調査団からタイ側関係機関に対する提言事項について

本調査団では、プロジェクトの基本的な枠組みを導き出すことができたが、今後、この枠組みにそってどのような具体的活動を行うのか、また、各活動の実施機関を明らかにする必要がある。調査団はタイ側に対して、プロジェクト実施体制を確立することを目的とした準備委員会を設立すると共に、その委員会の中で下記4点について議論し、JICAタイ事務所宛に係る議事録を提出するよう提言を行い、この旨を団長レターに取り纏め各関係機関に配布した。

a. タイ側がプロジェクトの中で取り組みたいアプローチの選択
b. アプローチを担当、実施する機関
c. 各アプローチに沿った活動計画案
d. 活動に必要な投入の案

なお、この内容については、PCMワークショップ・プレゼンテーションセッション（17日）の際に調査団から参加者に対して提言を行っており、参加者はこの提言を了承している。また、JICAタイ事務所がこの議事録を受け取った後、本邦において第2次短期調査団の派遣を検討する旨もあわせて団長レターに記した。

PREPARATORY STUDY TEAM FOR
SEWAGE WORKS TECHNOLOGY CENTER (Tentative Title)

20 October 2000

Mr. Voravit Lertlaksana
Director General
Public Works Department
Ministry of Interior

Mr. Chalermsak Vanichsombat
Director General
Department of Environmental Quality Promotion
Ministry of Science, Technology and Environment

Mr. Thongchai Klankrong
Director General
Department of Drainage and Sewerage
Bangkok Metropolitan Authority

Dear Sirs,

In response to your request for Sewage Works Technology Center, Japanese Preparatory Study (hereinafter referred to as "the Team") was dispatched to Thailand by Japan International Cooperation Agency (hereinafter referred to as "JICA") from 8 October to 20 October 2000. The purpose of the Team was to conduct preliminary study before the adoption of Japanese Technical Cooperation Program for Sewage Works Technology Center (hereinafter referred to as "the project").

First of all, on behalf of members of the study team, I would like to express my heartfelt thanks to your kind cooperation to this study.

I would like also to inform you of the results of the workshop held in 11,12 and 17 October 2000 with the officials of related organizations as mentioned below;

(Organizations attended at the workshops)
1. Public Works Department, Ministry of Interior
2. Department of Local Administration, Ministry of Interior

3. Department of Environmental Quality Promotion, Ministry of Science, Technology and Environment
4. Office of Environmental Planning and Promotion, Ministry of Science, Technology and Environment
5. Pollution Control Department, Ministry of Science, Technology and Environment
6. Department of Drainage and Sewerage, Bangkok Metropolitan Administration
7. Wastewater Management Authority
8. Department of Technical and Economic Cooperation, Office of Prime Minister

Both Thai side and the Team mutually confirmed the matters mentioned below; (the detail is described in the attached document.)

(Main results of the workshops)

1. The core problem of Thai sewage works is identified as follows: "SEWAGE TREATMENT PLANTS DO NOT WORK EFFECTIVELY". Therefore, the objective of the project should be "SEWAGE TREATMENT PLANTS WORK EFFECTIVELY".

2. The Team recommended, among fifteen, following four possible approaches for which Japan might bring assistance to Thailand in case of the adoption of the project. (Refer to Appendix 6 of the attached document)

    1) Guidelines approach
    2) Public awareness approach
    3) Efficient training approach
    4) National Information system approach

    Instead of 1), "Facility approach (refer to Appendix 6, page 14, ②)" is also feasible on condition that the budget for installation of proper equipment, rehabilitation, design and construction of sewage plants are prepared by Thai side.

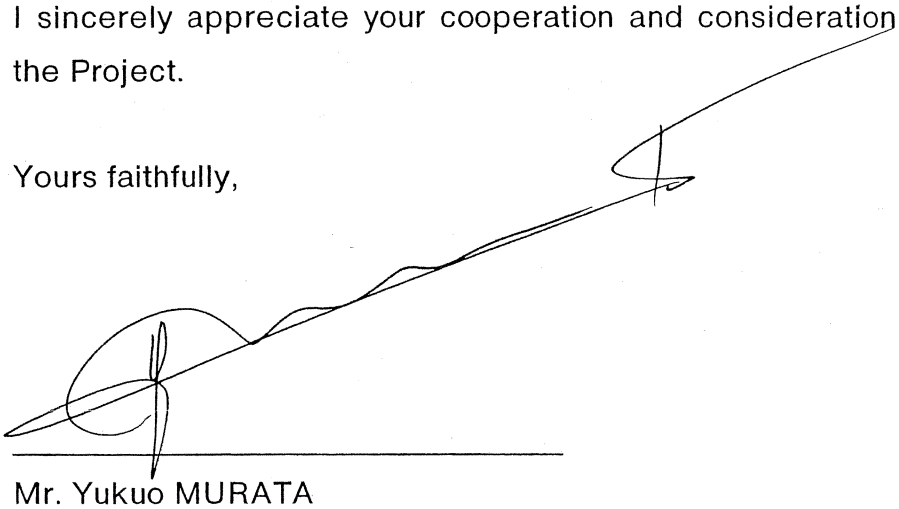
3. Public Works Department, Ministry of Interior will take initiative to set up preparatory committee for this project and inform JICA Thailand Office of the implementing organization and required matters. After the report of the

preparatory committee is sent to Japanese Government, the next step of the preparation (possibly dispatch of another study team in order to confirm the contents of the assistance) will be proceeded.

I would like to recommend the matters discussed in the preparation committee to be finalized in the format attached (see Appendix 7) so that the project steps further.

I sincerely appreciate your cooperation and consideration for the preparation of the Project.

Yours faithfully,



Mr. Yukuo MURATA
Leader
Preparatory Study Team
Japan International Cooperation Agency
Japan

CC.

1. Director General, Department of Local Administration, Ministry of Interior
2. Director General, Office of Environmental Planning and Promotion, Ministry of Science, Technology and Environment
3. Director General, Pollution Control Department, Ministry of Science, Technology and Environment
4. Director General, Wastewater Management Authority
5. Director General, Department of Technical and Economic Cooperation, Office of Prime Minister
6. Embassy of Japan, Thailand
7. Resident Representative, JICA Thailand Office

ATTACHED DOCCUMENT

RESULTS OF THE WORKSHOP AMONG RELATED ORGANIZATIONS

(1) BACKGROUND OF THE WORKSHOP

Since sewage works in Thailand are implemented by various related organizations, the Team invited representatives of organizations concerned with sewage works and held the workshop on 11, 12 and 17 (presentation session) October 2000 in Bangkok. The meetings were held in workshop style in order to grasp whole pictures of Thai sewage works. Participants of the workshop were listed in Appendix 1.

(2) THE OBJECTIVES OF THE WORKSHOP

The objectives of the workshop are,

1) Both Thai side and Japanese side mutually understand the problems of Thai sewage works.
2) Identify a core problem and an objective of the project through analysis.
3) Identify proper approaches to achieve the objective of the Project

(3) METHODOLOGY APPLIED IN THE WORKSHOP

Problems on Thai sewage works were analyzed at the beginning. Then, an objective and approaches of the Project were identified based on the result of the problem analysis. Project Cycle Management (PCM) method was applied in order to identify standing problems and confirm the objective of the Project systematically. The process of the workshop was as follows:

1) Problem Analysis
2) Objective Analysis
3) Identify approaches
4) Evaluation of approaches

(4) FINDINGS FROM THE WORKSHOP

1) Problem Analysis (refer to Appendix 2)

Objectives of the problem analysis were,

a) Identify what kinds of problems are in Thai sewage works.
b) Identify cause and effect relations among these problems.
c) Identify the most important problem that should be given a high priority, which is called "core problem".

As a result of the problem analysis, a problem tree was formulated and the core problem was identified. The core problem of Thai sewage works was,
"SEWAGE TREATMENT PLANTS DO NOT WORK EFFECTIVELY"

2) Objective Analysis (refer to Appendix 3)

Objectives of the objective analysis were,
a) Identify the objective of the Project
b) Identify the structure of the processes to achieve the objectives

As a result of the objective analysis, an objective tree was formulated based on the problem tree and the objective of the project was identified. The objective was,
"SEWAGE TREATMENT PLANTS WORK EFFECTIVELY"

3) Identify approaches (refer to Appendix 4)

An objective to identify approaches of the project was,
* Find out the approaches to achieve the objective of the project

As a result of this process, fifteen types of approaches were identified based on the objective tree.

4) Evaluation of approaches (refer to Appendix 5)

An objective to evaluate approaches was,
* Identify feasible approaches that compose the project
(Select approaches that will make results during the project period)

As a result of the evaluation, feasibility of each approach was confirmed and approaches recommended for the Project were identified.

5) SELECTION OF APPROACHES OF THE PROJECT

As a result of the workshop, both Thai side and the Team identified some feasible approaches for the project (refer to Appendix 6). Summaries of proposed approaches are as follows,

a) Guidelines approach (Approach No.16)

Guidelines of operation and maintenance, construction and design of sewage plants will be set up through the studies on existing sewage plants so that Thai side is able to reduce operation and maintenance cost of sewage plants, install proper equipment, rehabilitate sewage plants, establish efficient operation and maintenance, and design and construct sewage plants suitable for Thailand.

b) Public awareness approach (Approach No.8)

Activities to increase public awareness for sewage works will be conducted so that Thai side is able to increase people's willingness to pay for sewage works. Also local government will give high priority on sewage works during and after the project.

c) Efficient training approach (Approach No.13)

Sewage workers will be trained through on-the-job-training and training courses so that Thai side has well balanced staff in quality, quantity and ranks.

d) National Information system approach (Approach No.5)

Information system on sewage plants will be prepared through networking sewage plants and analysis of problems on sewage plants so that Thai side is able to design, construct, operate and maintain sewage plants.

The Team considers that Facility approach (Approach No.2) is also feasible. However, the budget for installation of proper equipment, rehabilitation, design and construction of sewage plants should be prepared by Thai side.

(5) OTHER MATTERS DISCUSSED

1) Set up a preparatory committee for the project

At the presentation session on 17 October, a participant from Thai side

recommended that a core organization, which coordinates organizations involved the project, should be selected for the smooth preparation for the Project. Also it was recommended that Public Works Department, Ministry of Interior take initiative on setting up the preparatory committee. The attendants of the workshop confirmed the recommendation.

2) Next step to be taken for the project

The team advised Public Works Department, Ministry of Interior to call the preparatory committee to confirm approaches of the project and organizations responsible for each approach. Also the Team advised that Public Works Department, Ministry of Interior submit report of the preparatory committee meeting to JICA Thailand office to inform progress of preparation for the Project. The team informed that the next preparatory study team will be dispatched on condition that,

a) Preparatory committee is established by Thai side,

b) Approaches are confirmed and required information is provided to Japanese Government.

(6) CONCLUSION OF THE WORKSHOP

The project will be formulated based on these approaches that were identified by attendants in the workshop.

Thai side decided to set up preparatory committee to build solid cooperation system for the project. Thai side is requested to inform the progress of preparation of the project to JICA Thailand Office. Next preparatory study team will be dispatched based on the sufficient preparation by Thai side.

PCM Workshop (Day 1)

11 Oct. 2000 13 : 00～17 : 00 @ Meridian President Hotel, Concorde 3

	Name	Organization	Department	Position	Sign
1	(Example) Mr. Yasuhiro Kawazoe	JICA HQ	Social Development Cooperation Department	Staff	
2	Ms. Wilasinee Saktagvin	Pollution Control Dept. →		Environmental Officer	W. Saktagvin
3	Ms. Cheeranan Pantachak	ERTC / DEQP		Envi. Researcher	
4	MR PIYA SANSANAYUTH	ERTC	DEQP	〃 〃	
5	Ms. Mitravarun Kaeochada	ERTC / DEQP		Env. Technologist	Mitravarun
6	Ms Apinan Jaroenjaitanong	DDS / BMA	DDS	Scientist	
7	Mr. Thamanat	BMA	DDS	Engineer	
8	Mr. Kiyoshi Yoshida	JICA ST / WMA	Design Depart.	Adviser for W.W.	K. Yoshida
9	Mr. Kitti Teerasoradech	WMA	Engineering Dept.	Engineer	T. Kitti
10	Mr. Akkrawat Weethayavatin	WMA	Research Department	Researcher	
11	Ms. Thitima Thitiprawat	MOSTE	OEPP	Environmental Officer	T. Thitima
12	Mrs. Chenisa Poboon	MOSTE	OEPP	Environmental Officer	Chenisa Poboon
13	Ms. Agnee Kulpradit	MOSTE	OEPP	Environmental Officer	Agnee
14	Mr. Thanachai Khampha	DOLA	Local Governmental Development Affairs Division	Policy + Plan Analyst	T. Khampha

	Name	Organization	Department	Position	Sign
15	Mr. Satapong Sunthornrak	DOLA	Local Governmental Development Affairs Division	Chief, Infrastructure Development	
16	MS. SOMSIT PIYASIL	PWD SED	PWD	ENGINEER 8	
17	Ms. CHATATHORN SAUDON	PWD	Public Work Department	Plan and Policy Analyst	
18	Ms. Riyaphan BOONPRAPOB	MRD	PWD	Scientist	
19	Mr. Thrayphan Thongpsawati	~~PWD~~ TTI	PWD	Chief Engineer	
20	ms. Keiko Yamamoto	JICA	IFIC	senior Adviser	
21	Mr. BANCHONG AMORNCHEWIN	DTEC	Japan - Sub-division	chief	
22	Mr. VEERACHON NAIBSINGAHANAND	~~PWD~~ TTI.	PWD	Human Research officers	
23	MS SOBPHAN CHITTANONT	PWD	Public Works Department	Human Resource Development	
24	Mr PORNSAK JEVASUWAN	~~PWD~~ RID	PWD	coordinator of SWTC project	
25	Yukuo Murata	(JICA Study Team)	-	Leader	-
26	Nobuyuki Horie	"	-	Sewage Works Policy	-
27	Keiko Yamamoto	"	-	Sewage Works Planning	-
28	Masatoshi Yamada	"	-	Sewage Works Admin.	-
29	Kiwamu Amaku	"	-	Modulator of PCM.	-
30					

PCM Workshop Day 2 (12 Oct. 2000) 9:30 ~ 17:00 @ Merid. President Hotel Concode 3.

	Name.	Organization	Department	Status	Sign
ex	KAWAZOE Y	JICA HQ	Social Cooperation Div. Dept.	staff	
1	Pisut Sukhum	SED, PWD	SED	Engineer.	Pisut Sukhum
2	SUPOL SRIPAN	SED & ~~PWD~~.	PWD.	Engineer	
3	PORNSAK JEVASUWAN	MRD PWD	PWD	Scientist	
4	CHENISA POBOON	OEPP / MOSTE	OEPP	Envi. Official	C. Poboon
5	Thitima Thitipravat	Moste	OEPP	Env. officer	T. Thitiman
6	Thanachai Khamphu	DOLA	CGDAD	Policy & Plan Analyst	
7	PIYA SANSANAYUTH	ERTC/DEQP	DEQP	RESEARCHER	Piya
8	CHEERANAN PANTACHAK	ERTC	DEQP	Researcher	
9	Mibaravarun Kaeochada	ERTC	DEQP	Env. Technologist	Mibaravarun
10	Wilasinee Saktaywin		PCD	Env. Officer	W. Saktay
11	SEKSOM CHUEANGSARIT	TOCD/PWD	PWD	CIVIL ENGINEER 7	
12	Piyaphan BOONPRAPOB	PWD	PWD	Scientist	P. Boonprapob
13	APIMAN JARUCHAIYAKUL	BMA.	PPS.		
14	KITTI TEERASORADECH	WMA	WMA	ENGINEER	
15	ASNEE KULPRADIT	OEPP/MOSTE		Environmental Official	
16	AKRAWAT WETTAYAVATIN	WMA	Research Division	ECONOMIST	

17	Yukuo Murata	JICA Study Team.	Leader.
18	Nobuyuki Horie	〃	Sewage works Policy
19	Keiko Yamamoto	〃	Sewage works Planning
20	Masatoshi Yamada	〃	Sewage works Administration
21	Kiwamu Anraku	〃	Modulator of PCM workshop

PRESENTATION SESSION OF PCM Workshop

17 Oct. 2000 9 : 30～17 : 00 @ PRESIDENT 1, Meridian President Hotel,

	Name	Organization	Department	Position	Sign
1	(Example) Mr. Yasuhiro Kawazoe	JICA HQ	Social Development Cooperation Department	Staff	
2	Mr. Seksom Churangsarit	TOCD, PWD	PWD	Civil Engineer 7	
3	Mr PORNSAK JEVASUWAN	MRD, PWD	PWD	coordinator of SWTC project	J. pornsak.
4	Mr. Vreerachon Naksingphanard	TTI, PWD	PWD	Human Resource officer	
5	Mrs. Chenisa Poboon	MOSTE	OEPP	Environmental Official.	C. Poboon.
6	Ms. Asnee Kulpradit	MOSTE	OEPP	Env. Official	
7	Ms. Mitravarun Kasechoda	ERTC	DEQP	Env. Technologist	Mitravarun
8	Mr. Kitti Teerasoradech	WMA	WMA	Engineer	T. Kitti
9	Ms. Thuaphan Thongpeawsak	PWD	TTI	Chief. Eng	
10	Mr. Akanit AMPAWASIRI	WMA/MOSTE		Deputy Director	A. Ampawasiri
11	MR SUCHAI JANEPOJANAT	WMA		CHIEF of COORDINATION DIV.	
12	Ms Apinan Jamchaipeul	BMA	DDS.		
13	Ms. Pornthip Puncharoen	DEQP/ERTC	DEQP	Director, ERTC	Pornthip
14	Mr. Amnuay Leelaysem	DTEC	DTEC	Engineering Officer, Town Sub-Division 1	A. Leelaysem

	Name	Organization	Department	Position	Sign
15	Yukuo Murata	JICA Study Team	"	Leader	—
16	Nobuyuki Horie	"	—	Sewageworks Policy	—
17	Keiko Yamamoto	"	-	" planning	—
18	Masatoshi Yamada	"	—	- Administration	—
19	Kiwamu Anraku	"	-	Modulator for PCM workshop	—
20					
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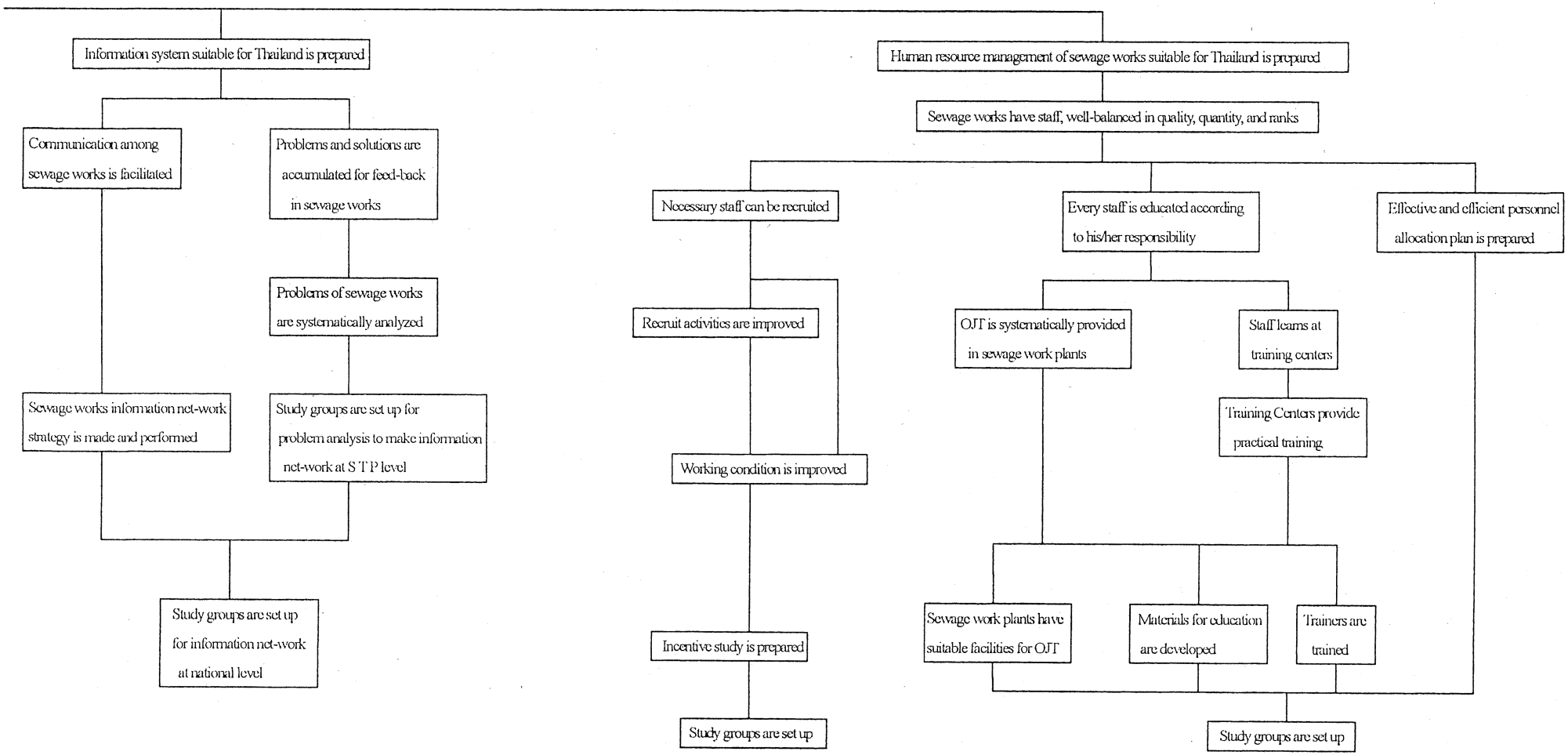
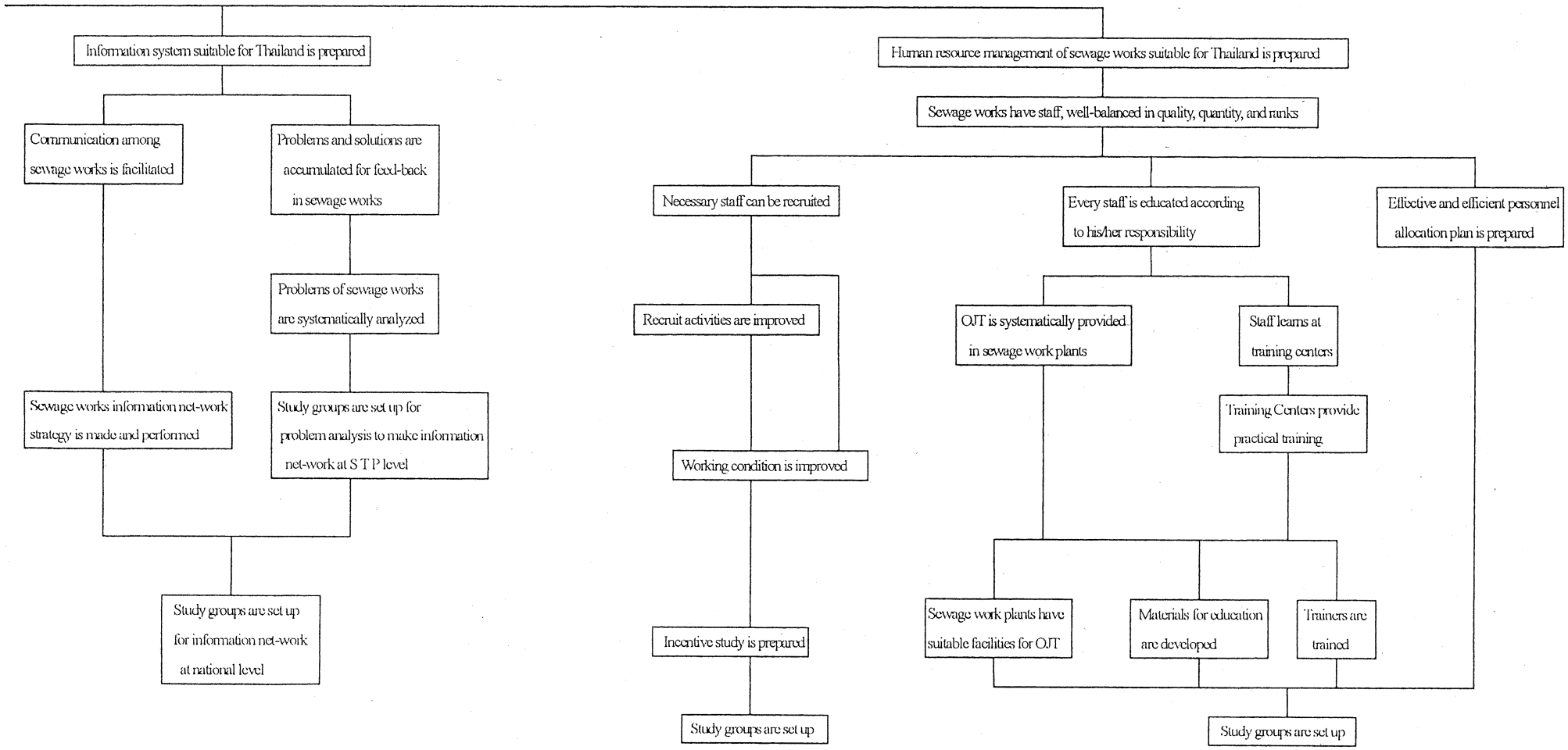
10/17. 2000

2

Health of inhabitants is affected
Tourist industries are deteriorated
Water resources are deteriorated
Water environment is deteriorated
Service coverage of sewage treatment isn't increased
Effluent from sewage treatment plants isn't clean
Financial expenses for sewage plants are needlessly increased
Sewage treatment plants (S T Ps) don't work effectively
S T Ps suitable for Thailand aren't prepared and maintained
Budget system suitable for Thailand isn't prepared
Suitable equipment isn't supplied for S T Ps
S T Ps aren't rehabilitated
Efficient O&M isn't established
S T Ps suitable for Thailand aren't designed and constructed
Fee collection system is poor in sewage works
Budget allocation plan sewage works is poor
Central government has no initial seed budget for O&M
O&M cost is increased
Law and regulation are ineffective
Willingness to pay for sewage works is low
Local governments give sewage works low priority
Guidelines (O&M, construction, and design) aren't set up for S T Ps
Public awareness for sewage works is low
Problems of S T Ps aren't analyzed
Public relation activities for sewage works is poor
Action plan for sewage works is not sufficient
No study groups
No study groups


Information system suitable for Thailand is prepared
Communication among sewage works is facilitated
Problems and solutions are accumulated for feed-back in sewage works
Problems of sewage works are systematically analyzed
Sewage works information net-work strategy is made and performed
Study groups are set up for problem analysis to make information net-work at S T P level
Study groups are set up for information net-work at national level
Human resource management of sewage works suitable for Thailand is prepared
Sewage works have staff, well-balanced in quality, quantity, and ranks
Necessary staff can be recruited
Recruit activities are improved
Working condition is improved
Incentive study is prepared
Study groups are set up
Every staff is educated according to his/her responsibility
OJT is systematically provided in sewage work plants
Staff learns at training centers
Training Centers provide practical training
Sewage work plants have suitable facilities for OJT
Materials for education are developed
Trainers are trained
Study groups are set up
Effective and efficient personnel allocation plan is prepared

Health of inhabitants is improved
Tourist industries are promoted
Water resources are improved
Water environment is improved
Service coverage of sewage treatment is increased
Effluent from sewage treatment plants is improved
Financial expenses for sewage plants are decreased
Sewage treatment plants (S T Ps) work effectively
S T Ps suitable for Thailand are prepared and maintained
Budget system suitable for Thailand is prepared
Suitable equipment is supplied for S T Ps
S T Ps are rehabilitated
Efficient O&M is established
S T Ps suitable for Thailand are designed and constructed
Fee collection system is improved in sewage works
Budget allocation plan sewage works is improved
Central government sets up initial seed budget for O&M
O&M cost is reduced
Effective law and regulation are established
Willingness to pay for sewage works is improved
Local governments give sewage works high priority
Guidelines (O&M, construction, and design) are set up for S T Ps
Public awareness for sewage works is improved
Problems of S T Ps are analyzed
Public relation activities for sewage works take place
Action plan for sewage works is submitted to municipal council
Study groups are set up
Study groups are set up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Human resource management of sewage works suitable for Thailand is prepared
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Trainers are trained
Study groups are set up
Effective and efficient personnel allocation plan is prepared

Health of inhabitants is improved

Tourist industries are promoted

Water resources are improved

Water environment is improved

Service coverage of sewage treatment is increased

Effluent from sewage treatment plants is improved

Financial expenses for sewage plants are decreased

Sewage treatment plants (S T Ps) work effectively

S T Ps suitable for Thailand are prepared and maintained

Suitable equipment is supplied for S T Ps

S T Ps are rehabilitated

Efficient O&M is established

S T Ps suitable for Thailand are designed and constructed

O&M cost is reduced

Guidelines (O&M, construction, and design) are set up for S T Ps

Problems of S T Ps are analyzed

Study groups are set up

Budget systems suitable for Thailand is prepared

Fee collection system is improved in sewage works

Budget allocation plan sewage works is improved

Central government sets up initial seed budget for O&M

Effective law and regulation are established

Willingness to pay for sewage works is improved

Local governments give sewage works high priority

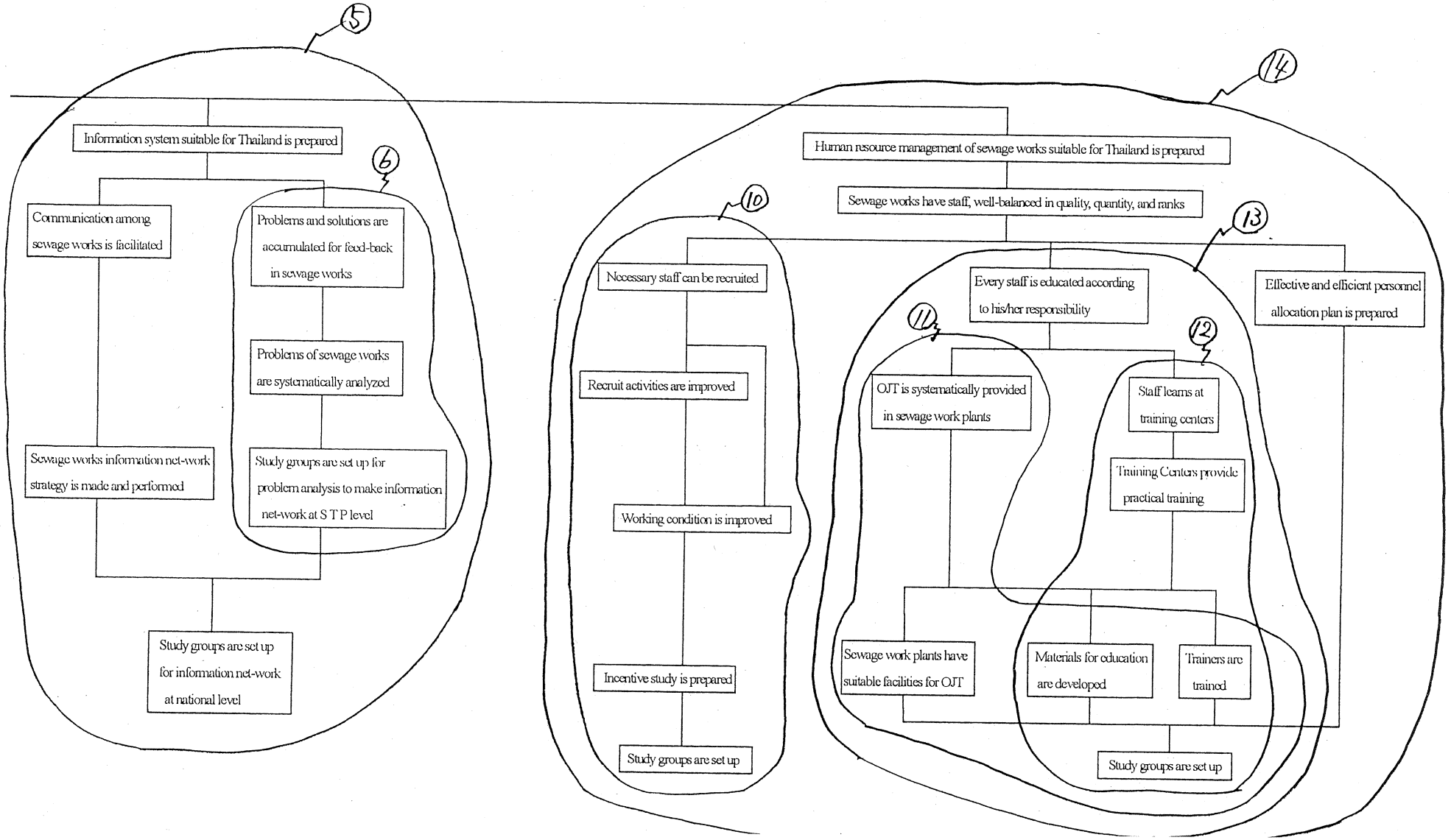
Public awareness for sewage works is improved

Public relation activities for sewage works take place

Action plan for sewage works is submitted to municipal council

Study groups are set up

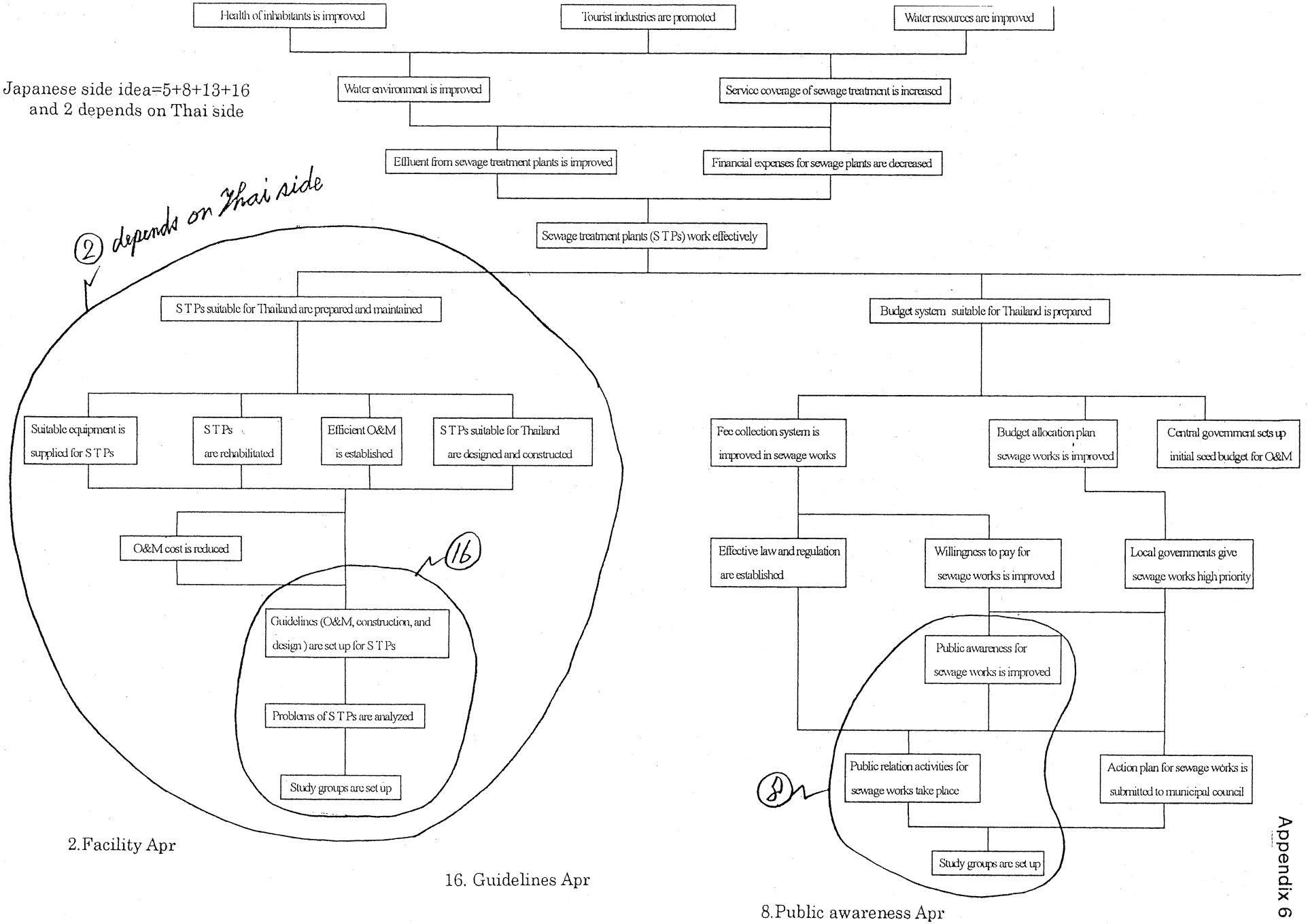
Appendix 4


5
Information system suitable for Thailand is prepared
6
Communication among sewage works is facilitated
Problems and solutions are accumulated for feed-back in sewage works
Problems of sewage works are systematically analyzed
Sewage works information net-work strategy is made and performed
Study groups are set up for problem analysis to make information net-work at S T P level
Study groups are set up for information net-work at national level
14
Human resource management of sewage works suitable for Thailand is prepared
Sewage works have staff, well-balanced in quality, quantity, and ranks
10
Necessary staff can be recruited
Recruit activities are improved
Working condition is improved
Incentive study is prepared
Study groups are set up
13
Every staff is educated according to his/her responsibility
Effective and efficient personnel allocation plan is prepared
11
12
OJT is systematically provided in sewage work plants
Staff learns at training centers
Training Centers provide practical training
Sewage work plants have suitable facilities for OJT
Materials for education are developed
Trainers are trained
Study groups are set up

Approach(Apr)	Contribution	Cost	Transfer technology from Japan (Possibility)	Social risk	Who coordinates ＊2
~~1. Training Apr = Human~~ ＊1 ~~(10+11+12+13+14)~~	~~High~~	~~Medium~~	~~Experts Research TC training (High)~~	~~Low~~	PWD DEQP (MOSTE)
2.Facility Apr	High	High	Experts Equipment Research TC training (Medium)	Low	MOI (PWD)
3.Equipment development Apr	Medium	Medium	Experts Equipment Research TC training(Medium)	Low	PWD
4.Guidelines Apr(16) + 5	High	High	Experts Equipment Research TC training(High)	Low	PWD
5. National info-system Apr	Medium	Medium	Experts Equipment (High)	Low	MOI
6.Individual info-system Apr	Low	Low	Experts Equipment (High)	Low	MOI DOLA (LG)
7.Budget allocation Apr	High	Low	Experts Research (Medium)	Low	OEPP
8.Public awareness Apr	Medium	Medium	Experts Research (Medium)	Medium	DEQP
9.Fee collection Apr	High	Low	Experts Research (Low)	High	PCD (Pollution control committee)
10.Staff recruit Apr	Medium	Low	Experts Research (Medium)	Medium	It isn't discussed in work shop
11.OJT Apr	High	Low	Experts Research TC training (High)	Low	It isn't discussed in work shop
12.Training centers Apr	Medium	Low	Experts Research TC training (High)	Low	It isn't discussed in work shop
13.Efficient training Apr (11+12)	High	Low	Experts Research TC training (High)	Low	It isn't discussed in work shop
14.Well balanced staff Apr (10+13+allocation plan)	High	Low	Experts Research TC training (High)	Low	It isn't discussed in work shop
15.Central government fund Apr	High	Low	Nothing (Low)	Low	It isn't discussed in work shop
16. Guidelines Apr	High	Medium	Experts Research TC training (Medium)	Low	It isn't discussed in work shop
Japanese side idea=5+8+13+16 and 2 depends on Thai side	High	High	Experts Equipment Research TC training(Medium)	Low	It isn't discussed in work shop

＊1 1.Training Apr is equal to 14.Well balanced staff Apr.

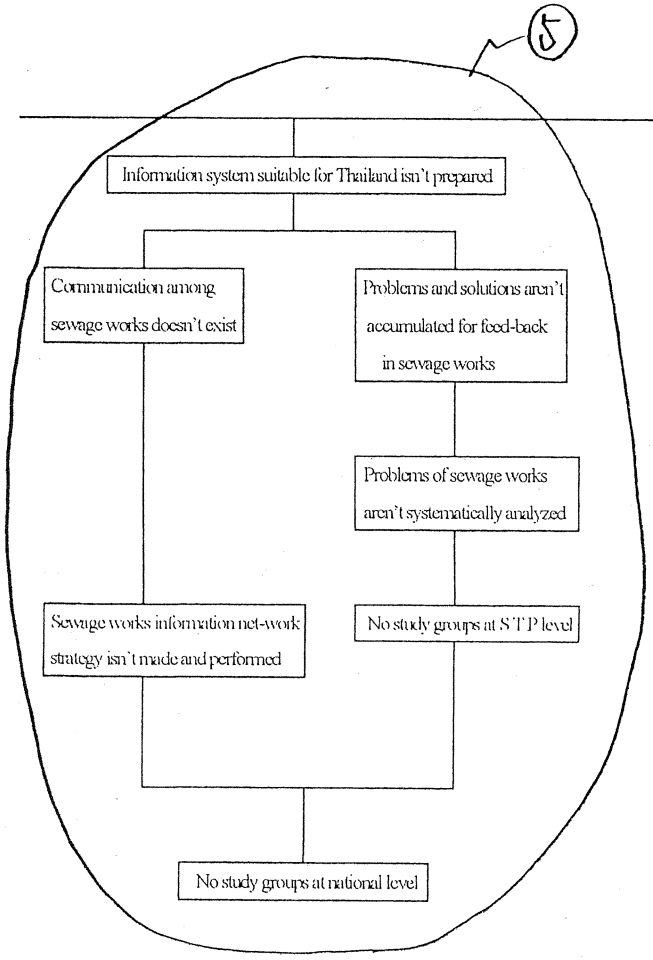
＊2 Not finalized.



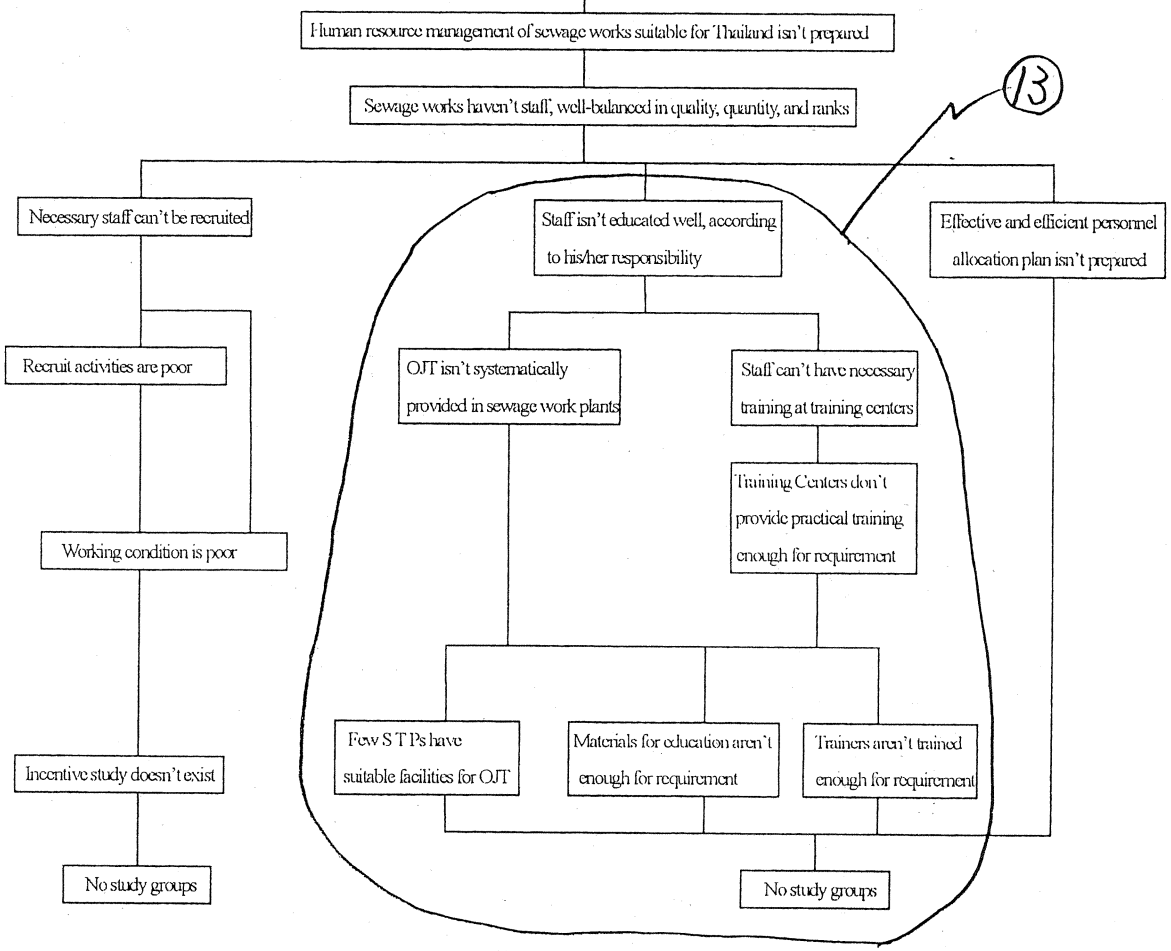
2.Facility Apr

16. Guidelines Apr

8.Public awareness Apr



5. National info-system Apr



13.Efficient training Apr

Necessary information for the preparation of the project (EXAMPLE FORMAT)

No	Name of Approach *1	Organization responsible for the approach *2	Thai Draft	
			Activities (As precisely as possible)	Necessary Inputs (As precisely as possible)
1				
2				
3				
4				
•				

*1 Please refer to Appendix 4, 5 and 6.

*2 Please underline (_____) coordinating organization, if there are plural organizations.

*3 "Input" mean Experts, Equipment, Facilities, Training, etc.