MINUTES OF
THE FIRST JOINT COORDINATING COMMITTEE (JCC) MEETING
FOR
THE PROJECT OF STRENGTHENING CMAC'S FUNCTION FOR
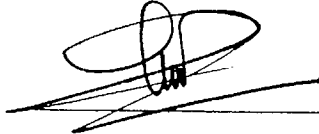## HUMAN SECURITY REALIZATION

The First Joint Coordinating Committee Meeting for The Project of Strengthening CMAC's Function for Human Security Realization was held on February 19, 2009, under the chairmanship of H.E. HENG Ratana, Director General of Cambodian Mine Action Centre (hereinafter referred to as CMAC). The members joining the JCC meeting included the Representatives of Japan International Cooperation Agency (hereinafter referred to as JICA), First Secretary of Embassy of Japan, Deputy Secretary General of Cambodian Mine Action and Victim Assistance Authority (hereinafter referred to as CMAA), Deputy Director of UN Agency Department of Council for the Development of Cambodia (hereinafter referred to as CDC), Experts from JICA and CMAC officials/counterparts.

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

Phnom Penh, March 9, 2009

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

H.E. OUM Phumro
Deputy Director General
Cambodian Mine Action Centre
Kingdom of Cambodia

ATTACHED DOCUMENT

The Meeting was held on February 19, 2009 at the Angkor Meeting Room (CMAC), under the chairmanship of H.E HENG Ratana, Director General. Other members from JICA Cambodia Office, Embassy of Japan, CDC, CMAA and CMAC joined this Meeting (see Appendix 1 for the list of participants)

The Meeting consists of ten (10) agendas:
        (1) Welcome and introductions;
        (2) Opening Remarks;
        (3) Speech by JICA Senior Representative;
        (4) Outline of the Project;
        (5) Presentation of CMAC 5 Year Plan, Project Purpose and Overall Goal;
        (6) Presentation of Report on Progress and Plan;
        (7) Presentation of Revision of Project Design Matrix (PDM);
        (8) Presentation of Counterparts List Revision;
        (9) Announcement; and
        (10) Closing Remarks (see Appendix 2 for Agendas of the Meeting).

I. Welcome and introduction

H.E. OUM Phumro welcomed all the participants and expressed special thanks for their participation for the Meeting. He also commenced the agendas of the Meeting.

II. Opening Remarks

H.E. HENG Ratana delivered an opening speech to the Meeting. He welcomed all the members taking part in the Meeting. He made a brief on the background of the Project by stating the year in which the project was started and to be finished. He also mentioned the main supporters of the Project, especially technical supports from Japan through JICA in each field, Central Workshop, information system, training and corporate management. Furthermore, he explained about some changes of the project, particularly on Management Information System (MIS), by reason that CMAC decided to abandon the adoption of Information Management System in Mine Action (IMSMA: Information Management System in Mine Action).

His Excellency also mentioned that CMAC plans to exchange experiences and skills with Colombia and Kenya. Then he explained that he had the Project run well because of the cooperation between CMAC and Japanese experts/advisors. Also he told the Meeting about research and development activities CMAC has been doing with Japanese manufacturers and universities to further improve demining efficiency and outputs. During his opening Remarks, H.E. HENG Ratana also briefed about CMAC's Structural Changes by mentioning that CMAC's workshops go well, and in the next 5 year CMAC would have enough ability to support Kingdom of Cambodia in terms of demining by having cooperation from CMAA.

III. Speech by JICA Representative

During his speech delivery, Mr. KOBAYASHI Yukiharu addressed that JICA supports Royal Government of Cambodia in varieties of sectors. And among these sectors, human security is one of the sectors and to realize human security JICA supports CMAC in demining activities. Also he briefly introduced the Project by mentioning that the Project consists of three main components: Establishment of Information System, Maintenance of Machinery and Equipment, and Training Management for CMAC.

IV. Outline of the Project

In outline of the Project, Mr. YAGINUMA Ryoji, Chief Advisor, explained Project Purpose and presented components of the Project, which consists of three main parts:
1. Information System
2. Maintenance of Machinery and Equipment
3. Training Management

Then, he went through each component of the Project in details. Mr. Yaginuma also explained the roles of JICA and CMAC and JCC Meeting as well as pointing out goals of CMAC.

V. Presentation of CMAC 5 Year Plan, Project Purpose and Overall Goal

Regarding CMAC 5 Year Plan, H.E. HENG Ratana mentioned that CMAC coordinated with the international orginizations such as Geneva International Centre for Humanitarian Demining (GICHD) and UNDP. According to H.E. HENG Ratana, Baseline Survey will be adopted by CMAA this week and CMAC plans to conduct the Survey in 16 districts within the country in one year, and also wants to increase productivity of clearance by 2011 or 2012 in order to achieve the clearance target of 250 square km, 56% of national clearance target of 450 square km for next 5 years. Also, he plans to increase the clearance area up to 45 square km per year in the last 5th year by using Mine Detectors, Brush Cutters, and Mine Detection Dog. Regarding disposal deadline of landmines in the Ottawa Convention, Government of Cambodia   is going to make an extension request by the end of March 2009, which is needed to be approved in November 2009 in the Conference of State Party in Colombia.

In order to achieve the goal, CMAC needs reliable resources from the donors, especially technical supports. He said CMAC needs more demining related machines and equipment, especially from the Government of Japan.

Talking about CMAC 5 Year Plan and Goal, His Excellency wants to turn TC to centre of excellence with high international quality. He plans to increase the number of multi-skilled deminers and plans to train 700 deminers this year.

Regarding international donation, His Excellency mentioned that he received US$200,000 from U.S to repair building, and New Zealand agreed to offer to upgrade EOD (Explosive Ordnance Disposal) schools.

Dealing with international cooperation, His Excellency addressed that he hoped to cooperate with ASEAN counties; and one more thing is that Laos is interested in CMAC's Mine Detection Dog.

Finally, H.E. HENG Ratana is optimistic that CMAC will have international training center due to potentials such as good location and experiences in its field.

VI. Presentation of Report on Progress and Plan

Each Manager from the three Outputs made presentation of their activities, progress and plan to the rest of participants in the Meeting. Mr. MENG Rasmey from Output 1 (Information System) presented his team's progress, following by Mr. NHEP Sour from Output 2 (Maintenance of Machinery and Equipment) and Mr. ROATH Kanith from Output 3 (Training Management).

On the other hand, after the presentation, there came up with two results from the discussion. First of all, it was suggested that Ms. YAMADA Yukiyo, Information System Advisor's assignment of three-month long in 2009 be extended since it was too short, and the

members agreed that it should be longer than that. Secondly, Ms. HOTTA Momoko, Representative of JICA mentioned about the South-South Cooperation, saying that JICA is going to contact Columbia delegates to visit Cambodia and to coordinate in conducting a visit to Kenya.

VII. Presentation of Revision of Project Design Matrix (PDM)

Mr. Yaginuma proposed that Project members should change some points of PDM especially indicators of Project Purpose and Outputs. He showed the revised parts of the PDM such as Overall Goal, some of the Indicators, Outputs, and Activities. With this revision, he presented the reasons for change for each point. As conclusion to his explanation of PDM revision, all participants agreed with his points.

VIII. Presentation of Counterparts List Revision

H.E. OUM Phumro pointed out some changes in counterparts list of the three Outputs because it is very important for the Project to run well.

He informed that Mr. LENG Chreang is the newly appointed as the Deputy Project Director. Also according to His Excellency, Ms. KIM Ratana and Mr. KOUK Vuthy were removed from Output 1 and Mr. CHHIN Bunran was added. In Output 2, Mr. MAO Bunthoeun and Mr. CHHOUN Bunthoeun were removed, following by new added members: Mr. LONG Savuth, Mr. KORNG Rany and Mr. SAM Pisey. Finally in Output3, Mr. ING Doeun and Mr. BOU Samoeun were replaced by Mr. REAM Dy and Mr. MORK Phally and another counterpart will be appointed by transferring from Training Center. As the result, all participants agreed with the revision of the counterparts list.

IX. Announcement

Ms. HOTTA Momoko, JICA, explained the procedures of signing the minutes of the First JCC Meeting. And lastly, Mr. YAGINUMA Ryoji proposed that JCC Meeting should be held one or two times by the end of the Project when all advisors are complete.

X. Closing Remarks

Before announcing the closing of the First JCC Meeting, H.E. HENG Ratana expressed special thanks to each participant for joining the Meeting. Moreover he would like to thank JICA for their so far assistance to CMAC, and that all their decision could make positive changes to CMAC, as well as Royal Government of Cambodia. Finally, His Excellency commenced the closure of the First Coordinating Committee Meeting.

Appendixes
1. List of participants
2. Agendas of First JCC
3. Progress and Plan of Output 1, 2 & 3
4. Main Points of PDM Revision

ANNEX
1. Counterparts List
2. Approved PDM Revision

Appendix 1
List of Participants

Cambodian Development Council (CDC)
Mr. SAMRETH Chedtha Phirum, Deputy Director of UN Agency Department,
Mr. DIM Kim Hon, Official, Bilateral Aid Coordination Department (Japan-Asia Pacific & Oceana)

Cambodian Mine Action and Victim Assistance Authority (CMAA)
H.E. CHAN Rotha, Deputy Secretary General

Embassy of Japan
Mr. MITSUKURI Satoshi, First Secretary

Japan International Cooperation Agency (JICA) Cambodia Office
Mr. KOBAYASHI Yukiharu, Senior Representative
Ms. HOTTA Momoko, Representative
Mr. PHOK Phira, Program Assistant

Cambodian Mine Action Centre (CMAC)
H.E. HENG Ratana, Chairperson of JCC/Director General
H.E. OUM Phumro, Project Director/Deputy Director General
Mr. LENG Chreang, Director of Support & Human Resources
Mr. YAGINUMA Ryoji, Chief Advisor/Cooperation Management

➢ Output 1 (Information System):
Mr. MENG Rasmey, Output Manager/MIS/COM Manager
Mr. KIM Ly, Member/Senior Database Officer
Mr. CHHIN Bunran, Member/Operation and Planning Officer
Ms. YAMADA Yukiyo, Information System Advisor

➢ Output 2 (Maintenance of Machinery & Equipment):
Mr. NHEP Sour, Output Manager/Central Workshop Manager
Mr. LONG Savuth, Member/Supply Officer
Mr. KORNG Rany, Member/Senior Mechanic
Mr. SAM Pisey, Member/Mechanic
Mr. KAMACHI Kazuhiko, Workshop Management Advisor

➢ Output 3 (Training Management):
Mr. ROATH Kanith, Output Manager/Director of Training, Research & Development
Mr. MONG Sokunthearath, Member/Training Center Manager
Mr. NGUON Thy, Member/Senior MDD Instructor
Mr. REAM Dy, Member/Instructor for EOD
Mr. MORK Phally, Member/Technical Instructor
Ms. MINAMI Kyoko, Training Management Advisor/Project Coordinator

Mr. KOU Bakke, Project Assistant for JICA/CMAC Project

The First (1st) Joint Coordinating Committee (JCC) Meeting
for
The Project of Strengthening CMAC's Function for Human Security Realization
(April 2008-September2010)

Date: 15:00 to 17:00, 19th February, 2009, Thursday
Venue: Angkor Meeting Room (2nd floor), CMAC HQ

Agendas: (Chairperson of JCC: H.E. OUM Phumro, Deputy Director General, CMAC)

1. Welcome and introductions   15:00～

2. Opening Remarks by H.E.HENG Ratana, Director General, CMAC

3. Remarks by Mr. KOBAYASHI Yukiharu, Senior Representative, JICA

4. Outline of the Project   15:15～
                (Mr.YAGINUMA Ryoji, Chief Advisor)
5. CMAC 5 Year Plan, Project Purpose & Overall Goal   15:20～
                (H.E. HENG Ratana, Director General)

6. Report on Progress and Plan
   1)Output 1: Information System   15:30～
           (Mr. MENG Rasmey, Management Information System [MIS] Manager)
   2)Output 2: Maintenance of Machinery & Equipment   15:45～
           (Mr. NHEP Sour, Central Workshop Manager)
    3)Output 3: Training Management   16:00～
            (Mr. ROATH Kanith, Director of Training, Research & Development)

7. Revision of Project Design Matrix (PDM)   16:15～
                (Mr.YAGINUMA Ryoji, Chief Advisor)
8. Revision of Counterparts List   16:30～
                (H.E. OUM Phumro, Deputy Director General)
9. Announcements   16:35～
                (Ms.HOTTA Momoko, Representative, JICA)
10. Closing Remarks
                (H.E. HENG Ratana, Director General)

Appendix 3

Progress and Plan of Output 1 (Information System)

Activities	Progress (until now)	Plan (in 2009)
1.Review current condition and plan	1. Collect information from HQ (completed) 2. Collect information from DU (completed) 3. Review future plan of CMAC information system (completed)	1. Collect new information from HQ (July 2009) 2. Collect new information from DU (July 2009) 3. Review future plan of CMAC information (Aug 2009)
2.Identify the required equipment and system	1. Identified required equipment (completed) 2. Identified required information system (completed) 3. Prepare plan for equipment procurement (completed)	1. Review plan for equipment procurement (Aug. 2009)

3.Develop / improve information system	1. Landmine database system (Development started from Jan. 2009)
	2. Fixed Asset system (Development finished in Dec. 2008. Deployment in HQ and all DU is conducted in Jan. to Feb.)
	3. Human Resource System (Development finished in Jan 2009. System is used in only HQ.)
		1. Landmine database system
		  - Develop system within HQ (Jan. to Aug. 2009)
		  - Develop system between HQ and DU (Sep. 2009 to Mar. 2010)
		2. Maintain Fixed Asset system
		3. Maintain Human Resource system

4.Train the staff	1. Train staff on development of information system (OJT by JICA expert) 2. Conduct training for MIS assistant on Windows server etc. (11 -13 Feb 2009)	1. Train staff on development of information system (OJT by JICA expert) 2. Conduct refresher training for MIS assistant on Network management
Remark: Ms.YAMADA assignment: (1) Sep1, 08 - Mar14, 09, (2) 3 month in 2009, (3) 3 month in 2010.		

Plan of Operations

Output 1: Data Management and communication within / between HQ and branch offices in CMAC becomes effective and efficient through improvement of information systems.

Detailed Activities	2008 2Q			3Q			4Q			2009 1Q			2Q			3Q			4Q			2009 1Q			2Q			3Q		
	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9
1.1 To review the present condition and future plan of CMAC information system.																														
1.1.1 Collect information on present condition of CMAC inforamation system from HQ.			■													■										■				
1.1.2 Collect information on present condition of CMAC inforamation system from DU.			■													■										■				
1.1.3 Analyze problems on CMAC information system.				■													■										■			
1.1.4 Review future plan of CMAC information system.					■	■												■										■		
1.2 To coordinate and conduct meeting/workshop to improve the management information system policy and procedure.																														
1.2.1 Conduct meeting / workshop										■	■	■	■	■	■	■	■	■												
1.2.2 Improve the management information system policy and procedure										■	■	■	■	■	■	■	■	■												
1.3 To identify the equipment and system required to improve the quality of CMAC information system.																														
1.3.1 Identify required equipment.				■																										
1.3.2 Identify required information system.										■																				
1.3.3 Prepare plan for equpiment procurement.										■																				
1.4 To develop/improve information system in order to strengthen information sharing within / between HQ and branch offices in CMAC.																														
1.4.1 Prepare/review development (improvement) plan on landmine database system.										■	■					■	■		■	■										
1.4.2 Improve landmine database system.										■	■	■	■	■	■	■	■	■												
1.4.3 Review development plan on fixed asset system.										■	■																			
1.4.4 Develop fixed asset system.	■	■	■	■	■	■	■	■	■	■	■																			
1.4.3 Review development plan on human resource system.										■	■																			
1.4.4 Develop human resource system.	■	■	■	■	■	■	■	■	■	■	■																			
1.5 To train the staff engaged in development / maintenance of information system in order to improve their capability.																														
1.5.1 Prepare training plan for the staff engaged in development / maintenance of information										■							■													
1.5.2 Train the staff on development of information system (OJT).										■	■	■							■	■										
1.5.3 Conduct the training for the on network management.											■								■											

Progress and Plan of Output 2 (Maintenance of Machinery & Equipment)

Activities	Progress (until now)	Plan (in 2009)
1. Review current condition and problem of management & maintenance system	1. The maintenance system of Brush Cutter and Vehicles in CMAC as a whole. (completed) 2. Spare parts control system in CMAC as whole. (almost completed)	1. Make it clear of spare parts control system of CMAC as a whole and improve it if there were problems.
2. Review and improve the management of Central Workshop	1. The management system of Central Workshop was reviewed (Completed) 2. Improvement of the management system of Central Workshop. (Partially completed)	1. Improve spare parts control system, especially for location and cost. 2. Study the possibility of introduction of cost control system of the maintenance works.
3. Identify and procure the maintenance equipment	1. The equipment required for the maintenance work was almost identified. (90 % completed) 2. Nineteen items of the equipment were studied and seventeen items had been or shall be procured.	1. The milling machine shall be studied for procurement in order to make metal parts. 2. Possibility of the powered gantory crane will be also studied.
4. Train the staff	1. Training of Basic Hydraulic (Completed). 2. Training of basic electric (Completed). 3. Training for safety mutter (Partially completed) 4. Training for application of electric and hydraulic (Incomplete) 5. Training for special skills (incomplete)	1. Basic and application training shall be executed. 2. Preparation of the training executed by CMAC staff will be made. 3. On the Job training at the site shall be implemented. 4. Training for welding will be implemented.
Remark: The second term of dispatch was expended for the training to mechanics in the Central Workshop. They are very earnest to get knowledge regarding the basic technology of electric and hydraulic. Mr.KAMACHI assignment: (1)Jun.22-Oct.25 in 08, (2)Nov.25 in 08 -Feb. 23 in 09, (3) 9 month in 09, (4) 4.5 month in 10.		

Work Schedule of JICA Expert for Workshop Advisor

Timeline columns: 2008 (Jun–Dec), 2009 (Jan–Dec), 2010 (Jan–Oct)

No.	Task	Scheduled period (bars)
	Top bars (overall deployment)	2008: Jun→Oct; Nov↔Dec; 2009: Jan→Feb; Apr←–––→Oct; 2010: Jan←–→Mar; May←–––––→Oct
1	Review the present situation and problems of management and maintenance	
	1) Management System of the Workshop	
	a Comunication and reporting flow regarding the maintenance works	Jul↔Sep
	b Keeping and utilizing of manuals	Jul↔Aug
	c Job and maintenance records of the machinery	Aug↔Sep
	d Spare parts management	Sep↔Dec
	e Budget control	Sep↔Jan(2009)
	f Work assignment	Sep↔Oct
	g Machine assignment	Jul↔Aug
	h Periodic maintenance program	Aug↔Oct
	2) Capability of staffs	
	a Knowledge of engineers	Jul↔Sep
	b Knowledge and skills of mechanics	Jul↔Jan(2009)
	c Knowledge and skills of electrician etc.	Jul↔Aug
	d Knowledge of Operators	Jul↔Jan(2009)
	3) Condition of machine, vehicle and equipment	
	a Machines (Brush Cutter, etc.)	Aug↔Sep
	b Vehicle (Truck, etc.)	Aug↔Sep
	c Equipment (Workshop tools and equipment)	Aug↔Sep
	4) Support for maintenance works from outside	
	a Capability of service works by dealers	Jun
	b Private workshops	Jul↔Aug; ◆ Dec; ◆ Feb(2009)
	c Public workshops	Jun
	5) Quality of consumable materials (Fuel, Oil, Coolant, etc.)	Jun; Feb(2009)
	6) Review and arrange outcomes made by previous experts	Jun
2	Improve the condition of the equipment and tools in the central workshop	
	1) Make out an improvement plan of tools and equipment of Central Workshop	Sep↔Oct
	2) Decide the specifications of these Tools and equipment	Sep↔Oct
	3) Procure these tools and equipment	Jan↔Mar(2009)
	4) Provide the instruction for the correct use of these	Jan↔Feb(2009)
3	Provide the OJT	
	1) Maintenance and repair works at the Central Workshop	Aug→Oct; Jan↔Feb(2009); Jun←–––→Sep; 2010: Jan←––→Feb
	2) Maintenance and repair works at DU and Site	Jan←–→Feb(2009); Apr←––→Jun; 2010: Jan←–→Mar; May←–→Jul
	3) Particular works required special skills	Jan↔Feb(2009); May←→Jun; Aug←–→Sep; 2010: Jan←––→Mar
4	Review the Work Plan and Schedule	Dec(2008)↔; Feb(2009); 2010: Jan←→; May←→
5	Provide training and/or hold seminars	
	1) Training regarding the Basic Electric	Jan↔Feb(2009); May←–→Jun; 2010: Jan←–→
	2) Training regarding the Electronics and Mechatronics	Jan←→(2009); May←–→Jun; 2010: Jan←–→
	3) Traininh regarding the Basic Hydraulic System	Jan↔Feb(2009); Jul←–→Aug; 2010: Jun←–→Jul
	4) Training regarding the Practical Hydraulic System for the Brush Cutter	Jan←→(2009); Aug←–→Sep; 2010: Aug←–→Sep
	5) Trouble Shooting	May←→Jun(2009); Sep←→Oct; 2010: Feb←→Mar; Aug←→Sep
6	Provide the training for safety works	
	1) Safety and correct use of tools and equipment for repair works	Jan↔Feb(2009); Jun←–→Jul; 2010: Jan←––→
	2) Kiken Yochi Training (KYK)	Dec(2008); Apr←–––––→Sep(2009); 2010: Jan←––→; May←–––––→
7	Submit the official progress report of the Works every half years.	◆ Oct(2008); ◆ Feb(2009); ◆ Aug(2009); ◆ Mar(2010); ◆ Oct(2010)

Progress and Plan of Output 3 (Training management)

Activities	Progress (Until now)	Plan (in 2009)
1. Improve needs assessment process, training curriculum	1. Reviewed basic information/current situation of training affairs in CMAC (human resources, process, organization etc) 2. Conducted Training Needs Assessment (TNA, following the present way) and compiled TNA report with suggestions/recommendations	1. Set up standard training curriculum for each job classification in CMAC 2. Set up method to establish training guideline (Plan-Do-Evaluate) 3. Conduct TNA to interested agencies
2. Improve the manuals for training affairs management	1. Understood the necessity of training management manual/syllabus 2. Reviewed basic needs for TC documents (brochures etc) and hold discussions with TC side	1. Compile training management manual (English and Khmer) & training syllabus[1] 2. Review the needs for TC documents in CMAC 3. Prepare the draft and publish TC documents
3. Guide teaching method, and presentation skill	1. Reviewed the situation of training related equipment, and assessed the needs from TC 2. Prepared the application/quotations, and made orders to procure the equipment (computers, projectors, screens, laser-pointers, desks, external hard-disk drives, digital cameras and digital video cameras)	1. Conduct needs assessment for all the instructors who will be remained in TC 2. Conduct hardware-and-software-usage presentation trainings to instructors 3. Conduct pedagogy trainings to instructors 4. Review other training equipments/materials needs and conduct procurement
4. Collect information of other training centers, institutions	1. Hold discussions with JICA office to prepare to proceed cooperation/visit to Kenya and/or Colombia 2. Hold discussions among counterparts about needs and aims to have cooperation with other institutions	1. Organize further detailed discussions among counterparts to understand needs to have cooperation with other institutions 2. Conduct actual visit to Kenya and/or Receive delegation from Colombia
Remarks: 1. JICA Training Management Advisor hold also the <u>Project Coordinator position</u>, and be in charge of conducting administrative, logistic, accounting, and other coordination works with JICA office and other related agencies, for the project and other Japanese TAs. 2. Counterparts (officer/coordinator level) in CMAC Headquarter side, to be in charge of Activity 1 and 2 (training affairs), should be assigned.		

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[1] Should be carried out spontaneously with Plan 1.1 and 1.2

Work Plan for Training Management

Output: Function and capability of Training Center are improved

Timeline columns: 2008 (Oct–Dec), 2009 (Jan–Dec), 2010 (Jan–Sep). Filled (blue) cells marked with █.

No	Activity	Work Place	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1	**To improve the assessment process of training needs and design appropriate training curriculum**																									
1.1	Review basic information	HQ TC DU	█	█																						
1.2	Review present human resources/each staff training records	HQ TC		█	█	█	█	█																		
1.3	Review actual training implementation process (plan/do/evaluation)	TC HQ		█	█	█																				
1.4	Review present training work plan/curriculum formation process	TC HQ			█	█																				
1.5	Review present needs assessment and evaluation system	HQ TC DU			█	█																				
1.6	Preparation and design new needs assessment method and evaluation system	HQ TC							█	█	█	█						█	█	█	█	█	█			
1.7	Conduct training needs assessment and review its results	DU TC HQ	█	█	█								█	█	█	█									█	█
1.8	Introduce the appropriate training curriculum for each position	HQ TC							█	█	█	█														
1.9	Review the activity and other necessary actions	HQ TC				█	█											█	█					█	█	
2	**To improve the manuals for training affairs management**																									
2.1	Review present manuals/materials for training affairs	HQ TC			█	█																				
2.2	Review TC and HQ's needs	HQ TC				█	█	█																		
2.3	Conduct compilation of the training management manual, and its revision	HQ TC							█	█	█	█						█	█	█	█	█	█			
2.4	Conduct compilation of the training center material/brochure, and its revision	HQ TC										█	█	█	█	█										
2.5	Review the activity and other necessary actions	HQ TC				█	█											█	█					█	█	
3	**To guide the instructors and other staffs concerned on teaching method and presentation skill to strengthen their capacity**																									
3.1	Check the facility and equipment situation	TC		█																						
3.2	Review instructors' requirements	TC				█	█																			
3.3	Review actual instructor level (verbal presentation skill/pedagogy) and preparation for pedagogy training	TC					█	█																		
3.4	Review actual instructor level (computer presentation skill)	TC						█																		
3.5	Procurement and installation of equipment	HQ TC				█	█	█		█	█															
3.6	Training and OJT for presentation using camera and powerpoint etc	TC							█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
3.7	Pedagogy Training	TC								█	█	█	█	█				█	█	█						
3.8	Review the activity and other necessary actions	TC HQ				█	█											█	█					█	█	
4	**To colect the information of technical trainings in mine action centers and/or related institutions to strengthen CMAC training centre management**																									
4.1	Review the information about other international training centre CMAC has contacts etc	HQ				█	█																			
4.2	Find the needs from CMAC	HQ TC DU				█	█	█	█																	
4.3	Network building with other related agencies (inclu. actual overseas visits)	HQ									█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
4.4	Review the activity and other necessary actions	HQ				█	█					█						█	█					█	█	

Appendix 4   Main Points of PDM Revision

Original	Revised	Reason of change
Overall Goal To realize the target of "CMAC 5 Year Strategic Plan 2008-2012"	To realize the target of "CMAC 5 Year Strategic Plan 2009-2013"	CMAC hasn't completed the Plan because new National Plan is now under review by the government.
Objectively verifiable Indicators 1.The rate of achievement of the goal of "Impact Free" by 2015 (Cambodian MDGs-9). 2.3,500 high impact communities are provided as "impact free area" by 2010. 3.At least 200k m^2 of contaminated areas is cleared within 5 years.	1. To contribute toward zero victims by 2012 2. To clear at least 230 km² contaminated area within 5 years. 3. To destroy approximately 1 million landmines and UXO within 5 years. (New Indicators after completion of new CMAC 5 year Plan)	As remarked above
Project Purpose Strengthening the function of CMAC and technical transfer system for demining operation.		

Indicators to Project Purpose
1.Cleared area of mine and UXO contaminated area (30-50 k m^2 clearance area per year), and marking (m), area reduction (k m^2).
2.The number of beneficiary families and villages
3.Cost-effectiveness of demining activities (Cost/m^2 or Clearance cost/ piece)
	1(Information System)
	  Necessary information on various activities is systemized and search and processing of data are conducted efficiently.
	2 (Maintenance of Machinery & Equipment)
	  Current operating rate of machineries is maintained.
	3 (Training Management)
	  Training curricula, management manual and equipment installed are properly used.
		Original indicators are not direct indicators of Project Purpose.

Indicators to Outputs		
(Output 1: Information System)		
1.2 Capacity of staff concerned is increased in information management (machine trouble, server maintenance and planning of system development)	1.2 System down time is minimized. 1.3 Information on the management of fixed asset inventory and the records of demining activity is shared within / between HQ and branch offices through information system.	It's too difficult to measure increased capacity. Indicator for data sharing is necessary.
(Output 2: Maintenance Machinery & Equip)		
2.1 Maintenance & management system and operating rate are improved. 2.3 Percentage of domestic (in-house) repair rate rises up to 70%.	2.1All mechanics can use the maintenance equipment (inc. new equip) in their charge. 2.3Term (days) required for maintenance works of main machinery (brush cutters & vehicles) is shortened as compared with average term in 2008 and 2009.	Some indicators are not realistic.
(Output 3: Training Management)		
3.1 The stable number of persons who got the training courses is maintained (approx 1700/y).	3.1Training management (needs assessment to evaluation) is set as a concrete procedure, and training curriculum is set both for instructors and trainees.	Number of trainees cannot be an indicator.
3.3 The number of accident during demining activities decrease.	3.3Training equipment is installed and instructors' presentation skills are improved.	Number of accidents is related to quality assurance technically.
Activities (Output 2: Maintenance Machinery & Equip) 2.1～2.3: management and maintenance of machinery & equipment of whole CMAC. 2.4: for Central Workshop.	Activity for Central Workshop should be 2.1. Activity for whole CMAC should be 2.2～2.4.	Workshop Advisor is assigned to and focus on Central Workshop in Battambang.

ANNEX 1 APPROVED COUNTERPARTS LIST

1. Project Director

H.E. Mr. OUM Phumro, Deputy Director General

2. Deputy Project Director

Mr. LENG Chreang, Director of Support & Human Resources (New)

3. Counterparts Personnel

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

No	Name	Title	Position at CMAC	Remarks
Output (1) (Information System)				
1	Mr. MENG Rasmey	**Manager**	MIS/COM Manager	
2	Mr. KIM Ly	Member	Senior Database Officer	
3	Mr. PHEAN Sipho	Member	MIS/COM Assistant	
4	Mr. CHHIN Bunran	Member	Operation and Planning Officer	New
	Ms. KIM Ratana	Member	Human Resources Officer	Removed
	Mr. KOUK Vuthy	Member	Inventory Officer	Removed
Output (2) (Maintenance of Machinery & Equipment)				
5	Mr. NHEP Sour	**Manager**	Central Workshop Manager	
6	Mr. MEAN Phearong	Member	Maintenance/Transport Officer	
7	Mr. LONG Savuth	Member	Supply Officer	New
8	Mr. KORNG Rany	Member	Senior Mechanic	New
9	Mr. SAM Pisey	Member	Mechanic	New
	Mr. MAO Bunthoeun	Member	Senior Mechanic	Removed
	Mr. CHHOUN Bunthoeun	Member	Senior Brush Cutter Mechanic	Removed
Output (3) (Training Management)				
10	Mr. ROATH Kanith	**Manager**	Director of Training R& D	
11	Mr. MONG Sokunthearath	Member	Training Centre Manager	
12	Mr. NGUON Thy	Member	Senior MDD Instructor	
13	Mr. REAM Dy	Member	Instructor for EOD	New
14	Mr. MORK Phally	Member	Technical Instructor	New
	Mr. ING Doeun	Member	Senior Instructor for EOD	Removed
	Mr. BOU Samoeun	Member	Technical Instructor	Removed

ANNEX 2   Project Design Matrix (PDM) :The Project of Strengthening of CMAC's Function for Human Security Realization

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

February 26, 2009

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
Overall Goal To realize the target of "CMAC 5 Year Strategic Plan 2009-2013"	1.To contribute toward zero victims by 2012 2.To clear at least 230 km² contaminated area within 5 years. 3.To destroy approximately 1 million landmines and UXOs within 5 years.	1. Progress Report by CMAC 2. Post Evaluation	
Project Purpose Strengthening the function of CMAC and technical transfer system for demining operation	1.Necessary information on various activities is systemized and searching and processing of data is conducted efficiently. 2.Current operating rate of machineries (especially brush cutters, vehicles) is mainteined. 3.Training curricula, management manual and equipment installed are properly used.	1. Progress report by CMAC 2. Project Reports 3. Terminal Evaluation	Total support fund from donors to CMAC is stable and does not reduced drastically than the present.
Outputs 1.Data management and communication within/between HQ and branch offices becomes effective and efficient through improvement of information systems. 2.Maintenance and management systems of machinery and equipment are improved. 3. Function and capability of Training Center are improved.	1.1.Double data entry and double data management in the management of fixed asset inventry and the records of demining activity is minimized. 1.2.System down time is minimized. 1.3.Information on the management of fixed asset inventory and the records of demining activity is shared within/between HQ and branch offices through information system. 2.1.All mechanics in Central Workshop can use the related maintenance equipment. 2.2.Technical level of the staffs concerned on service and repair (especially mechanic) is improved. 2.3.Term (days) required for maintenance works of machinery & equipment (brush cutters, vehicles) is shortened as compared with average term in 2008 and 2009. 2.4.Percentage of availability rate of machinery & equipment. （Target of operating rate is fixed by the end of May, 2009 by reviewing the present rate.） 3.1.Training management cycle, such as needs assessment, its preparation, implementation, and evaluation, is set as a concrete procedure, and training curriculum is set both for instructors and trainees. 3.2.Training management manual is introduced, and training materials are updated both in paper-based and electronic-based. 3.3.Training equipment is installed, and instructors' presentation skills are improved. 3.4.Network with other mine action training centers and/or other related institutions, is established and the system to conduct South-South Cooperation, despatch and acceptance of staffs for technical exchange etc. is prepared.	1. Progress Report by CMAC 2. Project Reports 3. Terminal Evaluation	1. Number of staff of CMAC does not change drastically. 2. CMAC keeps at least present level of the number of equipments 3. CMAC keeps good quality and efficiency of its overall management

Activities	Input to the Project		
1.1.To review the present condition and future plan of CMAC information system 1.2.To coordinate and conduct meeting/workshop to improve the management information system policy and procedure 1.3.To identify the equipment and system required to improve the quality of CMAC information system 1.4.To develop/improve information system on demining activity, fixed asset inventory and human resources in order to strengthen information sharing within/between HQ and branch offices. 1.5.To train the staff engaged in development/maintenance of information system in the area of information system development and network management in order to improve their capability . 2.1.To strengthen the function of Central Workshop 　2.1.1.To review the present management of the Workshop, technical level of service. 　2.1.2.To review the present situation of machines and tools. 　2.1.3.To introduce the equipment which is required for the appropriate maintenance works for the vehicles and brush cutters. 　2.1.4.To conduct OJT to strengthen capability of management staff and develop the servicing and repairing capacity of mechanics in the Workshop. 　2.1.5.To propose the guidelines for management of Central Workshop in order to strengthen the function of it. 2.2.To review the present situation and problems of management and maintenance system of existing machinery and equipment 2.3.To review and strengthen management and maintenance system to grasp repairing records and operating hours and stock management system of spare parts and expendables for the purpose of operation of machinery and equipment for long term and reducing cost. 2.4.To hold workshops and/or seminars to train the concerned staff in practical using of the management and maintenance system. 3.1.To improve the assessment processes of training needs and design appropriate training curriculum. 3.2.To improve the manuals for training affairs management. 3.3.To guide the instructors and other staffs concerned on teaching method and presentation skill to strengthen their capacity. 3.4.To collect the information of technical training in other mine action centers and/or related institutions to strengthen CMAC Training Center management.	(Cambodian Side) 1.Local Cost 　Necessary budget for the implementation of the Project 2. Allocation of necessary personnel 2.1Counterpart personnel 2.2Administrative personnel 3. Preparation of office spaces and facilities (for advisers)	(Japanese Side) 1. Dispatch of Experts 1.1 Long Term Expert 　Chief Advisor/Cooperation Management) 　　Workshop Management Adviser 　　Training Management Adviser 1.2 Short Term Expert 　　Information System Adviser 　　Other Experts (according to the needs) 2. Provision of Equipment (for the necessity of technical cooperation activities) 3. Training for necessary fields 3.1Counterparts training in Japan/ other countries (in case of necessity)	1. Most personnel of CMAC staff who are trained through the project continue to work at CMAC 2. Full-time counterparts are assigned by CMAC. 3. Counterparts of CMAC devote their every effort to implement the project **Precondition** 1. The necessary fund/ budget is secured for managing CMAC activity. 2. CMAC keeps its present status as a leading agency for mine action in Cambodia.