Vietnam for the Project.

JICA and the Vietnamese authorities concerned had a series of discussions on the framework of the project. As a result of the discussions, JICA, Thua Thien Hue Construction and Water Supply State One Member Company Limited.(hereinafter referred to as “COWASU”), agreed on the matters referred to in the document attached hereto.


Thua Thien Hue , 19 January 2007




Mr. Hiroaki Nakagawa
Resident Representative
Japan International Cooperation Agency,
Vietnam Office
Japan



Mr. Truong Cong Nam
Director
Thua Thien Hue Construction and Water
Supply State-One Member Company Limited.
Vietnam



Mr. Ho Quang Minh
Director General
Foreign Economic Relations
Department
Ministry of Planning and Investment
Vietnam

Witnessed by 

Mr. Nguyen Ngoc Thien
Vice Chairman
Thua Thien Hue Provincial People’s
Committee
Vietnam

ATTACHED DOCUMENT

I. COOPERATION BETWEEN THE GOVERNMENT OF JAPAN (REPRESENTED BY JICA) AND THE GOVERNMENT OF THE SOCIALIST REPUBLIC OF VIETNAM

1. The Government of the Socialist Republic of Vietnam will implement the Project for “The Project on Human Resources Development for Water Sector in the Middle Region of Vietnam” (hereinafter referred to as “the Project”) in cooperation with JICA.
2. The Project will be implemented in accordance with the Master Plan, which is given in Annex I.

II. MEASURES TO BE TAKEN BY JICA

In accordance with the laws and regulations in force in Japan and the provisions of Article III of the Agreement, JICA as the executing agency for technical cooperation by the Government of Japan, will take, at its own expense, the following measures according to the normal procedures of its technical cooperation scheme.

1. DISPATCH OF JAPANESE EXPERTS

JICA will provide the services of the Japanese experts as listed in Annex II. The provision of Article III of the Agreement will be applied to the above-mentioned experts.

2. PROVISION OF MACHINERY AND EQUIPMENT

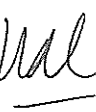
JICA will provide such machinery, equipment and other materials (hereinafter referred to as “the Equipment”) necessary for the implementation of the Project as listed in Annex III. The provision of Article VIII of the Agreement will be applied to the Equipment.

3. TRAINING OF VIETNAMESE PERSONNEL IN JAPAN

JICA will receive the Vietnamese personnel connected with the Project for technical training in Japan.

III. MEASURES TO BE TAKEN BY THE GOVERNMENT OF THE SOCIALIST REPUBLIC OF VIETNAM

1. The Government of the Socialist Republic of Vietnam will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through full and active involvement in the Project by all related authorities, beneficiary groups and institutions.
2. The Government of the Socialist Republic of Vietnam will ensure that the technologies and knowledge acquired by the Vietnamese nationals as a result of Japanese technical cooperation will contribute to the economic and social development of the Socialist Republic of Vietnam.



3. In accordance with the provisions of Article VI of the Agreement, the Government of the Socialist Republic of Vietnam will grant in the Socialist Republic of Vietnam privileges, exemptions and benefits to the Japanese experts referred to in II-1 above and their families.
4. In accordance with the provisions of Article VIII of the Agreement, the Government of the Socialist Republic of Vietnam will take the measures necessary to receive and use the Equipment provided by JICA under II-2 above and equipment, machinery and materials carried in by the Japanese experts referred to in II-1 above.
5. The Government of the Socialist Republic of Vietnam will take necessary measures to ensure that the knowledge and experience acquired by the Vietnamese personnel from technical training in Japan will be utilized effectively in the implementation of the Project.
6. In accordance with the provision of Article V-(b) of the Agreement, the Government of the Socialist Republic of Vietnam will provide the services of Vietnamese counterpart personnel and administrative personnel as listed in Annex IV.
7. In accordance with the provision of Article V-(1)-(i) of the Agreement, the Government of The Socialist Republic of Vietnam will provide the buildings and facilities as listed in Annex - V.
8. In accordance with the laws and regulations in force in The Socialist Republic of Vietnam, the Government of The Socialist Republic of Vietnam will take necessary measures to supply or replace at its own expense machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided through JICA under II-2 above.
9. In accordance with the laws and regulations in force in The Socialist Republic of Vietnam, the Government of The Socialist Republic of Vietnam will take necessary measures to meet the running expenses necessary for the implementation of the Project.

IV. ADMINISTRATION OF THE PROJECT

1. Director of COWASU, as the Project Director, will bear overall responsibility for the administration and implementation of the Project.
2. Deputy Director of COWASU, as the Project Manager, will be responsible for the managerial and technical matters of the Project.
3. The Japanese Chief Advisor will provide necessary recommendations and advice to the Project Director and the Project Manager on any matters pertaining to the implementation of the Project.
4. The Japanese experts will give necessary technical guidance and advice to the Vietnamese

counterpart personnel on technical matters pertaining to the implementation of the Project.

5. For the effective and successful implementation of technical cooperation for the Project, a Joint Coordinating Committee will be established whose functions and composition are described in Annex - VI.

V. JOINT EVALUATION

Evaluation of the Project will be conducted jointly by JICA and the Vietnamese authorities concerned, during the last six months of the cooperation term in order to examine the level of achievement.

VI. CLAIMS AGAINST JAPANESE EXPERTS

In accordance with the provision of Article VII of the Agreement, the Government of the Socialist Republic of Vietnam undertakes to bear claims, if any arises, against the Japanese experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in the Socialist Republic of Vietnam except for those arising from the willful misconduct or gross negligence of the Japanese experts.

VII. MUTUAL CONSULTATION

There will be mutual consultation between the JICA and the Government of the Socialist Republic of Vietnam on any major issues arising from, or in connection with this Attached Document.

VIII. MEASURES TO PROMOTE UNDERSTANDING AND SUPPORT FOR THE PROJECT

For the purpose of promoting support for the Project among the people of the Socialist Republic of Vietnam, the Government of the Socialist Republic of Vietnam will take appropriate measures to make the Project widely known to the people of the Socialist Republic of Vietnam.

IX. TERM OF COOPERATION

The duration of the technical cooperation for the Project under this Attached Document will be two (2) years from the dispatch date of the first experts.

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LIST OF ANNEX

- ANNEX - I MASTER PLAN**
- ANNEX - II LIST OF JAPANESE EXPERTS**
- ANNEX - III LIST OF MACHINERY AND EQUIPMENT**
- ANNEX - IV LIST OF VIETNAMESE COUNTERPART AND ADMINISTRATIVE
PERSONNEL**
- ANNEX - V LIST OF BUILDINGS AND FACILITIES**
- ANNEX - VI JOINT COORDINATING COMMITTEE**

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ANNEX - I MASTER PLAN

1. Project Title:

The Project on Human Resources Development for Water Sector in the Middle Region of Vietnam.

2. Objectives of the Project

1. Overall Goal: The capacity of COWASU on management and operation is improved.
2. Purpose of the Project: The capacity of COWASU is improved for declaration of safe drinking water.

3. Outputs of the Project

1. The capacity of water quality management is improved.
2. The capacity of water distribution network management is improved.
3. The capacity of human resources development and personnel management are improved.
4. The capacity to response to the customer's need is improved.

4. Activities of the Project

1-1	Determine the condition for declaring "safe water".
1-2	Prepare an action plan for declaring "safe water".
1-3	Advise on the procedure for acquisition of ISO17025.
1-4	Conduct training on water quality analysis for declaring "safe water" and ISO17025.
1-5	Advise on water treatment technology and operation of purification facilities.
1-6	Advise on water quality management plan.
1-7	Hold seminars and workshops on water quality analysis and water treatment
2-1	Prepare a management plan for water distribution network.
2-2	Advise on monitoring of water distribution (water pressure, water flow and residual chlorine etc.).
2-3	Advise on construction supervision.
2-4	Conduct training on pipe laying work.
2-5	Advise on reduction of Non-Revenue-Water (NRW).
2-6	Conduct training on designing and modification of water distribution network
2-7	Hold seminars and workshops on management of water distribution network and NRW
3-1	Advise on human resources development plan.
3-2	Advise on the personnel management.
3-3	Prepare training plan for technical staff and workers.
3-4	Prepare training plan for managerial staff.
3-5	Monitor the training(by COWASU) based on the training plan(3-3,3-4)
3-6	Advise on data collection and management
3-7	Hold seminars and workshops on human resources development personnel management
4-1	Collect information on customer's needs.
4-2	Analyze results of questionnaire survey on customer satisfaction.
4-3	Prepare the service improvement plan according to the results of activity(4-2).
4-4	Hold seminars and workshops for improvement of customer service.
4-5	Prepare the public relation plan for COWASU.
4-6	Carry out public relation activities.

ANNEX - II LIST OF JAPANESE EXPERTS

1. Short-term Experts

- (1) Chief Adviser / Water distribution network/Reduction of NRW
- (2) Water quality control
- (3) Water treatment
- (4) Human resources development planning
- (5) Customer service

2. Other Experts in specific fields would be dispatched if necessary upon mutual agreement.

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ANNEX - III LIST OF MACHINERY AND EQUIPMENT

1. Machinery and equipment for the implementation of the project are as follows:
 - General equipments for the project office
 - Equipment for training activities.
2. Other machinery, equipments, tools, materials and their spare parts may be provided if necessary on the basis of mutual agreement.



ANNEX - IV LIST OF VIETNAMESE COUNTERPART AND ADMINISTRATIVE PERSONNEL

1. Counterpart:

The Vietnamese side will assign a sufficient number of counterpart officials, who are staff of COWASU.

2. Project Management Unit (PMU)

2.1 Functions

2.1.1 PMU is inter-organizational unit responsible for the management and coordination of the Project.

2.1.2 PMU holds meetings when necessity arises, in order to fulfill the followings:

- (i) To supervise the working progress and adjust the working schedule of the Project if necessary
- (ii) To review and exchange views on major issues arising from or in connection with the Project, and
- (iii) To approve progress reports.

2.2 Composition (tentative)

- Director of COWASU
- Deputy Director of COWASU
- Head of Water Quality Control Division
- Head of Network Management Team
- Head of Technical Division
- Acting Head of Planning Division
- Head of Customer Service Division
- International Relations Officer
- Head of Huong Dien Water Supply Branch
- JICA Experts

ANNEX - V LIST OF LAND, BUILDING AND FACILITIES

The following will be prepared by the Government of the Socialist Republic of Vietnam for the implementation of the Project.

1. The land, building and facilities necessary for the implementation of the Project, including electricity, water supply, telephones, furniture and air conditioning facilities. The principal facilities, which are necessary to implement the Project, are as follows:
 - 1-1. Project Offices/room/other necessary facilities for the Japanese experts in COWASU.
 - 1-2. Meeting room
 - 1-3. Rooms for the preservation of the provided equipment
 - 1-4. Other facilities mutually agreed upon as necessary

ANNEX - VI JOINT COORDINATING COMMITTEE

1. Functions

The Joint Coordinating Committee will convene at least once a year and whenever necessity arises.

The Joint Coordinating Committee shall function as follows:

- 1-1. To authorize an annual work plan of the Project based on the PO
- 1-2. To monitor and evaluate the progress of the Project and the results of the annual work plan
- 1-3. To discuss and advise on major issues those arise during the implementation period of the Project.

2. Compositions

The Joint Coordinating Committee shall be composed of;

2-1. Chairperson: Director of COWASU

2-2. Members:

2-2-1. Vietnamese side:

Deputy Director of COWASU

Director of Department of Construction of Thua Thien Hue province

Deputy Director of Department of Planing and Investment of Thua Thien Hue province

2-2-2. Japanese side:

- Project experts
- Resident Representative of JICA Vietnamese Office
- Personnel connected with the Project to be dispatched by JICA.

2-3. Observers:

- Embassy of Japan

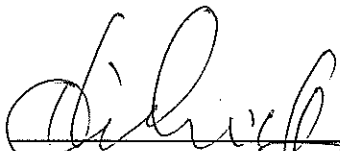
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THE MIDDLE REGION OF VIETNAM

Representatives of the Japan International Cooperation Agency (hereinafter referred to as "JICA") Vietnam Office and of the Vietnamese authorities concerned (hereinafter referred to as "the Vietnamese side") had a series of meetings for the purpose of working out the details of the Technical Cooperation Project on "Human Resources Development for Water Sector in the Middle Region of Vietnam" (hereinafter referred to as the "Project").

As a result of the discussions, JICA and the Vietnamese side agreed to recommend to their respective Governments the matters referred to in the Record of Discussions (hereinafter referred to as "R/D") signed on January 19, 2007.

Both JICA and the Vietnamese side also agreed to make this Minutes of Meetings in order to confirm the mutual understanding reached through the discussions as attached hereto.

Thua Thien Hue, 19 January 2007



Mr. Hiroaki Nakagawa
Resident Representative
Japan International Cooperation Agency,
Vietnam Office
Japan




Mr. Truong Cong Nam
Director
Thua Thien Hue Construction and
Water Supply State-One Member
Company Limited
Vietnam



Mr. Ho Quang Minh
Director General
Foreign Economic Relations
Department, Ministry of Planning
and Investment
Vietnam

Witnessed
by



Mr. Nguyen Ngoc Thien
Vice Chairman
Thua Thien Hue Provincial
People's Committee
Vietnam

THE ATTACHED DOCUMENT

1. PROJECT DESIGN MATRIX (PDM)

As a result of the discussions, the both sides agreed to adopt the Project Design Matrix (hereinafter referred to as "PDM") shown in the APPENDIX 1 as the implementation guidelines of the project management. The PDM is commonly introduced to technical cooperation projects for the purpose of clear, efficient and effective management planning, implementation, monitoring, and evaluation of the Project. The PDM will be further reviewed as required and authorized by the Joint Coordinating Committee.

2. PLAN OF OPERATION (PO)

The tentative Plan of Operations (hereinafter referred to as "P/O") of the Project agreed by the both sides is shown in APPENDIX 2. Although it is ideal if the Project shall be implemented in accordance with the PDM and P/O without any amendment, they may be revised after the commencement of the Project within the framework of R/D through mutual discussions when necessity arises according to the progress of the Project.

LIST OF APPENDICES

APPENDIX 1	PROJECT DESIGN MATRIX (PDM)
APPENDIX 2	PLAN OF OPERATION (PO)

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Project Title:
The Project on Human Resources Development for Water sector in the middle region of Vietnam
Target Area: Thua Thien Hue province, Vietnam

Duration: February 2007 ~ January
2009

Date : January 19, 2007

Target Group: Staff of COWASU
Final Beneficiaries : People in Thua Thien Hue province

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal			
The capacity of COWASU on management and operation is improved.	1 Declaration of "safe drinking water" 2 The results of questionnaire on the customer satisfaction.	1 Annual report	
Project Purpose			
The capacity of COWASU is improved for declaration of safe drinking water	1 Achievement of the action plan 2 Water pressure (more than 1.0 bal in urban and 0.5 bal in rural) 3 Residual chlorine (more than 0.3mg/l in urban and 0.1mg/l in rural)	1 Progress report on action plan 2 Annual report	* The GOV's proposed water sector policy will not make drastically change to water supply companies. * Any change of development assistant policy by other donors in water supply sector will not give adversely affect to the Project Implementation.
Outputs			
1 The capacity of water quality management is improved.	1-1 Acquisition of ISO17025 1-2 Water analysis in line of MOH's standards 1-3 Procedure guidance for water treatment and operation of the water facilities 1-4 Water quality management plan 1-5 Number of seminars and workshops	Certificate of ISO17025 Report on water quality examination Guidance for water treatment Report of seminars and workshops	* The raw water source will not be contaminated seriously.
2 The capacity of water distribution network management is improved.	2-1 Water distribution network map(water pressure, water flow and residual chlorine etc.) 2-2 80% of participants to seminars have good understanding	Water distribution network map Evaluation report	
3 The capacity of human resources development and personnel management are improved.	3-1 Certificate examination (more than 60%) 3-2 Personnel management regulation 3-3 Number of training materials	Result of examination COWASU company's management regulation Training materials	
4 The capacity to response to the customer's need is improved.	4-1 Number of materials for public relations 4-2 Reduction of complain from customers 4-3 Number of visitor to purification plant(more than 1,000) 4-4 Number of events to improve public relations	Publicity materials Record of complain Actual record Actual record	

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Activities		Inputs		
		Japanese Side	Vietnamese Side	
1	The capacity of water quality management is improved.			* Employees who received trainings by the Project will continuously work for the COWASU. * Personnel transfer of executive will not affect the implementation of the Project.
1-1	Determine the condition for declaring "safe drinking"	1 Experts 1-1 Chief Advisor/Water distribution network/ reduction of NRW 1-2 Water quality control 1-3 Water treatment 1-4 Human resources development planning 1-5 Customer service	1 Counterparts	
1-2	Prepare an action plan for declaring "safe drinking water".			
1-3	Advise on procedure for acquisition of ISO17025.			
1-4	Conduct training on water quality analysis for declaring "safe drinking water" and ISO17025.			
1-5	Advise on water treatment technology and operation of purification facilities .			
1-6	Advise on water quality management plan.			
1-7	Hold seminars and workshops on water quality analysis and water treatment			
2	The capacity of water distribution network management is improved			
2-1	Advise to improve the management plan for water distribution network.	2 Equipment and materials	2 Office space and facilities for experts	
2-2	Advise on monitoring of water distribution (water pressure, water flow and residual chlorine etc.).			
2-3	Advise on construction supervision.			
2-4	Conduct training on pipe laying work.			
2-5	Advise on reduction of Non-Revenue-Water(NRW).			
2-6	Conduct training on designing and modification of water distribution network			
2-7	Hold seminars and workshops on management of water distribution network and NRW			
3	The capacity of human resources development and personnel management are improved			
3-1	Advise on human resources development plan.	3 Trainings	3 Equipment	
3-2	Advise on personnel management.			
3-3	Prepare training plan for technical staff and workers.	4 Local cost	4 Necessary Information	
3-4	Prepare training plan for managerial staff.			
3-5	Monitor the training (by COWASU) based on the training plan (3-3, 3-4)			
3-6	Advise on data collection and management			
3-7	Hold seminars and workshops on human resources and personnel management			
4	The capacity to response to the customer's need is improved			
4-1	Collect information on customer's needs.	5 Local cost	5 Local cost	
4-2	Analyze results of questionnaire survey on customer satisfaction.			
4-3	Prepare service improvement plan according to the results of activity(4-2).			
4-4	Hold seminars and workshops for improvement of customer service.			
4-5	Prepare public relation plan for COWASU.			
4-6	Carry out public relation activities.			

Pre-Conditions

* Human resources development needs is considered important issue to improve COWASU's capacity.

Tentative Plan of Operation

Project Name : The Project on Human Resources Development for Water sector in the middle region of Vietnam

Duration : February 2007~January 2009 (2years)

Ver.1 (January 19, 2007)

		2006		2007												2008												2009							
		10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3				
1	The capacity of water quality management is improved.																																		
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4-5	Prepare public relation plan for COWASU.																																		
4-6	Carry out public relation activities.																																		

Project Design Matrix (PDM₀)

プロジェクト名：ベトナム中部地区水道事業人材育成

期間：2007年初め～2009年初め（2年間）

対象地域：Thua Thien Hue 省（ベトナム中部）

ターゲットグループ：Hue 水道公社 (COWASU) 職員

裨益者グループ：Thua Thien Hue 省住民

作成日：2006年10月18日

プロジェクトの要約	指 標	指標データの入手方法	外部条件
<p>(上位目標)</p> <p>COWASU の運営、管理能力が向上する</p>	<p>1. 安全な水宣言</p> <p>2. 顧客満足度アンケートの結果</p>	<p>1. 年間報告書</p>	
<p>(プロジェクト目標)</p> <p>安全な水宣言に向けた COWASU の能力が向上する</p>	<p>1. アクションプラン活動目標の達成</p> <p>2. 水圧(都市部で1.0bar以上、農村部で0.5bar以上)</p> <p>3. 残留塩素(都市部で0.3mg/l以上、農村部で0.1mg/l以上)</p>	<p>1. アクションプラン実施進捗報告書</p> <p>2. 年間報告書</p>	<p>1. 上水道分野における政府の政策が、水道事業体に著しい変化をもたらさない。</p> <p>2. 他ドナーの上水道分野における政策変更が、プロジェクト実施に悪影響を与えない。</p>
<p>(成 果)</p> <p>1. 水質管理能力が向上する</p>	<p>1-1 ISO 17025 の取得</p> <p>1-2 MOH の基準に準拠する水質分析</p> <p>1-3 浄水処理・施設運転にかかる手順書</p> <p>1-4 水質管理計画</p> <p>1-5 セミナー、ワークショップの開催回数</p>	<p>ISO 認定書</p> <p>水質検査報告書</p> <p>浄水処理・施設運転手順書</p> <p>セミナー、ワークショップ</p> <p>成果報告書</p>	<p>1. 水源の著しい汚染が起らない</p>
<p>2. 配水管網管理能力が向上する</p>	<p>2-1 配水管網マップ(水圧、水流、残塩、その他)</p> <p>2-2 セミナー受講者の80%以上が研修内容を理解</p>	<p>配水管網マップ</p> <p>研修成果評価報告書</p>	
<p>3. 人材育成・人事管理能力が向上する</p>	<p>3-1 能力検定試験(60%以上)</p> <p>3-2 人事管理規則</p> <p>3-3 研修教材(数)</p>	<p>能力検定試験結果</p> <p>人事管理基準書</p> <p>研修教材</p>	
<p>4. 顧客ニーズへの対応能力が向上する</p>	<p>4-1 広報・住民啓蒙にかかる発行資料の数</p> <p>4-2 顧客からのクレーム件数の減少</p> <p>4-3 浄水場見学者数(1000人以上)</p> <p>4-4 広報・住民啓蒙活動の実施実績</p>	<p>広報・住民啓蒙資料</p> <p>クレーム記録</p> <p>見学者実績記録</p> <p>広報・住民啓蒙活動記録</p>	

(活動)		投 入		1. 研修を受けた COWASU 職員が離職しない。 2. COWASU の人事異動がプロジェクト実施に悪影響を与えない。
		日本側	ベトナム側	
1-1	安全な水宣言のためのアクションプランを作成する	1. 専門家派遣 1.1 チーフアドバイザー（配水管網） 1.2 水質管理 1.3 浄水技術 1.4 無取水低減 1.5 人材育成計画 1.6 顧客サービス 2. 機材供与 3. 研修の実施 4. 現地コスト	1. カウンターパート配置 2. 専門家用執務室、施設 3. 機材 4. 必要データ・資料 5. 現地コスト	
1-2	ISO17025 取得のための助言を行う			
1-3	安全な水宣言及び ISO17025 取得に必要な水質分析にかかる研修を実施する			
1-4	浄水処理技術及び浄水施設の運転技術にかかる助言を行う			
1-5	水質管理計画の策定のための助言を行う			
1-6	水質分析及び浄水にかかるセミナー及びワークショップを開催する			
2-1	配水管網管理計画の改善のための助言を行う			
2-2	配水管網モニタリング(水圧、水流、残塩、その他)にかかる助言を行う			
2-3	施工管理技術にかかる助言を行う			
2-4	配管敷設技術にかかる研修を実施する			
2-5	無取水(NRW)の低減にかかる助言を行う			
2-6	配水管網の設計及び更新にかかる研修を実施する			
2-7	配水管網及び無取水の管理にかかるセミナー及びワークショップを開催する			
3-1	人材育成計画にかかる助言を行う			
3-2	人事管理にかかる助言を行う			
3-3	技術職及び技能職を対象とした研修計画を作成する			
3-4	管理職を対象とした研修計画を作成する			
3-5	データ収集・管理にかかる助言を行う			
3-6	人材育成及び人事管理にかかるセミナー及びワークショップを開催する			
4-1	顧客ニーズにかかる情報を収集する			前提条件 人材育成ニーズは COWASU の能力向上に重要なことである。
4-2	顧客満足度アンケートの結果を分析する			
4-3	4-2 の結果を基にサービス向上計画を策定する			
4-4	カスタマーサービス向上にかかるセミナー及びワークショップを開催する			
4-5	COWASU の広報・住民啓蒙計画を策定する			
4-6	広報・住民啓蒙計画を実施する			

Tentative Plan of Operation

Project Name : The Project on Human Resources Development for Water sector in the middle region of Vietnam

Duration : January 2007~December 2008 (2years)

Prepared on October 18, 2006

		2006	2007												2008												2009		
		10 11 12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3
1	水質管理能力が向上する																												
	1 - 1 安全な水宣言のためのアクションプランを作成する																												
	1 - 2 ISO17025取得のための助言を行う																												
	1 - 3 安全な水宣言及びISO17025取得に必要な水質分析にかかる研修を実施する																												
	1 - 4 浄水処理技術及び浄水施設の運転技術にかかる助言を行う																												
	1 - 5 水質管理計画の策定のための助言を行う																												
	1 - 6 水質分析及び浄水処理にかかるセミナー及びワークショップを開催する																												
2	配水管網管理能力が向上する																												
	2 - 1 配水管網管理計画の改善のための助言を行う																												
	2 - 2 配水管網モニタリング（水圧、水量、残塩、その他）にかかる助言を行う																												
	2 - 3 施工管理技術にかかる助言を行う																												
	2 - 4 配管敷設技術にかかる研修を実施する																												
	2 - 5 無収水（NRW）の低減にかかる助言を行う																												
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	4 - 4 カスタマーサービス向上にかかるセミナー及びワークショップを開催する																												
	4 - 5 COWASUの広報・住民啓蒙計画を策定する																												
4 - 6 広報・住民啓蒙計画を実施する																													

**DANH SÁCH THAM DỰ HỘI THẢO VỀ
QUẢN LÝ CHU TRÌNH DỰ ÁN (PCM)
(02 ngày, ngày 11 & 12 tháng 10 năm 2006)**

STT	HỌ VÀ TÊN	CHỨC VỤ	GHI CHÚ
		CÔNG TÁC	
CƠ QUAN HỢP TÁC QUỐC TẾ NHẬT BẢN			
1	Mr.SHIONO Hiroshi	Trưởng đoàn	
2	Mr.YAMANAKA Junichi	Phụ trách về vận hành và bảo dưỡng	
3	Mr.HIRANO Junichi	Phụ trách kế hoạch hợp tác	
4	Mr.MOCHIJUKI Seimi	Tư vấn	
5	Mr.MINAMI	Tư vấn	
6	Thông dịch viên Việt Nhật	Thông dịch viên	
7	Thông dịch viên Việt Nhật	Thông dịch viên	
SỞ KẾ HOẠCH VÀ ĐẦU TƯ			
8	Lê Đình Khánh	Phó giám đốc	
9	Nguyễn Thị ánh Tuyết	Chuyên viên	
SỞ XÂY DỰNG			
10	Nguyễn Việt Tiến	Giám đốc	
C.TY TNHH X.DỤNG VÀ CẤP NƯỚC HUẾ			
11	Trương Công Nam	Giám đốc	
12	Nguyễn Văn Nhân	Phó giám Đốc C.Ty	
13	Nguyễn Mạnh Tuấn	Phó giám Đốc C.Ty	
Phòng QLCL Nước			
14	Trần Thị Minh Tâm	Trưởng Phòng	
Phòng Kế hoạch			
15	Nguyễn Khoa Hiền	Trưởng Phòng	
16	Mai Duy Trường	Trợ lý	
Phòng Vi tính			
17	Trần Phúc Tài	Trưởng Phòng	
Phòng Kỹ thuật			
18	Cao Huy Trường Minh	Trưởng Phòng	
Phòng Thiết kế			
19	Trần Trọng Lân	Trưởng Phòng	
Phòng Kinh doanh			
20	Lê Quang Khánh	Trưởng Phòng	
Phòng QL XDCB			
21	Lê Anh Kim	Trưởng phòng	
Phòng QL &Kiểm định Đồng hồ			
22	Nguyễn Việt Hỷ	Trưởng Phòng	
Đội QL Mạng đường ống			

STT	HỌ VÀ TÊN	CHỨC VỤ	GHI CHÚ
		CÔNG TÁC	
23	Trương Công Thiện	Đội Trưởng	
	Phòng Tổ chức hành chính		
24	Nguyễn ái Thọ	Trưởng phòng	
25	Dương Quý Dương	Phó phòng	
	HỘI PHỤ NỮ		
26	Lê Thị Minh Hương	Chuyên viên	
	ĐOÀN THANH NIÊN		
27	Trần Đức Hợp	Chuyên viên	
	HỘI NÔNG DÂN		
28	Nguyễn Thị Chiêu	Chủ tịch	
29	Trương Công Phúc	Chuyên viên	
	TRUNG TÂM Y TẾ DỰ PHÒNG		
30	Hà Thế Vinh	Phó giám đốc	
31	Ngô Hữu Hoàng	Chuyên viên	
	ĐÀI TRT		
32	Đại Đề	Phóng viên	
33	Tuấn Anh	Phóng viên	
	ĐÀI HTV		
34	Vĩnh Yên	Phóng viên	
35	Thanh Bình	Phóng viên	
	BÁO THỪA THIÊN HUẾ		
36	Minh Giang	Phóng viên	
	KHÁCH SẠN HUONG GIANG		
37			
38			
	KHÁCH SẠN MORIN		
39			
40			
	NHÀ MÁY BEER HUẾ		
41			
42			
	TRUNG TÂM NƯỚC SẠCH VÀ N.THÔN HUẾ		
43			
44			
	SỞ TÀI NGUYÊN MÔI TRƯỜNG		
45			
46			
	Tổng cộng:		

* Phục vụ 4 người

安全な水を安定的・持続的に供給する能力が不足

水質管理体制が不十分				配水管理が不十分				総合長期開発計画の策定能力が不十分				顧客管理能力が不十分																							
川上流の水源管理が十分ではない				配水管網の区分化管理が未実施				長期インフラ整備計画が不十分				サービス能力が不十分				顧客の満足度が低い																			
水質保護計画がない		水源汚染を発見する設備がない。		浄水技術が遅れている		検査結果の報告が定期的になっていない		壊れた配管の修理が即に行えない		地域によって配水管の圧力に差異がある		水圧計算をしないで配水管網を設計している		GISによる管網管理能力が不足		既存水源の利用計画が不十分		浄水場の更新・拡張計画が不十分		配水管網整備計画が不十分		給水メーターの設置に係るサービスがよくない		給水に係るトラブルの対応能力が不足		顧客に対するマーケティング能力が不足		メーターの取替え・移動に長い時間がかかる		住民の意識不足により不条理なクレームもある		住民からの情報を処理することに時間がかかる			
水源のリスク管理がされていない		水処理施設の自動化が十分でない		水処理薬品の使用が適正ではない		水質試験室の(空調等の)環境整備が不十分		配水管の洗浄計画が未作成		水使用ピーク時に水圧が非常に低くなる		配水管網の設計技術が不適正		配水管網における水圧増強設備が未整備		新しい水源開発計画が不足		施設の計画能力を正確に計算されない		導入すべき水処理技術を確定できない		詳細都市計画図が未作成		メーター設置の申し込みが多いのに十分に対応できていない		問題になった配管の処理に長い時間がかかる		[某店・営業所がないため]住民はCOWASU事務所へ行くのに長い時間がかかる場合が多い		家から遠く離れた場所にメーターが設置される場合が多い		住民が自らの義務と権利を十分に理解していない		COWASU内部の活動調整が不十分	
工場廃水の水质を管理する機関がない		浄水場からの汚染水の処理が不十分		試薬の管理が不十分		配水管網のメンテナンス体制が不十分		塩素の匂いが残る		フェエ等の都市・農村基礎インフラ整備計画が不明瞭		配水管網における塩素補充設備が未整備		水源の量と質が不十分		メーター設置までに長い時間がかかる		メーター、水漏れ等の修理に時間がかかる		メーター稼働担当職員に対しての住民意見聴取が未実施		メーターの設置場所は街の景観を崩す場合がある		水道利用率が低い		水道料金が合理的に設定されていない		広報・住民啓蒙活動が不十分							
機械設備の定期点検が不十分		連続水質検査能力が不足		敷在水採取現場で水質を即座に分析する能力がない		時々水の濁度が高くなる		配水管の布設工場の管理が不十分		配水管の布設工事に関する技術能力が不足		水圧管理マップが未作成		配管の質がよくない		配管の布設工事に関する技術能力が不足		水圧管理マップが未作成		住民を代行して新規設置の申請手続きを行っていない		関係機関の連携・協力が不十分		細い配管が広く使っている		配管布設工事担当者の技術能力が不足		テレメトリーシステムが未整備		配水支管が少ない					

	配水管理が不十分		
配水管網の区分化管理が未実施	適正でない古い配管が多く残っている。	配水管網が適正に設計されていない	配水管網の水圧の管理・調節が未整備
壊れた配管の修理が即に行えない	地域によって配水管の圧力に差異がある	水圧計算をしないで配水管網を設計している。	GISによる管網管理能力が不足
配水管の洗浄計画が未作成	水使用ピーク時に水圧が非常に低くなる	配水管網の設計技術が不適正	配水管網における水圧増強設備が未整備
配水管網のメンテナンス体制が不十分	塩素の匂いが残る	フェ省の都市・農村基礎インフラ整備計画が不明瞭	配水管網における塩素補充設備が未整備
	時々水の濁度が高くなる	配水管の布設工事の管理が不十分	水質管理マップが未作成
	配管の質がよくない	配管の布設工事に係る技術能力が不足	水圧管理マップが未作成
	細い配管が広く使っている	配管布設の資材の質が不適切	テレメトリーシステムが未整備
		配管布設工事担当者の技術能力が不足	
		配水支管が少ない	

総合開発計画が不十分

長期インフラ整備計画が不十分

長期人材開発
計画が不足

長期投資資金
の確保計画が
不足

既存水源の利用計
画が不十分

浄水場の更新・拡張計画が不十分

配水管網整備計
画が不十分

新しい水源開発計
画が不足

施設の計画能力
を正確に計算さ
れない

導入すべき水処
理技術を確定で
きない

詳細都市計画図
が未作成

水源の量と質が不
十分

カスタマー管理

サービスがよくない

顧客の満足度が低い

給水メーターの設置に係るサービスがよくない

給水に係るトラブルの対応能力が不足

顧客に対するマーケティング能力が不足

メーターの取替え・移動に長い時間がかかる

住民の意識不足により不条理なクレームもある

住民からの情報を処理することに時間がかかる

メーター設置の申し込みが多いのに十分に対応できていない

問題になった配管の処理に長い時間がかかる

(支店・営業所がないため)住民はCOWASU事務所へ行くのに長い時間がかかる

家から遠く離れた場所にメーターが設置される場合が多い

住民が自らの義務と権利を十分に理解していない

COWASU内部の活動調整が不十分

メーター設置までに長い時間がかかる

メーター、水漏れ等の修理に時間がかかる

メーター検針担当職員に対しての住民意見聴取が未実施

メーターの設置場所は街の景観を崩す場合がある

水道利用率が低い

メーター設置料金が一般住民の収入に比べて高い

住民の細かい配管工事リクエストへの対応能力が不足

水道料金が合理的に設定されていない

広報・住民啓蒙活動が不十分

道路工事許可を得るのが難しい

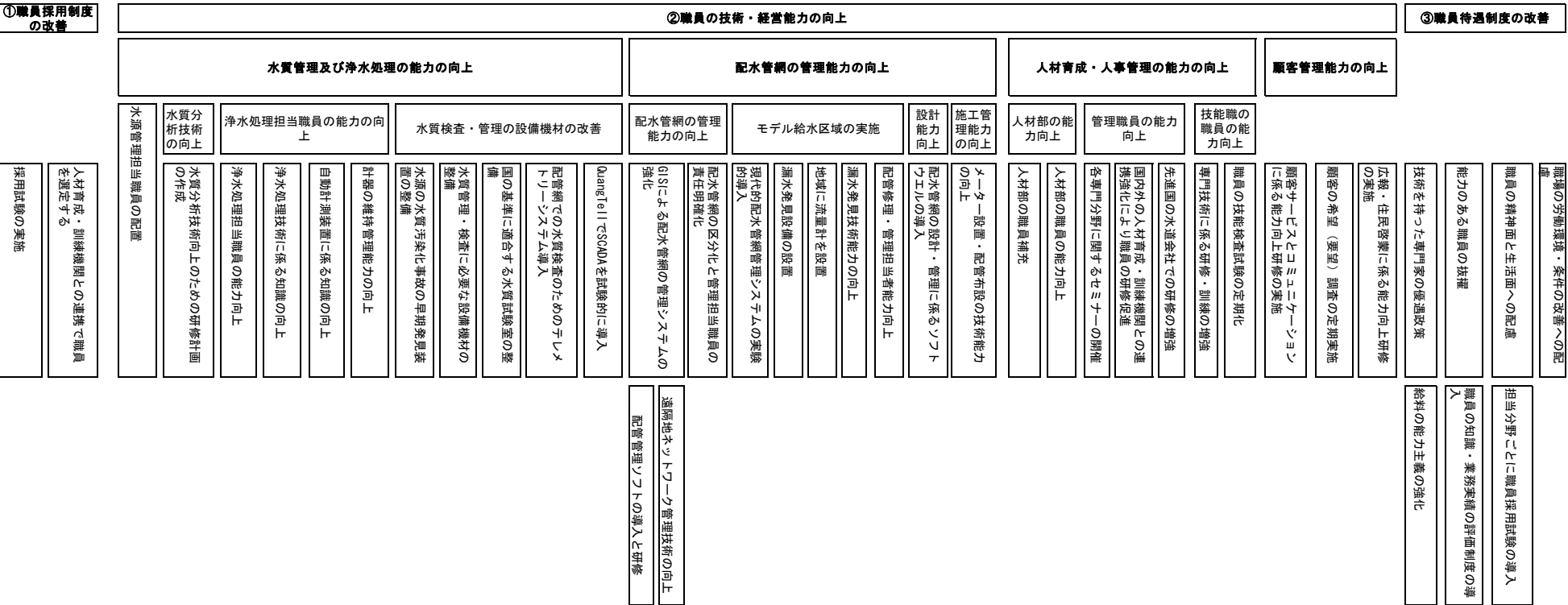
ピーク時に対応する職員が不足

水道水の使用量が少ない商店でも高い水道料金が設定されている

住民を代行して新規設置の申請手続きを行っていない

関係機関の連携・協力が不十分

COWASUの運営・管理能力の向上



ベトナム中部地区水道人材開発計画事前調査
 帰国報告会 (2006年11月2日)
PCM ワークショップの概要・結果

南海泰平 (評価分析／人材育成)

PCM ワークショップは、本プロジェクト関係者の主体的な参加により PDM 案を作成することを目的とし、2006年10月11日～12日の二日間、COWASU (フエ市上水道公社) の会議室で開催された。ワークショップの日程、方法は概ね次の通りである。

- － 全体説明、参加者分析 11日午前中..... 参加者全員
- － 問題分析 11日午後..... グループ分け
- － 目的分析、プロジェクト選択 12日午前中..... グループ分け
- － PDM 案作成 12日午後..... 参加者全員

参加者は計 31 名、その内訳は、COWASU 職員 (15 名)、フエ省計画投資局 DPI (2 名)、フエ省建設局 (1 名)、フエ省婦人の会 (1 名)、フエ省青年の会 (1 名)、フエ小農民の会 (2 名)、フエ省保健・予防医療センター (2 名)、及び JICA 調査団員・通訳 (7 名) であった。

ワークショップ実施結果について概略に述べると次の通りである。

- ・ ワークショップの一日目には、COWASU 職員その他、PPC の関連行政機関職員、市民団体の代表が多数参加し、その一部は PCM ワークショップの議論に積極的に参加した。
- ・ 問題分析の結果、コア・プロブレムとして「COWASU は安全な水を安定的・持続的に給水する能力の不足」、中心問題として「①水質管理体制が不十分、②配水管理が不十分、③総合長期開発計画の策定能力が不十分、④顧客管理能力が不十分」が取り上げられた。
- ・ ワークショップで作った問題ツリーは幅広いツリーであった。参加者は、かなり詳細に問題意識を持っていることが推察できる。どのように整理すればよいか参加者一同が悩んでいたが、その後、問題ツリーの中の「人材育成、能力強化」に密に関係のある問題だけを取り上げて、問題ツリーを作り直し、そしてこれに基づいて目的ツリーを作ることにした。
- ・ 時間の制約で、PDM 案の中の「指標データ入手手段」、「外部条件」及び「前提条件」について討議することができず、「プロジェクトの要約」及び「指標」だけがまとめられた。
- ・ COWASU の若い職員数人が特に活発的に討議に参加し、ワークショップを引率したが、中高齢の職員は消極的であったことが認められた。
- ・ ワークショップの二日目には、参加者がほとんど COWASU 職員であり、関連機関や市民団体等からの参加者の姿が見えなかった。COWASU 局長は、「ワークショップは彼らに具体的な利益をもたらしていないから関心が薄い」と解釈した。