

RECORD OF DISCUSSIONS BETWEEN  
JAPAN INTERNATIONAL COOPERATION AGENCY AND  
AUTHORITIES CONCERNED OF  
THE ROYAL GOVERNMENT OF CAMBODIA  
ON THE JAPANESE TECHNICAL COOPERATION  
FOR THE PROJECT ON  
IMPROVEMENT OF LOCAL ADMINISTRATION IN CAMBODIA

In response to the request of the Royal Government of Cambodia, Japan International Cooperation Agency (hereinafter referred to as "JICA") has decided to implement Japanese Technical Cooperation on the Project on Improvement of Local Administration in Cambodia (hereinafter referred to as "the Project").

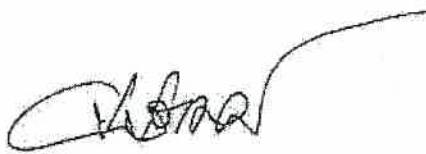
Accordingly, JICA, the independent administrative institution responsible for the operation of the technical cooperation program of the Government of Japan, will cooperate with the authorities concerned of the Royal Government of Cambodia.

JICA and the Cambodian authorities concerned exchanged views and had a series of discussions with respect to desirable measures to be taken by JICA and the Royal Government of Cambodia for the successful implementation of the Project. As a result of the discussions, and in accordance with the provisions of the Agreement on Technical Cooperation between the Government of Japan and the Royal Government of Cambodia, signed in Phnom Penh on June 17, 2003 (hereinafter referred to as "the Agreement"), JICA and the Cambodian authorities concerned agreed to recommend to their respective Governments the matters referred to in the document attached hereto.

Phnom Penh, 14 December, 2006



Mr. Kazuhiro Yoneda  
Resident Representative,  
Cambodia Office  
Japan International Cooperation Agency



H.E. Mr. Prum Sokha  
Secretary of State,  
Ministry of Interior  
Kingdom of Cambodia

## THE ATTACHED DOCUMENT

### I. COOPERATION BETWEEN JICA AND THE ROYAL GOVERNMENT OF CAMBODIA

1. The Royal Government of Cambodia will implement the Project in cooperation with JICA.
2. The Project will be implemented in accordance with the Master Plan in Annex I.

### II. MEASURES TO BE TAKEN BY THE GOVERNMENT OF JAPAN

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 program 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 V 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 VII of the Agreement will be applied to the Equipment.

#### 3. TRAINING OF CAMBODIAN PERSONNEL IN JAPAN

JICA will receive the Cambodian personnel connected with the Project for technical training and for conducting seminars or workshops in Japan.

### III. MEASURES TO BE TAKEN BY THE ROYAL GOVERNMENT OF CAMBODIA

1. The Royal Government of Cambodia 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 Royal Government of Cambodia will ensure that the technologies and knowledge acquired by the Cambodian nationals as a result of the Japanese technical cooperation will contribute to the economic and social development of the Kingdom of Cambodia.
3. The Royal Government of Cambodia will take necessary measures to ensure that the knowledge and experience acquired by the Cambodian personnel through technical training in Japan will be utilized effectively in the implementation of the Project.
4. In accordance with the laws and regulations in force in the Kingdom of Cambodia, the Royal Government of Cambodia 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 by JICA under II-2 above.
5. In accordance with the laws and regulations in force in the Kingdom of Cambodia, the Royal Government of Cambodia will take necessary measures to meet the running expenses necessary for the implementation of the Project.

#### IV. ADMINISTRATION OF THE PROJECT

1. Secretary of State, Ministry of Interior (hereinafter referred to as "MOI" ), as the Project Director, will bear overall responsibility for the administration and implementation of the Project.
2. Director General, General Department of Local Administration (hereinafter referred to as "GDLA"), 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 provide necessary technical guidance and advice to the Cambodian 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. MONITORING AND JOINT EVALUATION

The progress of the Project will be monitored properly through various measures such as mutual consultations or dispatch of monitoring missions. Evaluation of the Project will be conducted jointly by JICA and the Cambodian authorities concerned, at the last six (6) 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 VI of the Agreement, the Royal Government of Cambodia 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 Kingdom of Cambodia except for those arising from the willful misconduct or gross negligence of the Japanese experts.

## VII. MUTUAL CONSULTATION

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

## VIII. MEASURES TO PROMOTE UNDERSTANDING OF AND SUPPORT FOR THE PROJECT

For the purpose of promoting support for the Project among the people of the Kingdom of Cambodia, the Royal Government of Cambodia will take appropriate measures to make the Project widely known to the people of the Kingdom of Cambodia.

## IX. TERM OF COOPERATION

The duration of the technical cooperation for the Project under this Attached Document will be three (3) years from the January 2007.

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



## ANNEX I MASTER PLAN

### I. OVERALL GOAL

Human resource involved in local administration will be developed through training.

### II. PROJECT PURPOSES

- 1 Officials of GDLA will improve the capacity of training management.
- 2 Officials in charge of local administration at national level and provincial level will improve the knowledge of local administration.

### III. OUTPUTS

- 1-1 GDLA has ability to conduct training management based on the progress of Decentralization and Deconcentration (D&D) and needs.
- 2-1 GDLA officials acquire the knowledge of the D&D Policy and local administration.
- 2-2 Provincial Governors and Vice Governors understand the D&D Policy and the roles of local administration.
- 2-3 Officials of provincial offices understand the D&D Policy and the roles of local administration.

### IV. ACTIVITIES

- 1-1 GDLA has ability to conduct training management based on the progress of Decentralization and Deconcentration (D&D) and needs.

#### < GDLA Task Force >

- (1) GDLA Task Force is formed from capable officials from GDLA
- (2) JICA experts conducts a base line survey on the ability of training management of GDLA Task Force members
- (3) JICA experts conduct training on training management
- (4) GDLA Task Force assesses the progress of D&D, and conduct needs surveys for training
- (5) GDLA Task Force develops a training plan
- (6) GDLA Task Force develops a training methodology
- (7) GDLA Task Force produces training curriculum
- (8) GDLA Task Force produces training materials
- (9) GDLA Task Force implement training by Core Trainers using produced training materials in national level and provincial level
- (10) GDLA Task Force and JICA experts conducts monitoring and evaluation of implemented training, and feed back the results to improve training management

#### < Core Trainers >

- (1) MOI and JICA experts select appropriate Core Trainer candidates considering their experience and background
- (2) JICA experts conduct training of trainers (TOT) in Cambodia
- (3) Implement the Country-focused Training Course 1 on Local Administration (TOT) for Core Trainers and Core Trainer candidates in Japan
- (4) Core Trainers implement training by using the acquired knowledge and experience from

the TOT in national level and provincial level

- (5) Core Trainers and Core Trainer candidates contribute the acquired knowledge and experience from TOT to develop local administration system in Cambodia

2-1 GDLA officials acquire the knowledge of the D&D Policy and local administration.

- (1) Assess the existed training courses for GDLA officials, and conduct needs surveys for training
- (2) Conduct training on the D&D Policy and the local administration system
- (3) Implement the Country-focused Training Course 2 on Top Management in Japan
- (4) Contribute the acquired knowledge and experience from the training in Japan to develop local administration system in Cambodia

2-2 Provincial Governors and Vice Governors understand the D&D Policy and the roles of local administration.

- (1) GDLA Task Force organizes Top Management Seminars on the D&D Policy and the basic knowledge of local administration by invited necessary human resources as lecturers
- (2) GDLA Task Force and JICA experts conducts monitoring and evaluation of the seminars, and feed back the results to improve the next Top Management Seminars
- (3) Promote cooperation of provincial authorities and relationship between MOI and provincial offices

2-3 Officials of provincial offices understand the D&D Policy and the roles of local administration.

< All Provinces >

- (1) GDLA Task Force organizes training on the D&D Policy and the local administration system for selected officials from all provincial offices by Core Trainers and utilizing the produced training materials in MOI
- (2) GDLA Task Force and JICA experts conducts monitoring and evaluation of the training, and feed back the results to improve training management

< Model Provinces >

- (1) Select model provinces
- (2) MOI and JICA experts select appropriate Provincial Trainer candidates considering their experience and background in model provinces
- (3) GDLA Task Force conducts TOT by Core Trainers for Provincial Trainer candidates in model provinces
- (4) The Provincial Trainers implement training on the D&D Policy and the local administration system by using the materials in model provinces and districts
- (5) GDLA Task Force conducts monitoring and evaluation of the training, and feed back the results to improve training management in provincial and district levels

\* The model provinces will be selected after the commencement of the Project.



## ANNEX II LIST OF JAPANESE EXPERTS

### 1. Short-term experts

The following short-term experts will be dispatched.

	Assignment Title	Period	Duties and Job Description
(1)	Chief Advisor/ Local Administration	1 - 7 months (7 - 10 times)	to provide necessary recommendation and advice to the Project Director and the Project Manager, to lead and coordinate overall activities of experts dispatched by JCA for implementing the Project, to coordinate with donors and related line ministries to promote the D&D Policy, and to research the progress of D&D
(2)	Training Management	1 - 9 months (7 - 9 times)	to instruct GDLA officials how to conduct training management through OJT
(3)	Training Planning	1 - 4 months (4 - 7 times)	to instruct GDLA officials how to plan training and how to prepare to implement training through OJT
(4)	Local Administration Training	1 - 4 months (4 - 5 times)	to instruct GDLA officials how to conduct monitoring and evaluation of training through OJT
(5)	Local Administration System	1 week - 1 month (1 - 4 times)	to provide technical assistance on Local Administration System
(6)	Local Autonomy Law	1 week - 1 month (1 - 3 times)	to provide technical assistance on Local Autonomy Law
(7)	Local Taxation and Finance System	1 week - 1 month (1 - 3 times)	to provide technical assistance on Local Taxation and Finance System
(8)	Project Coordinator	1 - 2 months (4 - 7 times)	to coordinate project activities, to manage the project budget and equipment and to give guidance and advice to the counterparts of GDLA

Additional short-term experts will be determined through the discussion between both sides whenever the necessity arises and it will be reflected to the annual plan of the Project.



### ANNEX III LIST OF MACHINERY AND EQUIPMENT

The following machinery and equipment, if necessary for the implementation of the project, will be provided.

	Name
(1)	Personal computers
(2)	LAN server and peripherals
(3)	Software
(4)	Projectors
(6)	Printers
(7)	Audio-visual equipment for training
(8)	Photocopier
(9)	Screens
(10)	Vehicle

Additional machinery and equipment will be determined through the discussion between both sides whenever the necessity arises and it will be reflected to the annual plan of the Project.

ANNEX IV LIST OF CAMBODIAN COUNTERPART AND ADMINISTRATIVE  
PERSONNEL

1. Project Director

Secretary of State of Ministry of Interior (MOI)

2. Project Manager

Director General of General Department of Local Administration (GDLA)

3. Counterpart Personnel

(1) Deputy Director General, GDLA

(2) Director, Deputy Directors of Department of Local Administration (DOLA)

(3) Director, Deputy Directors of Department of Personnel and Vocational Training

(4) Director, Deputy Directors of Department of General Administration

(5) Chiefs of Provincial Local Administration Units in Model Provinces

4. Administrative Personnel

Secretaries and Typists for the Japanese Team

ANNEX V LIST OF LAND, BUILDINGS AND FACILITIES

1. Land, building and facilities necessary for the Project
2. Office space and facilities for the Japanese experts
3. Other facilities and equipment mutually agreed upon as necessary



## ANNEX VI JOINT COORDINATING COMMITTEE

### 1. Function

A Joint Coordinating Committee will be created, which will meet at least once a year and whenever the need arises.

The functions of the Joint Coordinating Committee are as follows:

- (1) To approve the annual work plan of the Project based on the Tentative Schedule of Implementation within the framework of the R/D
- (2) To evaluate the result of the annual work plan and the progress of the technical cooperation
- (3) To review and exchange opinions on major issues that arises during the implementation of the Project

### 2. Members of the Committee

#### (1) Chairperson

Secretary of State of MOI

#### (2) Members

##### a. Cambodian side

Director General of GDLA of MOI

Deputy Director General of GDLA

Directors of Departments of GDLA

Representatives of Model Provinces

A Representative of Council for the Development of Cambodia

Other Cambodian counterpart personnel

Other persons concerned appointed by Chairperson

##### b. Japanese side

Chief Advisor

Other Japanese experts

A representative of the JICA Cambodia office

Other persons concerned appointed by Chief Advisor

### Note:

Official(s) of the Embassy of Japan may attend the Joint Coordinating Committee meetings as observer(s).

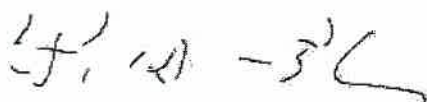
MINUTES OF MEETINGS  
BETWEEN  
JAPAN INTERNATIONAL COOPERATION AGENCY  
AND  
AUTHORITIES CONCERNED OF THE ROYAL GOVERNMENT OF CAMBODIA  
ON THE JAPANESE TECHNICAL COOPERATION  
FOR THE PROJECT ON  
IMPROVEMENT OF LOCAL ADMINISTRATION IN CAMBODIA

Japan International Cooperation Agency (hereinafter referred to as "JICA") and authorities concerned of the Royal Government of Cambodia had a series of meetings for the purpose of working out the details of the technical cooperation concerning the Project on Improvement of Local Administration in Cambodia (hereinafter referred to as "the Project").

As a result of the discussions, JICA and the Cambodian authorities concerned agree to recommend to their respective Governments the matters referred to in the Record of Discussions signed on December 14, 2006.

Both JICA and the Cambodian authorities concerned also agreed to make this Minutes of Meetings regarding the Project, in order to confirm the mutual understandings reached through the discussions as attached hereto.

Phnom Penh, 14 December, 2006



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Mr. Kazuhiro Yoneda  
Resident Representative,  
Cambodia Office  
Japan International Cooperation Agency



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H.E. Mr. Prum Sokha  
Secretary of State,  
Ministry of Interior  
Kingdom of Cambodia

## ATTACHED DOCUMENT

### I. PROJECT DESIGN MATRIX

The Project Design Matrix (hereinafter referred to as "PDM") is commonly used in Japanese technical cooperation in order to manage and implement Projects efficiently and effectively. It will also be used as a reference for monitoring and evaluating the Project.

As a result of discussions, both sides agreed to apply the PDM as shown in ANNEX I to the Project with the following understanding:

1. The PDM is a logically designed matrix that defines the initial understanding of the framework of technical cooperation for the Project and indicates the logical steps toward the achievement of the Project purpose.
2. The PDM is to be flexibly revised according to the progress and achievements of the Project, upon agreement on the Joint Coordinating Committee.

### II. PLAN OF OPERATION

The Plan of Operation has been tentatively formulated according to the Record of Discussions. The Plan of Operation for the whole period is shown in ANNEX II.

The Annual Work Plan is to be drafted by the Cambodian counterparts and the Japanese experts and is to be submitted to the Joint Coordinating Committee. The activities are subject to change within the scope of the Record of Discussions, if the necessity arises during the course of the Project implementation.

### III. STRUCTURE OF PROJECT IMPLEMENTATION

The chart of Project implementation is given ANNEX III.

ANNEX I	PROJECT DESIGN MATRIX
ANNEX II	PLAN OF OPERATION
ANNEX III	CHART OF PROJECT IMPLEMENTATION





# ANNEX 1

## Project Design Matrix (PDM)

Project Title: Improvement of Local Administration in Cambodia

Implementing Agency: General Department of Local Administration (GDLA), Ministry of Interior (MOI)

Target Group: Officials in GDLA, Provincial Offices (including Governors and Vice Governors), and Main Line Ministries (Central and Provincial levels)

Narrative Summary		Objectively Verifiable Indicators		Means of Verification	Important Assumption
Overall Goal Human resource involved in local administration will be developed through training.		1. Number of training conducted by GDLA and number of trainees 2. Level of understanding of the trainees			
Project Purpose 1 Officials of GDLA will improve the capacity of training management. 2 Officials in charge of local administration at national level and provincial level will improve the knowledge of local administration.		1-1 Records of conducted training on local administration by GDLA 1-2 Number of trained trainers in GDLA and provincial level 1-3 Number of developed training courses, curriculum and training materials 1-4 Condition of conducting training management properly 2-1 Number of trainees on local administration and level of understanding of the trainees 2-2 Number of trainees of Country-focused training courses in Japan and Level of understanding of local administration in Japan			Human resource development policy on officials involved in local administration is not changed.
OUTPUTS 1-1 GDLA has ability to conduct training management based on the progress of Decentralization and Decentralization (D&D) and needs. 2-1 GDLA officials acquire the knowledge of the D&D Policy and local administration. 2-2 Provincial Governors and Vice Governors understand the D&D Policy and the roles of local administration. 2-3 Officials of provincial offices understand the D&D Policy and the roles of local administration.		1-1-1 Records of training needs survey, training planning, and monitoring and evaluation of training 1-1-2 Number of produced training materials, modules and curriculum 1-1-3 Number of conducted TOT for core trainers and number of trainees 1-1-4 Level of understanding of the trainees on the D&D policy, local administration and roles of trainers 1-1-5 Number of trainees of Country-focused training course 1 on local administration 1-1-6 Level of understanding of the trainees on local administration in Japan 1-1-7 Number of produced training materials and curriculum based on Country-focused training 1 on local administration 2-1-1 Number of conducted training on local administration for GDLA officials and number of trainees 2-1-2 Level of understanding of the trainees 2-1-3 Number of trainees of Country-focused training course 2 on Top Management 2-1-4 Level of understanding of the trainees on local administration, local autonomy law and training system of public servant in Japan 2-2-1 Number of conducted Top Management Seminars and number of trainees 2-2-2 Level of understanding of the trainees on the D&D policy and local administration 2-3-1 Number of conducted training on local administration for selected officials from all provinces and number of the trainees 2-3-2 Level of understanding of the trainees on the D&D policy and local administration and level of satisfaction on trainees 2-3-3 Number of conducted TOT for provincial trainers and number of the trainees 2-3-4 Level of understanding of the trainees on the D&D policy, local administration and roles of trainers 2-3-5 Number of conducted training on local administration for provincial and district officials in model provinces and number of the trainees 2-3-6 Level of understanding of the trainees on the D&D policy and local administration and level of satisfaction on trainers			The D&D policy is not significantly changed

Activities	INPUTS	Japanese Side	Trained trainees continuously engaged in conducting training
	Cambodia Side		Pre-Conditions
1-1 [GDLA has ability to conduct training management based on the progress of Decentralization and Deconcentration (D&D) and needs]	Counterpart personnel	<ul style="list-style-type: none"> <li>Experts: Chief Advisor, Local Administration, Project Coordinator, Training Management, Local Administration Training, Local Administration System, Local Autonomy Law, Local Taxation and Finance, Others</li> </ul>	
<p>(1) GDLA Task Force is formed from capable officials from GDLA</p> <p>(2) JICA experts conduct a base line survey on the ability of training management of GDLA Task Force members</p> <p>(3) JICA experts conduct training on training management</p> <p>(4) GDLA Task Force assesses the progress of D&amp;D, and conduct needs surveys for training</p> <p>(5) GDLA Task Force develops a training plan</p> <p>(6) GDLA Task Force develops a training methodology</p> <p>(7) GDLA Task Force produces training curriculum</p> <p>(8) GDLA Task Force produces training materials</p> <p>(9) GDLA Task Force implement training by Core Trainers using produced training materials in national level and provincial level</p> <p>(10) GDLA Task Force and JICA experts conduct monitoring and evaluation of implemented training, and feed back the results to improve training management</p> <p>&lt; Core Trainers &gt;</p> <p>(1) MOI and JICA experts select appropriate Core Trainer candidates considering their experience and background</p> <p>(2) JICA experts conduct training of trainers (TOT) in Cambodia</p> <p>(3) Implement the Country-focused Training Course 1 on Local Administration (TOT) for Core Trainers and Core Trainer candidates in Japan</p> <p>(4) Core Trainers implement training by using the acquired knowledge and experience from the TOT in national level and provincial level</p> <p>(5) Core Trainers and Core Trainer candidates contribute the acquired knowledge and experience from TOT to develop local administration system in Cambodia</p>	<p>Office space and necessary furniture for Japanese experts</p> <p>Running cost for the project activities</p>	<ul style="list-style-type: none"> <li>Trainings in Japan: Local Administration, Top Management</li> <li>Provision of equipment: Personal computers, LAN server and peripherals, Software, Projectors, Printers, Audio-visual equipment for training, Photocopiers, Screens, Vehicle</li> <li>Training in Cambodia: Training management, TOT for core trainers, Top management seminar, D&amp;D policy and local administration system for GDLA officials, D&amp;D policy and local administration systems for selected provincial officials, TOT for provincial trainers, D&amp;D policy and local administration system for provincial and district officials in model provinces</li> </ul>	
2-1 [GDLA officials acquire the knowledge of the D&D Policy and local administration]			
<p>(1) Assess the existing training courses for GDLA officials, and conduct needs surveys for training</p> <p>(2) Conduct training on the D&amp;D Policy and the local administration system</p> <p>(3) Implement the Country-focused Training Course 2 on Top Management in Japan</p> <p>(4) Contribute the acquired knowledge and experience from the training in Japan to develop local administration system in Cambodia</p>			
2-2 [Provincial Governors and Vice Governors understand the D&D Policy and the roles of local administration]			
<p>(1) GDLA Task Force organizes Top Management Seminars in the D&amp;D Policy and the basic knowledge of local administration by invited necessary human resources as lecturers</p> <p>(2) GDLA Task Force and JICA experts conduct monitoring and evaluation of the seminars, and feed back the results to improve the next Top Management Seminars</p> <p>(3) Prioritize cooperation of provincial authorities and relationship between MOI and provincial offices</p>			

<p>2-3 [Officials of provincial offices understand the D&amp;D Policy and the roles of local administration]</p> <p>&lt;All Provinces&gt;</p> <p>(1) GDLA Task Force organizes training on the D&amp;D Policy and the local administration system for selected officials from all provincial offices by Core Trainers and utilizing the produced training materials in MOI</p> <p>(2) GDLA Task Force and JICA experts conduct monitoring and evaluation of the training, and feed back the results to improve training management</p> <p>&lt;Model Provinces&gt;</p> <p>(1) Select model provinces</p> <p>(2) MOI and JICA experts select appropriate Provincial Trainer candidates considering their experience and background in model provinces</p> <p>(3) GDLA Task Force conducts TOT by Core Trainers for Provincial Trainer candidates in model provinces</p> <p>(4) The Provincial Trainers implement training on the D&amp;D Policy and the local administration system by using the materials in model provinces and districts</p> <p>(5) GDLA Task Force conducts monitoring and evaluation of the training, and feed back the results to improve training management in provincial and district levels</p>	
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## Project on Improvement of Local Administration in Cambodia





