

## 付 属 資 料

1. M/M

2. 調査日程表

3. PDM

4. PO

5. R/D



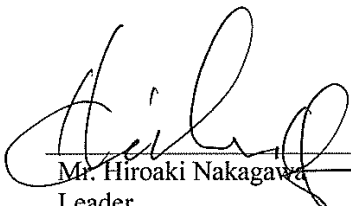
MINUTES OF MEETINGS BETWEEN  
JAPANESE PREPARATORY SURVEY TEAM AND  
AUTHORITIES CONCERNED OF  
THE ROYAL GOVERNMENT OF CAMBODIA ON  
THE PROJECT FOR CAMBODIA-JAPAN COOPERATION CENTER (Phase II)

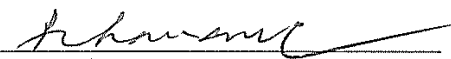
In response to the request made by the Royal Government of Cambodia (hereinafter referred to as "RGC") for the Project for Cambodia-Japan Cooperation Center (Phase II) (hereinafter referred to as "the Project"), the Japan International Cooperation Agency (hereinafter referred to as "JICA") has organized the Preparatory Survey Team (hereinafter referred to as "the Team") headed by Mr. Hiroaki Nakagawa in order to discuss the framework of the Project from 15 January 2009 to 23 January 2009.


During their stay at Phnom Penh, the Team held interviews, workshops and a series of meetings and exchanged views with the authorities concerned of the RGC (hereinafter referred to as "the Cambodian side").

As a result of the discussions, the Team and the Cambodian side agreed to recommend to their respective Government the tentative framework referred to in the document attached hereto.

Phnom Penh, 23 January 2009

  
Mr. Hiroaki Nakagawa  
Leader  
Preparatory Survey Team  
Japan International Cooperation Agency

  
H.E. Prof. Pit Chamnan  
Secretary of State  
Ministry of Education, Youth and Sport  
The Royal Government of Cambodia

  
H.E. Mr. Lav Chhiv Eav  
Rector  
Royal University of Phnom Penh  
The Royal Government of Cambodia

## ATTACHED DOCUMENT

### 1. Purposes of the Preparatory Survey

- (1) To discuss and confirm a framework of the Project regarding the project purpose, outputs, activities, inputs, institutional framework (budget, staff), terms of cooperation, and target groups, etc.
- (2) To discuss and prepare a draft of Tentative Schedule of Implementation for entire cooperation period based upon the framework of the Project (Project Design Matrix (PDM), Plan of Operation (PO)).
- (3) To study necessity of the Project implementation in terms of five analysis items for evaluation (Relevance, Effectiveness, Efficiency, Impact, and Sustainability) regarding inputs, activities, outputs and the feasibility of project purpose achievement (Ex-ante Evaluation).
- (4) To prepare and sign the Minutes of Meetings (hereinafter referred to as "M/M") as a result of the Survey.

### 2. Results of the discussions on the Framework of the Project

Based on the results of the discussions through a series of meetings and workshops, both sides shared views of the basic concept and agreed its framework as ANNEX A, B and C. The framework will be reconfirmed when the Record of Discussions (hereinafter referred to as "R/D") is signed.

The main points of discussions are as follows:

#### (1) Basic Concept of the Project

Both sides shared the basic concept of the Project as the following points:

- a) The Project will be implemented in the context of private sector development in Cambodia.
- b) During the project period, Cambodian and Japanese sides make effort to secure sustainability of the Project activities by taking possible measures as follows:
  - To formulate annual and mid-term management plan which includes logical linkage among activities, budget and resources through introducing PDCA (Plan-Do-Check-Action) cycle.
  - To increase the number of counterpart personnel.
  - To involve more Cambodian lecturers as resource persons in HRD

course, and to encourage further initiative of Cambodian staff in each activity as well.

- To provide the opportunity of training, including JICA training in Japan, for appropriate Cambodian personnel such as lecturers and staff.
- To increase its own income.

(2) Managerial Framework

- a) The “Steering Committee” in the Phase I Project shall be renamed to the “Joint Coordination Committee”.
- b) The Chairperson of the Joint Coordination Committee shall be the Minister of Education, Youth and Sport.
- c) For deepening communication and discussing operational matters, the Managing Committee should be further strengthened and utilized as the practical forum of CJCC management involving RUPP and relevant universities and ministries.

3. Others

- (1) Further procedures for reaching the final R/D of the Project will be carried out by the JICA Cambodia Office by the end of March 2009.
- (2) Draft PDM and PO should be authorized at the first Joint Coordination Committee.

ANNEX A	DRAFT RECORD OF DISCUSSIONS
ANNEX B	DRAFT PDM AND PO
ANNEX C	EX-ANTE EVALUATION

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RECORD OF DISCUSSIONS BETWEEN  
JAPAN INTERNATIONAL COOPERATION AGENCY AND  
THE AUTHORITIES CONCERNED OF  
THE ROYAL GOVERNMENT OF CAMBODIA  
ON JAPANESE TECHNICAL COOPERATION  
FOR THE CAMBODIA-JAPAN COOPERATION CENTER (PHASE II) PROJECT

Japan International Cooperation Agency (hereinafter referred to as “JICA”) and authorities concerned of the Royal Government of Cambodia had a series of meetings for the purpose of working out the details of the technical cooperation concerning the Cambodia-Japan Cooperation Center (Phase II) Project (hereinafter referred to as “the Project”) in the Kingdom of Cambodia.

Accordingly, JICA exchanged views and had a series of discussions with the Cambodian government concerned with respect to desirable measures to be taken by JICA and Royal Government of Cambodia for the successful implementation of the above-mentioned project.

As a result of the discussions, and in accordance with the provisions of the Agreement on Technical Cooperation between the Government of Japan and the Royal Government of Cambodia, signed in Phnom Penh on June 17<sup>th</sup> 2003 (hereinafter referred to as “the Agreement”), JICA and the Cambodian authorities concerned agreed to recommend to their respective Governments the matters referred to in the document attached hereto.

Phnom Penh, March , 2009

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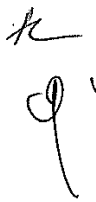
Mr. Kazuhiro Yoneda  
Resident Representative  
JICA Cambodia Office

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H.E. Prof. Pit Chamnan  
Secretary of State  
Ministry of Education, Youth and Sport  
The Kingdom of Cambodia

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H.E. Mr. Lav Chhiv Eav  
Rector  
Royal University of Phnom Penh  
The Kingdom of Cambodia



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THE ATTACHED DOCUMENT

I. COOPERATION BETWEEN JICA AND THE ROYAL GOVERNMENT OF CAMBODIA

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

II. MEASURE TO BE TAKEN BY THE GOVERNMENT OF JAPAN

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

1. DISPATCH OF JAPANESE EXPERTS

JICA will provide the services of the Japanese experts as listed in Annex II.

2. PROVISION OF MACHINERY AND EQUIPMENT

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

3. TRAINING OF CAMBODIAN PERSONNEL IN JAPAN

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

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

1. The Royal Government of Cambodia will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through full and active involvement in the Project by all related authorities, beneficiary groups and institutions.
2. The Royal Government of Cambodia will ensure that the technologies and knowledge acquired by the Cambodian nationals as a result of the Japanese technical cooperation will contribute to the economic and social development of the Kingdom of Cambodia.
3. The Royal Government of Cambodia will take necessary measures to receive and use the Equipment provided by JICA under II-2 above and equipment, machinery and materials carried in by the Japanese experts referred to in II-1 above.

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4. The Royal Government of Cambodia will take necessary measures to ensure that the knowledge and experience acquired by the Cambodian personnel from technical training in Japan will be utilized effectively in the implementation of the Project.
5. The Royal Government of Cambodia will provide the services of counterpart personnel and administrative personnel as listed in Annex IV.
6. The Royal Government of Cambodia will provide the buildings and facilities as listed in Annex V.
7. In accordance with the laws and regulations in force in Kingdom of Cambodia, the Royal Government of Cambodia will take necessary measures to supply or replace at its own expense for machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided by JICA under II-2 above.
8. In accordance with the laws and regulations in force in Kingdom of Cambodia, the Royal Government of Cambodia will take necessary measures to meet running expenses necessary for the implementation of the Project other than covered by the Japanese side.

IV. ADMINISTRATION OF THE PROJECT

1. Ministry of Education, Youth and Sport will bear overall responsibility for the implementation of the Project.
2. Director of the Cambodia-Japan Cooperation Center will be responsible for the managerial matters of the Project.
3. Japanese Chief Advisor will provide necessary recommendation and advice to Director and Cambodia counterpart personnel on any matters pertaining to the implementation of the Project.
4. Japanese experts will provide necessary technical guidance and advice to the Cambodian counterpart personnel on technical matters pertaining to the implementation of the Project.
5. For the effective and successful management of the Project, the Joint Coordination Committee and the Management Committee are established. The functions and composition of the committees are described in Annex VI.

V. MONITORING AND JOINT EVALUATION

The progress of the Project will be monitored properly through various measures such as mutual consultations or dispatch of a monitoring mission. Evaluation of the Project will be conducted jointly by JICA and the Cambodian authorities concerned, at the middle and during

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the last six months of the cooperation term in order to examine the level of achievement.

#### VI. CLAIMS AGAINST JAPANESE EXPERTS

The Royal Government of Cambodia shall bear claims, if any arises, against the Japanese experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in the Kingdom of Cambodia except for those arising from the willful misconduct or gross negligence of the Japanese experts.

#### VII. MUTUAL CONSULTATION

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

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

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

#### IX. TERM OF COOPERATION

The duration of the technical cooperation for the Project under this Attached Document will be five (5) years from April 1, 2009.

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

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ANNEX I      MASTER PLAN (Tentative)

1. Title of the Project

The Japanese Technical Cooperation for the Cambodia-Japan Cooperation Center (Phase II)  
Project in the Kingdom of Cambodia

2. Overall Goal

CJCC contributes to human resource development to promote economic development in Cambodia and mutual understanding between Cambodia and Japan.

3. Project Purpose

CJCC becomes the human resource development and information center to promote private sector development in Cambodia.

4. Output

(1) Strengthening of CJCC Management

Management of CJCC is further strengthened to be a sustainable service-providing organization.

(2) Strengthening of Human Resource Development Course

(a) Human Resource Development Course further contributing to private sector is implemented.

(b) Management and implementation of Human Resource Development Course is strengthened with more initiatives and utilization of local resources.

(3) Strengthening of Japanese Language course

(a) High-quality Japanese language courses are implemented, which complements needs and activities of other Japanese educational institutions.

(b) Management system with local resources is strengthened.

(4) Strengthening and integration of provision and facilitation of various services and information

Function to provide and to facilitate services of exchange activities and information between Cambodia and Japan is strengthened.

5. Activities

(1) Strengthening of CJCC management

1-1 To develop decision-making procedures/system with a clear responsibility/information sharing among, management level, sections and Japanese Experts

1-2 To formulate an integrated mid-term strategic management plan

1-3 To formulate an integrated annual management plan



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- 1-4 To formulate and implement mid-term and annual personnel development and recruitment programs
- 1-5 To formulate, implement and monitor mid-term and annual financial plans
- 1-6 To arrange and hold regular meetings (Joint Coordination Committee, Managing Committee, Regular Staff Meetings)
- 1-7 To formulate and implement collaboration programs with universities, private sector and government agencies
- 1-8 To develop CJCC database that all CJCC staff can share information on human resources on each section's activity
- 1-9 To implement the public awareness assessment survey

(2) Strengthening of Human Resource Development Course

- 2-1 To formulate an integrated mid-term strategic management plan for HRD Course
- 2-2 To formulate an annual strategic implementation plan of all courses with budget plan
- 2-3 To manage, implement and monitor HRD courses with more initiatives of local staff
- 2-4 To formulate and implement an annual development plan of local trainers with development of research-related function
- 2-5 To establish and maintain trainers' information on CJCC database through implementation of trainers' training courses
- 2-6 To maintain and upgrade graduates' information on CJCC database
- 2-7 To implement constant networking activities with graduates, private sector, universities and government agencies

(3) Strengthening of Japanese Language Course

- 3-1 To formulate an integrated mid-term strategic management plan for Japanese Language Course
- 3-2 To formulate an annual strategic implementation plan of all courses with budget plan
- 3-3 To manage, implement and monitor Japanese Language courses with initiatives of local staff
- 3-4 To maintain and upgrade graduates' information on CJCC database
- 3-5 To implement constant networking activities with graduates, other Japanese Language Schools, universities and government agencies

(4) Strengthening and integration of provision and facilitation of various services and information

- 4-1 To formulate an integrated mid-term strategic management plan for provision and facilitation of various services and information
- 4-2 To formulate an annual strategic implementation plan of all services and information

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- 4-3 To manage, implement and monitor all services and information activities with initiatives of local staff
- 4-4 To maintain and upgrade information of CJCC members and partners on CJCC database
- 4-5 To implement constant networking activities with members, participants, Cambodian and Japanese universities, and government agencies
- 4-6 To strengthen the function of public relation and advertisement of CJCC
- 4-7 To strengthen the function of information collection and provision
- 4-8 To make marketing efforts on inviting Cambodian and Japanese institutions and organizations to implement events at CJCC

**Amendment of the Master Plan**

In case the Master Plan is modified due to changes in the Project, both governments will agree to and confirm these modifications by exchanging Minutes of Meetings.



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ANNEX II LIST OF JAPANESE EXPERTS

1. Long-Term experts

- (1) Chief Advisor
- (2) Project Coordinator
- (3) Expert on Japanese Language Course
- (4) Expert on exchange programs and PR

2. Short-term experts on Human Resource Development Course, Japanese Language Course, and Exchange programs etc., upon necessity

Note:

Assignment schedule of the Long-term experts depends on the progress of the Project and availability of the suitable experts.

Field, number and term of assignment of short-term experts and Human Resource Development course will be decided in consideration of the progress of the Project through mutual consultation in each Japanese fiscal year.

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ANNEX III LIST OF MACHINERY AND EQUIPMENT

1. The necessary equipment for the transfer of technology by the Japanese experts will be provided.
2. Other materials and equipment mutually agreed upon as necessary will be provided.

Note:

Contents, specifications and quantity of the above-mentioned equipment will be decided through mutual consultations within the allocated budget of the Japanese fiscal year.



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ANNEX IV LIST OF CAMBODIAN COUNTERPART AND ADMINISTRATIVE PERSONNEL

The following personnel will be assigned to the Center by the Royal Government of Cambodia.

1. Director
2. Administrative manager
3. Human resource development course manager
4. Japanese language course manager
5. Exchange program manager

The following personnel will be assigned by the Center.

1. Lecturers on each course
2. Assistants on each course
3. Administration staff
4. Accountant
5. Librarian
6. Public relation staff
7. Maintenance staff of facility and equipment
8. Other staff will be assigned when necessary for the activities of the Center

Note:

Actual assignment of the above personnel will depend on the progress of the Project.



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ANNEX V LIST OF LAND, BUILDINGS AND FACILITIES

The following will be prepared by the Government of the Kingdom of Cambodia for the implementation of the Project.

1. Necessary space and facilities
2. Office Space for Japanese experts
3. Other facilities mutually agreed upon as required

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## ANNEX VI JOINT COORDINATION COMMITTEE AND MANAGING COMMITTEE

### 1. Joint Coordination Committee

#### (1) Function

The Joint Coordination Committee meeting will be held when necessity arises and at least once a year in order to fulfill the following functions;

- (a) To endorse the annual plan of the Center's activities.
- (b) To review the Center management and to find out appropriate ways and means for the solution of major issues arising from or in connection with Center management.
- (c) To endorse the annual work plan of the Project in line with the Plan of Operation which will be formulated based on the Record of Discussions.
- (d) To review the overall progress of the Project, and to evaluate the achievement of the objectives.

#### (2) Members of the Joint Coordination Committee

##### (a) Chairperson

- 1. Minister of Education, Youth and Sport

##### (b) Members

- 1. Rector of Royal University of Phnom Penh
- 2. Representative of Ministry of Foreign Affairs and International Cooperation
- 3. Representative of Ministry of Economy and Finance
- 4. Representative of Council for the Development of Cambodia
- 5. Representative of Ministry of Culture and Fine Arts
- 6. Representative of Ministry of Commerce
- 7. Representative of Ministry of Tourism
- 8. Chief Representative of JICA Cambodia Office

##### (c) Observer

- 1. Representative of the Embassy of Japan

### 2. Managing Committee

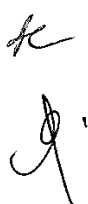
#### (1) Function

The Managing Committee meeting will be held when necessity arises and at least once a 3 months in order to fulfill the following functions under the control of the Joint Coordination Committee;

- (a) To review activities and achievement of the Project.
- (b) To discuss the direction of practical and operational issues of CJCC.
- (c) To report the progress and issues to the Joint Coordination Committee.

#### (2) Members of the Managing Committee

##### (a) Chairperson



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1. Secretary of State, Ministry of Education, Youth and Sport

(b) Deputy Chairperson

1. Rector of Royal University of Phnom Penh

(c) Members

1. Rector of National University of Management

2. Rector of Royal University of Law and Economics

3. Representative of JICA Cambodia Office

4. Director of CJCC

5. Chief Advisor

6. Other organizations upon necessity

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ANNEX B Project Design Matrix for the 2nd Phase of the CJCC Project (TENTATIVE DRAFT)

ANNEX B

Target Group: People in private sector, educational field and government

as of January 21, 2009

<i>Narrative Summary</i>	<i>Verifiable Indicators</i>	<i>Means of Verification</i>	<i>Important Assumptions</i>
<b>Overall Goal:</b>  <b>CJCC contributes to human resource development to promote economic development in Cambodia and mutual understanding between Cambodia and Japan.</b>	1) The number of CJCC course graduates who work in private sector exceeds 10,000. 2) The numbers of activities, people and information on Exchange Program between the two countries increases every year. 3) Awareness of CJCC in Phnom Penh and major cities increases to more than 20%.	1) Project record 2) Monitoring survey	
<b>Project Purpose:</b>  <b>CJCC becomes the human resource development and information center to promote private sector development in Cambodia.</b>	1) More than 3,000 certificates are issued for the participants of HRD courses (except for seminars) 2) More than 400 certificates are issued for the participants of Japanese Language Courses 3) Total number of participants for both provided and facilitated events in the Project period exceeds 100,000. 4) Number and contents of both networking activities and established CJCC database on human resource 5) Awareness of CJCC in Phnom Penh increases to more than 35% in 2014.	- Monitoring survey - Project record - Record of database development and utilization	- Ministries and agencies of Cambodian government continue their support to CJCC.
<b>Output:</b>  <b>1. Management of CJCC is further strengthened to be a sustainable service-providing organization.</b>	1) Chart that describes decision-making procedures/system, function of each position and responsibility sharing among managers and sections is formulated and improved every year. 2) An integrated mid-term strategic management plan is formulated and revised regularly. 3) Formulated annual management plan becomes more detailed and integrated every year. 4) Training program for CJCC managers/staff is constantly implemented with a satisfaction of participants. 5) Concrete collaboration programs with various organizations increases every year. 6) Frequency and contents of Managing Committee meetings 7) All stages of CJCC planning and management are implemented by the counterpart's initiative. 8) 30% of the Center's local expenditure is covered by the Center's own income in 2014 based on the formulated mid-term plan. 9) Frequency and contents of sharing information by utilization of CJCC database	- Organization chart - Project record - 6months progress report - Financial record - Monitoring report - Record of meetings	- Necessary budget for CJCC is secured by MoEYS and RUPP. - Members of Joint Coordination Committee and Managing Committee will continue their support.
<b>2.</b> <b>(1) Human Resource Development Course further contributing to private sector is implemented.</b> <b>(2) Management and implementation of Human Resource Development Course is strengthened with more initiatives and utilization of local resources.</b>	2-1 An integrated mid-term strategic management plan for HRD Course is formulated and revised regularly. 2-2 Number and contents of implemented courses 2-3 Number of course participants 2-4 Degree of participant's satisfaction 2-5 Number of developed trainers at TOT course 2-6 Number and level of registered trainers of HRD Course on CJCC database 2-7 Number and contents of registered graduates from HRD Course on CJCC database 2-8 Number and contents of networking activities 2-9 The share of teaching time by local trainers exceeds 50% of the total in 2014. 2-10 Most of the planning and management function is implemented by local staff in 2014.	- Project record - Questionnaire at the end of the course. - Monitoring survey	- Japanese companies and Japanese people who live in Cambodia continue their support to CJCC.
<b>3.</b> <b>(1) High-quality Japanese language courses are implemented, which complements needs and activities of other Japanese educational institutions.</b> <b>(2) Management system with local resources is strengthened.</b>	3-1 An integrated mid-term strategic management plan for Japanese Language Course is formulated and revised regularly. 3-2 Number and contents of implemented courses 3-3 Number of course participants 3-4 Degree of participant's satisfaction 3-5 Number of developed Japanese Language Teachers at TOT course 3-6 Number and share of participants who passed Japanese Language Proficiency Test 3-7 Number and level of registered graduates from Japanese Language Course on CJCC database 3-8 Number and contents of networking activities 3-9 Most of the planning and management function is implemented by local staff in 2014.	- Project record - Examinations at the end of the course to check their level of understanding - Questionnaire at the end of the course. - Monitoring survey	- Cambodia's economic situation is not deteriorated too much.
<b>4. Function to provide and to facilitate services of exchange activities and information between Cambodia and Japan is strengthened.</b>	4-1 An integrated mid-term strategic management plan for provision and facilitation of various services and information is formulated and revised regularly. 4-2 Number of both provided and facilitated events and information services 4-3 Number of participants for provided events and services 4-4 Degree of participant's satisfaction for provided events and services 4-5 Number and contents of registered CJCC members and partners on CJCC database 4-6 Number and contents of networking activities 4-7 Number of inquiries and requests for event organization from outside 4-8 Number and contents of developed multimedia products for public relations and information provision 4-9 Most of the planning and management function is implemented by local staff in 2014.	- Project record - Questionnaire to participants - Monitoring survey - Record of facility operation	

## ANNEX B. Tentative Plan of Operation (TPO)

Activities	JPFY2009 Year 1				JPFY2010 Year 2				JPFY2011 Year 3				JPFY2012 Year 4				JPFY2013 Year 5				Responsible person* in project team (Person in ( ) has a leading responsibility for planning and implementation.)
	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	
Evaluation Activities											*								*		
											mid-term								terminal		
<b>1. Strengthening of CJCC Management</b>																					
1-1 To develop decision-making procedures/system with a clear responsibility/information sharing among, management level, sections and Japanese Experts																					All CJCC managers & JICA Expert(s) (CJCC Director and Chief Advisor)
1-2 To formulate an integrated mid-term strategic management plan																					All CJCC managers (CJCC Director and Chief Advisor)
1-3 To formulate an integrated annual management plan																					All CJCC managers (CJCC Director and Chief Advisor)
1-4 To formulate and implement mid-term and annual personnel development and recruitment programs																					Administrator and Project Coordinator
1-5 To formulate, implement and monitor mid-term and annual financial plans																					Administrator and Project Coordinator
1-6 To arrange and hold regular meetings (Joint Coordination Committee (JCC), Managing Committee (MC), Regular Staff meetings)																					CJCC Director and Administrator
1-7 To formulate and implement collaboration programs with universities, private sector and government agencies																					Administrator, Exchange Program Manager and Public Relations Manager
1-8 To develop CJCC database that all CJCC staff can share information of human resources on each section's activity																					Public Relations Manager and staff with inputs by Activities 2-5, 2-6, 3-4 and 4-4, JICA Expert
1-9 To implement the public awareness assessment survey																					Administrator and Public Relations Manager
<b>2. Strengthening of Human Resource Development (HRD) Course</b>																					
2-1 To formulate an integrated mid-term strategic management plan for HRD Course																					HRD Course Manager and staff with assistance of respective JICA Expert(s)
2-2 To formulate an annual strategic implementation plan of all courses with budget plan																					-ditto-
2-3 To manage, implement and monitor HRD courses with more initiatives of local staff																					-ditto-
2-4 To formulate and implement an annual development plan of local trainers with development of research-related function																					-ditto-
2-5 To establish and maintain trainers' information on CJCC database through implementation of trainers' training courses																					HRD Manager and staff, Administration staff
2-6 To maintain and upgrade graduates' information on CJCC database																					HRD Manager and staff, Administration staff
2-7 To implement constant networking activities with graduates, private sector, universities and government agencies																					HRD Course Manager and staff with assistance of respective JICA Expert(s)

## Ex-Ante Evaluation

### 1. Relevance

The government of Cambodia has implemented the “Rectangular Strategy” under its new “National Strategic Development Plan” (NSDP) announced in January 2006, in which “private sector development and generation of employment” is one of the priority areas. The Project aims at further contributing to the private sector development and generation of employment in the country and to further strengthen the capacity development of CJCC as a sustainable service-providing organization, given the successes and lessons learnt from the previous Phase of the Project that aimed at establishing the foundation of the center that develops human resources for the private sector development and accelerates mutual exchange and understanding between the two countries. In this respect, the Project matches with the development needs of Cambodia.

Japan has had an assistance policy to Cambodia, in which the promotion of social and economic infrastructure development and preparation of environment for economic promotion are positioned as priority areas. On the JICA’s assistance strategy to Cambodia, the Project is positioned as one important technical cooperation under the sub-program for small-, medium-sized and micro enterprise development under the “private sector development program”. Japan (JICA) has implemented many assistance projects on Japan Center in different countries, and this ensures that Japan has enough human resources, experiences and technical capacity for smooth implementation of the Project.

From these points of views stated above, it is considered that the Project has a high relevance enough for the implementation.

### 2. Effectiveness

The Project defines expected outputs and activities that further strengthen and integrate five outputs that were almost achieved by the previous Phase in establishing CJCC’s basic management and implementing capacity such as (1) Management, planning and operation of CJCC, (2) Human Resource Development (HRD) Course, (3) Japanese Language Course, (4) Exchange Program, and (5) Public Relations. On each output level, priorities are set as further selection of the target group, focus of service provision and strengthening of higher value-added activities to target groups that could bring about more benefits and effectively promote private sector development and employment generation with a consideration of the current situation and stage of the country’s social and economic development, and assistance on strengthening more sustainable operation of the Project by the Cambodian counterparts personnel, which assures for the Project to have clear logical structure and consistency for an achievement of the Project purpose. In Cambodia a rapid increase of young population is expected and an employment generation for those, and promotion

of human resource development through both training on modern, practical management skills in order to cope with economic globalization issues inside and outside ASEAN and promotion of information on education, industry and employment are urgent issues, which justifies that the Project purpose and outputs meets with real, local needs in the country. Given the achievements in the previous Phase, the Project tries to set challenging, but realistic outputs and activities that match with the current situation of high level of ownership, organizational and human resource capacity of the Cambodian implementing agency, which suggests that the achievement of the expected outputs and the subsequent achievement of the Project purpose is considered to be highly expected.

From the above-mentioned views, the Project is considered to have a relatively high effectiveness.

### 3. Efficiency

CJCC has established its basic foundation of organizational mechanism and smooth implementation of various activities for the past 5 years in the previous Phase. This “Phase II” Project can utilize the accumulation and experiences of the past technical cooperation, which enables to decrease the amount of input in terms of human resources, equipment and budget by the Japanese side to a comparatively low level. While the Project intends to strengthen the sustainable implementation with the Cambodian resources, it is planned to gradually reduce the amount of input by the Japanese side in a stepwise manner in order to increase more efficiency during the Project period. Most of the Cambodian counterpart personnel and staff of CJCC are very capable and have strong ownership for the Project, and collaboration and technical transfer with the Japanese experts have effectively and efficiently been implemented until now. Consequently, appropriate level of achievement that matches with the amount of input by both the Cambodian and the Japanese sides is expected to bring about. Furthermore, with the utilization of experiences and lessons learnt by other Japan Center Projects in 7 countries it is expected to realize a more efficient project implementation. As a whole, the Project is considered to have a relatively high efficiency.

### 4. Impact

By the implementation of the Project contributions to (1) employment generation for the youth and (2) capacity development in business management that can cope with the environment of global economy are expected to bring about. However, it is a fact that both the number of starting businesses and improvement of management by HRD Course graduates and the number of graduates of Japanese Language Course are still limited in the previous Phase, and therefore, this Project tries to increase its efforts on the development of local lecturers at HRD Course and of teachers of local Japanese Language schools, which aims at increasing the medium-term impact by

the Project. Currently there is no public institution that implements the same kind of human resource development activities in Cambodia. When the Project contributes to the capacity development of other relevant organizations in a medium-term through the achievement of the Project purpose, it is expected to bring about a larger scale of impact to the country's social and economic development.

#### **5. Sustainability**

CJCC has already established its legal and institutional framework, and the organization is also about to have a technical sustainability for its daily operation and management. The Project plans to focus on the managerial, organizational and financial issues that were remained as crucial and unsolved in a medium-term at the terminal evaluation of the Phase 1, in which concrete activities and expected outputs that should be achieved in order to solve above-mentioned issues are designed to define. It is expected that the Project has a certain scale of sustainability at the end of the Project by the consideration and implementation of the concrete measures that solve those issues by means of formulation and implementation both of medium-term human resource development plan of local lecturers and CJCC staff and of a strategic management plan including measures for increasing financial sustainability, in view of a transfer of the Project implementation to the Cambodian side in the future. It is important to plan and implement activities to make clear of realistic and reasonable level of financial sustainability with recognition that it is very difficult to ensure the financial sustainability with resources only by the Cambodian side.







## 2. 調査日程表

2009年1月14日～2009年1月24日

	日付	曜日	内容
1	1/14	水	11:00 成田発 18:45 プノンペン着
2	1/15	木	09:00-10:00 JICA事務所との打合せ(調査方針確認) 11:00-12:00 CJCC関係者への主旨説明 14:00-16:00 ワークショップ①
3	1/16	金	AM ステークホルダーへのインタビュー調査 PM ワークショップ②
4	1/17	土	資料整理／プロダク改訂
5	1/18	日	団内打合せ(調査進捗確認)
6	1/19	月	08:30-10:00 JICA事務所との打合せ(調査方針説明／調査進捗報告) 10:30-11:30 大使館との打合せ(調査方針説明) PM CJCC関係者との面談／ワークショップ③ ステークホルダーへのインタビュー調査
7	1/20	火	09:00-10:00 教育青年スポーツ省ピッチャムナン次官(副大臣クラス)との面談・協議 11:00-12:00 RUPPラウチアウ学長との面談・協議 ワークショップ予備(場合によっては上記と並行で実施)
8	1/21	水	事務所との協議／他案件視察 団内打合せ(ミニッツ最終案確認)
9	1/22	木	事務所・プロジェクト専門家へのミニッツ案説明・協議 プロジェクトC/Pへのミニッツ案説明・協議 15:00-17:00 RUPP／教育省とのミニッツ協議(ピッチャムナン次官、ラウチアウ学長)
10	1/23	金	10:00-11:00 ミニッツ署名 14:00-15:00 事務所 15:30-16:30 大使館報告 19:45 プノンペン発
11	1/24	土	成田着



### 3. PDM

#### Project Design Matrix for the 2nd Phase of the CJCC Project (TENTATIVE DRAFT)

Target Group: People in private sector, educational field and government

as of January 21, 2009

<i>Narrative Summary</i>	<i>Verifiable Indicators</i>	<i>Means of Verification</i>	<i>Important Assumptions</i>
<b>Overall Goal:</b>  <b>CJCC contributes to human resource development to promote economic development in Cambodia and mutual understanding between Cambodia and Japan.</b>	1) The number of CJCC course graduates who work in private sector exceeds 10,000. 2) The numbers of activities, people and information on Exchange Program between the two countries increases every year. 3) Awareness of CJCC in Phnom Penh and major cities increases to more than 20%.	1) Project record 2) Monitoring survey	
<b>Project Purpose:</b>  <b>CJCC becomes the human resource development and information center to promote private sector development in Cambodia.</b>	1) More than 3,000 certificates are issued for the participants of HRD courses (except for seminars) 2) More than 400 certificates are issued for the participants of Japanese Language Courses 3) Total number of participants for both provided and facilitated events in the Project period exceeds 100,000. 4) Number and contents of both networking activities and established CJCC database on human resource 5) Awareness of CJCC in Phnom Penh increases to more than 35% in 2014.	- Monitoring survey - Project record - Record of database development and utilization	- Ministries and agencies of Cambodian government continue their support to CJCC.
<b>Output:</b>  <b>1. Management of CJCC is further strengthened to be a sustainable service-providing organization.</b>	1) Chart that describes decision-making procedures/system, function of each position and responsibility sharing among managers and sections is formulated and improved every year. 2) An integrated mid-term strategic management plan is formulated and revised regularly. 3) Formulated annual management plan becomes more detailed and integrated every year. 4) Training program for CJCC managers/staff is constantly implemented with a satisfaction of participants. 5) Concrete collaboration programs with various organizations increases every year. 6) Frequency and contents of Managing Committee meetings 7) All stages of CJCC planning and management are implemented by the counterpart's initiative. 8) 30% of the Center's local expenditure is covered by the Center's own income in 2014 based on the formulated mid-term plan. 9) Frequency and contents of sharing information by utilization of CJCC database	- Organization chart - Project record - 6months progress report - Financial record - Monitoring report - Record of meetings	- Necessary budget for CJCC secured by MoEYS and RUPP - Members of Joint Coordinating Committee and Managing Committee will continue their support.
<b>2.</b> <b>(1) Human Resource Development Course further contributing to private sector is implemented.</b> <b>(2) Management and implementation of Human Resource Development Course is strengthened with more initiatives and utilization of local resources.</b>	2-1 An integrated mid-term strategic management plan for HRD Course is formulated and revised regularly. 2-2 Number and contents of implemented courses 2-3 Number of course participants 2-4 Degree of participant's satisfaction 2-5 Number of developed trainers at TOT course 2-6 Number and level of registered trainers of HRD Course on CJCC database 2-7 Number and contents of registered graduates from HRD Course on CJCC database 2-8 Number and contents of networking activities 2-9 The share of teaching time by local trainers exceeds 50% of the total in 2014. 2-10 Most of the planning and management function is implemented by local staff in 2014.	- Project record - Questionnaire at the end of the course. - Monitoring survey	- Japanese company and Japanese people who live in Cambodia continue their support to CJCC.
<b>3.</b> <b>(1) High-quality Japanese language courses are implemented, which complements needs and activities of other Japanese educational institutions.</b> <b>(2) Management system with local resources is strengthened.</b>	3-1 An integrated mid-term strategic management plan for Japanese Language Course is formulated and revised regularly. 3-2 Number and contents of implemented courses 3-3 Number of course participants 3-4 Degree of participant's satisfaction 3-5 Number of developed Japanese Language Teachers at TOT course 3-6 Number and share of participants who passed Japanese Language Proficiency Test* 3-7 Number and level of registered graduates from Japanese Language Course on CJCC database 3-8 Number and contents of networking activities 3-9 Most of the planning and management function is implemented by local staff in 2014.	- Project record - Examinations at the end of the course to check their level of understanding - Questionnaire at the end of the course. - Monitoring survey	- Cambodia's economic situation is not deteriorated too much.
<b>4. Function to provide and to facilitate services of exchange activities and information between Cambodia and Japan is strengthened.</b>	4-1 An integrated mid-term strategic management plan for provision and facilitation of various services and information is formulated and revised regularly. 4-2 Number of both provided and facilitated events and information services 4-3 Number of participants for provided events and services 4-4 Degree of participant's satisfaction for provided events and services 4-5 Number and contents of registered CJCC members and partners on CJCC database 4-6 Number and contents of networking activities 4-7 Number of inquiries and requests for event organization from outside 4-8 Number and contents of developed multimedia products for public relations and information provision 4-9 Most of the planning and management function is implemented by local staff in 2014.	- Project record - Questionnaire to participants - Monitoring survey - Record of facility operation	

## Project Design Matrix for the 2nd Phase of the CJCC Project (TENTATIVE DRAFT)

<i>Narrative Summary</i>	<i>Input:</i>		<i>Important Assumptions</i>
<b>Activities:</b> <b>1. Strengthening of CJCC management</b> 1-1 To develop decision-making procedures/system with a clear responsibility/information sharing among, management level, sections and Japanese Experts 1-2 To formulate an integrated mid-term strategic management plan 1-3 To formulate an integrated annual management plan 1-4 To formulate and implement mid-term and annual personnel development and recruitment programs 1-5 To formulate, implement and monitor mid-term and annual financial plans 1-6 To arrange and hold regular meetings (Steering Committee, Managing Committee, Regular Staff Meetings) 1-7 To formulate and implement collaboration programs with universities, private sector and government agencies 1-8 To develop CJCC database that all CJCC staff can share information on human resources on each section's activity 1-9 To implement the public awareness assessment survey  <b>2. Strengthening of Human Resource Development Course</b> 2-1 To formulate an integrated mid-term strategic management plan for HRD Course 2-2 To formulate an annual strategic implementation plan of all courses with budget plan 2-3 To manage, implement and monitor HRD courses with more initiatives of local staff 2-4 To formulate and implement an annual development plan of local trainers with development of research-related function 2-5 To establish and maintain trainers' information on CJCC database through implementation of trainers' training courses 2-6 To maintain and upgrade graduates' information on CJCC database 2-7 To implement constant networking activities with graduates, private sector, universities and government agencies  <b>3. Strengthening of Japanese Language Course</b> 3-1 To formulate an integrated mid-term strategic management plan for Japanese Language Course 3-2 To formulate an annual strategic implementation plan of all courses with budget plan 3-3 To manage, implement and monitor Japanese Language courses with initiatives of local staff 3-4 To maintain and upgrade graduates' information on CJCC database 3-5 To implement constant networking activities with graduates, other Japanese Language Schools, universities and government agencies  <b>4. Strengthening and integration of provision and facilitation of various services and information</b> 4-1 To formulate an integrated mid-term strategic management plan for provision and facilitation of various services and information 4-2 To formulate an annual strategic implementation plan of all services and information activities 4-3 To manage, implement and monitor all services and information activities with initiatives of local staff 4-4 To maintain and upgrade information of CJCC members and partners on CJCC database 4-5 To implement constant networking activities with members, participants, Cambodian and Japanese universities, and government agencies 4-6 To strengthen the function of public relation and advertisement of CJCC 4-7 To strengthen the function of information collection and provision 4-8 To make marketing efforts on inviting Cambodian and Japanese institutions and organizations to implement events at CJCC	<b>(By Japanese resource)</b>  <Experts> 1) Long-Term Experts - Chief Advisor - Project Coordinator - Expert on Japanese Language Course - Expert on management for various services and information 2) Short-Term Experts (HRD Course management, lecturers and advisors, Experts on specific management and technical issues when necessary)  <Training in Japan> 1) For CJCC director, managers and staff. 2) For participants of each course.  <Expenses> - Staff recruited by CJCC from outside of the universities. - Travel allowance for regular staff. - Translations of materials - Print and binding of text books. - Advertisement - International telephone and fax expenses, international postage.  <Equipments/Materials>	<b>(By Cambodian recourse)</b>  <Managing Staff> - Director - Management administrator - Course manager of Human Resource Development Course - Course manager of Japanese Language Course - Course manager of Exchange Program - General administration staff  <General administrative expenses to run and maintain the Center> - Payroll of staff assigned by the universities. - Fee for Cambodian lectures - Rent of space outside of CJCC. - Local Telephone and fax expenses , local postage. - Internet connection - Stationary - Furniture - Remuneration for committee / ceremony participants. - Public utility charges. - Facility maintenance. - Equipment maintenance.	Both Joint Coordinating Committee and Managing Committee will be held as planned.

## CJCCプロジェクト第2フェーズのプロジェクト・デザイン・マトリックス(暫定案:和訳)

ターゲット・グループ: 民間セクター、教育界、政府の人材

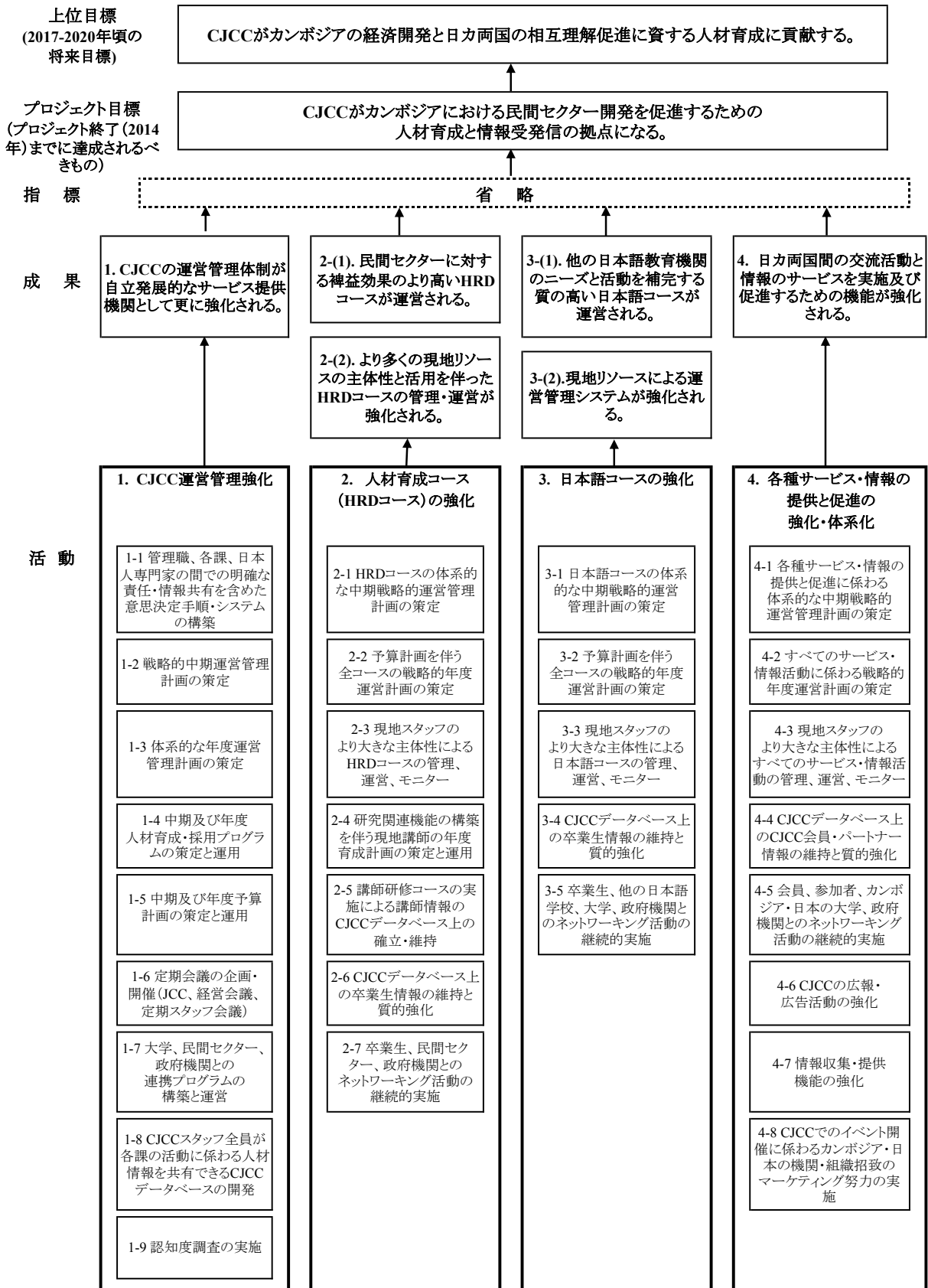
2009年1月30日時点

プロジェクトの要約	指 標	指標データの入手手段	外部条件
上位目標:  CJCCがカンボジアの経済開発と日カ両国の相互理解促進に資する人材育成に貢献する。	1) 民間セクターで働くCJCCコース卒業生数が1万名を超える。 2) 2国間交流プログラムに係わる活動、人々(参加者)、情報の数が毎年、増加する。 3) プノンペンと主要都市での認知度が20%以上に増加する。	1) プロジェクト記録 2) モニタリング調査	
プロジェクト目標:  CJCCがカンボジアにおける民間セクター開発を促進するための人材育成と情報受発信の拠点になる。	1) HRDコース参加者(セミナーを除く)に対する3,000以上の認定証が発行される。 2) 日本語コース参加者に対する400以上の認定証が発行される。 3) プロジェクト期間中に提供及び促進(ファシリテート)されたイベントへの参加者総数が10万人を超える。 4) ネットワーク活動と確立された人材に係わるCJCCデータベースの数と内容 5) プノンペンにおけるCJCCの認知度が2014年に35%以上に増加する。	- モニタリング調査 - プロジェクト記録 - データベース構築・利用に係わる記録	- カンボジア政府の省庁・機関がCJCCへの支援を継続する。
成 果:  1. CJCC運営管理強化  CJCCの運営管理体制が自立発展的なサービス提供機関として更に強化される。	1-1 意思決定手順・システム、各職位の機能と管理職間・課の間の責任分担を記述した図が策定されて毎年、改善される。 1-2 体系的な中期戦略計画が策定されて定期的に改訂される。 1-3 策定される年度管理運営計画が毎年、詳細化・体系化されていく。 1-4 CJCC管理職・スタッフに対する研修プログラムが恒常的に実施され、参加者が満足する。 1-5 様々な組織との具体的な協働プログラムが毎年、増加する。 1-6 経営会議の頻度と内容 1-7 CJCCの計画・管理のすべての段階がカウンターパートのイニシアチブで実施される。 1-8 策定された中期計画に基づいて、2014年にはセンター現地支出の30%がセンター自己収入によってカバーされる。 1-9 CJCCデータベースを活用した情報共有の頻度と内容	- 組織図 - プロジェクト記録 - 6ヶ月進捗報告 - 財務記録 - モニタリング報告 - 会議記録	- CJCCの必要予算が青年・スポーツ・教育省とRUPPにより確保される。 - JCCと経営委員会のメンバーが支援を継続する。
2. 人材育成(HRD)コースの強化  (1) 民間セクターに対する裨益効果のより高いHRDコースが運営される。 (2) より多くの現地リソースの主体性と活用を伴ったHRDコースの管理・運営が強化される。	2-1 HRDコースの体系的な中期戦略計画が策定されて定期的に改訂される。 2-2 実施されたコースの数と内容 2-3 コース参加者の数 2-4 参加者の満足度 2-5 TOT(Training of Trainers)で育成された講師の数  2-6 CJCCデータベース上に登録されたHRDコース講師の数とレベル 2-7 CJCCデータベース上に登録されたHRDコース卒業生の数と内容 2-8 ネットワーキング活動の数と内容 2-9 現地講師による講義時間シェアが2014年に全体の50%を超える。 2-10 計画・管理の大部分が2014年には現地スタッフによって実施される。	- プロジェクト記録 - コース後の質問表 - モニタリング調査	- 在カンボジアの日本企業と人々がCJCCに対する支援を継続する。
3. 日本語コースの強化  (1) 他の日本語教育機関のニーズと活動を補完する質の高い日本語コースが運営される。 (2) 現地リソースによる運営管理システムが強化される。	3-1 日本語コースの体系的な中期戦略計画が策定されて定期的に改訂される。 3-2 実施されたコースの数と内容 3-3 コース参加者の数 3-4 参加者の満足度 3-5 TOT(Training of Trainers)で育成された講師の数 3-6 日本語能力検定試験に合格した参加者の数とシェア 3-7 CJCCデータベース上に登録された日本語コース卒業生の数とレベル 3-8 ネットワーキング活動の数と内容 3-9 計画・管理の大部分が2014年には現地スタッフによって実施される。	- プロジェクト記録 - 理解度把握のためのコース終了後試験 - コース終了後の質問表 - モニタリング調査	- カンボジアの経済状況が極端に悪化しない。
4. 各種サービス・情報の提供と促進の強化・体系化  日カ両国間の交流活動と情報のサービスを実施及び促進するための機能が強化される。	4-1 各種サービス・情報の提供・支援の体系的な中期戦略計画が策定されて定期的に改訂される。 4-2 提供及び促進された双方のイベントと情報サービスの数 4-3 提供されたイベント・サービスへの参加者の数 4-4 提供されたイベント・サービスに対する参加者の満足度 4-5 CJCCデータベース上に登録されたCJCC会員とパートナーの数とレベル 4-6 ネットワーキング活動の数と内容 4-7 外部からのイベント開催に係わる問い合わせ(引き合い)と要請(受注)の数 4-8 広報及び情報提供に関する開発されたマルチメディア製品の数と内容 4-9 計画・管理の大部分が2014年には現地スタッフによって実施される。	- プロジェクト記録 - 参加者への質問表 - モニタリング調査 - 施設利用状況調査	

プロジェクトの要約	投 入:		外部条件
<p><b>活 動:</b></p> <p><b>1. CJCC運営管理強化</b></p> <p>1-1 管理職、各課、日本人専門家の間での明確な責任・情報共有を含めた意思決定手順・システムの構築</p> <p>1-2 戦略的中期運営管理計画の策定</p> <p>1-3 体系的な年度運営管理計画の策定</p> <p>1-4 中期及び年度人材育成・採用プログラムの策定と運用</p> <p>1-5 中期及び年度予算計画の策定と運用</p> <p>1-6 定期会議の企画・開催(JCC、経営会議、定期スタッフ会議)</p> <p>1-7 大学、民間セクター、政府機関との連携プログラムの構築と運営</p> <p>1-8 CJCCスタッフ全員が各課の活動に係わる人材情報を共有できるCJCCデータベースの開発</p> <p>1-9 認知度調査の実施</p>	<p><b>(日本側リソース)</b></p> <p>&lt;専門家&gt;</p> <p>1) 長期専門家</p> <p>- チーフアドバイザー</p> <p>- 業務調整員</p> <p>- 日本語コース運営専門家</p> <p>- 各種サービス・情報の管理に係わる専門家</p> <p>2) 短期専門家 (HRDコース管理運営・講師・アドバイザー、必要に応じた特定の管理運営・技術課題に係わる専門家)</p> <p>&lt;本邦研修&gt;</p> <p>1) CJCC所長、管理職、スタッフ対象</p> <p>2) 各コースの参加者対象</p> <p>&lt;在外事業強化費&gt;</p> <p>- CJCCによって雇用される大学外からのスタッフ</p> <p>- 常勤スタッフの旅費日当</p> <p>- 教材翻訳費</p> <p>- 教科書印刷・製本費</p> <p>- 広告費</p> <p>- 国際電話・FAX費用、国際郵便代</p> <p>&lt;機材・資材&gt;</p>	<p><b>(カンボジア側リソース)</b></p> <p>&lt;管理スタッフ&gt;</p> <p>- 所長</p> <p>- 管理調整員</p> <p>- HRDコース・マネージャー</p> <p>- 日本語コース・マネージャー</p> <p>- 交流プログラムのコース・マネージャー</p> <p>- 総務スタッフ</p> <p>&lt;センター運営・維持のための一般管理経費&gt;</p> <p>- 大学により配置される職員の給与</p> <p>- カンボジア人講師費用</p> <p>- CJCC外の施設賃借料</p> <p>- 市内電話・FAX費用、国内郵便代</p> <p>- インターネット接続費</p> <p>- 文房具</p> <p>- 家具</p> <p>- 委員会・セレモニー参加者への報酬</p> <p>- 公共ユーティリティ費用</p> <p>- 施設維持費</p> <p>- 機材維持費</p>	JCCと経営会議の双方が計画通りに開催される。
<p><b>2. 人材育成コース(HRDコース)の強化</b></p> <p>2-1 HRDコースの体系的な中期戦略的運営管理計画の策定</p> <p>2-2 予算計画を伴う全コースの戦略的年度運営計画の策定</p> <p>2-3 現地スタッフのより大きな主体性によるHRDコースの管理、運営、モニター</p> <p>2-4 研究関連機能の構築を伴う現地講師の年度育成計画の策定と運用</p> <p>2-5 講師研修コースの実施による講師情報のCJCCデータベース上の確立・維持</p> <p>2-6 CJCCデータベース上の卒業生情報の維持と質的強化</p> <p>2-7 卒業生、民間セクター、政府機関とのネットワーキング活動の継続的实施</p>			
<p><b>3. 日本語コースの強化</b></p> <p>3-1 日本語コースの体系的な中期戦略的運営管理計画の策定</p> <p>3-2 予算計画を伴う全コースの戦略的年度運営計画の策定</p> <p>3-3 現地スタッフのより大きな主体性による日本語コースの管理、運営、モニター</p> <p>3-4 CJCCデータベース上の卒業生情報の維持と質的強化</p> <p>3-5 卒業生、他の日本語学校、大学、政府機関とのネットワーキング活動の継続的实施</p>			
<p><b>4. 各種サービス・情報の提供と促進の強化・体系化</b></p> <p>4-1 各種サービス・情報の提供と促進に係わる体系的な中期戦略的運営管理計画の策定</p> <p>4-2 すべてのサービス・情報活動に係わる戦略的年度運営計画の策定</p> <p>4-3 現地スタッフのより大きな主体性によるすべてのサービス・情報活動の管理、運営、モニター</p> <p>4-4 CJCCデータベース上のCJCC会員・パートナー情報の維持と質的強化</p> <p>4-5 会員、参加者、カンボジア・日本の大学、政府機関とのネットワーキング活動の継続的实施</p> <p>4-6 CJCCの広報・広告活動の強化</p> <p>4-7 情報収集・提供機能の強化</p> <p>4-8 CJCCでのイベント開催に係わるカンボジア・日本の機関・組織招致のマーケティング努力の実施</p>			

# 「プロジェクト・デザイン・マトリックス(PDM)」における論理的フレームワーク

「上位目標」、「プロジェクト目標」、「成果」、「活動」







## 4. PO

### Tentative Plan of Operation (PO)

Activities	JPFY2009 Year 1				JPFY2010 Year 2				JPFY2011 Year 3				JPFY2012 Year 4				JPFY2013 Year 5				Responsible person* in project team (Person in ( ) has a leading responsibility for planning and implementation.)
	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	
<b>Evaluation Activities</b>											*							*			
<b>1. Strengthening of CJCC Management</b>																					
1-1 To develop decision-making procedures/system with a clear responsibility/information sharing among, management level, sections and Japanese Experts																					All CJCC managers & JICA Expert(s) (CJCC Director and Chief Advisor)
1-2 To formulate an integrated mid-term strategic management plan																					All CJCC managers (CJCC Director and Chief Advisor)
1-3 To formulate an integrated annual management plan																					All CJCC managers (CJCC Director and Chief Advisor)
1-4 To formulate and implement mid-term and annual personnel development and recruitment programs																					Administrator and Project Coordinator
1-5 To formulate, implement and monitor mid-term and annual financial plans																					Administrator and Project Coordinator
1-6 To arrange and hold regular meetings (Joint Coordination Committee (JCC), Managing Committee (MC), Regular Staff meetings)																					CJCC Director and Administrator
1-7 To formulate and implement collaboration programs with universities, private sector and government agencies																					Administrator, Exchange Program Manager and Public Relations Manager
1-8 To develop CJCC database that all CJCC staff can share information of human resources on each section's activity																					Public Relations Manager and staff with inputs by Activities 2-5, 2-6, 3-4 and 4-4, JICA Expert
1-9 To implement the public awareness assessment survey																					Administrator and Public Relations Manager
<b>2. Strengthening of Human Resource Development (HRD) Course</b>																					
2-1 To formulate an integrated mid-term strategic management plan for HRD Course																					HRD Course Manager and staff with assistance of respective JICA Expert(s)
2-2 To formulate an annual strategic implementation plan of all courses with budget plan																					-ditto-
2-3 To manage, implement and monitor HRD courses with more initiatives of local staff																					-ditto-
2-4 To formulate and implement an annual development plan of local trainers with development of research-related function																					-ditto-
2-5 To establish and maintain trainers' information on CJCC database through implementation of trainers' training courses																					HRD Manager and staff, Administration staff
2-6 To maintain and upgrade graduates' information on CJCC database																					HRD Manager and staff, Administration staff
2-7 To implement constant networking activities with graduates, private sector, universities and government agencies																					HRD Course Manager and staff with assistance of respective JICA Expert(s)

Activities	JPFY2009 Year 1				JPFY2010 Year 2				JPFY2011 Year 3				JPFY2012 Year 4				JPFY2013 Year 5				Responsible person* in project team (Person in ( ) has a leading responsibility for planning and implementation.)	
	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV		
3. Strengthening of Japanese Language Course																						
3-1 To formulate an integrated mid-term strategic management plan for Japanese Language Course	Initial draft				Revision(1)				Revision(2)				Revision(3)				Revision(4)				Japanese Language Course Manager and staff with assistance of respective JICA Expert(s)	
3-2 To formulate an annual strategic implementation plan of all courses with budget plan	Plan for FY2009				Plan for FY2010				Plan for FY2011				Plan for FY2012				Plan for FY2013				Plan for FY2014	-ditto-
3-3 To manage, implement and monitor Japanese Language courses with initiatives of local staff	Implementation/upgrading of Elementary, Intermediate and Teachers' Training Courses																				-ditto-	
3-4 To maintain and upgrade graduates' information on CJCC database																					Japanese Language Course Manager and staff, Administration staff	
3-5 To implement constant networking activities with graduates, other Japanese Language Schools, universities and government agencies	Implementation and improvement																				Japanese Language Course Manager and staff with assistance of respective JICA Expert(s)	
4. Strengthening/integration of provision/facilitation of various services and information																						
4-1 To formulate an integrated mid-term strategic management plan for provision and facilitation of various services and information	Initial draft				Revision(1)				Revision(2)				Revision(3)				Revision(4)				Managers (and staff) of Exchange Program, Public Relation, Library and Maintenance with assistance of respective JICA Expert(s)	
4-2 To formulate an annual strategic implementation plan of all services and information activities	Plan for FY2009				Plan for FY2010				Plan for FY2011				Plan for FY2012				Plan for FY2013					Plan for FY2014
4-3 To manage, implement and monitor all services and information activities with initiatives of local staff																					Library Manager and staff, Administration staff	
4-4 To maintain and upgrade information of CJCC members and partners on CJCC database																						
4-5 To implement constant networking activities with members, participants, Cambodian and Japanese universities, and government agencies	Implementation and improvement																				Administrator, Exchange Program Manager, Public Relations Manager and respective JICA Experts	
4-6 To strengthen the function of public relation and advertisement of CJCC	Implementation and improvement																				Manager and staff of Public Relations	
4-7 To strengthen the function of information collection and provision	Implementation and improvement																				Administrator, Exchange Program Manager, Public Relations Manager and respective JICA Experts	
4-8 To make marketing efforts on inviting Cambodian and Japanese institutions and organizations to implement events at CJCC	Implementation and improvement																				Administrator, Exchange Program Manager, Public Relations Manager and respective JICA Experts	

Note: (1) JPFY: Japanese Fiscal Year (April - March); Quarters: I: April - June, II: July-Sept., III: Oct.-Dec., IV: Jan.-March

(2) "Responsible person" means that he/she is a major working person for basic planning and implementation of the activity.

Manager of each section would have a responsibility of basic planning and implementation of the respective activity with planning for human resource and budget allocation. Plan of allocation of human resource and budget from each section is expected to summarize at the Administration section. All the drafted plans would be reported to the Director who will directly work with integration and finalization of "integrated" plan of CJCC as a whole with assistance of Chief Advisor.

詳細作業計画(暫定版: Tentative Plan of Operations )

活 動	2009年度 第1年次				2010年度 第2年次				2011年度 第3年次				2012年度 第4年次				2013年度 第5年次				プロジェクトチームでの担当者* ( ( )内担当者が計画・実施に係わる 主導責任を持つ。)							
	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV								
評価活動											*							*			終了時							
1. CJCC運営管理強化																												
1-1 管理職、各課、日本人専門家の間での明確な責任・情報共有を含めた意思決定手順・システムの構築	当初案				改訂(1)				改訂(2)				改訂(3)				改訂(4)				全CJCCマネージャーと JICA専門家(達) (CJCC所長とチーフアドバイザー)							
1-2 戦略的中期運営管理計画の策定	当初案				改訂(1)				改訂(2)				改訂(3)				改訂(4)				全CJCCマネージャー (CJCC所長とチーフアドバイザー)							
1-3 体系的な年度運営管理計画の策定	2009年度計画				2010年度計画				2011年度計画				2012年度計画				2013年度計画				2014年度計画				全CJCCマネージャー (CJCC所長とチーフアドバイザー)			
1-4 中期及び年度人材育成・採用プログラムの策定と運用	計画				計画				計画				計画				計画				計画				アドミニストレーターと業務調整員			
1-5 中期及び年度予算計画の策定と運用	計画				計画				計画				計画				計画				計画				アドミニストレーターと業務調整員			
1-6 定期会議の企画・開催 (JCC、経営会議、定期スタッフ会議)	JCC				JCC				JCC				JCC				JCC				JCC				CJCC所長とアドミニストレーター			
1-7 大学、民間セクター、政府機関との連携プログラムの構築と運営																												
1-8 CJCCスタッフ全員が各課の活動に係わる人材情報を共有できるCJCCデータベースの開発																												
1-9 認知度調査の実施																												
2. 人材育成コース(HRDコース)の強化																												
2-1 HRDコースの体系的な中期戦略的運営管理計画の策定	当初案				改訂(1)				改訂(2)				改訂(3)				改訂(4)				当該JICA専門家(達)の支援を得た上でHRDコース・マネージャーとスタッフ							
2-2 予算計画を伴う全コースの戦略的年度運営計画の策定	2009年度計画				2010年度計画				2011年度計画				2012年度計画				2013年度計画				2014年度計画				同 上			
2-3 現地スタッフのより大きな主体性によるHRDコースの管理、運営、モニター																												
2-4 研究関連機能の構築を伴う現地講師の年度育成計画の策定と運用	計画				計画				計画				計画				計画				計画				同 上			
2-5 講師研修コースの実施による講師情報のCJCCデータベース上の確立・維持																												
2-6 CJCCデータベース上の卒業生情報の維持と質的強化																												
2-7 卒業生、民間セクター、政府機関とのネットワーキング活動の継続的実施																												

活 動	2009年度 第1年次				2010年度 第2年次				2011年度 第3年次				2012年度 第4年次				2013年度 第5年次				プロジェクトチームでの担当者* (( )内担当者が計画・実施に係わる 主導責任を持つ。)
	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	
<b>3. 日本語コースの強化</b>																					
3-1 日本語コースの体系的な 中期戦略的運営管理計画の 策定																					当該JICA専門家(達)の支援を 得た上で日本語コース・ マネージャーとスタッフ
3-2 予算計画を伴う全コースの 戦略的年度運営計画の策定																					同 上
3-3 現地スタッフのより大きな 主体性による日本語コース の管理、運営、モニター																					同 上
3-4 CJCCデータベース上の 卒業生情報の維持と 質的強化																					日本語コース・マネージャーと スタッフ、 総務スタッフ
3-5 卒業生、他の日本語学校、 大学、政府機関とのネット ワーキング活動の継続的 実施																					当該JICA専門家(達)の支援を 得た上で日本語コース・ マネージャーとスタッフ
<b>4. 各種サービス・情報の提供と促進の強化・体系化</b>																					
4-1 各種サービス・情報の提供 と促進に係わる体系的な 中期戦略的運営管理 計画の策定																					当該JICA専門家(達)の 支援を得た上で、 交流プログラム、広報、 図書館、メンテナンスの 各マネージャー(及びスタッフ)
4-2 すべてのサービス・情報 活動に係わる戦略的 年度運営計画の策定																					
4-3 現地スタッフのより大きな 主体性によるすべての サービス・情報活動の 管理、運営、モニター																					
4-4 CJCCデータベース上の CJCC会員・パートナー 情報の維持と質的強化																					図書館マネージャー・スタッフ、 総務スタッフ
4-5 会員、参加者、カンボジア・ 日本の大学、政府機関との ネットワーク活動の 継続的实施																					アドミニストレーター、 交流プログラム・マネージャー、 広報マネージャー、 当該JICA専門家達
4-6 CJCCの広報・広告活動の 強化																					広報マネージャー・スタッフ
4-7 情報収集・提供機能の強化																					アドミニストレーター、 交流プログラム・マネージャー、 広報マネージャー、 当該JICA専門家達
4-8 CJCCでのイベント開催に 係わるカンボジア・日本の 機関・組織招致のマーケティ ング努力の実施																					アドミニストレーター、 交流プログラム・マネージャー、 広報マネージャー、 当該JICA専門家達

注 (1) 年度：日本会計年度(4月～3月) 四半期 I: 4月 - 6月、II: 7月 - 9月、III: 10月 - 12月、IV: 1月 - 3月

(2) 「担当者」とは当該活動の基本的な計画と実施に係わる主要な作業者を意味する。各課のマネージャーは該当する活動の人材と予算の割当てを含めた基本的な計画策定と実施に係わる責任を有するものとする。各課からの人材配置と予算割当てに係わる計画は総務課で集計(統合)されることを想定する。起草されたすべての計画は所長に報告された上、所長がチーフアドバイザーの支援の下でCJCC全体としての「体系的な」計画の統合と最終化に係わる作業を直接、行うものとする。

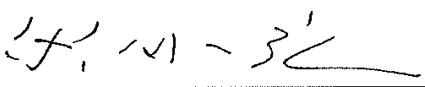
RECORD OF DISCUSSIONS BETWEEN  
JAPAN INTERNATIONAL COOPERATION AGENCY AND  
THE AUTHORITIES CONCERNED OF  
THE ROYAL GOVERNMENT OF CAMBODIA  
ON JAPANESE TECHNICAL COOPERATION PROJECT  
FOR “THE CAMBODIA-JAPAN COOPERATION CENTER (PHASE 2)”

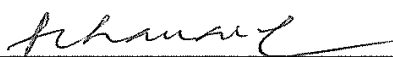
Japan International Cooperation Agency (hereinafter referred to as “JICA”) and authorities concerned of the Royal Government of Cambodia had a series of meetings for the purpose of working out the details of the technical cooperation project for “the Cambodia-Japan Cooperation Center (Phase 2)” (hereinafter referred to as “the Project”) in the Kingdom of Cambodia.


Accordingly, JICA exchanged views and had a series of discussions with the Cambodian government concerned with respect to desirable measures to be taken by JICA and Royal Government of Cambodia for the successful implementation of the Project.

As a result of the discussions, and in accordance with the provisions of the Agreement on Technical Cooperation between the Government of Japan and the Royal Government of Cambodia, signed in Phnom Penh on June 17<sup>th</sup> 2003 (hereinafter referred to as “the Agreement”), JICA and the Cambodian authorities concerned agreed to recommend to their respective Governments the matters referred to in the document attached hereto.

Phnom Penh, March 20, 2009

  
Mr. Kazuhiro Yoneda  
Chief Representative  
JICA Cambodia Office

  
H.E. Prof. Pit Chamnan  
Secretary of State  
Ministry of Education, Youth and Sport  
The Kingdom of Cambodia

  
H.E. Mr. Lav Chhiv Eav  
Rector  
Royal University of Phnom Penh  
The Kingdom of Cambodia

## THE ATTACHED DOCUMENT

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

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

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

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

#### 1. DISPATCH OF JAPANESE EXPERTS

JICA will provide the services of the Japanese experts as listed in Annex II.

#### 2. PROVISION OF MACHINERY AND EQUIPMENT

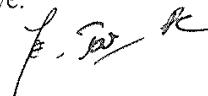
JICA will provide such machinery, equipment and other materials (hereinafter referred to as "the Equipment") necessary for the implementation of the Project as listed in Annex III.

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

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

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

1. The Royal Government of Cambodia will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through full and active involvement in the Project by all related authorities, beneficiary groups and institutions.
2. The Royal Government of Cambodia will ensure that the technologies and knowledge acquired by the Cambodian nationals as a result of the Japanese technical cooperation will contribute to the economic and social development of the Kingdom of Cambodia.
3. The Royal Government of Cambodia will take necessary measures to receive and use the Equipment provided by JICA under II-2 above and equipment, machinery and materials carried in by the Japanese experts referred to in II-1 above.



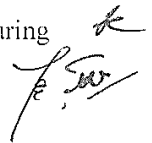
4. The Royal Government of Cambodia will take necessary measures to ensure that the knowledge and experience acquired by the Cambodian personnel from technical training in Japan will be utilized effectively in the implementation of the Project.
5. The Royal Government of Cambodia will provide the services of counterpart personnel and administrative personnel as listed in Annex IV.
6. The Royal Government of Cambodia will provide the buildings and facilities as listed in Annex V.
7. In accordance with the laws and regulations in force in Kingdom of Cambodia, the Royal Government of Cambodia will take necessary measures to supply or replace at its own expense for machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided by JICA under II-2 above.
8. In accordance with the laws and regulations in force in Kingdom of Cambodia, the Royal Government of Cambodia will take necessary measures to meet running expenses necessary for the implementation of the Project other than covered by the Japanese side.

#### IV. ADMINISTRATION OF THE PROJECT

1. Ministry of Education, Youth and Sport will bear overall responsibility for the implementation of the Project.
2. Director of the Cambodia-Japan Cooperation Center will be responsible for the managerial matters of the Project.
3. Japanese Chief Advisor will provide necessary recommendation and advice to Director and Cambodia counterpart personnel on any matters pertaining to the implementation of the Project.
4. Japanese experts will provide necessary technical guidance and advice to the Cambodian counterpart personnel on technical matters pertaining to the implementation of the Project.
5. For the effective and successful management of the Project, the Joint Coordination Committee and the Management Committee are established. The functions and composition of the committees are described in Annex VI.

#### V. MONITORING AND JOINT EVALUATION

The progress of the Project will be monitored properly through various measures such as mutual consultations or dispatch of a monitoring mission. Evaluation of the Project will be conducted jointly by JICA and the Cambodian authorities concerned, at the middle and during



the last six months of the cooperation term in order to examine the level of achievement.

#### VI. CLAIMS AGAINST JAPANESE EXPERTS

The Royal Government of Cambodia shall bear claims, if any arises, against the Japanese experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in the Kingdom of Cambodia except for those arising from the willful misconduct or gross negligence of the Japanese experts.

#### VII. MUTUAL CONSULTATION

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

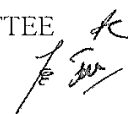
#### VIII. MEASURES TO PROMOTE THE UNDERSTANDING OF AND THE SUPPORT FOR THE PROJECT

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

#### IX. TERM OF COOPERATION

The duration of the technical cooperation for the Project under this Attached Document will be five (5) years from April 1, 2009.

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





## ANNEX I      MASTER PLAN (Tentative)

### 1. Title of the Project

The Japanese Technical Cooperation for the Cambodia-Japan Cooperation Center (Phase 2)  
Project in the Kingdom of Cambodia

### 2. Overall Goal

CJCC contributes to human resource development to promote economic development in Cambodia and mutual understanding between Cambodia and Japan.

### 3. Project Purpose

CJCC becomes the human resource development and information center to promote private sector development in Cambodia.

### 4. Output

#### (1) Strengthening of CJCC Management

Management of CJCC is further strengthened to be a sustainable service-providing organization.

#### (2) Strengthening of Human Resource Development Course

(a) Human Resource Development Course further contributing to private sector is implemented.

(b) Management and implementation of Human Resource Development Course is strengthened with more initiatives and utilization of local resources.

#### (3) Strengthening of Japanese Language course

(a) High-quality Japanese language courses are implemented, which complements needs and activities of other Japanese educational institutions.

(b) Management system with local resources is strengthened.

#### (4) Strengthening and integration of provision and facilitation of various services and information

Function to provide and to facilitate services of exchange activities and information between Cambodia and Japan is strengthened.

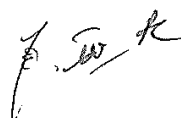
### 5. Activities

#### (1) Strengthening of CJCC management

1-1 To develop decision-making procedures/system with a clear responsibility/information sharing among, management level, sections and Japanese Experts

1-2 To formulate an integrated mid-term strategic management plan

1-3 To formulate an integrated annual management plan



- 1-4 To formulate and implement mid-term and annual personnel development and recruitment programs
- 1-5 To formulate, implement and monitor mid-term and annual financial plans
- 1-6 To arrange and hold regular meetings (Joint Coordination Committee, Managing Committee, Regular Staff Meetings)
- 1-7 To formulate and implement collaboration programs with universities, private sector and government agencies
- 1-8 To develop CJCC database that all CJCC staff can share information on human resources on each section's activity
- 1-9 To implement the public awareness assessment survey

(2) Strengthening of Human Resource Development Course

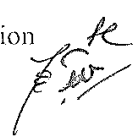
- 2-1 To formulate an integrated mid-term strategic management plan for HRD Course
- 2-2 To formulate an annual strategic implementation plan of all courses with budget plan
- 2-3 To manage, implement and monitor HRD courses with more initiatives of local staff
- 2-4 To formulate and implement an annual development plan of local trainers with development of research-related function
- 2-5 To establish and maintain trainers' information on CJCC database through implementation of trainers' training courses
- 2-6 To maintain and upgrade graduates' information on CJCC database
- 2-7 To implement constant networking activities with graduates, private sector, universities and government agencies

(3) Strengthening of Japanese Language Course

- 3-1 To formulate an integrated mid-term strategic management plan for Japanese Language Course
- 3-2 To formulate an annual strategic implementation plan of all courses with budget plan
- 3-3 To manage, implement and monitor Japanese Language courses with initiatives of local staff
- 3-4 To maintain and upgrade graduates' information on CJCC database
- 3-5 To implement constant networking activities with graduates, other Japanese Language Schools, universities and government agencies

(4) Strengthening and integration of provision and facilitation of various services and information

- 4-1 To formulate an integrated mid-term strategic management plan for provision and facilitation of various services and information
- 4-2 To formulate an annual strategic implementation plan of all services and information



activities

- 4-3 To manage, implement and monitor all services and information activities with initiatives of local staff
- 4-4 To maintain and upgrade information of CJCC members and partners on CJCC database
- 4-5 To implement constant networking activities with members, participants, Cambodian and Japanese universities, and government agencies
- 4-6 To strengthen the function of public relation and advertisement of CJCC
- 4-7 To strengthen the function of information collection and provision
- 4-8 To make marketing efforts on inviting Cambodian and Japanese institutions and organizations to implement events at CJCC

#### **Amendment of the Master Plan**

In case the Master Plan is modified due to changes in the Project, both governments will agree to and confirm these modifications by exchanging Minutes of Meetings.

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## ANNEX II LIST OF JAPANESE EXPERTS

### 1. Long-Term experts

- (1) Chief Advisor
- (2) Project Coordinator
- (3) Expert on Japanese Language Course
- (4) Expert on exchange programs and PR

### 2. Short-term experts on Human Resource Development Course, Japanese Language Course, and Exchange programs etc., upon necessity

#### Note:

Assignment schedule of the Long-term experts depends on the progress of the Project and availability of the suitable experts.

Field, number and term of assignment of short-term experts and Human Resource Development course will be decided in consideration of the progress of the Project through mutual consultation in each Japanese fiscal year.

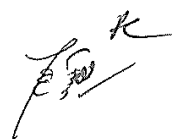


### ANNEX III LIST OF MACHINERY AND EQUIPMENT

1. The necessary equipment for the transfer of technology by the Japanese experts will be provided.
2. Other materials and equipment mutually agreed upon as necessary will be provided.

Note:

Contents, specifications and quantity of the above-mentioned equipment will be decided through mutual consultations within the allocated budget of the Japanese fiscal year.

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#### ANNEX IV LIST OF CAMBODIAN COUNTERPART AND ADMINISTRATIVE PERSONNEL

The following personnel will be assigned to the Center by the Royal Government of Cambodia.

1. Director
2. Administrative manager
3. Human resource development course manager
4. Japanese language course manager
5. Exchange program manager

The following personnel will be assigned by the Center.

1. Lecturers on each course
2. Assistants on each course
3. Administration staff
4. Accountant
5. Librarian
6. Public relation staff
7. Maintenance staff of facility and equipment
8. Other staff will be assigned when necessary for the activities of the Center

Note:


Actual assignment of the above personnel will depend on the progress of the Project.



## ANNEX V LIST OF LAND, BUILDINGS AND FACILITIES

The following will be prepared by the Government of the Kingdom of Cambodia for the implementation of the Project.

1. Necessary space and facilities
2. Office Space for Japanese experts
3. Other facilities mutually agreed upon as required

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## ANNEX VI JOINT COORDINATION COMMITTEE AND MANAGING COMMITTEE

### 1. Joint Coordination Committee

#### (1) Function

The Joint Coordination Committee meeting will be held when necessity arises and at least once a year in order to fulfill the following functions;

- (a) To endorse the annual plan of the Center's activities.
- (b) To review the Center management and to find out appropriate ways and means for the solution of major issues arising from or in connection with Center management.
- (c) To endorse the annual work plan of the Project in line with the Plan of Operation which will be formulated based on the Record of Discussions.
- (d) To review the overall progress of the Project, and to evaluate the achievement of the objectives.

#### (2) Members of the Joint Coordination Committee

##### (a) Chairpersons

- 1. Minister of Education, Youth and Sport

##### (b) Members

- 1. Rector of Royal University of Phnom Penh
- 2. Representative of Ministry of Foreign Affairs and International Cooperation
- 3. Representative of Ministry of Economy and Finance
- 4. Representative of Council for the Development of Cambodia
- 5. Representative of Ministry of Culture and Fine Arts
- 6. Representative of Ministry of Commerce
- 7. Representative of Ministry of Tourism
- 8. Chief Representative of JICA Cambodia Office

##### (c) Observer

- 1. Representative of the Embassy of Japan

### 2. Managing Committee

#### (1) Function

The Managing Committee meeting will be held when necessity arises and at least once a 3 months in order to fulfill the following functions under the control of the Joint Coordination Committee;

- (a) To review activities and achievement of the Project.
- (b) To discuss the direction of practical and operational issues of CJCC.
- (c) To report the progress and issues to the Joint Coordination Committee.

#### (2) Members of the Managing Committee

##### (a) Chairperson





1. Secretary of State, Ministry of Education, Youth and Sport
- (b) Deputy Chairperson
1. Rector of Royal University of Phnom Penh
- (c) Members
1. Rector of National University of Management
  2. Rector of Royal University of Law and Economics
  3. Representative of JICA Cambodia Office
  4. Director of CJCC
  5. Chief Advisor
  6. Other organizations upon necessity

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