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1. 協議議事録 (M/M、PDM、PO、R/Dを含む)

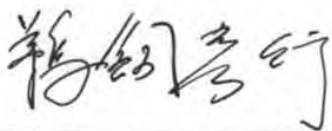
MINUTES OF MEETINGS
BETWEEN
JAPANESE PREPARATORY STUDY TEAM
AND
CAMBODIAN MINE ACTION CENTRE (CMAC)
ON
JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT OF STRENGTHENING CMAC'S FUNCTION FOR HUMAN
SECURITY REALIZATION

In response to the request from the Royal Government of Cambodia (hereinafter referred to as "RGC", the Preparatory Study Team (hereinafter referred to as "the Team") organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Mr. UKAI Hikoyuki, were conducting the study from 12th to 19th December, 2007, for the purpose of working out the details of the technical cooperation project concerning the Project of Strengthening CMAC's Function for Human Security Realization (hereinafter referred to as "the Project").

The Team exchanged views and had a series of discussions with Cambodian Mine Action Centre (hereinafter referred to as "CMAC") and other Cambodian authorities concerned with respect to necessary measures to be taken by JICA and RGC represented by CMAC for the successful implementation of the Project.

As a result of the discussions, the Team and CMAC agreed to convey to their respective government the matters referred to in the documents attached hereto.

Phnom Penh, 19 December, 2007



Mr. UKAI Hikoyuki
Deputy Resident Representative
Japan International Cooperation Agency
Cambodia Office



H.E. HENG Ratana
Deputy Director General
Cambodian Mine Action Centre
Kingdom of Cambodia

ATTACHED DOCUMENT

I. PROJECT TITLE

Both sides agreed that the project title is 'Project of Strengthening CMAC's Function for Human Security Realization'

II. TECHNICAL COOPERATION PROJECT

The Team explained the basic concept of JICA's Technical Cooperation Project to Cambodian side for better understanding the scheme of the Project. The Team also showed the following key factors of the cooperation such as; 1) Collaboration of both sides, 2) Appropriate technologies transfer, 3) Ownership of Cambodia side, and 4) Capacity Development.

III. SUMMARY OF THE PROJECT'S FRAMEWORK

Both sides jointly discussed and agreed the basic design of the Project. The draft of Project Design Matrix (hereinafter referred to as "PDM") is shown in ANNEX 1. The organization chart of the project implementation is shown in ANNEX 2.

1. IMPLEMENTING AGENCY

Cambodian Mine Action Centre (CMAC)

2. DURATION OF THE PROJECT

Two years and a half (2.5 years) from the commencement of the Project

3. SCOPE OF TECHNICAL COOPERATION

3.1 Overall Goal

To realize the target of "CMAC 5 Year Strategic Plan 2008-2012"

3.2 Project Purpose

Strengthening the function and capacity of CMAC

3.3 Outputs

- (1) Function of information management system is strengthened to improve the efficiency and effectiveness of demining activities.
- (2) Management and maintenance systems of machinery and equipment are improved.
- (3) The training center capability and systems are improved, thus quality of training courses and research & development activities is improved.

3.4 Project Activities

The Project Activities will be implemented in close collaboration between CMAC and JICA, as follows:

(1) Activities for Output (1)

1. To improve the function of coordination and communication effectively and efficiently
 - 1-1 To review the present condition and develop future plan of CMAC information system
 - 1-2 To coordinate and conduct meeting/workshop to improve the management information system policy and procedure.
 - 1-3 To identify the equipment and system required to improve the quality of CMAC information system.
 - 1-4 To develop the capacity of concerned staff for information system.
 - 1-5 To strengthen information dissemination and communication between CMAC headquarters and Demining Units

(2) Activities for Output (2)

- 2. To improve management and maintenance system of machinery and equipment
 - 2-1 To review the existing management and maintenance system
 - 2-2 To develop and update management and maintenance system
 - 2-3 To hold workshops and/or seminars to disseminate knowledge
 - 2-4 To strengthen the central workshop
 - 2-4-1 To review the present situation of the central workshop
 - 2-4-2 To identify the facilities to improve the central workshop
 - 2-4-3 To improve the capacity of the staff in the central workshop
 - 2-4-4 To develop guidelines for functioning the central workshop

(3) Activities for Output (3)

- 3. To improve the training center function and capability
 - 3-1 To improve training needs assessment processes and design appropriate training courses
 - 3-2 To improve the training manuals and programs
 - 3-3 To improve the capacity of instructors and concerned staff
 - 3-4 To assist in strengthening network with other countries affected by mine/UXO in the world

IV. MEASURES TO BE TAKEN BY JICA

The following matters were confirmed in the discussion between Cambodian and Japanese sides:

1. Dispatch of JICA experts

To provide at its own expense the dispatch of JICA experts for the purpose of technical cooperation is as follows:

1) Long term expert

- One (1) person: Chief Adviser
- One (1) person: Workshop Management Adviser
- One (1) person: Training Management Adviser

2) Other short-term experts for the necessary fields

- Information System Adviser
- And other experts according to the necessity

2. Provision of machinery and equipment

The Japanese side will provide the Project with limited amount of equipment needed to effectively and efficiently implement the Project within its budget.

3. Counterparts Training in Japan and/or Third country and/or Cambodia

The Counterparts Training will be conducted within the Project budget for acquiring the knowledge and skills in necessary fields.

V. MEASURES TO BE TAKEN BY THE CAMBODIAN SIDE

In accordance with the laws and regulations which are in force in Cambodia, the Cambodian side takes the following measures at its own expense:

1. Allocation of Budget

The Cambodian side has agreed to allocate the budget necessary to cover local expenses for implementation of the Project other than measures to be taken by JICA mentioned above at Chapter IV.

2. Provision of office space and facilities for JICA experts.

3. Assignment of Counterparts

Cambodian counterparts will be assigned for JICA experts and they would collaborate with them to make this project successful.

The list of Counterpart personnel is shown in ANNEX 3.

VI. ADMINISTRATION OF THE PROJECT

1. The Director of Planning and Operations of CMAC, as the Project Director who is the partner of the JICA long-term expert will bear overall responsibility for the administration, implementation, managerial and technical matters of the Project.
2. Other main counterparts will collaborate with JICA experts to carry out the work effectively and efficiently in Cambodia. They will also endeavor to share technical knowledge in Cambodia in collaboration with JICA experts.
3. JICA experts will provide necessary advice to the Cambodian counterparts on administrative and technical matters which are related to the Project.

VII. PLAN OF OPERATION (DRAFT)

Both sides had jointly prepared and agreed the Plan of Operation (hereinafter referred to as "PO"), which shows the basic schedule of activities for the whole project period, based on the PDM. The draft version of PO is shown in ANNEX 4. The activities of the Project are subject to change when necessity arises in the course of its implementation.

VIII. JOINT COORDINATING COMMITTEE

Joint Coordinating Committee (hereinafter referred to as "JCC") will be established for the effective and successful implementation of the Project. The function and members of JCC is shown in ANNEX 5.

IX. JOINT EVALUATION

The terminal evaluation of the Project will be carried out around six months before the completion of the Project. The evaluation will be jointly conducted by the Cambodian and Japanese sides.

ANNEX

ANNEX 1. PROJECT DESIGN MATRIX (PDM), [DRAFT]

ANNEX 2. ORGANIZATION CHART OF THE PROJECT IMPLEMENTATION

ANNEX 3. LIST OF COUNTERPART PERSONNEL

ANNEX 4. PLAN OF OPERATION (PO), [DRAFT]

ANNEX 5. JOINT COORDINATING COMMITTEE

ANNEX 6. RECORD OF DISCUSSION, [DRAFT]

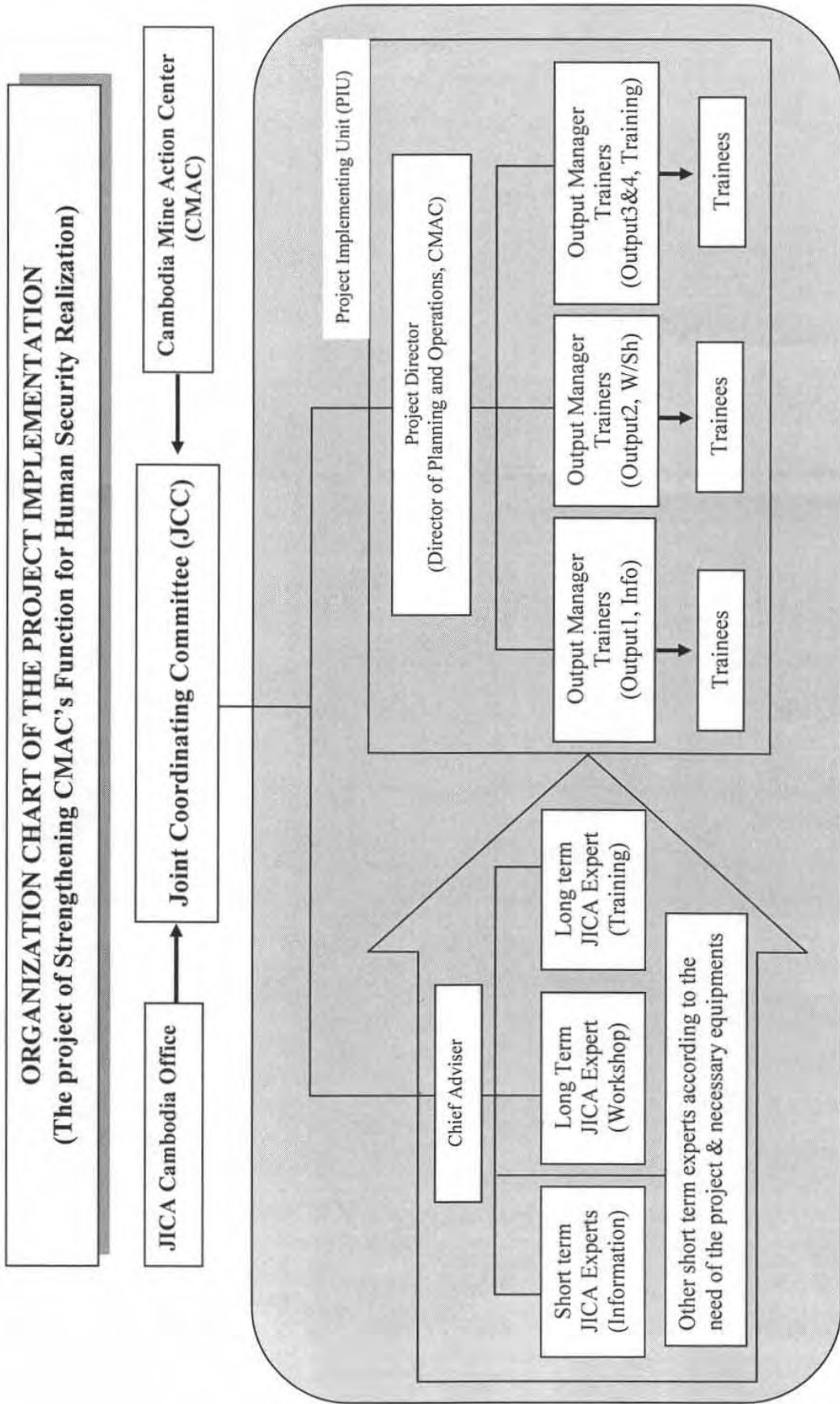
Project Design Matrix (PDM), [Draft]

Strengthening of CMAC function for human security realization

Duration: Apr. 2008–Sep., 2010. Target Area: The whole country. Target Group: Cambodian Mine Action Centre (CMAC)

Narrative Summary		Objectively Verifiable Indicators	Means of Verification	Important Assumption
Overall Goal To realize the target of "CMAC 5 Year Strategic Plan 2008–2012"		1. The rate of achievement of the goal of "impact free" by 2015 (Cambodia MDGs-9). 2. 3,500 high impact communities are provided as "impact free area" by 2010.	1. Progress Report by CMAC 2. Project Reports 3. Post Evaluation	
Project Purpose Strengthening the function and capacity of CMAC		1. The annual clearance/markings/area reduction percentage of mine and UXO contaminated area in Cambodia (30–50km ² clearance area per year.) 2. The number of beneficiary families and villages 3. Cost-effectiveness of demining activities (\$/m ² or No. of cleared mines/\$)	1. Progress report by CMAC 2. Project Reports 3. Terminal Evaluation	Total support fund from donors to CMAC is stable and does not reduced drastically than the present.
Outputs 1. Function of information management system is strengthened to improve the efficiency and effectiveness of demining activities 2. Management and maintenance systems of machinery and equipment are improved 3. The training center capability and systems are improved, thus quality of training courses and research & development activities is improved		1.1. The improvement of Information Management System on possession and conditions 1.2. Staff capacity is increasing in information management 2.1. Maintenance & repair system is improved and established 2.2. Staff capacity is improved in maintenance system (ex. The number of trained mechanic) 2.3. Percentage of domestic (in-house) repair rate for machinery and equipment (vs. outsourcing ratio) 2.4. The rate of operating and repaired equipments & vehicles ("availability rate") 3.1. Training manuals and programs are improved 3.2. The number of persons who got the CMAC training 3.3. The number of accident (injured deminers) during demining activities 3.4. Network with other countries affected by mine/UXO in the world is established	1. Progress Report by CMAC 2. Project Reports 3. Terminal Evaluation	1. Number of staff of CMAC does not change drastically. 2. CMAC keeps at least present level of the number of equipments 3. CMAC keeps good quality and efficiency of its overall management
Activities 1. To improve the function of coordination and communication effectively and efficiently 1.1 To review the present condition and develop future plan of CMAC information system 1.2 To coordinate and conduct meeting/workshop to improve the management information system policy and procedure 1.3 To identify the equipment and system required to improve the quality of CMAC information system 1.4 To develop the capacity of concerned staff for information system 1.5 To strengthen information dissemination and communication between CMAC headquarters and Demining Units 2. To improve management and maintenance system of machinery and equipment 2.1 To review the existing management and maintenance system 2.2 To hold workshops and/or seminars to disseminate knowledge 2.4 To strengthen the central workshop 2.4.1 To review the present situation of the central workshop 2.4.2 To identify the facilities to improve the central workshop 2.4.3 To improve the capacity of the staff in the central workshop 2.4.4 To develop guidelines for functioning the central workshop 3. To improve the training center function and capability 3.1. To improve training needs assessment processes and design appropriate training courses 3.2 To improve the training manuals and programs 3.3 To improve the capacity of instructors and concerned staff 3.4. To assist in strengthening network with other countries affected by mine/UXO in the world		Input to the Project (Cambodian Side) 1. Local Cost Necessary budget for the implementation of the Project 2. Allocation of necessary personnel 2.1 Counterpart personnel 2.2 Administrative personnel 3. Preparation of office spaces and facilities (for advisers)	(Japanese Side) 1. Dispatch of Experts 1.1 Long Term Expert Chief Advisor (for project management) Workshop Management Adviser Training Management Adviser 1.2 Short Term Expert Information System Adviser Other Experts (according to the needs) 2. Provision of Equipment (for the necessity of technical cooperation activities) 3. Training for necessary fields 3.1 Counterparts training in Japan (in case of necessity)	1. Most personnel of CMAC staff who are trained through the project continue to work at CMAC 2. Full-time counterparts are assigned by CMAC. 3. Counterparts of CMAC devote their every effort to implement the project Precondition 1. The necessary fund/budget is secured for managing CMAC activity. 2. CMAC keeps its present status as a leading agency for mine action in Cambodia.

ANNEX2



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ANNEX 3

LIST OF COUNTERPART PERSONNEL

	NAME	Assignment title	Position at CMAC
1	OUM Phumro	Project Director	Director of Planning and Operations
Output (1)			
2	Mr. MENG Rasmey	Manager	MIS Officer
3	Mr. KIM Ly	Member	Database Officer
4	Ms. KIM Ratana	Member	Human Resources Officer
5	Mr. KOUK Vuthy	Member	Inventory Officer
6	Mr. Phean Siphon	Member	MIS Assistant
Output (2)			
7	Mr. NHEP Sour	Manager	Central Workshop Manager
8	Mr. MEAN Phearong	Member	Maintenance/Transport Officer
9	Mr. MAO Bunthoeun	Member	Senior Mechanic
10	Mr. CHHOUN Bunthoeun	Member	Senior Brush Cutter Mechanic
Output (3)			
11	Mr. ROATH Kanith	Manager	Director of Training R& D
12	Mr. MONG Sokuntearath	Member	Training Center Manager
13	Mr. ING Doeun	Member	Senior Instructor for EOD
14	Mr. NGUON Thy	Member	Senior Instructor for MDD
15	Mr. BOU Samoeun	Member	Instructor for Mine Action

ANNEX 4. PLAN OF OPERATION (PO), [Draft]

Detailed Activities	2008												2009												2010																							
	2nd				3rd				4th				1st				2nd				3rd				4th				1st				2nd				3rd											
	4	5	6	7	8	9	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	4	5	6	7	8	9						
Project Period: Apr., 2008 – Sep., 2010	<div style="display: flex; justify-content: space-between;"> <div style="width: 15%;">National Election</div> <div style="width: 15%;">1st JCC Meeting</div> <div style="width: 15%;">2nd JCC Meeting</div> <div style="width: 15%;">3rd JCC Meeting</div> <div style="width: 15%;">Terminal Evaluation & 4th JCC Meeting</div> </div>																																															
1. To improve the function of coordination and communication effectively and efficiently (Assignment Period)	<p>1-1 To review the present condition and develop future plan of CMAC information system</p> <p>1-2 To coordinate and conduct meeting/workshop to improve the management information system policy and procedure</p> <p>1-3 To identify the equipment and system required to improve the quality of CMAC information system</p> <p>1-4 To develop the capacity of concerned staff for information system</p> <p>1-5 To strengthen information dissemination and communication between CMAC headquarters and Demining Units</p>																																															
2. To improve management and maintenance system of machinery and equipment (Assignment Period)	<p>2.1 To review the existing management and maintenance system</p> <p>2.2 To develop and update management and maintenance system</p> <p>2.3 To hold workshops and/or seminars to disseminate knowledge</p> <p>2.4 To strengthen the Central Workshop</p> <p>2.4.1 To review the present situation of the Central Workshop</p> <p>2.4.2 To identify the facilities to improve the Central Workshop</p> <p>2.4.3 To improve the capacity of the staff in the Central Workshop</p> <p>2.4.4 To develop guidelines for functioning the Central Workshop</p>																																															
3. To improve the Training Center function and capability (Assignment Period)	<p>3.1 To improve training needs assessment processes and design appropriate training courses</p> <p>3.2 To assist in improving the training manuals and programs</p> <p>3.3 To improve the capacity of instructors and concerned staff</p> <p>3.4 To assist in strengthening network with other countries affected by mine/UXO in the world</p>																																															

— Scheduled activity

ANNEX 5

JOINT COORDINATING COMMITTEE (JCC)

1. Function

The Joint Coordinating Committee meeting will be held at least once every 6 months and whenever necessity arises in order to fulfill the following functions;

- (1) To supervise the annual plan of the activities of the Project.
- (2) To review the management of the Project and to find out appropriate ways and means for the solution of major issues arising from or in connection with the management of the Project.
- (3) To supervise the annual work plan of the Project in line with the Plan of Operation which will be formulated based on the Record of Discussions.
- (4) To review the overall progress of the Project, and to evaluate the achievement of the objectives.

2. Structure of the Joint Coordinating Committee

(1) Chairperson

H.E. HENG Ratana, Deputy Director General of Cambodian Mine Action Centre (CMAC)

(2) Members of the Cambodian Side

- (a) Project director
- (b) All the counterpart member of the project
- (c) Representative from CDC
- (d) Representative from CMAA
- (e) Personnel related to the Project, if necessary

(3) Members of the Japanese Side

- (a) JICA long-term experts
- (b) JICA short-term experts
- (c) Representative from the JICA Cambodia Office
- (d) Representative from the Embassy of Japan (observer)
- (e) Personnel related to the Project, if necessary

**RECORD OF DISCUSSIONS
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
AUTHORITIES CONCERNED
OF THE ROYAL GOVERNMENT OF CAMBODIA
ON
JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT OF STRENGTHENING CMAC'S FUNCTION FOR HUMAN
SECURITY REALIZATION**

In response to the request from the Royal Government of Cambodia (hereinafter referred to as "RGC"), the Japan International Cooperation Agency (hereinafter referred to as "JICA") has decided to implement Japanese Technical Cooperation for the "Project of Strengthening CMAC's Function for Human Security Realization" (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 (hereinafter referred to as "GOJ"), will cooperate with the authorities concerned of RGC, namely Cambodian Mine Action Centre (hereinafter referred to as "CMAC").

JICA and Cambodian Authorities concerned exchanged views and had a series of discussions with respect to desirable measures to be taken by JICA and RGC represented by CMAC 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 at Phnom Penh on June 17, 2003 (hereinafter referred to as "the Agreement"), JICA and Cambodian authorities concerned agreed to recommend to their respective Governments the matters referred to in the document attached hereto.

Phnom Penh, January , 2008

Mr. YONEDA Kazuhiro
Resident Representative
Japan International Cooperation Agency
Cambodia Office

H.E. HENG Ratana
Deputy Director General
Cambodian Mine Action Centre
Kingdom of Cambodia

ATTACHMENT

I. COOPERATION BETWEEN JICA AND THE ROYAL GOVERNMENT OF CAMBODIA

1. RGC will implement the Project of Strengthening CMAC's Function for Human Security Realization (hereinafter referred to as "the Project") in cooperation with the Government of Japan.
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 of the Government of Japan for technical cooperation, will take, at its own expense, the following measures according to the normal procedures of the technical cooperation scheme of Japan.

1. DISPATCH OF JAPANESE EXPERTS
JICA will provide the services of the Japanese experts as listed in Annex II.
2. PROVISION OF MACHINERY AND EQUIPMENT
JICA will provide limited amount of machinery, equipment and other materials (hereinafter referred to as "the Equipment") necessary for the implementation of the Project.
3. TRAINING OF CAMBODIAN PERSONNEL
JICA will receive Cambodian personnel connected with the Project for technical training in Japan and/or Third country. The participants and the contents of the training are to be decided upon the basis of purpose of the Project.

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

1. RGC 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 of all related authorities, beneficiary groups and institutions in the Project.
2. RGC will take necessary measures to ensure that the knowledge and experience acquired by the Cambodian personnel from technical training in Japan and and/or Third country and/or Cambodia will be utilized effectively in the implementation of the Project.

3. In accordance with the provisions of Article VI of the Agreement, RGC will provide services of Cambodian counterpart personnel and administrative personnel as listed in Annex III
4. In accordance with the provisions of Article VI of the Agreement, RGC will provide suitable office and facilities as listed in Annex IV.
5. In accordance with the laws and regulations in force in Cambodia, RGC will take necessary measures to supply or replace, at its own expense, machinery, equipment, instruments, 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.
6. In accordance with the laws and regulations in force in Cambodia, RGC will take necessary measures to meet the running expenses necessary for the implementation of the Project.

IV. ADMINISTRATION OF THE PROJECT

1. A Project Director from CMAC will bear overall responsibility for the administration and implementation of the Project.
2. The Japanese experts will provide necessary recommendations and advice to the Project Director on any matters pertaining to the implementation of the Project.
3. The Japanese experts will give necessary technical guidance and advice to Cambodian counterpart personnel on technical matters pertaining to the implementation of the Project.
4. 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 V.

V. MONITORING AND JOINT EVALUATION

The progress of the Project will be monitored properly through various measures such as mutual consultations or dispatching of monitoring missions. Evaluation of the Project will be conducted jointly by JICA and the Cambodian authorities concerned, at least one (1) time (terminal evaluation) within the cooperation term in order to examine the level of achievement.

VI. MUTUAL CONSULTATION

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



VII. MEASURES TO PROMOTE UNDERSTANDING OF AND SUPPORT FOR THE PROJECT

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

VIII. TERMS OF COOPERATION

The duration of technical cooperation for the Project would be two years and a half (2.5 years) starting from April, 2008.

ANNEX

ANNEX I	MASTER PLAN
ANNEX II	LIST OF JAPANESE EXPERTS
ANNEX III	LIST OF CAMBODIAN COUNTERPART PERSONNEL
ANNEX IV	LIST OF LAND, BUILDINGS AND FACILITIES
ANNEX V	JOINT COORDINATING COMMITTEE
ANNEX VI	AGREEMENT ON TECHNICAL COOPERATION BETWEEN THE GOVERNMENT OF JAPAN AND THE ROYAL GOVERNMENT OF CAMBODIA

ANNEX I

MASTER PLAN

1. Overall Goal
To realize the target of “CMAC 5 Year Strategic Plan 2008-2012”
2. Project Purpose
Strengthening the function and capacity of CMAC
3. Outputs of the Project
 - (1) Function of information management system is strengthened to improve the efficiency and effectiveness of demining activities.
 - (2) Management and maintenance systems of machinery and equipment are improved.
 - (3) The training center capability and systems are improved, thus quality of training courses and research & development activities is improved.
4. Activities of the Project
 - (1) Activities for Output (1)
 1. To improve the function of coordination and communication effectively and efficiently
 - 1-1 To review the present condition and develop future plan of CMAC information system
 - 1-2 To coordinate and conduct meeting/workshop to improve the management information system policy and procedure.
 - 1-3 To identify the equipment and system required to improve the quality of CMAC information system.
 - 1-4 To develop the capacity of concerned staff for information system.
 - 1-5 To strengthen information dissemination and communication between CMAC headquarters and Demining Units
 - (2) Activities for Output (2)
 2. To improve management and maintenance system of machinery and equipment
 - 2-1 To review the existing management and maintenance system
 - 2-2 To develop and update management and maintenance system
 - 2-3 To hold workshops and/or seminars to disseminate knowledge
 - 2-4 To strengthen the central workshop
 - 2-4-1 To review the present situation of the central workshop
 - 2-4-2 To identify the facilities to improve the central workshop
 - 2-4-3 To improve the capacity of the staff in the central workshop
 - 2-4-4 To develop guidelines for functioning the central workshop
 - (3) Activities for Output (3)
 3. To improve the training center function and capability
 - 3-1 To improve training needs assessment processes and design appropriate training courses
 - 3-2 To improve the training manuals and programs
 - 3-3 To improve the capacity of instructors and concerned staff
 - 3-4 To assist in strengthening network with other countries affected by mine/UXO in the world

Note: In cases where the Master Plan is needed to be modified according to changes in preconditions for the Project, both sides will agree upon and confirm such modifications by exchanging Minutes of Meetings.

ANNEX II

LIST OF JAPANESE EXPERTS

- (1) Long term expert
 - One (1) person: Chief Adviser
 - One (1) person: Workshop Management Adviser
 - One (1) person: Training Management Adviser
- (2) Other short-term experts for the necessary fields
 - Information System Adviser
 - And other experts according to the necessity

Note: The Japanese side has a plan to dispatch experts in the above field to ensure the smooth implementation of the Project. Period, field, number and terms of assignment of experts will be decided in consideration of the progress of the Project through mutual consultations for each Japanese fiscal year.

ANNEX III

LIST OF CAMBODIAN COUNTERPARTS AND ADMINISTRATIVE PERSONNEL

1. Project Director

Mr. OUM Phumro, Director of planning and Operations Department, CMAC

2. Counterparts Personnel

Suitably qualified personnel assigned continuously to work with JICA experts as below.

	NAME	Assignment title	Position at CMAC
Output (1)			
1	Mr. MENG Rasmey	Manager	MIS Officer
2	Mr. KIM Ly	Member	Database Officer
3	Ms. KIM Ratana	Member	Human Resources Officer
4	Mr. KOUK Vuthy	Member	Inventory Officer
5	Mr. Phean Siphon	Member	MIS Assistant
Output (2)			
7	Mr. NHEP Sour	Manager	Central Workshop Manager
8	Mr. MEAN Phearong	Member	Maintenance/Transport Officer
9	Mr. MAO Bunthoeun	Member	Senior Mechanic
10	Mr. CHHOUN Bunthoeun	Member	Senior Brush Cutter Mechanic
Output (3)			
11	Mr. ROATH Kanith	Manager	Director of Training R& D
12	Mr. MONG Sokuntearath	Member	Training Center Manager
13	Mr. ING Doeun	Member	Senior Instructor for EOD
14	Mr. NGUON Thy	Member	Senior Instructor for MDD
15	Mr. BOU Samoeun	Member	Instructor for Mine Action

ANNEX IV

LIST OF SUITABLE OFFICE AND FACILITIES

The Following will be prepared by the Royal Government of Cambodia for the Project Implementation.

1. Land, Buildings, and Facilities necessary for the implementation of the Project
2. Office space and necessary facilities (desk, chair, etc.) for the JICA experts.
3. Data/information necessary for the Project, which is available in CMAC.
4. Facilities and space necessary for the installation and operation of the machinery, equipment and tools to be provided by JICA.
5. Other facilities mutually agreed upon as necessary for the implementation of the Project



ANNEX V

JOINT COORDINATING COMMITTEE (JCC)

1. Function

The Joint Coordinating Committee meeting will be held at least once every 6 months and whenever necessity arises in order to fulfill the following functions;

- (1) To supervise the annual plan of the activities of the Project.
- (2) To review the management of the Project and to find out appropriate ways and means for the solution of major issues arising from or in connection with the management of the Project.
- (3) To supervise the annual work plan of the Project in line with the Plan of Operation which will be formulated based on the Record of Discussions.
- (4) To review the overall progress of the Project, and to evaluate the achievement of the objectives.

2. Structure of the Joint Coordinating Committee

(1) Chairperson

H.E. HENG Ratana, Deputy Director General of Cambodian Mine Action Centre (CMAC)

(2) Members of the Cambodian Side

- (a) Project director
- (b) All the counterpart member of the project
- (c) Representative from CDC
- (d) Representative from CMAA
- (e) Personnel related to the Project, if necessary

(3) Members of the Japanese Side

- (a) JICA long-term experts
- (b) JICA short-term experts
- (c) Representative from the JICA Cambodia Office
- (d) Representative from the Embassy of Japan (observer)
- (e) Personnel related to the Project, if necessary

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ANNEX VI

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



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 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 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.

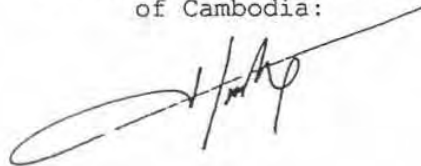
IN WITNESS WHEREOF the undersigned, duly authorized thereto, have signed this Agreement.

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:



2. 派遣専門家の Terms of Reference (TOR)

2.1 協力管理主席アドバイザー

<指導科目>

協力管理主席アドバイザー

<派遣目的>

プロジェクト全体の計画策定支援、進捗管理を行うと共に、CMAC に対して機能強化のための支援を行う。

<活動内容>

- (1) プロジェクト全体の運営を管理する。
- (2) プロジェクトの予算およびその執行を管理する。
- (3) プロジェクトの他の専門家への助言・支援を行う。
- (4) 対外機関・協力機関（他ドナー、NGO 等）と連携・協調する。
- (5) 他の地雷被災国とのネットワーク構築を支援する。
- (6) スタッフ派遣や受け入れ等、技術研修に係る南南協力の実施可能性を検討する。

<期待される成果>

- (1) プロジェクト活動計画（PO）に基づきプロジェクト活動が効率的に実施される。
- (2) 予算が効率的に活用され、正確に記録報告される。
- (3) 他の専門家の技能・経験が最大限に活用される。
- (4) 他機関との連携により、CMAC に対し効果的支援がなされる。
- (5) 他の地雷被災国との情報交換により、ネットワークが構築される。

<提出する報告書>

- (1) 専門家業務完了報告書

2.2 情報システムアドバイザー

<指導科目>

情報システムアドバイザー

<派遣目的>

人材、機材、及び地雷・不発弾除去作業に関わる必要な情報を適正に管理し、それらの情報を CMAC 本部と支部間で共有し、また伝達できるよう指導する。

<活動内容>

- (1) CMAC の情報管理システムの現状および将来計画を確認する。
- (2) 情報管理システムの方針・処理手続き改善のために必要な会合ないしワークショップを開催する。
- (3) CMAC の情報システムの質を改善するために必要な機材、システムを特定する。
- (4) 情報管理システムに関わるスタッフの能力向上を図るため、機器トラブル対応、サーバとネットワーク維持管理、データベース開発等、分野を設定して研修を行う。
- (5) CMAC 本部と地方支部との間の情報共有とコミュニケーションを強化するため、対象とする支部の選定、共有すべき情報および通信手段の検討を行ったうえで、情報システムの開発を支援する。

<期待される効果>

- (1) 情報管理システムの経緯と現状、および将来計画の構想が明確になる。
- (2) 情報管理システムの運用方針がスタッフ全体に周知され、処理手続きの簡素化及び処理内容の精度向上が達成される。
- (3) CMAC の情報管理に適した資機材・システムが選定される。
- (4) 情報管理のスタッフが、各種研修を通して技能が向上する。
- (5) 本部と支部間の情報共有に関し、対象支部、情報の種類、方法が検討され、情報共有システムが改善される。

<提出する報告書>

- (1) 専門家業務完了報告書

2.3 ワークショップ管理アドバイザー

<指導科目>

ワークショップ管理アドバイザー

<派遣目的>

中央整備工場（CMAC の車両や灌木除去機等の機材を集中的に整備・修理を行う施設）を中心として、機材の維持管理システムを改善するための指導を行う。

<活動内容>

- (1) 保有機材の維持・管理システムの現状と問題点を確認し、長期活用、及び経費節減のため、修理履歴や稼働時間を把握する維持管理システムおよびスペアパーツや消耗品の在庫管理システムの修正、改善、開発を行う。

- (2) 維持管理システムの運用を関係スタッフに周知、修得させるためのワークショップやセミナーを開催する。
- (3) 中央整備工場の機能を強化する。
 - ・ 中央整備工場における運用状況、整備、修理のレベル、及び所有工作機器、工具の現状を確認する。
 - ・ 中央整備工場の整備員の整備・修理技術のレベル、管理スタッフの管理方法の能力を強化するためのOJTを実施する。
 - ・ 中央整備工場の機能強化のため、整備・修理、及び整備工場運営のガイドラインを作成する。

<期待される成果>

- (1) 機材維持管理および在庫管理システムの問題点が明確となり、改善が図られる。
- (2) 機材維持管理システムの問題および改善内容が関係スタッフに理解される。
- (3) 中央整備工場の機能が全体として強化される。
 - ・ 中央整備工場の整備・修理のレベル、機器・工具の現状など運用状況が明確になる。
 - ・ 中央整備工場の整備・修理技術レベル、管理能力が強化される。
 - ・ 整備・修理、整備工場運営のためのガイドラインに従って、中央整備工場の機能が強化される。

<提出する報告書>

1. 専門家業務完了報告書

2.4 研修管理アドバイザー

<指導科目>

研修管理アドバイザー

<派遣目的>

研修センター（地雷・不発弾処理活動に携わるスタッフ等の各種訓練を行う施設）の機能と能力を改善するための指導を行う。

<活動内容>

- (1) 研修ニーズの評価プロセスを改善し、適切な研修コースをデザインする。
- (2) 研修事業の運営マニュアルを改善する。
- (3) 研修教官（トレーナー）や関係スタッフの能力を強化するために、教授法、研修カリキュラムの編成方法、機材の改善につき指導する。

- (4) 世界の他の地雷/不発弾被災国とのネットワーク構築の一環として、被災国における地雷対策実施機関の活動や技術訓練（分野、主催者、教官等）に関する情報を収集する。

<期待される成果>

- (1) 現場のニーズが明確になり、現場のニーズに合った研修コースが設定される。
- (2) 質の高い研修準備と研修実施が可能となる。
- (3) 研修教官と関連スタッフが、質の高い研修管理技術を習得できる。
- (4) CMAC および他国機関が技術的ノウハウと管理運営に関するノウハウを共有でき、相互に向上することができる。

<提出する報告書>

- (1) 専門家業務完了報告書

3. ニーズ・サーベイ質問票回収結果

(Preparatory Needs Survey for the Project of Strengthening CMAC function for Human Security Realization)

3.1 ニーズ・サーベイの手法

(1) ニーズ・サーベイの目的

CMAC 本部・UNDP カンボジア事務所等、直接面談を通じたヒアリング以外に、CMAC の研修スタッフ、整備技術者、情報管理担当（いずれもカウンターパート側）に、技術支援・研修ニーズの確認アンケート票を配布・回収した。配布・回収作業は、現地調査に先立って CMAC に依頼し、英語のアンケート票をクメール語に翻訳したものを配布し、戻ってきた記述回答はクメール語を英語に翻訳した。質問表の作成にあたっては、回答の集計の必要も考え、回答が選択肢で選択できるような簡便なものを作成することに留意したが、任意の記述回答欄も作成した。このアンケート票の作成・翻訳および CMAC への配布・回収依頼に際しては、JICA カンボジア事務所および柳沼（長期派遣）専門家にご協力頂いた。

本ニーズ・サーベイは、現在抱えている課題・ニーズ、必要とする技術的支援の内容など、現場のニーズを把握することを目的とするものである。当初は、本格的な大規模で組織的なニーズ調査を意図したわけでは必ずしもなく、パイロット的に小規模に実施することによって、大まかな現場のニーズを把握することを意図したものであるが、結果的には CMAC の現場を含むさまざまな部局から合計 97 の回答があり、統計的には有意な水準の回答数を得ることができた。

(2) 質問票の内容および全体の回収サンプル数及び小分類（職種）

記述合計回答数は 97 で、統計的にはかなり有意な水準を確保できる程度の数が回収された。いくつかの部局・担当分野の違い毎に整理し、以下のような 6 つ(A から F)の小分類で集計した。その結果、担当分野や専門毎に結果の違いを読むこともある程度可能となっている。

6 つの小分類及び各分類の回答数は、以下の通りである。D、E、F はいずれも現場担当者として位置づけられる。統計的な有意さを確保する観点から、いずれも 15-18 程度の回答数を確保した。

また、回答者は、大半が男性であり、平均年齢 39.3 歳、CMAC での平均在職年数 9.9 年という中堅の職員である。CMAC 設立は 15 年前なので、多くは設立以来のベテランであるが、中央整備工場および[F]の現場スタッフは在職年数が多少短い。

- A. Demining Unit (DU) Office Staff（地雷除去支部・スタッフ）：18
- B. Central Workshop Staff（中央整備工場スタッフ）：15
- C. Training Center (TC) Staff（研修センター・スタッフ）：16
- D. Brush Cutter Staff（灌木除去スタッフ）：16
- E. Mobile Platoon（移動地雷除去部隊）：17
- F. CBMMR（住民地雷被害削減対策班）、EOD（不発弾処理班）、MDD（地雷探知犬班）：15

合計回答数: 97

i. age (年齢)

A.	B.	C.	D.	E.	F.	全体
38.1	33.7	42.0	39.6	42.5	40.1	39.3 歳

ii. How many years have you been working in CMAC? (CMAC 在職年数)

A.	B.	C.	D.	E.	F.	全体
9.3	6.2	11.0	11.7	13.2	7.9	9.9 年

(3) 以下の質問票の集計表の見方

質問票の内容は、以下にそのまま掲載されている。また、任意の記述回答の数は少なかったため、すべてを回答欄に記入した。

各セクションの質問項目表の右側は、A-F の職種の小分類毎に、回答の中で最も回答の多かった返答の数字を記入してある。すなわち、1= Very much, 2= Much, 3= To some extent, 4=Unnecessary, 5=not able to be answered のうち最も多かった回答番号を記入した。このうち1及び2は「重要だ」と考えるものであり、5は事実上「無回答」で無視できるが、4は「不必要」という意見なので要注意である。

3.2 ニーズ・サーベイの質問表と集計結果

Section 1. 2. 3. 4. Refer to All Interviewees

Section 1: Organizational Management of CMAC

- i. How much (do you think) are the following items important for the improvement of the capacity and effectiveness of CMAC? Please check the level of importance in the following Box-chart from 1 to 5.

		A	B	C	D	E	F	平均
i	Improvement of information management	2	1	1	1	1	1	1
ii	Increasing capacity of repairing equipments & cars	2	2	1	1	1	1	1
iii	Improvement of training system	3	2	1	2	2	1	2
iv	Improvement of management of CMAC (If yes, how? Please refer in the space below [iii])	3	1	4	5	5	5	3
v	Improvement of organization of CMAC headquarter (If yes, how? Please refer in the space below [iii])	3	3	4	5	5	5	3

(1= Very much, 2= Much, 3= To some extent, 4=Unnecessary, 5=not able to be answered)

- ii. If you think any other items needed for this purpose, please refer it (them) in the space below.

回答 Request to improve CMAC driver capacity (CWS-BTB).
It is necessary to have training on repair & maintenance a few times a year (DU3 mechanic).

- iii. If you have any comments on this issue, please write in the space below.

回答 CMAC management improvement is necessary to plan on the upper level (DU3 mechanic).

Section 1 の回答のまとめ

- ・ 情報部門・修理部門・研修部門のいずれも改善の重要性を認識している。特に地雷除去現場(D,E,F の部門)の人々の間で必要性の認識・ニーズが大きい。
- ・ CMAC 本部の運営管理の改善については、トレーニング部門が不要と答えているのに対し、機材修理部門で不満が大きい(上記の具体的回答も参照されたい)。

Section 2: Machinery & Equipment Management & Repair

- i. How much (do you think) are the following items important for the improvement of the management & equipment capacity and effectiveness of CMAC? Please check the level of importance in the following Box-chart from 1 to 5.

		A	B	C	D	E	F	平均
i	Increase of number of mechanic staff	2	2	4	3	3	1	3
ii	Improvement of mechanic manual	3	3	2	2	2	1	2
iii	Improvement of tools & equipment for repair work	2	1	2	1	1	2	1
iv	Improvement of mechanic facilities	2	1	2	1	1	1	1
v	Relocation of central repair shop (If yes, to where? Please refer in the space below [iii])	4	5	4	5	5	4	4
vi	Improvement of mechanic management (If yes, how? Please refer in the space below [iii])	3	3	4	5	5	5	3
vii	Inviting technical adviser (from Japan)	1	4	1	1	1	5	2

(1= Very much, 2= Much, 3= To some extent, 4=Unnecessary, 5=not able to be answered)

- ii. If you have any other items needed for this purpose, please refer it (them) in the space below.

回答 There is a shortage of material & equipment in repairing work (CWS).
Increasing repairing tools to improve repairing work (CWS).
Need additional repairing tools (CWS).
Provide additional training to mechanics at DUS (CWS)

iii. If you have any comments on this issue, please write in the space below.

回答 To increase the number of repairing manuals on electronic system of all types of vehicles in CMAC (CWS).
It should have mobile workshop to support repairing work at the field (CWS).

Section 2 の回答のまとめ

- ・ 修理機材及び修理施設に関する改善ニーズが大きい。特に修理部門と除去作業の現場でニーズが大きい（上記コメント参照）。
- ・ この分野への日本人専門家派遣に関しては、多くは必要度大と答えているが、修理部門の現場のみが否定的である（理由は不明）。

Section 3: Training Management

i. How much (do you think) are the following items important for the improvement of the capacity and effectiveness of CMAC in respect of training? Please check the level of importance in the following Box-chart from 1 to 5.

		A	B	C	D	E	F	平均
i	Increase of number of training seminar	2	3	1	2	2	1	2
ii	Improvement of training manual	2	5	1	2	2	1	2
iii	Improvement of training equipment	2	5	1	1	1	2	1
iv	Improvement of teaching method of trainers	2	5	1	1	2	2	2
v	Improvement of training facilities	2	5	1	1	1	2	1
vi	Relocation of training center (If yes, to where? Please refer in the space blow [iii])	4	5	4	5	5	4	4
vii	Inviting adviser for training (from Japan)	2	5	1	1	1	5	1
viii	Increasing number of training staff	3	5	4	2	2	2	3

(1= Very much, 2= Much, 3= To some extent, 4=Unnecessary, 5=not able to be answered)

ii. If you have any other items needed for this purpose, please refer it (them) in the space below.

回答

The training curriculum should be designed in consistent with geographical area and time frame (DU3 mechanic).

Section3 の回答のまとめ

- ・ 研修部門の改善については特にトレーニング・センターのスタッフ (C 部門)が強く必要性を認識している。
- ・ 研修センターの移転は不必要との回答が大半である (シエムリアップへの機能移転に関する意見か)。
- ・ 研修部門への日本人専門家派遣については必要性の認識高い。
- ・ トレーニング・スタッフの増員は、特に研修スタッフ(C 部門)は不要との回答が多い。
- ・ 研修機材・施設の改善の必要性は大きいとの回答が大半。

Section 4: Training Courses

- i. How much (do you think) are the following items important as training courses for the capacity enhancement of CMAC? Please check the level of importance in the following Box-chart from 1 to 5.

		A	B	C	D	E	F	平均
i	Knowledge & information of mines & UXO	2	5	1	1	1	1	1
ii	Demining technology	2	5	1	2	2	2	2
iii	Technical survey	2	5	1	2	2	2	2
iv	Area reduction technology	2	5	1	1	1	2	1
v	Detection technology	2	5	1	3	3	1	2
vi	EOD technology	2	5	1	1	3	1	2
vii	Knowledge for risk reduction	2	5	1	3	3	1	2

(1= Very much, 2= Much, 3= To some extent, 4=Unnecessary, 5=not able to be answered)

Section 4 の回答のまとめ

- ・ どの項目の研修コースも重要と回答。
- ・ 特に研修スタッフで必要性の認識がきわめて高い。

Sections 5 Refers only to Managers & Training Staff

Section 5: Monitoring Indicators

- i. What are the useful and effective indicators to access the enhancement of the capacity and effectiveness of CMAC? Please check the level of importance in the following Box-chart from 1 to 5.

		A	B	C	D	E	F	平均
i	Area of full clearance/marketing/area reduction (m2/month)	2	5	1			2	2
ii	Number of decreased mines & UXO	1	5	1			1	1
iii	Number of beneficiary families & villages	1	5	1			1	1
iv	Number of victims of mines & UXO	1	5	1			1	1
v	Cost effectiveness of demining activities (\$ / m2[area])	2	5	1			3	2
vi	Number of trainees (per month, per year)	2	5	1			2	2
vii	Number of working equipments & vehicles	2	1	1			2	2
viii	Number of repaired equipments & vehicles	2	1	3	5		2	2
ix	In-house/outsourcing ratio of maintenance work	2	5	2	5		2	2
x	Number of decrease of accident (injured deminers) during demining activities	2	5	1	5		3	2

(1= Very much, 2= Much, 3= To some extent, 4=Unnecessary, 5=not able to be answered)

Section 5 の回答のまとめ

- ・ どの指標も重要・有用との回答が大半である。
- ・ 特に ii、 iii、 iv の三つが重要と考えられている (いずれも伝統的・基本的な指標)。

Section6: Performance

- i. How much (do you think) are the following indicators (which relate to performance of CMAC) improved or improving last 5 years? Please check the level of importance in the following Box-chart from 1 to 5.

		A	B	C	D	E	F	平均
i	Area of full clearance/marketing/area reduction (m2/month)	1	5	2	2	2	1	2
ii	Number of decreased mines & UXO	2	5	2	2	2	2	2
iii	Number of beneficiary families & villages	2	5	2	2	2	1	2

iv	Number of victims of mines & UXO	3	5	2	3	3	1	2
v	Cost effectiveness of demining activities (\$ / m2[area])	3	5	2	3	3	3	3
vi	Number of trainees (per month, per year)	3	5	2	3	3	3	3
vii	Number of working equipments & vehicles	2	1	2	3	3	1	2
viii	Number of repaired equipments & vehicles	2	1	2	3	3	1	2
ix	In-house/outsourcing ratio of maintenance work	3	5	2	3	3	5	3
x	Number of decrease of accident (injured deminers) during demining activities	3	5	2	3	3	5	3

(1= Very much, 2= Much, 3= To some extent, 4=Unnecessary, 5=not able to be answered)

Section 6 の回答のまとめ

- ・ 全体的にある程度の改善がみられたとの回答が多い。
- ・ そのなかでも特に機材の改善についての評価が比較的高い。

