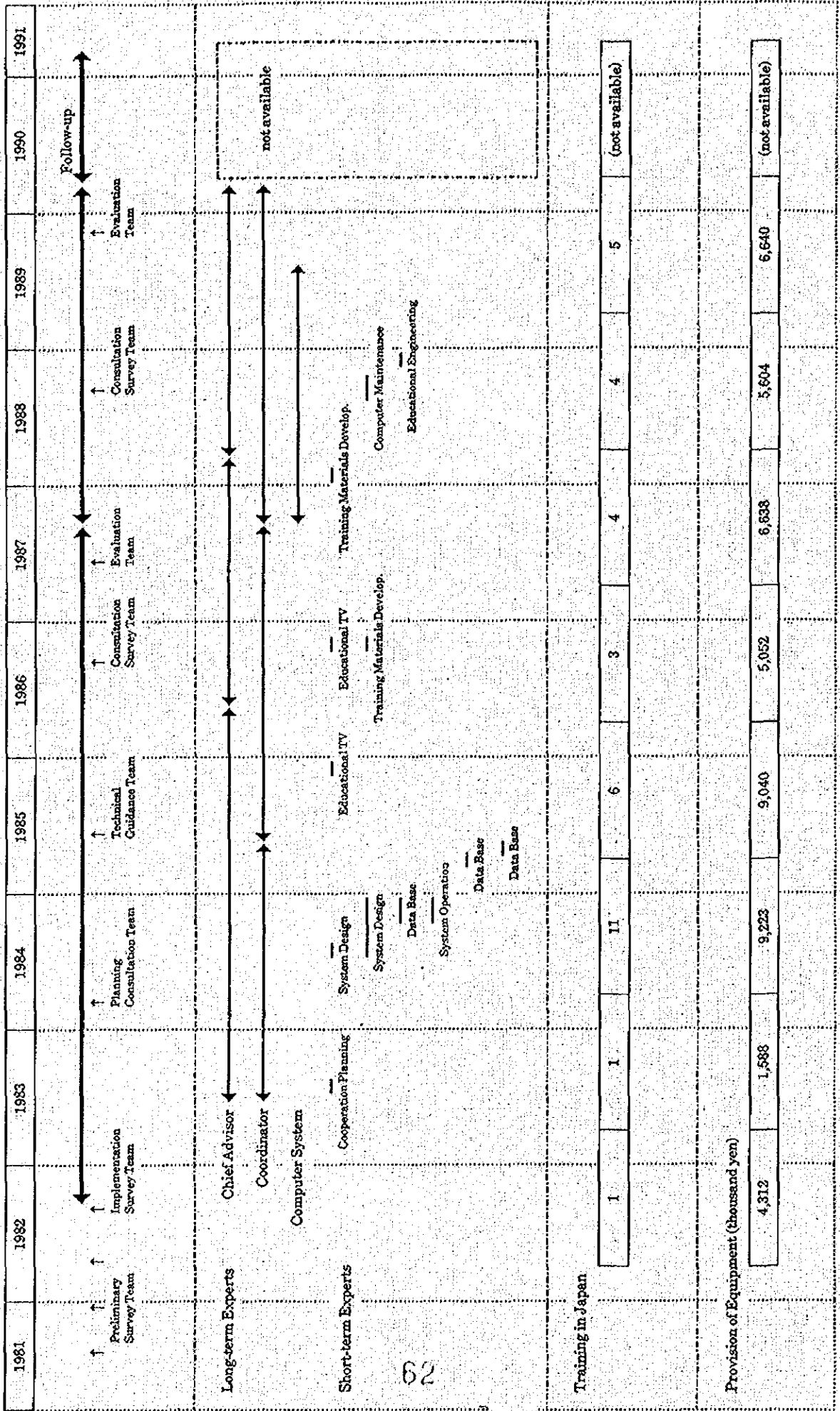


I-10 Philippine Human Resources Development Center Program 1

Oct. 9, 1982 ~ Mar. 31, 1991



Sep. 9, 1982 ~ Mar. 31, 1991

Philippine Human Resources Development Center: PHRDC -Program 1-

	INDICATOR	REALIZATION	MAJOR ASSUMPTION	CHANGES IN ASSUMPTION OBSERVED AT EVALUATION
<p>I. SECTOR GOAL 1. Trained Leaders for Rural Development</p>	<p>1.a Number of graduates who are still working for rural development 1.b Training course and guidance conducted by graduates</p>	<p>1.a (not available) 1.b Graduates are still engaging in activities related to rural development</p>		
<p>II. PROJECT PURPOSE 1. The Center's system development, training materials development and training course operation system established and provide management and support service continuously for the other Programs by itself</p>	<p>(After the Project) 1.a Systems developed by the Staff 1.b Textbooks & training materials developed by the staff 1.c Implementation of training courses 1.d Number of CPs still working 1.e Number of Governing Council meetings held and main topics of their agenda 1.f Number of Joint Steering Committee meetings held and main topics of their agenda 1.g The center's budget</p>	<p>1.a After completion of the project, PHRDC developed network system in the center and they revised systems developed by the project. However, the systems are used in the center only. 1.b Since Oct. 1991, PHRDC is developing training programs and conducting training under the cooperation with JICA. 1.c In 1992, 25 training courses were implemented and 356 persons were trained. 1.d Among 33 counterparts who were trained in Japan, 26 were transferred to private and abroad. 1.e, 1.f The meetings are not held after completion of the project. 1.g Budget including Program 2 (unit: 1,000 pesos) 1992 1993 89,719 33,405</p>	<p>(1) Other programs will develop training systems and conduct training course constantly by themselves</p>	

<p>III. Output</p> <ol style="list-style-type: none"> 1. Developed Data Bank and Information Systems 2. Developed training method, textbook and training materials 3. Trained persons in the fields of data processing and multi-media 4. Study results 5. Established the center's effective management system 	<p>(During the Project)</p> <ol style="list-style-type: none"> 1.a Number of systems developed by the Staff 1.b Usage of systems 1.c Number of users of data communication 2.a Number of textbooks & training materials developed by the Project 3.a Number of course implemented 3.b Number of course graduates 4.a Number of Governing Council meetings held and main topics of their agenda 4.b The center's budget 	<p>1.a 20 systems were developed. 1.b Data analysis program was developed for the program 2. The other developed systems were only for internal use. 1.c PHRDC didn't provide data service for outside. 2.a PHRDC developed 22 printing materials and 29 video materials. 3.a No. of training courses</p> <table border="1"> <tr> <td>1987</td> <td>1989</td> <td>1991</td> </tr> <tr> <td>National 5</td> <td>33</td> <td>19</td> </tr> <tr> <td>International 2</td> <td>4</td> <td>1</td> </tr> </table> <p>3.b No. of graduates</p> <table border="1"> <tr> <td>1987</td> <td>1989</td> <td>1991</td> </tr> <tr> <td>National 115</td> <td>589</td> <td>234</td> </tr> </table> <p>4.a Since 1987, 36 Governing Council meetings were held to discuss management of the center. 4.b Budget (unit: 1,000 pesos)</p> <table border="1"> <tr> <td>1983</td> <td>1986</td> <td>1989</td> </tr> <tr> <td>450</td> <td>2,383</td> <td>6,777</td> </tr> </table>	1987	1989	1991	National 5	33	19	International 2	4	1	1987	1989	1991	National 115	589	234	1983	1986	1989	450	2,383	6,777	<p>(1) Quantity/quality of C/Ps to be maintained (2) Budget for the computer maintenance will be allocated</p>	<p>(2) Due to a large amount of maintenance cost, Japanese main frame computer was replaced to personal computers.</p>
1987	1989	1991																							
National 5	33	19																							
International 2	4	1																							
1987	1989	1991																							
National 115	589	234																							
1983	1986	1989																							
450	2,383	6,777																							
<p>IV. ACTIVITY</p> <ol style="list-style-type: none"> 1.1 Training for computer operation and maintenance 1.4 Development of information system 1.5 Data collection and storing 2.1 Training for AV equipment operation 2.2 Development of training materials 3.1 Development of training method 3.2 Training course for computer technology 3.3 Training course for AV training materials 4.1 Industrial Survey for other programs 5.1 Management of the Center 	<p>INPUT</p> <ol style="list-style-type: none"> 1. Japanese Side <ol style="list-style-type: none"> (1) Technical Cooperation <ol style="list-style-type: none"> 1) Long Term Experts 2) Short Term Experts 3) Counterpart Trainee 4) Equipment (2) Grant Aid 2. Philippine Side <ol style="list-style-type: none"> 1) Land/Buildings/Facilities 2) Operation Cost 3) Manpower(C/P) 	<p>7 persons 13 persons 35 persons 48 million.yen</p>	<p>(1) C/Ps training is technically appropriate and C/Ps will continue to work for the Center. (2) Facilities/equipment to be properly maintained (3) The Center to be properly operated</p> <p>BASIC ASSUMPTION</p> <p>(4) Technical support of the computer will be provided by the maker. (5) C/Ps have basic knowledge of computer</p>	<p>(1) Turn-over rate of counterparts was high.</p>																					

評価5項目に沿った評価結果

Evaluation result along the five points of evaluation

評価項目 Evaluation points	分析対象セル番号 Cell no. for analysis	評価結果 Evaluation result
目標達成度 Attainment of project purpose	4(1), 3(1), 2(1) and 4(3), 3(3), 2(3)	<ul style="list-style-type: none"> • PHRDC established a training system for rural development leaders. The center is providing training services to develop training programs and audiovisual materials for rural livelihood improvement.
案件の効果Impact 直接の効果 Direct impact	2(3)	<ul style="list-style-type: none"> • Although the objective of PHRDC activities was changed to improving rural livelihoods, support services for human resource development have continued.
間接の効果 Indirect impact	1(3)	<ul style="list-style-type: none"> • Ex-trainees are employed in training related divisions in their respective organizations (both public and private). They have utilized the knowledge and training acquired at PHRDC to develop and supervise training courses, teaching materials, etc.
実施の効率性 Efficiency of implementation	4(3) and 3(3)	<ul style="list-style-type: none"> • Of the total 33 Philippine counterparts who received training in Japan, 26 have left for the private sector. However, they have been able to share their acquired knowledge and technology through internal seminars which were held after the training session in Japan. • Some problems in communication arose between Japanese experts and their Philippine counterparts. • Findings of a follow-up survey of ex-trainees and results from a study on the needs of relevant public agencies have been applied in planning the center's activities.
自立発展性 Sustainability	4(4), 3(4), 2(4), 1(4)	<ul style="list-style-type: none"> • Networking of government agencies has been carried out under a rural livelihood improvement program and training services have been provided by IRTC to improve rural livelihoods. • Although IRTC produces video programs for other public agencies, the revenue generated is absorbed by the National Treasury. As a result, IRTC has been unable to achieve financial sustainability.
計画の妥当性 Relevance of planning	4(4), 3(4), 2(4), 1(4)	<ul style="list-style-type: none"> • The project was started with the objective of fostering human resources for rural development, which has been a priority issue in the midterm development plan of the Philippines. After its reorganization in 1987, IRTC has continued to foster training instructors for rural livelihood improvement programs. • Although program 1 provided support services in developing computer systems and training materials for other programs, the scope of support provided by programs 3 and 4 was small. • A large Japanese main frame computer was provided at the outset of the project, but due to the difference in its specifications from computers commonly used in the Philippines, spare parts were difficult to obtain and maintenance costs were extremely high. As a result, personal computers were introduced in the latter half of the project.

効果発現に貢献した要因

Factors contributing to implementation and production of impact

発掘 Project Identification	審査 Appraisal	実行計画 Implementation design	実施 Implementation	その他 Others
<p>当方に起因する due to JICA side</p>			<ul style="list-style-type: none"> • Audiovisual equipment provided by the project has enabled PHRDC to produce video programs and services for other agencies. 	
<p>相手方に起因する due to Phil. side</p>			<ul style="list-style-type: none"> • Effective development activities to foster human resources have been carried out by networking training institutes. • Improvements in PHRDC training activities were implemented based on a follow-up survey of ex-trainees. • PHRDC conducted internal seminars to share the knowledge and technology acquired in the training program in Japan. 	

問題惹起要因

Factors inhibiting implementation and production of impact

	発掘 Project Identification	審査 Appraisal	実行計画 Implementation design	実施 Implementation	その他 Others
<p>当方に起因する due to JICA side</p>	<p>◦ This project was originally designated as part of the ASEAN Human Resources Development Cooperation. However, due to an inadequate understanding of the needs in human resource development in the ASEAN region as well as those in the Philippines, the relationship of four programs was vague.</p>	<p>◦ The project was selected without a clear understanding of the role of computers and audiovisual equipment in rural development and leader training programs.</p>	<p>◦ Management aspect of the entire project was excluded in the cooperation. Therefore, plans to interact Program 1 with other programs were not included. ◦ The project was started when facilities were still under construction. As a result, cooperation activities were limited and the project period was extended.</p>	<p>◦ A Japanese main frame computer was provided at the outset of the project, but due to high maintenance costs, it was later replaced by personnel computers.</p>	
<p>相手方に起因する due to Phil. side</p>	<p>◦ The project was formulated without clearly defining the role of computers and audiovisual equipment in rural development and leader training programs.</p>			<p>◦ A system of support for Programs 3 and 4 was undermined when the PHRDC project was reorganized in 1987.</p>	

教訓と提言

Lessons drawn from evaluation study and suggestions for future cooperation

教訓 Lessons drawn from evaluation study	短期的提言(一年以内に対応すべき) Suggestions (short term)	中期的提言(1~3年以内に対応すべき) Suggestions (mid term)	長期的提言(今後の制度的改竄が必要な) Suggestions (long term)
<p>当方に対する To JICA side</p>			<ul style="list-style-type: none"> ◦ Japanese cooperation in the area of management should be included for large projects, and in order to efficiently manage the entire project, it should be carried out on a system of mutual cooperation. ◦ Due to efforts by the Philippine side, Japanese cooperation projects were included in the beneficiary group. In order to raise the effects of networking between Japanese cooperation projects, it should be actively included in the planning stage.
<p>相手方に対する To Phil. side</p>	<ul style="list-style-type: none"> ◦ The role and position of PHRDC in rural livelihood improvement programs should be clarified through coordination with relevant agencies. 	<ul style="list-style-type: none"> ◦ Employment conditions should be improved to stabilize and enhance recruitment of personnel. 	<ul style="list-style-type: none"> ◦ Strengthen the financial base of PHRDC by allowing it to collect and retain revenue generated from its services.

Philippine Human Resources Development Center Program 2 (Seafarming Research and Development Center: SRDC)

Oct. 9, 1982--Mar. 31, 1991

	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991
	↑ Preliminary Survey Team	↑ Implementation Survey Team		↑ Planning Consultation Team	↑ Technical Guidance Team	↑ Consultation Survey Team	↑ Evaluation Team	↑ Consultation Survey Team	↑ Evaluation Team	Follow-up	
Long-term Experts	Program Leader										
	Seafarming										
	Oyster Culture										
Short-term Experts		Water Quality	Water Quality	Water Quality	Water Quality	Water Quality	Water Quality	Water Quality	Oyster Culture	Spat Collection	
		Bottom Soil	Bottom Soil	Bottom Soil	Bottom Soil	Bottom Soil	Bottom Soil	Bottom Soil		Fish Diseases	
		Depuration	Depuration	Depuration	Depuration	Depuration	Depuration	Depuration	Depuration	Shellfish Culture	
											not available
Training in Japan	1	3	5	2	3	1	3				(not available)
Provision of Equipment (thousand yen)		7,696	2,216	2,096	6,100	7,220	(not available)	(not available)	(not available)	(not available)	(not available)

Philippine Human Resources Development Center: PHRDC -Program 2-(Seafarming Research Development Center[SRDC]) Sep. 9, 1982~Mar. 31, 1991

	INDICATOR	REALIZATION	MAJOR ASSUMPTION	CHANGES IN ASSUMPTION OBSERVED AT EVALUATION
I. SECTOR GOAL 1. Trained Leaders for Rural Development	1.a. Number of graduates who are still working for rural development in fishermen's community 1.b. Training course and guidance conducted by graduates	1.a. (not available) 1.b. Trained fishermen are transferring the technology acquired to other fishermen through production activities in cooperatives.		
II. PROJECT PURPOSE 1. SRDC's research and training systems established and its research work course program constantly implemented by itself	(After the Project) 1.a. Implementation of course 1.b. Number and level of researchers 1.c. Number of C/Ps still working 1.d. Research activities 1.e. Research results extended to private sector 1.f. SRDC's budget	1.a. As an activity of rural livelihood improvement, SRDC conducts cooperatives training at production sites. In 1991, 151 fishermen were trained in 6 training courses. 1.b. All researchers are graduates of fisheries related universities. 1.c. Among 20 counterparts who were trained in Japan, 13 persons left the center. 1.d. As a part of the Rural Livelihood Generation Project, the center conducts research on farming system of shellfish, grouper and other species. 1.e. Oyster productivity was improved by new spat collection system, transplantation method. 1.f. not available (SRDC is a department of PHRDC)	(1) Sufficient demand for oyster farming	(1) There are potential demand for oyster production. However it is not extended due to environmental problems, etc.

<p>III. OUTPUT</p> <p>1. Trained engineers and researchers for seafarming</p> <p>2. Development of oyster farming in tropical area</p> <p>3. Developed training method, textbook and training materials</p> <p>4. Established SRDC's effective management system</p>	<p>(During the Project)</p> <p>1.a Number of course implemented</p> <p>1.b Number of course graduates</p> <p>1.c Technical level of graduates</p> <p>2.a Number of research theme</p> <p>2.b Research results extended to private sector</p> <p>3.a Number of textbooks & training materials developed by the Project</p> <p>3.b Evaluation on the Project-developed textbooks & training materials</p> <p>4.a SRDC's balance of payment</p>	<p>1.a No. of training courses</p> <table border="1"> <tr> <td>1987</td> <td>1989</td> <td>1991</td> </tr> <tr> <td>3</td> <td>9</td> <td>3</td> </tr> </table> <p>1.b No. of graduates</p> <table border="1"> <tr> <td>1987</td> <td>1989</td> <td>1991</td> </tr> <tr> <td>87</td> <td>286</td> <td>245</td> </tr> </table> <p>1.c Graduates understood new technology and apply in production activities.</p> <p>2.a 6 research reports were published on oyster production and depuration.</p> <p>2.b Oyster productivity was improved by new spats collection system, transplantation method.</p> <p>3.a 4 manuals and 4 video materials were developed for environmental survey, oyster production and depuration. In addition, a pamphlet and 4 Filipino written materials were published.</p> <p>3.b Developed manuals were utilized in training. Facilities are utilized in collaboration with fisheries related universities.</p> <p>4.a SRDC budget (unit: 1,000 pesos)</p> <table border="1"> <tr> <td>1983</td> <td>1986</td> <td>1989</td> </tr> <tr> <td>761</td> <td>3,329</td> <td>8,714</td> </tr> </table>	1987	1989	1991	3	9	3	1987	1989	1991	87	286	245	1983	1986	1989	761	3,329	8,714	<p>(1) Quantity/quality of C/Ps to be maintained</p> <p>(2) Research results are distributed through fisheries extension system</p> <p>(2) SRDC has poor relation to other fisheries extension services and provides training and guidance on their own activities.</p>
1987	1989	1991																			
3	9	3																			
1987	1989	1991																			
87	286	245																			
1983	1986	1989																			
761	3,329	8,714																			
<p>IV. ACTIVITY</p> <p>1.1 Implementation of training courses</p> <p>2.1 Environmental study</p> <p>2.2 Research of oyster farming technology</p> <p>2.3 Research on processing of quality standard oyster</p> <p>2.4 Supplying of research equipment</p> <p>3.1 Development of training method, textbooks and training materials</p> <p>4.1 Management of SRDC</p>	<p>INPUT</p> <p>1. Japanese Side</p> <p>(1) Technical Cooperation</p> <p>1) Long Term Experts</p> <p>2) Short Term Experts</p> <p>3) Counterpart Trainee</p> <p>4) Equipment</p> <p>(2) Grant Aid</p> <p>2. Philippine Side</p> <p>1) Land</p> <p>2) Operation Cost</p> <p>3) Manpower(C/P)</p>	<p>5 persons</p> <p>7 persons</p> <p>6 persons</p>	<p>(1) C/Ps training is technically appropriate and C/Ps will continue to work for SRDC.</p> <p>(2) Facilities/equipment to be properly maintained</p> <p>(3) SRDC to be properly operated</p> <p>BASIC ASSUMPTION</p> <p>(4) Philippine Government to provide fund and manpower necessary to the Project</p>																		

評価5項目に沿った評価結果
Evaluation result along the five points of evaluation

評価項目 Evaluation points	分析対象セル番号 Cell no. for analysis	評価結果 Evaluation result
目標達成度 Attainment of project purpose	4(1), 3(1), 2(1) and 4(3), 3(3), 2(3)	<ul style="list-style-type: none"> ◦ Oyster cultivation and depuration technology was developed at SRDC and activities to disseminate this technology were emphasized.
案件の 直接の 効果 Direct impact	2(3)	<ul style="list-style-type: none"> ◦ Technology in oyster cultivation and depuration was established. ◦ Technical training of fishermen in other areas was implemented by faculty members from the Fisheries Department of respective universities who had been trained in SRDC.
間接の 効果 Indirect impact	1(3)	<ul style="list-style-type: none"> ◦ Oyster cultivation has been disseminated by cooperatives in the surrounding areas of the center (one cooperative in 1985 and 4 cooperatives in 1993). However, the raft method is not utilized due to the decline in sea water salinity, environmental pollution of the water, and other problems. ◦ Oyster cultivation is a supplementary source of income for fishermen and it has contributed to a rise in their income.
実施の 効率性 Efficiency of implementation	4(3) and 3(3)	<ul style="list-style-type: none"> ◦ Equipment appropriate to training and research activities in the Philippines was provided. ◦ A training program on oyster cultivation for Philippine counterparts in Japan was successfully implemented and this technology has been applied in research activities in the Philippines.
自立 発展性 Sustainability	4(4), 3(4), 2(4), 1(4)	<ul style="list-style-type: none"> ◦ Measures to develop oyster farming technology have been completed. Presently, activities to disseminate this technology are being carried out and measures to develop other forms of fish culture are being pursued. ◦ The turnover ratio of staff members is high (only 14 out of 20 ex-trainees of the Japanese training program remain); and recruiting new staff members is difficult. ◦ Although there is a maintenance staff which conducts periodic inspection of the center's equipment, repair of inoperable equipment is dependent on agents. Some of the spare parts must be shipped from Japan, which often entails a long waiting period.
計画の 妥当性 Relevance of planning	4(4), 3(4), 2(4), 1(4)	<ul style="list-style-type: none"> ◦ Emphasis was placed on basic research development during the first half of the project period and training services were implemented in the latter half of the project, based on the research findings achieved in the first half. ◦ Oyster processing was not initially included in the project, but it was incorporated after strong demands by oyster producers. Research in canning and other forms of processing have been carried out since 1985.

効果発現に貢献した要因

Factors contributing to implementation and production of impact

	発掘 Project identification	審査 Appraisal	実行計画 Implementation design	実施 Implementation	その他 Others
当方に起因する due to JICA side	<ul style="list-style-type: none"> ◦ Oyster farms in Japan with comprehensive technology in aquaculture, from production to processing, were selected. 		<ul style="list-style-type: none"> ◦ The findings of research activities conducted in the early half of the project was disseminated through training activities which incorporated these findings. 	<ul style="list-style-type: none"> ◦ Although oyster processing technology was not initially included in the project, the need for this technology was proven after activities were implemented, and they were included later. 	
相手方に起因する due to Phil. side				<ul style="list-style-type: none"> ◦ Activities were conducted in coordination with other fisheries research institutes in the Philippines. ◦ Qualified Philippine counterparts were selected for research activities. 	

問題惹起要因

Factors inhibiting implementation and production of impact

Project Identification	Project Identification	審査 Appraisal	実行計画 Implementation design	実施 Implementation	その他 Others
<p>当方に起因する due to JICA side</p>	<p>◦The project was implemented without clearly defining the role of oyster culture in fisheries and rural development. As a result, although research findings were achieved, the project was unable to disseminate these findings.</p>	<p>◦The project was implemented without clearly defining the role of oyster culture in fisheries and rural development. As a result, although research findings were achieved, the project was unable to disseminate these findings.</p>	<p>◦The project was commenced when facilities were still under construction. Subsequently, project activities did not fully begin until construction was completed and the project period was extended.</p>		
<p>相手方に起因する due to Phil. side</p>	<p>◦The project was implemented without clearly defining the role of oyster culture in fisheries and rural development. As a result, the technology developed by the project was not disseminated.</p>				<p>◦Fishermen are not greatly motivated to produce oysters, due to the undeveloped marketing system for oysters. ◦Due to environmental problems, oyster culture is not widespread since areas suited to this culture are limited.</p>

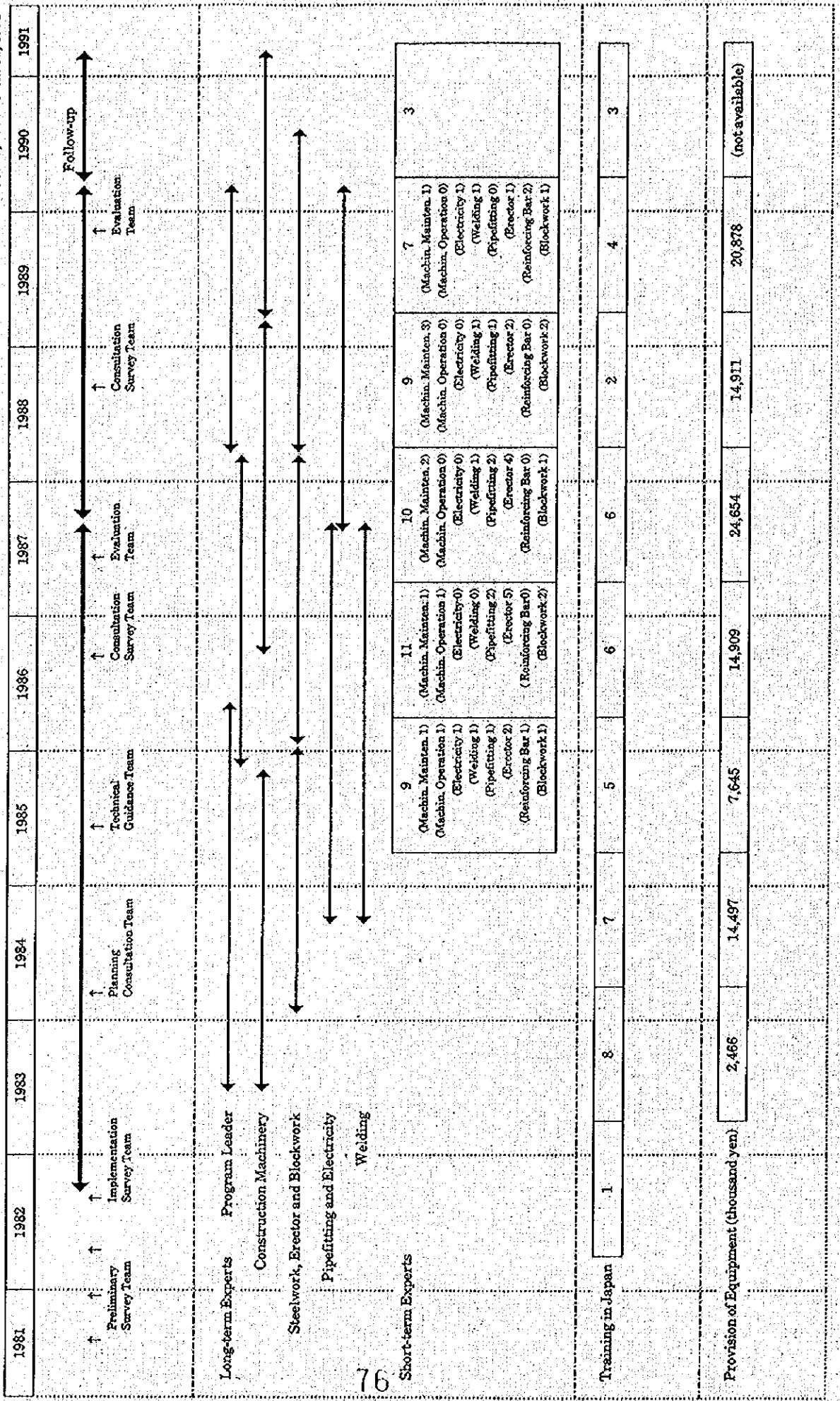
教訓と提言

Lessons drawn from evaluation study and suggestions for future cooperation

	<p style="text-align: center;">教訓 Lessons drawn from evaluation study</p>	<p style="text-align: center;">短期的提言(一年以内に対応すべき) Suggestions (short term)</p>	<p style="text-align: center;">中期的提言(1~3年以内に対応すべき) Suggestions (mid term)</p>	<p style="text-align: center;">長期的提言(今後の制度的改竄が必要な) Suggestions (long term)</p>
<p>当方に対する To JICA side</p>	<p>Technology transfer in oyster culture was implemented smoothly, since this technology is firmly established in Japan. However, the demand for cultured oysters in the Philippines is small and dissemination of this technology is an issue to be resolved in the future. In order for the successful results of the project to spread, it is necessary to grasp the environmental conditions surrounding the project prior to its implementation; and coordinated activities should be included in the project.</p>			
<p>相手方に対する To Phil. side</p>			<ul style="list-style-type: none"> ◦ The role of oyster culture in fishery development plans should be defined and training activities should be coordinated with extension services in fishery technology. ◦ The role of oyster culture in rural livelihood improvement should be defined and training activities should be coordinated with relevant agencies in rural livelihood improvement. 	<ul style="list-style-type: none"> ◦ Public financial assistance services for fishermen should be improved in order to disseminate oyster culture technology.

Philippine Human resources Development Center Program 3 (Construction Manpower Development Center: CMDC)

Oct 9, 1982 ~ Mar 31, 1991



Sep. 9, 1982-Mar. 31, 1991

Philippine Human Resources Development Center: PHRDC -Program 3- (Construction Manpower Development Center (CMDC))

	INDICATOR	REALIZATION	MAJOR ASSUMPTION	CHANGES IN ASSUMPTION OBSERVED AT EVALUATION
I. SECTOR GOAL 1. Trained Leaders for Rural Development	1.a Number of graduates who are still working for rural development 1.b Training course and guidance conducted by graduates	1.a (not available) 1.b Graduates of leaders course are working in construction training.		
II. PROJECT PURPOSE 1. CMDC's training course operation system established and its course program constantly implemented by itself	(After the Project) 1.a Implementation of training courses 1.b Number and technical level of trainers 1.c Number of C/Ps still working 1.d Development of training courses 1.e Evaluation on the developed training courses 1.f CMDC's Budget	1.a In total, 1923 participants were trained in basic and other courses for construction industry. 1.b Graduates value the competence of trainers, but number of trainers is insufficient. 1.c Turnover rate of counterparts is low. 1.d CMDC is developing training courses for other training institutes and construction companies in collaboration with Department of Education and construction industries association. 1.e Training courses at job site contributed to save construction cost. 1.f Budget in 1992: 2,023 thousand pesos		
III. OUTPUT 1. Trained trainers for construction manpower development 2. Developed training method, textbook and training materials 3. Established CMDC's effective management system	(During the Project) 1.a Implementation of training course 2.a Number of textbooks & training materials developed by the Project 2.b Evaluation on the Project-developed training materials and facilities 3.a CMDC's Budget	1.a No. of participants 1985 1988 1991 Trainers training 147 188 0 Others 92 142 1,770 Total 239 330 1,770 2.a CMDC developed 275 printing materials and 73 AV materials. 2.b Training materials and facilities were met technical level of the industry and utilized in training. 3.a CMDC budget (unit: 1,000 pesos) 1987 1989 1991 6,627 8,736 7,707	(1) Quantity/quality of C/Ps to be maintained	(1) It is difficult to get replacement for trainers who have resigned because of civil service rule on attrition.

<p>IV. ACTIVITY (Construction machine operation, maintenance, Pipefitting, Blockwork, Welding) 1.1 Implementation of training courses 2.1 Development of training method, textbooks and training materials 3.2 Survey to grasp training needs 4.1 Management of CMDC</p>	<p>INPUT 1. Japanese Side (1) Technical Cooperation 1) Long Term Experts 2) Short Term Experts 3) Counterpart Trainee 4) Equipment (2) Grant Aid 2. Philippine Side 1) Land 2) Operation Cost 3) Manpower(C/P)</p>	<p>(1) C/Ps training is technically appropriate and C/Ps will continue to work for CMDC. (2) Facilities/equipment to be properly maintained (3) CMDC to be properly operated</p> <p>BASIC ASSUMPTION (4) Philippine Government to provide fund and manpower necessary to the Project</p>	<p>7 persons 15 persons 11 persons</p>
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評価5項目に沿った評価結果
Evaluation result along the five points of evaluation

評価項目 Evaluation points	分析対象セル番号 Cell no. for analysis	評価結果 Evaluation result
目標達成度 Attainment of project purpose	4(1), 3(1), 2(1) and 4(3), 3(3), 2(3)	<ul style="list-style-type: none"> ◦ A system of human resource development in the construction sector was established and training services are planned and implemented annually. However, the majority of the trainees are no longer leaders of rural development, but construction related personnel.
案件の効果 直接の効果 Direct impact	2(3)	<ul style="list-style-type: none"> ◦ A total of 616 trainers and leaders who are engaged in training personnel at their respective institutes have been trained. In addition, 6,436 construction related personnel have undergone training and the center has contributed to improving labor in the construction industry.
間接の効果 Indirect impact	1(3)	<ul style="list-style-type: none"> ◦ The center has contributed to improving the quality of production in the construction industry by implementing specialized training courses and deepening ties with the industry.
実施の効率性 Efficiency of implementation	4(3) and 3(3)	<ul style="list-style-type: none"> ◦ Technology transfer was efficiently carried out by long-term experts responsible for developing training courses and short-term experts in charge of technical guidance. Although there were language problems encountered by some of the short-term experts, it did not interfere with their technical competency and technology was successfully transferred through practical training sessions. ◦ Although a variety of construction equipment is in actual use by the construction industries in the Philippines, all the training equipment at the center were of Japanese manufacture. As a result, some trainees were unable to apply directly their newly acquired skills in actual equipment maintenance at the work site. In addition, advanced technical applications in steel structures, etc. which are not commonly used in the Philippines were included in the training program.
自立発展性 Sustainability	4(4), 3(4), 2(4), 1(4)	<ul style="list-style-type: none"> ◦ Training needs were grasped through periodic meetings, etc. with the construction industries and by establishing a coordinated system of training with the Department of Education and the Department of Labor. ◦ Presently, the center's financial base has been strengthened through fees collected from the private sector for training services. ◦ Although training equipment is maintained by the center and all equipment is still in use, the center's budget is insufficient to purchase new equipment.
計画の妥当性 Relevance of planning	4(4), 3(4), 2(4), 1(4)	<ul style="list-style-type: none"> ◦ Initially, the objective of the center was to foster trainers and leaders, but following reorganization of the PHRDC project, coordination with PHRDC under the Office of the President was weakened. Emphasis was shifted to training construction related personnel in direct response to industry needs.

効果発現に貢献した要因

Factors contributing to implementation and production of impact

Project identification	Project identification	審査 Appraisal	実行計画 Implementation design	実施 Implementation	その他 Others
当方に起因する due to JICA side				<ul style="list-style-type: none"> ◦ Effective technology transfer to Philippine counterparts was achieved by combining long-term experts in charge of developing training programs and short-term experts responsible for technical guidance. 	
相手方に起因する due to Phil. side				<ul style="list-style-type: none"> ◦ A systematic training program capable of meeting the needs of the construction industry through closer ties has been widely implemented by networking with other training institutes. ◦ Television and newspaper advertising has made the center widely known and it has contributed to a large number of applicants. 	<ul style="list-style-type: none"> ◦ The center's financial base has been strengthened with the Construction Manpower Development Fund.

問題惹起要因

Factors inhibiting implementation and production of impact

発掘 Project identification	審査 Appraisal	実行計画 Implementation design	実施 Implementation	その他 Others
<p>当方に起因する due to JICA side</p>	<p>◦The project was selected without confirming the role and trends of the construction industry in rural development plans in the Philippines. As a result, it was not coordinated with other programs in the PHRDC project at the time of its implementation.</p>	<p>◦The project was started when facilities were still under construction. Subsequently, project activities did not fully begin until construction was completed and the project period was extended.</p>		
<p>相手方に起因する due to Phil. side</p>			<p>◦In the aftermath of reorganization of the PHRDC project in 1987, coordinated activities with PHRDC (Program 1) were reduced, and it was encouraged to develop its own system of training separate from a program of trainer/leader training. ◦Recruiting instructors is difficult due to the differences in the income levels between the private and public sectors.</p>	

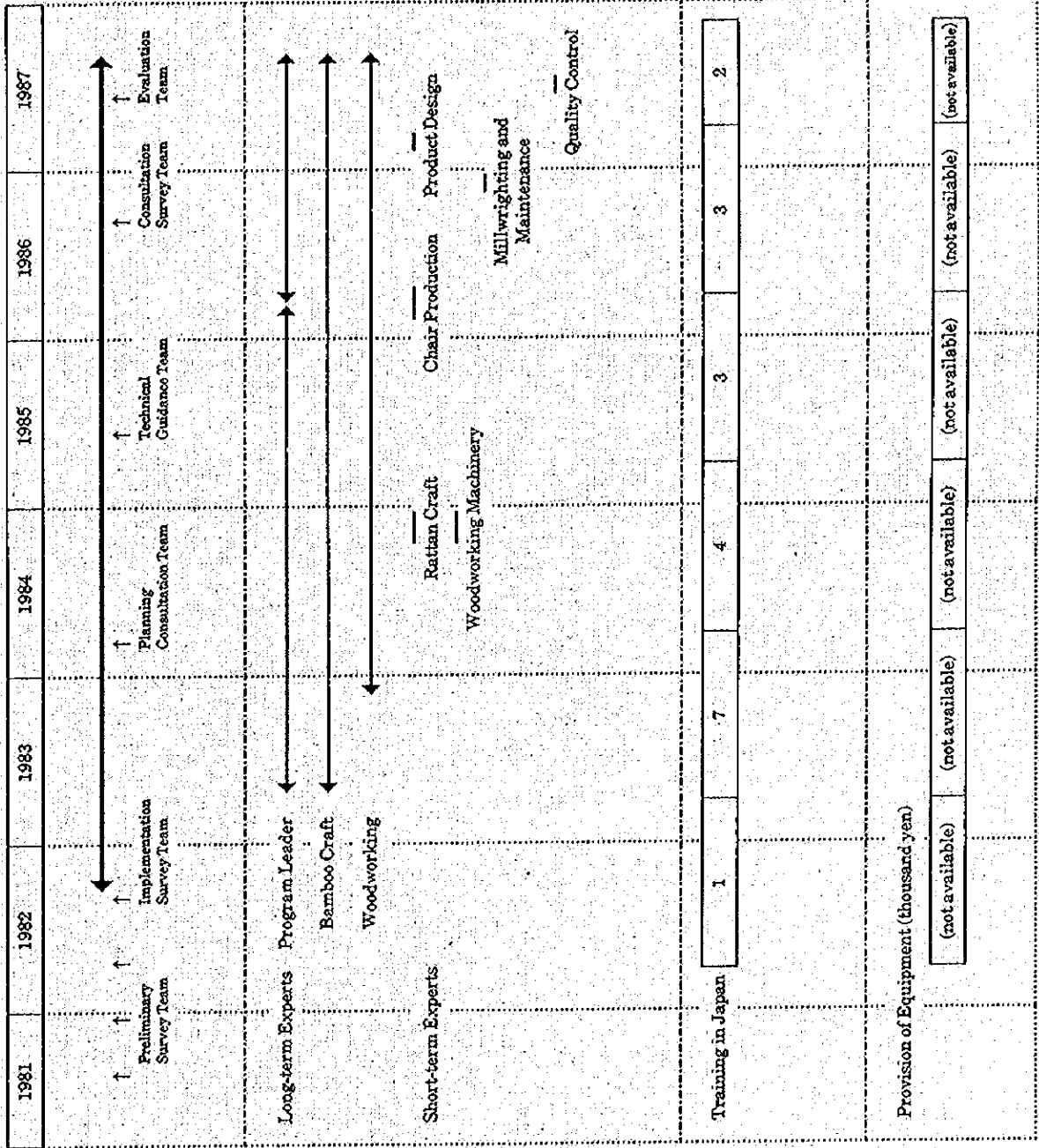
教訓と提言

Lessons drawn from evaluation study and suggestions for future cooperation

	<p style="text-align: center;">教訓 Lessons drawn from evaluation study</p>	<p style="text-align: center;">短期的提言(一年以内に 対応すべき) Suggestions (short term)</p>	<p style="text-align: center;">中期的提言(1~3年以内 に対応すべき) Suggestions (mid term)</p>	<p style="text-align: center;">長期的提言(今後の制度的 改竄が必要な) Suggestions (long term)</p>
<p>当方に対する To JICA side</p>	<p>◦ Long-term experts from public agencies and short-term experts from the private sector who were sent from Japan to fulfill different roles, enabled the project to be implemented effectively. It is essential that experts from a broad range of fields are recruited in future.</p>			<p>◦ Training courses which were revised as of 1987 have contributed significantly to the construction industry. In case of modifications in planning, external conditions, progress, and anticipated results of the project should be compiled in JICA reports.</p>
<p>相手方に対する To Phil. side</p>	<p>◦ A systematic training program based on close ties with both the private sector and public agencies will be instituted in order to effectively implement training activities. This will enhance project effectiveness; and it is essential that this approach is incorporated by cooperation projects in future.</p>		<p>◦ Improvements in salary and employment conditions are necessary in order to recruit more instructors.</p>	

Philippine Human resources Development Center Program 4 (National Cottage Industry Technology Center: NCHTC)

Oct. 9, 1982 - Oct. 8, 1987



Philippine Human Resources Development Center: PHRDC -Program 4- (National Cottage Industry Training Center(NCITC))

Sep. 9, 1982 - Sep. 8, 1987

	INDICATOR	REALIZATION	MAJOR ASSUMPTION	CHANGES IN ASSUMPTION OBSERVED AT EVALUATION
<p>I. SECTOR GOAL 1. Trained Leaders for Rural Development</p>	<p>1.a Number of graduates who are still working for rural development 1.b Training course and guidance conducted by graduates</p>	<p>1.a (not available) 1.b Graduates have leading position in their organizations and transfers the technology through production activities.</p>		
<p>II. PROJECT PURPOSE 1. NCITC's training course operation system established and its course program constantly implemented by itself</p>	<p>(After the Project) 1.a Implementation of training courses 1.b Number and technical level of trainers 1.c Number of C/Ps still working 1.d Number of textbooks & training materials developed by the staff 1.e NCITC's budget</p>	<p>1.a No. of training courses and participants 1989 1992 No. of courses 31 56 No. of trainees 507 791 1.b It is difficult to get replacement for instructors who have resigned. However, trainees value competence of instructors. 1.c Turnover rate of counterparts is high. 1.d (not available) 1.e NCITC budget (unit: 1,000 pesos) 1988 1990 1992 7,900 13,850 21,500</p>		
<p>III. OUTPUT 1. Trained trainers for cottage industry development (Woodworking, Bamboo Industry, Rattan Industry) 2. Developed training method, textbook and training materials 3. Established NCITC's effective management system</p>	<p>(During the Project) 1.a Implementation of training courses 2.a Number of textbooks & training materials developed by the Project 2.b Evaluation on the Project-developed training materials and facilities 3.a NCITC's balance of payment</p>	<p>1.a From 1983 to 1992, 30 leaders courses were conducted, and 482 leaders were trained. 2.a NCITC developed 7 volumes of video aid, 11 volumes of slide aid and 22 printing materials. 2.b Participants valued training materials and facilities. 3.a (not available)</p>	<p>(1) Quantity/quality of C/Ps to be maintained</p>	<p>(1) It is difficult to get replacement for trainers who have resigned because of civil service rule on attrition</p>

<p>IV. ACTIVITY (Woodworking, Bamboo Industry, Rattan Industry) 1.1 Implementation of training courses 2.1 Development of training method, textbooks and training materials 3.2 Survey to grasp training needs 3.1 Management of NCITC</p>	<p>INPUT 1. Japanese Side (1) Technical Cooperation 1) Long Term Experts 2) Short Term Experts 3) Counterpart Trainee 4) Equipment (2) Grant Aid 2. Philippine Side 1) Land 2) Operation Cost 3) Manpower(C/P)</p>	<p>(1) C/Ps training is technically appropriate and C/Ps will continue to work for NCITC. (2) Facilities/equipment to be properly maintained (3) NCITC to be properly operated BASIC ASSUMPTION (4) Philippine Government to provide fund and manpower necessary to the Project</p>	
			<p>4 persons 6 persons 20 persons</p>

評価5項目に沿った評価結果

Evaluation result along the five points of evaluation

評価項目 Evaluation points	分析対象セル番号 Cell no. for analysis	評価結果 Evaluation result
目標達成度 Attainment of project purpose	4(1), 3(1), 2(1) and 4(3), 3(3), 2(3)	<ul style="list-style-type: none"> Training technology of the NCITC in woodworking, bamboo and rattan craft has been improved, and training activities have been periodically implemented for the government, private sector, and the NGO.
案件の効果Impact 直接の効果 Direct impact	2(3)	<ul style="list-style-type: none"> Graduates are engaged as supervisors in furniture and craft industry production activities for private industries, cooperatives, and the NGO. They have contributed to increasing employment opportunities for the disabled and the rural population.
間接の効果 Indirect impact	1(3)	<ul style="list-style-type: none"> Training participants are from petty industries, the NGO, etc. and the center has provided a means for the socially disadvantaged (the poor and the disabled) to achieve economic independence. Management training is also provided and this has helped establish cooperatives, etc.
実施の効率性 Efficiency of implementation	4(3) and 3(3)	<ul style="list-style-type: none"> Ex-trainees have remained as instructors at the center. Metal tools and equipment which are produced at the center with the assistance of the metal working section, excluded from the project, are sold at cost.
自立発展性 Sustainability	4(4), 3(4), 2(4), 1(4)	<ul style="list-style-type: none"> Fees are collected for a segment of the training services and facility use. Equipment which has been provided by the project are maintained by the center and used in training activities. The need for technical training is high, but recruiting new instructors has been difficult. Although training services were provided to establish regional centers, it has become difficult for the NCITC to fully comprehend regional needs after the regional centers were transferred to the regional offices of the DTY.
計画の妥当性 Relevance of planning	4(4), 3(4), 2(4), 1(4)	<ul style="list-style-type: none"> Only basic equipment and labor intensive technology suited to the actual needs of the rural community were provided by the project. In addition, craft industries such as woodworking, bamboo and rattan craft where raw materials were easily accessible in rural communities were selected.

効果発現に貢献した要因

Factors contributing to implementation and production of impact

	Project Identification	Appraisal	Implementation design	Implementation	Others
<p>当方に起因する due to JICA side</p>	<p>*Japanese cooperation has been provided since the initial start of the center in the 1960s. Subsequently, JICA was fully aware of its existing conditions.</p>			<p>実施 Implementation</p> <ul style="list-style-type: none"> ◦ Equipment which could be utilized in rural areas was supplied, and the effectiveness of the rural training programs was enhanced. 	
<p>相手方に起因する due to Phil. side</p>				<ul style="list-style-type: none"> ◦ New instructors were fostered through internal training programs supervised by the center staff. ◦ Tools and equipment were produced with the cooperation of other sections of the NCITC, in order to support operations by graduates. ◦ Equipment has been maintained properly and used in training activities. ◦ A follow-up survey has been carried out on graduates living near the center. 	<ul style="list-style-type: none"> ◦ Representatives from private industries are involved in the center's management operations which allow training activities to meet the actual needs of the industry.

問題惹起要因

Factors inhibiting implementation and production of impact

	発掘 Project identification	審査 Appraisal	実行計画 Implementation design	実施 Implementation	その他 Others
当方に起因する due to JICA side		<ul style="list-style-type: none"> The project was selected without defining the actual role of woodworking, bamboo and rattan craft in rural development and the cottage industry. 			
相手方に起因する due to Phil side	<ul style="list-style-type: none"> The project was formulated without defining the actual role of woodworking, bamboo and rattan craft in rural development and the cottage industry. 			<ul style="list-style-type: none"> It has become difficult to follow up on graduates and to grasp the needs of the rural areas, following the transfer of the regional centers to other organizations. 	<ul style="list-style-type: none"> Some industries have encountered difficulties in marketing their products, due to the lack of a public marketing system for cottage industries.

教訓と提言

Lessons drawn from evaluation study and suggestions for future cooperation

	教訓 Lessons drawn from evaluation study	短期的提言(一年以内に対応すべき) Suggestions (short term)	中期的提言(1~3年以内に対応すべき) Suggestions (mid term)	長期的提言(今後の制度的改竄が必要な) Suggestions (long term)
当方に対する To JICA side	Training equipment which was supplied to promote the cottage industries in the Philippines was appropriate to the actual needs of the industry. Subsequently, it is still being utilized today. Therefore, in order to enhance project effectiveness in future and to promote economic independence after its termination, it is important that equipment appropriate to the technical level of the region is provided.			
相手方に対する To Phil. side				Strengthen ties with relevant agencies of DTI (regional centers, marketing related agencies, agencies promoting small and medium industries, etc.) and strengthen follow-up activities on graduates.

II. SYNTHESIS AND ANALYSIS OF FINDINGS, AND LESSONS LEARNED

Country-wise Evaluation in the Philippines

[Summary of Evaluation Points]

[Project Finding and Formulation Stage]

1. Was the need for the project fully recognized?
2. Was selection of the project and project site appropriate?

[Deliberation and Project Planning Stage]

3. Were the project objectives clearly recognized? Were they appropriate?
4. Was the cooperation by the two countries in the project clearly defined?

[Project Management and Implementation Stage]

5. Was the management and implementation structure of the project adequate?
6. Was the project monitored properly?
7. Was the target group adequately contacted?

[Following Project Completion]

8. Was technical sustainability achieved?
9. Was revenue required to operate activities secured? (financial sustainability)

1. Was the need for the projects fully recognized?

Evaluation Results
<p>For some projects, the necessity for the projects was great and they were clearly defined in the national development plan or in sector development plans of the Philippine government. As a result, project implementation was given priority and political support was willingly given, which enhanced project implementation and contributed to immensely successful results. On the other hand, other projects were found not to have clean justification for the projects.</p>
Examples
<p>The two projects in the health sector had both been advocated by international agencies and their objective was to strengthen an area which the Philippine government was actively promoting. As a result, both projects contributed greatly to the promotion of public health administration.</p> <p>In addition, since the two projects in the agricultural sector were carried out in a designated priority region for integrated regional development, they enjoyed political support during project implementation. In particular, good support from local administrative organizations were maintained for Bohol project, since the region is the designated food supply base.</p> <p>Although the objectives of the two projects in the industrial sector were to promote technical development and its dissemination, the demand for particleboard was limited. As a result, project contribution to industry was minimal and technical dissemination remains as an issue to be resolved in future.</p> <p>The timely implementation of projects in the area of human resource development was made possible, in the face of a growing demand for improved manpower training programs. Among the human resources development projects, however, oyster culture targeted by PHRDC Program 2 did not evolve to the point of disseminating its research findings due to the low consumption demand for oysters in the Philippines, despite the fact that only minimal amount of capital is required to carry out oyster culture.</p>
Suggestions
<p><u>For the Japanese Side</u></p> <p>Although demand for the project is investigated mainly during the pre-feasibility study phase, it is necessary to confirm the needs and the conditions of the actual beneficiaries and to substantiate public policy statement. It is necessary to ensure that the project should target technology which is appropriate to local conditions.</p>
<p><u>For the Philippine Side</u></p> <p>During the preparatory stage of the projects, it is necessary to grasp the actual needs of direct or indirect beneficiary groups through dialogue and to formulate projects which are acceptable to such groups, in addition to ensuring that the project reflects high priority public policy needs as defined by the national development plan.</p>

2. Was selection of the project and project site appropriate?

Evaluation Results
<p>Presently, projects after careful deliberation against the following criteria: (1) Project background and objective, (2) Scale and content of the cooperation, (3) priority in the recipient country, (4) Project feasibility in terms of delivery capacity of Japanese government, (5) relationship with other foreign government or international aid agencies. In some case, however, the project request document do not clearly explain the process of project selection in the Philippines nor the background history of the selected project site selection process thus in many cases, the selection factors are not clearly known.</p>
Examples
<p>Both of the agricultural development projects, Cagayan APC and Bohol APC, were started with the objective of conducting technical research and extension activities as part of the same integrated regional development plan. However, in the case of Cagayan APC, the problematic issues concerning the project such as the physical and climatic conditions were not adequately grasped during the project finding and formulation stages. In view of the inadequacy of means to cope with natural disasters, the appropriateness of the project site was questionable.</p> <p>In contrast, the Bohol APC was commenced following the completion of Cagayan APC. The project was formulated based on lessons gleaned from past experience; and the project site was selected in an area which was relatively free of natural disasters and where roads and the social infrastructure were comparatively developed. In addition, the coverage of the project site was appropriate which further contributed to the large success of the project.</p>
Suggestions
<p><u>For the Japanese Side</u></p> <p>The selection process of projects by the Philippine government greatly affect project concepts and in many cases determines the success and failure of the projects. Thus the selection process of projects and project sites should be fully investigated to minimize the risk.</p>
<p><u>For the Philippine Side</u></p> <p>The Philippine government should clarify the reasoning behind for project which are requested to the Japanese government as cooperative aid, including the reason for the selection of the project sites.</p>

3. Were the project objectives clearly recognized?
Were they appropriate?

Evaluation Results
<p>For the majority of the project, objectives outlined in the R/D are stated in general terms, and lack clarity to guide following implementation process. Some projects, however, came to grasp the correct issues, re-defined project content, the scope of technical cooperation, the content of appropriate technology, etc. during the project implementation period, and thus came to produce successful results.</p>
Examples
<p>The direction of RITM, FP/MCH, Bohol APC, IRTC, and PHRDC Program 3 (CMD) projects were revised during their implementation, in order to cope with actual needs. As a result, they were able to achieve their initial objectives.</p> <p>However, the Cagayan APC project was unable to establish good linkage with relevant agencies and thus failed to make systematic cooperation with other related activities. This is because its objectives, which are corrections in regional disparities and stabilization and improvement of livelihood for the inhabitants, were not sufficiently defined so as to promote the coordination of activities of selected agencies.</p> <p>Similarly, the FPRDI project was implemented without fully clarifying the scope of project content, i.e. whether to limit the scope to research or to include actual industrial participation. As a result, the project did not take active measures to link with industries, and its impact was greatly diminished.</p> <p>The PHRDC Program 2 (SRDC) project was implemented without clearly defining the role of oyster culture in the fishery development plan. As a result, it was unable to actively coordinate with other fishery research institutions and extension agencies; and dissemination of its research findings remained as a future issue to be resolved.</p>
Suggestions
<p><u>For the Japanese Side</u></p> <p>It is necessary to request the clear explanation of the needs and background of the project, to define its scope, the scope of Japanese government cooperation, the scope of the Philippines government activities, the appropriate technical content, etc. by both countries during the stage of project formulation.</p> <p>Establishing a wide scope of project activities during the initial stages and to gradually focus in on promising activities within a two to three year period may be an effective mechanism to set realistic direction of project. To use this mechanism, however, taking note of external factors discovered through project activities, verifying the relationship between investments in the project and its chances of yielding successful results, and the monitoring of the contents of a revised plan is necessary, in order to reach a common consensus with the Philippine side on these matters.</p>
<p><u>For the Philippine Side</u></p> <p>The issues which the projects are addressing to within the national, sector, or regional development plans should be clearly defined during the stage of project finding and formal request.</p> <p>In addition, it is necessary to clearly define the role of the cooperation project in relation to other related programs.</p>

4. Was the cooperation by the two countries in the project clearly defined?

Evaluation Results
<p>The scope of Japanese government cooperation is usually specified in the master plan, attached to the R/D, while in many cases the functions which the Philippine side are responsible for fulfilling are not clearly defined. Hence, the division of responsibilities for both parties should be made clear within the overall framework of the aid project.</p>
Examples
<p>The particleboard and metal casting projects of the industrial development sector provided technical cooperation for research centers already in existence in the Philippines and attempted to implement research and development activities, as well as technological extension services in a specialized field. However, technical extension activities were largely the responsibility of the department within the research center which were not directly supported by JICA's cooperation. The main party responsible for technology extension work was not clearly defined during the project planning stage, and the scope of the Philippine side's role was ambiguous. As a result, the particleboard technology development project's attempts to coordinate with agencies in charge of extension work remained inadequate.</p> <p>In the Cagayan APC project the awareness of both parties - Japanese side and Philippine side- differed regarding the development necessity of the lower Cagayan region and coordinated activities were not implemented. Technical guidance and extension activities for the conventional farmer by the Philippine side remained inactivated.</p> <p>Japanese experts dispatched under the IRTC project carried out technology transfer activities in their respective specialized fields of study. Training activities were carried out without relating them closely to the academic teaching system.</p>
Suggestions
<p><u>For the Japanese Side</u></p> <p>Project inputs and outputs should be defined during project plan formulation; and the scope of Japanese cooperation should be ascertained based on those formulation. The responsibilities to be fulfilled by the Philippine side should be specified as well.</p>
<p><u>For the Philippine Side</u></p> <p>When making a formal request for Japanese government cooperation, the Philippine side should clarify the development constraints which need to be resolved, the kind of cooperation required from Japan, and the functions which should be fulfilled by the Philippine side.</p>

5. Was the management and implementation structure of the project adequate?

Evaluation Results
<p>It was clearly proven that coordinated adjustments with each relevant institution in the Philippines directly affected the success or failure of a project.</p>
Examples
<p>In the RITM project, adjustments were made with relevant institutions through public health programs implemented by the Department of Health. As a result, research exchange with universities, etc. stimulated research activities. In maternal and child health programs, program implementation capacity improvement training activities were carried out for local government staff who are directly in charge of the implementation; and thus an integrated community development project was effectively implemented.</p> <p>Coordination with numerous institutions was required in the implementation of the two agricultural development projects. In the Bohol APC project, efficient extension activities were carried out, due to satisfactory coordination and adjustment with the local government and other relevant institutions.</p> <p>Although the objective of the particleboard project was to develop building material for low cost housing and technology was proven successful in laboratory scale, it was unable to realize the practical use of technology transferred in the project, due to such factors as revisions of the housing development organizations, inadequate coordination with Forestry Products Research and Development Institutions, and the lack of a centralized organization in charge of managing technical development for low cost housing.</p> <p>The PHRDC project was comprised of four programs, but each program was managed separately. Despite successes achieved by each program, the overall coordination of the project was ineffective to meet the initial objective of fostering supervisory personnel for regional development with nation-wide coverage.</p>
Suggestions
<p><u>For the Japanese Side</u></p> <p>For large-scale projects or projects where coordination with external institutions play a significant role, an advisory system for overall management and operations should be installed by the Japanese side. The project leader should be able to collect the information on the project's progress and to convey his opinions on the necessity of revisions to the implementing agency and counterparts, in addition to submitting periodic reports to the officer of the supervisory agency of the project.</p>
<p><u>For the Philippine Side</u></p> <p>The areas of responsibility for each institution should be clearly defined for projects related to numerous institutions and agencies; and adequate coordination with such bodies should be maintained throughout project implementation. In addition, if there are other institutions carrying out activities similar to those undertaken by the project, their respective roles should be clearly delineated in order to avoid overlapping of activities. The effectiveness of joint committees which are responsible for implementing adjustments with relevant institutions in many projects should be elevated.</p>

6. Was the project monitored properly?

Evaluation Results
<p>The direction of the project which was defined during the pre-feasibility study is often unavoidably changed or revised during project implementation to respond to the changes in project environment. Appropriate monitoring activities are required to facilitate such adjustment.</p>
Examples
<p>Although none of the projects which were evaluated included formal monitoring activities as part of their project activities, various unofficial endeavors were carried out. For example, family planning project introduced maternal and child hygiene awareness and deworming activities and thus changed the direction of the FP/MCH project midway; and periodic reports which were submitted from the 11 project sites to the center allowed issues arising from project implementation to be resolved. As a result, this enabled the project to increase its impact on the inhabitants.</p> <p>In contrast, the FPRDI project was unable to establish a systematic monitoring system of the external demand on their project, despite the fact that the institute took charge of the studies on practical application of its technology on furniture production. As a result, the project was unable to foresee the limited demand for particleboards; and it was unable to produce the anticipated impact.</p>
Suggestions
<p><u>For the Japanese Side</u></p> <p>It is necessary to concretely establish basic indices to measure the progress of project implementation and the change of the project environment during the initial stages of the project and to carry out monitoring activities based on a base line survey. When problems arise within a project or when external conditions changes, such changes should be recorded and the required revisions of the plan should be conducted, following deliberations with the relevant Philippine parties, survey teams sent by JICA, JICA headquarters in Japan, and the JICA Office in Manila.</p>
<p><u>For the Philippine Side</u></p> <p>The project implementing agency, the supervisory agency, and NEDA should organize a system whereby the basic indices for project management and implementation can be monitored by an agency designated for project monitoring function, to ensure that projects are implemented according to their respective plans. In order to achieve operational sustainability after the project is completed, it is necessary to set up an post-cooperation implementation plan prior to project termination and to continue monitoring activities.</p>

7. Was the target group adequately contacted?

Evaluation Results
<p>For technical cooperation projects to produce impact, it is required not only establishing the appropriate technology, but disseminating this technology to its beneficiaries. As a result, it is necessary for each implementing agency to establish close contact with targeted groups during project implementation and in its internal operations.</p>
Examples
<p>The majority of the projects which were evaluated were implemented in coordination with targeted groups; and thus they were able to achieve successful results. In particular, the FP/MCH project where the major issue was to integrate family planning and community development, was able to reach a large number of people through its training course to extensionist in interpersonal communication skills, and through the participation of individual volunteers. In the PHRDC Program 3 (CMDC) and PHRDC Program 4 (NCITC) projects, representatives of the targeted groups were involved in the management activities of the center. As a result, practical activities were carried out reflecting interests of the beneficiaries.</p> <p>However, in the FPRDI and PHRDC Program 2 (SRDC) projects, despite progress in research and technological development activities, coordination with private sector businessmen and fishermen were inadequate and extension activities in these external areas remained as future issues to be resolved.</p>
Suggestions
<p><u>For the Japanese Side</u></p> <p>If the project deals with technologies which need to be disseminated to a wide spectrum of beneficiaries, it is required to clearly define in the R/D development goals.</p> <p>The relationship with targeted groups should be taken into account when formulating project implementation plans; and thorough deliberations on ways to transfer the project results to such groups should be carried out.</p>
<p><u>For the Philippine Side</u></p> <p>In order for project activities to reflect actual needs, organized arrangement to incorporate the aspirations of target groups are required relevant to project operations.</p> <p>In projects where coordination with targeted groups is crucial determinant of the project success. Measures to organize such groups, to include their representatives as steering committee members, etc. should be adopted.</p>

8. Was technical sustainability achieved?

Evaluation Results
<p>Developing appropriate producing and achieving results are the criteria for measuring the achievement of technical independence in cooperation projects. Most of project which were evaluated this time have achieved the technical independence. Regarding the dissemination of such technology, however, sustained efforts have to be made to enable practical application and extension activities.</p>
Examples
<p>The majority of the projects which were evaluated, established technology within the project framework, sustained activities, and widened and disseminated their acquired technology.</p> <p>For FP/MCH a network of staff members including local government officials was established during implementation; and after project completion, expanded extension activities in the neighboring areas were carried out in some regions.</p> <p>In the area of human resources development, research and training activities were expanded and perpetuated; and they have contributed to the promotion of relevant industries. In particular, the PHRDC Program 3 (CMDC) project deepened their ties with the construction industry. In addition to continuing and developing existing training activities, presently, it has expanded into activities targetting the standardization of prevailing technology.</p> <p>However, the technical extension activities of the PHRDC Program 2 (SRDC) and the Cagayan APC projects, which required good linkage relevant institutions and agencies, have not expanded, despite the fact that their internal research and development activities enlarged the scope.</p>
Suggestions
<p><u>For the Japanese Side</u></p> <p>Ties with external institutions and agencies relevant to technology being developed by a project, should be taken into consideration during the planning and preparation stages. Discussions with relevant agencies should be organized to look for ideas regarding directions and operational plans after the project has been completed, in order to maintain technology sustainability in the project and to produce wider impact for beneficiary group.</p>
<p><u>For the Phillipine Side</u></p> <p>In addition to setting up effective institutional mechanism to accumulate technology transferred and developed by a project, it is necessary to set up a good institutional framework - such as a steering committee, etc. which will be able to make adjustments with relevant institutions and agencies, in order to grasp the demand for the technology and to carry out efficient extension activities after the project has been completed.</p>

9. Was revenue required to operate activities secured?
(financial sustainability)

Evaluation Results
<p>Some technical cooperation projects implemented in the Philippines are unable to fully realize their initially expected level of achievements due to a shortage of operating capital. This is particularly serious after the project has been completed and turned over to the Philippine side. As a result, this has become a major factor impeding sustainable operations.</p>
Examples
<p>Among the projects evaluated, some were allocated special budgets during the term of the project, but unable to secure adequate operating capital following project completion. As a result, they were forced to cease their activities. Counterparts were employed on a temporary contract basis and their positions were insecure; and pulled by the attraction of high private sector salaries, many projects were faced with a high staff turnover.</p> <p>However, some projects were able to establish an independent source of revenue which was used to supplement operation cost (i.e. RITM, Bohol APC, IRTC, PHRDC Program 3 (CMDC) projects); and they were thus able to support a segment of their operating budget.</p>
Suggestions
<p><u>For the Japanese Side</u></p> <p>A large-scale investment by the Japanese side during the term of the project does not necessarily produce expected impact if projects are confronted with budgetary limitations by the Philippine side after project completion. If these limitations are left unattended and threaten the sustainability of the project in many other projects, Japanese inputs (equipment and technology) should be re-adjusted considering the availability of the operational fund acquired by the Philippine side.</p>
<p><u>For the Philippine Side</u></p> <p>When public projects are unable to maintain and renew their equipment through government allocated operating budgets, it is necessary to strengthen their financial base through service fees collected from the private sector (without affecting the projects' original activities) and through other measures which will encourage the introduction of fund from private industries.</p> <p>In addition, it is necessary to improve the employment conditions of staff members to rectify a high staff turnover.</p>

