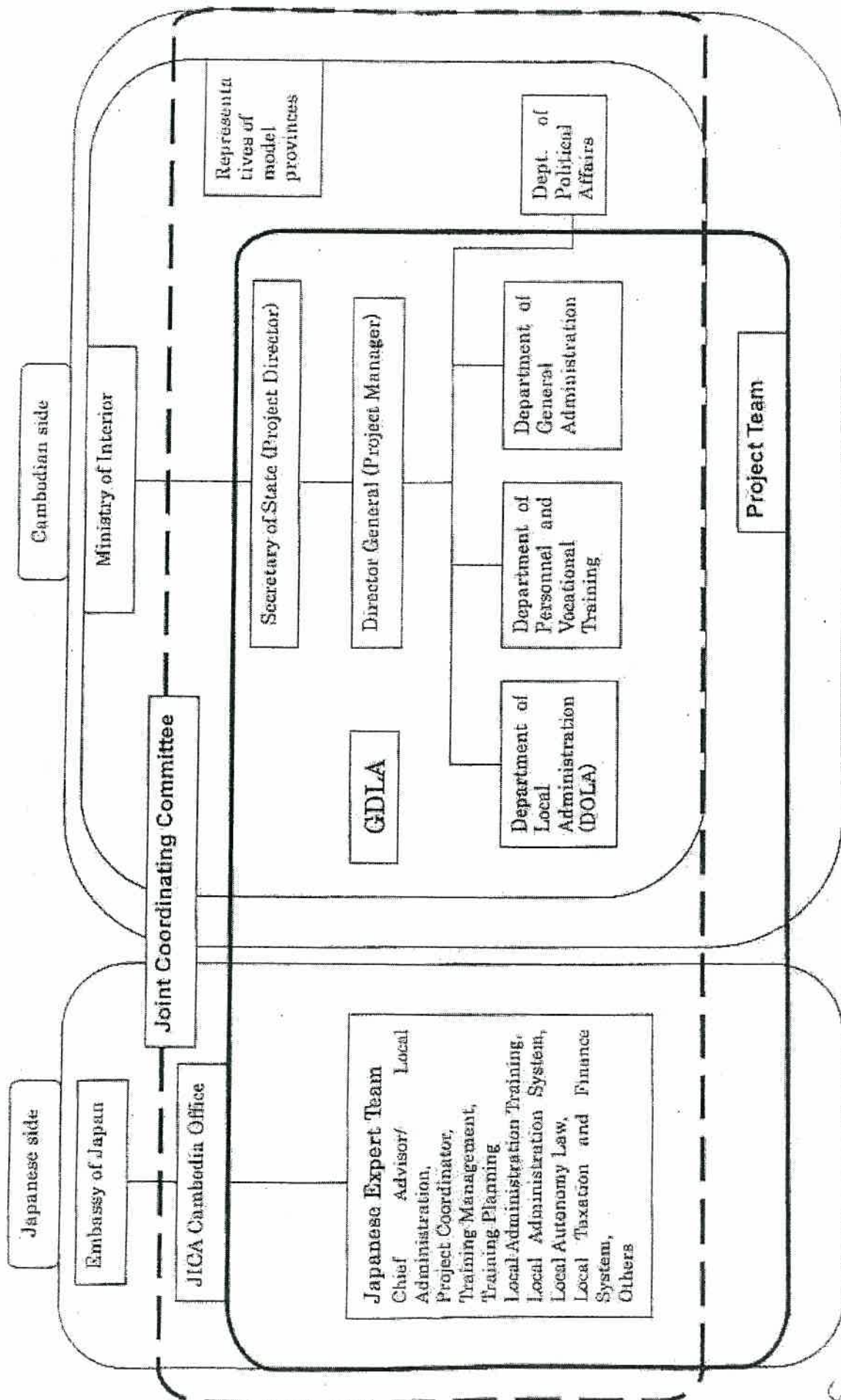


PROPOSED ORGANIZATIONAL CHART OF THE PROJECT

ANNEX III



AGREEMENT ON TECHNICAL COOPERATION
BETWEEN THE GOVERNMENT OF JAPAN AND
THE ROYAL GOVERNMENT OF CAMBODIA

The Government of Japan and the Royal Government of Cambodia,

Desiring to strengthen further the friendly relations existing between the two countries by the promotion of technical cooperation, and

Considering mutual benefits derived from promoting the economic and social development of their respective countries,

Have agreed as follows:

ARTICLE I

The two Governments shall endeavor to promote technical cooperation between the two countries.

ARTICLE II

Separate arrangements which govern specific technical cooperation programs carried out under this Agreement shall be agreed upon between the authorities concerned of the two Governments. The authority concerned of the Government of Japan is the Ministry of Foreign Affairs, and the authority concerned of the Royal Government of Cambodia is the Ministry of Foreign Affairs and International Cooperation.

ARTICLE III

The following forms of technical cooperation will be carried out by the Japan International Cooperation Agency (hereinafter referred to as "JICA") at its own expense in accordance with the laws and regulations in force in Japan as well as with the arrangements referred to in Article II:

- (a) providing technical training to Cambodian nationals;
- (b) dispatching experts (hereinafter referred to as the "Experts") to the Kingdom of Cambodia;

- c) dispatching Japanese volunteers with a wide range of technical skills and abundant experience (hereinafter referred to as the "Senior Volunteers") to the Kingdom of Cambodia;
- (d) dispatching Japanese missions (hereinafter referred to as the "Missions") to the Kingdom of Cambodia to conduct surveys of economic and social development projects of the Kingdom of Cambodia;
- (e) providing the Royal Government of Cambodia with equipment, machinery and materials; and
- (f) providing the Royal Government of Cambodia with other forms of technical cooperation as may be decided upon by mutual consent between the two Governments.

ARTICLE IV

The Royal Government of Cambodia shall ensure that the techniques and knowledge acquired by Cambodian nationals as well as the equipment, machinery and materials provided as a result of the Japanese technical cooperation as set forth in Article III contribute to the economic and social development of the Kingdom of Cambodia, and are not utilized for military purposes.

ARTICLE V

In case JICA dispatches the Experts, the Senior Volunteers and the Missions, the Royal Government of Cambodia shall:

1. (1) (a) exempt the Experts, the Senior Volunteers and members of the Missions from taxes including income tax, and fiscal charges imposed on or in connection with salaries and any allowances remitted to them from overseas;
- (b) exempt the Experts, the Senior Volunteers, members of the Missions and their families from consular fees, taxes including customs duties and fiscal charges, as well as from the requirements of obtaining import license and certificate of foreign exchange coverage, in respect of the importation of:

- (i) Luggage;
 - (ii) personal effects, household effects and consumer goods; and
 - (iii) one motor vehicle per Expert, per family of the Expert, per Senior Volunteer and per family of the Senior Volunteer assigned to stay in the Kingdom of Cambodia;
- (c) exempt the Experts, the Senior Volunteers and their families who do not import any motor vehicle into the Kingdom of Cambodia from taxes including value added tax and fiscal charges in respect of the local purchase of one motor vehicle per Expert, per family of the Expert, per Senior Volunteer and per family of the Senior Volunteer; and
 - (d) exempt the Experts, the Senior Volunteers and their families from the registration fee of the motor vehicles mentioned in (b) (iii) and (c);
- (2) (a) provide at its own expense suitable office and other facilities including telephone and facsimile services necessary for the performance of the duties of the Experts, the Senior Volunteers and the Missions as well as to bear the expenses for their operation and maintenance;
 - (b) provide at its own expense the local staff (including adequate interpreters, if necessary) as well as Cambodian counterparts to the Experts, the Senior Volunteers and the Missions necessary for the performance of their duties;
 - (c) bear expenses of the Experts and the Senior Volunteers whenever local conditions and financial possibilities of authorities concerned of the Royal Government of Cambodia permit for:
 - (i) daily transportation to and from their place of work;
 - (ii) their official travels within the Kingdom of Cambodia; and
 - (iii) their official correspondence;

- (d) provide the convenience for acquisition of appropriate housing accommodation for the Experts, the Senior Volunteers and their families; and
- (e) provide the convenience for receiving medical care and facilities for the Experts, the Senior Volunteers, members of the Missions and their families;
- (3) (a) permit the Experts, the Senior Volunteers, members of the Missions and their families to enter, leave and sojourn in the Kingdom of Cambodia for the duration of their assignment therein, offer them the convenience for procedures of alien registration requirements, and exempt them from consular fees;
- (b) issue identification cards to the Experts, the Senior Volunteers and members of the Missions to secure the cooperation of all governmental organizations necessary for the performance of their duties;
- (c) offer the Experts, the Senior Volunteers and their families the convenience for acquisition of car driving license; and
- (d) carry out other measures necessary for the performance of the duties of the Experts, the Senior Volunteers and the Missions.

2. The motor vehicles mentioned in paragraph 1 shall be subject to payment of taxes including customs duties if they are subsequently sold or transferred within the Kingdom of Cambodia to individuals or organizations not entitled to exemption from such taxes or similar privileges.

3. The Royal Government of Cambodia shall accord the Experts, the Senior Volunteers, members of the Missions and their families such privileges, exemptions and benefits as are no less favorable than those accorded to experts, senior volunteers, members of missions and their families of any third country or of any international organization performing a similar mission in the Kingdom of Cambodia.

ARTICLE VI

The Royal Government of Cambodia shall bear claims, if any arises, against the Experts, the Senior Volunteers and members of the Missions resulting from, occurring in the course of, or otherwise connected with the performance of their duties, except when the two Governments agree that such claims arise from gross negligence or willful misconduct on the part of the Experts, the Senior Volunteers or members of the Missions.

ARTICLE VII

1. (1) In case JICA provides the Royal Government of Cambodia with equipment, machinery and materials, the Royal Government of Cambodia shall exempt such equipment, machinery and materials from consular fees, taxes including customs duties and fiscal charges, as well as from the requirements of obtaining import license and certificate of foreign exchange coverage, in respect of the importation. The equipment, machinery and materials mentioned above shall become the property of the Royal Government of Cambodia upon being delivered c.i.f. at the port of the destination to authorities concerned of the Royal Government of Cambodia.

(2) In case JICA provides the Royal Government of Cambodia with equipment, machinery and materials, the Royal Government of Cambodia shall exempt such equipment, machinery and materials from taxes including value added tax and fiscal charges in respect of the local purchase.

(3) The equipment, machinery and materials mentioned in sub-paragraph (1) and (2) shall be utilized for the purpose specified in the arrangements referred to in Article II of this Agreement unless otherwise agreed upon between the authorities concerned of the two Governments.

(4) The expenses for the transportation within the Kingdom of Cambodia of the equipment, machinery and materials mentioned in sub-paragraph (1) and (2) and the expenses for their replacement, maintenance and repair shall be borne by the Royal Government of Cambodia.

2. (1) The equipment, machinery and materials, prepared by the Government of Japan, necessary for the performance of the duties of the Experts, the Senior Volunteers and members of the Missions shall remain the property of the Government of Japan unless otherwise

agreed upon between the authorities concerned of the two Governments.

(2) The Royal Government of Cambodia shall exempt the Experts, the Senior Volunteers and members of the Missions from consular fees, taxes including customs duties and fiscal charges, as well as from the requirements of obtaining import license and certificate of foreign exchange coverage, in respect of the importation of the equipment, machinery and materials mentioned in sub-paragraph (1).

(3) The Royal Government of Cambodia shall exempt the Experts, the Senior Volunteers and members of the Missions from taxes including value added tax and fiscal charges in respect of the local purchase of the equipment, machinery and materials mentioned in sub-paragraph (1).

ARTICLE VIII

The Royal Government of Cambodia shall maintain close contact, through organizations designated by it, with the Experts, the Senior Volunteers and members of the Missions.

ARTICLE IX

1. The Royal Government of Cambodia shall admit JICA to maintain an overseas office of JICA in the Kingdom of Cambodia (hereinafter referred to as the "Office") and shall accept a resident representative and his/her staff to be dispatched from Japan (hereinafter referred to as the "Representative" and the "Staff" respectively) who perform the duties to be assigned to them by JICA relative to the technical cooperation programs under this Agreement in the Kingdom of Cambodia.

2. The Royal Government of Cambodia shall:

- (1) (a) exempt the Representative, the Staff and their families from taxes including income tax and fiscal charges imposed on or in connection with salaries and any allowances remitted to them from overseas;
- (b) exempt the Representative, the Staff and their families from consular fees, taxes including customs duties and fiscal charges, as well as from the requirement of obtaining import license and certificate of foreign exchange

coverage, in respect of the importation of:

- (i) luggage;
 - (ii) personal effects, household effects and consumer goods; and
 - (iii) one motor vehicle per Representative, per Staff, per family of the Representative and per that of the Staff assigned to stay in the Kingdom of Cambodia;
- (c) exempt the Representative, the Staff and their families who do not import any motor vehicle into the Kingdom of Cambodia from taxes including value added tax and fiscal charges in respect of the local purchase of one motor vehicle per Representative, per Staff, per family of the Representative and per that of the Staff;
 - (d) exempt the Representative, the Staff and their families from the registration fee of the motor vehicles mentioned in (b) (iii) and (c);
 - (e) permit ~~the~~ Representative, the Staff and their families to enter, leave and sojourn in the Kingdom of Cambodia for the duration of their assignment therein, offer them the convenience for procedures of alien registration requirements, and exempt them from consular fees;
 - (f) issue identification cards and special passes to the Representative and the Staff to enter airport/seaport beyond passport control point to receive and send off the Experts, the Senior Volunteers and members of the Missions;
 - (g) offer the Representative, the Staff and their families the convenience for acquisition of car driving license; and
 - (h) carry out other measures necessary for the performance of the duties of the Representative and the Staff;
- (2) (a) exempt the Office from consular fees, taxes including customs duties and fiscal charges, as well as from the requirements of obtaining import license and certificate of

foreign exchange coverage, in respect of the importation of the equipment, machinery, motor vehicles and materials necessary for activities of the Office;

- (b) exempt the Office from taxes including value added tax and fiscal charges in respect of the local purchase of the equipment, machinery, motor vehicles and materials necessary for the functions of the Office; and
- (c) exempt the Office from taxes including income tax and fiscal charges imposed on or in connection with office expenses remitted from overseas.

3. The motor vehicles mentioned in paragraph 2 shall be subject to payment of taxes including customs duties if they are subsequently sold or transferred within the Kingdom of Cambodia to individuals or organizations not entitled to exemption from such taxes or similar privileges.

4. The Royal Government of Cambodia shall accord the Representative, the Staff and their families as well as the Office such privileges, exemptions and benefits as are no less favorable than those accorded to representatives, staff and their families as well as offices of any third country or of any international organization performing a similar mission in the Kingdom of Cambodia.

ARTICLE X

The Royal Government of Cambodia shall take necessary measures to ensure security of the Experts, the Senior Volunteers, members of the Missions, the Representative, the Staff and their families staying in the Kingdom of Cambodia.

ARTICLE XI

The Government of Japan and the Royal Government of Cambodia shall consult with each other in respect of any matter that may arise from or in connection with this Agreement.

ARTICLE XII

1. The provisions of this Agreement shall also apply, after the entering into force of this Agreement, to the

specific technical cooperation programs which have commenced prior to the entering into force of this Agreement, and to the Experts, the Senior Volunteers, members of the Missions, the Representative, the Staff and their families staying in the Kingdom of Cambodia as well as to the equipment, machinery and materials related to the said programs.

2. The termination of this Agreement shall neither affect the specific technical cooperation programs being carried out until the date of the completion of the said programs, unless otherwise decided upon by mutual consent between the two Governments, nor affect the privileges, exemptions and benefits accorded to the Experts, the Senior Volunteers, members of the Missions, the Representative, the Staff and their families staying in the Kingdom of Cambodia for the performance of their duties in connection with the said programs.

ARTICLE XIII

1. This Agreement shall enter into force on the date of the signature thereof.

2. This Agreement shall remain in force for a period of one year, and shall be automatically renewed every year for another period of one year each, unless either Government has given to the other Government at least six months' written advance notice of its intention to terminate the Agreement.

IN WITNESS WHEREOF the undersigned, duly authorized thereto, have signed this Agreement.

DONE in duplicate in English at Phnom Penh on June 17, 2003.

For the Government
of Japan:

川口順子

For the Royal Government
of Cambodia:



AGREEMENT ON TECHNICAL COOPERATION
BETWEEN THE ROYAL GOVERNMENT OF CAMBODIA
AND
THE GOVERNMENT OF JAPAN

The Royal Government of Cambodia and the Government of Japan,

Desiring to strengthen further the friendly relations existing between the two countries by the promotion of technical cooperation, and

Considering mutual benefits derived from promoting the economic and social development of their respective countries,

Have agreed as follows:

ARTICLE I

The two Governments shall endeavor to promote technical cooperation between the two countries.

ARTICLE II

Separate arrangements which govern specific technical cooperation programs carried out under this Agreement shall be agreed upon between the authorities concerned of the two Governments. The authority concerned of the Royal Government of Cambodia is the Ministry of Foreign Affairs and International Cooperation and the authority concerned of the Government of Japan is the Ministry of Foreign Affairs.

ARTICLE III

The following forms of technical cooperation will be carried out by the Japan International Cooperation Agency (hereinafter referred to as "JICA") at its own expense in accordance with the laws and regulations in force in Japan as well as with the arrangements referred to in Article II:

- (a) providing technical training to Cambodian nationals;
- (b) dispatching experts (hereinafter referred to as the "Experts") to the Kingdom of Cambodia;

- (c) dispatching Japanese volunteers with a wide range of technical skills and abundant experience (hereinafter referred to as the "Senior Volunteers") to the Kingdom of Cambodia;
- (d) dispatching Japanese missions (hereinafter referred to as the "Missions") to the Kingdom of Cambodia to conduct surveys of economic and social development projects of the Kingdom of Cambodia;
- (e) providing the Royal Government of Cambodia with equipment, machinery and materials; and
- (f) providing the Royal Government of Cambodia with other forms of technical cooperation as may be decided upon by mutual consent between the two Governments.

ARTICLE IV

The Royal Government of Cambodia shall ensure that the techniques and knowledge acquired by Cambodian nationals as well as the equipment, machinery and materials provided as a result of the Japanese technical cooperation as set forth in Article III contribute to the economic and social development of the Kingdom of Cambodia, and are not utilized for military purposes.

ARTICLE V

In case JICA dispatches the Experts, the Senior Volunteers and the Missions, the Royal Government of Cambodia shall:

1. (1) (a) exempt the Experts, the Senior Volunteers and members of the Missions from taxes including income tax, and fiscal charges imposed on or in connection with salaries and any allowances remitted to them from overseas;
- (b) exempt the Experts, the Senior Volunteers, members of the Missions and their families from consular fees, taxes including customs duties and fiscal charges, as well as from the requirements of obtaining import license and certificate of foreign exchange coverage, in respect of the importation of:

- (i) luggage;
 - (ii) personal effects, household effects and consumer goods; and
 - (iii) one motor vehicle per Expert, per family of the Expert, per Senior Volunteer and per family of the Senior Volunteer assigned to stay in the Kingdom of Cambodia;
- (c) exempt the Experts, the Senior Volunteers and their families who do not import any motor vehicle into the Kingdom of Cambodia from taxes including value added tax and fiscal charges in respect of the local purchase of one motor vehicle per Expert, per family of the Expert, per Senior Volunteer and per family of the Senior Volunteer; and
- (d) exempt the Experts, the Senior Volunteers and their families from the registration fee of the motor vehicles mentioned in (b) (iii) and (c);
- (2) (a) provide at its own expense suitable office and other facilities including telephone and facsimile services necessary for the performance of the duties of the Experts, the Senior Volunteers and the Missions as well as to bear the expenses for their operation and maintenance;
- (b) provide at its own expense the local staff (including adequate interpreters, if necessary) as well as Cambodian counterparts to the Experts, the Senior Volunteers and the Missions necessary for the performance of their duties;
- (c) bear expenses of the Experts and the Senior Volunteers whenever local conditions and financial possibilities of authorities concerned of the Royal Government of Cambodia permit for:
- (i) daily transportation to and from their place of work;
 - (ii) their official travels within the Kingdom of Cambodia; and
 - (iii) their official correspondence;

- (d) provide the convenience for acquisition of appropriate housing accommodation for the Experts, the Senior Volunteers and their families; and
- (e) provide the convenience for receiving medical care and facilities for the Experts, the Senior Volunteers, members of the Missions and their families;
- (3) (a) permit the Experts, the Senior Volunteers, members of the Missions and their families to enter, leave and sojourn in the Kingdom of Cambodia for the duration of their assignment therein, offer them the convenience for procedures of alien registration requirements, and exempt them from consular fees;
- (b) issue identification cards to the Experts, the Senior Volunteers and members of the Missions to secure the cooperation of all governmental organizations necessary for the performance of their duties;
- (c) offer the Experts, the Senior Volunteers and their families the convenience for acquisition of car driving license; and
- (d) carry out ~~other~~ other measures necessary for the performance of the duties of the Experts, the Senior Volunteers and the Missions.

2. The motor vehicles mentioned in paragraph 1 shall be subject to payment of taxes including customs duties if they are subsequently sold or transferred within the Kingdom of Cambodia to individuals or organizations not entitled to exemption from such taxes or similar privileges.

3. The Royal Government of Cambodia shall accord the Experts, the Senior Volunteers, members of the Missions and their families such privileges, exemptions and benefits as are no less favorable than those accorded to experts, senior volunteers, members of missions and their families of any third country or of any international organization performing a similar mission in the Kingdom of Cambodia.

ARTICLE VI

The Royal Government of Cambodia shall bear claims, if any arises, against the Experts, the Senior Volunteers and members of the Missions resulting from, occurring in the course of, or otherwise connected with, the performance of their duties, except when the two Governments agree that such claims arise from gross negligence or willful misconduct on the part of the Experts, the Senior Volunteers or members of the Missions.

ARTICLE VII

1. (1) In case JICA provides the Royal Government of Cambodia with equipment, machinery and materials, the Royal Government of Cambodia shall exempt such equipment, machinery and materials from consular fees, taxes including customs duties and fiscal charges, as well as from the requirements of obtaining import license and certificate of foreign exchange coverage, in respect of the importation. The equipment, machinery and materials mentioned above shall become the property of the Royal Government of Cambodia upon being delivered c.i.f. at the port of the disembarkation to authorities concerned of the Royal Government of Cambodia.

(2) In case JICA provides the Royal Government of Cambodia with equipment, machinery and materials, the Royal Government of Cambodia shall exempt such equipment, machinery and materials from taxes including value added tax and fiscal charges in respect of the local purchase.

(3) The equipment, machinery and materials mentioned in sub-paragraph (1) and (2) shall be utilized for the purpose specified in the arrangements referred to in Article II of this Agreement unless otherwise agreed upon between the authorities concerned of the two Governments.

(4) The expenses for the transportation within the Kingdom of Cambodia of the equipment, machinery and materials mentioned in sub-paragraph (1) and (2) and the expenses for their replacement, maintenance and repair shall be borne by the Royal Government of Cambodia.

2. (1) The equipment, machinery and materials, prepared by the Government of Japan, necessary for the performance of the duties of the Experts, the Senior Volunteers and members of the Missions shall remain the property of the Government of Japan unless otherwise agreed upon between the authorities concerned of the two Governments.

(2) The Royal Government of Cambodia shall exempt the Experts, the Senior Volunteers and members of the Missions from consular fees, taxes including customs duties and fiscal charges, as well as from the requirements of obtaining import license and certificate of foreign exchange coverage, in respect of the importation of the equipment, machinery and materials mentioned in sub-paragraph (1).

(3) The Royal Government of Cambodia shall exempt the Experts, the Senior Volunteers and members of the Missions from taxes including value added tax and fiscal charges in respect of the local purchase of the equipment, machinery and materials mentioned in sub-paragraph (1).

ARTICLE VIII

The Royal Government of Cambodia shall maintain close contact, through organizations designated by it, with the Experts, the Senior Volunteers and members of the Missions.

ARTICLE IX

1. The Royal Government of Cambodia shall admit JICA to maintain an overseas office of JICA in the Kingdom of Cambodia (hereinafter referred to as the "Office") and shall accept a resident representative and his/her staff to be dispatched from Japan (hereinafter referred to as the "Representative" and the "Staff" respectively) who perform the duties to be assigned to them by JICA relative to the technical cooperation programs under this Agreement in the Kingdom of Cambodia.

2. The Royal Government of Cambodia shall:

- (1) (a) exempt the Representative, the Staff and their families from taxes including income tax and fiscal charges imposed on or in connection with salaries and any allowances remitted to them from overseas;
- (b) exempt the Representative, the Staff and their families from consular fees, taxes including customs duties and fiscal charges, as well as from the requirement of obtaining import license and certificate of foreign exchange coverage, in respect of the importation of:

- (i) luggage;
 - (ii) personal effects, household effects and consumer goods; and
 - (iii) one motor vehicle per Representative, per Staff, per family of the Representative and per that of the Staff assigned to stay in the Kingdom of Cambodia;
- (c) exempt the Representative, the Staff and their families who do not import any motor vehicle into the Kingdom of Cambodia from taxes including value added tax and fiscal charges in respect of the local purchase of one motor vehicle per Representative, per Staff, per family of the Representative and per that of the Staff;
 - (d) exempt the Representative, the Staff and their families from the registration fee of the motor vehicles mentioned in (b) (iii) and (c);
 - (e) permit the Representative, the Staff and their families to enter, leave and sojourn in the Kingdom of Cambodia for the duration of their assignment therein, offer them the convenience for procedures of alien registration requirements, and exempt them from consular fees;
 - (f) issue identification cards and special passes to the Representative and the Staff to enter airport/seaport beyond passport control point to receive and send off the Experts, the Senior Volunteers and members of the Missions;
 - (g) offer the Representative, the Staff and their families the convenience for acquisition of car driving license; and
 - (h) carry out other measures necessary for the performance of the duties of the Representative and the Staff;
- (2) (a) exempt the Office from consular fees, taxes including customs duties and fiscal charges, as well as from the requirements of obtaining import license and certificate of foreign exchange coverage, in respect of the importation of the equipment, machinery, motor vehicles and materials necessary for activities of the Office;

- (b) exempt the Office from taxes including value added tax and fiscal charges in respect of the local purchase of the equipment, machinery, motor vehicles and materials necessary for the functions of the Office; and
- (c) exempt the Office from taxes including income tax and fiscal charges imposed on or in connection with office expenses remitted from overseas.

3. The motor vehicles mentioned in paragraph 2 shall be subject to payment of taxes including customs duties if they are subsequently sold or transferred within the Kingdom of Cambodia to individuals or organizations not entitled to exemption from such taxes or similar privileges.

4. The Royal Government of Cambodia shall accord the Representative, the Staff and their families as well as the Office such privileges, exemptions and benefits as are no less favorable than those accorded to representatives, staff and their families as well as offices of any third country or of any international organization performing a similar mission in the Kingdom of Cambodia.

ARTICLE X

The Royal Government of Cambodia shall take necessary measures to ensure security of the Experts, the Senior Volunteers, members of the Missions, the Representative, the Staff and their families staying in the Kingdom of Cambodia.

ARTICLE XI

The Royal Government of Cambodia and the Government of Japan shall consult with each other in respect of any matter that may arise from or in connection with this Agreement.

ARTICLE XII

1. The provisions of this Agreement shall also apply, after the entering into force of this Agreement, to the specific technical cooperation programs which have commenced prior to the entering into force of this Agreement, and to the Experts, the Senior Volunteers, members of the Missions, the Representative, the Staff and their families staying in the Kingdom of Cambodia as well as to the equipment, machinery and materials related to the said programs.

2. The termination of this Agreement shall neither affect the specific technical cooperation programs being carried out until the date of the completion of the said programs, unless otherwise decided upon by mutual consent between the two Governments, nor affect the privileges, exemptions and benefits accorded to the Experts, the Senior Volunteers, members of the Missions, the Representative, the Staff and their families staying in the Kingdom of Cambodia for the performance of their duties in connection with the said programs.

ARTICLE XIII

1. This Agreement shall enter into force on the date of the signature thereof.

2. This Agreement shall remain in force for a period of one year, and shall be automatically renewed every year for another period of one year each, unless either Government has given to the other Government at least six months' written advance notice of its intention to terminate the Agreement.

IN WITNESS WHEREOF the undersigned, duly authorized thereto, have signed this Agreement.

DONE in duplicate in English at Phnom Penh on June 17, 2003.

For the Royal Government
of Cambodia:



For the Government of
Japan:

川口順子

Problem Analysis for JICA Project and Proposed Training activities

Problems	Proposed Training activities
1. No training agency for provincial/district level	
1-1. Capacity of training management at GDA is insufficient. a) Insufficient budget for training b) In charge of training officers are limited. c) Training experience is low. d) Lack of training instrument.	(1) Training on Capacity Building of Training Management in GDA
1-2. Capable trainers are limited. a) We do not have enough trainers to train trainees. b) Understanding of training methodology and training management are limited. c) The message from national level through trainers to provincial level might be confusing. d) Training methodology is not accurate.	(2) TOT for Training on D&D Policy and Local Administration System for GDA staff
2. Weak management by provincial governors	
a) No transparency and accountability b) Public awareness on law and regulation to local government are not broadly. c) They do not understand clearly what is their roles and functions. d) Lack of information on law and general information on local administration. e) Some governors are not professional. f) Officials must not know what to do and how to do. g) Provincial governors respond slowly to their job assigned.	(3) Top Management Seminar
3. Low public services at provincial level	
3-1. Personnel management is weak at provincial level. a) In general, officials work, following job assigned, not following the work plan. b) No incentive to training officers – no encouragement by leaders. c) Implementation does not reflect the planning. d) They use staff in different fields of their knowledge. e) The staff have no job description because they do not know how to do and are not asked to do so. f) Some officials' responsibility overlaps that of others. g) Provincial office seems to have no clear annual work plan.	(4) Training on D&D Policy and Local Administration System for Provincial staff
3-2. Training courses are not enough. a) Training might not meet the needs of the trainees in order to perform their work effectively. b) Lack of information on training needs at local level governments	(5) TOT for Training on D&D Policy and Local Administration System for Provincial staff (6) TOT for Training on D&D Policy and Local Administration System for Provincial staff
3-3. Administration management system at provincial level is not working well. a) Waste or misuse of the resources available. (They spend a big money to treat high ranking officials who visit the province.) b) Using budget at provincial level is not apply to cost effective.	(direct effect)

	c) Service delivery is very slow and costly. d) Access to information is not easy. e) Officials can not perform their duty effectively. f) The services are not effective or efficient.	
4. GDA staff are lack of capacity for the work.		
	4-1. Vocational training for MoI staff are limited. a) MoI has no clear training plan for the staff. b) Lack of trainers. c) Trainees may misunderstand some training courses. d) No Training plan to the staff by ranking	(7) Training on Capacity improvement for GDA staff by rank
	4-2. Work routine/procedure is not well coordinated. a) No clear legal instrument. (no job description) b) Work slowly without professional and lack of capacity in conflict solution.	ditto
5. Lack of information on administration in other countries.		
	a) Experiences in other countries are limited. b) Not enough experiences.	(8) Country-specified Training Course for Cambodia on Local Administration in Japan (9) Counterpart Training of JICA Project on Improvement of Local Administration in Cambodia