

カンボジア国
経済財務省住民移転局
公共事業運輸省

カンボジア国
住民移転のための環境社会配慮能力強化
プロジェクト
終了時評価調査報告書

平成24年 1 月
(2012 年)

独立行政法人国際協力機構
カンボジア事務所

カン事
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12-007

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序文

日本国政府はカンボジア国政府の要請に基づき、経済財務省住民移転局および公共事業運輸省の住民移転実施能力向上を目的として、平成 22（2010）年 4 月から 2 年間の計画で「住民移転のための環境社会配慮能力強化プロジェクト」を実施しています。

今般、プロジェクト終了約 6 か月前となったため、プロジェクトの当初計画と活動実績、計画達成状況、評価 5 項目（妥当性、有効性、効率性、インパクト、持続性）における評価を実施し、提言・教訓を導き出すことを目的に終了時評価調査を実施いたしました。調査団は平成 23（2011）年 10 月 17 日から 28 日まで、カンボジア側の経済財務省および公共事業運輸省のメンバーと合同評価チームを構成して現地調査を行い、その結果を合同評価レポートとしてミニッツに取りまとめ、署名交換を行いました。

本報告書は、上記調査の内容・結果を取りまとめたものであり、今後の協力に広く活用されることを目的としております。

最後に、本調査の実施に際しご協力を賜りました関係各位に対し、心より感謝申し上げます。

平成 24 年 1 月

独立行政法人国際協力機構
カンボジア事務所
所長 鈴木 康次郎

目次

序文

写真

略語一覧

評価調査結果要約表

第1章 評価調査の概要.....	1
1-1 調査団派遣の経緯と目的.....	1
1-2 合同評価団構成.....	1
1-3 調査日程.....	2
1-4 主要面談者リスト.....	2
第2章 プロジェクトの概要.....	3
2-1 プロジェクトの背景.....	3
2-2 プロジェクトの概要.....	3
第3章 終了時評価の方法.....	4
3-1 評価手法.....	4
3-2 5項目評価.....	4
3-3 評価設問.....	4
3-4 データの収集方法.....	5
第4章 プロジェクトの現状と実績.....	6
4-1 投入.....	6
4-2 アウトプットの実績.....	7
4-3 プロジェクト目標の達成度.....	13
4-4 実施プロセス.....	13
第5章 評価結果.....	15
5-1 妥当性.....	15
5-2 有効性.....	16
5-3 効率性.....	16
5-4 インパクト.....	17
5-5 持続性.....	18
5-6 結論.....	19
第6章 提言および教訓.....	20
6-1 提言.....	20
6-2 教訓.....	20

別添資料

1. ミニッツ（合同評価報告書）

写真



財務省住民移転局との協議風景



移転住民へのインタビュー風景



住民移転地



財務省住民移転局



MPWT 職員へのインタビュー風景



ミニッツ署名式

略語表

ADB	アジア開発銀行
BRP	標準住民移転手順書
CP	カウンターパート
DMS	詳細資産調査
EC	作業管理委員会
ESC	環境社会配慮
GRS	苦情処理システム
IMS	情報管理システム
IRC	省庁間住民移転委員会
JCC	合同調整委員会
JICA	国際協力機構
MEF	経済財務省
MLMUPC	国土整備・都市化・建設省
MOWRAM	水資源・気象省
MPWT	公共事業・運輸省
NGO	非政府組織
NRP	国家住民移転政策
NSDP	国家戦略開発計画
OJT	オン・ザ・ジョブ・トレーニング
PAPs	被影響住民
PDM	プロジェクト・デザイン・マトリックス
PI	市民参画
PMS	プロジェクト管理システム
PO	JICA プロジェクトで策定する活動計画
PP	住民参加
PRWG	補助作業班
RAP	住民移転計画
RCS	再取得価格調査
RD	住民移転局
RGC	カンボジア王国
RS II	四辺形戦略フェーズ II
RSP	住民移転地準備
SS	住民合意確認調査(シンプル・サーベイ)
TNA	研修ニーズ・アセスメント
WB	世界銀行
WG	作業班

評価調査結果要約表

I. 案件の概要	
国名：カンボジア王国	案件名：住民移転のための環境社会配慮能力強化プロジェクト (TCP-COR)
分野：運輸交通	援助形態：技術協力プロジェクト
所轄部署：カンボジア事務所	協力金額（評価時点）：1.85 億円
協力期間	2010 年 4 月～ 2012 年 3 月 (2 年間)
	先方実施機関：経済財務省住民移転局 (MEF/RD)、 公共事業運輸省 (MPWT) 日本側協力機関：国土交通省
<p>1-1 協力の背景と概要</p> <p>カンボジア王国（以下、カンボジアと記す）では、経済成長に伴う交通需要に応える運輸交通インフラの整備が喫緊の課題であり、その推進には環境社会配慮の確保が不可欠である。中央省庁が実施する公共事業に伴う住民移転は、経済財務省 (MEF) 住民移転局 (RD) が担当しており、個別の事業ごとに設置される省庁間住民移転委員会 (Inter-ministerial Resettlement Committee, IRC) の事務局機能を兼ねている。2009 年 12 月 28 日に「収用法」が国民議会で承認され、その実施細則に相当するサブデクリーや、かねてよりアジア開発銀行 (ADB) の支援で議論が行われている不法占拠者の住民移転に関連する法令の検討も行われている。こうした法制度整備に伴い、住民移転にかかる政策立案と実施を担う RD 職員の能力向上と、系統的な実施細則等の整備を通じた環境社会配慮実施体制の強化が喫緊の課題となっている。かかる背景から、カンボジア政府の住民移転実施能力向上を目的として、2010 年 4 月から 2 年間の協力期間でプロジェクトを開始した。</p> <p>1-2 協力内容</p> <p>上位目標：「カンボジア政府が、同国の法令を遵守した統一的な方法で住民移転に関する方針に基づいて移転を実施することができる」</p> <p>プロジェクト目標：「RD 及び IRC の住民移転能力が向上する」</p> <p>アウトプット：</p> <ol style="list-style-type: none"> (1) 住民移転局の現状や要望がレビューされ、評価され、フォローアップされる (2) 環境社会配慮の理解に関する能力が強化される (3) 情報管理に関する能力が向上する (4) 住民移転に関する計画・実施能力が強化される (5) 効果的な住民参加を促進する能力が向上する <p>投入</p> <p>日本側： 総投入額 1.85 億円</p> <p> 長期専門家派遣 3 名 (68MM) 短期専門家 5 分野 (12MM)</p> <p> 機材供与 約 0.03 億円 ローカルコスト 約 0.14 億円</p> <p> 研修員受入れ 7 名 (2011 年 12 月に実施予定の本邦研修を含めると 14 名)</p> <p>カンボジア側： カウンターパート配置 37 名 (RD 35 名、MPWT 2 名)</p> <p> 土地・施設提供 専門家執務室 ローカルコスト負担：33,370 米ドル</p>	
II. 評価調査団の概要	
調査者	<p>団 長： 小林雪治 JICA カンボジア事務所次長</p> <p>評価分析： 渡邊恵子 (財) 国際開発高等教育機構 (FASID) 次長代理/主任研究員</p> <p>評価計画 1： 江上雅彦 JICA カンボジア事務所 所員</p> <p>評価計画 2： 鈴木恵子 JICA カンボジア事務所 所員</p> <p>評価計画 3： Yethny Phearum JICA カンボジア事務所ナショナル・スタッフ</p>

調査期間	2011年10月17日～2011年10月28日	評価種類： 終了時評価
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III. 評価結果の概要

3-1 実績の確認

3-1-1 アウトプット1：住民移転局の現状や要望がレビューされ、評価され、フォローアップされる
 アウトプットの以下3つの指標について実績および今後の活動から判断して、プロジェクト終了までに達成できる見込みである。

指 標		実 績																					
1.1	合同調整委員会(JCC)が1年に1回開催され、作業管理委員会(EC)が定期的に開催される	JCC、ECは以下のとおり予定どおり開催されている。 <table border="1" data-bbox="657 566 1369 869"> <thead> <tr> <th>JCC/EC</th> <th>計画</th> <th>実績</th> </tr> </thead> <tbody> <tr> <td>1st JCC</td> <td>2010年8月第1週</td> <td>2010年8月2日</td> </tr> <tr> <td>2nd JCC</td> <td>2011年6月第3週</td> <td>2011年6月24日</td> </tr> <tr> <td>3rd JCC</td> <td>2012年2月第2週</td> <td>—</td> </tr> <tr> <td>1st EC</td> <td>2010年6月第2週</td> <td>2010年6月11日</td> </tr> <tr> <td>2nd EC</td> <td>2010年12月第2週</td> <td>2010年12月15日</td> </tr> <tr> <td>3rd EC</td> <td>2011年9月第3週</td> <td>2011年9月21日</td> </tr> </tbody> </table>	JCC/EC	計画	実績	1st JCC	2010年8月第1週	2010年8月2日	2nd JCC	2011年6月第3週	2011年6月24日	3rd JCC	2012年2月第2週	—	1st EC	2010年6月第2週	2010年6月11日	2nd EC	2010年12月第2週	2010年12月15日	3rd EC	2011年9月第3週	2011年9月21日
JCC/EC	計画	実績																					
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3rd JCC	2012年2月第2週	—																					
1st EC	2010年6月第2週	2010年6月11日																					
2nd EC	2010年12月第2週	2010年12月15日																					
3rd EC	2011年9月第3週	2011年9月21日																					
1.2	ベースライン調査によりPDM及びPOが修正されJCCにより承認される	ベースライン調査の結果から、住民移転に関する現状および2年間という期間を考慮して、手順書の作成を通じてTGの基礎的な能力強化を図ることを中心にプロジェクト変更し、当初予定していた手順書の普及体制構築のための講師育成までは行わないこととした。PDM/PO2は2010年8月に作成しCPからの合意を得たが、正式な承認は2010年12月に行なわれた。この間に多少の追加修正を加え、PDM/PO3として承認された。																					
1.3	研修計画が準備される	研修ニーズアセスメントが実施され、結果を基に研修計画が準備された。																					

3-1-2 アウトプット2：環境社会配慮の理解に関する能力が強化される

アウトプットの以下3つの指標およびこれまでの実績および今後の活動から判断して、プロジェクト終了までに達成できる見込みである。

指 標		実 績
2.1	80%の住民移転局(RD)職員がESCについて研修を受ける	終了時評価時点で、ESCに関する研修が再開された。RDの35名の職員のうち住民移転活動を施す20名を対象にしたところ、そのうち約65%の職員が毎回研修(ワークショップ、セミナー)に参加した。
2.2	RD職員が海外研修により環境社会配慮に関して啓発され理解が深まる	これまで7か国(日本、ポルトガル、メキシコ、ラオス、ベトナム、インドネシア、バングラデシュ)に海外研修を実施(ポルトガルとメキシコについては学会発表)。24名のCPが何れかの海外研修に参加している。インタビューでは、参加したCPのほとんどが研修は非常に効果的であった旨回答している。特に状況が似ている第三国を訪問し自国の状況と比較することにより、自分たちの長所や足りない点が認識できたなどの回答があり、意識の向上に繋がっていると判断できる。

2.3	OJT を通して環境社会配慮手法が日本の事業に適用される	現在進行している日本の無償資金協力プロジェクト（「国道一号線改修計画」と「ネアックルン橋梁建設計画」）で OJT を実施した。上記プロジェクトのために設立した IRC と JICA との定期会合への出席、調査ミッションへの同行などを通じて実際の現場でどのような問題が生じ、どのように対応すべきかを学んだ。
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3-1-3 アウトプット 3：情報管理に関する能力が構築される

着実にアウトプットを出してはいるが、プロジェクト終了までに達成させるためには、更なる努力を必要としている。

指 標	実 績
3.1 総合的な情報システム（IMS）が開発され、十分に用される	共有サーバーがプロジェクトにより供与され、必要な情報（各種法制度、ドナーのガイドライン、住民移転計画書（RAP）の過去事例など）が収集されたこれらの情報を基にデータベースを構築した。しかしながら、RD 事務所の引越もあり、まだ CP の PC にはリンクされていない。また維持管理体制なども含めた「使用マニュアル」が策定されていないため、評価時点では活用までには至っていなかった。
3.2 事業管理システム（PMS）が構築され、十分に使用される	図を用いた見やすい事業管理システム（PMS）が提案された。活用は日本の援助プロジェクトに限定的となっており、他案件担当の職員には広まっていない。

3-1-4 アウトプット 4：住民移転に関する計画・実施能力が強化される

下記指標およびインタビューの結果から、アウトプット 4 はプロジェクト終了までに達成する見込みである。しかしながら、目標設定が明確でなかったため達成度については判断できない。

指 標	実 績
4.1 RD 職員の 80%が、住民移転計画（RAP）、移転地選定手法（RSP）、再取得価格（RCS）、苦情処理システム（GRS）、シンプルサーベイ（SS）、詳細資産調査（DMS）に関して研修を受ける	これまで BRP 検討会（15 回）、BRP セミナー（4 回）が開催された。これらの研修を通じて BRP が策定されつつある。BRP は評価時点でほぼ 80%完成していた。ほとんどの RD スタッフが研修を受講しており、各セッションでは毎回ターゲットとした職員の 60-80%が出席した。

3-1-5 アウトプット 5：効果的な住民参加を促進する能力が向上する

指標の達成度は下表のとおりであり、アウトプット 5 は達成する見込みである。

指 標	実 績
5.1 住民参加活動における住民参加が強化される	プロジェクトでは、OJT としてネアックルン橋梁建設計画の被影響住民に向けた住民説明会で、住民参加促進方法の改善を実施した。その際、プロジェクトで研修が行われた住民参加を促す工夫（アジェンダの配布、視聴覚資料の活用）による効果が現われていた。住民からのフォローアップアンケートでは、「説明が理解しやすくなった」、「以

		前よりよかった」とのコメントが大半を占めた。評価チームによる住民インタビューでも、「移転先の状況が視覚的に見ることができ理解しやすかったとコメントがあった。
5.2	RD 職員の 80%が住民参加手法 (PP) について研修を受ける	BRP 検討会 (4 回)、BRP セミナー (1 回) を実施。これらの会合には、RD スタッの 80%以上が参加した。

3-1-6 プロジェクト目標の達成度

プロジェクト目標の指標に対する実績は以下のとおり¹。プロジェクト目標はプロジェクト終了までに達成される見込みである。

- RD 及び IRC のナレッジマネジメント (暗黙知から形式知へ) が改善される
- 住民移転活動における共通手順や必須事項が確認される

これまで CP 各自の経験から行なっていた住民移転活動に関し、必要なステップやその内容、住民移転の必須事項が「標準手順書 (BRP)」として明文化された。プロジェクトは BRP 策定過程で CP の行政能力の向上を図ったものであり、CP の住民移転知識が暗黙知から形式知に変容したことが確認できた。

- 住民移転局職員の 80%が最終試験に合格する

最終試験はまだ実施されていないため (2012 年 1 月予定)、本指標の検証はできなかった。しかし、アウトプット 2、4、5 の CP へのインタビュー結果や、プロジェクトが開始されてからの CP 上層部による部下に対する評価からも CP の住民移転活動の実施能力の向上が確認された。

3-2 評価結果の要約

(1) 妥当性 (高い)

カンボジアでは一層の経済成長を促すために運輸交通インフラの更なる整備が優先課題となっているが、その実施には環境社会配慮の確保が不可欠である。その点で、プロジェクト目標・上位目標ともに、カンボジアの上位政策である四辺形戦略 (フェーズ II)、5 年開発計画国家戦略開発計画 (NSDP) 2006-2010 及び 2009-2013 に掲げるインフラの修復と整備と整合している。また、2009 年に「収用法」が承認されたことから、住民移転に関わる政策立案を担う経済財務省住民移転局職員の能力向上と、系統的な実施細則等の整備を通じた環境社会配慮実施体制の強化が喫緊の課題となっていたニーズと合致していたと言える。また、日本政府の対カンボジア援助計画 (2002 年 2 月)、JICA の援助実施方針にも整合している。従ってプロジェクトの妥当性は高い。

(2) 有効性 (高い)

指標の進捗状況および終了時評価時のインタビュー結果から判断すると、プロジェクト目標はプロジェクト期間内に達成される見込みである。本プロジェクトの大きな成果の一つは、住民移転の手続きを BRP として明文化したことによって、手続きの標準化を成し得たことである。これまで各 CP の経験値から実施されていた手続きを明文化することにより、一連の手続きの「質」の標準化に寄与することとなった。また、BRP 策定過程において、ターゲットグループの RD 職員と IRC メンバー (MPWT 職員) の住民移転活動の能力向上が図られた。これまで移転活動の一部プロセスしか担当していない職員もおり、一連の住民移転活動を包括的に理解することにより住民移転の全体像を把握することができたというコメントもあった。従って、プロジェクトの有効性は高いと言える。

¹ 指標 (2) は指標 (1) を説明したものであるため同等と解釈する。

(3) 効率性 (中程度)

カンボジア側の投入として、CP の配置が計画通り実施された。日本側の投入も概して質、量とも予定どおり行なわれた²。しかしながら、いくつかの阻害要因も見られた。例えば、RD 事務所の移転により（2011 年 7 月）アウトプット 3 の活動に遅れが生じている。供与機材の中で、測量を行なうトータルステーションがカンボジアの通関に時間がかかり 3 ヶ月到着が遅れた。また、一部の短期専門家については、初回公示で契約締結が出来なかったことから、派遣時期が遅れた。これらの要因により活動の一部が遅れたが、効率性を大きく損なうまでには至らなかった。

一方、ベースライン調査及びニーズ調査の結果や 2 年間という期間を考慮の上、PDM を変更しプロジェクトの焦点を絞ったことは効率性を高めることとなった。従って、効率性は中程度と判断される。

(4) インパクト (正のインパクトが確認された。負のインパクトは発現していない)

上位目標では、①RD 及び IRC のナレッジマネジメントが改善される、②住民移転活動にける共通手順や必要事項が確認される、の指標は設定されているが、これらの達成については、BRP の承認時期、BRP の普及方法など終了時評価時点ではまだ確定していない要素が多く判断はできなかった。その一方で、JCC や住民移転に関するセミナーの場に他省庁の住民移転担当者を招請しており、BRP の存在は RD 以外にも知られるようになってきている。従って、RD が事務局を務める IRC の枠組みを使って他省庁や地方政府レベルの関係者が BRP を活用する兆しがあることが確認された。一方、そのためには RD は実際現場で活動する他省庁や地方政府職員の能力向上の必要性があることを認識している。

また、住民移転活動に直接関わらない総務や財務関係の RD 職員も研修に参加させたことで、RD のプロジェクトに対するオーナーシップが向上するとともに、組織的な能力向上にも繋がった。更に、住民移転活動を効果的に実施することにより、開発事業で影響を受けた住民が移転に対する理解を深めているという正のインパクトも見られた。なお、負のインパクトは発現していない。

(5) 持続性 (持続性の確保にむけて、BRP の普及を確実にするためには組織、財政面での強化が必要である)

住民移転を政策的に統括する RD の職員は、一旦 RD に配属されると経済財務省の他の部局への異動や離職も少なく、移転した技術や知識が組織の力として残りやすい。また、職員それぞれが取得した知識・経験の共有が RD 局内で報告書の回覧などを通じて実施されており技術的な持続性も担保されているため、持続性は高いと判断される。一方、住民移転を伴う開発事業の増加とともに、一人の職員が多数の事業を担当するなど負担も増えている。カ国の現状から公務員の増員が期待できないため、更なる効果的な活動の実施のためには RD 一人一人の能力強化とともに、他省庁や地方政府の関係者の能力向上を図る必要がある。

RD には研修など人材育成のための予算はない。通常開発事業ごとに現場の担当職員への短期研修費用（1 日）が確保されている程度である。ただし、IRC 枠組みを通じた他省庁や地方政府の関係者への BRP の配布については RD 内で賄えるため、プロジェクト効果の普及のための財政はある程度確保されている。しかしながら、効果の普及を確実にするためには関係者への研修やセミナー開催により BRP 活用能力の強化が必要であり、そのための費用の確保の検討が期待される。

なお、交通インフラの整備は未だカ国の優先課題であり、それに伴う住民移転など環境社会配慮が不可欠となっており政策的な優先度は引き続き高い。

² 投入額が事前計画額から減少した理由は短期専門家の派遣時期の変更に伴う派遣期間の一部減、長期専門家の派遣単価が計画を下回ったことによる。

3-3 効果発現に貢献した要因

(1) 計画内容に関すること

- ・ 海外研修の実施

第三国での技術研修では JICA、ADB、世界銀行など同様のドナー支援のインフラ事業に伴う住民移転など同様の問題を抱えている各国の担当者との意見交換を行なうことにより自国の優れている点および足りない点が再認識され、意識の向上に繋がった。研修後は他国で得たアイデアを取り入れるような意見を出すなどプロジェクトに対する貢献度も上がっている。

(2) 実施プロセスに関すること

- ・ CP の高いオーナーシップ

住民移転はカンボジア国内でケースも多数あり大きな社会問題となっている。かかる状況からも CP が本プロジェクトの重要性を十分に理解していることから、プロジェクトに対するオーナーシップも強く、特に成果 4、5 をはじめとする効果発現に寄与した。

3-4 問題点および問題を惹起した要因

特になし。

3-5 結論

プロジェクトはカンボジア側および日本側両方の努力によりアウトプットの達成度も比較的高く、プロジェクト目標はプロジェクト終了までに達成の見込みが高い。活動はほぼ計画通り実施されており、また各種研修によりターゲットグループの RD 職員および IRC メンバーの住民移転活動実施能力の向上が図られている。特に本プロジェクトの大きな成果の一つは、BRP を作成することにより住民移転活動の「質」の標準化に寄与した点であり、またその過程で関係者への能力向上を図った点である。

以上により、プロジェクトは所期の目標を達成できる見込みである。

3-6 提言

- (1) MEF は、関係省庁および地方政府の住民移転担当者に対し BRP の普及を実施するため、できるだけ早急に BRP の出版および IRC の枠組みを通じた関係者への配布が必要である。また、印刷及び配布に必要な費用の確保を検討する。
- (2) MEF は、住民移転を実施する関係省庁職員および地方政府職員に対し、BRP 活用のための研修の実施が必要である。

3-7 教訓

本プロジェクトより以下の教訓が得られた。

(1) 測定可能な明確な指標と目標値の設定を行い、プロジェクト期間中に指標の達成状況のモニタリングを行うことが必要である。本プロジェクトでは BRP を作成することにより一定の能力向上が達成できたと考えられる。つまり、「BRP が策定される」といった能力向上のアウトプットを指標にすることも一案であろう。

(2) 同様な状況や課題を抱えた国への訪問、研修により、C/P がカンボジアでの取り組みに何が足りないのか、何が他より勝っているのかといった点を客観的に認識することができ、自信にも繋がった。独自で研修プログラムを企画し段取りを行う第三国訪問はコストと手間がかかるが、能力開発には有効な手段の一つである。

第1章 評価調査の概要

1-1 調査団派遣の経緯と目的

本プロジェクトは2年の協力期間で2010年4月に開始された。プロジェクト終了を2012年3月に控え、これまでに実施した活動の内容およびプロジェクト達成の見込み等について確認するために、「カ」国経済財務省及び公共事業運輸省と合同で2011年10月17日から2011年10月28日まで終了時評価を実施した。本調査の主な項目・プロセスは下記の通り。

- (1) 合同評価を実施し、関係者との面談を通じ、プロジェクト期間中の投入・実績を確認するために必要な情報を収集する。プロジェクト実施を促進、もしくは阻害した要因を検証する。評価5項目の観点から達成度、効果を総合的に検証する。
- (2) プロジェクト終了までに行うべきこと、及び上位目標達成に向けた終了後の必要措置について取りまとめる。
- (3) 実施中の類似案件や今後の案件形成の参考となる提言を取りまとめる。
- (4) 評価結果をまとめた合同評価報告書を作成する。
- (5) 上記報告書につき、ミニッツで合意する。

1-2 合同評価団構成

(1) カンボジア側

	氏名	所属
1	Mr. Chann Thorn	経済財務省 住民移転局 情報管理計画課チーフ
2	Mr. Chhim Phalla	公共事業運輸省 国際協力局 局長

(2) 日本側

	氏名	担当	所属	現地滞在期間
1	小林雪治	団長	JICAカンボジア事務所 次長	Resident
2	渡邊恵子	評価分析	(財)国際開発高等教育機構 国際開発センター 研究部 次長代理	2011.10.17- 2011.10.28
3	江上雅彦	協力計画	JICAカンボジア事務所 所員	Resident
4	鈴木恵子	協力計画	JICAカンボジア事務所 所員	Resident
5	Phearun Yethny	協力計画	JICAカンボジア事務所 ナショナルスタッフ	Resident

1-3 調査日程

現地調査期間は2011年10月17日から2011年10月28日で、別添資料1. 合同評価報告書のAnnex1に示すスケジュールで実施した。

1-4 主要面談者リスト

(1) 経済財務省 (MEF)

H. E. Nean Leng	Undersecretary of State
H. E. Dr. Chhorn Sopheap	Deputy Secretary General
Mr. Im Sthyra	Director of Resettlement Department
Mr. Sim Samnang	Deputy Director
Mr. Yen Sophan	Deputy Director
Mr. Hiv PanhaVuth	Chief Administration & Finance Office
Mr. Sreng Chamroeun	Deputy Chief
Mr. Ben Daramony	Chief Bilateral Cooperation Project Office
Mr. Pich Socheta	Deputy Chief
Mr. Khuon Davith	Deputy Chief Multilateral Cooperation Project Office
Mr. Chann Thorn	Chief Planning and Database Management Office
Mr. Sreang LimSroy	Chief Government Project Office

(2) 公共事業運輸省 (MPWT)

H. E. Tauch Chan Kosal	Secretary of State
Mr. Chhim Phalla	Director, Project Manager for RN1 and Neak Leoung Bridge International Cooperation Department
Mr. Kong Sophal	Deputy Director International Cooperation Department

(3) アジア開発銀行 (ADB)

Ms. Karin Schelzig	Senior Social Sector Specialist
Ms. Ouk Sokha	Safeguard Officer

(4) 日本大使館

玉光 慎一	一等書記官
大總 学	二等書記官

(5) プロジェクト専門家

山下 晃	チーフアドバイザー/環境社会配慮
黒川 誠司	参加型計画・開発
熊谷 隆宏	業務調整

第2章 プロジェクトの概要

2-1 プロジェクトの背景

カンボジア王国（以下、「カ」国と記す）では、経済成長に伴う交通需要に応える運輸交通インフラの整備が喫緊の課題であり、その推進には環境社会配慮の確保が不可欠である。中央省庁が実施する公共事業に伴う住民移転は、経済財務省（MEF）住民移転局（RD）が担当しており、個別の事業ごとに設置される省庁間住民移転委員会（Inter-ministerial Resettlement Committee, IRC）の事務局機能を兼ねている。2009年12月28日に「収用法」が国民議会で承認され、その実施細則に相当するサブデクリーや、かねてよりADBの支援で議論が行われている不法占拠者の住民移転に関連する法令の検討も行われている。こうした法制度整備に伴い、住民移転にかかる政策立案と実施を担うRD職員の能力向上と、系統的な実施細則等の整備を通じた環境社会配慮実施体制の強化が喫緊の課題となっている。かかる背景から、「カ」国政府の住民移転実施能力向上を目的として、2010年4月から2年間の協力期間でプロジェクトを開始した。

2-2 プロジェクトの概要

（1）上位目標

カンボジア政府が、同国の法令を遵守した統一的な方法で住民移転に関する方針に基づいて移転を実施することができる。

（2）プロジェクト目標

経済財務省住民移転局（RD）及び国家間省庁間住民移転委員会（IRC）の住民移転能力が向上する。

（3）期待される成果

- 1) 住民移転局の現状や要望がレビューされ、評価され、フォローアップされる
- 2) 環境社会配慮の理解に関する能力が強化される
- 3) 情報管理に関する能力が向上する
- 4) 住民移転に関する計画・実施能力が強化される
- 5) 効果的な住民参加を促進する能力が向上する

なお、プロジェクトの活動等詳細については、別添資料 1. 合同評価報告書 ANNEX 1 プロジェクト・デザイン・マトリックス（PDM）を参照のこと。

第3章 終了時評価の方法

3-1 評価手法

本評価は JICA 評価ガイドラインに沿って評価5項目の観点から実施される。評価グリッドを基に、指標、既存資料のレビュー、質問票、関係者からの情報収集を通じて評価・分析を行った。また、この終了時評価は「カ」側と「日」側双方による合同評価として実施した。

3-2 5項目評価

本プロジェクトは以下に述べる「評価5項目（妥当性、有効性、効率性、インパクト、持続性）」の観点から評価される。各項目における評価の視点は下記の通り。

項目	主な視点
妥当性	プロジェクト目標や上位目標が受益者のニーズに一致しているか、問題や課題の解決策として適切か、相手国の開発課題との整合性を評価する。
有効性	「プロジェクト目標」の達成がされたか（もしくはその見込みがあるか）。プロジェクトの実施により、直接的に受益者に便益がもたらされているのか（あるいはもたらされるのか）を評価する。
効率性	アウトプットの達成度は目標値に照らして適切か。アウトプットの達成度は投入（コスト）に見合っていたかを問う視点。投入はタイミング、質、量の観点から妥当であったかを検討する。
インパクト	プロジェクト実施によってもたらされる、長期的、間接的な効果や波及効果、その他プロジェクト計画時に予期しなかったインパクトの有無を評価する。
持続性	援助が終了しても、プロジェクト目標、上位目標などプロジェクトが目指していた効果は持続する見込みがあるかを検討する。

3-3 評価設問

前項で述べた評価5項目を基に、評価設問を設定する。PDMに基づき、指標の確認に必要な情報、収集方法、分析を行う。基本的な質問項目は下記の通り。

- (1) 投入の進捗、達成、見込みの確認、アウトプット、プロジェクト目標と上位目標の整合性
- (2) カウンターパート（RD、MEF、MPWT）のプロジェクトへの離職はないか。

- (3) プロジェクト実施によるカウンターパートの能力がどの程度向上したか
- (4) 調達のタイミングは適切であったか。

3-4 データの収集方法

データ収集は既存資料のレビュー、コア・カウンターパート、日本人専門家等関係者へのインタビューを通じ行われた。

第4章 プロジェクトの現状と実績

投入、アウトプット、プロジェクト目標の実績については以下のとおりである。プロジェクトの実績の詳細については、別添資料 1. 合同評価報告書の Annex 4-1 に添付。

4-1 投入

日本側およびカンボジア側の投入は以下のとおりである。

4-1-1 日本側投入

(1) 日本人専門家

3名の長期専門家と、下記5分野において短期専門家が派遣された(3分野については業務実施型契約)。長期専門家の業務量はプロジェクト終了時まで68人月の予定である。短期専門家は、終了時評価を実施した2011年10月時点で合計12人月であった。日本人専門家の詳細な投入記録については、別添資料 1. の Annex 5-1 に添付。

	分 野	派遣期間	
長期専門家	チーフアドバイザー／環境社会配慮	2010. 3. 26 - 2012. 3. 31	
	住民参加型計画及び開発	2010. 5. 1 - 2012. 3. 31	
	プロジェクトコーディネーター	2010. 5. 4 - 2012. 3. 18	
短期専門家	能力評価／研修計画	2010. 5. 9 - 2010. 7. 9	
	社会配慮手法	2010. 9. 26 - 2010. 12. 18	
	業 務	住民移転計画	2011. 6. 20 - 2011. 6. 30 2011. 7. 26 - 2011. 9. 25
		社会調査／モニタリング	2011. 8. 2 - 2011. 9. 25
	実 施	移転補償／資産評価	2011. 8. 2 - 2011. 10. 9

(2) カウンターパート研修

カウンターパート (CP) のうち7名が本邦研修に参加し、24名のCPがポルトガル、ラオス、ベトナム、メキシコ、インドネシア、バングラデシュのいずれかの第三国技術交換研修に参加した。海外研修の参加者については、別添資料 1. の Annex7-2 に添付。

(3) 機材

コンピューター、プロジェクター、カラープリンターなど事務機器および測量機材 (トータルステーション) がプロジェクトの円滑な実施のために供与された。供与機材の合計額は34,282米ドルであるが、そのうち約4割にあたる13,678米ドルがトータルステーションであった。機材のうちトータルステーションはカンボジアの通関で時間がかかり約3ヶ月到着が遅れたが、その他の機材は予定どおり配置された。詳細な機材リストは別添資料 1. の Annex5-2 を参照。

(4) ローカルコスト

2011年9月の時点で合計174,124米ドルが拠出された(詳細は別添資料1.のAnnex5-3を参照)。

4-1-2 カンボジア側

(1) カウンターパートの配置

経済財務省住民移転局(MEF/RD)より35名、省庁間住民移転委員会(IRC)メンバーとして公共事業運輸省(MPWT)から2名の合計37名がカウンターパート(CP)として配置された。RDからプロジェクトダイレクター、プロジェクトマネージャー、副プロジェクトマネージャーが配置されるとともに、2名がフルタイムCPとして日本人専門家と密接に業務するためにプロジェクト事務所に配置された。

CPの詳細なリストは別添資料1.のAnnex5-5に添付。

(2) プロジェクト費用負担

カンボジア側より、プロジェクト費用負担として合計45,600米ドルが準備された。主な用途は、通信費用、RD職員用タスクフォース手当、ワーキンググループ手当(RD、MPWT職員用)であり、終了時評価時点で33,370米ドルが使用されている。詳細については別添資料1.のAnnex5-6に添付。

(3) 土地・施設

経済財務省敷地内に専門家用に執務室1室および必要な設備の提供があった。

4-2 アウトプットの実績

終了時評価時点でのアウトプットの達成度を現行のPDM3に基づいて調査した。

実績を確認した結果、全体的に5つのアウトプットの達成度は高いことを確認した。また、合同評価チームはプロジェクトによる複数のグッドプラクティスが産出されていることを確認した。しかしながら、PDM3にはアウトプットが必ずしも適切に示されていない指標や、目標値を示していない指標もあった。

アウトプットの詳細な実績については、Annex 4-1に詳述。

4-2-1 アウトプット 1

アウトプット 1： 住民移転局の現状や要望がレビューされ、評価され、フォローアップされる																							
指 標	実 績																						
1.1	合同調整委員会(JCC)が 1 年に 1 回開催され、作業管理委員会 (EC) が定期的開催される。	<p>JCC、EC は以下のとおり予定どおり開催されている。</p> <table border="1"> <thead> <tr> <th>JCC/EC</th> <th>計 画</th> <th>実 績</th> </tr> </thead> <tbody> <tr> <td>1st JCC</td> <td>2010 年 8 月第 1 週</td> <td>2010 年 8 月 2 日</td> </tr> <tr> <td>2nd JCC</td> <td>2011 年 6 月第 3 週</td> <td>2011 年 6 月 24 日</td> </tr> <tr> <td>3rd JCC</td> <td>2012 年 2 月第 2 週</td> <td>—</td> </tr> <tr> <td>1st EC</td> <td>2010 年 6 月第 2 週</td> <td>2010 年 6 月 11 日</td> </tr> <tr> <td>2nd EC</td> <td>2010 年 12 月第 2 週</td> <td>2010 年 12 月 15 日</td> </tr> <tr> <td>3rd EC</td> <td>2011 年 9 月第 3 週</td> <td>2011 年 9 月 21 日</td> </tr> </tbody> </table>	JCC/EC	計 画	実 績	1st JCC	2010 年 8 月第 1 週	2010 年 8 月 2 日	2nd JCC	2011 年 6 月第 3 週	2011 年 6 月 24 日	3rd JCC	2012 年 2 月第 2 週	—	1st EC	2010 年 6 月第 2 週	2010 年 6 月 11 日	2nd EC	2010 年 12 月第 2 週	2010 年 12 月 15 日	3rd EC	2011 年 9 月第 3 週	2011 年 9 月 21 日
JCC/EC	計 画	実 績																					
1st JCC	2010 年 8 月第 1 週	2010 年 8 月 2 日																					
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1st EC	2010 年 6 月第 2 週	2010 年 6 月 11 日																					
2nd EC	2010 年 12 月第 2 週	2010 年 12 月 15 日																					
3rd EC	2011 年 9 月第 3 週	2011 年 9 月 21 日																					
1.2	ベースライン調査により PDM 及び P0 が修正され JCC により承認される。	ベースライン調査の結果から、住民移転に関する現状および 2 年間という期間を考慮して、当初予定していた手順書の普及体制構築のための講師育成までは行なわず、手順書の作成を通じてターゲットグループの基礎的な能力強化を図ることを中心に変更し、2010 年 8 月に PDM/P02 を作成した。正式な承認は 2010 年 12 月に行なわれ、その間に多少の追加修正を加え、PDM/P03 として承認された。																					
1.3	研修計画が準備される。	研修ニーズ・アセスメントが実施され、結果を基に研修計画が準備された。																					

本プロジェクトは 2010 年 4 月より 2 年間の期間で PDM/P01 を基に始まった。プロジェクトは、最初の 4 ヶ月の計画期間と残りの期間で本格的な実施を行なう 2 つのフェーズに別れている。アウトプット 1 は、主にプロジェクトの枠組みを最終的に決定する初期フェーズの計画期間にあたるものである。

2010 年 4 月から 6 月にかけてベースライン調査が実施され、RD および IRC による住民移転の活動の現状の調査が実施された。また、能力評価／研修計画の短期専門家により、CP の住民移転活動に関する研修ニーズ評価を行った。これらの調査結果を基に、2010 年 8 月に研修計画が策定された。更に、2009 年 10 月に実施した詳細計画策定調査の段階とプロジェクト開始後の条件の相違に基づき、PDM の変更を行い PDM2/P02 を策定した。変更した点は、例えば、ターゲットグループの IRC メンバーを日本の ODA 事業を担当する主要メンバーに限定したことである。これは支援ドナーにより住民移転手続きの質や手順などが多少異なることがあり、本プロジェクトでは日本が支援している ODA 事業をモデルケースとして扱い、そこで OJT を実施することを検討したためである。また、収用法は住民移転のガイドラインを持つドナーが実施する事業には適用されないことが明らかになり、さらにドラフトされた住民移転の副法令の公布時期がまだ予測できないことから、本プロジェクトで策定する住民移転に関する標準手続書 (BRP) の位置づけを収用法や住

民移転の副法令に影響を受けないよう、RDの公的內部資料とした。さらに、研修ニーズ評価により、住民移転の基礎的な理解と英語のコミュニケーション能力を含む基本的な技術がCPには必要なことが明らかになったことで、CPを講師として育成するというアウトプットを削除し、代わりに「環境社会配慮の基礎的な能力を向上する」（アウトプット2）を追加した。また、RDからの強い要請により、データ管理に関するアウトプット（アウトプット4）と影響を受ける住民との適切な関係の強化（アウトプット5）が追加された。

PDM/P02は2010年8月に策定されCPにも合意されたが、正式な改訂の署名は2010年12月に開催したECでなされた。その間、多少修正を行いPDM/P03として正式な合意がなされた。PDM/P0の詳細な改訂点については別添資料1のAnnex3-4、3-5を参照。

上記表のとおり、JCCおよびECは予定通り開催されており（指標1.1）、ベースライン調査および研修ニーズ評価の結果からPDMが改訂され（指標1.2）、研修計画が策定されている（指標1.3）という実績から、合同評価チームは、アウトプット1はプロジェクト期間内で達成される見込みがあると判断した。

4-2-2 アウトプット 2

アウトプット 2: 環境社会配慮 (ESC) の理解に関する能力が強化される		
指標	実績	
2.1	80%の住民移転局 (RD) 職員が ESC について研修を受ける	終了時評価時点で、ESCに関する研修が5回開催された。35名のRD職員のうち住民移転活動を実施する20名を対象にしたところ、そのうち約65%の職員が毎回研修（ワークショップ、セミナー）に参加した。
2.2	RD職員が海外研修により環境社会配慮に関して啓発され理解が深まる	これまで7か国（日本、ポルトガル、メキシコ、ラオス、ベトナム、インドネシア、バングラデシュ）に海外研修を実施（ポルトガルとメキシコについては学会発表）。24名のCPが何れかの海外研修に参加している。インタビューでは、参加したCPのほとんどが研修は非常に効果的であった旨回答している。特に状況が似ている第三国を訪問し自国の状況と比較することができ、自分たちの長所や足りない点が認識できたなどの回答があり、意識の向上に繋がっていると判断できる。
2.3	OJTを通して環境社会配慮手法が日本の事業に適用される	現在進行している日本の無償資金協力プロジェクト（「国道一号線改修計画」と「ネアックルン橋梁建設計画」）でOJTを実施した。上記プロジェクトのために設立したIRCとJICAとの定期会合への出席、調査ミッションへの同行などを通じて実際の現場で何をどうすればよいかを学んだ。

対象となるRD職員の約65%が環境社会配慮に関する研修、セミナー、ワークショップなどに参加している。研修を受講した職員の人数および割合が高くなればそれだけ知識の普及も出来てい

ると予想されるが、達成度については目標値が設定されていないため判断できなかった。

しかしながら、研修を受講した参加者からはインタビューで環境社会配慮に関する能力が向上したことを示すコメントが出されている。特に海外研修の中でも第三国技術交換が大変効果的であったという意見が多かった。同様の課題や状況を抱えている第三国への訪問により、カンボジアが実施していない新しいアイデアや手法を学習することができ、カンボジアにも応用したいと考えているという意見もあった。例えば、バングラデシュでは、移転地に学校やクリニックなどの公共施設を建設する例や、開発事業で影響を受けた人々(PAPs)をそのような施設建設のための労働者として雇用したり、NGO をモニタリング機関に委託するという例を学習した。また、早期移転を促進するために「インセンティブ」を提供しているベトナムの例に高い関心を示すなど新しいアイデアを学習した。受講者の中には、他国の例を比較することで自分たちの長所と課題が浮き彫りになり、自分たちの位置づけが理解できたという発言もあった。これらのアイデアや考えはRDの管理者レベルに報告書が提出され、カンボジアへの適用が検討されることとなった。

以上のように、第三国技術交換はCPに何が足りないのか、何を成すべきかを自覚させることができ有効な手段であった。CPからは第三国技術交換に参加していない同僚にも同様の機会の提供をお願いしたいという強い要請があった。

実践的には、日本が支援している実施中の無償資金協力プロジェクトで、OJTを通じて実際の住民移転業務を実施しており、OJTにおいても海外研修で得た知見が活用された。

以上を鑑み、合同評価チームはプロジェクト終了までにアウトプット2が達成する見込みであると判断した。しかし、プロジェクト終了まで能力強化を引き続き行なう努力も必要であると指摘した。

海外研修への参加者リストおよびラオス・ベトナム研修、インドネシア・バングラデシュ研修報告については別添資料1のAnnex 7-2を参照。

4-2-3 アウトプット3

アウトプット3： 情報管理に関する能力が構築される		
指標	実績	
3.1	総合的な情報システム(IMS)が開発され、十分に使用される	共有サーバーがプロジェクトにより供与され、必要な情報(各種法制度、ドナーのガイドライン、住民移転計画書(RAP)の過去事例など)が収集された。これらの情報を基にデータベースを構築した。RD事務所の引越しもあり、まだCPのPCにはリンクされていない。また維持管理体制なども含めた「使用マニュアル」が策定されていないため、評価時点では活用までには至っていなかった。
3.2	事業管理システム(PMS)が構築され、十分に使用される	アローチャートのような図を用いた見やすい事業管理システム(PMS)が提案された。活用は日本の援助プロジェクトに限定的となっている。他案件担当の職員には広まっていない。

着実にアウトプットを出してはいるが、プロジェクト終了までに指標を達成させるためには更なる努力を必要としている。さらに、IMS、PMS は IRC メンバーにも活用させることが期待される。指標 3.1 の IMS については、共用サーバーが 2011 年 1 月、JICA により調達された。またカンボジアの関連法整備、JICA、ADB、WB など関連ドナーの環境社会配慮ガイドライン、第三国技術交換で訪れた国々の法整備、過去実施した住民移転計画書（RAP）など必要な情報が収集され、データ化された（収集された情報リストについては別添資料 1. の Annex 8 を参照）。

プロジェクトではデータ化したソフトを共有サーバーに入れ、関係職員の PC からアクセスできるようにする予定であるが、RD 事務所が経済財務省敷地内の新しい建物内に引越したため（2011 年 7 月）、未だ接続はされていない。また、プロジェクト終了までにデータの活用方法および維持管理に関するマニュアルを作成し、CP に説明する作業が残っている。

指標 3.2 の PMS については、実施中の日本の援助プロジェクトをモデルに提案されているため、他ドナー支援案件を担当している CP には広まっていない。当初、他ドナーが支援している案件についても PMS の提案を考慮していたが、情報の入手が困難であるため出来なかった。PMS の活用方法について今後プロジェクト終了までに広める努力が必要である。

4-2-4 アウトプット 4

アウトプット 4： 住民移転に関する計画・実施能力が強化される	
指 標	実 績
4.1 RD 職員の 80%が、住民移転計画（RAP）、移転地選定手法（RSP）、再取得価格（RCS）、苦情処理システム（GRS）、シンプルサーベイ（SS）、詳細資産調査（DMS）に関して研修を受ける	これまで BRP 検討会（15 回）、BRP セミナー（4 回）が開催された。これらの研修を通じて BRP が策定されつつある。BRP は評価時点ではほぼ 80%完成していた。ほとんどの RD スタッフが研修を受講しており、各セッションでは毎回ターゲットとした職員の 60-80%が出席した。

2010 年 12 月より、6 種類の住民移転活動（(1) 住民移転計画（RAP）、(2) 移転地選定手法（RSP）、(3) 再取得価格（RCS）、(4) 苦情処理システム（GRS）、(5) シンプルサーベイ（SS）、(6) 詳細資産調査（DMS））に関し、検討会とセミナーが開催された。これまで 15 回の検討会および 4 回のセミナーを開催している（別添資料 1. の Annex7-3 および 7-4 参照）。検討会では、日本人専門家が作成したそれぞれの活動に関する BPR ドラフトが検討され、協議の上修正された。検討会の出席者は、RD の主要 6 部署（役員会、総務・財務部、計画・データベース部、二国間協力プロジェクト部、多国間協力プロジェクト部、政府プロジェクト部）から 1-2 名の幹部クラスおよび IRC メンバー（MPWT 技術職員）であった。検討会で修正された BRP 案は、セミナーで他職員に紹介され、再び意見交換の後最終版として再び修正された。セミナーでは検討会に出席した CP が BRP 修正点をクメール語で発表し、CP の理解を促進する工夫を行っていた。これは発表者の能力向上に繋がるとともに、CP 全体への理解を促進させた。活動ごとに 2-3 回の BRP 検討会が開催され主要な CP の出席があった。また、セミナーには毎回 60-80%の RD 関連職員の出席があった。

このように、上記 6 分野の活動に対する技術移転は検討会やセミナーの出席など、BRP を策定

する過程において行なわれた。CP とのインタビューにより、住民移転手法は基本的には同様であるが、支援ドナーによってやり方や焦点が多少違っていたため、BRP の策定過程でそれぞれの活動について部内で共通の理解が進み、また日本人専門家との意見交換の中で技術移転が進んだことが明らかになった。RD はこれまでもカンボジアの政策および開発事業の支援ドナー（JICA、ADB、WB など）のガイドラインに沿って住民移転活動を行っており、これらの経験を通じて住民移転活動に対し豊富な知識は有していた。プロジェクトでは、RD のこれらの知識や経験をカンボジアの規則や規律に基づいて BRP の中に明確な形で文書化することを実現した。CP のほぼ全員が、住民移転の手続きが BRP として文書になったことを歓迎した。

また、CP へのインタビューでは、本プロジェクトの研修が理論だけではなく実践的なものであると高く評価している旨のコメントが多くみられ、BRP が住民移転活動の質の標準化のために大変有効なツールであると評している。一方、カ国全体の住民移転能力の向上のためには、住民移転を現場で実施する IRC メンバーや地方政府レベルも含めた IRC 作業部会のメンバーが IRC の枠組みを通じて能力開発を行なう必要性を指摘した。

終了時評価時点で、BRP はほぼ 80% 完成しており、2011 年 11 月までに案が完成される予定である。BRP は経済財務省内で 2011 年末までに承認されることが期待されている。その後プロジェクトは BRP を紹介するため、関係省庁、地方政府およびドナー、国際機関を招請したセミナーを開催する計画を立てている。

以上により、アウトプット 4 はプロジェクト終了までに達成される見込みであるが、達成度を保つためにも引き続き努力が必要である。

4-2-5 アウトプット 5

アウトプット 5： 効果的な住民参加を促進する能力が向上する	
指 標	実 績
5.1 住民参加活動における住民参加が強化される	プロジェクトでは、OJT としてネアックルン橋梁建設計画の被影響住民に向けた住民説明会で、住民参加促進方法の改善を実施した。その際、プロジェクトで研修が行われた住民参加を促す工夫（アジェンダの配布、視聴覚資料の活用）による効果が現われていた。住民からのフォローアップアンケートでは、「説明が理解しやすくなった」、「以前よりよかった」とのコメントが大半を占めた。評価チームによる住民インタビューでも、「移転先の状況が視覚的に見ることができ理解しやすかった」とのコメントがあった。
5.2 RD 職員の 80% が住民参加手法（PP）について研修を受ける	BRP 検討会（4 回）、BRP セミナー（1 回）を実施。これらの会合には、RD スタッフの 80% 以上が参加した。

住民参加促進に関する BRP 検討会およびセミナーが開催され、RD 職員の約 80% が参加した。また、実際に日本支援の無償資金協力プロジェクト（ネアックルン橋梁建設計画）の現場で PAPs に

対する住民協議を OJT として開催した。プロジェクトが実施した参加住民へのアンケートによると、OJT で実施した住民協議では会議前に議題が配布され、視覚機材を使った説明が「大変よかった」または「以前の住民協議よりも理解が深まった」という評価を得ている。また、合同評価チームが住民協議の参加者にインタビューしたところ、視覚的機材を使ったプレゼンテーションが良かったため状況がより把握できたというコメントもあった。効果的な住民参加を促進する能力がどの程度向上したかその度合いは目標値の設定などがないため判断することができないが、住民参加を効果的にする一定の能力向上は確認された。

4-3 プロジェクト目標の達成度

プロジェクト目標	RD 及び IRC の住民移転能力が向上する
指 標	(1) RD および IRC のナレッジマネジメント（暗黙知から形式知へ）が改善される (2) 住民移転活動における共通手順や必要事項が確認される (3) 住民移転局職員の 80%が最終試験に合格する

プロジェクト目標の指標に対する実績は以下のとおり³。プロジェクト目標はプロジェクト終了までに達成される見込みであるが、達成度を強固なものにするため更なる努力が必要である。

これまで CP 自身の経験から行なっていた住民移転活動に関し、プロジェクトで必要なステップやその内容、住民移転の必須事項が「標準手順書（BRP）」として初めて明文化された。BRP 策定過程で CP の行政能力の向上を図ったものであり、CP の住民移転知識が暗黙知から形式知に変容したことが確認できた。（指標(1)、(2)）

最終試験はまだ実施されていないため（2012年1月予定）、本指標の検証はできなかった。（指標(3)）しかし、特にアウトプット 2、4、5 の CP へのインタビュー結果や、プロジェクトが開始されてからの CP 上層部による部下に対する評価からも CP の住民移転活動の実施能力の向上が確認された。

4-4 実施プロセス

4-4-1 プロジェクトデザインについて

アウトプット 1 で上述したように、PDM/P0 はこれまで 2 度改訂され、現在プロジェクトは 2010 年 12 月に承認された PDM/P03 を基に実施されている。しかし PDM 3 には能力向上を目指すアウトプットに対し、指標が必ずしも明確に検証できるものが設定されていない。例えば、指標 4.1 の「RD 職員の 80%が関連の研修を受講する」という指標ではアウトプット 4 の「住民移転活動に関する計画・実施能力が強化」されたかを的確に測る指標にはなりえない。研修のカバー率ではなく、能力強化を測る指標の設定が必要であった。また目標値が設定されていない指標が多かったため、達成度を十分に評価することは出来なかった。測定可能な指標の例で言えば、本プロジェクトでは BRP 策定過程が CP の住民移転活動能力の向上に貢献したことから、プロジェクト目標の

³ 指標(2)は指標(1)を説明したものであるため同等と解釈する。

指標に「BRP を策定する」という指標を設定するべきであっただろう。

4-4-2 PDM の改訂について

ベースライン調査や研修ニーズ評価の結果に基づき、CP の能力や住民移転を取り巻く状況の変化、そして2年間という期間での実施を考慮し PDM が改訂された。これによりプロジェクトの焦点が絞られ、プロジェクト目標達成のための効率性が高まった。しかしながら、一方で IRC の枠組みを使って他省庁や地方政府の関係職員にも BRP を普及させ、公共事業による住民移転の手順の標準化を図るという上位目標達成のためには当初予定よりも時間がかかることになり、上位目標の達成には多少影響すると考えられる。

4-4-3 プロジェクトのモニタリングについて

日本人専門家およびカンボジア側 CP との間で進捗状況がモニタリングされ情報が共有されている。また JCC および EC の場で進捗状況についての発表がなされている。日常的に両者間でプロジェクトの進捗や問題についても共有されている。このようにプロジェクトの進捗については PO に沿ってモニタリングが実施されていた。一方、アウトプットの度合いを示す PDM の指標についても明確に測定可能な指標を設定するとともに、定期的なモニタリングの実施がなされるべきであった。

第5章 評価結果

本章では、プロジェクト実施の妥当性、有効性、効率性、インパクト、持続性の5つの観点（評価5項目）からプロジェクトの実績を分析し、課題を検討する。

5-1 妥当性

（1）カンボジア政府の政策との整合性

本プロジェクトが策定された時のカンボジア政府の開発戦略である「成長、雇用、平等及び効率のための四辺形戦略フェーズ II (RSII)」(2008)は、一層の経済成長を促すために「運輸交通インフラの継続的な復旧と建設」が必要であるとし、成長四辺形の1辺に位置付けている。また、カンボジアの5ヵ年計画である国家戦略開発計画(NSDP)(2006-2010及び2009-2013)においてもインフラ開発が優先分野として挙げられており、特に運輸分野では「道路法の早期施行」や「農村道の整備」と並んで「道路建設事業に伴って発生する住民移転への適切な対応」を優先課題として掲げている。従って、プロジェクトはカンボジア政府の政策との整合性は高い。

（2）ターゲットグループのニーズとの妥当性

RDは公共事業による住民移転活動を統括する部局であり、また個別の事業ごとに設置される省庁間住民移転委員会(IRC)の事務局機能を兼ねている。従ってプロジェクトのターゲットグループとして適切なカウンターパートであった。また、本プロジェクトは運輸交通分野のプロジェクトに焦点を当てたことで、IRCメンバーの中でもMPWTの技術職員をターゲットとすることは妥当であった。

2010年2月に施行した「収用法」に併せて「開発プロジェクトによる社会経済的なインパクト軽減に関する細則」(副法令)の見直しが行なわれる予定であり、この副法令の下、開発事業に伴う住民移転の手続きを全て所掌するのがRDであり、住民移転活動の実施能力強化が必要不可欠となっていた。当時RDの能力強化に対する支援は行なわれていない状況で、本プロジェクトはターゲットグループのニーズに合致したものであった。

（3）日本政府の援助政策との整合性

対カンボジア援助計画(2002)では、「社会・経済インフラ整備推進と経済復興のための環境整備」を重点分野として置き、「国の開発の根幹となる社会・経済インフラ整備のニーズは依然として高い」としている。また、JICAの援助方針(2007)では、「他ドナーと協力して早期に道路ネットワークの改修を支援し、運輸ネットワークの有効活用および維持のための組織的な強化を通じて経済成長に寄与する」ことを掲げているなど本プロジェクトとの整合性が高い。更に日本は道路や橋の建設などの公共事業に関連した住民移転を含む土地収用プロセスに関する経験が豊富にある。

以上により、本プロジェクトの実施はカンボジア国の開発政策、開発ニーズ、日本の援助政策と十分に合致しており、妥当性は高い。

5-2 有効性

本プロジェクトの実施により、概ね目標どおりの効果発現が見られ、有効性は高い。

(1) プロジェクト目標の達成度

上記 4-3 で既述したとおり、最終試験の結果は出ていないものの、他の指標および評価時に得られたコメントから判断するとプロジェクト目標はプロジェクト期間内に達成される見込みが高い。例えば、評価時まで RD 職員の 70%近くがワークショップ、セミナー、海外研修、OJT など様々な形で住民移転活動に関する重要な課題について研修を受講していた。このような実績およびそれぞれのアウトプットに対するインタビュー結果から、プロジェクトが住民移転活動を実施するための実践的な行政能力の向上に貢献したと言える。

本プロジェクトの重要なアウトプットの一つは、住民移転手法を明文化した BRP を策定したことで移転活動の質の標準化に寄与したことである。その意味で、これまで CP が実施してきた住民移転の経験（暗黙知）を BRP として形式知に変容させている。また、BRP 策定過程でプロジェクト目標である RD および IRC メンバーの住民移転実施能力の向上が図られている。さらに、これまで CP によっては断片的に実施して住民移転活動が、本プロジェクトにより全体像が明らかになり包括的に理解することができたと回答している。

(2) プロジェクト目標を促進または阻害した要因

(ア) 海外研修の実施

他国の事例（本邦研修及び第三国技術交換）を通じた CP の問題意識啓発が、プロジェクトの活動に際する新たな取り組みのきっかけとなった。特に同様の状況にある第三国への訪問が効果的であったことが判明した。

(イ) CP の高いコミットメント

住民移転に関しては実際に問題となっている事例も多いなど、カンボジアにとって近年大変重要な課題となっている。かかる状況が CP を真剣に取り組みせ、また CP 自身がプロジェクトの重要性を理解していたため、多忙にもかかわらずプロジェクト活動に積極的に参加した。特に管理職レベルの強いイニシアティブは他の職員の参加を誘発した。更に、評価時のインタビューにおいて、プロジェクトの成功は日本側とカンボジア側の共同作業であるとの回答があったように、プロジェクトに対するオーナーシップを強く持っていることが確認された。実際、RD は地方職員のセミナーへの参加費用などを負担しており高いコミットメントを示している。

なお、プロジェクトを阻害した要因は見られない。

5-3 効率性

5 つのアウトプットはプロジェクト終了までに達成されることが見込まれるが、総合的に判断すると効率性は中程度である。

CP (RD および MPWT 職員) の配置は予定通りに行われ、2 人のフルタイム CP が日本人専門家とプロジェクト事務所で日常的に調整するため配置された。日本側の投入も質、量、タイミング的にほぼ適切であった。ほとんどの活動は予定どおり実施された。

しかしながら、効率性に影響する点もいくつか見受けられた。例えば、RD 事務所の移転によりアウトプット 3 の活動に遅れが生じている。また、日本側投入においては、一部短期専門家については初回公示で契約締結ができなかったことから、派遣時期が予定よりも遅れた。また、機材の投入は測量機材（トータルステーション）がカンボジアの通関の遅れにより 3 か月到着が遅れた。これらの要因により活動の一部が遅れたが、効率性を大きく損なうまでには至らなかった。

一方、ベースライン調査及びニーズ調査の結果や 2 年間という期間を考慮の上 PDM を変更し、プロジェクトの焦点を絞ったことは効率性を高めることにつながった。

なお、投入額が事前計画額から減少した理由は短期専門家の派遣時期の変更に伴う派遣期間の一部減、長期専門家の派遣単価が計画を下回ったことによる。

以上から、効率性は中程度と判断される。

5-4 インパクト

すでに正のインパクトがいくつか観察されている。負のインパクトは現在のところ生じていない。

(1) 上位目標の達成見込み

上位目標「カンボジア政府が、同国の法令を遵守した統一的な方法で住民移転に関する方針に基づいて移転を実施することができる」の達成については、BRP の承認時期、BRP の普及方法など終了時評価時点ではまだ確定していない要素が多く判断はできなかった。例えば、RD は BRP を経済財務省内部の標準手順書として 2011 年中に承認する意図はあるが、正確な時期は明らかになっていない。また、他省庁や地方政府の関係者に対する BRP 普及の方法がまだ確定されていない。上位目標にある「統一的な方法を確立させる」ためにも BRP の普及は重要であり、そのためには関係者への研修やセミナーの実施が必要とされる。更に、収用法は公共事業の支援ドナーにガイドラインがある場合は適用しなくてもよいとなっているため、統一的な方法が採られるかが不確かである。

一方、JCC や住民移転に関するセミナーの場に他省庁の住民移転担当者を招請しており、BRP の存在が RD 以外にも知られるようになっていくことが確認できた。そのため、RD が事務局を務める IRC の枠組みを使って他省庁や地方政府レベルの関係者が BRP を活用する兆しがあることが確認された。

BRP が関係者へ周知されるためには、プロジェクトとしては BRP をクメール語に翻訳したり、BRP を紹介するセミナーを開催することが期待される。

(2) 他インパクトの発現

本プロジェクトでは以下の状況からいくつかの正のインパクトの発現が確認された。

RD では職員の異動や離職がほとんどない。プロジェクトが住民移転活動に直接関わらない総務や財務関係の職員を各種研修に参加させたことは、組織としてのプロジェクトのオーナーシップを高めることに繋がり、また住民移転局として組織的な強化にもつながった。

更に、住民移転活動を効果的に実施することにより CP の能力向上だけでなく、開発事業で影響を受けた住民が移転に対する理解を深めているという正のインパクトも見られた。

5-5 持続性

持続性は確保されているが、BRP の普及を確実にするためには、組織、財政面での更なる強化が必要である。

(1) 政策面

改訂版国家5か年計画(NSDP 2009-2013)では、「交通ネットワークは経済成長の原動力である」と記しているとおり、経済発展のために交通インフラ整備の強化は引き続きカンボジア政府の優先開発課題となっている。そのためカンボジアでは今後も運輸プロジェクトが実施されていくとともに、これら事業に伴う住民移転の発生が予想されている。インフラ開発には環境社会配慮が不可欠となっており、住民移転能力向上への政策的な優先度は引き続き高い。

(2) 組織面

一旦RDに配属されると経済財務省内で他の部局への異動や離職も少なく、移転した技術や知識が組織の力として残りやすい。また、二国間協力プロジェクトを担当する職員が多国間協力プロジェクトの担当案件を実施するなど、局内の垣根が低くお互いの知識や方法の情報共有がなされている。

一方、住民移転を伴う開発事業の増加とともに、限られた人数の職員数では一人ひとりの職員への負担が増えている。評価時時点で、RDは30以上の住民移転案件を担当しており、直接住民移転活動を実施する職員は1人で複数の案件を担当している。カンボジアの現状から公務員の増員が期待できないため、更なる効果的な活動の実施ためにはRD一人ひとりの能力強化とともに、IRCを構成する他省庁や地方政府の関係者の能力向上を図る必要がある。

(3) 技術面

全体的にはプロジェクトで移転した知識、スキル、技術はカンボジアに適したものであり、適切に関係者に移転された。本プロジェクトでは実践を通じての技術移転が基本となっており、効果的に機能した。RD職員の約3分の2が能力向上に関する研修を受講している。達成度の個人差はあるが、CPへのインタビューにより能力が向上したことが確認された。更に、職員それぞれが取得した知識・経験の共有をRD内で報告書の回覧などを通じて行っており、技術的な持続性が保たれている。

(4) 財政面

BRPの普及のためには関係者への周知および研修などが必要であるが、RDの予算には研修のための費用項目はない。通常研修費用は、1日分であるが開発事業ごとに現場の担当職員への短期研修費用として確保されている。また、IRC枠組みを通じた他省庁や地方政府関係者へのBRPの配布についてはRD内で費用調達が可能である。そのため、プロジェクト効果の普及のための財政はある程度確保されていると言える。しかしながら、効果の普及を確実にするためには、関係者への研修やセミナー開催によりBRPを活用する能力強化が必要であり、そのための費用確保も必要とされる。

5-6 結論

プロジェクトはカンボジア側及び日本側両方の努力によりアウトプットの達成度も比較的高く、プロジェクト目標はプロジェクト終了までに達成される見込みが高い。活動はほぼ計画通り実施されており、また各種研修によりターゲットグループの RD 職員および IRC メンバー（MPWT 職員）の住民移転活動実施能力の向上が図られている。特に本プロジェクトの大きな成果の一つは、BRP を作成することにより住民移転活動の「質」の標準化に寄与した点であり、またその過程で関係者への能力向上を図った点である。

以上により、プロジェクトは所期の目標を達成できる見込みである。

第6章 提言および教訓

6-1 提言

プロジェクト終了までに対応すべき課題とともに、プロジェクト終了後において、プロジェクト実施によりもたらされた便益やインパクトを更に発展させるため、合同評価チームは実施機関である RD に対し、以下を提言する。

<プロジェクト終了までに実施すべき提言>

(1) BRP の正式承認

MEF は BRP が完成次第早急に、内部実施ガイドラインとして正式に承認すること。時期的には BRP が 11 月中に完成予定であり、またプロジェクト期間内で BRP 紹介セミナーの開催が予定されているため、2011 年中の承認が期待される。

(2) BRP の充実とクメール翻訳版の作成

プロジェクトは BRP の内容を充実させ、確実に 2011 年 11 月中に完成させるべきである。また、現場レベルで広く活用させるため、同時にクメール語版の作成が望まれる。経済財務省から正式に承認を受けた後、プロジェクト期間内で BRP を紹介するセミナーを関係省庁、地方政府、ドナーに対して実施すべきである。

<プロジェクト終了後、中長期的に実施されるべき提言>

BRP の幅広い活用のために下記を実施機関である RD に提言する。

(1) BRP の印刷および関係者への配布

関係省庁および地方政府の住民移転担当者に対し BRP の普及を実施するため、できるだけ早急に BRP の印刷および IRC の枠組みを使った関係者への配布が必要である。また、印刷及び配布に必要な費用の確保を検討する。

(2) BRP に対する IRC の枠組みを使った関係者への研修の実施

住民移転活動を実施する関係者が BRP を十分活用するためには、開発事業を実施する際に IRC 枠組みを使って RD が研修を実施すべきである。特に現場で住民移転活動を実施する地方政府職員的能力向上の必要性は RD や MPWT にも認識されており、研修の実施は不可欠である。

6-2 教訓

今回の終了時評価から以下の教訓を導き出した。

(1) 明確な指標と目標値の設定

プロジェクト期間中に進捗管理のみならず指標の達成状況についてもモニタリングできるように、明確な指標と目標値の設定が必要である。本プロジェクトでは BRP を作成することにより一定の能力向上が達成できたと考えられる。つまり、「BRP が策定される」といった能力向上の

アウトプットを指標にすることも一案であろう。

(2) 第三国技術交換の有効活用

カンボジアと同様の状況や課題を抱えた国への訪問、研修により、C/P がカンボジアでの取り組みに何が足りないのか、何が優れているのかといった長所や課題を客観的に認識することができ、自信にも繋がった。独自で研修プログラムを企画し段取りを行う第三国訪問はコストと手間がかかるかもしれないが、能力開発には有効な手段の一つである。

(3) CP が複数機関の場合の留意点

本プロジェクトでは経済財務省と公共事業運輸省の2つの省への機材供与がなされたが、最終的な機材の配置について共通の理解がなされていなかった。CP が複数省庁になる場合は、供与機材の配分、配置をR/Dの段階で言及しておくべきである。

**MINUTES OF MEETING
BETWEEN
THE JAPANESE FINAL EVALUATION MISSION
AND
THE MINISTRY OF ECONOMY AND FINANCE
AND
THE MINISTRY OF PUBLIC WORKS AND TRANSPORT
ON
JAPANESE TECHNICAL COOPERATION PROJECT
ON CAPACITY ENHANCEMENT OF ENVIRONMENTAL AND SOCIAL
CONSIDERATION FOR RESETTLEMENT**

The Japanese Evaluation Team, organized by Japan International Cooperation Agency and the Cambodian counterparts of the authorities concerned formed a joint evaluation team to conduct a terminal evaluation on the Project on “Capacity Enhancement of Environmental and Social Consideration for Resettlement” from 17 October to 28 October 2011. The team has carried out a series of evaluation activities such as reviewing documents and interviewing relevant authorities and exchanged views about the findings and recommendations.

As a result of these exercises, both Cambodian and Japanese parties came to an agreement on the evaluation results and recommendation as described in the Joint Evaluation Report attached hereto.



Mr. Yukiharu KOBAYASHI
Senior Representative,
Japan International Cooperation Agency,
Cambodia Office

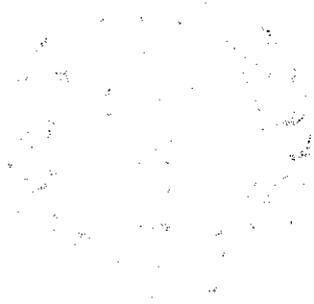


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The Royal Government of Cambodia

Phnom Penh, Cambodia
October 28, 2011



**THE PROJECT ON CAPACITY ENHANCEMENT OF
ENVIRONMENTAL AND SOCIAL
CONSIDERATIONS FOR RESETTLEMENT**

Joint Terminal Evaluation Report

28 October, 2011

6
97
12

Table of Contents

1	Introduction	1
1-1	Objective of the Evaluation Study.....	1
1-2	Members of Final Evaluation Mission.....	1
1-3	Schedule of the Evaluation Study	2
2	Outline of the Project	2
2-1	Background of the Project	2
2-2	Summary of the Project	3
3	Methodology of Evaluation.....	3
3-1	Evaluation Method	3
3-2	Five criteria of the Evaluation	3
3-3	Evaluation Questions and Indicators.....	4
3-4	Data Collection Methods	4
4	Achievement of the Project.....	5
4-1	Inputs	5
4-2	Achievements of Output.....	6
4-3	Achievement of Project Purpose	13
4-4	Issues on the Implementation Process	13
5	Evaluation Results by Five Criteria	14
5-1	Relevance	14
5-2	Effectiveness.....	15
5-3	Efficiency.....	16
5-4	Impact	17
5-5	Sustainability	18
6	Conclusion	19
7	Recommendations and Lessons Learned.....	19
7-1	Recommendation	19
7-2	Lessons Learned.....	20

- ANNEXES -

1. Schedule of Evaluation
2. List of interviewees
3. PDM/PO
 - 3-1 PDM1 /PO 1
 - 3-2 PDM 2 /PO 2
 - 3-3 PDM 3 / PO 3
 - 3-4 Explanation note of change from PDM 1 to PDM 2
 - 3-5 Explanation note of change from PDM 2 to PDM 3
4. Evaluation Grid
 - 4-1 Achievement of the Project
 - 4-2 Process of Project Implementation
 - 4-3 Evaluation by Five Criteria
5. Inputs to the Project
 - 5-1 Dispatch of Japanese Experts
 - 5-2 Equipment
 - 5-3 Local cost borne by Japanese side
 - 5-4 List of Counterparts
 - 5-5 Organization Chart of MEF and IRC
 - 5-6 Budgetary Allocation by Cambodia side
6. JCC/EC Agenda and Participant List
7. List of trainings
 - 7-1 ECS Basic Training
 - 7-2 Overseas Training with mission reports (Laos & Vietnam, Indonesia & Bangladesh)
 - 7-3 BRP Meeting
 - 7-4 BPR Dissemination Seminar
8. List of Law and Policy on Resettlement for IMS

Abbreviations and Acronyms

ADB	Asian Development Bank
BRP	Basic Resettlement Procedure
CP	Counterpart
DMS	Detailed Measurement Survey
EC	Executive Committee
ESC	Environmental and Social Consideration
GRS	Grievance Redress System
IMS	Information Management System
IRC	Inter-ministerial Resettlement Committee
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
MEF	Ministry of Economic and Finance
MLMUPC	Ministry of Land Management, Urban Planning and Construction
MOWRAM	Ministry of Water Resources and Meteorology
MPWT	Ministry of Public Work and Transport
NGO	Non-governmental Organization
NRP	National Resettlement Policy
NSDP	National Strategic Development Plan
OJT	On-the Job Training
PAPs	Project Affected Persons
PDM	Project Design Matrix
PI	Public Involvement
PMS	Project Management System
PO	Plan of Operations
PP	Public Participation
PRWG	Provincial Working Group
RAP	Resettlement Action Plan
RCS	Replacement Cost Survey
RD	Resettlement Department
RGC	Royal Government of Cambodia
RS II	Rectangular Strategy for Growth, Employment, Equity and Efficiency Phase II
RSP	Relocation Site Preparation
SS	Simple Survey
TNA	Training Needs Assessment
WB	World Bank
WG	Working Group

1. Introduction

1-1 Objective of the Evaluation Study

The Project was launched in April 2010 and will be completed in March 2012. As the Project has come to a point a six month before the project completion date, Japan International Cooperation Agency (JICA) dispatched an evaluation team to Cambodia from 17 October 2011 to 28 October 2011 to conduct the terminal evaluation of the project, The evaluation was a joint undertaking by Cambodian and Japanese sides, with full cooperation from the Ministry of Finance and Economy (MEF) and Ministry of Public Works and Transportation. (MPWT).

The objectives of the evaluation for the Project as follows:

- (1) To conduct a joint study and meet with the relevant authorities of the Cambodian government in order:
 - a) to gather necessary information to verify the outcomes of the projects inputs for the project period (including the expectancy after the project evaluation);
 - b) to identify obstacles and/or promoting factors that have affected the implementation process;
 - c) to assess the level of achievement, overall effects and strategies using Five Evaluation Criteria; Relevance, Effectiveness, Efficiency, Impact and Sustainability.
- (2) To identify recommendation what we need to be done by the end of the project period and necessary future activities to meet overall goal after the termination of the project.
- (3) To draw lessons learned from the Project in order to improve the quality of new projects and other ongoing projects.
- (4) To compile the joint evaluation report.
- (5) To prepare the Minutes of meeting on the basis of the evaluation report and sign them.

1-2 Members of the Joint Evaluation Team

(1) Cambodian Side

	Name	Job Title
1	Mr. Chann Thorn	Chief of Data Management and Planning Office, Resettlement Department, Ministry of Economy and Finance
2	Mr. Chhim Phalla	Director of International Cooperation Department Ministry of Public Works and Transport

(2) Japanese side

	Name	Mission	Job Title	Duration of stay
1	Mr. Yukiharu KOBAYASHI	Leader	Senior Representative, JICA Cambodia Office	Resident

2	Dr. Keiko WATANABE	Evaluation and Analysis	Assistant Director/Senior Researcher Foundation for Advanced Studies on International Development (FASID)	2011.10.17- 2011.10.28
3	Mr. Masahiko EGAMI	Evaluation Planning	Representative, JICA Cambodia Office	Resident
4	Ms. Keiko SUZUKI	Evaluation Planning	Project Formulation Advisor, JICA Cambodia Office	Resident
5	Mr. Pearun YETHNY	Cooperation Planning	JICA Cambodia Office	Resident

1-3 Schedule of the Evaluation Study

See Annex 1.

2. Outline of the Project

2-1 Background of the Project

Rapid economic development in Cambodia has led to strong demands for development of distribution and transportation networks in the country. The Royal Government of Cambodia (RGC) emphasized the importance of intensive development of land transport network for poverty reduction as indicated in the National Strategic Development Plan (NSDP) 2006-2010. Aiming at establishing legal foundations for resettlements induced by such transport and infrastructure development, the Expropriation Law was approved by the Council of Ministers on 9th October 2009 which then followed by approval by the National Assembly on 28th December 2009. 'Sub-decree on Addressing Socio Economic Impact Caused by Development Project' has been drafted with technical assistance from the Asian Development Bank (ADB). For operationalization and enforcement of the above laws, it was found imperative that capacities of the Resettlement Department (RD) of the Ministry of Economy and Finance (MEF) should be enhanced while standardized operational manuals for implementation of resettlement processes should be developed.

In order to enhance capacity of RD staff and thus to strengthen the function of IRC, the RGC requested the implementation of the Technical Cooperation Project to the Government of Japan

In response to the request from the RGC, the proposal was approved by the Government of Japan and the Record of Discussion (R/D) on the Project was signed on 12 March, 2010. The two-year long project started on April 2010 and will end on March 2012.

2-2 Summary of the Project

The Project has been conducted based on the Project Design Matrix (PDM). Its main points are as follows:

(1) Overall Goal

RGC is able to implement resettlement policy for the public works by consistent measures complying with the laws and regulations of Cambodia

(2) Project Purpose

The resettlement capacity of the RD, MEF and IRC is enhanced.

(3) Expected Outputs

- 1) The initial situations and needs of RD are reviewed, assessed and followed up.
- 2) Capacity on understanding of Environmental and Social Considerations (ESC) is strengthened.
- 3) Capacity on information management is improved.
- 4) Capacity to plan and implement resettlement activities is strengthened.
- 5) Capacity to promote effective PAPs Participation (PP) is enhanced.

3. Methodology of Evaluation

3-1 Evaluation Method

Evaluation method is accordance with JICA Guideline for the Project Evaluation. The evaluation items together with indicators, questions, and necessary information and data sources are summarized in an evaluation grid.

The evaluation study was done by cooperated manner between Japanese evaluation team and Cambodian evaluation team.

3-2 Five Criteria of the Evaluation

The Project is evaluated from the view of the following "five criteria": relevance, effectiveness, efficiency, impact and sustainability. The viewpoints of each criteria are as follows;

Criteria	Indicators
Relevance	To see the validity of the Project Purpose and Overall Goal with aspect of the development policy of both Governments and the needs of beneficiaries of the Project.
Effectiveness	To see if Project Purpose is being achieved as expected as a result of the project's Outputs, benefiting to the target group
Efficiency	To see if the timing, quality and quantity of inputs are appropriate for the degree of achievement on the Outputs, using the resources effectively.
Impact	To see the direct effects and indirect effects in the long run extended by the project from both positive and negative aspects, even with the ones not expected when it was planned
Sustainability	To examine the current extent to what the achievement of the project is sustained or expanded after the project is completed, focusing on institutional, financial and technical aspects.

3-3 Evaluation Questions and Indicators

Based on the five evaluation criteria described in the previous section, evaluation questions are summarized in the evaluation grid. It also compiles the information on indicators used for evaluation, methods to collect, sources and criteria for analysis of the indicators defined in PDM.

The basic questions are as follows:

- Progress, Achievement and Prospect of Inputs, Activities, Outputs, Project Purpose and Overall Goal
- Level of involvement of C/P (RD, MPWT (IRC members) to the Project (Project Process)
- Level of capacity of C/P which is improved by the project
- Procurement timing of some equipment
- Discussion of PDM, if necessary

3-4 Data Collection Methods

Data are collected by document review, questionnaires to the counterparts and interviews to both the personnel directly implementing the Project and the other related personnel of the Project

4. Achievement of the Project

Achievements of the Inputs, Outputs, Project Purpose and Overall Goal are described below. Details of the Project achievement are described in the Achievement Grid, which is attached as Annex 4-1.

4-1 Inputs

Inputs provided by both sides are as follows.

4-1-1 Japanese Side

(1) Japanese Experts

The Japanese side dispatched three (3) long-term experts and five (5) areas of short-term experts as below table. The total man-month (MM) of the long-term expert will be 68 MM by the end of the Project. For the short-term experts, the total MM by the time of the terminal evaluation study is 12 MM. The detailed list is attached in Annex 5-1.

	Field	Period
Long-Term	Chief Advisor/Environmental and Social Consideration	2010.3.26-2012.3.31
	Participatory Planning and Development	2010.5.1-2012.3.31
	Project Coordinator	2010.5.4-2012.3.18
Short-Term	Capacity Assessment/Training Needs	2010.5.9-2010.7.9
	Social Consideration Approach,	2010.9.26-2010.12.18
	Resettlement Plan	2011.6.20-2011.6.30 2011.7.26-2011.9.25
	Social Survey /Monitoring	2011.8.2-2011.9.25
	Compensation/Property Evaluation	2011.8.2-2011.10.9

(2) Training of Cambodian Counterpart Personnel in Japan and Third countries

Seven (7) Counterparts (CPs) were trained in Japan and total of twenty four (24) CPs attended technical exchange visits in Portugal, Laos, Vietnam, Mexico, Indonesia and Bangladesh by the time of the terminal evaluation study. A list of participants of overseas training is attached in Annex 7-2.

(3) Equipment

Office equipment including PCs, LCD projector, color printer, total station (an integrated transit compass) for measurement and surveying was provided by the Japanese side for effective and smooth implementation of the Project. Total value of equipment provided was US\$ 34,282 among which US\$ 13,678 was spent for the total station. The equipment was provided by JICA as scheduled except the arrival of the total station delayed for three months due to the custom clearance. However, it did not affect any of the activities. The detailed list of

equipment is attached as Annex 5-2.

(4) Local costs

A total amount of US\$ 174,124 was provided to supplement a portion of local expenditure as of September 2011. Details of the local costs are attached as Annex 5-3.

4-1-2 Cambodian Side

(1) Assignment of Counterpart Personnel

A total of thirty-seven (37) counterpart (CP) personnel have been assigned for the Project. Thirty five (35) counterparts were assigned by Resettlement Department (RD) of the Ministry of Economy and Finance (MEF) including Project Director, Project Manager, and Deputy Project Manager. Two (2) CPs were assigned by the Ministry of Public Works and Transport (MPWT) as technical members of Inter-ministerial Resettlement Committee (IRC).

Two full-time CPs working closely with the Japanese experts in the Project office were assigned from RD.

A list of CPs is shown in Annex 5-4. Organization charts of MEF/RD and IRC is also attached in Annex 5-5.

(2) Budgetary allocation by Cambodian side

The Cambodian side provided counterpart fund with the total amount of \$45,600. The expenses are mainly operational for communications, allowances for taskforce (MEF/RD) and working group (MEF/RD, MPWT). As of now, the amount of US\$ 33,370 has been spent. Details of these expenses are attached as Annex 5-6.

(3) Provision of Facilities for Project Operations

The Cambodian side provided an office space and necessary facilities for the Project office in MEF.

4-2 Achievement of Outputs

According to the PDM 3, the level of achievement of Output as of the terminal evaluation study is shown below. Although some indicators in the PDM 3 do not accurately verify the outputs and some do not have specifically the expected targets, the overall degree of achievement of the five Outputs is **positive**. In addition, the Team observed some of good practices have been produced by the Project. Detailed description of achievement is shown in Annex 4-1.

4-2.1 Output 1

Output 1: The initial situations and needs of RD are reviewed, assessed, and followed up.																							
Objectively Verifiable Indicator (OVI)		Achievements																					
1.1	Joint Coordination Committee (JCC) is held once a year and executive Committee (EC) is held periodically.	<p>JCC and EC were held according to the plan as follows.</p> <table border="1"> <thead> <tr> <th>JCC/EC</th> <th>Plan</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>1st JCC</td> <td>1W August 2010</td> <td>2 August 2010</td> </tr> <tr> <td>2nd JCC</td> <td>3W June 2011</td> <td>24 June 2011</td> </tr> <tr> <td>3rd JCC</td> <td>2W February 2012</td> <td>Forthcoming</td> </tr> <tr> <td>1st EC</td> <td>2W June 2010</td> <td>11 June 2010</td> </tr> <tr> <td>2nd EC</td> <td>2W December 2010</td> <td>15 December 2010</td> </tr> <tr> <td>3rd EC</td> <td>3W September 2011</td> <td>21 September 2011</td> </tr> </tbody> </table> <p>*W: week Agenda and participants lists are attached as Annex 6.</p>	JCC/EC	Plan	Actual	1 st JCC	1W August 2010	2 August 2010	2 nd JCC	3W June 2011	24 June 2011	3 rd JCC	2W February 2012	Forthcoming	1 st EC	2W June 2010	11 June 2010	2 nd EC	2W December 2010	15 December 2010	3 rd EC	3W September 2011	21 September 2011
JCC/EC	Plan	Actual																					
1 st JCC	1W August 2010	2 August 2010																					
2 nd JCC	3W June 2011	24 June 2011																					
3 rd JCC	2W February 2012	Forthcoming																					
1 st EC	2W June 2010	11 June 2010																					
2 nd EC	2W December 2010	15 December 2010																					
3 rd EC	3W September 2011	21 September 2011																					
1.2	The PDM and PO are revised based on the baseline survey and approved by JCC.	PDM/PO 1 was revised based on the results from baseline survey and PDM/PO 2 was drafted on 12 August 2010, just after 1 st JCC. PDM/PO 2 was developed in consultation among Japan and Cambodia sides. However, revised version of PDM/PO was formally approved in December 2010. By that time, PDM/PO 2 had been slightly amended as PDM/PO 3.																					
1.3	Training plan is prepared.	Training needs assessment (TNA) was conducted in May/June 2010 and developed a training plan in August 2010.																					

A two-year Project has been started in April 2010 based on PDM/PO 1. The Project is divided into two components; one is the planning period of the first four (4) months and the other for the actual implementation of the Project. The Output 1 is mostly to serve as this first phase of the Project to determine and consolidate the Project framework.

The baseline survey was conducted from April to June 2010 to find out the actual practices, procedures and issues of resettlement which RD and IRC have been doing. Training needs assessment (TNA) was also implemented in parallel by a short-term expert (Capacity assessment/Training needs) and produced an overall training plan in August 2010. The surveys found that some aspects and conditions which were assumed at the preparatory survey in October 2009 were not applicable or met. Accordingly, PDM/PO 1 was revised into PDM/PO 2 based on the findings of these surveys. For example, regarding IRC members among target groups, the Project focused on only main members of IRC implementing Japanese QDA Projects. This is because that the quality and functions of resettlement procedures varied depending on the financing donors and agencies. Therefore, the Project

decided to take Japan's ODA projects as a model case. Another example is that status of Basic Resettlement Procedures (BRP) which is the output from the Project will serve as an internal official guidelines of RD, not necessarily be legally promulgated in accordance with the Expropriation Law and Sub-decree. This is because the baseline survey found that the Expropriation Law would not apply to all public works and it was not predictable when the sub-decree would be promulgated.

Furthermore, from the results of TNA, the Project decided to conduct the basic training courses on resettlement¹ including understanding on basic Environmental and Social Considerations (ESC) and English communication, instead of producing trainers in RD by conducting Training of Trainers (TOTs) on various fields. A new output (Capacity of information management is improved) was also included as Output 3, followed by the strong needs expressed by RD.

The PDM/PO2 was revised in August 2010 in consultation with CPs and immediately after that the Project was implemented in accordance with the new PDM/PO. However, a formal approval of PDM/PO2 had to wait until the following EC meeting in December 2010. In the meantime, some amendments were made and the new version of PDM/PO 3 was formally approved in December 2010. The detailed points of revision of PDM/PO are shown in Annex 3-4 and Annex 3-5.

As stated above, JCC/EC has been held as planned (Indicator 1), PDM/PO has been revised twice based on the results of the baseline survey and TNA (Indicators 2 and 3). The Team, therefore, found that Output 1 would be achieved within the Project period.

4-2.2 Output 2

Output 2: Capacity on understanding of Environmental and Social Considerations (ESC) is strengthened		
Objectively Verifiable Indicators		Achievements
2.1	80% of RD staff is trained on ESC.	Five training courses have been held by the time of the terminal evaluation. Out of 20 targeted staff to be trained on ESC, about 65% has been attended the training sessions including seminar, workshops (Annex 7-1).
2.2	RD staff is sufficiently sensitized on ESC through overseas training.	Overseas trainings were conducted in seven (7) countries, Japan, Portugal, Laos, Vietnam, Mexico, Indonesia and Bangladesh. 24 CPs have been attended the overseas trainings either of above countries on ESC. Most of CPs expressed the effectiveness of the overseas training through interviews. Through the technical and information

¹ In this Project training courses has several forms such as on-the job training (OJT), seminar, workshop, BRP review meeting, training in Japan and technical exchange with the third countries.

		exchanges in the third countries, RD staff gained new ideas and procedures which can be applied into their works in Cambodia.
2.3	ESC gets applied to the Japanese project through On-the Job Training (OJT).	OJT on ESC was done by attending JICA-IRC regular meetings and participating in the JICA's missions for the on-going Japan's projects of Rehabilitation of National Road 1 and Construction of Neak Loeung Bridge.

As for Indicator 2.1, about 65% of targeted RD staff has been taking training session and resettlement seminars and workshops. While the number or percentage of RD staff equipped with skills and knowledge of ESC has been increasing through these trainings, the Team was not possible to measure its achievement level due to the absence of a specific target.

Nonetheless, the Team acknowledged some promising comments made through the interview of CPs on upgrading capacity of ESC. All of them expressed the effectiveness of overseas training especially for third country visits where similar issues were confronted for resettlement. Some participants mentioned that they learned new ideas and concept on ESC and some new measures of resettlement. Those include setting up public facilities (school, clinic, etc.) in the relocation site, engaging Project Affected Persons (PAPs) for local works, and involving local NGOs for monitoring. Those practices were learned through the visit in Bangladesh. Another new practice that the Cambodian was interested in was providing special incentives for early resettlement in Vietnam. Some expressed that by comparing the practices and situation of other countries, they could notice the advantages and shortfalls in Cambodia. CPs also expressed the needs of further upgrading their skills and knowledge on ESC at the interview since ESC varies depending on projects. Those findings and recommendations were reported by the participants to the management level of RD for consideration.

In light of above, the Team found that Output 2 would be mostly fulfilled by the end of the Project judging from utilizing the idea in actual work place; however, it needs to be strengthened further. It was also expressed the needs by CPs that this kind of opportunity for exposure to other similar countries should be extended to other colleagues who did not participate.

The Participant lists of overseas trainings are attached as Annex 7-2 with mission reports of Laos & Vietnam, and Indonesia & Bangladesh.

4-2.3 Output 3

Output 3: Capacity on Information Management is improved		
OVI		Achievements
3.1	Information Management System (IMS) is developed and fully functional	Hardware (Share server) was procured by JICA. Information (laws and regulations in Cambodia, other countries and donors, Resettlement Action Plans of past projects) was collected and uploaded in the database. However, it has not connected to relevant officials of RD by network due to the office relocation of CPs. Also, a utilization manual including the measurement of maintenance has to be produced and disseminated to be functional.
3.2	Project Management System (PMS) is developed and fully functional	A simple and visualized time management tool using arrow chart was proposed as PMS. However, the Team found that the utilization of PMS was limited by CPs at the time of the evaluation.

The Team observed the achievement level of Output 3 is steady but needs to be strengthened further for full utilization of both systems for RD staff. In addition, it is recommended that the system should be extended to the relevant IRC members.

As for indicator 3.1, a share server was procured by JICA for this purpose in January 2011. In the meantime, the necessary information such as relevant laws and regulations in Cambodia and visited countries for training, various donors' policy and guideline on resettlement (ADB, WB, JICA, etc.), and Resettlement Action Plans (RAP) of the past projects was collected and uploaded into the database. The list of collected information is attached in Annex 8.

The Project developed a data-base inputting the above information, however, it has not been connected to the server in order to access all relevant officials due to the moving the office of CPs in July 2011, In addition, a utilization manual has to be developed and sensitized to CPs before the Project ends.

Regarding PMS which is the operation and time management tool of resettlement activities, a simple and visualized arrow chart was proposed to grasp what has to be done by when. Initially, the PMS covered all public works which RD was involved. However, it was difficult to know detailed schedule of other donors' projects, so the PMS was developed only for a Japan's project as a model. At the moment, utilization of PMS is very limited to the CP in charge of Japan's projects. It needs further efforts to make dissemination of advantage of the chart to be utilized fully.

4-2.4 Output 4

Output 4: Capacity to plan and implement resettlement activities is strengthened.		
OVI		Achievements
4.1	80% of RD staff is trained on Resettlement Action Plan (RAP), Relocation Site Preparation (RSP), Replacement Cost Survey (RCS), Grievance Redress System (GRS), Simple Survey (SS), and Detailed Measurement Survey (DMS)	15 times of BRP meetings and 4 times of BRP dissemination seminars were conducted to formulate Basic Resettlement Procedure (BRP). Almost all main RD staff who is dealing with resettlement attended the trainings. Actually, 60-80% of main RD staff who is dealing with resettlement was participated in each session.

A series of training on six resettlement activities, (1) Resettlement Action Plan (RAP), (2) Relocation Site Preparation (RSP), (3) Replacement Cost Survey (RCS), (4) Grievance Redress System (GRS), (5) Simple Survey (SS), and (6) Detailed Measurement Survey (DMS) was conducted in the form of discussion meeting and dissemination seminar. Since December 2010, 15 BRP discussion meetings and 4 BRP dissemination seminars were held in shown in Annex 7-3 and 7-4. At the discussion meeting a draft BRP of each activity prepared by the Japanese experts was reviewed and revised. One or two management class staff from six core offices of RD (Board of RD, Administration and Finance, Planning and Database, Bilateral Cooperation, Multilateral Cooperation, and Government Project), and IRC members (MPWT) have attended. After consolidating ideas from the discussion meeting, BRP was revised and a dissemination seminar was held for discussing further with other staff in RD. At the seminar presentations were made by RD staff in Khmer who had participated in the discussion meetings so that the capacity of the presenters as well as participants enhanced.

Two to three BRP meetings were held in each activity attended from seven core offices. At the dissemination seminar, 60-80% of main RD staff was participated in each session.

Technical transfer of these six activities was done through formulation of each BRP. Most of the CPs expressed during the interview that they gained much clear understanding of each procedure through discussion and exchange ideas to formulate each BRP with Japanese experts and among colleagues in different offices in RD. In addition, CPs were all appreciated the documentation of procedures on resettlement activities as BRP.

Implementation of resettlement activities had been conducted by RD in accordance with the Cambodian policy as well as guidelines of supported donors such as JICA, ADB and WB. The RD staff, therefore, had extensive experiences and knowledge of procedures. What the Project tried to do is to produce an articulated operational document as BRP by inputting those experience and knowledge from RD staff with aligning local rules and regulations.

The Team also confirmed by interviews that the training was highly appreciated by participants because of its practicality and that the BRP found to be very useful tool for ensuring quality standard of all relevant resettlement staff. It was also pointed out the strong

needs to upgrade the capacity of IRC and IRC-WG members including sub-national level staff through the framework of IRC.

About 80% of BRP has been drafted and it will be finalized by the end of November 2011. Also, it is expected to be approved by MEF by the end of 2011. The Project is planning to hold a seminar to introduce BRP inviting relevant stakeholders including other ministries, local governments, donors, and international agencies.

The Team observed the progress made for the indicator of Output 4 and assumed that it is likely to be achieved it by the end of the Project. However, the Project needs to make continuous efforts to keep the level of achievement.

4-2.5 Output 5

Output 5: Capacity to promote effective PAPs Participation (PP) is enhanced.		
OVI		Achievements
5.1	PP is strengthened in resettlement activities	The Project implemented on-site demonstration trainings for public consultations in actual Japan's project (Neak Loeung Bridges construction). CPs learned how to enhance public participation through OJT such as improving approach by preparing agenda and using visual tools (white board, projector, sound equipment).
5.2	80% of RD staff is trained on PP.	4 BRP discussion meetings and a seminar were held to formulate BRP on PP. For these meetings, more than 80% of RD staff attended.

BRP discussion meetings and dissemination seminars on PP have been organized and more than 80% of RD staff has been participated. The on-site training to conduct public consultation for Project Affected People (PAPs) was also organized at actual project site of Japan's Neak Loeung Bridges construction project. The feedback from the PAPs was quite positive. Most of the PAPs rated the presentation using agenda and visual tools were either "very good" or "better than before". It was also expressed by PAPs who attended the public consultation at the interview that they could understand the situation better by the good presentation. It was also confirmed through the interviews with the training participants that CPs had acquired and acknowledged the important points to conduct public consultation effectively.

Although, it was difficult to measure the degree of achievement as there is no specific target and baseline data set, in light of above, the Project improved capacity to promote effective PAPs participation to some extent.

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4-3 Achievement of Project Purpose

Project Purpose	The resettlement capacity of RD/MEF and IRC is enhanced.
Objectively Verifiable Indicator	(1) Knowledge management, transformation of tacit knowledge to explicit knowledge, in RD and IRC are improved. (2) Common steps and minimum requirements in the resettlement activities are identified. (3) 80% of RD staff pass the final examination.

As explained in the achievement of Outputs, clear steps, procedures, minimum requirements of resettlement activities were identified through various training sessions. It resulted in the production of documentation of BRP. The Project successfully transformed implicit knowledge of resettlement activities into clear vision by formulating BRP. In course of formulating BRP, the administrative capacity of RD and IRC members to conduct resettlement activities has been generally upgraded². (Indicators 1 and 2)³

The Team could not get a result of the final examination since it is planned to be carried out in January 2012 (Indicator 3). However, the Team observed some good indications showing upgrading CPs' capacity as explained in Outputs 2, 4 and 5. In addition, a CP at the management level expressed that his subordinates gained confidence by understanding on resettlement issues through participating in several BPR meetings and seminars and he could now send them to outside meetings alone.

Therefore, the Team observed the progress made of above three indicators and assumed that it is likely to be achieved all indicators by the end of the Project. However, the Project needs to make continuous efforts to reinforce the level of achievements.

4-4 Issues on the Implementation Process

4-4.1 Project Design

As stated in Output 1, PDM/PO has been revised twice during the project period and the current PDM3/PO3 was developed in December 2010. Some indicators were not set accurately to assess the Outputs which aimed at improvement of capacity. For example, "80% of RD staff is trained on" (Indicator 4.1), is not enough to verify Output 4 of "Capacity to plan and implement resettlement activities is strengthened". It should have been put measurable indicators to assess the capacity. In addition, expected targets were missing in some indicators, by which the level of achievement was not be able to be fully assessed. For example, "Production of BRP" could have been a measurable indicator for Project Purpose, "upgrading resettlement capacity" since the process of formulation of BRP to attain capacity building in this

² Resettlement capacity in this Project is focusing on administrative capacity. Other areas of capacities required for resettlement include legal aspects (ADB, GIZ), restoration of livelihood (ADB), and handling NGO/Media. Some of these areas are supported by other donors. () shows donors currently supporting these areas.

³ Indicator 2 is actually a detailed expression of what Indicator 1 means. Therefore, Indicators 1 and 2 are treated as the same.

Project.

4-4.2 Revision of PDM

The revision of PDM streamlined the project and enhanced the efficiency to achieve the Project Purpose considering the circumstances at that time and the limited timeframe of two years. However, it remained some concerns to achieve Overall Goal since the Project has just drafted BRP, which needs some more time to utilize the BRP by IRC staff, provincial and line Ministries relevant staff.

4-4.3 Management of the Project

The progress of the Project have been monitored and presented by the Japanese experts at the JCC and EC meetings. The daily consultation takes place between the Japanese experts and CPs. The progress and the issues were shared and discussed between the Japanese experts and CPs accordingly.

The Team found that the Project should have set the clear measurable indicators and monitored periodically during the project period.

5 Evaluation Results by Five Criteria

5-1 Relevance

The relevance of the Project is **high** for the following reasons.

(1) Relevance of the Project for Cambodian government's policy

The Project was well aligned with Cambodian overall development strategy of "Rectangular Strategy for Growth, Employment, Equity and Efficiency Phase II (RSII) (2008)" and five-year development plan of "National Strategic Development Plan (NSDP) (2006-2010)" at the time of Ex-ante Evaluation. The physical infrastructure development for transport is one of Cambodia's priority areas stated in both RSII and NSDP. The government identifies infrastructural development as one of four growth rectangles, which states "Further Rehabilitation and Construction of the Physical Infrastructure" in RSII. NSDP emphasized that the appropriate measures should be taken for resettlement caused by construction of transport besides early enforcement of Traffic Law and construction of rural roads.

(2) Needs of the Target groups

The selection of target groups in the Project was appropriate. RD was the managing body on resettlement caused by public works and also serves as a secretariat of IRC. The Project also included MPWT technical staff belonging to IRC as target groups for the project focused on resettlement caused by transport development.

Cambodian government enacted the Expropriation Law, which is a legal basis for expropriation of lands or building structures under public works in February 2010. The

Sub-decree on Addressing Social Economic Impact caused by development project which consists of comprehensive procedures was in the process of revision when the Project started. It was found imperative that capacities of RD should be enhanced while standard operational manuals for implementation of resettlement process should be developed. Nonetheless, any assistance had been made to upgrade operational capacities of RD. The Team confirmed the project objective was matched to the strong needs of RD through the interview as well.

Therefore, the Project was well aligned with the needs of the target.

(3) Relevance of the Project for Japanese government's policy

The Project is also in line with the Japanese policy and strategies. The Japan's Assistance Policy for Cambodia (2004) sets "Improvement of Social and Economic Infrastructure and Conditions for Economic Progress" as one of priority areas. It also stipulates that socio-economic infrastructure that forms the foundation of the country's development still needs to be significantly improved". In addition, JICA stipulates that "(JICA) will assist the rehabilitation of road network as soon as possible by collaborating with other donors, and contribute to its economic growth through institutional development for maintaining and assuring effective use of the traffic network" in its Country-specific implementation Plan (2007).

Besides, Japan has a vast experience in expropriation processes related to public works such as road and bridge construction.

5-2 Effectiveness

The effectiveness of the Project can be evaluated **high** base on the PDM 3.

(1) The Achievements of the Project Purpose

As explained in the 3-3, judging from the achievement of the indicators and comments received during the terminal evaluation, the Project Purpose is likely to be achieved, although the final examination has not been implemented yet. By the time of the evaluation study, nearly 70% of the core RD staff had received different forms of trainings (workshops, seminars, overseas training, and OJT) on important issues of resettlement activities. The project surely contributed to upgrade operational and practical capacity to conduct resettlement activities.

One of the significant outputs from the Project is the standardization of resettlement procedures by producing a documentation of operational resettlement activities as BRP. The Project successfully transformed implicit knowledge of resettlement activities into clear vision by formulating BRP. In course of formulating BRP, the administrative capacity of RD and IRC members to conduct resettlement activities has been generally upgraded. In addition, CPs expressed that they could now have a whole picture of resettlement activities since some staff only involved in a part of activities.

The Team also confirmed good indications expressed by the CPs at the interviews as shown in Outputs 2, 4 and 5.

(2) Promoting factors to achieve the Project Purpose

1) Conducting Overseas Trainings

It was also confirmed that the exposure of different settings, especially to similar countries' experiences on resettlement found to be very effective. It triggered to raise CPs awareness and also made recognition on advantage and shortfalls in Cambodia.

2) High Commitment from the CPs

The resettlement has been a very hot issue in Cambodia recently having cases frequently. This situation contributed to the more serious commitment of CPs to the Project. Being understood the significance of the Project, the involvement of CPs of the project was positive, despite of their heavy other duties. High commitment and initiative from the management level induced the active participation of other staff.

The interview revealed that the CPs had strong ownership of the Project. Several CPs stressed that the Project was implemented by joint efforts from both sides. RD has even contributed some finance for the Project such as paying transport and accommodation cost for the local officers to attend the seminar.

(3) Hindering factors to achieve the Project Purpose

It was not observed any hindering factor to achieve the Project Purpose.

5-3 Efficiency

Overall, the level of efficiency is evaluated **adequate**.

CPs from RD and MPWT were assigned timely. Among CPs, two full-time CPs from RD were assigned to work daily with the Japanese experts in the Project office. In general, the Japanese inputs were appropriate in quality, quantity and timeliness. Most activities were conducted as scheduled.

However, some factors that affected efficiency were observed. For example, due to the moving of the RD office to the new building, some activities under Output 3 were delayed.

From the Japanese side, some short-term experts were not dispatched as scheduled due to the difficulties to recruit engineers with appropriate skills and qualifications. In addition, some CPs raised difficulties encountered to a short-term expert who tried to introduce skills that did not fully match to the reality of Cambodia, although it was solved after the intensive consultation among Project Team.

Equipment was provided by JICA as planned in timely manner except the arrival of total station delayed for three months due to the custom clearance.

Although the above factors made some delays in some of the activities, they did not reduce efficiency significantly.

On the other hand, the revision of project design (revision of PDM) contributed to

enhance the efficiency. By streamlining the Project considering the surrounding situation and timeframe of two years, the Project became more focused to achieve the Project Purpose.

5-4 Impact

While there are some impacts from the Project that have been observed or are likely to be observed, no negative impact was observed by the time of the terminal evaluation.

(1) Achievement of the Overall Goal

The prospect to achieve the Overall Goal, "RGC is able to implement resettlement policy for the public works by consistent measures complying with the laws and regulations of Cambodia" cannot be judged at the time of the terminal evaluation, since there are some uncertain assumptions and difficult aspects. For example, RD has an intention to approve BRP as an internal standard document by the end of this year, however, the timing of it is not sure. In addition, the measures to be utilized BRP fully by the relevant officials at central and provincial level within the framework of IRC has not been designed yet. Some kinds of training sessions on BRP are required for full utilization for those relevant officials within the framework of IRC. Furthermore, the Expropriation Law does not necessarily apply to the projects which supported donor has its own guideline and regulation.

On the other hand, there are some indications for BRP to be utilized by other ministries and at the ground under the framework of IRC. In addition, the relevant officials from other line ministries have also participated in JCC. Once the BRP is in place, dissemination of the BRP is important for other relevant officials in line Ministries as well as provincial level who involve directly with IRC in resettlement implementation.

In the meantime, the Project should conduct activities to contribute to achieve the Overall Goal to some extent. These include enriching the contents of BRP, translating BRP into Khmer, and holding an introducing seminar of BRP to relevant line ministries, provincial authorities.

(2) Other impact observed

Some positive impact will be foreseen considering the following facts.

Based on the unique characteristics of institutional setting of RD where transfer and turnover is rare, the Project also involved RD staffs who are not directly involved in the resettlement activities, such as staff in Administration and Finance office. Such kind of activities will further enhance ownership of the Project and utilization of BRP as well as contribute to enhance institutional capacity.

As mentioned in Output 5, questionnaire to the PAPs revealed that the satisfaction level of PAPs increased after using devices and skills acquired from the Project for PAPs consultation. In other words, the Project has not only upgraded the skills of implementers of resettlement, but also it verified that by following BRP good impact can be produced to the affected population as well.

5-5 Sustainability

The sustainability of the Project effect is *ensured to some extent but needs to be enhanced* by strengthening organizational and financial aspects.,

(1) Policy Aspects

Upgrading physical infrastructure is still one of the high priority areas of RGC. It is also highlighted in the revised NSDP (2009-2013) that "transport network is a Prime Mover of economic growth". It is anticipated that there will be more transport projects in Cambodia which accompanied by resettlement issues.

Sub-decrees has been drafted with technically supported by ADB, however, it will be take some more time to be officially endorsed.

(2) Organizational Aspects

RD has sufficient organizational capacity to conduct resettlement activities. There are 35 staff altogether in RD. There are not much turnover and transfer to other Departments in MEF. Those who worked for RD will remain for a long period. In this way, the knowledge and skills transferred to the RD staff will remain and will enhance the institutional capacity.

Moreover, with the same principle of resettlement implementation, the staff of RD has joined with other Offices' tasks to exchange experience they had from his Office whose resettlement is implemented under other development partners' policy. For example, the staff in Multilateral Project Office may also be in charge of bilateral project. In addition, 35 staff manages around 30 resettlement projects. The staff directly involving resettlement activities has multiple projects in charge, which resulted in some burdens to each staff. The increase of staff is not expected for the moment considering current situation of Cambodia, therefore, it is necessary to upgrade capacity of each officer in charge of resettlement activities within the framework of IRC.

(3) Technical Aspects

It is confirmed that knowledge and skills transferred through the Project activities are appropriate and timely. The learning by doing training was very effective in this Project. Almost two thirds of RD staff had training for their capacity development. Although the level of attainment varies from one to another, it was found through the interviews with RD and MPWT staff that their capacities had been upgraded.

The Team found that there is a mechanism in RD to share the information among colleagues. RD staff has been exchanging the knowledge and skills which learnt through training to other colleagues by circulating reports and presenting the results in the department.

(4) Financial Aspects

It was found that there is no specific budget for capacity development such as training.

However, usually the development projects have one-day training on resettlement to the local authority at the field. In addition, the publication of BRP seems to be financially possible by RD. In this regards, it is financially sustainable at least to keep the level of achievement of the Project. However, in order to enhance more sustainability of the Project effect, financial aspect on training, seminars or workshops for upgrading capacities to relevant officials in other ministries and sub-national level to utilize BRP has to be also considered.

6 Conclusion

The Project has high prospect of achievement of the Project Purpose, generating relatively good level of achievement so far through the efforts of both Cambodian and Japanese sides. The project activities have been carried out almost as planned, and the trainings have been produced a good impact to the target groups of RD staff and IRC members (MPWT). As the results, Project has been gradually producing its expected effect.

One of the significant outputs from the Project is the standardization of resettlement procedures by producing a documentation of operational resettlement activities as BRP. The Project has been upgrading the capacity of resettlement activities through the BRP formulation process. The exposure of other countries experiences, which was one of the promoting factor to achieve the Project Purpose, also contributed to raise awareness and enforce commitment to the Project.

However, there are some issues to be considered in order to secure the maximum achievement of the Project Purpose and enhance the sustainability of Project effect. The Team prepared following recommendations to be implemented.

7 Recommendations and Lessons Learned

7-1 Recommendations

The evaluation Team suggests that the following recommendations from this terminal evaluation.

The following recommendations are made for the short-term perspective within the project period.

(1) Approval of BRP within the project period

It is recommended that BRP should be approved by MEF as an internal official operational guideline of resettlement activities as soon as the BRP is finalized. The authorization is very important for BRP to be spread to other public works. It is expected to be authorized by the end of 2011, for other activity such as introduction of BRP seminar is planned to be held early 2012.

(2) Enrichment of BRP and production of Khmer version

BRP still requires enrichment of the contents, such as inclusion of relevant references (other countries law and regulations on resettlement issues), and should be finalized by November 2011. The Khmer version of BRP should be also developed in parallel for wider use, especially at the field level.

After the approval of BRP by MEF, the Project, if possible, should hold a seminar to introduce BRP inviting relevant line ministries, provincial authorities, donors and international agencies. It is important to exhibit the output of the Project. .

The following recommendations are made for the medium- and long-term perspective after the Project ends.

In order to ensure the utilization of BRP, the following activities are expected to be conducted.

(1) Publication and Dissemination of BRP

As stated in the above, based on the detailed plan for dissemination, the publication and distribution of BRP to relevant officials in line ministries and sub-national level has to be made under the framework of IRC in early manner. In order to do that, application of the budget should be considered accordingly.

(2) Training on BRP to relevant officials in other ministries and sub-national officials within the framework of IRC

In order for BRP to be fully utilized for officials involved in the resettlement activities, it requires some training sessions to be organized by RD according to the training at provincial level during the resettlement implementation for development projects. As expressed by the CPs in RD and MPWT, local capacity has to be enhanced for better resettlement activities.

7-2 Lessons Learned

The evaluation Team suggests that the following lessons are learned from this terminal evaluation.

(1) Setting indicators and expected target

It is considered that resettlement capacity has been upgraded in a certain degree by formulation of BRP. In other words, "formulation of BRP" became a measurable indicator for capacity building. However, the level of achievement should be monitored using measurable indicators periodically as well as monitoring the progress by PO. Therefore, clear and measurable indicators have to be introduced as much as possible with an expected target in PDM.

(2) Effective use of third country technical exchange

It was found that the third country technical exchanges were very effective to upgrade the capacity and build confidence of CPs. The exposure to the countries which have same challenges and issues triggered to raise CPs' awareness and made them recognition of their advantages and shortfalls. The success of this was also relied on the selection of the countries and the design of the training. The Project selected the countries which faces similar situation and issues. They visited two countries at one time to be able to from the diversified views. It might be costly but effective use of third country technical exchange is beneficial for the project outcome.

24 6

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Schedule for TCP-COR Terminal Evaluation Survey

No.	Date	Day	Schedule	
1	16	S	0905	Arrive at Phnom Penh (Ms. Watanabe)
2	17	M	0830	Interview with JICA Experts @ MEF
			1400	Courtesy Call to JICA RR Meeting with JICA Evaluation Team
3	18	T	0830	Site Survey to Koki Market (NR-1) and Neak Loeng Bridge
			1600	Courtesy Call to MEF (H.E. Nhean Leng)
4	19	W	0930	Interview with Dr. Sopheap @ MEF
			1030	Interview with Mr. Samnang @ MEF
			1500	Interview with Mr. Sethyra @ MEF
			1600	Courtesy call to MPWT (H.E. Chankosal)
5	20	T	0830	Interview with Mr. Sophan @ MEF
			1000	Meeting with EoJ (Mr. Ofusa)
			1430	Interview with RD Officials @ MEF Chief: Mr. Daramony, Mr. Thorn, Mr. Limsroy Deputy Chief: Mr. Chamroeun, Mr. Davith
6	21	F	0830	Internal Meeting @ JICA on a draft report
			1430	Interview with Mr. Pallah, and Mr. Sophal @ MPWT
7	22	S		Document Preparation
8	23	S		Document Preparation
9	24	M	AM	Preparation of Report
			PM	Submission of a draft Report to CPs
10	25	T	0900	Report to EoJ (Ambassador)
			PM	Document Preparation (M/M etc.)
11	26	W	1000	Document Confirmation
			1100	Meeting with ADB (Ms. Karin) @ ADB
			1530	Meeting on JER/MM @ MEF with MPWT
12	27	T	All	Document Review / Internal Meeting
13	28	F	0900	Document Confirmation @ JICA
			1630	Signing on JER & MM @ MEF with H.E. Leng, H.E. Chankosal & Mr. Kobayashi
14	29	S	1030	Leave Phnom Penh (Ms. Watanabe)

List of Interviewees

Organization	Office	Name	Post
MEF/RD	Board	H.E. Nean Leng	Undersecretary of State
		H.E. Dr. Chhorn Sopheap	Deputy Secretary General
		Mr. Im Sthyra	Director of Resettlement Department
		Mr. Sim Samnang	Deputy Director
		Mr. Yen Sophan	Deputy Director
	Administration & Finance Office	Mr. Hiv PanhaVuth	Chief
		Mr. Sreng Chamroeun	Deputy Chief
	Bilateral Cooperation Project Office	Mr. Ben Daramony	Chief
		Mr. Pich Socheta	Deputy Chief
	Multilateral Cooperation Project Office	Mr. Khuon Davith	Deputy Chief
	Planning and Database Management Office	Mr. Chann Thom	Chief
	Government Project Office	Mr. Sreang LimSroy	Chief
MPWT	Board	H.E. Tauch Chan Kosal	Secretary of State
	International Cooperation Department	Mr. Chhim Phalla	Director, Project Manager for RN1 and Neak Loitung Bridge
		Mr. Kong Sophal	Deputy Director
ADB	Cambodia Resident Mission	Ms. Karin Schelzig	Senior Social Sector Specialist
		Ms. Ouk Sokha	Safeguard Officer
JICA	JICA Expert	Mr. Akira Yamashita	Chief Advisor/Environmental and Social consideration
		Mr. Seiji Kurokawa	Participatory Planning and Development
		Mr. Takahiro Kumagai	Project Coordinator

ANNEX I: TENTATIVE PROJECT DESIGN MATRIX (PDM)

ANNEX 3-1 (1)

Version 1.0

Name of Project: The Project on Capacity Enhancement of Environmental and Social Considerations for Resettlement
 Target Area: Whole country of Cambodia / Target Sector: Road
 Target Group: Resettlement Department (RD) of Ministry of Economy and Finance (MEF) and Inter-ministerial Resettlement Committee (IRC) members
 Duration of the Project: From April 2010 to March 2012 (2 years)

February, 2010

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>Overall Goal The Royal Government of Cambodia (RGC) is able to implement resettlement policy for the public works by consistent measures complying with the laws and regulations of Cambodia</p>	<p>(1) Manuals for resettlement in development projects are applied to over 50% of public work projects other than road sector (2) All grievances submitted to the Grievance Committee are properly dealt with based on the grievance guideline of the RGC</p>	<p>(1-1) Record of Training programs implemented (1-2) Manuals for other sectors authorized by MEF (2) Record of cases filed at grievance committees</p>	
<p>Project Purpose The resettlement capacity of the RD, MEF and IRC is enhanced.</p>	<p>* By the end of the project (1) RD accomplish over 50% of new resettlement planning in road sector based on Cambodian laws, government ordinance, and other regulations and manuals (2) RD and IRC implement over 50% of on-going and new resettlement activities in road sector based on Cambodian laws, government ordinance, and other regulations and manuals produced by the Project</p>	<p>(1-1) Observation by Japanese experts (1-2) Interview by Japanese experts (1-3) Grievance records, RAP (2-1) Observation by Japanese experts (2-2) Interview by Japanese experts (2-3) SS, DMS and RCS reports</p>	<p>- Expropriation law will be enforced. - IRC is willing to disseminate the outcomes of the project across the activities other than the road sector - Residents who are explained on the grievance system by the IRC, will submit grievance according to the system</p>
<p>Output 0. The baseline data (current conditions and practices of resettlement activities demonstrated by RD) is collected, reviewed and assessed</p>	<p>0.1 The baseline data (current conditions and practices of resettlement activities demonstrated by RD) collected, reviewed and assessed 0.2 The indicators of PDM and PO revised based on findings from the assessment and baseline data 0.3 Work plans prepared for submission and approval to the EC 0.4 Machinery and equipments necessary for the Project activities procured and maintained 0.5 Committees for the Project monitoring are organized periodically 0.6 IRC-Donors meeting (e.g. IRC-JICA Meeting, etc.) participated regularly</p>	<p>0.1.1 Collected baseline data 0.1.2 Assessment Reports 0.2.1 Revised PDM 0.2.2 Revised PO 0.3 Work plans approved by the EC 0.4.1 Procurement Plan of machinery and equipments 0.4.2 Lists of machinery and equipments procured 0.4.3 Maintenance Records of machinery and EC and JCC 0.5.1 Annual work plan and reports submitted to EC and JCC 0.5.2 Member list of Executive Committee (EC), Minutes of EC 0.5.3 Member list of JCC, Minutes of JCC 0.6 Record and minutes of IRC-Donors meeting</p>	<p>- There is no significant change in RGC's resettlement policy in development projects - Most of RD staff will not resign from their job.</p>
<p>1. Capacity of trainers is enhanced through the implementation of the Training of Trainers (TOT).</p>	<p>1.1 A training plan of TOT prepared and training workshops (including Training in Japan, seminars and workshops in Cambodia) are implemented based on training needs, and 80% of participants passed the final examination. 1.2 Monitoring progress of technology transfer activities carried out according to the PDM and PO</p>	<p>1.1.1 Results of need assessment 1.1.2 Training plans and programs 1.1.3 Records of training programs 1.1.4 Evaluation reports on training programs 1.2 Records of monitoring</p>	

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>2. Appropriate resettlement procedures for planning are established</p>	<p>2.1 The existing policies and guidelines on resettlements owned by donors and information on resettlement cases in Cambodia and third countries collected, reviewed and analyzed</p> <p>2.2 Manuals for Planning stage prepared</p> <p>2.3 TOT for planning procedures carried out, and 80% of participants passed the final examination</p> <p>2.4 Manuals are modified based on a set of recommendations for resettlement based on the field practices listed</p>	<p>2.1.1 Collected information on existing policies and guidelines on resettlements owned by donors and information on resettlement cases in Cambodia</p> <p>2.1.2 The result of analysis on the collected information</p> <p>2.1.3 Record of the technology exchange with third countries</p> <p>2.1.4 The result of analysis on the resettlement policies and practices of third countries</p> <p>2.2.1 Public Involvement (PI) manual</p> <p>2.2.2 GRS manual</p> <p>2.2.3 RAP manual</p> <p>2.2.4 Assessment for relocation site manual</p> <p>2.2.5 standard specification for Replacement Cost Survey (RCS)</p> <p>2.3.1 Record of the training on PI</p> <p>2.3.2 Record of the training on GRS</p> <p>2.3.3 Record of the training on RAP</p> <p>2.3.4 Record of the training on Assessment for relocation site manual</p> <p>2.4.1 Recommendations listed and reported</p> <p>2.4.2 Modified manuals</p>	
<p>3. Appropriate survey procedures regarding resettlement are established</p>	<p>3.1 Manuals for implementation stage prepared</p> <p>3.2 TOT for implementation procedures carried out, and 80% of participants passed the final examination.</p> <p>3.3 Technology exchange on resettlement by visiting other countries (neighboring countries, etc.) carried</p> <p>3.4 Prepare a training plan for Provincial Resettlement PRS-WG</p>	<p>3.1.1 Detailed Measurement Survey (DMS) manual</p> <p>3.1.2 SS manual</p> <p>3.2.1 Record of the training on SS</p> <p>3.2.2 Record of the training on DMS</p> <p>3.3 Record of the technology exchange, monitoring record</p> <p>3.4 Prepare a training plan for PRS-WG</p>	
<p>Activities</p> <p>Activities for the Output 0: Baseline Data</p> <p>0.1.1 Collect baseline data (current conditions and practices of resettlement activities demonstrated by the RD)</p> <p>0.1.2 Review and assess the baseline data</p> <p>0.2.1 Define and revise the indicators of PDM based on the finding from of the baseline data assessment</p> <p>0.2.2 Revise and modify PO based on the revision of PDM</p> <p>0.3.1 Formulate draft annual and quarterly work plans submitted annual and quarterly work plans</p> <p>0.3.2 Organize the Executive Committee (EC) quarterly and submitted annual and quarterly work plans</p> <p>0.4.1 Prepare the procurement plans for machinery and equipments necessary for the Project activities</p> <p>0.4.2 Procure the machinery and equipments</p> <p>0.4.3 Maintain the procured machinery and equipments</p>	<p>Input from Cambodia</p> <p>1. Counterpart Personnel</p> <p>(1) Ministry of Economy and Finance</p> <p>a. Project Director</p> <p>b. Project Manager</p> <p>c. Deputy Project Managers</p> <p>d. A full time staff for the Project</p> <p>e. Necessary personnel from relevant bureaus of RD as request of the Japanese experts.</p> <p>(2) Ministry of Public Works and Transport</p> <p>a. Technical officials from IRC-WG</p>	<p>Input from Japan</p> <p>1. Dispatch of Japanese Experts</p> <p>(1) Long-Term Expert (24M/M each)</p> <p>a. Chief Advisor/ Environmental and Social Considerations</p> <p>b. Participatory Planning and Development</p> <p>c. Project Coordinator</p> <p>(2) Short-Term Experts</p> <p>a. Social Consideration Approach (12 M/M)</p> <p>b. Participatory Approach (6 M/M)</p> <p>c. Training Management (2 M/M)</p>	

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>0.5.1 Prepare the progress report and draft work plan for submission and approval to the JCC</p> <p>0.5.2 Organize the JCC annually and submitted progress report and annual work plans</p> <p>0.5.3 Carry out monitoring activities according to the PDM and PO</p> <p>0.6 Participate in IRC-Donor meeting (e.g. IRC-JICA Meeting, etc.)</p> <p>Activities for the Output 1: Training of Trainers</p> <p>1.1.1 Conduct training needs assessment</p> <p>1.1.2 Formulate training plans and programs (including seminars and workshops)</p> <p>1.1.3 Implement training programs</p> <p>1.2 Evaluate and modify the training program</p> <p>Activities for the Output 2: Resettlement Planning</p> <p>2.1.1 Collect existing policies and guidelines on resettlements owned by donors and information on resettlement cases in Cambodia by interviewing donors and joining Infrastructure Regional Integration Technical Working Group (IRITWG), etc.</p> <p>2.1.2 Analyze collected information</p> <p>2.1.3 Collect resettlement policies and practices in third countries (technology exchange)</p> <p>2.1.4 Analyze the result of technology exchange</p> <p>2.2.1 Prepare a manual for Public Involvement (PI)</p> <p>2.2.2 Revise the existing manual for Grievance Redress System</p> <p>2.2.3 Prepare a manual for Resettlement Action Plan (RAP)</p> <p>2.2.4 Prepare a manual for assessment of Relocation Sites</p> <p>2.2.5 Prepare a standard specification for Replacement Cost</p> <p>2.3.1 Carry out Training of Trainers (TOT) on PI</p> <p>2.3.2 Carry out TOT on GRS</p> <p>2.3.3 Carry out TOT on drafting RAP</p> <p>2.3.4 Carry out TOT on assessment for relocation site</p> <p>2.4.1 List a set of recommendations to modify manuals for resettlement based on the field practices</p> <p>2.4.2 Modify manuals</p> <p>Activities for the Output 3: Resettlement Survey</p> <p>3.1.1 Prepare a manual for Detailed Measurement Survey (DMS)</p> <p>3.1.2 Prepare a manual for Simple Survey (SS)</p> <p>3.2.1 Carry out TOT on DMS</p> <p>3.2.2 Carry out TOT on SS</p> <p>3.3 Carry out technology exchange on resettlement by visiting other countries (third countries, etc.)</p> <p>3.4 Prepare a training plan for PRS-WG</p>	<p>2. Land, Buildings and Facilities</p> <p>(1) Office Space for Japanese experts in MEF</p> <p>(2) Space for the machinery and equipments provided</p> <p>(3) Electricity and communication facilities</p> <p>a. Electricity for equipments provided</p> <p>b. Internet Connections for Japanese experts</p> <p>c. Office furniture (Desks and shelves, etc.)</p> <p>d. Means of Communication (Domestic Telephone cost)</p> <p>e. Other land, building and facilities necessary for the project implementation</p>	<p>2. Training and Technology Exchange</p> <p>(1) Training in Japan</p> <p>(2) Technology Exchange</p> <p>a. Third countries (e.g. Bangladesh, Vietnam)</p> <p>3. Machinery and Equipments</p> <p>(1) (For the RD) PCs, LCD projector, Color printer, Scanner with sorter, Photo copy machine, Video camera, Monitor, DVD player and Mobile printer</p> <p>(2) (For the WG) Laptop PCs for data analyses, Software for PC, Total Station and Mobile printer</p>	
			Preconditions
			None

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②

PR

Name of Project: The Project on Capacity Enhancement of Environmental and Social Considerations for Resettlement (TCP-COR)
 Target Area: Whole country of Cambodia / Target Sector: Road
 Target Group: Resettlement Department (RD) of Ministry of Economy and Finance (MEF) and main members of Inter-ministerial Resettlement Committee (IRC) for Japanese ODA Project
 Duration of the Project: From April 2010 to March 2012 (2 years)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>Overall Goal</p> <p>The Royal Government of Cambodia (RGC) is able to implement resettlement policy for the public works by consistent measures complying with the laws and regulations of Cambodia.</p>	<p>(1) Standard Operating Procedures (SOP) and Common Operating Principle (COP) are developed and given official status in MEF (2) SOP and Common Operating Principle (COP) are applied as common work tools for all development projects with resettlement By the end of the project (1) Knowledge management and information sharing opportunities in RD and IRC are improved (2) Common steps and minimum requirements in the resettlement activities are determined (3) Public participation opportunities are improved in the resettlement activities</p>	<p>(1-1) Official documents of RD, MEF (2-1) Monitoring on resettlement implementation</p>	<p>- IRC is willing to disseminate the TCP-COR outcomes to other projects - Sub-Decrees which is indispensable for higher laws are enacted</p>
<p>Project Purpose</p> <p>The resettlement capacity of the RD, MEF and IRC is enhanced</p>	<p>1.1 The baseline survey is analyzed 1.2 Project management and monitoring are implemented at Joint Coordination Committee (JCC) and Executive Committee (EC) 1.3 The PDM and PO are revised based on the baseline survey and approved by JCC 1.4 Necessary equipments are procured 1.5 The general training plan which consists of different forms of training programs is prepared 2.1 Off-the-Job Training (Off-JT) on fundamental understanding on ESC is implemented 2.2 Fundamental understanding on ESC are developed through the technology exchanges in the third countries 2.3 Fundamental understanding on ESC are developed through the training courses in Japan 2.4 On-the-Job Training (OJT) mainly in the case study of Japanese Project are implemented 3.1 Information is shared at infrastructure and Regional Integration Technical Working Group (RI-TWG) 3.2 Information on the on-going projects are analyzed 3.3 The relevant donors' policies and guidelines on resettlement are analyzed 3.4 Relevant laws, regulations, and other official documents are analyzed 4.1 SOPs on Simple Survey (SS), Detailed Measurement Survey (DMS), Resettlement Action Plan (RAP), Relocation Site Preparation (RSP), Replacement Cost Survey (RCS), Grievance Redress System (GRS) are discussed and drafted</p>	<p>(Common) Observation and interview by Japanese experts (1-1) Prevalence of SOP and COP (2-1) Understanding on SOP and COP (3-1) Understanding on SOP and COP</p>	<p>- There is no significant change in RGC's resettlement policy and IRC's organization - Target group members can share the time for project activities - SOPs and COPs are principally agreed with RD in appropriate time</p>
<p>Output</p> <p>1. The initial conditions and demands of RD are reviewed, assessed, and followed up</p> <p>2. Capacities on fundamental understanding on Environmental and Social Considerations (ESC) are strengthened</p> <p>3. Capacities on Information Sharing and Schedule Management are improved</p>	<p>1.1 Collected baseline data and reports 1.2.1 Documents at JCC and EC 1.3.1 Revised PDM and PO 1.3.2 Relevant documents at JCC 1.4.1 Equipment Procurement Plan and List 1.5.1 Results of Training Needs Assessment (TNA) 1.5.2 The general training plans and programs 2.1.1 Records of WS, Seminar and Training with relevant documents 2.2.1 Reports on the technology exchange and training 2.2.2 Records of visits 2.3.1 Reports on the training course in Japan 2.3.2 Records of visits 2.4.1 Record of IRC-JICA regular meeting 2.4.2 Record of Japanese Project site visits 2.4.3 Report and recommendations 3.1.1 Record and minutes of IRI-TWG 3.2.1 Project documents 3.2.2 Record of site visits 3.2.3 Progress reports with analysis 3.3.1 Collected donors' policies and guidelines 3.3.2 Progress Reports with analysis 3.4.1 Collected laws, regulations, and other official documents 3.4.2 Progress reports with analysis 4.1.1 SOPs on SS, DMS, RAP, RSP, RCS, GRS</p>	<p>1.1.1 Collected baseline data and reports 1.2.1 Documents at JCC and EC 1.3.1 Revised PDM and PO 1.3.2 Relevant documents at JCC 1.4.1 Equipment Procurement Plan and List 1.5.1 Results of Training Needs Assessment (TNA) 1.5.2 The general training plans and programs 2.1.1 Records of WS, Seminar and Training with relevant documents 2.2.1 Reports on the technology exchange and training 2.2.2 Records of visits 2.3.1 Reports on the training course in Japan 2.3.2 Records of visits 2.4.1 Record of IRC-JICA regular meeting 2.4.2 Record of Japanese Project site visits 2.4.3 Report and recommendations 3.1.1 Record and minutes of IRI-TWG 3.2.1 Project documents 3.2.2 Record of site visits 3.2.3 Progress reports with analysis 3.3.1 Collected donors' policies and guidelines 3.3.2 Progress Reports with analysis 3.4.1 Collected laws, regulations, and other official documents 3.4.2 Progress reports with analysis 4.1.1 SOPs on SS, DMS, RAP, RSP, RCS, GRS</p>	<p>1.1.1 Collected baseline data and reports 1.2.1 Documents at JCC and EC 1.3.1 Revised PDM and PO 1.3.2 Relevant documents at JCC 1.4.1 Equipment Procurement Plan and List 1.5.1 Results of Training Needs Assessment (TNA) 1.5.2 The general training plans and programs 2.1.1 Records of WS, Seminar and Training with relevant documents 2.2.1 Reports on the technology exchange and training 2.2.2 Records of visits 2.3.1 Reports on the training course in Japan 2.3.2 Records of visits 2.4.1 Record of IRC-JICA regular meeting 2.4.2 Record of Japanese Project site visits 2.4.3 Report and recommendations 3.1.1 Record and minutes of IRI-TWG 3.2.1 Project documents 3.2.2 Record of site visits 3.2.3 Progress reports with analysis 3.3.1 Collected donors' policies and guidelines 3.3.2 Progress Reports with analysis 3.4.1 Collected laws, regulations, and other official documents 3.4.2 Progress reports with analysis 4.1.1 SOPs on SS, DMS, RAP, RSP, RCS, GRS</p>
<p>4. Operational capacities to conduct and manage resettlement activities are strengthened</p>	<p>4.1 SOPs on Simple Survey (SS), Detailed Measurement Survey (DMS), Resettlement Action Plan (RAP), Relocation Site Preparation (RSP), Replacement Cost Survey (RCS), Grievance Redress System (GRS) are discussed and drafted</p>	<p>4.1.1 SOPs on SS, DMS, RAP, RSP, RCS, GRS</p>	<p>4.1.1 SOPs on SS, DMS, RAP, RSP, RCS, GRS</p>

<p>5. Capacities to have effective Public Participation are developed</p>	<p>4.2 SOPs are disseminated and shared to RD staff</p> <p>4.3 SOPs are modified based on recommendations from management board and different offices in RD</p> <p>5.1 OJT on public participation are implemented</p> <p>5.2 COPs on Public Participation and Information Management are discussed and drafted</p> <p>5.3 COPs are disseminated and shared to RD</p> <p>5.4 Principle of Public Participation are reflected in resettlement activities</p>	<p>4.2.1 Record of the dissemination seminars</p> <p>4.2.2 List of attendance</p> <p>4.3.1 Document of recommendation</p> <p>4.3.2 Modified NWP's and IOSs</p> <p>5.1.1 Record of OJT</p> <p>5.2.1 Drafted COP on Public Participation</p> <p>5.3.1 Record of the dissemination seminars</p> <p>5.4.1 Concerned part in SOPs</p>	<p>ANNEX 3-2 (1)</p>
<p>Activities</p> <p>Activities for Output 1: Initial Conditions and Demands</p> <p>1.1.1 Conduct the baseline survey on the target group</p> <p>1.2.1 Organize JCC and EC</p> <p>1.2.2 Prepare documents for submission to the JCC and EC</p> <p>1.2.3 Carry out monitoring according to PDM and PO</p> <p>1.3.1 Revise PDM based on baseline survey</p> <p>1.3.2 Revise PO accompanied with PDM revision</p> <p>1.4.1 Prepare the procurement plans for equipments</p> <p>1.4.2 Procure equipment</p> <p>1.5.1 Prepare the general training plan with training programs</p> <p>1.5.2 Conduct TNA</p> <p>Activities for Output 2: Fundamental Understanding ESC</p> <p>2.1.1 Organize Resettlement Seminar</p> <p>2.1.2 Implement training on fundamental ESC</p> <p>2.2.1 Preparing the third country technical exchanges</p> <p>2.2.2 Implement the third country technical exchanges</p> <p>2.3.1 Prepare the training courses in Japan</p> <p>2.3.2 Implementing the training courses in Japan</p> <p>2.4.1 Participate in JICA-IRC regular meeting</p> <p>2.4.2 Visit the project sites with resettlement</p> <p>Activities for Output 3: Information Sharing</p> <p>3.1.1 Participate in IRI-TWG</p> <p>3.2.1 Collect information on the on-going projects</p> <p>3.2.2 Discuss schedule management on the projects</p> <p>3.3.1 Collect donors' policies and guidelines on resettlements</p> <p>3.4.1 Collect relevant laws, regulations, and other official documents</p> <p>Activities for Output 4: Operational Capacities</p> <p>4.1.1 Discuss and prepare SOP on SS</p> <p>4.1.2 Discuss and prepare SOP on DMS</p> <p>4.1.3 Discuss and prepare SOP on RAP</p> <p>4.1.4 Discuss and prepare SOP on RSP</p> <p>4.1.5 Discuss and prepare SOP on GRS</p> <p>4.1.6 Organize the dissemination seminars</p> <p>4.1.7 Collect recommendations from the target group</p> <p>4.1.8 Modify SOPs</p> <p>Activities for Output 5: Public Participation</p> <p>5.1.1 Visit opportunities of public information and dialogue (DMS, negotiation, payment, public information, and etc.)</p> <p>5.2.1 Discuss and prepare COP on Public Participation</p> <p>5.2.2 Discuss and prepare COP on Information Management</p> <p>5.3.1 Organize the dissemination seminar</p> <p>5.4.1 Modify each SOPs from the viewpoint of public participation</p>	<p>Input from Cambodia</p> <p>1. Counterpart Personnel</p> <p>(1) Ministry of Economy and Finance (MEF)</p> <p>a. Project Director</p> <p>b. Project Manager</p> <p>c. Deputy Project Managers</p> <p>d. Full time staff for the Project</p> <p>e. Necessary personnel from relevant bureaus of RD as request of the Japanese experts</p> <p>(2) Ministry of Public Works and Transport (MPWT)</p> <p>a. Technical officials from IRC-WG</p> <p>2. Land, Buildings and Facilities</p> <p>(1) Office space for Japanese experts in MEF</p> <p>(2) Space for the machinery and equipments provided</p> <p>(3) Electricity and communication facilities</p> <p>a. Electricity for equipments provided</p> <p>b. Internet Connections for Japanese experts</p> <p>c. Office furniture (Desks and shelves, etc.)</p> <p>d. Means of Communication (Domestic Telephone cost)</p> <p>e. Other land, building and facilities necessary for the project implementation</p>	<p>Input from Japan</p> <p>1. Dispatch of Japanese Experts</p> <p>(1) Long-Term Expert (24M/M each)</p> <p>a. Chief Advisor/ Environmental and Social Considerations</p> <p>b. Participatory Planning and Development</p> <p>c. Project Coordinator</p> <p>(2) Short-Term Experts</p> <p>a. Social Consideration Approach (12 M/M)</p> <p>b. Participatory Approach (6 M/M)</p> <p>c. Capacity Assessment / Training Planning (2 M/M)</p> <p>2. Training and Technology Exchange</p> <p>(1) Training in Japan</p> <p>(2) Technology Exchange</p> <p>a. Third countries (e.g. Bangladesh, Vietnam)</p> <p>3. Machinery and Equipments</p> <p>(1) (For the RD) PCs, LCD projector, Color printer, Scanner with sorter, Photo copy machine, Video camera, Monitor, DVD player and Mobile printer</p> <p>(2) (For the IRC-WG) Laptop PCs for data analyses, Software for PC, Total Station and Mobile printer</p>	<p>Preconditions</p> <p>None</p>

Name of Project: The Project on Capacity Enhancement of Environmental and Social Considerations for Resettlement (TCP-COR)

Target Area: Whole country of Cambodia / Target Sector: Infrastructure (mainly Road and Bridge)

Target Group: Resettlement Department (RD) of Ministry of Economy and Finance (MEF), and main members of Inter-ministerial Resettlement Committee (IRC) for Japanese ODA Project

Duration of the Project: From April 2010 to March 2012 (2 years)

December, 2010

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
Overall Goal			
The Royal Government of Cambodia (RGC) is able to implement resettlement policy for the public works by consistent measures complying with the laws and regulations of Cambodia.	(1) BRPs are endorsed as common work tools for over 80% of the development projects in RD	(1-1) Official documents of RD, MEF (2-1) Monitoring on resettlement implementation	
Project Purpose			
The resettlement capacity of the RD, MEF and IRC is enhanced	(1) Knowledge management, transformation of tacit knowledge to explicit knowledge, in RD and IRC are improved (2) Common steps and minimum requirements in the resettlement activities are identified (3) 80% of RD staff pass the final examination	(1-1) Utilization of BRPs and Project Management System (PMS) and Information Management System (IMS) (2-1) Observation and interview by Japanese experts (3-1) Result of the final examination	RD is willing to disseminate BRPs to other projects Sub-Decrees which is indispensable for higher laws are enacted.
Output			
1. The initial situations and needs of RD are reviewed, assessed, and followed up	1.1 Joint Coordination Committee (JCC) is held once a year and Executive Committee (EC) is held periodically 1.2 The PDM and PO are revised based on the baseline survey and approved by JCC 1.3 Training plan is prepared	1.1.1 Record of JCC and EC 1.2.1 Revised PDM and PO 1.3.1 Training plan	- There is no significant change in RGC's resettlement policy and IRC's organization - BRPs are principally approved with RD in appropriate time
2. Capacity on understanding of Environmental and Social Considerations (ESC) is strengthened	2.1 80% of RD staff is trained on ESC 2.2 RD staff are sufficiently sensitized on ESC through overseas training 2.3 ESC gets applied to the Japanese Project through On-the-Job Training (OJT)	2.1.1 Records of WS, Seminar and Training 2.2.1 Activity reports 2.2.2 Echo training records 2.4.1 Record of IRC-JICA regular meeting 2.4.2 Record of Japanese Project site visits	
3. Capacity on information management is improved	3.1 IMS is developed and fully functional 3.2 PMS is developed and fully functional	3.1.1 Information management system 3.1.2 Observation and interview by Japanese experts 3.2.1 Project management format 3.2.2 Observation and interview by Japanese experts	
4. Capacity to plan and implement resettlement activities is strengthened	4.1 80% of RD staff is trained on Resettlement Action Plan (RAP), Relocation Site Preparation (RSP), Replacement Cost Survey (RCS), Grievance Redress System (GRS), Simple Survey (SS), and Detailed Measurement Survey (DMS)	4.1.1 Drafted BRPs 4.1.2 Record of the training seminars	
5. Capacity to promote effective PAPs Participation (PP) is enhanced	5.1 PP is strengthened in resettlement activities 5.2 80% of RD staff is trained on PP	5.1.1 Assessment by Japanese Experts 5.2.1 Drafted BRPs 5.2.2 Record of the training seminars	
Activities			
Activities for Output 1: Initial Situations and Needs		Input from Cambodia	
1.1.1 Conduct the baseline survey 1.1.2 Prepare documents for submission to the JCC and EC 1.1.3 Organize JCC and EC 1.2.1 Carry out monitoring according to PDM and PO 1.2.2 Revise PDM based on baseline survey 1.2.3 Revise PO accompanied with PDM revision 1.3.1 Conduct TNA 1.3.2 Prepare the general training plan with training programs 1.4.1 Prepare the procurement plans for equipments 1.4.2 Procure equipment	1. Counterpart Personnel (1) Ministry of Economy and Finance (MEF) a. Project Director b. Project Manager c. Deputy Project Managers d. Full time staff for the Project e. Necessary personnel from relevant bureaus of RD as request of the Japanese experts (2) Ministry of Public Works and Transport (MPWT) a. Technical officials from IRC-WG 2. Land, Buildings and Facilities (1) Office space for Japanese experts in MEF (2) Space for the machinery and equipments provided (3) Electricity and communication facilities a. Electricity for equipments provided b. Internet Connections for Japanese experts c. Office furniture (Desks and shelves, etc.) d. Means of Communication (Domestic Telephone cost) e. Other land, building and facilities necessary for the project implementation	Input from Japan 1. Dispatch of Japanese Experts (1) Long-Term Expert (24M/M each) a. Chief Advisor/ Environmental and Social Considerations b. Participatory Planning and Development c. Project Coordinator (2) Short-Term Experts a. Social Consideration Approach (3 M/M) b. Capacity Assessment / Training Planning (2 M/M) c. Resettlement Plan (4M/M) d. Social Survey / Monitoring (3M/M) e. Compensation / Property Evaluation (3M/M) 2. Training and Technology Exchange (1) Training in Japan (2) Technology Exchange a. Third countries (e.g. Vietnam, Laos and etc.) 3. Machinery and Equipments (1) (For the RD) PCs, LCD projector, Color printer, Scanner with sorter, Photo copy machine, Video camera, Monitor, DVD player and Mobile printer (2) (For the IRC-WG) Laptop PCs for data analyses, Software for PC, Total Station and Mobile printer	
Activities for Output 2: Understanding on ESC 2.1.1 Organize Resettlement Seminar 2.1.2 Implement training on fundamental ESC 2.2.1 Preparing the third country technical exchanges 2.2.2 Implement the third country technical exchanges 2.2.3 Prepare the training courses in Japan 2.2.4 Implement the training courses in Japan 2.3.1 Participate in JICA-IRC regular meeting 2.3.2 Visit the project sites with resettlement in Cambodia			
Activities for Output 3: Information Management 3.1.1 Collect information on the on-going projects 3.1.2 Collect donors' policies and guidelines on resettlement 3.1.3 Collect relevant laws, regulations, and other official documents 3.2.1 Discuss PMS and IMS			
Activities for Output 4: Plan and Implement Capacities 4.1.1 Discuss and prepare BRP on RAP 4.1.2 Discuss and prepare BRP on RSP 4.1.3 Discuss and prepare BRP on RCS 4.1.4 Discuss and prepare BRP on GRS 4.1.5 Discuss and prepare BRP on SS 4.1.6 Discuss and prepare BRP on DMS 4.1.7 Organize the dissemination seminars			
Activities for Output 5: PAPs Participation 5.1.1 Implement OJT at public information and dialogues 5.2.1 Discuss and prepare BRP on PP 5.2.2 Organize the dissemination seminar			
			Pre-Conditions
			None

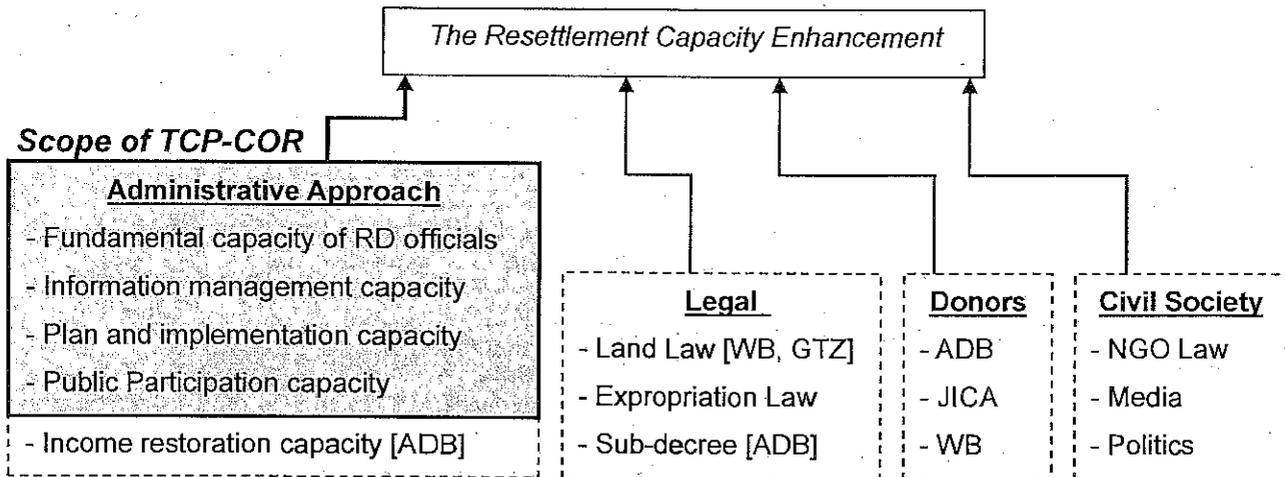
August 2, 2010

Explanation Paper for PDM Revising [1st JCC Meeting]

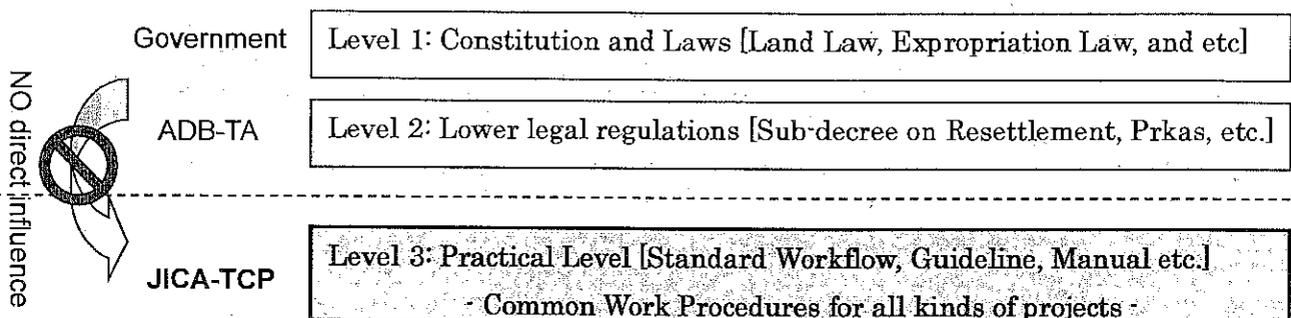
TCP-COR

1. Revised Image of Project Approach and Structure

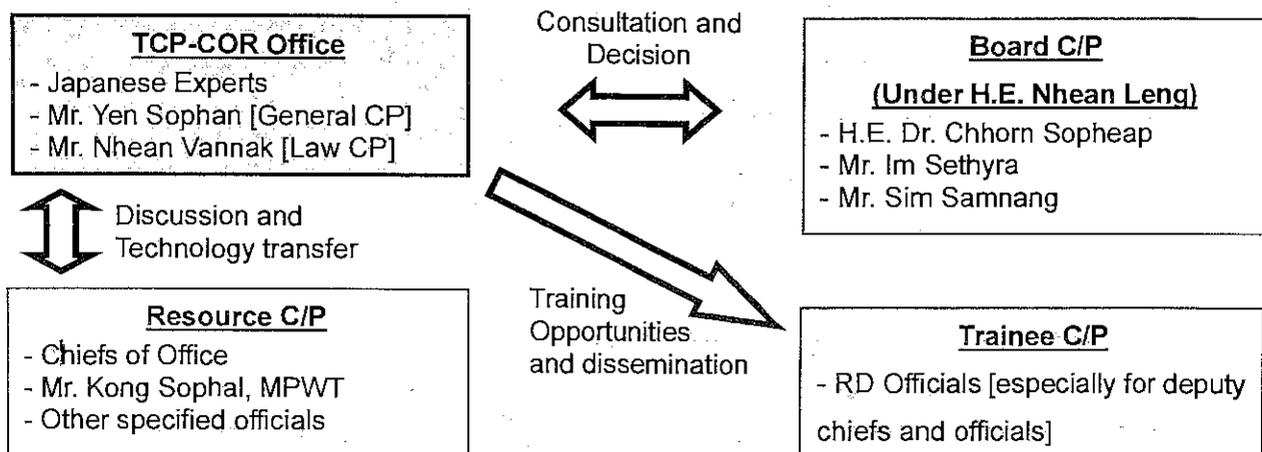
1) Approach Confirmation



2) Project Level Confirmation



3) Counterparts (C/P) Classification



Technical Cooperation Project (TCP) on
Capacity Enhancement of Environmental and Social Considerations for Resettlement (COR)

2. General Policy of PDM Revision based on Change of Pre-Conditions

Some important conditions had been changed after the Preliminary Study where the initial PDM was discussed. TCP-COR changes its PDM based on the Pre-Condition changes as below;

	Before	After	Revision Policy
1	Expropriation Law will be applied to all the project	Expropriation Law is <u>not applied</u> to donor's project	(1) Outputs and activities should not be affected by Expropriation Law and Sub-decree on Resettlement
2	Drafted Sub-decree on Resettlement will take effect after the promulgation of Expropriation Law	Drafted Sub-decree on Resettlement <u>needs further unpredictable time</u> for drastic revision	
3	Common policy and procedure on resettlement will be introduced with Sub-decrees	<u>Flexible policy will continue</u> among different donor's policy and governmental regulations	(2) "Manuals" should be shifted to common work "Procedures" in lower implementation level and the Procedures should be escaped from longtime approval process. [Put it as important assumption]
4	Seven (7) manuals will be officially approved by MEF and take effect during TCP period	The manuals <u>cannot be officially approved</u> by MEF before promulgation of the Sub-decree	
5	RD may be the multi-hierarchy organization on decision making and command order	RD is <u>flat organization</u> led by the director and two deputy directors	(3) Training of Trainers (TOT) should be excluded from PDM output and replaced by fundamental training courses to RD staff level (chief of office, deputy chief of office, official)
6	RD staff may have enough fundamental knowledge and experiences on resettlement	RD staff <u>needs fundamental understanding on resettlement</u> and basic skills as English and Excel	
7	Common work process which is not crucially affected by upper policies may exist	Common work process is confirmed, however, its <u>quality and function is different case by case</u>	(4) The model case of common work process is needed and the Japanese Project should be applied in terms of technical resources
8	NONE	RD put high priorities for capacity enhancement on <u>appropriate contact with PAPs and data management</u>	(5) Strong needs from RD should be considered and incorporated as new outputs of TCP

3. Revising Points of PDM

TCP-COR revises its PDM based on the Pre-Condition changes and baseline survey on RD staff which includes Training Needs Assessment.

1) Target Group [Revision Policy (4)]

To clarify;

- (1) Core target group practically implements TCP activities as IRC for Japanese ODA Project, and
- (2) other passive bodies who will be the target for dissemination of TCP outputs

Technical Cooperation Project (TCP) on
Capacity Enhancement of Environmental and Social Considerations for Resettlement (COR)

Before	After
RD of MEF and IRC members	RD of MEF and <u>main members of IRC for Japanese ODA Project</u>

2) Outputs [Revision Policy (3) & (5)]

[Output 1] Just change description (the meaning is almost same)

[Output 2] New output, Understanding on ESC, based on Training Needs Assessment

[Output 3] New output, Information management, based on Training Needs Assessment

[Output 4] Original output3 "Planning" & output4 "Survey" is combined into NEW Output

[Output 5] New output, Public Participation is independently separated from original outputs of 3 & 4 to identify its role and meaning by experts in charge of participatory approaches

	Before	After
1	The baseline data (current conditions and practices of resettlement activities demonstrated by RD) is collected, reviewed and assessed	The initial conditions and demands of RD are reviewed, assessed, and followed up
2	Capacity of trainers is enhanced through the implementation of the Training of Trainers (TOT)	Capacity on understanding on Environmental and Social Considerations (ESC) are strengthened
3	Appropriate resettlement procedures for planning are established	Capacity on information management are improved
4	Appropriate survey procedures regarding resettlement are established	Capacity to plan and implement resettlement activities are strengthened
5		Capacity to promote effective Public Participation is enhanced

3) From Manuals to Standard Resettlement Procedures (SRPs) [Revision Policy (2)]

TCP-COR reconsidered the meaning of manuals as physical outputs of activities because;

- (1) TCP would like to put more attention on discussion process to draft manuals rather than making manual itself. [Manuals are just results of technical cooperation]
- (2) There is not enough time to monitor implementation of manual during TCP period
- (3) It will take unpredictable time for official approval from MEF without firm relationship between manuals and upper laws and regulations such as Sub-decrees under expropriation law.

Therefore, the name of "Manuals" is changed to Standard Resettlement Procedures (SRPs) with basic definitions as below;

	Before	After
Name	manual	Standard Resettlement Procedures (SRPs)
Approval	MEF's official approve	RD's basic agreement
Purpose	Utilize the manuals in more than 50% of all the projects in RD	Consider on the making process as a way of technical transfer much more than document

Technical Cooperation Project (TCP) on
Capacity Enhancement of Environmental and Social Considerations for Resettlement (COR)

		outputs
Dissemination	TOT training	Dissemination seminar for RD staff

4) Verifiable indicators

Indicators for project purpose are reviewed and changed as below;

[1] There might be not enough time to apply newly created "manuals" by TCP to other on-going projects during limited TCP period. Resettlement planning and implementation process is different among different donors', therefore, it is difficult to evaluate the indicator as percentage of whole projects under IRC. New indicators are (1) Knowledge management improvement by Standard Resettlement Procedures (SRP) discussion process, (2) Common work process confirmed in SRP, and (3) Public Participation systems.

	Before	After
1	(1) RD accomplish over 50% of new resettlement planning in road sector based on Cambodian laws, government ordinance, and other regulations and manuals (2) RD and IRC implement over 50% of on-going and new resettlement activities in road sector based on Cambodian laws, government ordinance, and other regulations and manuals produced by the Project	(1) Knowledge management, transformation of tacit knowledge to explicit knowledge, in RD and IRC are improved (2) Common steps and minimum requirements in the resettlement activities are identified (3) 80% of RD staff pass the final examination

5) Important assumption

Important assumptions are reviewed and changed as below;

[1] Project Purpose Level

Expropriation law is already promulgated. It is not suitable to limit activities within road sector during TCP period, therefore, it does not need to mention other sectors as an important assumption to overall goal. Grievance is not a kind of indicator which has liner interrelation to capacity of resettlement. Therefore, new assumptions are newly set as (1) SRP dissemination and (2) Sub-decrees implementation under relevant laws.

	Before	After
1	- Expropriation law will be enforced. - IRC is willing to disseminate the outcomes of the project across the activities other than the road sector	- IRC is willing to disseminate SRPs to other projects - Sub-Decrees which is indispensable for higher laws are enacted

Technical Cooperation Project (TCP) on
Capacity Enhancement of Environmental and Social Considerations for Resettlement (COR)

- Residents who are explained on the grievance system by the IRC, will submit grievance according to the system	
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[2] Output Level

Based on initial survey of RD organization, resignation of RD staff is not a big assumption during the TCP period. However, SRP's approval procedure is a kind of risk factor which may affect project schedule and outputs.

2	<ul style="list-style-type: none"> - There is no significant change in RGC's resettlement policy in development projects - Most of RD staff will not resign from their job 	<ul style="list-style-type: none"> - There is no significant change in RGC's resettlement policy and IRC's organization - SRPs are principally approved with RD in appropriate time
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[3] Activity Level

Important assumption for the activities level, TCP newly picked up (1) RD's strong incentive and commitment for SRP drafting, and (2) Target groups sufficient participation to the discussion process of SRPs and other activities

3	None	<ul style="list-style-type: none"> - Commitment to develop SRPs get sustained by RD - Target group members can share sufficient time for project activities
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6) Specific and major changes in activities

Order and minor description of activities are changed according to output changes. In addition, some activities are deleted and added during discussions for PDM revising as below:

(1) Deleted Activities

	Deleted Activities [PDM Version 0.0]	Reason
1	2.1.1 Collect existing policies and guidelines on resettlements owned by donors and information on resettlement cases in Cambodia by interviewing donors and joining Infrastructure Regional Integration Technical Working Group (IRITWG), etc.	Activities of information collection are moved under output 3. Joining IRI-TWG is not suitable for any output, then eliminated. In actual, TCP will participate the TWG for not only information "collecting" but also "sharing" as a general activity out of PDM.
2	2.2.1 Prepare a manual for Public Involvement (PI)	There is very strong definition on Public Involvement (PI) in Japan, such as Public Participation from policy level. TCP does not have such strong intention to our activity,

Technical Cooperation Project (TCP) on
Capacity Enhancement of Environmental and Social Considerations for Resettlement (COR)

		therefore, the word Public Participation (PP) replaced PI in revised PDM.
3	3.4 Prepare a training plan for PRS-WG	It was understood that the role of PRS-WG is not same as IRC-WG where the skill of DMS and SS is needed. Therefore, TCP activities do not have direct connection to PRS-WG activities. There is no structure that IRC-WG becomes trainer for members of PRS-WG.

(2) Added Activities

	Added Activities [Revised PDM]	Reason
1	2.1.1 Organize Resettlement Seminar 2.1.2 Implement training on fundamental ESC	Based on Training Needs Assessment, TCP should give basic concept and knowledge transfer to officer level of RD
2	2.2.3 Prepare the training course in Japan 2.2.4 Implement the training course in Japan	It should be demonstrated clearly in PDM
3	2.3.2 Visit the project sites with resettlement	Learning difference among different donor's project, such as ADB, China, and etc.
4	3.1.1 Collect information on the on-going projects 3.2.2 Discuss PMS and IMS	It is needed a project management format including scheduling of each project under RD. The format will be established with Excel form and/or printed document PMS: Project Management System IMS: Information Management System

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Technical Cooperation Project (TCP) on
Capacity Enhancement of Environmental and Social Considerations for Resettlement (COR)

December, 2010

Explanation Paper for PDM Revision from Ver.2.0 to Ver.3.0

TCP-COR

TCP-COR revised its PDM based on current situation as below;

1. General Issue

Name of Physical Outputs

TCP-COR changed the name of physical outputs from “Standard Resettlement Procedures” to “Basic Resettlement Procedures (BRP).

- (1) “Standard” reminds strong meaning such as legal regulations.
- (2) This procedure demonstrates “Basic” workflow and procedures on resettlement.

Before [Ver.2.0]	Standard Resettlement Procedures (SRPs)
After [Ver. 3.0]	<u>Basic</u> Resettlement Procedures(<u>BRP</u>)

2. Output Level

Verifiable Indicators and Means of Verification

TCP-COR integrated some Verifiable Indicators and Means of Verification in Output 4 and Output 5. Because it can be simplifies in one sentence.

Output 4: Capacity to plan and implement resettlement activities is strengthened		
	Verifiable Indicators	Means of Verification
Before	4.1 80% of RD staff is trained on Resettlement Action Plan (RAP) , Relocation Site Preparation (RSP), Replacement Cost Survey (RCS), and Grievance Redress System (GRS) 4.2 80% of RD staff is trained on Simple Survey (SS) and Detailed Measurement Survey (DMS)	4.1.1 Activity reports 4.1.2 Record of the training seminars 4.2.1 Activity reports 4.2.2 Record of the training seminars
After	4.1 80% of RD staff is trained on Resettlement Action Plan (RAP) , Relocation Site Preparation (RSP), Replacement Cost Survey (RCS), Grievance Redress System (GRS), <u>Simple Survey (SS), and Detailed Measurement Survey (DMS)</u>	4.1.1 <u>Drafted BRPs</u> 4.1.2 Record of the training seminars

Technical Cooperation Project (TCP) on
Capacity Enhancement of Environmental and Social Considerations for Resettlement (COR)

Output 5: Capacity to promote effective Public Participation is enhanced		
	Verifiable Indicators	Means of Verification
Before	5.1 80% of RD staff is trained on Public Participation (PP) 5.2 PP is strengthened in resettlement activities	5.1.1 Activity reports 5.1.2 Record of the training seminars 5.2.1 Assessment by Japanese Experts
After	<u>5.1</u> PP is strengthened in resettlement activities <u>5.2</u> 80% of RD staff is trained on Public Participation (PP)	<u>5.1.1</u> Assessment by Japanese Experts <u>5.2.1 Drafted BRPs</u> 5.2.2 Record of the training seminars

3. Activity Level

Changed Activities

Order and minor description of activities were changed according to output changes. In addition, some activities were deleted during PDM revising as below:

(1) Deleted Activities

Output 4: Capacity to plan and implement resettlement activities is strengthened	
	Activities
Before	4.1.5 Organize the dissemination seminars 4.1.6 Collect recommendations from the target group 4.2.4 Collect recommendations from the target group
After	4.1.5 <u>Deleted</u> 4.1.6 <u>Deleted</u> 4.2.4 <u>Deleted</u>

Output 5: Capacity to promote effective Public Participation is enhanced	
	Activities
Before	5.4.1 Collect recommendations from the target group
After	5.4.1 <u>Deleted</u>

(2) Changed number and order of Activities

Output 3: Capacity on information management is improved	
	Activities
Before	3.2.1 Collect relevant laws, regulations, and other official documents 3.2.2 Discuss PMS and IMS
After	<u>3.1.3</u> Collect relevant laws, regulations, and other official documents <u>3.2.1</u> Discuss PMS and IMS

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Technical Cooperation Project (TCP) on
Capacity Enhancement of Environmental and Social Considerations for Resettlement (COR)

Output 4: Capacity to plan and implement resettlement activities is strengthened	
	Activities
Before	4.2.1 Discuss and prepare SRP on SS 4.2.2 Discuss and prepare SRP on DMS 4.2.3 Organize the dissemination seminars
After	4.1.5 Discuss and prepare BRP on SS 4.1.6 Discuss and prepare BRP on DMS 4.1.7 Organize the dissemination seminars

Output 5: Capacity to promote effective Public Participation is enhanced	
	Activities
Before	5.3.1 Organize the dissemination seminar
After	5.2.2 Organize the dissemination seminar

4. Input Level

Changed Input

Based on review of Project Plan, TCP-COR changed Short-Term Expert inputs schedule. Refer to revised Plan of Operation (PO Ver.3.0).

Input from Japan	
1. Dispatch of Japanese Experts Activities	
Before	(2) Short-Term Experts a. Social Consideration Approach (9 M/M [3M/M+3M/M+3M/M]) b. Participatory Approach (6 M/M [3M/M+3M/M]) c. Capacity Assessment / Training Planning (2 M/M)
After	(2) Short-Term Experts a. Social Consideration Approach (3 M/M) b. Capacity Assessment / Training Planning (2 M/M) c. Resettlement Plan (4M/M) d. Social Survey / Monitoring (3M/M) e. Compensation / Property Evaluation (3M/M)

Evaluation Grid: Achievement of the Project

Topics	Indicators	Results/Findings of the Study
Achievement of Overall Goal		
"IRGC is able to implement resettlement policy for the public works by consistent measures complying with the laws and regulations of Cambodia"	BRPs are endorsed as common work tools for over 80% of the development projects in RD	The prospect to achieve the Overall Goal cannot be judged at the time of the terminal evaluation with the following issues. <ul style="list-style-type: none"> - Timing of approval of BRP is not sure. - There is a need to develop a detailed plan to spread the utilization of BRP to relevant officials in line ministries and sub-national level. - The Team found that it still requires the capacity building to RD and the relevant officials in line ministries and sub-national level to achieve Overall Goal, using a mechanism of IRC.
Achievement of Project Purpose		
"The resettlement capacity of the RD, MEF and IRC is enhanced"	(1) Knowledge management, transformation of tacit knowledge to explicit knowledge, in RD and IRC are improved (2) Common steps and minimum requirements in the resettlement activities are identified (3) 80% of RD staff pass the final examination	Indicator 2 is actually explaining what Indicator 1 means. <ul style="list-style-type: none"> -The Project successfully transformed implicit knowledge of resettlement activities into clear vision by formulating BRP. CPs all expressed that they became all became aware what procedures have to take and how. - The Project contributed to upgrade the capacity of different offices of RD even staff who are not directly involved in resettlement. That enhanced the institutional capacity of RD. - Through various training especially third country trainings, CPs made aware their advantage and shortfalls in Cambodia. <p>The final examination is planned to be carried out in January 2012.</p>
Achievement of Outputs		
(Output 1) Has the Output 1" The initial situations and needs of RD are reviewed, assessed, and followed up" has been achieved?	1.1 Joint Coordination Committee (JCC) is held once a year and Executive Committee (EC) is held periodically 1.2 The PDM and PO are revised based on the baseline survey and approved by JCC 1.3 Training plan is prepared	-JCC and EC have been organized as planned. So far, two JCC meetings (August 2010, June 2011) and three EC meetings (June 2010, December 2010, and September 2011) have been held. JCC has been attended by other relevant ministries such as Ministry of water Resources and Meteorology, Port Authority Sihanoukville and Ministry of Land Management, as well as other donors like ADB and WB. JCC serves as monitoring the project progress and decision body for future direction. EC meeting monitored the progress. It also serves as study meetings discussing the outputs the Project and other related issues such as Japanese resettlement during the development stage presented by the Japanese expert. - PDM/PO1 was revised based on the results from baseline survey and PDM/PO 2 was drafted on 12 August 2010. PDM/PO 2 was developed consultation among Japan and Cambodia sides. However, the revised version of PDM/PO was formally approved in December 2010. By that time, PDM/PO 2 had been slightly amended as PDM/PO 3. - Main points of change is explained in the Annex 3-4 (PDM/PO 1 to PDM/PO2) and Annex 3-5 (PDM/PO 2 to PDM /PO3).
(Output 2)"Capacity on understanding of Environmental and Social	2.1 80% of RD staff is trained on ESC	Training needs assessment (TNA) was completed by the Short-Term Expert (Capacity assessment/Training Needs) in June 2010. The training plan was prepared based on the results from this survey. As a result of TNA, the Project included Basic knowledge of Environmental and Social Consideration and English language courses were included. - Five training courses have been held by the time of the terminal evaluation. Out of 20 targeted staff to be trained on ESC, about 65 % has been attended the training sessions including seminar and workshops.

Topics	Indicators	Results/Findings of the Study
<p>Considerations (ESC) is strengthened" has been achieved?</p>	<p>2.2 RD staff are sufficiently sensitized on ESC through overseas training</p>	<ul style="list-style-type: none"> - Overseas trainings were conducted in seven countries, Japan, Portugal, Laos, Vietnam, Mexico, Indonesia and Bangladesh. 24 CPs have been attended the overseas trainings either of above countries on ESC. - Through the technical and information exchanges in the third countries, RD staff gained new ideas and procedures which can be applied into their works in Cambodia. - Some promising comments made through the interviews. For example, they had gained more confidence on what they were doing as well as noticed the shortfalls in Cambodia. Comparison with the similar situation made them to understand their position in Cambodia.
<p>(Output 3) "Capacity on information management is improved" has been achieved?</p>	<p>2.3 ESC gets applied to the Japanese Project through On-the-Job Training (OJT)</p>	<p>OJT on ESC was conducted by attending JICA-IRC regular meetings and participating in the JICA's missions for the on-going Japan's projects of Rehabilitation of National Road 1 and Construction of Neak Loeung Bridges.</p>
<p>(Output 4) "Capacity to plan and implement resettlement activities is strengthened" has been achieved?</p>	<p>3.1 IMS is developed and fully functional</p>	<p>Hard ware (share server) was procured by JICA. Information (laws and regulations in Cambodia, other countries and donors, Resettlement Action Plans of past projects) was collected and uploaded in the database. However, it has not connected to relevant officials of RD by network due to the office relocation of CPs. Also a utilization manual including the measurement of maintenance has to be produced and disseminated to be functional. The measures and office in charge for maintenance and updating of database should be cleared.</p>
<p>(Output 5) "Capacity to promote effective PAPs Participation is enhanced" has been achieved?</p>	<p>3.2 PMS is developed and fully functional</p>	<p>A simple and visualized time management tool using arrow chart was proposed as PMS. However, the Team found that the utilization of PMS was limited by CPs at the time of the evaluation.</p>
<p>(Output 4) "Capacity to plan and implement resettlement activities is strengthened" has been achieved?</p>	<p>4.1 80% of RD staff is trained on Resettlement Action Plan (RAP), Relocation Site Preparation (RSP), Replacement Cost Survey (RCS), Grievance Redress System (GRS), Simple Survey (SS), and Detailed Measurement Survey (DMS)</p>	<ul style="list-style-type: none"> - 15 times of BRP meetings and 4 times of BRP dissemination seminars were conducted to formulate BRP. - Almost all main RD staff who is dealing with resettlement attended the trainings. - 60-80% of main RD staff who is dealing with resettlement was participated in each session. - BRP meetings were attended by 1-2 RD management level officials to discuss a draft BRP which the Japanese experts had prepared. After discussion among management level, BRP is revised and further discussion was made at the BRP dissemination seminar. The seminar was attended by all target CPs, and further discussion was made for finalization. During these process the resettlement procedures were understood by all of CPs and made them standardized. As a results, capacities of CPs were also upgraded accordingly.
<p>(Output 5) "Capacity to promote effective PAPs Participation is enhanced" has been achieved?</p>	<p>5.1 PP is strengthened in resettlement activities</p>	<ul style="list-style-type: none"> - The project implemented on-site demonstration trainings for public consultations in the Japan's project (Neak Loeung Bridges construction). - CPs learned how to enhance public participation through OJT such as improving approach by preparing agenda and using visual tools (white board, projector, sound equipment, etc.). - The Project conducted the questionnaire to PAPs after the OJT. The results showed quite positive. For example, most of PAPs rated the presentation made by CPs was either "very good" or "better than before". - The interview to the people who have been affected by the Project was made by the Consultant. It was confirmed that the presentation made by the CPs using above devices as well as learned approach, the understanding on the resettlement became deeper.
<p>Results of Inputs</p>	<p>5.2 80% of RD staff is trained on PAPs Participation (PP)</p>	<p>4 BRP discussion meetings and seminar were held to formulate BRP on PP. For these meetings more than 80% of RD staff attended.</p>

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Topics	Indicators	Results/Findings of the Study
Inputs by Cambodian side	Counterparts assignment Offices Provision Project Cost	<ul style="list-style-type: none"> - A total of 34 counterpart personnel have been assigned for the Project, 32 from MEF/RD and 2 from MPWT (IRC members). - 2 full-time CPs were assigned from RD to work closely with the Japanese experts in the Project office, although due to the moving of the RD office, later they also left the Project office. - An office space and necessary facilities (electricity, some desks and chairs) were provided for the Project office in MEF. - For one of seminars financial expenses was extended by the Cambodian side to pay transportation and accommodation for the training participants who came from outside Phnom Penh.
Inputs by Japanese side	Experts dispatch Equipment provision Trainings in Japan and third countries Local Cost	<ul style="list-style-type: none"> - 3 long-term Experts and five areas of short-term experts were dispatched. The total MM of the 3 long-term experts will be 68 MM by the end of the Project. The total MM of the short-term experts will be 12 MM. The areas of expertise's as follows. <p><u>Long-term Experts:</u> (1) Chief Advisor/Environmental and Social Consideration, (2) Participatory Planning and Development, (3) Project Coordinator</p> <p><u>Short-term Experts:</u> (1) Capacity Assessment/Training Needs, (2) Social Consideration Approach, (3) Resettlement Plan, (4) Social Survey/Monitoring, (5) Compensation/Property Evaluation</p>

Evaluation Grid: Process of Project Implementation

Topics	Questions	Results/Findings of the Study
Activities	Have the "Activities" of the Project been implemented as planned throughout the project period?	Most activities have been conducted as planned. Some delays have been identified especially activities in Output 3. It was partly because of relocation of RD office.
Transfer of Technology	Was there any problem in the process of transfer of technology from the Japanese experts?	- Technology transfer was made through various trainings. In this Project, the technical transfer was mainly made through the process of formulating BRP and overseas trainings. - One concern was made from some of CPs in technical transfer. They faced difficulties encountered to a short-term expert who tried to introduce skills that did not fully match to the reality of Cambodia, although it was solved after the intensive consultation among Project Team.
Project Management	What kind of monitoring system does the project has (Who is in charge and how often?) How the monitoring results have been feed backed to the project operation? What was the decision-making process in revision of activities and direction, selection of staff, etc. ?	- The progress of the Project was monitored and presented by the Japanese experts at the JCC and EC meetings. The daily consultation takes place between the Japanese experts and CPs. The progress and the issues were shared and discussed between the Japanese experts and CPs. - However, it was found that the Project monitored only the progress of activities using PO, not the level of achievement referring the indicators of PDM. Initiative to change activities were made by the Japanese experts, then consultation were made with CPs. The final decision was made by the higher management level of CPs after explaining in detail.
	How the communication among Japanese experts (including with short-term experts) were made?	The daily communication was made among three long-term experts sitting together in the Office. The communication with a short-term experts were made through e-mail and telephone when they were in Japan. No serious issues were found.
	Did the Japanese partner organization (JICA Cambodia office and Headquarters) support the project well? Was the communication good?	The Project reported a progress periodically to the JICA office and ad-hoc consultation were made whenever there were issues. Communication between JICA office and the Project seems good.
Ownership	Do the Cambodia project counterparts (RD, IRC members) actively participate in the project management? Has the Cambodia side input (budget, personnel, facilities and equipment) to the project been appropriate?	- The involvement of CPs was very positive considering the high attendance of various training sessions despite of their heavy other duties. - Considering the significance and difficulties of the issue of resettlement, CP has been recognized the importance of the Project. High commitment from the management level also induced the high participation of other staff. - The CPs expressed that the Project is not only JICA's project but it is OUR project. That shows the ownership of the Project. - Input from the Cambodia side was adequate. They have even contributed some expenses for the trainees from local areas without asking the Project.

Counterparts	Do the Cambodia project members take active participation in the project activities?	Quite positive. See in the answer of above.
	Were the Counterparts appropriate for the project activities in terms of their expertise and position?	All assigned CPs were appropriate in their technical knowledge and positions.
	How many times did the counterparts change? What were the reasons for transfer? Was there any problem due to the transfer? How did the project deals with these problems?	<ul style="list-style-type: none"> - One of full-time CPs were changed after 1 year due to their position changed. - Another one was absent three months a year for study abroad. - No staff has been changed or left from RD.

Evaluation Grid: 5 Criteria

5 Criteria	Topics	Questions	Results/Findings of the Study
1. Relevance	1.1 Needs	Is the Project Purpose relevant to the needs of Cambodia's social needs?	Infrastructure development is one of priority issues in Cambodia. Those infrastructure development especially transport development usually accompanied by resettlement. Resettlement is very sensitive and difficult issues. The capacity building of implementers of resettlement was quite urgent needs in Cambodia.
	1.2 Priority	Is the Project Purpose relevant to the needs of the target group (MEF/RD staff, ICR members (MPWT technical staff) ? Is the Project Purpose aligned with the development plans and strategies of Cambodia?	MEF/RD is the managing body on resettlement caused by public works and also serves as a secretariat of IRC. The project purpose was quite matched the needs of these target groups. The Project was well aligned with Cambodian overall development strategy of "Rectangular Strategy for Growth, Employment, Equity and Efficiency Phase II (RSII) (2008)" and five-year development plan of "National Strategic Development Plan (NSDP) (2006-2010)" at the time of project formulation. The physical infrastructure development for transport is one of Cambodia's priority areas stated in both RSII and NSDP. The government identifies infrastructural development as one of four growth rectangles, which states "Further Rehabilitation and Construction of the Physical Infrastructure" in RSII. NSDP emphasized that the appropriate measures should be taken for resettlement caused by construction of transport besides early enforcement of Traffic Law and construction of rural roads.
	1.3 Strategy	Is the Project Purpose aligned with Japan's country assistance policy and strategy for Cambodia? Has the project taken an appropriate approach to achieve the Project Purpose? (Project purpose, selection of target group and CP institution, donor coordination, coordination with other Japan's assistance) Did Japan have comparative advantage in this technical area? (Has Japan accumulated technical know-how in this area? Has Japanese experienced been utilized?)	Japan's Assistance Policy for Cambodia (2004) stipulates "improvement of Social and Economic Infrastructure and Conditions for Economic Progress" is one of priority areas. JICA's Country-specific Implementation Plan (2007) also says that JICA will assist the rehabilitation of road network as soon as possible in collaboration with other initiatives. These infrastructure development has to consider the resettlement issues. - The selection of target group was quite appropriate since RD is the managing body of resettlement of public works and MPTW member as IRC is the one who is in charge of transport development and resettlement issues accompanied by it. - Japan's ODA projects (National Road 1 and Neak Loeng Bridge construction projects) were concurrently implemented. The Project coordinates with these two projects. The Project conducted OJT in these projects which made synergetic effects. - JICA established "Guideline for Environmental and Social Consideration" in 2004 and revised in 2010. JICA has extensive experiences to apply the guideline in many countries including Cambodia. - Japan has a vast experience in expropriation processes related to public works such as road and bridge construction.

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4. 5 Criteria	Topics	Questions	Results/Findings of the Study
2. Effectiveness	2.1 Achievement of the Project Purpose	Will the Project Purpose be achieved by the end of the Project based on the inputs, outputs and the progress of the activities?	<p>-Judging from the achievement of the indicators and comments received during the terminal evaluation, the Project Purpose is likely to be achieved, although the final examination has not been implemented yet. The project surely contributed to upgrade operational and practical capacity to conduct resettlement activities.</p> <p>- One of the significant outputs from the Project is the standardization of resettlement procedures by producing a documentation of operational resettlement activities as BRP. The Project successfully transformed implicit knowledge of resettlement activities into clear vision by formulating BRP. In course of formulating BRP, the administrative capacity of RD and IRC members to conduct resettlement activities has been generally upgraded. In addition, CPs expressed that they could now have a whole picture of resettlement activities since some staff only involved in a part of activities. (see also "Achievement" Grid)</p>
	2.2 Causality	<p>Were five Outputs only prerequisites for the achievement of the Project Purpose?</p> <p>Are there any other Outputs that would have been necessary for achievement of the Project Purpose?</p> <p>Have the changes in outputs influenced achievement of the Project Purpose?</p>	<p>Change of Outputs at the revision of PDM streamlined the project and enhanced the efficiency to achieve the Project purpose considering the limited timeframe of two years and circumstances at that time. So the five Outputs can be said to be prerequisite to achieve Project purpose. However, it remained some concerns to achieve Overall Goal since the Project is not much addressing dissemination of BRP.</p>
		<p>To what extent "Important Assumption"(1) There is no significant change in RGC's resettlement policy and IRC's organization, (2) BRPs are principally approved with RD in appropriate time) from the Outputs to the Project Purpose were relevant to achievement of the Project Purpose?</p> <p>Was any influence caused by Important Assumption?</p>	<p>Two important assumption were relevant to achieve the Project Purpose. No significant influence was caused from those two assumptions so far.</p> <p>Important Assumption (2) is very important to achieve the Project Purpose. BRP has not finalized yet and it is expected to be approved by the end of this year.</p>
		<p>Are there any factors contributed to achievement of the Project Purpose?</p> <p>Are there any factors impeded achievement of the Project Purpose?</p>	<p>- Strong ownership and commitment from the CPs. (see also "Process" Grid)</p> <p>- Conducting overseas trainings was very effective for upgrading capacity of CPs.</p> <p>Nothing in particular.</p>

5 Criteria	Topics	Questions	Results/Findings of the Study
3. Efficiency	3.1 Achievement of Outputs	will Output 1~5 be most likely to be achieved by the end of project? To what extent achievement has been produced by each output?	All five outputs will be achieved by the end of the Project. However, the level of achievement cannot be judged since there were no specific target set. (See "Achievement" Grid for progress of each Output)
	3.2 Causality	To what extent "Important Assumption" from the Activities to the Outputs were relevant to achievement of the Project Purpose? ((1) Commitment to develop BRPs get sustained by RD, (2) Target group members can share sufficient time for project activities) Was any influence caused by Important Assumption?	Two important assumption were relevant to achieve the Outputs. No negative influence was caused from those two assumptions.
	3.3 Input	Were the inputs from the Cambodian side appropriate in terms of contents (CP personnel, facilities, etc.) and timing? Were the inputs from the Japanese side appropriate in terms of contents (experts, equipment, project cost) and timing?	CPs from RD and MPWT were assigned timely. Office was also provided by MEF for the Project in timely manner. Among CPs, two full-time CPs from RD were assigned to work daily with the Japanese experts in the Project office. - In general, the Japanese inputs were appropriate in quality, quantity and timeliness. However, some short-term experts were not dispatched as scheduled due to the difficulties to recruit engineers with appropriate skills and qualifications. In addition, some CPs raised difficulties encountered to a short-term expert who tried to introduce skills that did not fully match to the reality of Cambodia, although it was solved after the intensive consultation among Project Team. - Equipment were provided by JICA as planned in timely manner except the arrival of total station delayed for three months due to the custom clearance.
		Were the Activities carried out timely? When there was a delay in Input which need to carry out the activity, how the Project deal with these situation?	Most of the activities were carried out timely except some delays were seen for the activities for Output 3. This was caused mainly by the relocation of the RD office.
3.4 Others	Have the changes of PDM affect any efficiency in the Project? Has the Project produced any synergistic effect in cooperation with other initiatives done by Japan, other development agencies, or Cambodia?	The revision of PDM contributed to enhance efficiency by streamlining the Project considering surrounding situation and limited timeframe of two years. The Project became more focused to achieve the Project Purpose. The Project cooperated with on-going Japan's ODA projects, Rehabilitation of National Road 1 and Construction of Neak Loeng Bridge. The Project conducted OJT training with these projects which had some synergetic effects.	




5 Criteria	Topics	Questions	Results/Findings of the Study
4. Impact	4.1 Achievement of Overall Goal	Will the Overall Goal be achieved within 3-4 years after the end of the Project based on the result of inputs, outputs and activities, and achievement of the project Purpose?	The prospect to achieve the Overall Goal, "RGC is able to implement resettlement policy for the public works by consistent measures complying with the laws and regulations of Cambodia" cannot be judged at the time of the terminal evaluation, since there are some uncertain assumptions and difficult aspects (e.g., timing of BRP's approval, detailed strategy for BRP utilization after approval, BRP's position, etc.)
	4.2 Contributing/Obstructive factors	Are there any factors that would contribute/impeding to achievement of the Overall Goal?	RD's strong initiative would be necessary to achieve the Overall Goal, which include the dissemination of BRP, not only distribution of the materials but also conducting some training seminars and workshops to relevant officials in line ministries and officials at the provincial levels.
	4.3 Causality	Is the consequence from the project purpose to the Overall Goal logically designed?	The Team found there was a wide gap between Project Purpose and Overall Goal. To minimize the gap, the Project should conduct activities to contribute to achieve the Overall Goal to some extent. These include enriching the contents of BRP, translating BRP into Khmer, and holding an introducing seminar of BRP to relevant line ministries, provincial authorities, as well as relevant donors. It would be beneficial if a detailed plan on way forward for utilization of BRP were produced with support of the Japanese experts within the project period.
	4.4 Positive Impact	Has the Project produced any positive and negative impact on resettlement policy, regulations and strategies?	Nothing in particular.
		Has the Project produced any positive and negative impact on other donors' projects?	Nothing in particular.
		Was there any influences to other than the target group?	There are some indications for BRP to be utilized by other ministries and at the ground. The Project invited relevant officials for several trainings and meetings from other ministries, such as Ministry of Water Resources and Meteorology (MOWRAM), Ministry of Industrial Mine and Energy, and Ministry of Land Management, Urban Planning and Construction. The local authorities at the provincial level were also joined some of training courses. Through these activities, BRP has become known by them. However, in order for full utilization of BRP in all public works at the ground, it is the task of RD to disseminate BRP to other ministries as well as provincial level.
		Was there any positive impacts other than above?	- Based on the unique characteristics of institutional setting of RD where transfer and turnover is rare, the Project also involved RD staffs who are not directly involved in the resettlement activities, such as staff in Administration and Finance office. Such kind of activities will further enhance ownership of the Project and utilization of BRP as well as contribute to enhance institutional capacity. - Questionnaire to the PAPs revealed that the satisfaction level of PAPs increased after using devices and skills acquired from the Project for PAPs consultation. In other words, the Project has not only upgraded the skills of implementers of resettlement, but also it verified that by following BRP good impact can be produced to the affected population as well.
	4.5 Negative Impact	Has the Project produced any unexpected negative impacts? If so, what are the reasons? Has the project taken any measures for those negative impacts?	No negative impacts were observed.

5 Criteria	Topics	Questions	Results/Findings of the Study
5. Sustainability	5.1 Political and institutional aspects	Will the political support on resettlement from the Cambodian government be maintained even after the end of the Project? How is the prospect of BRP to be adopted to public works not only at the central government level but at local government?	Resettlement issue is still priority issues since the infrastructure development is one of main development areas in Cambodia. Revised version of NSDP (2009-2013) highlighted that "transport network is a Prime Mover of economic growth". It is anticipated that there will be more transport projects in Cambodia which accompanied by resettlement issues. RD has quite aware of the needs of capacity building of relevant officials in other line ministries and provincial level. The utilization of BRP will be spread within the framework of IRC, with an initiatives from RD.
	5.2 Organizational and financial aspects	Does RD has enough capacity to conduct resettlement activities using BRP even after the Project end? (Budget; Staffing)	- RD has sufficient organizational capacity to conduct resettlement activities. In RD, there are not much turnover and transfer to other departments in MEF. Those who worked for RD will remain for a long period. - Since it is not expected to increase staff considering the current situation in Cambodia, it is necessary to upgrade each official's resettlement capacity both in RD and relative officials in the line ministries and provincial level. - Regarding financial issue, The budget of RD is depending on development projects which include compensation cost for resettlement plus RD's administration cost. The budget is applied to the higher body such as Office of Prime Minister. It was found that there is no specific budget for capacity development such as training. However, usually the development projects have one-day training on resettlement to the local authority at the field. In this regards, it is financially sustainable at least to keep the level of achievement of the Project.
		Is there a mechanism to enable to disseminate the Outputs of the Project (i.e. BRP) to other stakeholders after the end of the Project? (Staff and Budget)	As stated above, it has not developed a concrete plan to be utilized BRP. It is recommended that the Project should develop such a plan within the project period.
		Has the RD embraced sufficient level of ownership of the Project?	As stated above, RD has embraced sufficient level of ownership of the Project.
	5.3 Technical aspects	Have the information management system, project management system and manuals which the Project introduced been utilized by RD and IRC? (appropriateness)	As stated in achievement of Output 3 in "Achievement" Grid, the information has been collected, however, it has not connected to the each PC due to the relocation of office. In addition, an utilization manual has not been developed yet.
		How does RD staff obtain and update the new knowledge and skills when they face technical problem?	RD has a mechanism to share the acquired skills and knowledge to other colleagues in RD by circulating reports and making a presentation. Through these practices, some new knowledge and skills will be updating.
		Are the equipment provided by the Project actively utilized and maintained?	All equipment were utilized and maintained well.
	5.4 Social, Cultural and Environmental aspects	To what extent has the knowledge and skills that have acquired by the Project (RAP, RSP, RCS, GRS, SS, DMS) applied already in the actual field?	RD and IRC members have been using those knowledge in the on-going Japanese projects so far. Once BRP is approved as standard procedure for resettlement, the skills and knowledge will be utilized to other projects.
	5.5 Other aspects	Should the Project have been more concerned with the socially vulnerable groups ?	Resettlement activities have been considering those socially vulnerable groups as well.
		Are there any factors hindering ensuring sustainability?	Nothing in particular.

68

72

Dispatch of Japanese Experts

(1) Long-Term Experts

TOR	Name	Date / Duration
Chief Advisor/Environmental and Social Consideration	Mr. Akira Yamashita	2010.3.26-2012.3.31
Participatory Planning and Development	Mr. Seiji Kurokawa	2010.5.1-2012.3.31
Project Coordinator	Mr. Takahiro Kumagai	2010.5.4-2012.3.18

68 M/M

(2) Short-Term Experts

TOR	Name	Related Output	Date / Duration
Capacity Assessment	Ms. Yashie Yamamoto	Output 1 Output 2	2010.5.9-7.9
Social Consideration Approach	Ms. Yoshie Yamamoto	Output 4	2010.9.26- 12.18
Resettlement Action Plan	Mr. Kenji Ogura	Output 4	2011.6.20-6.30, 7.26-9.25
Social Survey / Monitoring	Mr. Masru Kawamura	Output 4	2011.8.2-2011.9.25
Compensation / Property Evaluation	Mr. Ryuji Hinoi	Output 4	2011.8.2-2011.10.9

12 M/M

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ANNEX 5-2

Equipment supplied by Japanese side

2010/5 /27					
1	Laptop PC	1set	VGN- NS230E/W	Sony	\$ 1,272.00
2010 /6 /23					
2	A3Color Laser Printer	1set	MC-7450	Konica Minolta	\$ 1,789.00
2010/ 6 /30					
3	LCD Projector	1unit	Power Lite S7	Epson	\$ 620.00
4	Video Camera	2units	HDR - CX150	Sony	\$ 1,450.00
2010/ 7 /5					
5	Multi-function Machine (Print, Scan, Fax, Copy)	1set	IRC-2550i	CANON	\$ 6,100.00
2010/9/21					
6	Laptop PC	2unit	VPC-Z116	Sony	\$ 4,960.00
7	Spare Battery for Laptop PC	2unit	VGP-BPL20	Sony	\$ 720.00
8	Microsoft Office	2sets	Office2007	Microsoft	\$ 740.00
9	Mobile Printer	2units	PIXMA iP100	Canon	\$ 600.00
2010/11/16					
10	GPS	2units	Oregon 550	Garmin	\$ 1,610.00
2010/12/13					
11	Total Station	1set	GTS-753	Topcon	\$ 13,678.00
2011/1/14					
12	Share Server	1set	E-box	Linux	\$ 743.00
Total					\$ 34,282.00

ANNEX 5-3

TCP-COR Activity Budget FY2010 and FY2011

Rough breakdown of the budget is as below;

1. Expense for Internal Training (Seminar, Workshop) : Miscellaneous, Refreshments
2. Expense for Third Country Technical Exchange: Air Fare, Travel Allowance
3. Expense for English Training Course: Commission Contract (2011 January-March)

Breakdown of expenses for FY2010

Expense Item	FY2010				Total (US \$)
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	
Miscellaneous	6,970.90	6,877.18	4,370.16	5,284.78	23,503.02
Air Fare	24,880.00	7,560.00	2,640.00	0.00	35,080.00
Travel Allowance	12,233.50	12,780.35	4,706.87	5,381.03	35,101.75
Fees and honorarium(non	1,495.00	2,628.22	2,775.30	1,572.00	8,470.52
Commission Contract(oth	0.00	0.00	0.00	1,050.00	1,050.00
Refreshment	960.00	2,530.00	1,016.00	635.75	5,141.75
Total (US \$)	46,659.40	32,425.75	15,508.33	13,923.56	108,517.04

Breakdown of expenses for FY2011

Expense Item	FY2011				Total (US \$)
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	
Miscellaneous	2,429.51	4,943.08			7,372.59
Air Fare	19,897.00	13,285.00			33,182.00
Travel Allowance	6,423.15	14,695.84			21,118.99
Fees and honorarium(non	1,682.00	2,233.50			3,915.50
Commission Contract(oth	0.00	0.00			0.00
Refreshment	3.50	14.50			18.00
Total (US \$)	30,435.16	35,171.92	0.00	0.00	65,607.08

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TCP-COR CP Name List (2010)

as of 01 Nov 2010

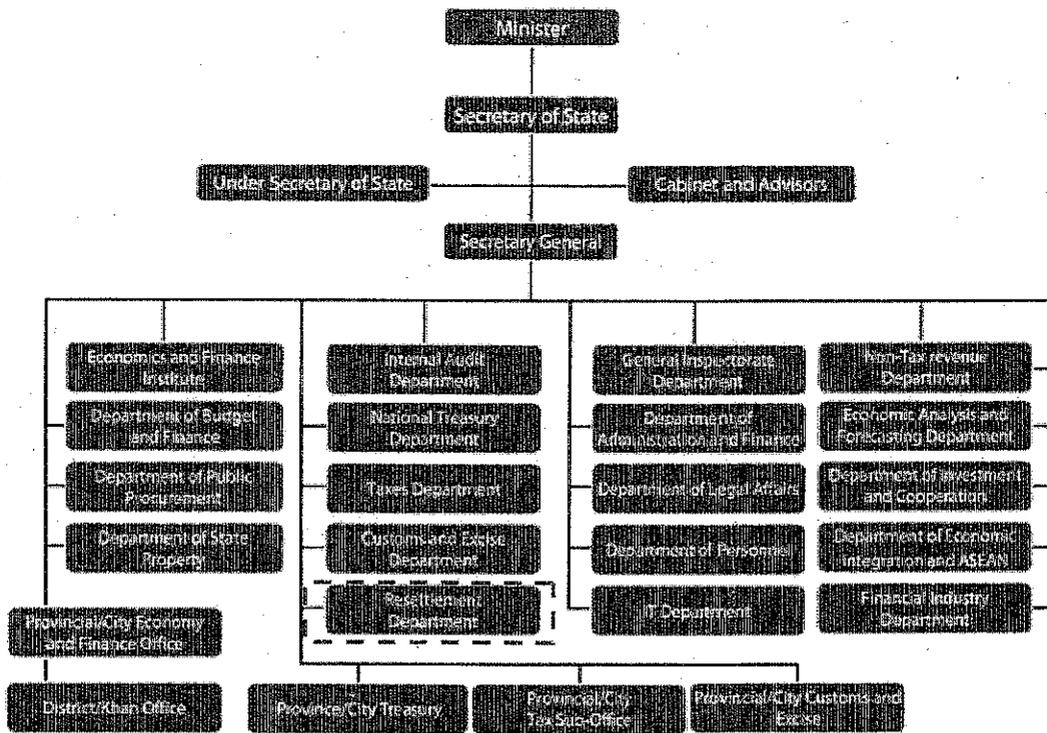
Organization	Office	No.	Name	Position	Project Position
Ministry of Economy and Finance	Board of Director	1	H.E Nhean Leng	Undersecretary of State	Project Director
		2	H.E. Dr. Chhorn Sopheap	Director of Resettlement Department	Project Manager
		3	Mr. Im Sethyra	Deputy Director	
		4	Mr. Sim Samnang	Deputy Director	Deputy Project Manager
	Administration and Finance	5	Mr. Hiv ParhaVuth	Chief of Administration and Finance	
		6	Mr. Sreng Chamroeun	Deputy Chief of Administration and Finance	
		7	Mr. Mao Boran	Deputy Chief of Administration and Finance	
		8	Mr. Seng Hay	Deputy Chief of Administration and Finance	
		9	Mr. Chin RathMony	Deputy Chief of Administration and Finance	
	Bilateral Cooperation Project	10	Mr. Ben Daramony	Chief of Bilateral Project	
		11	Mr. Pal Chhorn	Deputy Chief of Bilateral Project	
		12	Mr. Heng Veasna	Deputy Chief of Bilateral Project	
		13	Mr. Heng HongLim	Deputy Chief of Bilateral Project	
	Multilateral Cooperation Project	14	Mr. Pich Socheta	Deputy Chief of Bilateral Project	
		15	Mr. Sun Sokny	Chief of Multilateral Project Office	
		16	Mr. Chann Thorn	Deputy Chief of Multilateral Project office	
		17	Mr. Chheang Chhorlin	Deputy Chief of Multilateral Project	
	Planning and Database Management	18	Mr. Yen Sophan	Chief of Planning and Data Management Office	Core C/P (Full time staff)
		19	Mr. Phan Chanarith	Deputy Chief of Planning and Data Management	
		20	Mr. Sim Sovannariddh	Deputy Chief of Planning and Data Management	
	Government Project	21	Mr. Sreang LimSroy	Chief of Government Project	
		22	Mr. Ich Sokmony	Deputy Chief of Government Project	
		23	Mr. Un Vallera	Deputy Chief of Government Project	
	Officials	24	Mr. Nhean Vannak	Official	Core C/P (Full time staff)
		25	Mr. Khuon Davith	Official	
		26	Mr. Soan Sereivathanak	Official	
		27	Mr. Vong Chansopeak	Official	
		28	Mr. He Lyhan	Official	
		29	Mr. Thork Sambath	Official	
		30	Mr. Nil Ratanak	Official	
		31	Mr. Pen Darakhem	Official	
		32	Mr. Sun Kundy	Official	
		33	Mr. Seu Din	Official	
		34	Mr. Chearp Sor	Official	
		35	Mr. Eth Vannak	Official	
MPWT		36	Mr. Chhim Phalla	Inspector	
		37	Mr. Kong Sopha	Chief of Road Environment and Traffic Transport	Technical Official

TCP-COR CP Name List (2011)

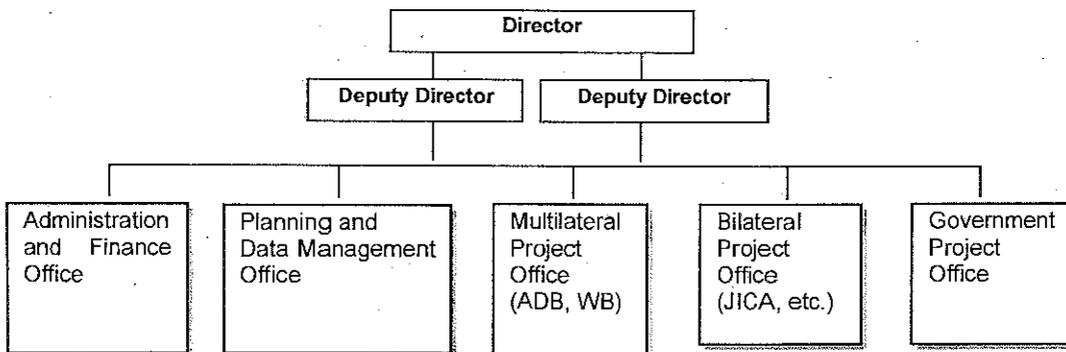
as of 01 Sep 2011

Organization	Office	No.	Name	Position	Project Position
Ministry of Economy and Finance	Board of Director	1	H.E Nhean Leng	Undersecretary of State	Project Director
		2	H.E. Dr. Chhorn Sopheap	Deputy Secretary General	
		3	Mr. Im Sethyra	Director of Resettlement Department	Project Manager
		4	Mr. Sim Samnang	Deputy Director	Deputy Project Manager
		5	Mr. Yen Sophan	Deputy Director	
	Administration and Finance	6	Mr. Hiv PanhaVuth	Chief of Administration and Finance	
		7	Mr. Mao Boran	Deputy Chief of Administration and Finance	
		8	Mr. Sreng Chamroeun	Deputy Chief of Administration and Finance	
		9	Mr. Chin RathMony	Deputy Chief of Administration and Finance	
		10	Mr. Seng Hay	Deputy Chief of Administration and Finance	
		11	Mr. Vong Chansopeak	Deputy Chief of Administration and Finance Office	
	Bilateral Cooperation Project	12	Mr. Ben Daramony	Chief of Bilateral Project	
		13	Mr. Pal Chhorn	Deputy Chief of Bilateral Project	
		14	Mr. Heng HongLim	Deputy Chief of Bilateral Project	
		15	Mr. Heng Veasna	Deputy Chief of Bilateral Project	
		16	Mr. Pich Socheta	Deputy Chief of Bilateral Project	
	Multilateral Cooperation Project	17	Mr. Sim Sovannariddh	Deputy Chief of Bilateral Project	
		18	Mr. Sun Sokny	Chief of Multilateral Project	
		19	Mr. Chheang Chhorlin	Deputy Chief of Multilateral Project	
		20	Mr. Khuon Davith	Deputy Chief of Multilateral Project	
	Planning and Database Management	21	Mr. Chann Thorn	Chief of Planning and Data Management Office	Core C/P (Full time staff)
		22	Mr. Phan Chanarith	Deputy Chief of Planning and Data Management	
		23	Mr. Pen Darakhem	Deputy Chief of Planning and Data Management Office	
	Government Project	24	Mr. Sreang LimSroy	Chief of Government Project	
		25	Mr. Ich Sokmony	Deputy Chief of Government Project	
		26	Mr. Un Vallera	Deputy Chief of Government Project	
		27	Mr. He Lyhan	Official	
	Officials	28	Mr. Nil Ratanak	Official	
		29	Mr. Thork Sambath	Official	
		30	Mr. Eth Vannak	Official	
		31	Mr. Nhean Vannak	Official	Core C/P (Full time staff)
		32	Mr. Soan Sereivathanak	Official	
MPWT International Cooperation Department	International Cooperation Department	33	Mr. Chhim Phalla	Director of International Cooperation Department	
		34	Mr. Kong Sophal	Deputy Director of International Cooperation Department	Technical Official

(1) Ministry of Economy and Finance



(2) Resettlement Department *About 35 staff



76

67
 121

Budgetary allocation by Cambodian side

Item	Description	Cost (US\$)
1	Communications- Fax/Phone - (18 month)	970
2	Allowance for Task Force RU/MEF -18 months x 3 @ 200 = 10,800	10,800
3	Allowance for Working Group -18 months x 08 @ 150 = 21,600	21,600
TOTAL		33,370

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August 2, 2010

TCP-COR 1st Joint Coordinating Committee (JCC)

Agenda

Meeting Room at MEF

Chairperson: H.E. Nhean Leng
Vice-Chairperson: H.E. Tauch Chankosal

09:00 - 09:15 Opening Session

- (1) H.E. Tauch Chankosal, Secretary of State, MPWT [5 min]
- (2) Mr. Kobayashi Yukiharu, Senior Representative, JICA Cambodia [5 min]

09:15 - 10:15 Session I: Confirmation on PDM and PO

- (1) Pre-condition & PDM revision (Mr. Yamashita Akira, Chief Advisor) [20 min]
- (2) Revised PO (Mr. Yen Sophan, Fulltime C/P) [10 min]
- (3) Discussion on key issues (Mr. Morihata Shingo, Representative, JICA Cambodia) [30 min]

- Coffee Break -

10:30 - 11:00 Session II: Activities for the next term

- (1) Capacity enhancement on general knowledge for Environmental and Social Considerations (ESC) [Mr. Kurokawa Seiji] (15 min)
- (2) Standard Resettlement Procedures (SRP) on DMS [Mr. Kong Sophal, Resource C/P] (15 min)

11:00 - 11:30 Closing Session

- (1) Questions and Answers
- (2) H.E. Nhean Leng, Undersecretary of State, Ministry of Economy and Finance

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Japan International Cooperation Agency (JICA) - Cambodia Office
Project of Capacity Enhancement of Social and Environmental Considerations for Resettlement (TCP-COR)
1st JCC Attendance List (2 August 2010)

Organization	Office	No.	Name	Position	New Position	1st JCC (02 Aug 2010)
Ministry of Economy and Finance (MEF)	Board of RD	1	H.E. Nhean Leng	Under Secretary of State		x
		2	H.E. Dr. Chhorn Sopheap	Director	Deputy Secretary General	x
		3	Mr. Im Sethyra	Deputy Director	Director	x
		4	Mr. Sim Samnang	Deputy Director		x
	Administration and Finance Office	5	Mr. Hiv Panhavuth	Chief		x
		6	Mr. Mao Borann	Deputy Chief		x
		7	Mr. Sreng Chamroeun	Deputy Chief		x
		8	Mr. Chin Rathmony	Deputy Chief		x
		9	Mr. Seng Hay	Deputy Chief		x
	Planning and Database Management Office	10	Mr. Pen Tara Khem	Official	Deputy Chief of Planning and Database Management	x
		11	Mr. Yen Sophan	Chief	Deputy Director	x
		12	Mr. Sim Sovannariddh	Deputy Chief	Deputy Chief of Bilateral Cooperation Office	
	Bilateral Cooperation Project Office	13	Mr. Phan Chanrith	Deputy Chief		x
		14	Mr. Ben Daramony	Chief		x
		15	Mr. Pal Chhorn	Deputy Chief		x
		16	Mr. Heng Hong Lim	Deputy Chief		x
		17	Mr. Heng Veasna	Deputy Chief		x
		18	Mr. Pich Socheata	Deputy Chief		x
		19	Mr. Soeu Din	Official		
		20	Mr. Sorn Kundy	Official		
	Multilateral Cooperation Project Office	21	Mr. Sun Sokny	Chief		x
		22	Mr. Chann Thorn	Deputy Chief	Chief of Planning and Data Management Office	x
		23	Mr. Chheang Chhorlin	Deputy Chief		x
		24	Mr. Nil Ratanak	Official		
		25	Mr. Khuorn Davith	Official	Deputy Chief	x
	Government Project Office	26	Mr. Sreang Lim Sroy	Chief		x
		27	Mr. Ich Sokmony	Deputy Chief		
		28	Mr. Un Vallera	Deputy Chief		
		29	Mr. Chhim Saravuth	Official		
		30	Mr. Phath Pehn	Official		
		31	Mr. He Lyhan	Official		x
	Official	32	Mr. Nhean Vannak	Official		
		33	Mr. Soan Sereivathanak	Official		x
		34	Mr. Thork Sambath	Official		x
		35	Mr. Vong Chan Sopheap	Official	Deputy Chief of Administration and Finance Office	
		36	Mr. Eth Vannak	Official		
		37	Mr. Cheab Sar	Official		
Ministry of Public Work and Transport (MPWT)	International Cooperation Department	38	H.E. Tauch Chan Kosal	Secretary of State		x
	Road Environment and Traffic Transport Office	39	Mr. Chhim Phalla	Inspector	Director of International Cooperation Department	x
Ministry of Land Management, Urban Planning and		40	Mr. Kong Sophal	Chief	Deputy Director of International Cooperation Department	x
		41	H.E. Lim Voan	Council of Land Policy Member		x
JICA Cambodia Office		42	Mr. Kobayashi Yukiharu	Senior Representative		x
		43	Mr. Morihata Shingo	Representative		x
		44	Mr. Seak Pengkeang	Program Officer		x
		45	Mr. Yethny Phearun	Program Officer		x
JICA/MPP		46	Mr. Long Pisak	Procurement Officer		x
		47	Mr. Tetsuji Goto	JICA Expert		
JICA/TCP-COR		48	Mr. Yamashita Akira	JICA Expert		x
		49	Mr. Kurokawa Seiji	JICA Expert		x
		50	Mr. Kumagai Takahiro	JICA Expert		x
	51	Ms. Ny Chenda	Project Assistant		x	
Total						37

June 24, 2011 at InterContinental Hotel

TCP-COR 2nd Joint Coordinating Committee (JCC)

Agenda

Chairperson: H.E. Nhean Leng
Vice-Chairperson: H.E. Tauch Chankosal

08:00 - 08:30

Registration

(National Anthem Respect)

08:30 - 08:45 Opening Session

(1) H.E. Tauch Chankosal, Secretary of State, Ministry of Public Works and Transport

(2) Mr. KOBAYASHI Yukiharu, Senior Representative, JICA Cambodia

08:45 - 9:45 Session I:

(1) Project Progress Report (Mr. Kumagai)

(2) IAIA Participation Report (Mr. Sophal) with Q&A

- Coffee Break -

10:00 - 11:15 Session II:

(1) BRP Progress Report (Mr. Kurokawa)

(2) Short-term Experts Activity Information (Mr. Ogura)

(3) Ice-Breaking for Safeguard [Mr. Yamashita]

(4) Discussion among participants

11:15 - 11:45 Closing Session

H.E. Nhean Leng, Undersecretary of State, Ministry of Economy and Finance

- Lunch Break -

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Afternoon: BRP Dissemination Seminar

June 24, 2011 at InterContinental Hotel

TCP-COR BRP Dissemination Seminar

Agenda

Chairperson: Mr. Im Sethyra

13:30 - 15:00 BRP on Public Consultation Meeting & Grievance Redress Mechanism

- (1) Public Consultation Meeting (Mr. Daramony)
- (2) Grievance Redress System (Mr. Vannak)
- (3) Discussion

- Coffee Break -

15:30 - 16:30 BRP on Pre-Resettlement

- (1) Pre-Resettlement (Mr. Sophal)
- (2) Discussion

16:30 - Closing Speech

Mr. Im Setyra, Director of Resettlement Department, Ministry of Economy and Finance

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Japan International Cooperation Agency (JICA) - Cambodia Office
Project of Capacity Enhancement of Social and Environmental Considerations for Resettlement (TCP-COR)
2n JCC Attendance List (24 June 2011)

Organization	Office	No.	Name	Position	New Position	2nd JCC & BRP Desimination Seminar (24 Jun 2011)	
Ministry of Economy and Finance (MEF)	Board of RD	1	H.E. Nhean Leng	Under Secretary of State		x	
		2	H.E. Dr. Chhorn Sopheap	Director	Deputy Secretary General	x	
		3	Mr. Im Sethyra	Deputy Director	Director	x	
		4	Mr. Sim Samnang	Deputy Director		x	
	Administration and Finance Office	5	Mr. Hiv Panhavuth	Chief		x	
		6	Mr. Mao Borann	Deputy Chief		x	
		7	Mr. Sreng Chamroeun	Deputy Chief		x	
		8	Mr. Chin Rathmony	Deputy Chief		x	
		9	Mr. Seng Hay	Deputy Chief			
		10	Mr. Pen Tara Khem	Official	Deputy Chief of Planning and Database Management		x
	Planning and Database Management Office	11	Mr. Yen Sophan	Chief	Deputy Director		x
		12	Mr. Sim Sovannariddh	Deputy Chief	Deputy Chief of Bilateral Cooperation Office		x
		13	Mr. Phan Chanrith	Deputy Chief			x
	Bilateral Cooperation Project Office	14	Mr. Ben Daramony	Chief			x
		15	Mr. Pal Chhorn	Deputy Chief			x
		16	Mr. Heng Hong Lim	Deputy Chief			x
		17	Mr. Heng Veasna	Deputy Chief			x
		18	Mr. Pich Socheata	Deputy Chief			x
		19	Mr. Soeu Din	Official			
		20	Mr. Sorn Kundy	Official			
	Multilateral Cooperation Project Office	21	Mr. Sun Sokny	Chief			
		22	Mr. Chann Thorn	Deputy Chief	Chief of Planning and Data Management Office		x
		23	Mr. Chheang Chhorlin	Deputy Chief			
		24	Mr. Nil Ratanak	Official			x
	Government Project Office	25	Mr. Khuorn Davith	Official	Deputy Chief		x
		26	Mr. Sreang Lim Sroy	Chief			x
		27	Mr. Ich Sokmony	Deputy Chief			x
		28	Mr. Un Vallera	Deputy Chief			
		29	Mr. Chhim Saravuth	Official			
		30	Mr. Phath Pehn	Official			
		31	Mr. He Lyhan	Official			
	Official	32	Mr. Nhean Vannak	Official			x
		33	Mr. Soan Sereivathanak	Official			
		34	Mr. Thork Sambath	Official			x
		35	Mr. Vong Chan Sopheap	Official	Deputy Chief of Administration and Finance Office		x
		36	Mr. Eth Vannak	Official			
		37	Mr. Cheab Sar	Official			
Ministry of Public Work and Transport (MPWT)	International Cooperation Department	38	H.E. Tauch Chan Kosal	Secretary of State		x	
		39	Mr. Chhim Phalla	Inspector	Director of International Cooperation Department		x
	Road Environment and Traffic Transport Office	40	Mr. Kong Sopha	Chief	Deputy Chief of International Cooperation Department		x
Ministry of Land Management, Urban Planning and Construction (MLMUPC)	DPWT - Phnom Penh	41	Mr. Ney Sona	Deputy Director		x	
		42	Mr. Ith Sotha	Deputy Director General		x	
JICA Cambodia Office		43	Mr. Kobayashi Yukiharu	Senior Representative		x	
		44	Mr. Egami Masahiko	Representative		x	
		45	Mr. Yethny Phearun	Program Officer		x	
JICA/TCP-COR		46	Mr. Yamashita Akira	JICA Expert		x	
		47	Mr. Kurokawa Seiji	JICA Expert		x	
		48	Mr. Kumagai Takahiro	JICA Expert		x	
		49	Mrs. Yamamoto	JICA Expert			
		50	Ms. Ny Chenda	Project Assistant		x	
		51	Mr. Ogura Kenji	Expert of Resettlement Action Plan		x	
Ministry of Water Resources and Meteorology	RU	52	Mr. Ryuji Hino	Expert of Compensation, Property Evaluation		x	
	RU	53	Mr. Tauch Ang	Deputy Chief of Bilateral Office		x	
Council for the Development of Cambodia (CDC)	CRDB	54	Mr. Sao Channarith	Officer		x	
	CRDB	55	Mrs. Misa Futunag	JICA Expert		x	
ADB		56	Mrs. Heng Sokun	DM		x	
	Social Sector	57	Ms. Kaim Schelzig			x	
Total						43	

87 85
124

June 11, 2010

TCP-COR 1st Executive Committee and Resettlement Seminar Agenda

Room Mekong2 [First Floor], Sunway Hotel

08:00 - 08:30 Registration

Master of Ceremony (MC):
Mr. Yen Sophan (Chief of Planning and Database Management, RD)

08:30 - 10:00 Session I

- (1) Welcome Speech [Mr. Kobayashi Yukiharu, Senior Representative, JICA Cambodia]
- (2) Opening Speech [H.E. Nhean Leng, Undersecretary of State, MEF]
- (3) Keynote Speech [H.E. Touch Chankosal, Secretary of State, MPWT]
- (4) Work Plan & Progress [Mr. Yamashita Akira, Chief Advisor for TCP-COR]

- Coffee Break -

10:30 - 12:00 Session II

- (1) Presentation from Japanese Training Course on ODA Loan [Mr. Nhean Vannak, RD Official]
- (2) Reporting of International Road Federation (IRF) Meeting [Mr. Kong Sophal, IRC-WG]
- (3) Feedback from DMS Public Meeting [Mr. Kurokawa Seiji, JICA Expert]
- (4) Presentation on Information Security [Mr. Kumagai Takahiro, JICA Expert]

- Lunch Break -

14:00-16:00 Session III

Panel Discussion:

"Common Policy" to all the projects or will continue "Flexible Policy" project by project?"

[Moderator: Ms. Yamamoto Yoshie, JICA Expert]

Cambodian Focal Persons: H.E. Dr. Sopheap, Mr. Samnang, Mr. Sethyra

Japanese Focal Persons: Mr. Morihata Shingo (Representative, JICA Cambodia), Mr. Yamashita

- Coffee Break -

16:30-17:00 Session IV

Wrap-up and Closing remarks [H.E. Dr. Chhorn Sopheap]

* All participants will be invited to the lunch at Sunway Hotel after the morning Session I & II

Technical Cooperation Project (TCP) on
Capacity Enhancement of Environmental and Social Considerations for Resettlement (COR)

* Afternoon Session III and IV is only for officials of MEF and MPWT

[Session III] Panel Discussion Outline

Theme:

"Common Policy" to all the projects or will continue "Flexible Policy" project by project?

Moderator:

Ms. Yamamoto Yoshie, JICA Expert for TCP-COR

Panelers:

H.E. Dr. Chhorn Sopheap, Director of Resettlement Department
Mr. Im Sethyra, Deputy Director of Resettlement Department
Mr. Sim Samnang, Deputy Director of Resettlement Department
Mr. Morihata Shingo, Representative, JICA Cambodia Office
Mr. Yamashita Akira, Chief Adviser, JICA Expert for TCP-COR

Draft Programme:

- (1) Keynote presentation, by Ms. Yamamoto
- (2) Initial Speech and Panel Discussion, by Panelers
- (3) Questions and Answers, among Participants & Panelers
- (4) Wrap-up, by Ms. Yamamoto

[Policy of Discussion]

- NOT create of deliver clear result
- Enjoy process of discussion as brain storming
- Share present conditions, future direction, difficulties or easiness
- Simple speech for many opportunities from different perspectives

[Key sentences & Keywords]

- (1) Difference of requirements and procedures project by project (e.g. China and ADB)
- (2) Common work procedures as minimum requirements (How effective?)
- (3) Donor's policy and Cambodian Standard
- (4) Perspective on Sub-decree on resettlement
- (5) Implementation of Expropriation Law

Others: Information disclosure, Income restoration, NGO relations, replacement cost study...

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Japan International Cooperation Agency (JICA) - Cambodia Office
Project of Capacity Enhancement of Social and Environmental Considerations for Resettlement (TCP-COR)
1st EC Meeting Attendance List (11 June 2010)

Organization	Office	No.	Name	Position	New Position	1st EC (11 June 2010)
Ministry of Economy and Finance (MEF)	Board of RD	1	H.E. Nhean Leng	Under Secretary of State		x
		2	H.E. Dr. Chhorn Sopheap	Director	Deputy Secretary General	x
		3	Mr. Im Sethyra	Deputy Director	Director	x
		4	Mr. Sim Samnang	Deputy Director		x
	Administration and Finance Office	5	Mr. Hiv Panhavuth	Chief		x
		6	Mr. Mao Borann	Deputy Chief		x
		7	Mr. Sreng Chamroeu	Deputy Chief		x
		8	Mr. Chin Rathmony	Deputy Chief		x
		9	Mr. Seng Hay	Deputy Chief		x
		10	Mr. Pen Tara Khem	Official	Deputy Chief of Planning and Database Management	x
	Planning and Database Management Office	11	Mr. Yen Sophan	Chief	Deputy Director	x
		12	Mr. Sim Sovannariddh	Deputy Chief	Deputy Chief of Bilateral Cooperation Office	x
		13	Mr. Phan Chanrith	Deputy Chief		x
	Bilateral Cooperation Project Office	14	Mr. Ben Daramony	Chief		x
		15	Mr. Pal Chhorn	Deputy Chief		x
		16	Mr. Heng Hong Lim	Deputy Chief		x
		17	Mr. Heng Veasna	Deputy Chief		x
		18	Mr. Pich Socheata	Deputy Chief		x
		19	Mr. Soeu Din	Official		
		20	Mr. Sorn Kundy	Official		
	Multilateral Cooperation Project Office	21	Mr. Sun Sokny	Chief		x
		22	Mr. Chann Thorn	Deputy Chief	Chief of Planning and Data Management Office	x
		23	Mr. Chheang Chhorlin	Deputy Chief		x
		24	Mr. Nil Ratanak	Official		
		25	Mr. Khuorn Davith	Official	Deputy Chief	x
	Government Project Office	26	Mr. Sreang Lim Sroy	Chief		x
		27	Mr. Ich Sokmony	Deputy Chief		x
		28	Mr. Un Vallera	Deputy Chief		x
		29	Mr. Chhim Saravuth	Official		
		30	Mr. Phath Pehn	Official		
		31	Mr. He Lyhan	Official		
	Official	32	Mr. Nhean Vannak	Official		x
		33	Mr. Soan Sereivathanak	Official		
		34	Mr. Thork Sambath	Official		
		35	Mr. Vong Chan Sopheak	Official	Deputy Chief of Administration and Finance Office	
		36	Mr. Eth Vannak	Official		
		37	Mr. Cheab Sar	Official		
Ministry of Public Work and Transport (MPWT)	International Cooperation Department	38	H.E. Tauch Chan Kosai	Secretary of State		x
		39	Mr. Chhim Phalla	Inspector	Director of International Cooperation Department	x
	Road Environment and Traffic Transport Office	40	Mr. Kong Sophal	Chief	Deputy Director of International Cooperation Department	x
JICA Cambodia Office		41	Mr. Soeung Sokong	Planning		x
		42	Mr. Kobayashi Yukiharu	Senior Representative		x
		43	Mr. Morihata Shingo	Representative		x
		44	Mr. Seak Pengkeang	Program Officer		x
		45	Mr. Long Pisak	Procurement Officer		x
		46	Mr. Fuji Atsushi	JICA Expert		x
		47	Kuwano Tadao	JICA Expert		x
		48	Mr. Heng Salpiseth	Program Officer		x
JICA/TCP-COR		49	Mr. Chea Sopheak	Program Officer		x
		50	Mr. Yamashita Akira	JICA Expert		x
		51	Mr. Kurokawa Seiji	JICA Expert		x
		52	Mr. Kumagai Takahiro	JICA Expert		x
		53	Mrs. Yamamoto	JICA Expert		x
World Bank		54	Ms. Ny Chenda	Project Assistant		x
Council for the Development of Cambodia (CDC)		55	Nil Vanna	officer		x
ADB		56	Phana Veunida			x
		57	Ms. Sokha Ouk	Social Safeguard Officer		x
Total						46

Technical Cooperation Project (TCP) on
Capacity Enhancement of Environmental and Social Considerations for Resettlement (COR)

December 15, 2010

TCP-COR 2nd Executive Committee and Resettlement Procedures Seminar Agenda

Room Phnom Penh IV[5th Floor], Phnom Penh Hotel

08:30 - 09:00 Registration

Master of Ceremony (MC):
Mr. Yen Sophan (Chief of Planning and Database Management, RD)

09:00 - 10:00 Session I

- | | | |
|-----|------------------------------------------------------------------------------------------------|---------|
| (1) | Opening Speech [<u>H.E. Nhean Leng</u> , Undersecretary of State, MEF] | [10min] |
| (2) | Project Progress Report [<u>Mr. Kumagi Takahiro</u> , JICA Expert] | [20min] |
| (3) | Explanation for Project Work Plan
[<u>Mr. Yamashita Akira</u> , Chief Advisor for TCP-COR] | [30min] |

- Coffee Break -

10:15 - 11:45 Session II

- | | | |
|-----|-------------------------------------------------------------------------------------------------------------------------------------|---------|
| (1) | Presentation from Japanese Training Course on Environmental Social Considerations
[<u>Mr. Sim Samnang</u> , RD Deputy Director] | [30min] |
| (2) | Presentation from Japanese Training Course on Environmental Social Considerations
[<u>Mr. Kong Sophal</u> , IRC-WG] | [30min] |
| (3) | Question and Answer | [20min] |
| (4) | Closing remarks [<u>H.E. Dr. Chhorn Sopheap</u> , RD Director] | [10min] |

- Lunch Break -

13:30-14:45 Session III

Presentation for Resettlement and Land Acquisition
Explanation for Basic Resettlement Procedure on DMS

[Ms. Yamamoto Yoshie, JICA Expert]

- Coffee Break -

15:00-16:30 Session IV

Discussion for Replacement Cost Survey

[Ms. Yamamoto Yoshie, JICA Expert]

* All participants will be invited to the lunch at Phnom Penh Hotel after the morning Session I and II
* Afternoon Session III and IV is only for officials of MEF and IRC-WG

② 6
21

Japan International Cooperation Agency (JICA) - Cambodia Office
Project of Capacity Enhancement of Social and Environmental Considerations for Resettlement (TCP-COR)
Attendance List

Organization	Office	No.	Name	Position	New Position	2nd EC (15 Dec 2010)
Ministry of Economy and Finance (MEF)	Board of RD	1	H.E. Nhean Leng	Under Secretary of State		x
		2	H.E. Dr. Chhorn Sopheap	Director	Deputy Secretary General	x
		3	Mr. Im Sethyra	Deputy Director	Director	x
		4	Mr. Sim Samnang	Deputy Director		x
	Administration and Finance Office	5	Mr. Hiv Panhavuth	Chief		x
		6	Mr. Mao Borann	Deputy Chief		
		7	Mr. Sreng Chamroeun	Deputy Chief		x
		8	Mr. Chin Rathmony	Deputy Chief		x
		9	Mr. Seng Hay	Deputy Chief		
		10	Mr. Pen Tara Khem	Official	Deputy Chief of Planning and Database Management	x
	Planning and Database Management Office	11	Mr. Yen Sophan	Chief	Deputy Director	x
		12	Mr. Sim Sovannariddh	Deputy Chief	Deputy Chief of Bilateral Cooperation Office	x
		13	Mr. Phan Chanrith	Deputy Chief		x
	Bilateral Cooperation Project Office	14	Mr. Ben Daramony	Chief		x
		15	Mr. Pal Chhorn	Deputy Chief		x
		16	Mr. Heng Hong Lim	Deputy Chief		x
		17	Mr. Heng Veasna	Deputy Chief		
		18	Mr. Pich Socheata	Deputy Chief		x
		19	Mr. Soeu Din	Official		
		20	Mr. Sorn Kundy	Official		
	Multilateral Cooperation Project Office	21	Mr. Sun Sokny	Chief		x
		22	Mr. Chann Thom	Deputy Chief	Chief of Planning and Data Management Office	x
		23	Mr. Chheang Chhorlin	Deputy Chief		x
		24	Mr. Nil Ratanak	Official		
		25	Mr. Khuorn Davith	Official	Deputy Chief	x
	Government Project Office	26	Mr. Sreang Lim Sroy	Chief		
		27	Mr. Ich Sokmony	Deputy Chief		
		28	Mr. Un Vallera	Deputy Chief		
		29	Mr. Chhim Saravuth	Official		
		30	Mr. Phath Pehn	Official		
		31	Mr. He Lyhan	Official		
	Official	32	Mr. Nhean Vannak	Official		x
		33	Mr. Soan Sereivathanak	Official		
		34	Mr. Thork Sambath	Official		
		35	Mr. Vong Chan Sopheak	Official	Deputy Chief of Administration and Finance Office	x
		36	Mr. Eth Vannak	Official		x
		37	Mr. Cheab Sar	Official		
Ministry of Public Work and Transport (MPWT)	International Cooperation Department	38	Mr. Chhim Phalla	Inspector	Director of International Cooperation Department	x
	Road Environment and Traffic Transport Office	39	Mr. Kong Sophal	Chief	Deputy Chief of International Cooperation Department	x
		40	Mr. Prak Vanna			x
JICA Cambodia Office		41	Mr. Morihata Shingo	Representative		x
		42	Mr. Yethny Phearun	Program Officer		x
JICA/MPP		43	Mr. Nhean Tola	Senior Program Officer		x
		44	Mr. Tetsuji Goto	JICA Expert		x
JICA/TCP-COR		45	Mr. Yamashita Akira	JICA Expert		x
		46	Mr. Kurokawa Seiji	JICA Expert		x
		47	Mr. Kumagai Takahiro	JICA Expert		x
		48	Mrs. Yamamoto	JICA Expert		x
		49	Ms. Ny Chenda	Project Assistant		x
Ministry of Water Resources and		50	Mr. Mao Visal			x
		51	Mr. Than Phalleap	Deputy Chief of Office		x
Ministry of Industry Mines and Energy (MIME)		52	Mr. Chiv Huor	Deputy Director of MIME		x
Port Authority Sihanoukville (PAS)		53	Mr. Chea Sambath			x
Total						38

September 21, 2011

TCP-COR 3rd Executive Committee (EC)
and BRP Seminar Agenda

Function Room / HIMAWARI Hotel

08:00 - 08:30 Registration

Master of Ceremony (MC):
Mr. XXX (XXXXXX, RD)

08:30 - 08:45 Opening Session

- (1) Mr. Kobayashi Yukiharu, Senior Representative JICA Cambodia Office
- (2) H.E. Dr. Chhorn Sopheap, Deputy Secretary General, MEF

08:45 - 10:15 Session I

- (1) Japanese Resettlement during Development Stage [Mr. Yamashita Akira, JICA Expert]
- (2) TCP-COR Progress Report [Mr. Kumagi Takahiro, JICA Expert]
- (3) BRP Schedule and Following Procedures [Mr. Kurokawa Seiji, JICA Expert]
- (4) Feedback Report of 3rd Country Technical Exchange
[Mr. Sim Samnang, Deputy Director, RD]
- (5) Question and Answer

- Coffee Break -

10:30 - 12:00 Session II (Short-term Experts Feedback)

- (1) Report of Short-term Expert Activities [Mr. Ogura Kenji, JICA Expert]
- (2) Closing remarks [H.E. Nhean Leng, Undersecretary of State, MEF]

- Lunch Break -

13:30-15:00 Session III

- (1) BRP on Institutional Arrangement
[Mr. Ben Daramony, Chief of Bilateral Cooperation Project]
- (2) BRP on Monitoring and Evaluation
[Mr. Chann Thorn, Chief of Planning and Database Management]

- Coffee Break -

15:30-17:00 Session III

- (1) BRP on Resettlement Action Plan [Mr. Yen Sophan, Deputy Director, RD]
- (2) Wrap-up [Mr. Im Sethyra, Director, RD]

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Japan International Cooperation Agency (JICA) - Cambodia Office
Project of Capacity Enhancement of Social and Environmental Considerations for Resettlement (TCP-COR)
Attendance List

Organization	Office	No.	Name	Position	New Position	TCP-COR 3rd Executive Committee and BRP Seminar (21 Sept 2011)	
Ministry of Economy and Finance (MEF)	Board of RD	1	H.E. Nhean Leng	Under Secretary of State		x	
		2	H.E. Dr. Chhorn Sopheap	Director	Deputy Secretary General	x	
		3	Mr. Im Sethyra	Deputy Director	Director	x	
		4	Mr. Sim Samnang	Deputy Director		x	
	Administration and Finance Office	5	Mr. Hiv Panhavuth	Chief		x	
		6	Mr. Mao Borann	Deputy Chief			
		7	Mr. Sreng Chamroeun	Deputy Chief		x	
		8	Mr. Chin Rathmony	Deputy Chief		x	
		9	Mr. Seng Hay	Deputy Chief			
		10	Mr. Pen Tara Khem	Official	Deputy Chief of Planning and Database Management		x
	Planning and Database Management Office	11	Mr. Yen Sophan	Chief	Deputy Director		
		12	Mr. Sim Sovannariddh	Deputy Chief	Deputy Chief of Bilateral Cooperation Office		x
		13	Mr. Phan Chanrith	Deputy Chief			x
	Bilateral Cooperation Project Office	14	Mr. Ben Daramony	Chief			x
		15	Mr. Pal Chhorn	Deputy Chief			x
		16	Mr. Heng Hong Lim	Deputy Chief			x
		17	Mr. Heng Veasna	Deputy Chief			x
		18	Mr. Pich Socheata	Deputy Chief			x
		19	Mr. Soeu Din	Official			
		20	Mr. Sorn Kundy	Official			
	Multilateral Cooperation Project Office	21	Mr. Sun Sokny	Chief			x
		22	Mr. Chann Thorn	Deputy Chief	Chief of Planning and Data Management Office		x
		23	Mr. Chheang Chhorlin	Deputy Chief			
		24	Mr. Nil Ratanak	Official			
		25	Mr. Khuorn Davith	Official	Deputy Chief		
	Government Project Office	26	Mr. Sreang Um Sroy	Chief			x
		27	Mr. Ich Sokmony	Deputy Chief			x
		28	Mr. Un Vallera	Deputy Chief			
		29	Mr. Chhim Saravuth	Official			
		30	Mr. Phath Pehn	Official			
		31	Mr. He Lyhan	Official			
	Official	32	Mr. Nhean Vannak	Official			
		33	Mr. Soan Sereivathanak	Official			
		34	Mr. Thork Sambath	Official			x
		35	Mr. Vong Chan Sopheap	Official	Deputy Chief of Administration and Finance Office		x
		36	Mr. Eth Vannak	Official			
		37	Mr. Cheab Sar	Official			
Ministry of Public Work and Transport (MPWT)	International Cooperation Department	38	Mr. Chhim Phaila	Inspector	Director of International Cooperation Department		
	Road Environment and Traffic Transport Office	39	Mr. Kong Sophal	Chief	Deputy Chief of International Cooperation Department	x	
JICA Cambodia Office		40	Mr. Egami Masahiko	Representative		x	
		41	Keiko Suzuki	Project Formulation Advisor		x	
JICA/TCP-COR		42	Mr. Yamashita Akira	JICA Expert		x	
		43	Mr. Kurokawa Seiji	JICA Expert		x	
		44	Mr. Kumagai Takahiro	JICA Expert		x	
		45	Mrs. Yamamoto	JICA Expert			
		46	Ms. Ny Chenda	Project Assistant		x	
		47	Mr. Ogura Kenji	Expert of Resettlement Action Plan		x	
		48	Mr. Ryuji Hino	Expert of Compensation, Property Evaluation		x	
		49	Mr. Masaru Kawamura	Short-term Expert		x	
Total						31	

Japan International Cooperation Agency (JICA) - Cambodia Office
Project of Capacity Enhancement of Social and Environmental Considerations for Resettlement (TCP-COR)

Attendance List by Events on Basic Environmental and Social consideration (ESC)

Organization	Office	No.	Name	Position	New Position	TCP-COR/ ESC Examination (23 Sept 2010)	ESC Training					
							Lecture 1		Lecture 2		Lecture 3	
							Concept of Resettlement (04 & 14 Oct 2010)	Information Management (04 & 14 Oct 2010)	Resettlement Legal Framework (21 Oct 2010)	ESC for Project Implementation (21 Oct 2010)	JICA's ESC Guideline (25 & 28 Oct 2010)	
MEP	Administration and Finance Office	1	Mr. Hiv Panhavuth	Chief	Chief	x	x	x				
		2	Mr. Sreng Chamroeu	Deputy Chief	Deputy Chief	x	x	x				
		3	Mr. Seng Hay	Deputy Chief	Deputy Chief	x	x	x	x	x	x	
		4	Mr. Vong Chan Sopheak	Official	Deputy Chief	x	x	x	x	x	x	
	Bilateral Cooperation Project Office	5	Mr. Pen Tara Khem	Official	Deputy Chief	x	x	x	x	x	x	
		6	Mr. Phan Chanrith	Deputy Chief	Deputy Chief	x	x	x	x	x	x	
		7	Mr. Ben Darmony	Chief	Chief	x						
	Multilateral Cooperation Project Office	8	Mr. Pal Chhorn	Deputy Chief	Deputy Chief	x						
		9	Mr. Pich Socheata	Deputy Chief	Deputy Chief	x			x			
		10	Mr. Sim Sovannariddh	Deputy Chief	Deputy Chief	x	x	x	x	x	x	
	Government Project Office	11	Mr. Sun Sokny	Chief	Chief	x			x			
		12	Mr. Chheang Chhorin	Deputy Chief	Deputy Chief	x	x	x	x			
		13	Mr. Khuorn Davith	Official	Deputy Chief	x	x	x	x	x	x	
	Official	14	Mr. Sreang Lim Sroy	Chief	Chief	x			x	x	x	
		15	Mr. Ich Sokmony	Deputy Chief	Deputy Chief	x					x	
		16	Mr. He Lyhan	Official	Official	x	x	x			x	
	MPWT	Official	17	Mr. Nhean Vannak	Official	Official	x	x	x	x	x	
			18	Mr. Soan Sereivathanak	Official	Official	x	x	x	x	x	x
			19	Mr. Cheab Sar	Official	Official	x					
		20	Mr. Kong Sophal	Chief	Deputy Director	x	x	x	x	x		
					Total	20	13	13	13	10	10	
					Target CP		20	20	20	20	20	
					環境社会配慮基礎試験の受験者を対象 Percentage(%)		65%	65%	65%	50%	50%	

59%

(Handwritten marks and signatures)

[Report] Third Country Technical Exchange in August 2010

Project on Capacity Enhancement of Environmental and Social Considerations for Resettlement
(TCP-COR)

Date	Schedule	Stay
22	1545 PNH - 1705 VTE (VN840)	Vientiane
23	0900 Courtesy call: JICA Laos 1030 Meeting: Water Resources & Environment Administration (WREA) 1400 Meeting: Ministry of Public Works and Transport (MPWT) 1750 VTE - 1850 HAN (VN840)	Ha Noi
24	0830 Courtesy call: JICA VN Office 1030 Meeting: PMU 85 (for Nhat Tan Bridge) 1400 Meeting: PMU Ta Ngan, Hanoi PC (resettlement for Nhat Tan Bridge) 1530 Site visit: Nhat Tan Bridge construction site and relocation site	Ha Noi
25	0800 Site visit: National Highway No.3 (Hanoi – Thai Nguyen) 0830 Meeting: People's Committee of Soc Son district (for Hanoi section) 1350 HAN - 1600 VCA (Can Tho) [VN297]	Can Tho
	H.E. Chanksal and Mr. Phalla follow as the schedule 1400 HAN - 1600 SGN [VN223] 1800 SGN - 1850 PNH [VN1819]	-
26	0800 Site visit: Can Tho Bridge [by boat] 1000 Meeting: People's Committee of Can Tho City 1400 Site visit: Relocation Site of Can Tho Bridge 1600 Site Visit: My Thuan Bridge 1800 Arrive at My Tho	My Tho
27	0730 Site Visit: Rach Mieu Bridge and Road Side Rest Area 0830 Meeting People's Committee of Tien Giang Province 1100 Site Visit: Relocation Site 1300 Leave My Tho to HCM 1800 SGN - 1850 PNH [VN1819]	-

Delegation Members

- | | | |
|----|-------------------------|-------------------------------------------------------------------|
| 1 | H.E. Tauch Chankosal | Secretary of State, Ministry of Public Works and Transport (MPWT) |
| 2 | H.E. Nhean Leng | Undersecretary of State, Ministry of Economy and Finance (MEF) |
| 3 | H.E. Dr. Chhorn Sopheap | Director of Resettlement Department (RD), MEF |
| 4 | Mr. Im Sethyra | Deputy Director of Resettlement Department (RD), MEF |
| 5 | Mr. Ben Daramony | Chief of Bilateral Cooperation Office, RD |
| 6 | Mr. Yen Sophan | Chief of Planning and Data management Office, RD |
| 7 | Mr. Sun Sokny | Chief of Multilateral Cooperatin Project Office, RD |
| 8 | Mr. Pich Socheata | Deputy Chief of Bilateral Cooperation Office, RD |
| 9 | Mr. Chhim Phalla | Inspector, MPWT |
| 10 | Mr. Kong Sophal | Chief of Road Environment and Traffic Transport Office |
| 11 | Mr. Tol Sophal | Surveyor, MPWT |
| 12 | Mr. Yamashita Akira | JICA Expert, TCP on Resettlement (TCP-COR) |
| 13 | Mr. Kurokawa Seiji | JICA Expert, TCP-COR |
| 14 | Mr. Kumagai Takahiro | JICA Expert, TCP-COR |

I. LAO PDR**1. JICA Laos Office****(1) Meeting Person:**

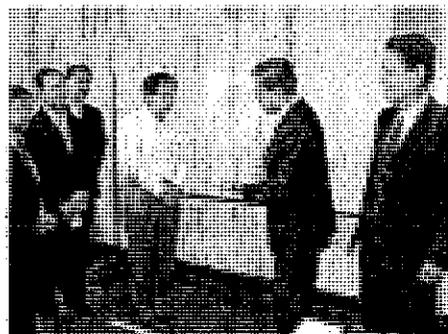
Mr. Yoshiharu YONEYAMA, Senior Representative

Ms. Youko HATTORI, Representative

Mr. Kayasith, National Staff

(2) Agenda:

- 1) Self Introduction
- 2) Presentation: TCP-COR
- 3) Q&A session

**(3) Issues learning**

- 1) Government of Communist Party controls NGO activities
- 2) On-going JICA Project has no problem on resettlement issue
- 3) Dam projects, such as Nam Theun 2 by WB, has been watched by I-NGOs
- 4) Laos has only one political party (Cambodia has around 40 political parties)

2. Water Resources and Environmental Administration (WREA)**(1) Meeting Person:**

Ms. Bouakeo Phounsavath

Deputy Head of Law and Information, ESIA Dept.

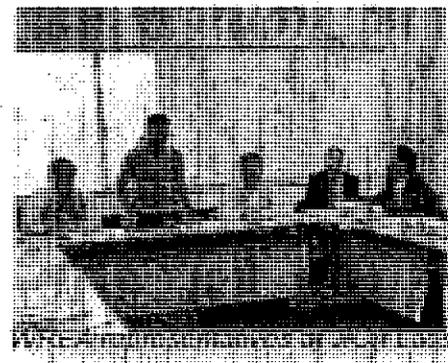
Mr. Lamphoukeo Keffavong

Deputy Head of Planning and Financial, ESIA Dept.

Mr. Ratsamy Vorarath, ESIA Dept.

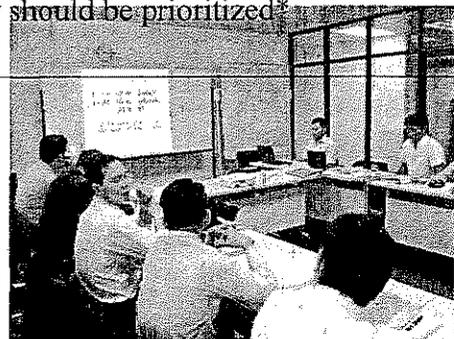
(2) Agenda:

- 1) Self Introduction
- 2) Presentation: Resettlement Legal Framework in Cambodia
- 3) Q&A session

**(3) Issues learning**

- 1) WREA is a review organization for both EIA and SIA under PM Office
- 2) Domestic regulations have been discussed among relevant donors
- 3) Public Involvement Guideline will be prepared with WB assistance
- 4) Reviewing and Monitoring Guideline will be prepared with UNDP assistance
- 5) Provincial Government and Implementing Agency are responsible for resettlement
- 6) In the case of legal gap between donors, domestic law should be prioritized*
- 7) New NGO registration in Laos is very difficult

* ADB's RAPs of actual projects in Lao PDR describes ADB's safeguard policy will be applied on any legal gap between domestic regulations

3. Ministry of Public Works and Transport

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(1) Meeting Person:

Ms. Pho Ngeun Souvannavong
 Director of Environmental and Social Division
 Mr. Phaknakhone Rattana
 Chief of Environmental Section
 Other one field staff

(2) Agenda:

- 1) Self Introduction
- 2) Presentation: Cambodia MPWT and Resettlement Procedures
- 3) Presentation: Laos MPWT and Resettlement Procedures
- 4) Q&A session

Laos C/P gave presentation

(3) Issues learning

- 1) Resettlement Implementation follows National Decree by STEA (former WREA)
- 2) None NGO activities in the field but still have some difficulties in negotiation
- 3) Laos has Road Law, however, there are illegal encroachment along the road in rural
- 4) Usually, Deputy Governor of Province chair the Resettlement Committee

[Delegation Findings on Lao Visiting]

Mr. Kong Sophal:

- There is no adverse influence by NGOs in Laos
- Laos is ruled by communist party and different from Cambodian political situation
- Illegal encroachment cannot be solved even in strong political system.
- Cambodia should research study on illegal encroachment.

Dr. Chhorn Sopheap:

- It may be difficult that PAPs say their real voice in some cases.

Mr. Im Setyra:

- WREA said the domestic regulations include donor's requirement, however, it was not so clear how did they coordinate such difficult topics among donors.

Mr. Son Sokny:

- WREA said domestic policy is stronger than Donors' policy.

Mr. Yamashita Akira:

- Local authority has quite important role in resettlement implementation not only in Laos but also in Viet Nam. Only the local people have appropriate knowledge and incentive to evaluate and control their territory.

H.E. Nhean Leng:

- Readership of local authority is very important. In Cambodia, however, it is difficult because of budget system is centralized and knowledge in local level is low.

II. Viet Nam (Ha Noi)

1. JICA Vietnam Office**(1) Meeting Person:**

Mr. Toshio NAGASE, Senior Representative
 Ms. Tran Thi Minh Anh, Senior Program Officer
 Ms. Vu Thu Huong, Program Officer

(2) Agenda:

- 1) Self Introduction
- 2) Presentation: Resettlement in VN
- 3) Q&A session

**(3) Issues learning**

- 1) Land Law will be revised in late 2010
- 2) PMU (Project Owner) is not a key organization for resettlement
- 3) People's Committee (PC) is in charge of resettlement and land acquisition
- 4) Official land price evaluated by PC is different district by district
- 5) Administrative enforcement will be taken after full procedures of negotiation
- 6) NGOs and civil society in VN is managed by Government and different from Cambodia
- 7) Bonus will be paid for those who contribute to early relocation

2. Project Management Unit (PMU) 85, Ministry of Transport (MOT)**(1) Meeting Person:**

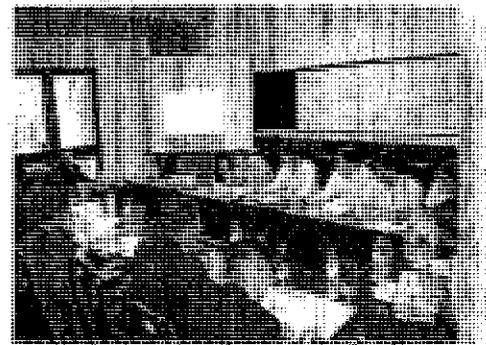
Mr. Nguyen Thanh Van, Project Manager
 Mr. Kajimura, Consultant, Chodai Co.
 Other staff

(2) Agenda:

- 1) Self Introduction
- 2) Presentation: Cambodia MPWT and Resettlement

Procedures

- 3) Q&A session

**(3) Issues learning**

- 1) PMU 85 was responsible for both Construction and Resettlement, however, Resettlement is now under People's Committee (PC) administration
- 2) Land acquisition and resettlement is important for construction schedule, therefore, PMU 85 still participate resettlement committee cooperate with PC
- 3) Bidding procedure for the one of three package is delay due to resettlement problem

**3. Project Management Unit (PMU) Ta Ngan, Ha Noi
People's Committee****(1) Meeting Person:**

Mr. Dang Vu Nhat Thang, General Director
 Mr. Nguyen The Binh, Deputy Director
 Mr. Kinh, Chief of Land Acquisition and



Resettlement Department

Other officials

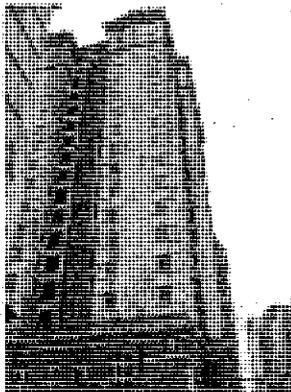
(2) Agenda:

- 1) Self Introduction
- 2) Presentation: Resettlement Legal Framework in Cambodia *Delegation sent a gift to PMU*
- 3) Q&A session

(3) Issues learning

- 1) PC comply with Land Law, Construction Law, Urban Law, and other related laws
- 2) Legal household holds "Red Book" for land using certification and "Pink Book" for house ownership certification
- 3) Land is belonging to State, therefore, there is no compensation on land but assistance
- 4) Land use certification has no time limitation while limited 10 years in China
- 5) People's Committee updates official land price in every year
- 6) Price for land is determined based on the official land price
- 7) In the special cases, Government can apply up to 20% increase for negotiation price
- 8) Relocation site in condominium is under preparation [site visit]
- 9) Government get land use tax from the land using for cultivation under power lines
- 10) Land under the bridge is strictly managed by MOT and not allowed for cultivation

(4) Site Visit



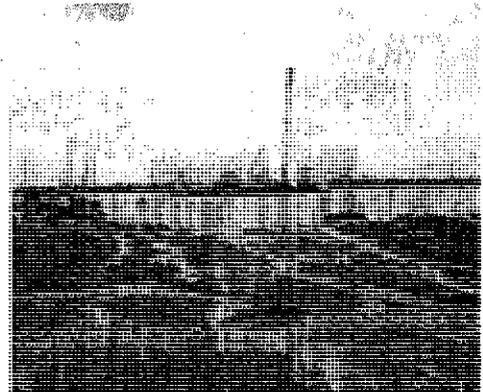
Condominiumu

* PAPs can obtain the room with prioritized rate and government assistance



Relocation Site [Airport side]

- Basic infrastructure is ready
- Public services are available



Nhat Tan Bridge Construction Site

- Scheduled to finish in 2013
- 5 continuous cable-stay bridge over Hong River

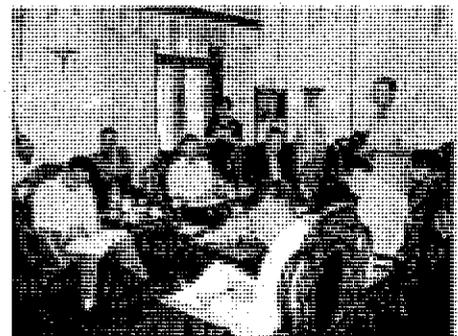
4. Soc Son District Peoples's Committee

(1) Meeting Person:

Mr. Nguyen Duc Tri, Deputy Manager
Mr. Hien, Director of Resettlement
Other staff

(2) Agenda:

- 1) Self Introduction
- 2) Presentation: Resettlement Legal Framework in



Delegation meet with Soc Son PC

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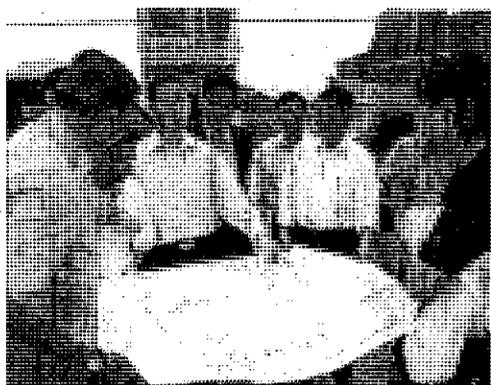
Cambodia & Resettlement Procedure by IRC- WG

3) Q&A session

(3) Issues learning

- 1) PAPs is compensated by "close to market price" in Viet Nam
- 2) Price is updated in the end of each year, so people wait for next update for higher price
- 3) There is a problem who agrees in earlier get cheaper money for compensation
- 4) District finally confirmed Resettlement Action Plan
- 5) There is income restoration program (e.g. vocational training for farmers)
- 6) Justice office in each level disseminate new regulations and organize training for officials to apply regulations appropriately
- 7) NGO only can participate in dissemination process, not for decision making process
- 8) PC officer directly implement negotiation with PAPs

(4) Site Visit



Relocation Site in Thai Nguyen

- Several hundreds meter from original land
- Commune leader said PAPs is very happy to move
- One lady told us the compensation is not enough



New houses underconstruction

- Land (use right) is provided by Government & PAPs build house with compensation money



House under demolishing

[Delegation Findings on Ha Noi Visiting]

Mr. Ben Dramony:

- There is no adverse influence by NGOs in Vietnam
 - Land price is basically no negotiable
 - No External Monitoring in resettlement implementation*
 - Government conducts land price survey every year
 - No Grievance system*
 - For the condominium, 50% will sell the room and go anywhere
- * As far as ADB / WB funds for, projects needs this kind of system based on donor's policy (Actual RAPs in VN shows existence of EM and GRS)

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Mr. Yen Sophan:

- Some PAPs may not want to live in condominium built by Government (cow cannot use lifts and livelihood / lifestyle is quite different from original)
- In Vietnam, Land management is quite good
- Local authority is very strong and active (In Cambodia, there is very few involvement)
- People's Committee has enough budget

H.E. Nhean Leng:

- Land development division is in Vietnamese local authorities
- In Vietnam, right of land use only. In Cambodia, private land title is admitted

H.E. Dr. Chhorn Sopheap:

- Farmland is state property, however, residential land (land use right) is similar to Cambodia. (in practical, they can transfer land use right as land title)
- In Phnom Penh, Borecare Project in 7 Makara district, Private company prepared multi floor residents as relocation site

Mr. Im Sethyra:

- Constitution is different in Vietnam and Cambodia. There is no land ownership.

Mr. Kurokawa Seiji:

- Concerning the relocation house in condominium, local resident can choose to live in or find another land.

Mr. Kong Sophal:

- Condominium is like an investment project by the Government and will be built by a private developer.

Mr. Tol Sophal:

- Condominium is not true figure of the resettlement.
- Civil work started before securing land
- Resettlement started before EN with donors

III. Viet Nam (Mekong Delta)

1. Can Tho City Peoples's Committee

(1) Meeting Person:

- Mr. Tran Thanh Man, Chairman of PC
- Mr. Thao, Deputy Director of Transport division
- Other staff

(2) Agenda:

- 1) Self Introduction
- 2) Q&A session
- 3) Presentation: Neak Loeung Bridge



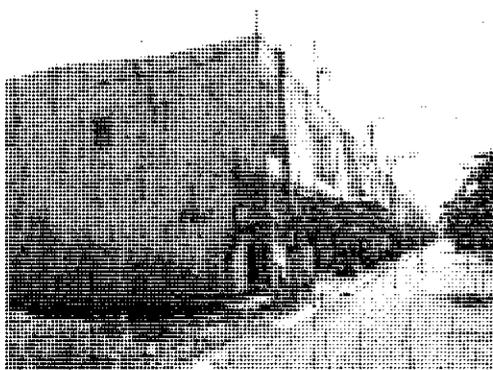
Discussion with Can Tho PC

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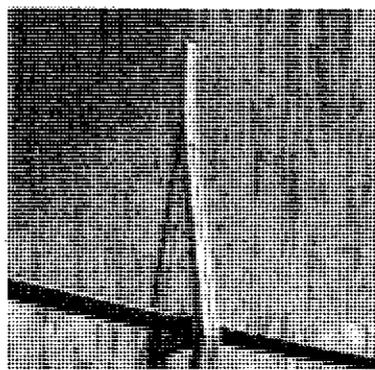
(3) Issues learning

- 1) One plot of relocation site is 60 sqm in average with upper limitation of 150 sqm
- 2) For big family, government sell additional land with 50% discount price
- 3) As an income restoration, farmers can be given money equal to 20kg of rice per month per person
- 4) For business person, financial support may be given and/or vocational training
- 5) No specific measures for ferry vendors because their activities was prohibited before the bridge construction
- 6) Two ferries are still operating and vocational training was given for local motor drivers
- 7) Adjustment for imperfect houses are adopted (as Cambodia)
- 8) Properties are classified into mainly three categories
- 9) PAPs can choice "land" or "cash" for their compensation
- 10) Relocation site is 3km far from original place in maximum
- 11) Early relocation incentive is not more than 5% of total compensation or 5 million VND

(4) Site Visit

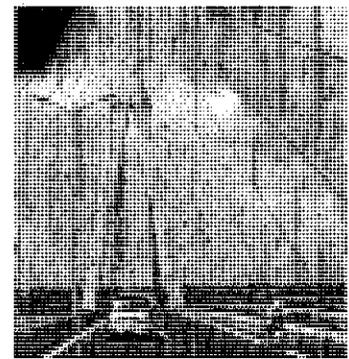
Relocation Site (The biggest site)

- One of four relocation sites
- Around 200 HH is living
- Located in an area of the new city developing zone



Can Tho Bridge (Main Tower)

- Total 7.69 km including roads
- Tower height is more than 170m



Can Tho Bridge (Run)

- Not yet charged for traffic (toll gate is prepared)

2. Tien Giang Province Peoples's Committee**(1) Meeting Person:**

- Mr. Cao Minh Tam, Vice chief of office
- Mr. Luu Van Phi, Head of External Affairs Dept.
- Other staff

(2) Agenda:

- 1) Self Introduction
- 2) Q&A session
- 3) Presentation: Neak Loeng Bridge



Delegation meet with Tien Giang PC

(3) Issues learning

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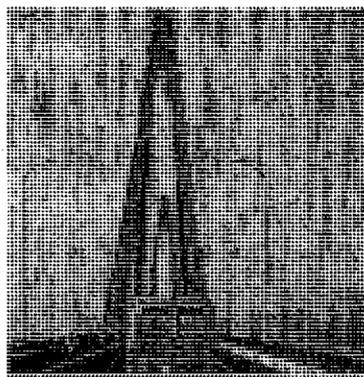
- 1) Two or Three plots in relocation site will be given to large family
- 2) Land classification and land price is determined by People's Committee
- 3) PC makes contract with third organizations for land price survey
- 4) Result of land price is issued on official information
- 5) Resettlement process under Government Project is not different from ODA Project
- 6) PAPs have right to chose (1) resettlement site or (2) money compensation
- 7) Shops around former ferry terminal can enjoy tax-free treatment
- 8) Different price between different district may cause unfairness but steering committee will evaluate based on land classification and relevant legal framework
- 9) Women's Union, Young Union, and other unions assist resettlement administration
- 10) To avoid any land speculation, Government issues regulation to the project area
- 11) Government monitor land speculation after the project

(4) Site Visit



Relocation Site

- 1km far from original site
- Some PAPs is selling the plot (No structure)



Rach Mieu Bridge (Run)

- Between Ben Tre Province
- One lane with motor bike lane and maintenance corridor



Private Shop

- At the foot of the Bridge, local people selles local good such as coconuts products

[Delegation Findings on Can Tho Bridge Visiting]

H.E. Dr. Chhorn Sopheap:

- Relocation site for Can Tho Bridge was prepared with developer who may get some interest from resettlement site preparation

Mr. Ben Daramony:

- Relocation site in Cambodia needs 5 years for land title (concession).
 - * PAPs in VN is basically legal people who has red book and pink book
- Many families (around 1/3) are eligible for over 150 sqm plot because the number of family is large, however, in Ha Noi, the plot is only 40 sqm in NR-3 project

Mr. Pich Socheta:

- Relocation site still have many vacant plot

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Mr. Kumagai:

- There might be illegal cases as we saw along riverside during our boat visits.

[Delegation Findings on Rach Mieu Bridge Visiting]

Mr. Yamashita:

- Basically, no action was taken for ferry vendors in both Can Tho and Rach Mieu Bridge
- Former ferry terminal for My Thuan Bridge where we just stop at briefly, the community looked like isolated from main trunk road

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TCP-COR Overseas Training List

Organization	Office	No.	Name	Position	Project Position	Overseas Training						
						IRF Portugal	Laos Vietnam	Japan	JICA Mexico	Indonesia Bangladesh	Senegal	Japan
Ministry of Economy and Finance	Board of Director	1	H.E. Nhean Leng	Undersecretary of State	Project Director		x					
		2	H.E. Dr. Chhorn Sopheap	Deputy Secretary General		x	x			x		
		3	Mr. Irm Sethyra	Director of Resettlement Department	Project Manager		x			x		
		4	Mr. Sim Samnang	Deputy Director	Deputy Project Manager	x		x		x		
		5	Mr. Yen Sophan	Deputy Director				x	x			x
	Administration and Finance	6	Mr. Hiv PanhaVuth	Chief of Administration and Finance				x				x
		7	Mr. Mao Boran	Deputy Chief of Administration and Finance								
		8	Mr. Sreng Chamroeun	Deputy Chief of Administration and Finance						x		
		9	Mr. Chin RathMony	Deputy Chief of Administration and Finance								
		10	Mr. Seng Hey	Deputy Chief of Administration and Finance								
		11	Mr. Vong Chansopeak	Deputy Chief of Administration and Finance Office								
	Bilateral Cooperation Project	12	Mr. Ben Daramony	Chief of Bilateral Project				x				
		13	Mr. Pal Chhorn	Deputy Chief of Bilateral Project								
		14	Mr. Heng HongLim	Deputy Chief of Bilateral Project								
		15	Mr. Heng Veasna	Deputy Chief of Bilateral Project								
		16	Mr. Pich Socheta	Deputy Chief of Bilateral Project				x				x
		17	Mr. Sim Sovannariddh	Deputy Chief of Bilateral Project								
	Multilateral Cooperation Project	18	Mr. Sun Sokny	Chief of Multilateral Project				x				x
		19	Mr. Chheang Chhorlin	Deputy Chief of Multilateral Project								x
		20	Mr. Khoun Davith	Deputy Chief of Multilateral Project					x			
	Planning and Database Management	21	Mr. Chann Thorn	Chief of Planning and Data Management Office	Core C/P (Full time staff)							
		22	Mr. Phan Chanarith	Deputy Chief of Planning and Data Management								x
		23	Mr. Pen Darakhem	Deputy Chief of Planning and Data Management Office								
	Government Project	24	Mr. Sreang LimSroy	Chief of Government Project					x			
		25	Mr. Ich Sokmony	Deputy Chief of Government Project								x
		26	Mr. Un Vallera	Deputy Chief of Government Project								
	Officials	27	Mr. He Lyhan	Official								
		28	Mr. Nil Ratanak	Official								
		29	Mr. Thork Sambath	Official								
		30	Mr. Eth Vannak	Official								
		31	Mr. Nhean Vannak	Official	Core C/P (Full time staff)						x	
			32	Mr. Soan Sereivathanak	Official						x	
MPWT	International Cooperation Department	33	H. E. Tauch Chankosal	Secretary of State			x					
		34	Mr. Chhim Phalla	Director of International Cooperation Department			x			x		
		35	Mr. Kong Sophal	Deputy Director of International Cooperation Department	Technical Official	x	x	x	x	x		
		36	Ms. Pin Vutha	Deputy Director of International Cooperation Department								
	37	Mr. Meas Nara	Chief of Environment and Social Office								x	
	IRC-WG Technical Office	38	Mr. Tol Sophal	IRC-WG				x				
		39	Mr. PRAK Vanna	Deputy Chief of Technical Office					x			
	Planning Department	40	Soeun Sokong	Director of Planning Department						x		
Total						3	11	7	1	9	2	7

BRP Meeting Participation List

No.	Date	BRP Contents	Participation	Total
1	2010/12/20	DETAILED MEASUREMENT SURVEY (DMS)	Bilateral Office: 1, Plan&Database Office:1, Multilateral Office: 1, MPWT:1, Official: 1	5 person
2	2010/12/27	REPLACEMENT COST STUDY (RCS)	Bilateral Office: 1, Plan&Database Office:1, MPWT:1, Official: 1	4 person
3	2011/02/01	Negotiation, Payment	Admin Office: 1, Bilateral Office: 1, Plan&Database Office:1, Multilateral Office: 1, MPWT:1, Official: 1	6 person
4*	2011/02/25	PAP5 PARTICIPATION (PP)	Admin Office Office: 2, Bilateral Office: 1, Plan&Database Office:1, Multilateral Office: 1, Official: 1	6 person
5	2011/03/10	DETAILED MEASUREMENT SURVEY (DMS), REPLACEMENT COST STUDY (RCS), Negotiation, Payment	Admin Office: 1, Bilateral Office: 1, Plan&Database Office:1, Multilateral Office: 1, MPWT:1, Official: 1	6 person
6	2011/03/24	PUBLIC CONSULTATION MEETING (PCM), GRIEVANCE REDRESS SYSTEM(GRS)	Board: 1, Admin Office: 1, Bilateral Office: 1, Multilateral Office: 1, Official: 1	5 person
7	2011/03/31	GRIEVANCE REDRESS SYSTEM(GRS)	Board: 2, Admin Office: 1, Bilateral Office: 1, Plan&Database Office:1, Government Office: 1, Multilateral Office: 1, MPWT:1, Official: 1	9 person

8	2011/04/08	GRIEVANCE REDRESS SYSTEM(GRS), PUBLIC CONSULTATION MEETING (PCM)	Board: 1, Admin Office: 1, Bilateral Office: 1, Plan&Database Office:1, Government Office: 1, Multilateral Office: 1, MPWT:1, Official: 2	9 person
9	2011/05/25	PRE-RESETTLEMENT IMPLEMENTATION (PRI)	Admin Office: 1, Bilateral Office: 1, Government Office: 1,	3 person
10	2011/06/13	PRE-RESETTLEMENT IMPLEMENTATION (PRI)&IA, GRIEVANCE REDRESS SYSTEM(GRS), PUBLIC CONSULTATION MEETING (PCM)	Admin Office: 2, Bilateral Office: 1, Government Office: 1, Multilateral Office: 1, MPWT:1,	6 person
11	2011/07/05	Institutional Arrangement (IA)	Board: 1, Admin Office: 1, Bilateral Office: 1, Plan&Database Office:1, MPWT:1, Official: 1	6 person
12	2011/08/09	Institutional Arrangement (IA), Monitoring and Evaluation (ME)	Admin Office: 1, Bilateral Office: 2, Plan&Database Office:1, Government Office: 1, Multilateral Office: 1,	6 person
13	2011/08/19	Monitoring and Evaluation (ME), Resettlement Action Plan (RAP)	Board: 1, Admin Office: 1, Bilateral Office: 1, Plan&Database Office:1, Government Office: 1, MPWT:1, Official: 1	7 person
14	2011/09/05	Resettlement Action Plan (RAP)	Admin Office: 2, Bilateral Office: 1, Plan&Database Office:1, Government Office: 1	6 person
15	2011/09/16	Resettlement Action Plan (RAP)	Board: 2, Bilateral Office: 1, Official: 1	4 person
16	2011/10/12	Relocation Site Preparation (RSP)	Admin Office: 1, Bilateral Office: 3, Plan&Database Office:1, Government Office: 1	6 person

4th meeting is for BRP meeting on PAPs Participation (PP) for Output 5.

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Japan International Cooperation Agency (JICA) - Cambodia Office
 Project of Capacity Enhancement of Social and Environmental Considerations for Resettlement (TCP-COR)

Attendance List by Events on BRP Dissemination Seminar

Organization	Office	No.	Name	Position	New Position	Target CP	Basic Resettlement Procedures (15 Dec 2010)	BRP Dissemination Seminar / DMS / RGS Negotiation / Payment (11 Mar 2011)	BRP Dissemination Seminar / PCM, GRM PRI (24 Jun 2011)	BRP Dissemination Seminar / ME, IA, RAP (21 Sept 2011)		
MEF, Resettlement Department	MIEF	1	H.E. Nhean Leng	Under Secretary of State	Under Secretary of State	x		x		x		
	Board of RD	2	H.E. Dr. Chhorn Sopheap	Director	Deputy Secretary General	x			x		x	
		3	Mr. Im Sathya	Deputy Director	Director	x			x		x	
		4	Mr. Sim Samnang	Deputy Director	Deputy Director	x			x		x	
		5	Mr. Yen Sopha	Chief	Deputy Director	x			x		x	
		6	Mr. Hiv Panhavuth	Chief	Chief	x			x		x	
	Bilateral Cooperation Project Office	Administration and Finance Office	7	Mr. Chann Thorn	Deputy Chief	Chief	x		x		x	
			8	Mr. Phan Chararith	Deputy Chief	Deputy Chief	x		x		x	
		Database Management Office	9	Mr. Ben Daranomy	Chief	Chief	x			x		x
			10	Mr. Pal Chhorn	Deputy Chief	Deputy Chief	x			x		x
			11	Mr. Heng Hong Lim	Deputy Chief	Deputy Chief	x			x		x
			12	Mr. Heng Veasna	Deputy Chief	Deputy Chief	x			x		x
			13	Mr. Pich Socheata	Deputy Chief	Deputy Chief	x			x		x
			14	Mr. Sun Sokry	Chief	Chief	x			x		x
			15	Mr. Chheang Chhorlin	Deputy Chief	Deputy Chief	x			x		x
			16	Mr. Khourn Davith	Official	Deputy Chief	x			x		x
	Government Project Office	Official	17	Mr. Streang Lim Sroy	Chief	Chief	x			x	x	
			18	Mr. Ich Sokmony	Deputy Chief	Deputy Chief	x			x		x
		Official	19	Mr. Nhean Vannak	Official	Official	x			x		x
			20	Mr. Soen Sereivatharak	Official	Official	x			x		x
	IPC-WG	Official	21	Mr. Chhim Phalla	Inspector	Director of International Cooperation Project	x			x		
			22	Mr. Kang Sopha	Chief	Deputy Director	x			x		x
Target CP Participated Target CP* Target Percentage(%)							13	16	18	15		
							22	22	22	22		
							59%	73%	82%	69%		
										70%		

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List of Law and Policy on Resettlement

Organization	No.	File Name	Language	File Type	
Cambodia	1	Circulaire No.02 illegal occupation of state lands	Khmer	PDF	
	2	Circular on the Settlement of Illegal Temporary Buildings in Cities and Urban Areas	Khmer	PDF	
	3	Circular_02	Khmer	PDF	
	4	Circular_03	Khmer	PDF	
	5	Prakas_06 on Measures on Eliminating Amarchically Land Encroachment	Khmer	PDF	
	6	Prakas_961	Khmer	PDF	
	7	Regulation No.01 Invade-forest-propriete	Khmer	PDF	
	8	Sub-Decree	Khmer	PDF	
JICA	9	NEW JICA Guideline_April 2010	English	PDF	
	10	New JICA Project Flow	Japanese	PDF	
	11	New_objection_April 2010	English	PDF	
	12	Reference resettlement	Japanese&English	PDF	
World Bank (WB)	13	CA_NationalEAccomparisonWithWB_EA	English	PowerPoint	
	14	DisclosureAndPublicConsultation_WB_OP4.01	English	PowerPoint	
	15	DisclosureHandbook	English	PDF	
	16	disclosurepolicy2002bluebook	English	PDF	
	17	EMPchecklist	English	PowerPoint	
	18	EnvironmentFrameworks	English	PowerPoint	
	19	IntroductionToEMP	English	PowerPoint	
	20	IP and World Bank Policy	English	PDF	
	21	OP4.12InvoluntaryResettlement	English	PowerPoint	
	22	WB OP 4. EA	English	MS. Word	
	23	WB OP 4.10 IPP	English	MS. Word	
	24	WB OP 4.12	English	MS. Word	
	25	WB OP 7. Project in disputed area	English	MS. Word	
	26	WB-Involuntary Resettlement in Development Project	English	PDF	
ADB	27	ADB	English	PDF	
	28	adb_companalysis	English	PDF	
	Component of ADB Safeguard Policy	29	ADB-1998-Policy-on-Indigenous_Policy	English	PDF
		30	ADB-1998-Policy-on-IP	English	PDF
		31	Indigenous_Peoples_Policy_KH	Khmer	PDF
		32	involuntary_resettlement 1995	English	PDF
		33	Resettlement_Handbook_Summary_KH	Khmer	PDF
		34	ADB Involuntary Resettlement-Special Study	English	PDF
		35	ADB Procurement Guideline	English	PDF
		36	ADB_accountability_mechanism	English	PDF
		37	ADB_accountability_mechanism_Kh	Khmer	PDF
		38	CAM	English	PDF
	39	Cambodia_2002_Consultative_Meeting_KH	Khmer	PDF	
	40	consulting-guidelines-April 2006	English	PDF	
	41	Environmental Assessment Guidelines	English	PDF	
	42	Environmental Guidelines Selected Agricultural Projects_KH	Khmer	PDF	
	43	Environmental Guidelines Selected Industrial Projects_KH	Khmer	PDF	
	44	Environmental Guidelines Selected Infrastructure Projects_KH	Khmer	PDF	
	45	Gender_Policy_KH	Khmer	PDF	
	46	Guidelines_Procurement_KH	Khmer	PDF	
	47	Guidelines-Consultants	English	PDF	
	48	Guidelines-Procurement	English	PDF	
	49	Guidelines-Public-Sector-kh	Khmer	PDF	
	50	Loan_Disbursement_Handbook_KH	Khmer	PDF	
	51	Modes_Participation_KH	Khmer	PDF	
	52	new ADB safeguard Policy	English	PDF	
	53	OMF01-25Sep06	English	PDF	
	54	PCP-Communication-Tool-kh	Khmer	PDF	
	55	Public-Communications-Policy-kh	Khmer	PDF	
	56	resettlement	English	PDF	
	57	Users_Guide_Procurement_Goods_KH	Khmer	PDF	
	RAP	58	RP-Dec 2006 version Update(4Jan07)	English	MS. Word
	Safeguard	59	ADB safeguard evaluation	English	PDF
60		ADB Safeguards	English	PDF	

ANNEX 8

	Policy				
		61	lc-involuntary-resettlement-safeguards	English	PDF
		62	Safeguard-Policy-Statement-June2009 ADB	English	PDF
		63	ADB project cycle	English	PDF
		64	ADB railway	English	PDF
		65	new ADB safeguard Policy	English	PDF
		66	PRS-ADB	English	PDF
		67	PublicConsultation	English	PDF
		68	RAP_guidelines sri lanka	English	PDF

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