

(人的資源訓練／開発部)

④ Media Software Department

(メディアソフトウェア部)

⑤ Seafarming Department

(水産養殖部)

したがって、日本の協力も上記の5分野に対して行われるが、比側の説明によると、R/Dの署名後、①生計向上／企業開発部と②企画／技術サービス部は統合される見通しであるとのことであったが、日本の支援は従来どおりの内容／計画で対応して欲しいとのことであった。

(3) 専門家派遣

長期専門家は最小限度に留め、その分、一定期間で成果を収め得る短期専門家で対応してほしいとの比側の要望に対し、日本側は比側と協議の上、以下の専門家を5年間の協力期間において派遣する予定。

① リーダー

② 調整員

③ 開発経営

④ 水産養殖

⑤ 水産振興

⑥ (1) IEC

(2) ラジオ番組制作／放送

日本側としては、上記の専門家の派遣期間はR/Dに明記しないが、実際には①～⑤の専門家に対しては長期で、⑥の視聴覚関連専門家に対しては短期で対応予定である。その他、必要に応じて専門家の派遣は可能であるという注を付け、生計向上モデル事業に関しては協力内容が決定し、必要性が認められ次第、専門家を派遣のこととする。

2. Tentative Schedule of Implementation (TSI)

TSIもR/D同様、柔軟性のあるもので、比側署名者も同じく大統領府のDela Serna氏である。同TSIの特長として以下のことがあげられる。

日本側インプット：

(1) プロジェクト基盤整備費を用いて、生計向上モデル事業実施地に、コモンサービスファシリティを建設する。

(2) 5年間の協力において、中堅技術者養成を実施する。

比側インプット：

- (1) フィリピン側カウンターパート、特に生計向上事業に携わるスタッフの人数が不十分なので、新規職員の採用をTSIに記す。
- (2) コモンサービスファシリティの建設用地を提供する。

3. Minutes of Understanding

R/Dに記載されていないが、文書に記録する必要があると思われる事項については、Minutes of Understandingにおいて約した。同ミニッツはプロジェクトの詳細に触れるため、大統領府でなく、中村団長とPHRDC所長であるCatajoy氏の間で締結された。ミニッツの骨子は以下のとおり。

- (1) 比側、日本側を問わず、同プロジェクトに携わる者は、住民の自助努力・参加の促進を目的とするコミュニティーディベロップメントの理論及び手法を同プロジェクトの形成、実施段階にて習得すべく努める。
- (2) プロジェクトの円滑な運営に向けて、フィリピン側は職員の充実を図る。
- (3) 合同委員会とは別個に、政府機関、非政府機関、住民組織を含んだステアリングコミティーを各パイロット地域において創設する。

以上の事項の付属資料として、PHRDCが独自に準備したプロジェクト参加者の役割を規定する「Role of PHRDC, JICA, GO (LGU/LINE AGENCIES), NGO, PO in the implementation of Livelihood Generation Project」、 「PHRDCスタッフ拡充予定表」、 「PHRDC組織図」の3種の資料を添付した。

4. フィリピン側実施体制

組 織：

マニラに位置するPHRDCがプロジェクト全体を総括し、同時に関連データ処理、教材開発、広報などの支援を行う。また、前人造りセンタープロジェクトの際の水産養殖センター(Seafarming Research and Development Center)は、半独立のセンターから水産養殖部に転換した。

人 員：

現在117名の人員を抱えているが、その半分は水産養殖に従事し、生計向上を担当する者はサマル島のパイロット地域に配属されている2名のみである。このため、実際のプロジェクト運営にはマンパワーの強化が必須である。

予 算：

R/D署名後、予算の追加要求を行う予定であり、予算の増額が認められた時点で人員確保を開始する。また、そのための必要書類として、各部長は予算計画表を提出済みである。

体 制：

前人造りセンタープロジェクトでは、その活動内容が孤立した4つのプログラム（視聴覚教材開発、カキ養殖、建設、家内工業）に分割されていた。その影響と思われるが、現在をしても各部が特化されており、各部・スタッフ間で、生計向上に向けての統合が見られない。しかしながら、ECFAの長期調査員が、調査中に紹介したPCM (Project Cycle Management)・ZOPP方式をPHRDC独自で職員向けに講習を実施していた。また、ECFAが提供した資料を基に、プロジェクト参加者の役割を分担した「Role of PHRDC, JICA, GO (LGU/LINE AGENCIES), NGO, PO in the implementation of Livelihood Generation Project」及び「The Poverty Scenario」をPHRDCが作成していた点において、ECFAの業務を評価できるであろう。

IV. プロジェクト・サイト視察結果

1. サマル島

(1) サマル島における視察日程は次のとおり。

9月26日(木)

18:10 ダバオ着

ホテルにcheck-inののち、SIDF(Samal Island Development Foundation)代表者Mr. Crispin Lanorias及びMr. Cesar Decenaよりサマル島の現状並びにSIDFの活動状況についての説明を受ける。

9月27日(金)

8:45 ホテル発サマル島への船に乗る。

9:30 サマル島 Samal Municipality到着

Municipality Hallにおいて同Municipalityの現状についての説明を受ける。

10:00 SIDF事務所訪問、SIDFの活動状況及び将来計画についての説明を受ける。

11:30 Guilon Barangay訪問、視察、昼食

同Barangayは、貯水タンクの建設等も行い、1990年アキノ大統領より表彰を受けている。モデルBarangayである。

13:40 Grouperの“イケス”をGrouperパイロット事業として実施しているSitio Benoni地点を視察。同地点で同地点のBarangayの女性Captainと、SRDCより現地に派遣されている技術者に会う。

19:00 ダバオ及びサマル島関係者、すなわちGO、NGOの代表者を招待しての調査団主催の夕食会、なお同会にダバオにおいて活動中の女性JOCV 2名も参加。比側出席者は次のとおり。

比側出席者

- ① Gilbert Rosit, PEC-Samal
- ② Cesar Ledesma, Exec. Director, Mindanao Congress of NGO
- ③ Jun Evangelio, Cheif, Econ. Devt Div., NEDA
Constancio Canete, Reg. Director, Dept. of Science & Tech.
- ④ Lou Pasawa, Dept of Trade & Industry
- ⑤ Nelly Lanorias, Exec. Director, Association of Social Dev. Agencies
in Region XI
- ⑥ Cynthia Dacanay, Exec. Director, Ateneo Livelihood Prog.

- ⑦ Jose Magoncia, Samal Vice-Mayor
- ⑧ Cesar Decena, Board Chairman, Samal Island Foundation
- ⑨ Crispin Lanorias, Exec. Director, Samal Island Foundation
- ⑩ Anita Fernis, Samal Councilor
- ⑪ Catalina Dakudao, Reg. Director, Dept. of Tourism
- ⑫ Dennis Araulio, Dept. of Agriculture
- ⑬ Evelin Tombo, Dept. of Labor & Employment
- ⑭ Bebot Bebiro, Livelihood & Enterprise Dept., PHRDC
- ⑮ Swanee Parungao, Executive Assistant, PHRDC
- ⑯ Ade Lazatin, Seafarming Dept., PHRDC
- ⑰ Robert Robang, Livelihood & Enterprise Dept., PHRDC

9月28日(土)

10:00 ダバオ駐在のGO代表及びNGO代表者とのWork shop。これは“フィリピン地方生計向上計画”のPHRDC及びJICAの役割についての説明を主とするものである。Work shopの参加者は次のとおり。

比側参加者:

- ① Emma Galon, Dept. of Agriculture
- ② Rolando Alonzo, Samal Island Devt. Foundation
- ③ Edgardo Cruz, National Econ. Devt. Authority
- ④ Gilbert Rosit, Peoples Economic Council
- ⑤ Crispin Lanorias, Asamal Island Devt. Foundation
- ⑥ Thucydides Osorio, Depr. of Science & Technology
- ⑦ Agelina Mula, Dept. of Social Welfarre & Devt.
- ⑧ Evelyn Tombo, Dept. of Labor & Employment

13:30 ダバオで開催中のダバオ物産展を見学。

19:15 ダバオ発

(2) ダバオ市

ダバオ市はマニラ、セブにつぐフィリピン第3の市であり、ミンダナオ島の行政、経済の中心地である。ミンダナオ島及びダバオ市は、フィリピンのなかでは独立の気風が強くスペイン、アメリカ、日本及び戦後の中央政府に対するResistanceの歴史を有し、ルソン、ビサヤス地域と比較し、特異な位置をしめている。特にダバオ市は日本との関係が強く、第2次大戦前には約15,000人の日本人が居住し、マニラ麻農園を中心として農業・商

業面において活動していた事実があり、戦後はミンダナオ産のバナナにより日本との結びつきが強い。

(3) サマル島

サマル島はダバオ市の南方に位置し、ダバオ市の目前にある。同島はBABAK, SAMAL及びKAPUTIANの3 Municipalityよりなる小島である。面積は、南端に位置する小島TALIKUDを含め28,000km²で、人口は約60,000人といわれている。

今回のパイロット候補地区であるSAMAL Municipalityは、北のBABAKと南のKAPUTIAN Municipalityにはさまれた中央に位置し、面積は8,962haであり、総人口は19,854名(1990)である。Barangayは115あり、主な産業は農業—米、とうもろこし、ココナツ、豚、鶏の飼育と水産業である。SIDF及びGuilon Barangayのキャプテンの説明によれば、サマル島の現状と問題点は次のとおり。

まず、貧しいという点である。サマル島は、全島ほとんどヤシの木のプランテーションにおおわれており、ほぼ島の中央に高さ557mの山をいただき、海辺にはまばらに人家が見える、というのがひとくちでいえば島の印象である。大多数の島民が1世帯の月平均収入が約1,000ペソであり、フィリピンの貧困レベル月平均1世帯収入2,600ペソをはるかに下まわっている。

従来、農・水産業中心の島であるが、農業では水がまず大きな問題であるとの説明があった。例えばGuilon Barangayのキャプテンによれば、400,000ペソ(邦貨約2,000,000円)あれば灌漑施設の建設が可能となり、農業、用水の確保に伴い、陸稲、野菜、果樹、豚、鶏の飼育が可能になるということである。ちなみにサマル島の主食はとうもろこしと米であるが、米は特に自給能力が低く、1990年では米の自給率がわずかに38%であり、62%をダバオ等より輸入したとのことである。水の問題の解決が、まず望まれているという印象を受けた。

一方、主要産業の他の一つである水産業についても、魚資源の減少が問題となっている。ダイナマイト漁法による“珊瑚礁”の破壊、沿岸部のマングローブの伐採による環境破壊による魚種及び魚量の減少である。タイヤなどの利用による人工魚礁の設置等いろいろと対策を講じているらしいが、効果はいま一つであるという。

これらの問題に対するSIDFのサマル島の開発に対する考え方は、次のとおりである。すなわち開発の対象をMarginal FishermenとUp-Land Farmersにおき、今後5年間に次の4段階のphaseにしたがい、実施していきたいとしている。

・ Social Preparation

漁民及び村民の組織化を進める。現在17のCooperativesがあり、村の購買組合、ジブニーによる輸送業務等、漁業を実施しているが、これをさらにMunicipality全体に拡げていきたい。

・ Institutional Building

Manicipal Council of cooperativesの設置。

さらにサマル島全体の活動を調整するFederationを設置したい。

・ Entrepreneur Development

・ 農業、水産資源の開発

・ 農産物、海産物の付加価値を高めるための農村・漁村単位の活動－食品加工等。

・ 婦人の参加を進めたい。技術の移転を図りたい。その具体的な例として、掃除用のほうきの製作などがあげられていた。

・ Replication

サマル島の視察をおえ、SIDF及びGuilon Barangayの関係者の説明を聞いた印象としては、特にNGOであるSIDFの考え方がしっかりしており、またやる気も十分であり、JICAの協力の可能性が高いというものであった。サマル島の南部のKAPUTIAN Municipalityについては、沖合の小島TALIKUDを含めた地域を対象としたUNDPの観光開発計画が実施されており、そのコピーを入手する機会を得た。

SIDFからは上記のほか、具体的に島内の運搬手配としてのバイクの入手、ダバオとの連絡用としてのボートの入手について希望がのべられたが、その他水産物のための製氷工場、アンチョビーペーストの加工工場及びココナツ油の1次加工工場の建設に対する希望がのべられた。

なお、サマル島視察には、遠藤団員をのぞく中村団長及び他の団員が参加した。

2. SRDD (Seafaming Research Development Department) ダグバン

(1) SRDC-ダグバンの視察日程は次のとおり。

10月1日(火)

06:30 マニラ発

12:30 タルラック経由、ダグバン着

SRDC視察

10月2日(水)

09:00 Grouper等の養殖イケスの視察

14:00 ダグパン発

20:30 マニラ着

(2) ダグパンは、ルソン島のリングエン湾に面した小さな町である。ダグパンにいたる道路は、今年8月のピナツボ火山の噴火による火山灰の被害が大きく、橋が2カ所落ちており、道路の多数の箇所において復旧工事が行われていた。中間地点タルラックまでは、マニラ市より北方にのびる高速道路をへて比較的順調に進んだが、それから先で大分時間がかかった。パンパンガ河の橋を渡る時にみた火山灰の堆積状況は想像以上であり、ルソン島中央部の穀倉地帯に与えた被害の大きさをかいま見ることができた。

(3) SRDC

今回のJICAの協力実施により、1992年より従来のSRDCはCenterがDepartmentに名称変更となり、PHRDCのDepartmentとして活動を開始することになった旨説明があった。

SRDC到着後、ManagerであるMr. Abelardo M. LazatinよりSRDCの活動状況、1992年度の計画等につき説明があり、そのあと施設内を視察した。

建物、教室、実験室、作業場等掃除が行き届き、十分に活用されていた。そのあと養殖タンクの設置予定場所等の説明を受けた。上記のMr. Lazatin以下、十数名のスタッフもよくまとまっており、チームワークが良好であるとの印象を得た。

10月2日は、9時よりSRDCが設置しているGrouper等のイケスを見学した。場所は、ダグパン町とSRDCとの中間を流れリングエン湾に注ぎ込む河をボートで約15分ばかりをさかのぼったところにある。同イケスの近所には、私企業のミルクフィシュのイケスがあり、また、ダグパン町よりSRDCにいたる道路の両側にも同じく私企業のエビ、ミルクフィシュの養殖池を多く見ることができた。

SRDCのイケス視察後はSRDCにもどり、JICAより供与予定の資機材の仕様につき打合せを行った。

ダグパンのSRDC視察には遠藤、国府及び後藤団員が参加した。

V. 日本側協力

1. 専門家派遣

R/Dに記載されている専門家担当分野より、1991年度は以下の予定で専門家の派遣を行う。

長期専門家：

- | | | | | |
|---|------|-------|------------|--------------|
| ① | リーダー | 後藤 教基 | JICA | 社会開発協力部付 |
| ② | 調整員 | 木村 伸一 | JICA | 社会開発協力部 特別嘱託 |
| ③ | 開発経営 | 丸山 裕之 | JICA | 社会開発協力部 特別嘱託 |
| ④ | 水産養殖 | 原 士郎 | 海外漁業協力財団 | |
| ⑤ | 水産振興 | 黒澤 和寛 | 日本国際協力システム | |

短期専門家：

- | | | | | |
|---|-------|-------|------|------------------------------|
| ① | IEC | 柿島留美子 | JICA | 社会開発協力部
社会開発協力第一課 ジュニア専門員 |
| ② | 視聴覚機材 | | | |

2. 研究員受入れ

今年度、以下の2名の研修員受け入れを予定。

(1) Mr. Juvenal H. Catajoy, Jr.

PHRDC所長

研修科目：開発経済

(2) Mr. Abelardo M. Lazatin

水産養殖部長

研修科目：コミュニティー開発もしくは開発経済

3. 機材供与

1990年度の機材予算は1,000万円で、専門家用ジープと水産養殖用機材を優先し、その他にPHRDCより要請があると思われるが、A4フォームの到着を待って、日本側で最終調整する。

4. 水産養殖分野

(1) 本分野における技術協力はSRDCを拠点として行われることとなる。

本分野における技術協力のマスタープランとしては下記のとおりである。

- ① 養殖技術に関する生計プロジェクトの形成、実行
- ② 養殖技術の普及
- ③ カキ、魚類及びその他生産物の市場開発
- ④ 魚類に関する研究（具体的にはハタ）
- ⑤ カキ研究
- ⑥ 他魚種等の研究

(2) また、長期専門家派遣として養殖専門家及びカキを中心とする普及専門家（市場開拓及び養殖技術）の2名が派遣されることとなった。

具体的にはSRDCを拠点に、上記2名の専門家を中心として、

- ① ハタを中心とする魚類の技術開発・技術の普及
 - ・技術開発
親魚養成技術・人工孵化技術・種苗育成技術・養成技術等
 - ※ イケス設置場所（養成技術）としてはスワル湾
 - ・普及
漁民の組織化の促進、指導、養殖技術支援等
また、サマルでのモデル事業の支援等
- ② カキ
 - ・漁民の組織化手法の研究開発、組織化の促進、周年養殖法の技術普及
 - ・付加価値のついたカキの需要把握、販路拡大等

が実施されることとなる。

このほか、必要に応じ、予算の範囲内で短期専門家が派遣される。

(3) 日本から供される機材として養殖用機材等が供与されることとなった

機材リストは、長期調査員の調査によってある程度詰められており、これによると総額8千万円弱の機材が必要とされることとなるが、これは最低必要限の機材と考えられる（魚類種苗生産施設の建設に当たっては、日本の業者による詳細設計等が必要）。

また、本年度（平成3年度）の機材供与費で、SRDCの魚類養殖プロジェクトのための緊急用機材（ハタの親魚養成用）として、500万～600万円の機材が供与される予定と

なっている。

(機材リストは別添のとおりであるが、機材詳細については先方に説明せず。ただし、予算が許せばという前提で、本年度供与予定の機材については詳細に説明)。

(4) 研修生受け入れは本プロジェクト全体として、予算の範囲内(年間2～3名程度?)で受け入れられることとなる。

(5) 協力開始に向けて

- ・水産分野における技術協力は、SRDCを拠点としてハタを中心とする養殖技術・種苗生産技術開発及びカキ養殖技術の普及を中心として実施されることとなるが、これとともに、貧困層への技術支援を考えた場合、漁民の組織化等についても十分な指導が必要であると思われ、この面での支援も力を入れる必要があると思われる。

- ・加えて、GO、NGO、POの中核的な人間を対象として、養殖技術についての訓練(研修)等を実施することも、今後の効率的な技術の普及及びこれら組織との連携等について考えた場合、極めて有効な手段であると考えられる。この場合の訓練(研修)の目標としては、対象魚種の養殖についての実務的かつ基本的な技術・知識を身に付けさせることとなる。

- ・また、普及のモデル地区として、かなり組織化の進んだサマル島でのハタ養殖モデル事業の実施は意義あるものと思われるが、このような事業の性格として、実際にある程度の収益が期待できることを証明してやる必要(漁民に見せてやる必要)があり、失敗は許されない。しかしながら、現在SRDCが同島においてハタの養殖モデル事業を実施しているが、現状では技術的問題点等あり、日本人専門家との十分な話し合いによる計画の見直しとともに、定期的な技術指導が必要であると思われる。その際、試験的にも同島においてモデル事業を実施しようとするには、ある程度の周辺機材が必要となる。

- ・さらに、SRDCにおける魚類養殖研究のために必要とされる機材については、試験の性質として生物相手のものであり、試験の時期も制約されるため、可能な限り早期に導入されることが望ましい(特に親魚養成に必要とされるイケス及び2年度から種苗生産を開始するための種苗生産施設等)。

(6) サマル島(モデル地区<水産>)視察

サマルのSAN JOSEでは、すでに本年8月22日からイケス(竹製、小規模なもの)を設置し、9月12日からハタの試験的養殖を実施していた(ハタの種苗はSRDDが地元漁

業者に採捕させSRDDが買い取っている)。

このため、SRDDのスタッフ(1名、他地元ワーカー)が地元にはりついていた。SRDDとしては、本地区で養殖をしたハタを活魚でダバオに出荷する計画をもっていた。

本地区では、年間を通じて波が穏やかであり(ちょうど波が遮られる地形になっている)、物理的には養殖適地であると考えられる。

しかしながら、病気のハタをそのまま飼っているなど技術的問題点のほか、養殖数としては現在のところ十数匹のみである出荷体制(輸出手段等)等、現状のままでは問題点が多いと考えられ、本技術協力が開始した後、基本的な技術指導が必要であると推察される。

また、機材的にも可能であるなら、常駐しているSRDDのスタッフのための足がないため、バイク、船外機船(小型のもの)等用意すべきであると考えられる。

さらに、養殖技術の今後のサマルでの普及を考えた場合、SRDDのスタッフの数等から考えても、サマル島での漁民の組織化等実績のあるSIDFとの連携を考えるべきであると思われる。

いずれにしても、サマル島でのモデル事業としてのハタ養殖を考えた場合、当面はハタの天然種苗を使用した蓄養程度の実施し、養殖プロジェクトに向けての周辺体制の整備(SIDF等との連携体制の整備、販売ルートの確立等)に努め、SRDDでのハタ養殖技術についてある程度めどがついた時点で本格的な養殖モデル事業を開始すべきであろうと思われる(なぜなら、このようなある程度の資本を必要とする技術の普及については失敗は許されず、特に今後の技術普及主体となるSRDDが中心となって行っている事業について失敗した場合、SRDD自体の信用が損なわれる可能性がある)。

SIDF

水産関係の活動としては、漁民の組織化のほか、沿岸漁場造成(天然礁は1948年頃からはじまったダイナマイト漁法のため壊滅状態)のためのタイヤ魚礁の設置事業、漁民のトレーニング等を実施している。

また、SIDFとしては今後漁民層の所得向上を図るために、現在漁民は漁獲物のダバオ市場への輸送手段及び鮮度保持のための手段をもたず、ブローカーから買ったたかれている状況にあることから、漁獲物の付加価値向上のため、輸送・鮮度保持のための手段の確保、漁獲物の加工(アンチョビーの塩蔵等)等を組合にやらせたい旨の説明があった(必要機材としては、トラック、冷凍運搬船、製氷機、加工物の包装機械等)。

《付属資料》

1. The Records of Discussions between the Japanese Implementation Survey Team and the Authorities Concerned of the Government of the Republic of the Philippines on the Japanese Technical Cooperation for the Rural Livelihood Generation Project in the Republic of the Philippines127
2. List of Guest : Signing of the Records of Discussions on the PHRDC Rural Livelihood Generation Project(RLGP)140
3. Tentative Schedule of Implementation (TSI) of Technical Cooperation for Rural Livelihood Generation Project in the Republic of the Philippines141
4. Minutes of Understanding on the Implementation Survey of the Rural Livelihood Generation Project in the Republic of the Philippines143
5. The Center Bulletin, vol.IV, August 1991150
6. Role of PHRDC, JICA, GO (LGU/Line Agencies), NGO, PO, in the Implementation of Livelihood Generation Project157

THE RECORDS OF DISCUSSIONS BETWEEN THE JAPANESE IMPLEMENTATION
SURVEY TEAM AND THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF
THE REPUBLIC OF THE PHILIPPINES ON THE JAPANESE TECHNICAL
COOPERATION FOR THE RURAL LIVELIHOOD GENERATION PROJECT IN THE
REPUBLIC OF THE PHILIPPINES

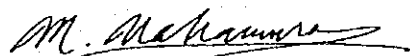
The Japanese Implementation Survey Team (hereinafter referred to as "the Team") organized by the Japan International Cooperation Agency (hereinafter referred to as "the JICA") and headed by Mr. Makoto Nakamura, visited the Republic of the Philippines from 23 September to 04 October 1991 for the purpose of working out the details of the technical cooperation concerning the Rural Livelihood Generation Project (hereinafter referred to as "the Project") in the Republic of the Philippines.


During the Team's stay in the Philippines, they had a series of discussions with the Philippine authorities concerned with respect to the desirable measures to be taken by both Governments for the successful implementation of the Project.

As a result of the discussions, the Team and the Philippine authorities concerned agreed to recommend to their respective Governments the matters referred to in the document attached hereto.

September 30, 1991

Manila, Republic of the Philippines


MR. MAKOTO NAKAMURA
Leader, Japanese Implementation
Survey Mission
Japan International Cooperation Agency


MR. DIONISIO C. DELA SERNA
Deputy Executive Secretary
Office of the President
Republic of the Philippines

THE ATTACHED DOCUMENT

I. COOPERATION BETWEEN BOTH GOVERNMENTS

1. The Government of Japan and the Government of the Republic of the Philippines will cooperate with each other in implementing the Rural Livelihood Generation Project in the Republic of the Philippines for the purpose of alleviating poverty in rural areas as proposed by the Government of the Republic of the Philippines in the Five-Year National Development Plan (1987-1992). It is anticipated that the Project raises, in collaboration with Government Organizations (GOs), Non-Government Organizations (NGOs), People's Organizations (POs), as well as local communities, the living standard of the bottom 30% of the rural population. In addition, the Project aims to develop the human resources necessary for enhancing self-reliance and productivity in rural areas through the diffusion of innovative and appropriate technology and information.
2. The Project will be implemented in accordance with the Master Plan which is given in Annex I.

II. MEASURES TO BE TAKEN BY THE GOVERNMENT OF JAPAN

1. Dispatch Of Japanese Experts
 - (1) In accordance with the laws and regulations in force in Japan, the Government of Japan will take necessary measures through JICA to provide, at its own expense, the services of the Japanese experts as listed in Annex II through the normal procedures under the Colombo Plan Technical Cooperation Scheme.
 - (2) The Japanese experts referred to in (1.) above and their families will be granted, by the Republic of the Philippines, privileges, exemptions and benefits no less favorable than those accorded to the experts of the third countries working in the Republic of the Philippines under the Colombo Plan Technical Cooperation Scheme.

2. PROVISION OF MACHINERY AND EQUIPMENT

In accordance with the laws and regulations in force in Japan, the Government of Japan will take necessary measures through JICA to provide, at its own expense, such machinery, equipment and other materials (hereinafter referred to as "the Equipment") necessary for the implementation of the project as listed in Annex III through the normal procedures under the Colombo Plan Technical Cooperation Scheme.

The Equipment will become the property of the Government of the Republic of the Philippines upon delivery c.i.f. to the Philippine authorities concerned at the ports and/or airports of disembarkation, and will be utilized exclusively for the implementation of the Project in consultation with the Japanese experts referred to in Annex II.

3. TRAINING OF PHILIPPINE PERSONNEL IN JAPAN

In accordance with the laws and regulations in force in Japan, the Government of Japan will take necessary measures through JICA to receive, at its own expense, the Philippine personnel connected with the Project for technical training in Japan through the normal procedures under the Colombo Plan Technical Cooperation Scheme.

4. SPECIAL MEASURES TO BE TAKEN BY THE GOVERNMENT OF JAPAN

In order to ensure the smooth implementation of the Project, in accordance with the laws and regulations in force in Japan, the Government of Japan will take the following special measures through JICA:

- (1) To supplement local expenditures necessary for establishing the physical infrastructure of the Project such as construction of common service facilities for the pilot Low Income Municipalities (LIMs) when necessary;
- (2) To supplement local expenditures necessary for conducting Middle Level Trainees' Training.

III. MEASURES TO BE TAKEN BY THE GOVERNMENT OF THE REPUBLIC OF THE PHILIPPINES

1. In accordance with the laws and regulations in force in the Republic of the Philippines, the Government of the Republic of the Philippines will take necessary measures to provide at its own expense:

- (1) Land, buildings and facilities as listed in Annex V;
- (2) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for implementation of the Project other than those provided by the Government of Japan under III above;
- (3) Transportation facilities and travel allowances for the Japanese experts for the official travel within the Republic of the Philippines.

M. A.

2. In accordance with the laws and regulations in force in the Republic of the Philippines, the Government of the Republic of the Philippines will take necessary measures to meet:
 - (1) Expense necessary for the transportation within the Republic of the Philippines of the Equipment referred to in II.2 above as well as for the installation, operation and maintenance thereof;
 - (2) Customs duties, internal taxes and any other charges imposed in the Republic of the Philippines on the Equipment referred to in II.2 above;
 - (3) Operation expenses necessary for the implementation of the Project.
3. In accordance with the laws and regulations in force in the Republic of the Philippines, the Government of the Republic of the Philippines will take necessary measures to secure, at its own expense, necessary services of Philippine counterpart and administrative personnel as listed in Annex IV.
4. The Government of the Republic of the Philippines will allocate a necessary number of suitably qualified personnel corresponding to each Japanese expert to be dispatched by the Government of Japan as specified in Annex II for effective and successful transfer of technology under the Project.
5. The Government of the Republic of the Philippines will take necessary measures to ensure that the knowledge and experience acquired by the Philippine personnel from technical training in Japan will be utilized effectively for the implementation of the Project.

IV. ADMINISTRATION OF THE PROJECT

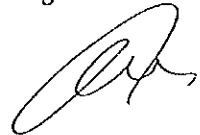
1. The Presidential Management Staff of the Office of the President of the Republic of the Philippines will bear overall responsibility for project implementation.
2. The General Manager of the Philippine Human Resources Development Center (PHRDC) as Head of the Project will be responsible for the administrative and operational matters of the Project.
3. The Chief Advisor of the Japanese team will provide necessary recommendations and advice on technical and administrative matters concerning Project implementation to the Head of the Project.

M.A.

4. For effective and successful implementation of the Project, a Joint Committee will be established with the functions and composition as given in Annex VI.

V. CLAIMS AGAINST JAPANESE EXPERTS

The Government of the Republic of the Philippines undertakes to bear claims, if any arises, against the Japanese experts engaged in the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in the Republic of the Philippines except for those arising from the willful misconduct or gross negligence of the Japanese experts.



VI. MUTUAL CONSULTATION

There will be mutual consultation between the two Governments on any major issues arising from or in connection with this Attached Document.

VII. TERM OF COOPERATION

The duration of the technical cooperation for the Project under this Attached document will be five (5) years commencing from 01 October 1991.

M. A.

Annex I Master Plan

1. Goals and Objectives of the Project

1.1. Development Goal

To assist Philippine government efforts to enhance livelihood by increasing the income levels of the people in the rural areas.

1.2. General Goal

To develop appropriate approaches and models for livelihood generation which can be replicated by government organizations (GOs), non-government organizations (NGOs) and people's organizations (POs).

1.3. Specific Objectives

- a. To implement local resource-based and need-specific technology transfer programs consistent with the goal of boosting the income level for the bottom 30% of the population;
- b. To help improve the productivity of marginal producers, farmers, small entrepreneurs, cooperatives and other target beneficiaries of the President's social development agenda;
- c. To develop model sustainable livelihood enterprises in rural communities;
- d. To undertake capability building programs for GOs, NGOs and POs involved in livelihood generation;
- e. To facilitate necessary information exchange for GOs, NGOs and POs involved in livelihood generation.

2. Activities and Framework of the Project

2.1. Planning and Technical Services

- a. Livelihood researches, financial and funding researches and needs assessment
- b. Research on participatory planning, implementation, monitoring and evaluation methodologies
- c. Assessment of proposed livelihood projects feasibility
- d. Planning and provision of specific product marketing information
- e. Operation and maintenance of data-base facilities
- f. Preparation of technical information support services to GOs, NGOs and POs

M. A.



2.2. Livelihood and Enterprise Generation

- a. Selection of intervention areas or Low Income Municipalities (LIMs) as pilot project sites in accordance with the findings in "2.1" above
- b. Establishment of favorable community relations and feedback system with local communities
- c. On-site research and needs assessment
- d. Selection of the fields of cooperation to be implemented in the Project in accordance with the findings in "2.1" and "2.2.c" above
- e. Participatory planning, implementation, monitoring and evaluation of pilot livelihood projects in selected areas
- f. Where feasible, implementation of support projects contributory to the improvement of quality of life in the community, e.g. informal education, etc.
- g. Monitoring, evaluation, and impact assessment of the Livelihood Generation Project
- h. Preparation and implementation of turn-over and phase-out mechanisms both for the livelihood enterprises and the pilot LIMs
- i. Preparation and documentation for the dissemination and replication of successful methodologies of the Livelihood Generation Project in other suitable LIMs

2.3. Human Resources Training and Development

- a. Training needs analysis
- b. Training curriculum development
- c. Training materials development
- d. Conduct of various trainings and workshops
- e. Training evaluation and monitoring



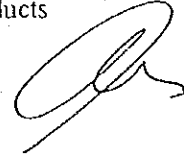
2.4. Media Software Development

- a. Development of radio educational system
- b. Development of audio-visual educational system
- c. Development of printing system for informational and instructional materials
- d. Training on specialized courses
- e. Monitoring and evaluation

M. A.

2.5. Seafarming

- a. Formulation and implementation of livelihood project with seafarming technology
- b. Dissemination of seafarming technology
- c. Market development for oysters, fish and other products
- d. Studies on target species of fish
- e. Studies on oyster development
- f. Studies on development of selected fish and other products



M. A.

Annex II Japanese Experts

1. Chief Advisor
2. Coordinator
3. Development Management Expert
4. Aquaculture Expert
5. Fisheries Extension Expert
6. Experts in the fields of:
 - (1) Information, Education and Communication
 - (2) Radio Program Production and Broadcasting

Note: Supplementary experts mainly on short-term basis will be dispatched when necessary for the smooth implementation of the Project.

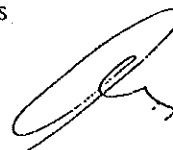


M. A.

Annex III List of Equipment

List of the articles to be provided by the Government of Japan will be as follows:

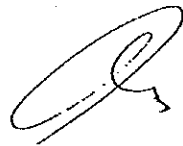
1. Equipment for livelihood projects in pilot areas
2. Equipment for common service facilities
3. Data base facilities, peripherals and remote networking communication system
4. Fish-farming equipment
5. Audio-visual and training materials production equipment
6. Printing system
7. Production, training, monitoring and livelihood support vehicles
8. Other equipment mutually agreed upon as necessary



M. M.

Annex IV List of Philippine Staff

1. Staff of the Office of the General Manager
2. Administrative and Finance Staff
 - 2.1. Administration
 - 2.2. Accounting
 - 2.3. Others
3. Counterpart personnel in the fields of:
 - 3.1. Business and Enterprise Development
 - 3.2. Regional Economic Development
 - 3.3. Product Sales and Marketing
 - 3.4. Development Management
 - 3.5. Broadcast Communication
 - 3.6. Engineering
 - 3.7. Fisheries/Aquaculture
 - 3.8. Data Base, Computer Training and System Development
 - 3.9. Audio-visual Production and Printing
 - 3.10. Curriculum Development
 - 3.11. Training Implementation and Management
 - 3.12. Training Evaluation and Monitoring
4. Project Analysts
5. Research Specialists
6. Trainors
7. Technical and Coordinative Support Staff
8. Other personnel mutually agreed upon as necessary

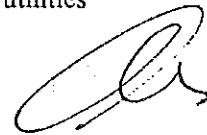


M. M.

Annex V List of Land, Building and Facilities

1. Land
 - 1.1. PHRDC Building, University of Life Complex, Pasig, Metro Manila
 - 1.2. Seafarming Research and Development Center, Bo. Binloc, Dagupan City
 - 1.3. Sites for Common Service Facilities and pilot projects to be provided by the LIM government or Non-Government Organization

2. Facilities
 - 2.1. Facilities for the supply of electricity, water and other utilities
 - 2.2. Communication facilities
 - 2.3. Road-ways and access to the compound



M. A.

Annex VI Joint Committee

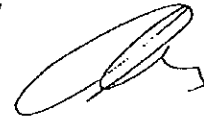
1. Functions

The Joint Committee will meet at least once a year, and as necessary, and work:

- a. To formulate the Annual Work Plan for the Project in line with the tentative schedule of implementation formulated under the framework of the Records of Discussions;
- b. To review the overall progress of the technical cooperation program as well as the achievements of the above-mentioned Annual Work Plan;
- c. To review and exchange views on major issues arising from, or in connection with the technical cooperation program.

1.2 Composition

- a. Chairmar: Head, Presidential Management Staff, Office of the President of the Republic of the Philippines
- b. Philippine side:
 - (1) General Manager of PHRDC
 - (2) Chief of each department of PHRDC
 - (3) Other staff and personnel of PHRDC, if necessary
- c. Japanese side:
 - (1) Chief Advisor
 - (2) Coordinator
 - (3) Other experts and personnel concerned to be dispatched by JICA, if necessary



Note: The officials of the Embassy of Japan and the Presidential Management Staff of the Republic of the Philippines may attend the Joint Committee as observers.

M. M.

付属資料 2

SIGNING OF THE RECORDS OF DISCUSSIONS ON THE PHRDC
RURAL LIVELIHOOD GENERATION PROJECT (RLGP)
30 SEPTEMBER 1991
PENTHOUSE NIKKO MANILA GARDEN HOTEL

LIST OF GUEST

JICA AND IMPLEMENTING TEAM

1. Masataka Iijima
2. Makato Nakamura
3. Michimoto Goto
4. Kenji Endo
5. Tsuneo Kokubu
6. Rumiko Kakishima
7. Hiroyuki Matuyama
8. Fumio Kikuchi

OFFICE OF THE SECRETARY

1. Dionisio dela Serna - Deputy Exec. Secretary, Office of the President, Republic of the Philippines
2. Leonnie de Jesus - Asst. Secretary, Office of the President
3. Mr. Liwanag - Asst. Exec. Secretary, PMS
4. Cristina Villongco - Office of the Executive Secretary

PHILIPPINE HUMAN RESOURCES DEVELOPMENT CENTER

1. Juvenal H. Catajoy, Jr. - General Manager
2. Rodolfo H. Tamayo - Admin./Finance Manager
3. Abelardo Lazatin - Seafarming Research Development Manager
4. Estela Dasmariñas - Human Resources Training Devt. Dept. Mgr.
5. Nicolas Tayag - Media Software Devt. Dept. Manager
6. Raphael San Gabriel - Planning and Tech. Services Dept. Mgr.
7. Suzanette Parungao - Chief Executive Assitant
8. Edith Santibanez - Curriculum Devt. Division Chief
9. Portia Paires - Media Specialist
10. Lito Tolentino - Chief Engineer
11. Vhie Estiva - Media Specialist
12. Jovi Valencia - Marketing Officer
13. Hermie Sabile - Planning Officer
14. Cesar Zurbano - Executive Assistant
15. Sophie Jabeguero - OGM Secretary
16. Lorina Javier - Information Officer
17. Corraline Santos - Chief, Information Tech. Division
18. George Poquiz - Information Tech. Division Staff
19. Fernando de Villa - SRDD, Division Chief
20. Vic Lorenzo - SRDD Staff
21. Danny Bibiolata - MSDD Staff
22. Arnold Disengano - MSDD Staff
23. Fidel Mansilungan - MSDD Staff

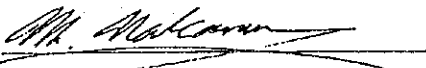
TENTATIVE SCHEDULE OF IMPLEMENTATION (TSI)
OF TECHNICAL COOPERATION FOR RURAL LIVELIHOOD GENERATION
PROJECT IN THE REPUBLIC OF THE PHILIPPINES

The Japanese Implementation Survey Team and the Philippine authorities concerned have jointly formulated the Tentative Schedule for the implementation of the Project as annexed hereto.

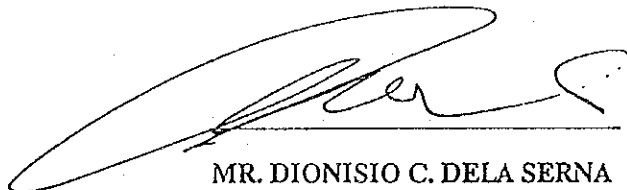
This schedule has been formulated in connection with the Attached Document of the Records of Discussions signed between the Japanese Implementation Survey Team and Philippine authorities concerned on the Japanese technical cooperation for the Rural Livelihood Generation Project in the Republic of the Philippines on the conditions that necessary budget will be allocated for the implementation of the Project by both sides and that the schedule is subject to change within the framework of the Records of Discussions when necessity arises in the course of the implementation of the Project.

September 30, 1991

Manila, Republic of the Philippines



MR. MAKOTO NAKAMURA
Leader
Japanese Implementation
Survey Mission
Japan International Cooperation Agency



MR. DIONISIO C. DELA SERNA
Deputy Executive Secretary
Office of the President
Republic of the Philippines

TENTATIVE SCHEDULE FOR IMPLEMENTATION
RURAL LIVELIHOOD GENERATION PROJECT IN THE REPUBLIC OF THE PHILIPPINES Japanese Fiscal Year

Term of Cooperation	1991 Oct. 1	1992	1993	1994	1995	1996 Sept. 30
JAPANESE SIDE INPUT						
Dispatch of Japanese experts:						
1. Chief Advisor						
2. Coordinator						
3. Development Management Expert						
4. Aquaculture Expert						
5. Fisheries Extension Expert						
6. Experts in the fields of:						
6.1 Information, Education & Communication						
6.2 Radio Program Production & Broadcasting						
7. Other experts when necessary						
Provision of Common Service Facilities in Pilot Areas						
Provision of Equipment	•	•	•	•	•	•
Training of Philippine Personnel In Japan						
Middle Level Trainees' Training						
PHILIPPINE SIDE INPUT						
Services of Philippine Personnel as listed in Annex IV of R/D (Recruit and assign new staff when necessary)						
Sites for Common Service Facilities in Pilot Areas						
Expenses for the Project mentioned in R/D						
Joint Committee	•	•	•	•	•	•

MINUTES OF UNDERSTANDING
ON
THE IMPLEMENTATION SURVEY
OF
THE RURAL LIVELIHOOD GENERATION PROJECT
IN THE REPUBLIC OF THE PHILIPPINES

For the purpose of working out the details of a technical cooperation programme concerning the Rural Livelihood Generation Project in the Republic of the Philippines (hereinafter referred to as "the Project"), the Government of Japan sent the Implementation Survey Team (hereinafter referred to as "the Team") organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") from 23 September to 04 October 1991.

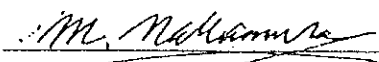
The representatives of the Office of the President of the Republic of the Philippines and Philippine Human Resources Development Center (PHRDC) and the Team exchanged views and had a series of discussions with respect to the desirable measures to be taken by both Governments for the successful implementation of the Project. As a result of discussions, the Records of Discussions (hereinafter referred to as "R/D") was signed on 30 September 1991.

On the occasion of the signing of the R/D, the following were also agreed upon to supplement the said R/D:

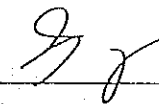
1. Through planning and implementing the Project formulated based on people's needs and initiatives, all personnel concerned with the Project must continue to learn the methodologies of community development which stimulate people's potentials for self-development and direct participation in the Project. In addition, all personnel concerned must work to contribute for the establishment of a poverty-alleviation approach which will be applicable in areas other than the project sites.
2. Throughout the cooperation period, the appropriate number of staff must be assigned to each operating unit of PHRDC. Additional staff must be recruited when necessary for the full operation of the Project.

3. Apart from a Joint Committee described in the R/D, a Steering Committee consisting of personnel who will implement the Project such as GOs, NGOs and POs should be established.
4. Documents attached hereto are as follows:
 1. Role of PHRDC, JICA, GO, (LGU/LINE AGENCIES), NGO, PO, in the implementation of Livelihood Generation Project
 2. Staffing Schedule of PHRDC
 3. Organizational Chart of PHRDC to support the Project.

September 30, 1991



Makoto Nakamura
Leader
Japanese Implementation
Survey Mission
Japan International Cooperation Agency



Juvenal H. Catajoy, Jr.
General Manager
Philippine Human
Resources Development Center

RATIONALE

A key element in the successful implementation of rural livelihood projects in the Philippines is the collaboration of Peoples' Organizations (POs), Non-Government Organizations (NGOs), and Government Organizations (GOs). Hence, it is vital that each of these entities performs the role at which it is best: that is, the POs in sustaining and ensuring the viability of the project; the NGOs in serving as conduits to generate grassroots organization and participation; and the GOs in providing the elements of infrastructure, fund facilities and technical expertise.

The framework of this paper is based on the experience of the Philippine Human Resources Development Center (PHRDC) in its previous working relationship with the Japan International Cooperation Agency (JICA) in the the implementation of livelihood projects. The identified roles of each participating entity only serve as a starting point for more comprehensive discussions. It is the objective of this paper to identify the activities that PHRDC intends to undertake, the respective roles of each participating unit, and collaborative efforts necessary in the process.

ASSUMPTIONS IN THE FORMULATION OF THE MATRIX

As to the Format:

- 1) The column titles: Livelihood and Enterprise Development, Technology Transfer and Capability Building, correspond to a synthesized description of PHRDC's capabilities and competence in achieving the specific objectives stated in its Records of Discussion with JICA.
- 2) The activities listed under PHRDC serve as a frame of reference in deriving the respective participation of the other entities and are based on perceived functional requirements.
- 3) The row titles correspond to the Phases in relation to the critical nature of the activities involved. The definitions of each phase are found in the "Definition of Terms".
- 4) The addition of the "Pre-implementation" phase is done to highlight the extensive preparation necessary before implementation, specifically in the area of training.

As to the Contents:

- 1) The identified roles and participation of the NGOs, GOs and POs in the project are based on, and is limited to the following: PHRDC's extent of experience with these entities, the research studies conducted so far, and the social development literature available on hand.
- 2) In identifying the activities, the management characteristics and implementation guides for a successful poverty-focused project provided by the US AID, are also considered.
- 3) In the implementation of the identified activities, the various roles of the participating agencies were classified into lead, co-lead, support or beneficiary roles.
- 4) The sequencing and duration of the activities do not take into consideration any technical delay in the support of JICA.
- 5) Although the financial considerations are not reflected, they are subsumed in most of the activities mentioned.

Overall, the format and contents of the matrix intend to highlight the chronological sequencing of activities of a livelihood undertaking. They also present a relationship of combined/simultaneous activities required in the process.

DEFINITION OF TERMS

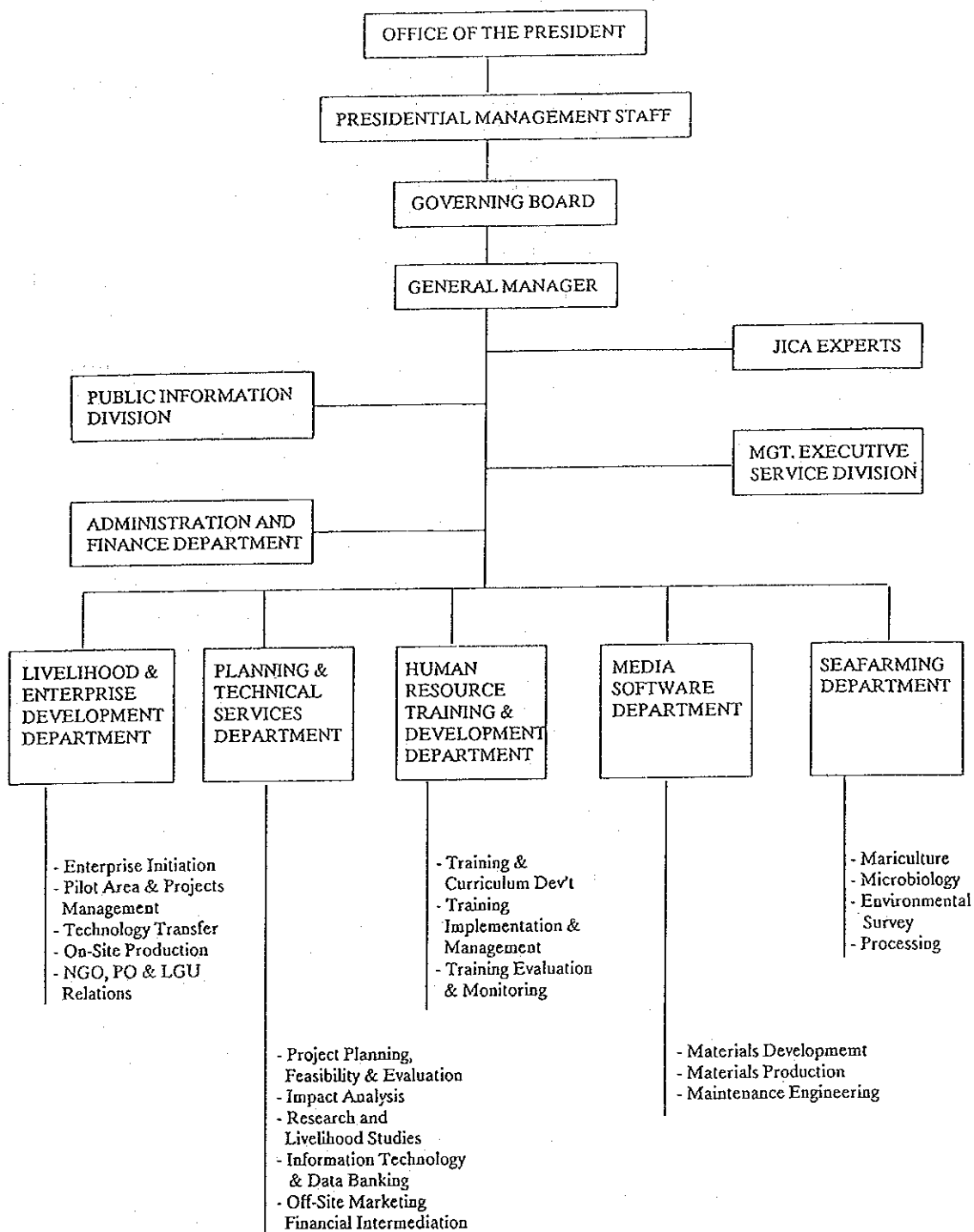
1. Phases - These are the different stages in a Livelihood Operations Cycle. These phases include:
 - a. Selection - This phase involves the conduct of research activities toward effectively identifying an LIM, viable livelihood project(s), and the target beneficiaries, in consultations with GOs and NGOs partners in the development process.
 - b. Pre-implementation - This phase refers to the conduct of coordinated preparatory activities towards validating the operational strategies. It is done through a pilot scale study for the intended Low-Income Municipality (LIM).

- c. **Implementation** - This phase involves the conduct of a commercial scale undertaking of the livelihood project involving target beneficiaries, concerned organizations, etc. PHRDs's role is to provide the necessary assistance in the project development cycle to encourage self-reliance of the LIM and POs concerned and ensure a self-sustaining livelihood venture.
 - d. **Disengagement** - This phase refers to the gradual withdrawal of PHRD services after the assessment indicators show positive signs of PO self-reliance in continuing the livelihood undertaking.
2. **Technology Transfer** - refers to training-related activities for acquisition/ enhancement of needed knowledge and skills to run the livelihood project.
 3. **Capability Building** - refers to training-related activities supporting community organizing efforts, social development undertakings, project development/management.
 4. **Government Organizations (GOs)** - refers to both national and local government-created units or instrumentalities engaged in identified livelihood area (e.g., national - DTI, DAR, DENR; local - Local Government Units (LGUs))
 5. **Feasibility Study** - This activity is undertaken primarily to guarantee the sustainability of livelihood undertakings. It is developed in coordination with relevant agencies taking into account the needs and preferences of target beneficiaries. The Feasibility Study has the following stages:
 - a. **Pre-Feasibility Study** - This stage of the study is done during the Selection Phase. It intends to provide a brief but factual account on the available and feasible livelihood ventures proposed for a group of beneficiaries in the LIM.
 - b. **Feasibility Study Proper** - This is done during the Pre- Implementation Phase. It intends to determine viability characteristics of the livelihood project. These characteristics are validated through the conduct of pilot-scale studies using on-site resource requirements of the project.
 - c. **Compre-Feasibility Study** - This stage is conducted at the last activity of the Pre-Implementation Phase. It intends to project the sustainability of identified project in terms of operating in a commercial scale level.
 6. **Common Service Facility** - refers to any equipment or structure to be put up by any participating agency which may be utilized by the beneficiary LIM. The ownership and arrangement for use of this facility will be determined by the participating agencies in the project.

RURAL LIVELIHOOD GENERATION PROJECT IN THE REPUBLIC OF THE PHILIPPINES
LIST OF PHILIPPINE STAFF

Positions/Items	Total No. Required	Existing	For Hiring
1. Staff of the Office of the General Manager	11	8	3
2. Administrative and Finance Staff	44	36	8
2.1 Administration	4	3	1
2.2 Accounting	7	5	2
2.3 Others			
3. Counterpart Personnel in the fields of:			
3.1 Business and Enterprise Development	3		3
3.2 Regional Economic Development	8		6
3.3 Product Sales and Marketing	5	2	3
3.4 Development Management	3		3
3.5 Broadcast Communication	2	1	1
3.6 Engineering	3	3	
3.7 Fisheries/Aquaculture	37	31	6
3.8 Data Base, Computer Training and Systems Development	5	5	
3.9 Audio-Visual Production and Printing	12	12	
3.10 Curriculum Development	5	2	3
3.11 Training Implementation and Management	6	5	1
3.12 Training Evaluation and Monitoring	6	6	
4. Project Analysts	5	1	4
5. Research Specialists	5	1	4
6. Trainers	4	1	3
7. Technical and Coordinative Support Staff	5	1	4
8. Other personnel mutually agreed upon as necessary			

PHILIPPINE HUMAN RESOURCES DEVELOPMENT CENTER



The CENTER

VOL. IV BULLETIN AUGUST 1991



OFFICIAL NEWSLETTER OF THE PHILIPPINE HUMAN RESOURCES DEVELOPMENT CENTER

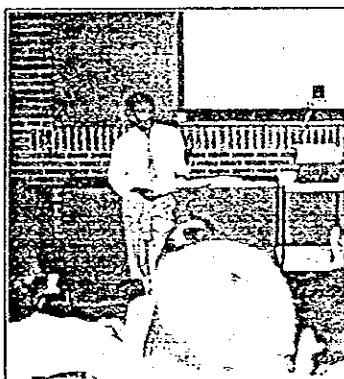
PHRDC Holds Planning Workshop for LGP

A Planning Workshop aimed at presenting the operations or procedures for the new PHRDC project -- the Livelihood Generation Project (LGP) -- was held last August 2 and 9 at the Audio-visual Room. Outputs from this activity would be used to form the framework of the LGP Operations Manual.

Department and division heads attended the workshop, which was supervised by the Planning and Technical Services Department (PTSD) Manager Rapi San Gabriel and General Manager Juvenal Catajoy, Jr. San Gabriel introduced the ZOPP, the acronym for the German term "Zielorientierte Projektplanung" or objectives-oriented project

planning.

Under the ZOPP, a project is described as an innovative undertaking with a defined objective that will be carried out within a set timetable, in a defined region and for a given target group so as to solve spe-



PHRDC GM Juvenal H. Catajoy, Jr. talks about the importance of the project planning matrix intended for the Livelihood Generation Project.

cific problems and improve a given situation. Such project also makes the people and organizations, who participate in the project, "capable of continuing the activities on their own and of autonomously solving any problems which arise after support has phased out."

Catajoy pointed out that with such features, the ZOPP is really suitable in implementing the LGP -- a five-year JICA-aided project of the PHRDC. Under this project, low-income municipalities (LIMs) with underdeveloped natural resources will be exploited to create replicable rural-based enterprises in partnership with the local government and non-government organizations (NGOs).

(Continued on page 3)

WHAT'S INSIDE?		
NEWS	FEATURES	REGULARS
2 MSDD Bags Grand Prix Award	5 Guarding Against Viruses	4 Greetings/Messages
3 Task Force Resets Book Launching	6 An Enriching Experience	7 Crosswords
3 PHRDC Joins Media Advocacy for Values	COLUMN	7 Manager's Kit
	4 Editorial	

TECHNICAL SERVICES



Tayag

Paires

Santibanez

Reyes

Bibiolata

Gardiola

PHRDC-MSDD Bags Grand Prix Award in Tokyo

The Philippine Human Resources Development Center-Media Software Development Department (PHRDC-MSDD) captured the Grand Prix in the 1991 Sony/International Cooperation Division Video Contest held last July 25 in Tokyo, Japan.

Fifty-two video programs from 36 organizations in 17 countries joined the competition. "Project Briefer: Atmospheric Corrosion of Metals", PHRDC's entry, was acclaimed as the best program in 1991 by a jury composed of Japanese video experts and headed by Hiroshi Shoda, General Manager Sony/ICD.

MSDD Manager Nick Tayag said that the entry was actually a part of a series of video modules intended for the Association of Southeast Asian Nations (ASEAN) technical cooperation project on corrosion prevention, which was funded by the Japan International Cooperation Agency (JICA).

Among those who were involved in the production of the winning video were Portia Paires as director, Editha Santibanez - scriptwriter, Rosemarie Reyes - concept/visualizer, Danilo Bibiolata - cameraman, Lolit Gardiola - production coordinator, Julian Laderas - VTR man, Jaime de Leon - artist, Alex Versoza - audioman, and Fidel Mansilungan - lightman. Paires, Reyes, Bibiolata, Gardiola and De Leon comprise the Informational Software Development Division of the MSDD.

Furthermore, Tayag noted that the set of video modules on atmospheric corrosion are now being used by the Department of Science and Technology (DOST) for briefing and training. The DOST Industrial Technology Development Institute was assigned to disseminate the corrosion prevention technology.

Meanwhile, Sony/ICD invited the PHRDC to send representative to the Grand Prix Award Ceremony on October 14, 1991.

-- LMJ

Moonlighting Myths

Employees who moonlight on that second job to earn extra bucks are often perceived as traitors by the people they work for. The companies feel that the double duty will mean high absenteeism and poor job performance. But these fears are largely unfounded, and moonlighting can yield surprising health benefits, according to management professor Muhammad Jamal of Concordia University in Montreal.

In his Personnel Journal review of the job performance of 1,890 nurses, firefighters, and factory workers, 20% of whom moonlighted, Jamal found that moonlighters' job performance did not suffer and there was no significant difference in their rate of job turnover compared to those who didn't moonlight. In addition, moonlighters had higher rates of self-esteem, suffered less from anxiety, and were more practical and emotionally stable.

Considering these facts, Jamal concludes, the demands put on moonlighters by their second jobs may not be nearly as destructive as managers tend to assume.

-- Christopher Greene/Psychology Today

ENTERPRISE DEVELOPMENT

Task Force Resets Book Launching to Oct. 4

The members of the Steering Committee on Book Launching agreed to reset the launching of the PHRDC's book entitled "The Science and Business of Growing Oysters in the Philippines" from September 6 to October 4.

In a meeting held last August 27 Yovi Valencia, head of the committee, explained the reasons for the move. He said that the book launching was moved to a later date so as to ensure the proper printing of the book, have adequate time to select and invite the special guests and to have ample time for the rearrangement of the

PHRDC showroom by Design Center Philippines.

Valencia added that an exhibition and sale of SRDD and Magic products will precede the book launching activity.

Meanwhile, General Manager Juvenal H. Catajoy, Jr. informed the steering committee that the PHRDC Board of Directors would decide in their board meeting this coming September 3 on who to invite as special guests for the said occasion.

-- LMJ

PHRDC Holds... (From Page 1)

The Center itself will coordinate the selection, operations, and disengagement phase for each

LIM livelihood project. After a period within five years, a turnover of the business to the suitable beneficiaries will be undertaken by PHRDC.

During the workshop, participants in groups were asked to accomplish a Project Planning Matrix, which depicts the basic structure of the overall project. This was done in order to give the PHRDC people a feel of the joint analysis and planning work involved in the making of the planning matrix. Participants also experienced that cooperation takes a smoother and more successful course when the participants can agree on objectives which are expressed in the clearest possible language. --LMJ

INFORMATION DISSEMINATION

PHRDC Joins Media Advocacy for Values

The Philippine Human Resources Development Center (PHRDC) joined hands with several child-focused and welfare-oriented organizations in the advocacy of positive values and social consciousness in mass media through a UNICEF-funded project.

The project, entitled "Creating a Positive Media Culture for Children" is a joint undertaking

of PHRDC with the Council for the Welfare of Children (CWC), Concerned Women of the Philippines (CWP), Philippine Federation of Rural Broadcasters (PFRB) and the Screenwriters Guild of the Philippines (SGP). The project is a spin-off of a larger project on "Media Advocacy for Values and Informal Education" which is a component of the national program on Education for All (EFA).

For its basic strategy, the project intends to work towards ensuring the moral welfare of the

people as well as promoting the common good by stressing the positive role of media in the formation of values and national consciousness.

Operationally, the project consists of two phases: consensus building, which involves the holding of fora and meetings aimed at coming up with public manifestos on media advocacy of values; and the production of alternative media in which PHRDC will be actively involved. Specifically, PHRDC was tasked to develop six (6) 30-second TV plugs revolving around such themes as: Rights of the Child, Bill of Rights, Human Dignity, Nationalism, Stewardship, etc.

The project will have an initial one year implementation timetable. This proposed timetable, however, is designed to form the basis for an expanded and longer campaign in the future.

-- Editha Santibanez

EDITORIAL

Planning to Succeed

Tacked on the wall of the HRTDD is this quote from Benjamin Franklin: "Those who fail to prepare, prepare to fail."

It has been observed that a lot of managers are too trigger-happy. They're long on emptying magazines and short on fixing targets. Preparation and good planning. If you do both, then the game is half won. There's no substitute for adequate preparation. Every champion team knows this. And the famous Operation Desert Storm has proven it.

For the past few months, that's what we have been doing: planning and preparing. First, we had a series of mind-opening seminars with George Villegas regarding NGOs. Last May, we invited Mike Unson of San Miguel Corporation to talk about productivity. For two consecutive Fridays, we held exhaustive planning meetings on the Livelihood Generation Project, followed by almost daily deliberations in the "war room."

There is a design to all these flurry of activities. We need to get our act together, focus on the same

objectives, make sure we all understand the something.

But then preparation is only half of the story. As somebody put it: Prepare, prepare, prepare. Then trust your intuition.

It is not enough to have noble intentions. It is not even enough to have a perfect plan. When we go out there we should go with an open mind. We should see things from a wider perspective. We should have the street-smart savvy to be able to deal with people and politics.

Every municipality will be different from every other municipality. Each has its own unknowns, its own peculiar problem, requiring solutions often unique, often without precedent for those of us who are expected to deliver ingenuity in spite of limited time and resources.

In the final analysis, the measure of our performance will not be the plan we have on paper but how well the plan is executed.

So we have planned. Nobody can say we have failed to prepare. The next step is to do it.

In the words of Magsaysay awardee Alfredo Bengzon: "The mark of a real government servant is to do the job, not stay on it."

GREETINGS/MESSAGES

CONGRATS to Arnold for having a baby girl.
MANDY

HELLO to Mercy Miguel (encore!). Just want you to know that we're missing you! Saan ka na nga ba? LOADS OF ... DEN & FAYE

CONGRATS Ami & Vhie. ARNOLD

AMI & PAOLO, VHIE & MEYNARD, Congratulations and Best Wishes. BING

TO ALL THOSE WHO HELPED IN THE PRODUCTION OF THE CORROSION VIDEO MATERIAL, Congratulations for winning the Grand Prix in the 1991 Sony Video Competition. More power. HRTDD

TO VHIE & AMI, Best Wishes!!! (Buti pa Kayo.) Obvious Ba Kung Sino Kami?

EVERDEAREST MANG POLO, Thanks for giving us flowers always. HRTDD Ladies

MANONG MANDY, For always being handy and helpful...thanks. HRTDD

BOYET, CESAR & CARY, Happy Birthday at sana ay malasing n'yo kami. SRDD

PARA KAY ARMI, Para sa iyong mahinahong pagtuturo sa amin ng Ventura...maraming maraming salamat! Di ka namin malilimutan. GINB

SWANNEE, Belated Happy Birthday. From George & Arnold

TO VHIE & HUSBAND, Best wishes. Also wishing you many babies to come. LOVE, LORIE.

FEATURE

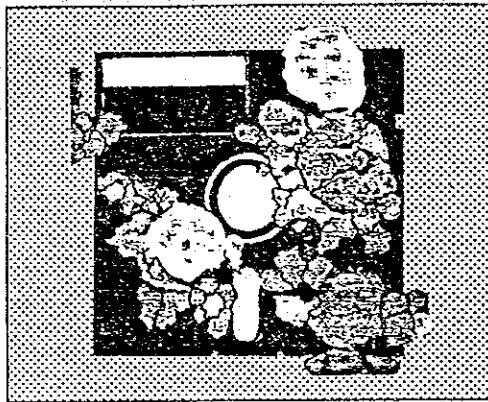
GUARDING AGAINST VIRUSES

Of late, a new menace to your data has made its appearance on the scene - the computer virus. This is a program that lies in wait for a certain event and then does some kind of malicious damage. Some of them wait for a particular date or time, others wait until they are invoked, still others wait until some other program is invoked. The damage may be no worse than temporarily locking up the computer, or as serious as rearranging your FAT or erasing your disk.

They receive their name from the fact that they sometimes can reproduce themselves. If you find your free disk space mysteriously shrinking or the dates on some of your executable files changing, you should suspect a virus.

Where do they come from? Ultimately, they come from malicious people. They often get into a computer system by accident, when somebody inadvertently adds a program with a virus to the disk. Since they can insinuate their way into such programs as COMMAND.COM, they can travel easily. This is one very strong argument against software pi-

The damage may be no worse than temporarily locking up the computer, or as serious as rearranging your FAT or erasing your disk.



racy; however, there are reliable reports of a release of a major product being shipped with a virus included on one of the program disks.

If you have reason to suspect a virus, there are several lines of defense you can take. One is a new addition to the Mace Utilities - a program called VACCINE. It's a resident program that warns you whenever a program attempts to write directly to the boot record or FAT of a disk. It has two levels of protection, and can be turned off

on such occasions as when you want to format a diskette. If you don't turn it off, it will interrupt the process as each sector is formatted.

If the virus is already on the disk, formatting and restoring from a recent backup will probably restore the virus. Although there is no absolute defense, one way out is to format the disk and reinstall all your software from the original distribution disks. Better yet is the proverbial ounce of prevention. Know where your software comes from. If you broke the shrink-wrap yourself, you can be reasonably

sure that you're not planting a bomb in your system. -M. Farinas

Communication

When managers communicate orally they sometimes get the uneasy feeling that they're not coming across clearly, that they're not being understood properly.

Ted Pollock, author of several books in communication, suggests these possible causes of communication failure:

- o Lack of structure in the presentation.
- o Unexplained abbreviations, terms, acronyms, etc.
- o Too much or not enough detail.
- o Lack of a defined goal.
- o Lack of sufficient proof, examples or analogies.
- o Failure to control time.
- o Overuse or poor use of audiovisual aids.
- o Failure to handle questions well.

FEATURE

An Enriching Experience

GOING OUT on field work is not always a welcomed task especially with weather like this -- the rains, the traffic and the mess of packing and organizing things. But sometimes the outcome is more than what is expected like what the HRTDD team experienced in Los Banos, Laguna.

The dates were August 1 and 2 for a scheduled Trainers' Course on Training Methodologies and Facilitating Techniques. This training had been cooked up for more than a month before its finalization between the PHRDCon and the University of the Philippines-Institute of Forest Conservation (UP-IFC). The whole week preceding the date was purely spent on training preparation.

Being trainers in profession doesn't mean being certain about all the facets of training all the time. The problem posed is our insufficient background of the audience and their actual needs. With this apprehension, a survey of the place and records was made. The Chief of Forestry Training Office (FTO), Roberto Cereno, had

been most cooperative and hospitable in providing us the necessary information and other desired training needs. They then fetched us here at PHRDCon Wednesday afternoon. Our Manager, Miss Baby Dasmariñas was with us and gave us solid moral support during the initial day of the training.



It must have been the cold breeze of Los Banos that always forced us to wake up a bit later than usual. Plus, of course, the warm hospitality that made our stay so much home away from home. Our main concern on the first day was "to see" our participants, a crucial part during the start of every training. Noting their enthusiasm and their age range, it was an ideal group - which Robbie calls the "yuppies" from different colleges. Again to our

surprise, we found out that other participants came from as far as Iloilo, Isabela and Baguio City. Robbie and Morris Rule, an FTO-staff member, recounted how they managed to screen the twenty five (25) participants out of more than fifty (50) applicants - all of whom are college instructors, professors and researchers who are often

tapped to be resource speakers in their Training Programs. The background of their speakers, being professors/instructors themselves is the problem area itself: How can Training be different from Teaching? What other Methodologies and Techniques could be utilized in enhancing Training Presentation? Exactly, this need

was answered by the able Training Staff of PHRDCon.

This Training is the first cooperative endeavor between PHRDCon and UP-IFC. Because of the very satisfactory feedback on the Training, they're now working on another batch of same training to be handled by PHRDCon. The success has to be credited to both the quality of enthusiasm and participation of trainees, the almost impeccable FTO staff and of course the smartness and the competence of the HRTDD trainers.

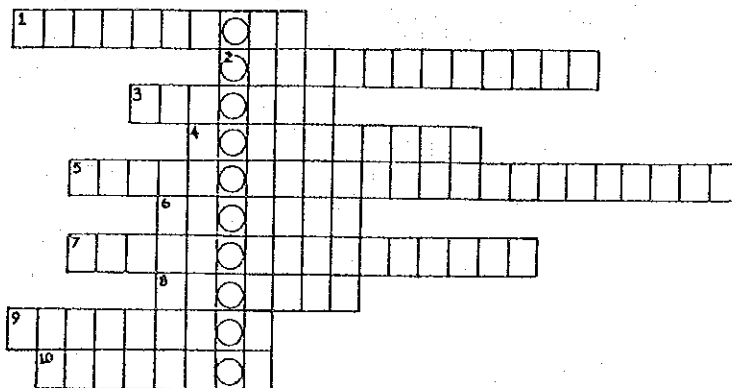
To make the affair more memorable, it was punctuated by a hiking activity with FTO staff together with Lian and I to the highest point of Mt. Makiling Rainforest, Peak 2. As we travelled back to Manila in the afternoon of August 3, we realized how rewarding the training profession is. We believe there's nothing that substitutes building people. And by that we live up to the ideals of PHRDCon.

--Faye Molina

CROSSWORDS

What Is the Keyword?

To find the keyword, read the clues below and fill in the boxes with the correct answers. Clue to the keyword? These are the keys to a smooth and effective project planning.



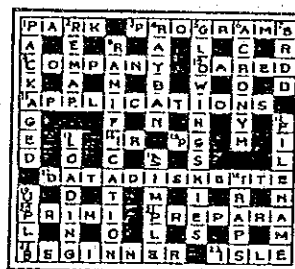
Clues

1. Means of support or existence
2. Those who will benefit from the project
3. LGP is one
4. Process of coming or bringing into being
5. Target beneficiaries of the

LGP

6. Results or produce
7. Held last August 2 and 9
8. Root of the social and economic problems of the country
9. Source of supply or support
10. Providing technical assistance to the PHRDC

Answers to July Crosswords



MANAGER'S KIT

Self-Development

Management expert George Odiorne says that some bosses confuse "Management By Talking Around" with "Management By Walking Around." Instead of getting updates and solving problems, gossipy bosses go around wasting their and other people's time with idle talk.

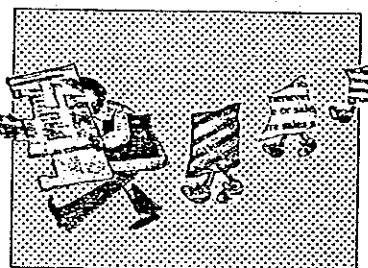
What to do if your boss squanders your time that way? Listen attentively, nod understandingly but never give him additional gossipy tidbits. Report on the successes of your subordinates. Ask

his advice on real problems in your department. Fill him in on the present situation and tell him what you think it should be. After a while, you may be able to ease him back to talking about the job. ...

If employees misinterpret MBWA (Management By Walking Around) as lack of trust, interference or pressure, then it is time for managers to ask if they're getting too involved at the operational level. Executives must balance their hands-on management with their hands-off management.

Management consultant John Cooper says some managers tend to overmanage. They can be of greater help to subordinates if they intervene only when their assistance is really needed to solve a problem. ...

New York-based organization management consultant Ronni Eisenberg suggests, when you receive a magazine, that you tear out the articles that interest you and throw away the magazine. Keep the articles in an "On-the-Go Reading" file to be brought along on short trips or while you wait in someone's office.



**ROLE OF PHRDC, JICA, GO
(LGU/LINE AGENCIES), NGO, PO, IN
THE IMPLEMENTATION OF
LIVELIHOOD GENERATION PROJECT**

TABLE OF CONTENTS

	PAGE
RATIONALE.....	1
ASSUMPTIONS.....	1
DEFINITION OF TERMS.....	2-4
ROLE OF PHRDC, JICA, GO (LSU/LINE AGENCIES), NGO, PO IN THE IMPLEMENTATION OF RURAL LIVELIHOOD GENERATION PROJECT	
A) Livelihood and Enterprise Development.....	5-9
B) Technology Transfer.....	10-11
C) Capability Building.....	12-13

RATIONALE

A key element in the successful implementation of rural livelihood projects in the Philippines is the collaborative efforts of POs, NGOs, and GOs (both local and national). And as such, it is vital that each perform the roles where they are best. The POs, in their commitment to sustain the project; the NGOs, as conduits to generate grassroots organization and participation; and the GOs to provide the elements of infrastructure, fund facilities and technical expertise required.

The framework of this paper is based on experiences of the Philippine Human Resources Development Center (PHRDC) in its previous working relationship with the Japan International Cooperation Agency (JICA). The suggested roles identified for each participant only serves as a starting point for more comprehensive discussions. It is the Objective of this paper to identify, the activities (/ sequences) that we intend to undertake, the respective roles of each participating organizational unit, and the collaboration efforts necessary in the process.

ASSUMPTIONS

As to the format:

- 1] The Column titles, Livelihood and Enterprise Development , Technology Transfer, and Capability Building correspond to a synthesized description of PHRDC's capabilities and competence in achieving the specific objectives stated in the Records of Discussion with JICA.
- 2] The activities listed under PHRDC is being used as a frame of reference in deriving the respective participations of the other organizational units with respect to our perceived functional requirements.
- 3] The Row titles correspond to the Phases that we have defined in relation to the critical nature of the activities involved. The definitions of each phase can be found under "Definition of Terms".
- 4] The addition of the "Pre-Implementation" phase is done to highlight the extensive preparation necessary before implementation, particularly in the area of training.

As to the content of the matrix:

- 1] The view of NGO, GO, and PO participation is limited to PHRDC's level of experience with them, research studies conducted, and on the social development literatures available on hand.
- 2] Integral to the identified activities are the management characteristics and implementation guides for a successful poverty-focused project provided by the US AID.
- 3] Execution of identified activities were assumed to be categorized either as lead, co-lead, support, and beneficiary roles for the participating agencies.
- 4] The sequencing and estimated time of execution of the activities do not take into consideration any technical delay in the contributions/support of JICA.
- 5] Although the financial considerations are not reflected they are subsumed in most of the activities mentioned.
- 6] The start and end activities of each phase were also considered so that Control / Decision Points can be established in the operations cycle.

Over-all, the format and contents intend to highlight the chronological sequence of activities involved in each function. It also presents a relationship of combined / simultaneous activities required in the procedural flow.

DEFINITION / DESCRIPTION OF TERMS

1. PHASES

These are the different stages involved in a Livelihood Operations Cycle.

I - SELECTION

This Phase is involved with the conduct of research activities towards effectively identifying an LIM, viable livelihood project(s), and target beneficiaries, in consultations with GOs and NGO partners in the development process.

II - PRE-IMPLEMENTATION

This Phase is involved with the conduct of coordinated preparatory activities towards validating the operational strategies formulated, through the conduct of a Pilot scale undertaking for the intended Low-Income-Municipality (LIM).

III - IMPLEMENTATION

This Phase pertains to the conduct of a Commercial scale undertaking of the livelihood project involving target beneficiaries, concerned organizational units, etc. PHRDC's role is to provide the necessary assistance in the project development cycle to ensure the self-reliance of the LIM and POs concerned towards a self-sustaining livelihood venture.

IV - DISENGAGEMENT

This Phase involves the gradual withdrawal of PHRDC services after assessment indicators show positive signs of PO self-reliance with respect to livelihood-related undertakings.

2. **TECHNOLOGY TRANSFER** - considered in this context to refer to training-related activities contributory to technical skills acquisition / enhancement; those identified with being hardware specific / dependent.
3. **CAPABILITY-BUILDING** - considered in this context to refer to training-related activities contributory to community organizing efforts, social development undertakings, project development / management, etc.
4. **GO (Gov't Organization)** - refers to both national and local government created units; eg. national - DTI, DAR, DENR, etc.; local - LGUs (municipality, provincial, etc.)
5. **FEASIBILITY STUDY (FS) DESCRIPTION AND REQUIREMENTS**
The general idea behind the formulation of Feasibility Studies is to be able to guarantee the sustainability of livelihood undertakings. They are normally prepared in coordination with knowledgeable individuals from concerned organizational units and in line with the needs / preferences of its intended beneficiaries.

PRE-FS - This stage of the FS preparation is developed during the Selection Phase. It intends to provide a brief but factual idea on the available and feasible livelihood ventures proposed for a group of beneficiaries in LIMs.

FS - This stage of the FS preparation is developed during the Pre-Implementation Phase. It intends to provide viability characteristics of identified livelihood ventures. These proposed characteristics are validated through the

conduct of Pilot scale undertakings using On-Site resource requirements envisioned for our livelihood proposal.

COMPRE-FS - This stage of the FS preparation is developed as a last activity of the Pre-implementation phase. It intends to project the sustainability of identified undertakings in terms of operating in a commercial scale environment

6] COMMON SERVICE FACILITY (CSF) - refers to any equipment or structure to be invested, allocated, or channeled by any participating agency that may be utilized either thru lease, rent, or any other arrangement beneficial to the LIM in favor of the poor. The ownership of this CSF will be determined jointly by participating development agencies.

ROLE OF PHROC, JICA, GO (LIVELINE AGENCIES), NGO, PO IN THE IMPLEMENTATION OF
RURAL LIVELIHOOD GENERATION PROJECT

PHASE	L I V E L I H O O D A N D E N T E R P R I S E D E V E L O P M E N T			
	PHROC	JICA	GO	NGO
I. SELECTION	<p>1. Conducts research on LIM profiles (socio-economic, political, NGOs in the area, etc.)</p> <p>2. Consults/cooperates with LGU, GO, and NGOs re: poverty reduction activity of NGO and proposed projects</p> <p>3. Holds on-site consultative/coordinative meeting w/ LGUs, GOs, NGOs, and POs to identify and define poverty reduction objective including site survey of potential areas</p> <p>4. Prepares pre-feasibility study for identified projects</p> <p>5. Evaluates/selects final LIM/Beneficiary and NGO partner</p> <p>6. Consults/cooperates w/ LGU, GOs and NGOs to validate details of proposed projects, income distributions and turn-over mechanisms to be used with selected LIM</p>	<p>1. Assists in the setting of criteria in selecting LIMs and projects</p> <p>Assists in the establishment of reporting parameters and indicators for the proper assessment of LIMs/livelihood proj.</p> <p>2. Provides information on GOs, current and proposed programs/projects in the area (LGU and concerned line agencies)</p> <p>3. Participates in the consultative/coordinative meetings</p> <p>4. Provides technical inputs</p>	<p>2. Provides information on GOs, current and proposed programs/projects in the area (LGU and concerned line agencies)</p> <p>3. Coordinates w/ area offices (GOs, NGOs) on intended undertakings of PHROC</p> <p>Assists in the identification of poverty-focused projects and beneficiaries in the area</p> <p>Assists in the establishment of standard performance measurements of livelihood projects</p> <p>4. Provides technical inputs (technical procedures, market information) necessary in the preparation of pre-feasibility study (line agencies concerned)</p> <p>5. Provides PHROC with assessment of potential areas</p> <p>6. Consults specific resources needed (experts, eqpt.)</p>	<p>2. Provides information on poverty alleviation activities/programs in the area</p> <p>3. Provides baseline information on the LIM</p> <p>Provides information on current and proposed programs for the LIM</p> <p>Provides grassroots perspective in the formulation of policies</p> <p>Area planning to turn-over activities</p> <p>Assists in the establishment of standard performance measurements for livelihood projects</p> <p>4. Facilitate the conduct of research work/surveys (pre-feasibility study)</p> <p>5. Provides critical inputs in the establishment of income distribution and turn-over mechanisms</p> <p>6. Validates identified projects</p> <p>Accepts/suggests means of implementing distribution and turn-over scheme</p> <p>3. Articulates/determines needs w/c can be answered by poverty focused projects</p>

L I V E L I H O O D A N O E N T E R P R I S E D E V E L O P M E N T				
PHASE	PHROC	JICA	BO	PO
	<p>7. With LGU and NGO, secures endorsement from the ROC, POC, and RBC</p> <p>8. Finalizes details of MOU and MOP in coordination and consultation with participating groups (LGU, GOs, NGOs, FOs, JICA)</p> <p>9. With LGU, GOs, NGOs and FOs plans the over-all work program for the area using project planning matrix (PPM) as guide and establishes the framework and mechanisms for monitoring and evaluation</p> <p>10. With GOs and NGOs identifies/assigns group or representative who will be responsible for data gathering and analysis of a specific aspect in the feasibility study preparation of identified project/s</p> <p>11. With LGU, GOs, NGOs and FOs plans the over-all work program for the area using project planning matrix (PPM) as guide and establishes the framework and mechanisms for monitoring and evaluation</p>	<p>7. Approves PHROC's services in identified areas</p> <p>8. Assigns representatives to the technical action group informed for the conduct of feasibility study</p> <p>9. Signs MOU & MOP</p>	<p>7. Approves PHROC's services in identified areas</p> <p>8. Assigns representatives to the technical action group informed for the conduct of feasibility study</p> <p>9. Signs MOU & MOP</p>	<p>7. Signs as witness in MOU & MOP</p> <p>10. Assists in the collection of data</p> <p>11. Validates over-all work program for the project and operational framework and mechanisms for monitoring and evaluation</p> <p>12. Assists in the mobilization of resources</p>
II. PRE-IMPLEMENTATION:	<p>10. With GOs and NGOs identifies/assigns group or representative who will be responsible for data gathering and analysis of a specific aspect in the feasibility study preparation of identified project/s</p> <p>11. With LGU, GOs, NGOs and FOs plans the over-all work program for the area using project planning matrix (PPM) as guide and establishes the framework and mechanisms for monitoring and evaluation</p> <p>12. Mobilizes resources for on-site experiments of identified projects</p>	<p>10. Reevaluation of committed resources (experts, eqpt); Provides technical inputs;</p> <p>11. Participates in the over-all planning of the work program (technical aspects) for the implementation of projects</p> <p>12. Sends committed resources as scheduled</p>	<p>10. Assists in the identification of activities for the feasibility study</p> <p>11. Participates in the over-all planning of the work program (technical aspects) for the implementation of projects (concerned line agencies)</p> <p>12. Provides transportation facilities and other logistics necessary in the mobilization of resources for on-site experiments of identified</p>	<p>10. Collect and analyze data assigned to it or as agreed upon</p> <p>11. Participates in the over-all planning of the work program for the implementation of projects</p> <p>12. Assists in the mobilization of resources</p>

L I V E L I H O O D A N D E N T E R P R I S E D E V E L O P M E N T			
PHASE	PHROC	JICA	NGO
		60	PO
		projects	
	13. Assists JICA in the design and supervises the construction of the Common Service Facilities (CSF)	13. Provides funds for the construction of the CSF. Provides needed resources as scheduled.	13. Assists in the improvement/construction of the CSF.
	14. Conducts on-site experiments with concerned individuals/organizations	14. Provides technical assistance	14. Monitors and evaluates participating PO. Monitors tests/experience's output.
	15. W/ GCs and NGOs prepares and finalizes feasibility study/ass of identified projects	15. Provides technical inputs (Updated)	15. Coordinates project-related proposals w/ concerned organizational units.
	16. Recommends project for pilot testing	16. Concurs with recommendation	16. Concurs with recommendation
	17. Mobilizes project resources together w/ concerned organizations/individuals for pilot operation	17. Provides needed resources when available	17. Provides necessary logistics in the mobilization of resources for pilot operation
	18. Constructs project structures in coordination w/ concerned individuals/organizations (pilot operation)	18. Assists in the design of project structures	18. Mobilizes human resources (FO)
	19. Initiates, supervises and assists in the operation (pilot)	19. Provides consultancy	19. Assists in the supervision and operation of the pilot project
	20. Develops products (of projects) based on market preference	20. Assists in product dev.	20. Gives informations on the current market trends/preferences of the proposed products of the project
	21. With GCs and NGOs monitors pilot operations	21. Assists in the monitoring of pilot project	21. Monitors and evaluates project progress and other critical areas of concern
			21. Prepares monitoring reports

L I V E L I H O O D A N D E N T E R P R I S E D E V E L O P M E N T					
PHASE	PHRDC	JICA	GD	NGO	
				PO	
III. IMPLEMENTATION	22. M/ GDs and NGOs evaluate pilot operations for commercial implementation strategy	22. Assists in the evaluation of pilot operations for commercial implementation	22. Provides necessary inputs/data in evaluating pilot project	22. Provides inputs to ascertain success of commercialization endeavor	22. Provides necessary reports needed in evaluating pilot project
	23. Prepares comprehensive feasibility study based on evaluated results of pilot operation	23. Provides technical inputs	23. Assists in the updating/modifications of data gathered as inputs in the preparations of comprehensive feasibility study	23. Provides inputs/data to PS based on existing monitoring reports	
	24. Prepares pre-implementation reports, evaluation and corresponding recommendation for pilot testing	24. Assists in the evaluation	24. Provides technical inputs in the evaluation and recommendation of the pre-implementation stage	24. Prepares pre-implementation reports	24. Prepares pre-implementation reports
	25. Recommends project for commercial scale operations	25. Concurs with recommendation	25. Concurs with recommendation	25. Concurs with recommendation	25. Concurs with recommendation
	26. Provides coordination activities for loan source of project		26. Provides listings of financial institutions for possible loan/grant sources Provides loan/grant to POs	26. Provides /extends loan assistance to POs	
	27. Assists in the mobilization of additional resources needed for commercial scale operation	27. Provides needed resources as scheduled	27. Provides additional logistics in the mobilization of resources needed for commercial scale operations	27. Mobilizes additional resource requirements in coordination w/ POs Provides critical inputs for sustainability of undertaking	27. Mobilizes needed resource requirements for commercial scale operations
	28. Initiates commercial scale operation	28. Provides consultancy services	28. Assists in the commercial scale operation	28. Assists in the commercial scale operation	28. Conducts project development activities and operations of commercial scale venture
	29. Monitors/evaluates commercial scale operation		29. Provides monitoring and evaluation reports on assigned areas.	29. Provides monitoring and evaluation reports	29. Assists in the monitoring and evaluation of operations
	30. Conducts impact assessment/evaluation		30. Provides survey personnel and assists in the analysis of data collected	30. Provides assessment factors relevant to impact assessment/evaluation	
	31. Prepares terminal report/documents		31. Provides necessary reports/documents needed for the terminal report	31. Assists in the preparation of technical reports/documents	31. Assists in the preparation of technical reports/documents

L I V E L I H O O D A N D E N T E R P R I S E D E V E L O P M E N T			
PHASE	PHROC	JICA	80
			80
			80
IV. DISENBERGEMENT			
	32. Prepares for Turn-over activities	32. Assists in the preparation for the Turn-Over activities	32. Assists in the preparation for the Turn-Over Activities
	33. Turns-over livelihood livelihood project/s to identified PO/s	33. Sends representative/s in the official turn-over of project to PO	33. Assists/facilitates the turn-over of projects 33. Accepts livelihood projects Takes over operation of the project
	34. Disengages from the LJM		
	35. Monitors and documents all projects in the area		35. Submits monthly monitoring reports 35. Submits monthly monitoring reports

TECHNOLOGY TRANSFER			
PHASE	PHSOC	JICA	NGO
		80	80
			90
I. SELECTION	<p>3. Identifies potential areas/industry sectors</p> <ul style="list-style-type: none"> - determination of appropriate technology for identified sectors - identification of livelihood projects and beneficiaries <p>4. Recommends livelihood projects</p>	<p>3. Identification of expertise available</p> <p>4. Concurs with recommendation</p>	<p>3. Provides information/data re: appropriate technology for possible projects</p> <p>4. Concurs with recommendation</p>
II. PRE-IMPLEMENTATION	<p>15. Develops/package skills training materials</p> <p>16. Mobilizes training resource requirements</p>	<p>9. Provides technical support services</p> <p>15. Provides reference materials</p>	<p>15. Provides reference materials Identifies training participants</p> <p>15. Assists in the ID of training participants</p>
	<p>19. Conducts/implements On the Job Trainings Provides support services</p> <p>21. Monitors/evaluates training procedures and technology</p>	<p>18. Provides training resources as required</p> <p>19. Provides experts as scheduled</p>	<p>18. Assists in the mobilization of training resources</p> <p>19. Assists in the conduct/implementation of On the Job Training Provides support services</p> <p>21. Monitors training participants</p>

T E C H N O L O G Y T R A N S F E R					
PHASE	PHROC	JICA	GO	NGO	PO
III. IMPLEMENTATION	27. Mobilizes training resource requirements	27. Provides training resources required	27. Provides required assistance	27. Assists in the mobilization of training resources	27. Assists in the mobilization of training resources
	28. Conducts trainings for commercial scale operations	28. Provides experts	28. Assists in the conduct of trainings for commercial scale operations Provides resource persons for trainings	28. Participates in the training	
	29. Monitors and evaluates commercial scale operations		29. Assists in the monitoring and evaluation of commercial scale operations	29. Proposes improvements	29. Proposes improvements
	30. Extends additional technology related assistance based on monitored/requested needs		30. Extends additional technology related assistance based on monitored/requested needs		
IV. RESEARCH - NEXT	32. Turns-over technology related researches				
	34. Documents innovative improvements			34. Documents innovative improvements	

C A P A B I L I T Y B U I L D I N G				
PHASE	PHROC	JICA	NGO	PO
1. SELECTION	1. Assesses PHROC resources	1. Assesses JICA resources		
	3. Coordinates/consults w/ concerned NGOs and POs re: <ul style="list-style-type: none"> - resource inventory - identification of training areas, needs, and beneficiaries 	3. Coordinate with concerned parties re: applicability of JICA materials	3. Provides data on the ff: <ul style="list-style-type: none"> - trainings conducted - agencies/org. conducting trainings in the area - areas where training is needed - training beneficiaries 	3. Provides profiles of members re: literacy/education levels
II. PRE-IMPLEMENTATION:	10. Develops training materials for community organization activities. Assists in the conduct of community organization/development	10. Provides resources as scheduled (experts & equipment)	10. Provides inputs on training materials to be developed. Provides training resources and other requirements	10. Participates in the Training organization/development. Provides inputs on training materials to be developed
	12. Mobilizes community organizing resource requirements	12. Provides necessary requirements (logistics)	12. Provides necessary requirements	12. Assists in the mobilization
	19. Coordinate and manage the conduct of training on enterprise development, project management and administration	19. Conducts (concerned agency) training on enterprise development, project management and administration	19. Provides assistance in the training	19. Participates in training

C A P A B I L I T Y B U I L D I N G				
PHASE	PHRC	JICA	BO	NGO
III. IMPLEMENTATION	19. Implements/manages on the job trainings - Leadership trainings - materials development - trainers' training		19. Participates in the training	19. Participates in the training
	21. Monitors progress of trainings	21. Monitors progress of trainings		21. Assists in monitoring and evaluation of training programs conducted
	28. Conducts quality and productivity improvement training		28. Assists in the conduct of quality and productivity improvement training	28. Participates in the training
	29. Monitors and evaluates commercial scale operation activities (quality and productivity)	29. Monitors and evaluates commercial scale operation activities (quality/productivity)		29. Facilitates quality circle discussions Provides monitoring reports
	31. Extends additional quality and productivity improvement related assistance based on monitored/requested needs	31. Provides technical inputs		
IV. DISEMPOWERMENT	32. Conducts tracer studies		32. Assists in the conduct of tracer study	32. Assists in the conduct of tracer study
	34. Holds on-site consultative/coordinative meeting re: accomplishments and future needs		34. Participates in the meeting	34. Participates in the meeting
	35. Documents success stories			35. Participates in the meeting

JICA