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# Follow-up Study

(Development Study Impact Assessment)

**Evaluation Study Report** 

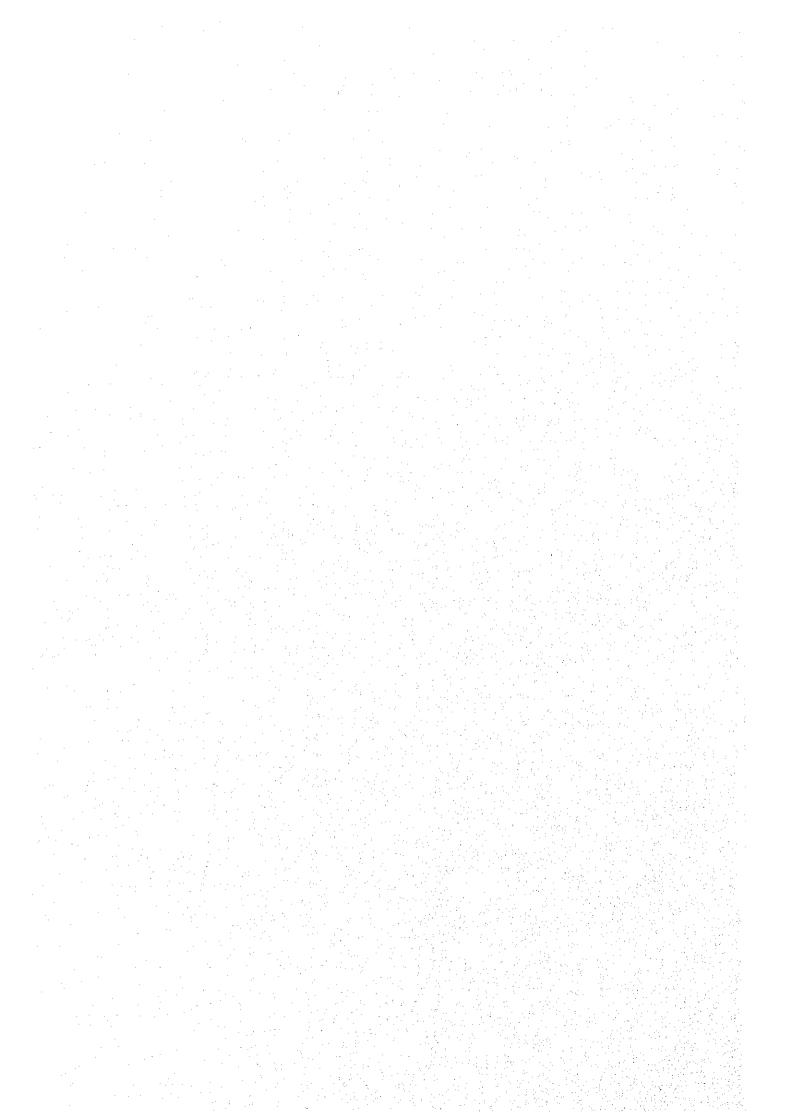
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Japan International Cooperation Agency

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#### Preface

The Japan International Cooperation Agency has carried out numerous development studies as part of its technical assistance for social and economic development in developing countries.

Development studies are usually completed with the compilation of study results submitted to the government of the recipient country. Yet, since these studies constitute a preliminary stage of a project, they can truly contribute to further development of the recipient country only if the project's achievements are utilized and made commercially feasible through effective technology transfers.

Primary responsibility for utilization and commercial applications of development studies lies with the government of the recipient country; study results and proposals can be utilized in a multitude of ways, and it is usually difficult to obtain adequate information from the recipient country. For these reasons, our department has conducted follow-up studies (i.e., studies on the updated status of the projects for which development studies have been performed) since 1989, seeking to properly understand and organize the conditions by which study results are utilized and commercially applied.

At the same time, with the aim of achieving qualitative improvements and more effective implementation of development studies, we have also evaluated development studies on a trial basis in collaboration with the Social Development Study Department, as part of follow-up studies. Studies conducted last year covered social development areas in Thailand, Indonesia, Paraguay, and Bolivia.

In the current fiscal year, evaluation studies have been conducted for the total of nine irrigation-related projects in Thailand and the Philippines. These evaluation studies are based on PDM and an evaluation method utilizing grids with five evaluation items (Efficiency, Effectiveness, Impact, Relevance, and Sustainability).

For the evaluation of development studies, there are many aspects that can be improved, including the establishment of scopes of evaluation and evaluation methods. We are committed to delivering more systematic evaluations by incorporating opinions and suggestions kindly proffered by various parties concerned.

The evaluation studies for this document have been compiled by the International Development Center of Japan.

October 2000

Ryuzo Nishimaki Managing Director Agriculture, Forestry, and Fisheries Development Study Department nancia ana ang mangangkangkan kan mangangkan kanangkan kanangkan kanangkan kanangkan kanangkan kanangkan kanan

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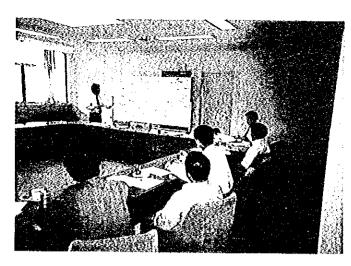
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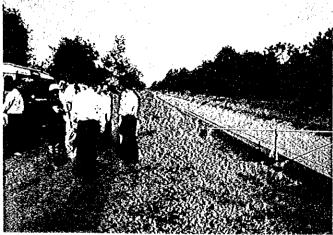
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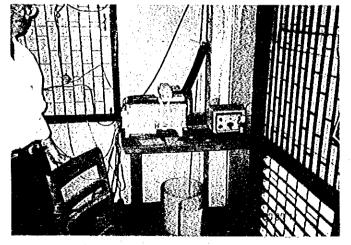
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Thailand Session for explaining evaluation method at RID



Thailand
(Kamphaeng Sean Irrigated
Agriculture Development Project in the
Mae Klong River Basin)
Visit the Kamphaeng Sean district

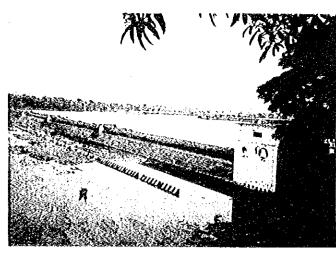


Thailand
(Water Management System and
Monitoring Program in Chao Phya River
Basin)
The Bang Sai monitoring station
constructed based on the monitoring-andcommunication system improvement
project that was proposed in the program



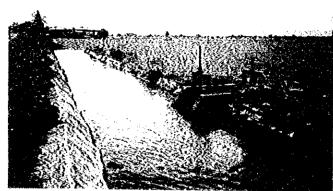
(Water Management System and Monitoring Program in Chao Phya River Basin)
The Monitoring and Communication system at the Memorial Bridge monitoring station. The station was constructed based on the monitoring-and-communication system improvement project that was proposed in the program.

Thailand



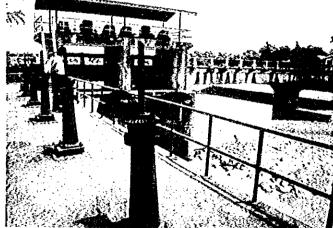
Philippines
(Improvement Project for the Operation & Maintenance of National Irrigation System (AMRIS))
Bustos Head-works constructed in the target

Bustos Head-works constructed in the target area of the study above.



Philippines
(Improvement Project for the Operation & Maintenance of National Irrigation System (AMRIS))
Irrigation facilities in the target area of the

Irrigation facilities in the target area of the study above.



Philippines
(Ilocos Norte Irrigation Project)
Solsona dam (head-works) constructed by implementation of the project (Phase I)



Philippines
(Ilocos Norte Irrigation Project)
Part of the outskirts farm field facilities operating under the irrigation system that was improved by implementation of the project (Phase I)

**Chapter 1: Study Overview** 

	일도 열차 소개를 되었다. 한 12 원이 생각이다.
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	프로그 교사 회사에 그런 그 사람들은 다.
그는 그런 이번 중 구축된 목욕된 이번 하루 하시겠다고만 한 모임되고 하는데 하다.	강제 많은 그는 그만 되는 한 경기를 살아 가다.
	당한 40×40호로와 얼굴등등학생 보신학하다
그 이 그리고 하는 말이 되는 마음이 그렇다는 사람들을 모르는 다음을 받아 하는데	
그는 그리는 회사회 환경화가 가장 하는 것 같은 하는 것이 되었다.	
그 그 그 하는 하는 가게 되었다. 얼마를 보고 하면 하는 사람이 되는 것이 없는데 하다.	불창 ( ) [12명 회에 다른 보면 보고하는 하는 것이
그리고 가장 프리트들에 다른 노래를 된 것 같아 가는데 하다 내내었다.	를 보고 있다. 시간 전략에 가장하고 있다. 그런 사람들은 사람들이 되었다. "일본 기계를 가장하는 것 같아 가장 기계를 받는 것 같아 되었다.
그리고 한번 회 회사 회사 회사 사람들은 보고 있다면 하는 사람들은 함께 되었다.	
그 전 경기 그리고 바다하는 사람들의 살아가 다음이 얼굴하다고 되었다.	얼마나는 시간은 말라면서 그렇게 하는 것이다.
그리는 말이 하지 않을까요요요요요 하지만 그를 어려워 주는 바람이 모습은다.	
그 이 교통 어머니는 사람들이 고급을 받았다는 것이 되어 있다는 방법을 했다.	불리 경기 결과 고프로 하는 일을 가는다.
그 집에 가는 마음이는 그들도 하고 그렇게 됐는데 되었다. 하는 기사를 살인 다시다.	<u> 전환 환경 하다고 하고 있는데 하게 들었다.</u>
그 그는 사람이 가장 얼마를 하는데 하는데 가장 그렇게 얼마를 모르는데 되었다.	
그 보다 하는 것이 그 그림, 살이 밥으로 그렇게 되는 것 같아 하는 것 같아. 그리고 얼굴하는	
그 전문 회원들은 교육을 하는 수 있는데 보고 있다. 그는 그 사람들은 불러 있었다.	
그 강은 문이 시간하다 보통 살아 얼마나가 살아난 사람들은 모양을 걸었는 않다	[본사회 : 18 전 : 18 전 - 18 전 :
	항경 경영 등일 시간에 가장 수 있다고 그는 사람이다.
그 선생님, 요즘 화면 사이트 사람들이 얼마를 하면 하는데 하는 것이 모든데 모든데 모든데	
그 말이 되는 일본에도 하고 하고 있다. 소녀를 시작된 나와 대통령 보다 선물을 필요함.	[10] [15] [15] [15] [15] [15] [15] [15] [15
그리 하다 되고싶으로 있었다. 요즘 연락은 사람이 하셨다. 다음은 사용한 사용을 다	도 경기되었다. 그리트 그리고 얼굴하고 되었다.
그 문제 속 모수는 하네네요. 그렇게 하나 뭐 가는 사람들이 얼마를 받는다고 있다.	교육하다 (원래왕) 등 전환 글라지고 하고 있었다.
그 나는 그는 아이들 하는 사람들이 들었다. 사람들은 사람들은 사람들은 바람이 살아 나를 다 먹었다.	
그 마음의 중앙 대통령 보면들이 많은 가 되고 모양하는 여름은 중앙 하였다.	가게 없는 사람들이 불로 가지가 있다. 사람들이다.
그리는 이 아니라 하시 시작 중요한 중요한 사람들이 모든 사람들이 가능하는 것	입고화 근건으로 살아지 않아 있었다. 그리고 있다.
	활발 발생하였다. 이 중인이 만든 호텔 보이 어딘지요.
그 아이들의 사람들이 얼마나 하는 사람들이 가는 사람들이 살아 되었다. 그 사람들이 다른 사람들이 되었다.	
그는 사람으로 하고 말고 그들은 그릇 하는 그렇게 되었다. 그는 그 사람들은 모든 하는데 모든 말을 다 했다.	
그 교수의 발생들은 바로 하시아를 잘 들었다. 얼굴을 들었다. 아이지 않아 있다 것은 것을 잃었다.	그 이 살아 된 아이를 모르겠다. 생각하다는
	[일본: 2012] [일본: 11 [일본: 12] [일본: 12] [일본: 12]
그 전투를 맞은 살아도 하고 말을 살았습니다. 그런 그는 사람들은 그 사람들이 되었다.	
그 하고 있는 아이를 하는데	
그는 그 것이 있다면 하는 사람들은 사람들은 사람들은 사람들은 사람들은 사람들은 사람들은 사람들은	원래 얼굴이 하실 때를 보고 있는 것이 없었다.
그 본 제 사용이 아니라, 경우를 들어 사용을 통해 모든 사람이 들어 하는 사람들이 하는	이 나는 나라를 들었다고 있는 것이라면 모든 사람이다.
그 하는 사람들은 사람들이 살아가는 살아가면 하는 것이 되었다. 그는 사람들은 말했다.	맛집, 물건 맛있다. 광장의 동안 등이 나온다.
그 나이의 그렇게 하다면 하는 것이다. 그렇게 하고 하다 그렇게 되었다면 다 다 다 다 없다.	양성 등 살아보다 하는 것들이 없었다. 그 학교 200
그 사람들은 사람들이 가장 물론을 모으면 살림을 하고 하면 되었다. 그리를 살려고 있다.	
그 이 살이 있는 것은 사람들이 들었다. 본 사람들은 사람들은 사람들은 사람들은 사람들은 사람	
그는 사람이 그리얼 시간 로이 들었다. 항상 사고 하지 않아야 되는 것은 사람들이 되었다.	
그는 사람이 사고를 잘맞았습니다. 그는 그들은 사람들은 사람들은 사람들은 사람들이 다른 사람들이 되었다.	경기 중에 가게 살아가 하셨다고 한 일반 살았다.
그 경험하다 하는 사람들은 사람들은 사람들은 사람들은 사람들이 가지 않는 것이 없었다.	당동, 실과 이번 기계 등로 동물을 가지하다.
그 보다 그 사람이 많이 모습한 사람이 없는 것 같아. 그렇게 하는 것 같아 나를 다 했다.	
는 사용하는 것이 되었다. 사용 전에 가져 있는 것도 있습니다. 그런 생생님은 그는 것은 사용하는 것은 것을 하는 것은 것을 하는 것은 것을 하는 것은 것을 하는 것을 하는 것을 하는 것을 받는 것 	선물 하는 경기를 하고 있는 사람들이 되었다.
그들이 많아 하다면 하루 아내고 있었는 그리다면 다른 그리고 있다. 그리고 있다.	
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그 그는 학자 한국에는 내내가 가는 사람들은 학교를 받는 것을 하는 것을 하는 것이다.	
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그 이번 물건들은 이 회사의 소문에는 토건들이 얼마나 되었다. 그 부탁하는 살이로 되는 것은	
- 스마이트 클라이트를 모르는 경험하다 그리고 하는 것은 사람이 되었다.	
그는 얼마를 살을 잃었다. 그리는 일 마음을 하고 말을 하는 것은 사람들이 얼마를 하는 것을 때문다.	
- 성도 맛입다는 이 남은 대통령 중요 하고 있는 동안을 하면 하는 것은 회사가 모양하는 하다?	

### Chapter 1: Study Overview

## 1-1 Study Objectives

As more transparency becomes required for ODA projects, evaluation has been regarded as a focal point for development studies. Follow-up studies have been conducted to track the operational status of development studies from a standpoint of post-facto supervision. In addition, more comprehensive evaluations have recently been initiated as well, which include links with technical cooperation, grant aids, and loan aid projects, mainly by the Evaluation Monitoring Office (currently, Office of Evaluation and Post Project Monitoring, Planning and Evaluation Department). These evaluations seek to communicate the actual status of development studies more systematically.

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At the same time, independent evaluations of "development study", which is one of the cooperation forms, were initiated on a trial basis last year by the Social Development Study Department. It is thus necessary not only to accumulate evaluation results, but also to establish evaluation methods. Against this backdrop, the current studies have been implemented to achieve the following objectives:

- 1) By evaluating development studies, to elicit lessons from evaluation results so as to deliver qualitative improvements in future development study projects in the same sector.
  - 2) By implementing development studies, to review five areas of evaluation (efficiency, effectiveness, impact, relevance, and sustainability) so as to improve the quality of evaluation methods.

#### 1-2 Evaluation/study team members

The members of the evaluation team are as follows:

Supervision: Hideo Osawa Deputy Director, Planning Division, Agriculture,

Forestry and Fisheries Development Study Dept.,

Standard Branch Committee Committee

JICA

Evaluation methods: Katsuhiko Hoga Deputy Director.

Office of Evaluation and Post Project Monitoring,

Planning and Evaluation Dept., JICA

Evaluation methods: Kazunori Horiguchi Assistant Chief and Researcher,

International Development Center of Japan

Evaluation methods: Yoshio Aizawa Researcher.

International Development Center of Japan

### 1-3 Countries, fields, and projects to be evaluated

The following evaluation studies cover nine agricultural-irrigation projects/plans in Thailand and the Philippines (four in Thailand and five in the Philippines). The study projects or plans have been selected from among those which were subject to development studies performed under different conditions, so that studies of these projects can be evaluated from diverse and macroscopic perspectives.

The charts below indicate study projects and their central locations.

## 1-3-1 Study projects in Thailand

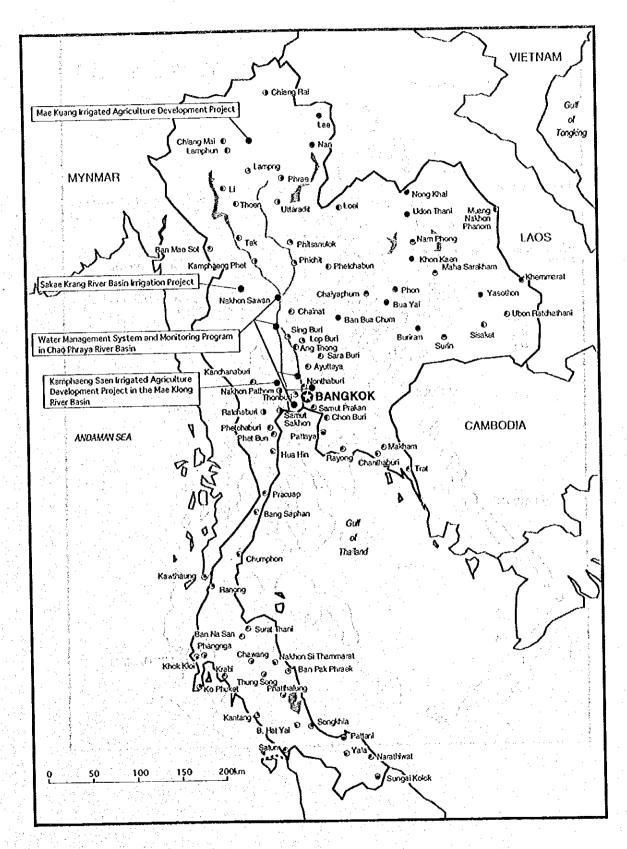
Title of study project	Type of development study	Time of study	C/P organization
Kamphaeng Saen Irrigated Agriculture Development Project in the Mae Klong River Basin	provide the second of the seco	81.2 - 82.2	Royal Irrigation  Department
Mae Kuang Irrigated Agriculture Development Project	ABB F/S	84.9 - 86.3	Royal Irrigation Department
Sakae Krang River Basin Irrigated Project	F/S	87.9 - 88.9	Royal Irrigation Department
Water Management System and Monitoring Program in the Chao Phya River Basin	MP	87.1 - 89.3	Royal Irrigation Department

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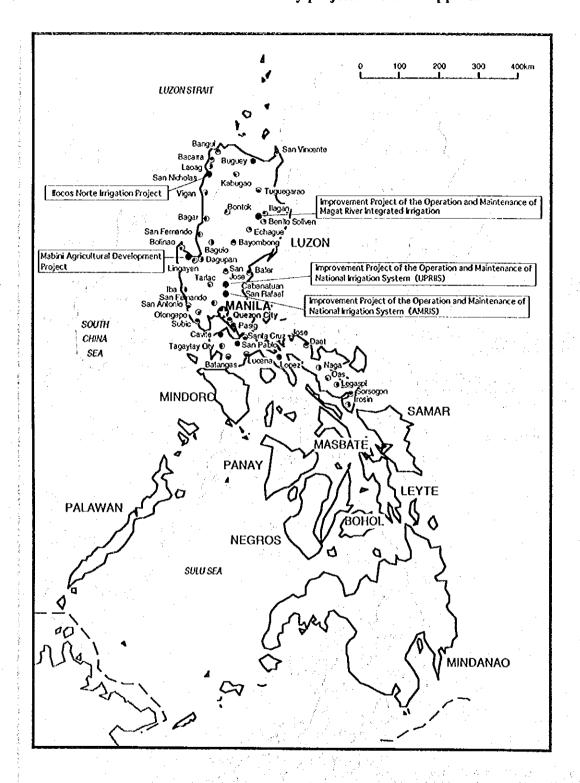
#### 1-3-2 Study project in the Philippines

Title of study project	Type of development study	Time of study	C/P organization
Hocos Norte Irrigation Project	I/S	78.8 - 80.12	National Irrigation Administration
Mabini Agricultural Development Project	F/S	81.9 - 82.3	National Irrigation Administration
Improvement Project for the Operation & Maintenance of National Irrigation Systems (AMRIS, 18 Districts)	F/S	82.9 - 84.2	National Irrigation Administration
Improvement Project for the Operation & Maintenance of National Irrigation Systems (UPRHS)	F/S	82.9 - 84.2	National Irrigation Administration
Improvement Project for the Operation & Maintenance of Magat River Irrigation	M/P	86.2 - 87.3	National Irrigation Administration

### Central locations of the study projects in Thailand



#### Central locations of the study projects in the Philippines



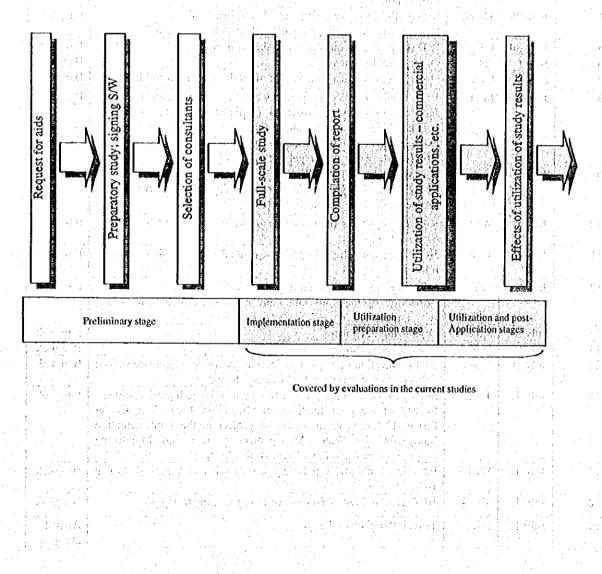
#### 1-4 Evaluation scope

The current series of evaluations shall cover three stages of development studies: the implementation stage, the (study-results) utilization preparation stage, and the (study - results) utilization and post-utilization stage.

The "implementation stage" begins with dispatch of a study team comprised of Japanese consultants, proceeds to full-scale study conducted in collaboration with the study team of the recipient country, and ends at completion of the study and compilation of study results.

The "utilization preparation stage" includes application of the transferred technology to other projects by the government of the recipient country, based on the proposals in the final report, as well as practical utilization, such as preparatory works for the next-stage studies and commercial applications, based on the proposed framework.

In the "utilization and post-utilization stages," the recipient country applies the technologies transferred as a result of their specific preparatory works in the utilization stage to other projects and to commercial applications, attaining the intended targets.



#### 1-5 On-site study itinerary and major interviewees

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As indicated in the table below, the on-site studies were conducted for 19 days from June 26 through July 14. Information was collected through delivery/collection of questionnaire sheets, hearings, collection of documents, and on-site surveys, etc. primarily in collaboration with the Royal Irrigation Department in Thailand and with the National Irrigation Administration in the Philippines. Study itineraries and personnel interviewed at individual sessions are detailed below.

1-5-1 Itinerary for the on-site studies in Thailand

Day number	Date	Day of week	Itinerary and organization visited, etc.	Study
1	June 26	Mon.	Travel: Tokyo -> Bangkok	location Bangkok
2	June 27	Tue.	JICA Thailand Office (preparatory discussion for the studies) JBIC (hearing on yen credits for RID)	Bangkok
3	June 28	Wed.	DTEC (collection of questionnaire sheets; hearings)	Bangkok
	1 - 5 ±		RID (preparatory discussions with JICA technical staff) RID (explanation of the study objectives and arrangements on	
			procedures – personnel in charge of each project) Survey of the "Modernization of Water Management System Project (JICA)"	
4	June 29	Thurs.	RID (collection of questionnaire sheets; hearings) Hearing with Mr. Saito, a member of JICA technical staff	Bangkok
5	June 30	Fri.	RID (collection of questionnaire sheets; hearing)	Bangkok
6	July 1	Sat.	Organizing documents	Bangkok
7	July 2	Sun.	Organizing documents (arrival of official members from Manila)	Bangkok
8	July 3	Mon.	JICA Thailand Office (preparatory meeting for the studies)	Bangkok
			Japanese Embassy to Thailand (explanation of the studies to	Dangkok
			personnel in charge of economic aid)	
-1			DTEC (explanation of evaluation study methods)	
	1,1		RID (courtesy call and preparatory discussion)	
9	July 4	Tue.	Survey of Kanchanaburi Project	Bangkok
. 1			Study of the Kamphaeng Saen Irrigated Agricultural Development	
			Project in the Mae Klong River Basin	
10	July 5	Wed.	RID Headquarters (explanation of study targets and hearing on each study project)	Bangkok
11	July 6	Thurs.	JICA Thailand Office (reports of official team members prior to returning to Japan)	Bangkok
12	July 7	Fri.	(official team members return to Japan)	Bangkok
	y Betign	este E	Collection of materials and data at National Statistical Office, JCC, and JETRO, etc.	
13	July 8	Sat.	Organizing documents	Bangkok
14	July 9	Sun.	Organizing documents	Bangkok
15	July 10	Mon.	RID (Collection of requested documents and questionnaire sheets; collection of materials at RID Library; hearings)	Bangkok
16	July 11	Tue.	Survey of the pilot facilities of Bang Sai and the Memorial Bridge	Bangkok
			Survey of the pilot facilities of "Irrigation Technology Center	•
			Phase II" for water management project in the Implementation	
		* .;	Study for the Water Management System and Monitoring	
10	Lalar 10	117.1	Program in the Chao Phya River Basin (M/P)	
17	July 12	Wed.	Interview with Mr. Joji Nakagawa, member of technical staff at JICA SV	Bangkok
18	July 13	Thurs.	JICA Thailand Office (reports prior to returning to Japan)	Bangkok
19	July 14	Fri.	Travel: Bangkok -> Tokyo	Arrival
· _ ·				at Japan

1-5-2 Itinerary for the on-site study in the Philippines

1-3-2 IUI Day	<u>`</u>	Day of	ti	Study
number	Date	week	Itinerary and organization visited, etc.	location
1	June 26	Mon.	Travel: Narita -> Manila JICA Philippines Office (preparatory discussions)	Manila
2	June 27	Tue.	JBIC Philippines Office (hearings on the relationships of JICA)	Manila
			studies with JBIC projects)	
!			NEDA (National Economic and Development Authority) NIA (National Irrigation Administration) (courtesy call and	
•			preparatory discussions)	
3	June 28	Wed.	NIA (National Irrigation Administration) (personnel in charge of	Manila
3	June 20	1100.	each project; hearings and explanations on questionnaires)	
4	June 29	Thurs.	Travel: Manila (overland) -> San Rafael	San Rafael
			NIA Region III Office (hearings and collection of questionnaire	
			sheets, as well as on-site surveys on "Improvement Project for the Operation & Maintenance of National Irrigation Systems at	
14.2°			AMRIS, 18 Districts")	
in mile	177.77		Travel: San Rafael -> Manila	
5	June 30	Fri.	ADD (ADD policies for agricultural irrigation in the Philippines)	Manila
	31110 30		Report to IICA Philippine Office (reports by official team	
			members)	Manila
6	July 1	Sat.	Organizing documents	Manila
7	July 2	Sun.	Organizing documents (Official team members travel to	Iviainia
		ļ	Bangkok)   NIA-PDD (National Irrigation Administration, Project	Manila
8	July 3	Mon.	NIA-PDD (National Irrigation Administration, Project Development Department) (collection of questionnaire sheets;	
			hearings)	
9	July 4	Tue.	NIA PDD (National Irrigation Administration, Project	Manila
	1	1.115	Development Department) (collection of questionnaire sheets;	
4 4 1	4 1 2 2 2	1 10	hearings)	Cateration
10	July 5	Wed.	Travel: Manila (overland) -> Cabanatuan NIA UPRIIS Regional Office (hearings; collection of	1
100			NIA UPRIIS Regional Office (hearings; collection of questionnaire sheets)	
11	July 6	Thurs.	LIPRIIS Irrigation Management Organization Office (District II)	Cabanatian
11	July 0	Tituis.	(On-site surveys on the Improvement Project for the Operation	i
		30.50	& Maintenance of National Irrigation Systems (UPRIIS))	
			Travel: Cabanatuan (overland) -> Manila	Manila
12	July 7	Fri.	NIA (delivery of additional questionnaires; collection of	
			additional information at NIA, based on information collected	'
	1.4 3		on-site) ADB (hearing with personnel in charge of agriculture)	
13	July 8	Sat.	Manila -> Tsuguegarao (overland) -> San Nicholas	San
113	July 0	San,	t village dom vivagas en en en en viel vill de vasi sid	Nicholas
14	July 9	Sun.	Organizing documents	San
			Note Friedrich Managemen	Nicholas t San
15	July 10	Mon.	NIA Regional Office/ Ilocos Norte Irrigation Managemen	Nicholas
			Organization Office (hearings; collection of questionnaire sheets / on-site survey or	
	16.1457		the "locos Norte Irrigation Plan")	
16	July 11	Tue.	San Nicholas (overland) -> Manila	Manila
ļ	1.1.10		NSCB (collection of statistical materials)	Manila
18	July 13		NIA-PDD (National Irrigation Administration, Project	
"	) July 13		Development Department) (collection of additional	d
			questionnaire sheets, hearings, and reporting)	
1			NEDA (reporting)	
			Japanese Embassy to the Philippines (reporting)  JICA Philippines Office (reporting)	
10	71 1	Fri.	Travel: Manila -> Narita	Arrival a
19	July 14	1   Title	Transfer transfer to the second secon	Japan

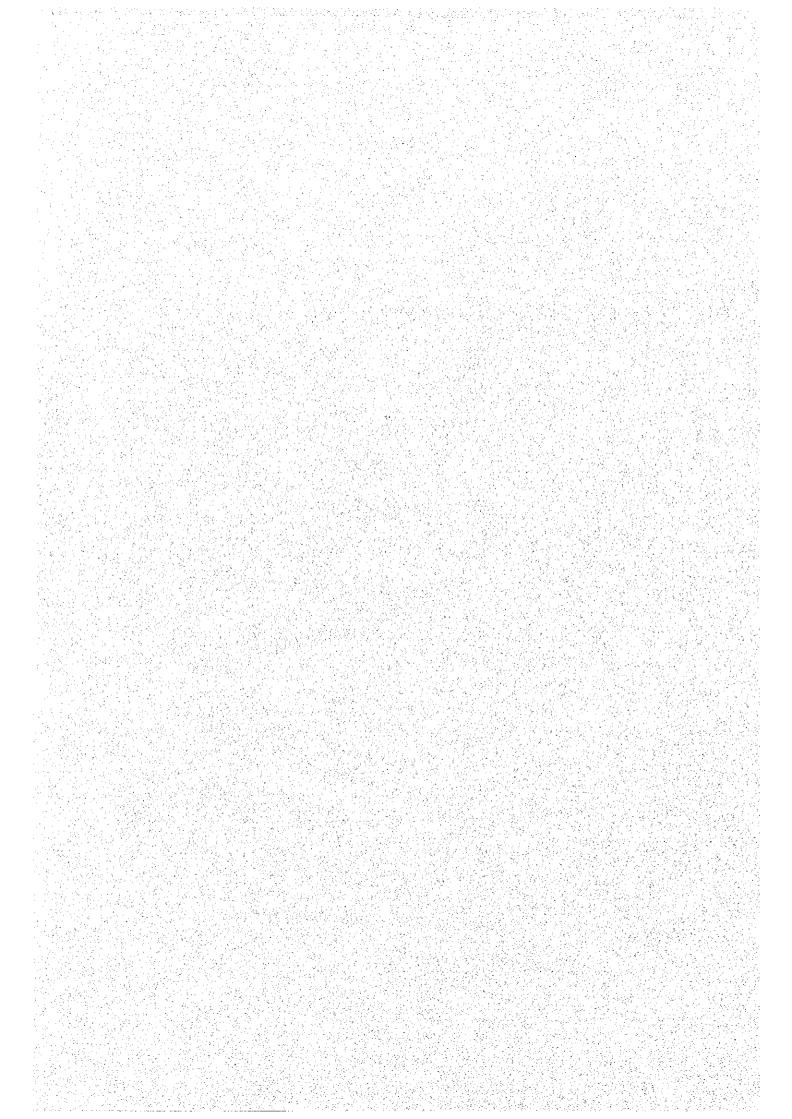
### 1-5-3 Major interviewees for on-site studies in Thailand

1-3-3 Mayor	interviewees for on-site studies in a namand
Japanese	
Embassy to	Mr. Ichio, Yaoya, First Secretary, Embassy of JAPAN
Thailand	The first of the street of the
JICA	Mr. Masaru, Morimoto, Resident Representative
Thailand	
t	Mr. Hiroshi, Umezaki, Deputy Resident Representative
Office	Mr. Toshihisa, Hasegawa, Assistant Resident Representative
JICA	Mr. Keiichi, Takeda, Senior Advisor, DTEC
technical	Dr. Toshiki, Saito, Technical Advisor, RID
staff	Mr. Takeshi, Miyazaki, Chief Advisor, Irrigation Engineering Center
	Mr. Akira, Suzuki, Coordinator, Irrigation Engineering Center
	Mr. Joji, Nakagawa, SV
JBIC	
Thailand	Mr. Shigenori Ogawa, Representative
Office	The second of th
DTEC	Mr. Banchong Amornchewin, Chief of Japan Sus-Division
<del></del>	
RID	1) Personnel related to the study (F/S) of the Kamphaeng Saen Irrigated Agriculture
	Development Project in the Mae Klong River Basin
	Mr. Wutthikrai Smitthimadindra, Irrigation Engineer, Irrigation Water Use Development
	Branch of the first the first transfer of th
1	Mr. Paitoon Palayasoot, Former Secretary General, Central Office of Land Consolidation
	(COLC), MOAC
	2) Personnel related to the study (F/S) of the Mae Kuang Irrigated Agriculture Development
	Project the state of the state
i i i i i i i i i i i i i i i i i i i	Mr. Vira Vongsangnak, Director, Foreign Financed Projecs Administration Div.
3	Ms. Prapai Klinkhacharn, Foreign Financed Projects Administration Div.
	Ms. Rossakon Keosa-ard, Foreign Financed Projects Administration Div.
I have	Mr. Kanchadin Sapratoon, Chief of Loan Agreement Administration
	3) Personnel related to the study (F/S) of the Sakae Krang River Basin Irrigation Project
	Mr. Suwit Thanopanuwat, Chief of Planning Section 1, Office of Budget Programming and
	Project Planning
	Mr. Weeraa Wangwarawong, Engineer, Office of Budget Programming and Project Planning
	Mr. Dhongchart Chullasak, Evaluation Group, Office of Budget Programming and Project
Algebra (1) and	Planning (1) supplies wear the engineering and beginning that the last the second state of the second stat
	Mr. Suvit, Member of the Project
	4) Personnel related to the study (M/P) of the Water Management System and Monitoring
:	Program in the Chao Phya River Basin
	Mr. Virat Khao- Uppatum, Director, Office of Hydrology and Water Management
	Mr. Anusak Mujjalinvimuti, Chief of Data processing Section(Hydrologist)
	Mr. Piphat Sathianpantasit, Office of Hydrology and Water Management
RID	Mr. Wisit Sathranawin, Director, Regional Office 10
Regional	Mr. Pichai Pongnumkul, Head , Regional Office 10
Office 10	Mr. Maitree Santisuk, Head, Kamphaeng Saen Water Management & Maintenance Project
	Mr. Pathawee Duandjit, Engineer
	Mr. Chartree Wongchuen, Engineer
	Mr. Panchai Bunpen, Head, Vajiralongkorn Dam Demonstration Center, Pilot Project
	Mr. Charuek Sinturat Agricultural Officer
	Mr. Srisak Sri-orn, Head, Kanchanaburi Land Readjustment Office
	Mr. Anan Khunthongtep, Agricultural Officer, Tha Muang District Agricultutal Office
- j - tas, \$v.	Mr. Nithiwat Panton, Engineer, Tha Ma Kha Irrigation Project
	Mr. Wicharn Chanpen, Agricultural Officer
of the party	

### 1-5-4 Major interviewees for on-site studies in the Philippines

Japanese	interviewees for on-site studies in the rumppines
Embassy to the Philippines	Mr. Eiji, Ueno, First Secretary
JICA Philippines Office	Hideo, Ono, Resident Representative Tetcuji, Iida, Assistant Resident Representative
JICA technical staff	Kenzo, Takeuchi, Senior Advisor of NIA Toshiyuki, Yoshioka, Senior Advisor of NIA
JBIC Philippines Office	Mr. Floro O Adviento, Manager
NEDA	Mr.Jose S. Montero, DirectorIII, Project Monotoring Staff Mr.Noriel B. Sicad, Chief Economic Development Specialist, Project Monitoring Staff Mr.Arsing B. V., Sr. Economic Development Specialist, Project Monitoring Staff MS.Adora Nauarro, Sr. Economic Development Specialist, Infrastructure Staff MS.Joanne Tolentino, Economic Development Specialist, Public Investment Staff MS.Vanessa A. Dimaano, Economic Development Specialist, Public Investment Staff
NIA	Mr.Manuel S. Arevalo, Administrator Mr.Orando C. Hondrade, Dupty Administrator Mr.Rogelio A. Fernandez, Assistant Administrator for Finance & Management Mr.Antonio A.Galvez, Assistant Administrator for Project Devt. & Implementation Mr.Edilberto B. Punzal, Manager for Project Development Department Mr.Wilfred Silva, Division Manager of Project Investigation Div., PDD Mr.Abelard Y. Armentia, Division Manager of Plan Formulation Div., PDD Mr.Alejandro S. Cantor, Superviser of Soil Tech., LRUED, PDD Mr.Manuel U. Estefanio, Head of Dam and Reservoir of Plan Formulation Div., PDD Mr.Clemente T. Alanano, Acting Project Manager, SPISP
NIA Region	Mr.Ease Bro M. Tallao, Economist  Mr.Marcelino S. Santos, PIM, Bulcan Prov. Irrigation Management Office  Mr.Leonard S. Gonzales, Div. Manager, NIA Region III
NIA UPRIIS Office	Mr.Oscar M. Mercado, Div. Manager, NIA Region III  Mr.Sofronio G. Mendoza, Manager, Engineering & Operation Division, and others
NIA UPRIIS District II Office	MrPorferio V. Reyes, Chief of District II Irrigation Office, and others
NIA Ilocos Norte Office	Mr.Alfredo F. Lorenzo, Irrigation Superindentent II, NIA Region I Office Mr.Eddie S. Alonzo, Enginner
ADB	Mr.Tetsuro, Miyasato, Senior Project Engineer Mr.Muhammad A. Mannan, Manager of Foresty & Natural Resource dev., Agricultural & Social Sec. Dept.

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Chapter 2: Evaluation Methods	
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되었다. 그리고 얼마에 되는 사람이 들고 있는 것이 되는 사람이 되었다. 그런 그는 그 그 그 그는 그는 것이다.	
. 사람 그렇게 하면 되면 되었다. 하는 사람들은 그리고 있는 것이 되었다. 그 사람들은 사람들이 되었다.	
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즐러워 본 장악이 되는 동안들이 된 일도 한 경험 등을 통하면 하는 것은 사람이 하는 것이 되었다.	
그는 나는 가장 살에는 무료들이 되고 있다. 경험은 그 말을 하는 눈에는 것이 말하게 된 것으로 하는 것으로 하는 것으로 되었다.	
가는 당한 지수의 하는 토를 통하는 하다는 그들은 물론이 하는데 가는 그를 받는데 하는 것이다.	
양악하, 여러, 생각, 대한 대학자, 이 경찰 학생님, 그리고 있는 글로 사람들이 가는 그 그는 그는 그 모든 그 그 그는 그를 다 하다.	
소병하다. 문화 사람들은 학교 사람들이 있는 것 같아. 그리고 있는 것 같아 나는 것 같아. 그 사람들은 것 없는 것 같아.	
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그를 다른 양악 보다 그만큼 관금을 하다면 하고 있었다. 그런 그는 그는 그는 그는 그는 그 그는 그는 그를 다른 것이다.	
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어떻게 한다 농업 아름답이 위에 다양하다 학생 살았다. 이 아래의 생님 그리지 그리는 것 같아. 그리	
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## Chapter 2: Evaluation Methods

A basic policy on evaluation methods can be summarized through the following three points:

1) Apply a logical PDM structure to establish evaluation approaches.

2) Use the five criteria automatically set in accordance with the logical PDM structure (efficiency, effectiveness, impact, relevance, and sustainability) for evaluation.

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3) Establish detailed evaluation approaches, using evaluation grids for each of the five evaluation criteria.

This chapter provides explanations about the compilation of a PDM (2-1), the relationship of the PDM to the five evaluation criteria (2-2), and the compilation of grids (2-3), using methods and items relevant to this evaluation study.

## 2-1 Compilation of a PDM is the end of the rest of the transfer of the end of

# 2-1-1 Objectives of PDM compilation as the adaptation to the property of the property of the adaptation and the adaptation of the adaptati

Primary objectives of PDM compilation can be summarized as follows:

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- 1) Compilation of a PDM will lead to logical understanding of the flow from a development study's implementation stage to its post-implementation stage, clarifying evaluation approaches. This process clearly defines how to evaluate development studies and assess evaluation results.
- 2) Clarification of a logical PDM structure will further elucidate the targets of the development study.
  - 3) Promotion of a common understanding between evaluators and those related to implementation of the evaluation (i.e., not only the evaluation team but others including providers of required information for the evaluation) will facilitate the evaluation.

It is important to implement evaluation results using a clear indication of evaluation methods, without which the results are meaningless. In evaluations implemented without clearly defined methods, the results may be regarded as derived from the evaluators' arbitrary judgements, thus compromising the reliability of the evaluation itself.

By applying the sequence of a development study to the logical PDM structure, it is possible to define the approaches utilized for implementation of the evaluation (how to evaluate), and to interpret the evaluation results using specified evaluation items (how to interpret). In addition, as evaluation results can be utilized for judgments when compared with other items, multiple evaluation items can be compared by applying an established evaluation method.

#### 2-1-2 Compilation of an ex-post PDM

Evaluations based on the PDM may be categorized into the following three patterns:

i) At the time of evaluation, an evaluation PDM will be compiled based on a PDM

prepared before project implementation, in which participants and problems can be analyzed.

ii) Although analyses of participants have not been implemented, PDM is compiled before project implementation, based on which the evaluation PDM will be compiled and the evaluations conducted accordingly.

iii) PDM is not compiled in advance, and the evaluation PDM will be compiled when the evaluations are conducted.

All evaluations of older development studies fall into category, "iii)," in which the PDM was compiled for the first time when the evaluations were conducted.

We did note the dependency to the entire to be distinguished in the following integrations giving a straight give. For the nine projects covered by the current study, evaluations were conducted by applying the sequence of the development study to a logical PDM structure after implementation, to clarify the evaluation approaches.

Compilation of an ex-post type of PDM raises the problem that past evaluation activity that should be included in the PDM may not be correctly identified because S/W or operational instructions used at the time of development study may no longer exist. In this case, it is necessary to collect information as accurately as possible in order to compile the PDM. the projects under study, since all operations were conducted in the 1980s, efforts have been made to reflect as much information concerning development studies as possible in the PDM by referring to the final reports and other relevant materials. the softent action of the form of the file coal and property and of the original as

#### ole lefe lite emple i ni e la coptoblegación (julios) y latin 2-1-3 Basic positioning of PDM in this evaluation study

In this study, the sequence shown in the following figures (i.e., from "implementation stage" through "(study-results) utilization preparation stage" to "(study-results) utilization and postutilization stage") was applied to a logical PDM structure to determine evaluation approaches for the development studies. The above the development appearance of the development

territor (1914 per establica) e até translation qual de graps establica The logical PDM structure is comprised, along a time axis, of "input," "activity," "output," "purpose," and "goal." In this evaluation, this logical structure relates to the three stages of "implementation," "utilization preparation," and "utilization and post-utilization" as follows:

the street on the late of the late and it. Implementation stage: "input," "activity," "output," and "purpose" Utilization preparation stage: Up to the middle of "goal", the stage of the stage of the stage of the middle of "goal", the stage of the

(in this evaluation, referred to as "goal 1")

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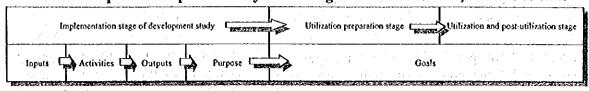
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Utilization and post-utilization stage: From the middle of "goal" to the top-priority goal மாகிக்காக கொள்ள அளிக்காக அளி (in this evaluation, referred to as "goal 2") ஒது இது இருக்கு முத்து இ The appropriate waste sound a sinch by talking in a finite so while the sin fifting in

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Fig. 2-1:
Relationship of development study flow to logical PDM structure, relative to time



A PDM with the same positioning cannot be compiled for different development studies since the studies' formats (M/P and P/S, etc.) and objectives differ. In this evaluation, therefore, while the above relationship between the flow of development studies and the PDM logical structure serves as a basis, the following models of PDM positioning are applied. The nine projects under evaluation are categorized into three groups:

- 1) Study models targeted at technology transfer for development plans and project implementation plans (technology-transfer type of M/P study)
- 2) Study models targeted at formulation of development plans and project implementation plans (plan-formulation type of M/P study)
- 3) Study models targeted at implementation of specific projects (project-implementation type of F/S)

The realist in high the court graded by not inched to be a first it is and

The nine projects under evaluation here can be categorized as follows:

Table 2-1: Categories of target projects for Thailand

Project title	Development study format	Category
Kamphaeng Saen Irrigated Agriculture Development Project in the Mae Klong River Basin	F/S	Project-implementation type of F/S
Mae Kuang Irrigated Agriculture Development Project	F/S	Project-implementation type of F/S
Sakae Krang River Basin Irrigation Project	F/S	Project-implementation type of F/S
Water Management System and Monitoring Program in the Chao Phya River Basin	М/Р	Technology-transfer type of M/P study

Table 2-2: Categories of target projects for the Philippines

Project title	Development study format	Category
llocos Norte Irrigation Project	F/S	Project-implementation type of F/S
Mabini Agricultural Development Project	F/S	Project-implementation type of F/S
Improvement Project for the Operation & Maintenance of National Irrigation Systems (AMRIS, 18 Districts)	F/S	Project-implementation type of F/S
Improvement Project for the Operation & Maintenance of National Irrigation Systems (UPRIS)	F/S	Project-implementation type of F/S
Improvement Project for the Operation & Maintenance of Magat River Integrated Irrigation	M/P	Plan-formulation type of M/P study

#### 1) Technology-transfer type of master plan

The "technology-transfer type" of master plan is designed to transfer specific technologies to the recipient country team through implementation of the master plan.

In terms of the positioning of PDM stages, "input" will include the following: (for the Japanese side) the number of study team members, training enrollments and number of trainces, provision of equipment, if any, and seminars and training courses to be held; and (for the recipient-country side) the counterpart, the number of counterpart staff members, study offices to be established, seminars and training courses to be held by the counterpart, and provision of the equipment, if any. "Activity" is performed simultaneously with the input, and includes the implementation of studies and technology transfers. "Output" seeks to understand the conditions for study targets through implementation of the study, and may include proposals made for the formulation of specific development plans and project implementation plans.

"Purpose" enables the recipient country team to formulate development plans and project implementation plans proposed in the "output" section through technology transfers derived from the development study. "Goal" signifies the application of development plans and project implementation plans so formulated to other regions. Table 2-3 outlines the PDM model for a technology-transfer type of master plan.

Table 2-3: PDM positioning (for technology-transfer type of master plan model)

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	Narrative Summary	Measurable Indicator	Means of Verification	Important Assumption
Utilization and post-utilization stage	Goals (Implementation and post- implementation stage): Enable the recipient country team to develop the ΔΔplan in areas other than the OOdistrict after implementation of the development study.			
	Purposes: Enable the recipient country team to develop the ∆∆plan in the O Odistrict.			
Development- study implementation	Output:  1) Understand the current conditions of XX in the OO district.  2) The Japanese team and the recipient country team formulate the project plans.			
stage	Activities: 1) Implementation of study 2) Technology transfer	Input: (Japanese team) 1) Dispatch experts 2) Accept trainees 3) Supply equipment 4) Hold seminars	(Recipient country team) 1) C/P 2) Establishment of the study office	Precondition

#### 2) Plan-formulation type of master plan study ( ) A Plane A control of the master plan study

The "plan-formulation type" of master plan study is designed to formulate development plans for a specific field in a specific district by implementing the master plan. In terms of the positioning of the PDM, "input" and "activity" are the same as for a technology-transfer master plan. "Output" here means to understand the conditions of the study targets through implementation of the study, and to achieve technology and knowledge transfers concerning the study by formulating a M/S in collaboration with the C/P. "Purpose" means to formulate development plans for the target area based on the conditions so understood. "Goal" includes implementation of the next-stage studies of various projects, such as F/S and D/D, based on the development plan framework formulated at a preliminary stage for implementation of development study; project implementation in accordance with F/S and D/D in the utilization and post-utilization stage; and attainment of the expected objectives in the study's projects. Table 2-4 provides an outline of a PDM model for a plan-formulation type of master plan study.

Table 2-4: PDM positioning (for plan-formulation type of master plan model)

garantina da 1985 de 1985. La francia de 1985 de La francia de 1985 de	Narrative Summary	Measurable Indicator	Means of Verification	Important Assumption
Utilization and post-utilization stage	Goal2: (Implementation and post-implementation stage): The project is implemented in accordance with the results of the next- stage study (F/S, D/D, etc.) and attains the expected objectives.			met die k
Utilization preparation stage	Goal1: (Preparation stage) The government of the recipient country implements the next-stage study (F/S, D/D, etc.) in accordance with the proposed framework.	o no espain de la companya de la co La companya de la co		
	Purposes: The Japanese team and the recipient country team collaborate to develop the XX development plan in the Odistrict.			
Development- study implementation stage	Output:  1) Understand the current conditions of ×× in the OX district.  2) The recipient country team acquires skills and knowledge concerning M/P.			
	Activities: 1) Implementation of study 2) Technology transfer	Input: (Japanese team) 1) Dispatch experts 2) Accept trainees 3) Supply equipment 4) Hold seminars	(Recipient country team) 1) C/P 2) Establishment of the study office	Precondition

#### 3) Project-implementation type of feasibility study

A "project-implementation type" of feasibility study is designed to formulate a basic plan for a specific project for a specific field in a specific district, through implementation of the feasibility study.

In terms of the positioning of the PDM, "input" and "activity" are the same as in the previous two models. "Output" here means to understand the current conditions of the study targets through implementation of the study, and to achieve technology and knowledge transfers concerning the study by formulating an M/S in collaboration with the C/P. "Purpose" means to formulate basic plans for specific projects covered by the F/S. "Goal" refers to a situation in which the government of the recipient country makes practical preparations for realizing the project plans, and consequently, the project is implemented with expected objectives achieved. Table 2-5 shows an outline of a PDM model for a project-implementation type of feasibility study.

Table 2-5: PDM positioning (for project-implementation type of feasibility study model)

	Narrative Summary	Measurable Indicator	Means of Verification	Important Assumption
Utilization and post-utilization stage	Goal2: (Implementation and post-implementation stage): The project covered by F/S is implemented and attains the expected objectives.			
Utilization preparation stage	Goal 1:  (Preparation stage)  The government of the recipient country makes practical preparations for project implementation.	- :		, .
:	Purposes: The Japanese team and the recipient country team formulate the $\Delta\Delta$ development plan in the $\bigcirc\bigcirc$ district through collaborative F/S implementation.			
Development- study implementation stage	Output:  1) Understand the current conditions of × × in the Odistrict.  2) The recipient country team acquires skills and knowledge concerning F/S.			
;	Activities: 1) Implementation of study 2) Technology transfer	Input: (Japanese team) 1) Dispatch experts 2) Accept trainees 3) Supply equipment 4) Hold seminars	(Recipient country team) 1) C/P 2) Establishment of the study office	Precondition

#### 2-1-4 Positioning of external conditions in PDM

In PDM, the basic rule applicable to external conditions requires, as indicated in Table 2-6, that these external conditions be always satisfied to advance in the logical structure of PDM. In other words, satisfaction of the preliminary condition (1) will enable "input" and "activity." External condition (2) then needs to be satisfied for the "activity" to move on to "output." Similarly, external condition (3) must be met before the "output" can lead to "purpose."

In this evaluation, all factors excluded from the scope of the study specified in S/W prior to implementation of the development study are designated as external conditions.

For example, consider a development study the purpose of which is to formulate a dam construction plan, and in which environmental impact assessments are conducted only after the study's proposals progress to the project-implementation stage in the recipient country; as a result, project implementation is suspended because the project has been found to be inappropriate.

In this case, if environmental assessment items are not included in the scope at the S/W stage prior to implementation of the development study (Table 2-7), environmental problems are treated as external conditions, or outside of the development study. The causes should not be sought in the development study itself; rather, the failure to satisfy the external conditions should be regarded as the cause of the project's cancellation.

In contrast, even though environmental assessment items are included in the scope (Table 2-8), insufficient studies on environmental aspects may prevent project implementation. In this case, environmental assessments are already internalized in the F/S, and the development study itself should be treated as causing the problem.

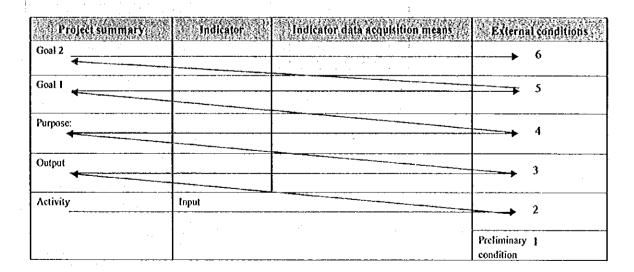
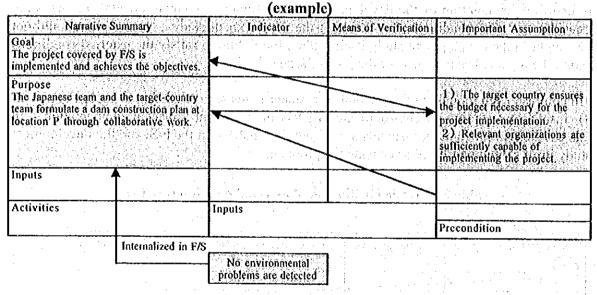


Table 2-6: Basic positioning of external conditions in PDM

Table 2-7: Case in which environmental studies are not included in the scope of F/S (example)

		L	
Narrative Summary	Indicator	Means of Verification	Important Assumption
Goal  The project covered by F/S is implemented and achieves the objectives.	<b>+</b>		
Purpose The Japanese team and the target country team formulate a dam construction plan at			1) No environmental problems are detected
location P through collaborative work.			2) The target country ensures the budget necessary for the project implementation. 3) Relevant organizations are sufficiently capable of implementing the project.
Inputs		20 10 10 10 10 10 10 10 10 10 10 10 10 10	
Activities	Inputs		
to the state of the state of	al yezhoù kelkale.	了这个人。"这个人。"	Precondition

Table 2-8: Case in which environmental studies are included in the scope of F/S



# 2-2 Relationship of PDM and five evaluation criteria

Evaluations with PDM will clarify the logical structure of PDM and simultaneously specify the evaluation scope comprised of the five criteria (efficiency, effectiveness, impact, relevance, and sustainability). The scopes of the five evaluation criteria are positioned as in Table 2-9. Major points for each of the five evaluation criteria in this evaluation are as follows.

Table 2-9: Logical structure of the PDM and basic positioning of the five evaluation criteria

	Efficiency	Effectiveness	Impact	Relevance	Sustainability
Goals					
Purpose					A BOARD
Outputs	79. 7430 Nov. 841	in the strain its		和外的特別服务	95341.252165434
Activities/Inputs		A COLUMN TO THE STATE OF THE ST		CARACTER PRODUCE STORY	

### (1) Efficiency

"Efficiency" checks whether the development study has been efficiently implemented in terms of the relationship among input, activity, and output. Specifically, this item will verify, for example, whether the development study has been implemented in accordance with its original scope, study inputs, and technology transfers by study members; whether the study members and counterpart members have been able to communicate effectively with each other; whether enough data have been available, and whether the study has been adequately coordinated with other studies or projects being simultaneously implemented.

#### (2) Effectiveness

"Effectiveness" checks the extent to which the development study has attained its objectives. Specifically, this item will verify, for example, whether the proposals have been formulated after adequate review (from technical, economic, social, and environmental aspects), and whether the structure and content of the report facilitate readers' understanding.

### (3) Impact

"Impact" checks whether the proposals derived from the development study or technologies transferred are sufficiently utilized. Specifically, this item will verify, for example, how the transferred technologies are applied (if the objective is a technology transfer); how the proposed plans have been implemented (if the objective is a formulation of plans), and/or how the project and next-stage study progress up to project implementation; or how the project's effectiveness evolved after implementation (if the objective is project implementation).

#### (4) Relevance

"Relevance" checks the relevance of the development study at the implementation stage and the time of evaluation. At the implementation stage, this item verifies, for example, whether the development study has been consistent with development plans of the recipient country/region/organization, activities of JICA and donors, and the needs of the beneficiaries; at the time of implementation of evaluation study, it mainly verifies whether the utilization

(projects) derived from the proposals of the development study can satisfy the current needs.

### (5) Sustainability

"Sustainability" checks whether the technologies transferred with the development study and derivative projects are capable of self-reliant, sustainable development at the utilization/post-utilization stage. Specifically, this item confirms, for example, the names, organizational structures, and functions of the parties and the beneficiaries (organizations) currently responsible both technically and financially for the transferred technologies and derivative projects, as well as their past outputs.

The positioning of the technology transfer and plan-formulation types of M/P study, and of the project-implementation type of F/S, relative to the five evaluation criteria, is as indicated in Table 2-10. The major subordinate items for each of the five evaluation criteria are indicated by the shaded portions. Although these portions indicate subordinate matters in this evaluation, they need to be adjusted in accordance with the content of the development study. They will therefore need to be re-evaluated and re-established in the light of the study's contents.

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Table 2-10: Logical structure of PDM and positioning of the five evaluation criteria

The state of the s	Logical structure of PDM.	Efficiency	Effectiveness	Impact	Relevance	Sustainability
entperm country ream country to consider to develop the ALA  of M.P. study)  and proposed.  When the Colistrict.  The deficient of the F/S.  The deficient of the F/S.  The deficient of the F/S.  The deficient of the concerning M.P.  The deficient of the concerning this F/S.  The deficient of the concerning this content of the final c	ndy)  yo the △△plan in areas other than the ○○  velopment study.  y  simplemented, leading to project  this so of the project.  plemented, attaining the objectives.  yo implements practical preparations for the coordance with the proposed frantework.  yy implements practical preparations for project by implements practical preparations for project by △△plan in the ○○district.		Vibrotory roces and the state of the state o		(WATP) (WATE) (F.S)  (WATP) (WATP) (WATE) (F.S)  (WATP) (WATP) (WATP) (F.S)  (WATP) (WATP) (WATP) (F.S)  (WATP)	
of MAP atudy)  advisors of X X in the Odistrict.  As are proposed.  AP atudy)  advisors of X X in the Odistrict.  m acquires skills and knowledge concerning M/P.  of atudies)  of atudies)  of atudies)			sufficient content?			
nditions of X X in the Odism'ct.  The of R(S)  additions of X X in the Odism'ct.  The acquires skills and knowledge concerning this R/S.  of acudies)	Output (Technology-transfer type of MP study)  1) Understand the current conditions of X X in the Codistrict.  2) □ astudies or ◇oprojects are proposed. (Plan-formulation type of MP study)					
of acudies)  of acudies)	XX in the Odistrict.  akilis and knowledge concerning M/P.	(MFT) (MFZ) (F/S)				
	7	Was the development study implemented in				
		specified in S/W?  Were inputs sufficient?  Was the technology				
options of the control of the contro	<b>April</b>	transfor sufficient?  Work communications sufficient?				
3) Supply equipment 4) Bold seminars (Recipient country team) 1) CP		ware enough cara available?  Were links to other studies				
	3) Supply equipment 4) Bold seminars (Recipient county team)					
2) Establish the study office  (A) Stablish the study office  (A) Stablish the study of the contract (A) Stablish the study of the study of the contract (A) Stablish the cont	1) CP  2) Establish the study office  (AAD 11 (AAD) 1		923 20 0000			

# 2-3 Compilation of evaluation grid

An evaluation grid is an effective tool to check the evaluation frame of reference in detail so that it is adopted in this evaluation. The basic format of the evaluation grid used here is as indicated in Table 2-11.

Table 2-11: Basic format of the evaluation grid

S Criteria	Evaluation .	Specific questions	Data	Collection method	Jápa organi	inese zation	<b>O</b> rga	nization	of tarğ	et coun	<b>.</b>	intema organi	tional zation
		ryakt half.			Α	В	Ć	ું 0 ∂	Ε	j. F.	G	H	1
Efficiency													
					. 41								:
. Seleji e i de ee ee ee ee			r	T	·	·			-				<u> </u>
Effectiveness				:							.:		;
							7						:
Utazation							1			:			
preparation stage .							1	2.				L	· :
Utilization/post- utilization stage			٠.			- 14 AC	) 	٠.		1 - E		- 6 	1
	1							-				T	
Relevance					:				1.	3			
	1				1								
Sustainability			. 12	- 1		-		٠.					
Sostanousky													:

"Evaluation items" include the subordinate evaluation items indicated by the shaded portions, as used for each of the five evaluation criteria in Table 2-10. "Specific question" describes the verification process used to check the "Evaluation items" in detail. "Data" describes the quantitative and qualitative data that may serve as responses to the "Specific question." "Collection method" describes the actual method of collecting concrete information found in the "Data" section. The characters (A-I) should indicate the names of organizations, with a "O" in the appropriate section from which information is scheduled to be collected.

In accordance with this basic format, models of evaluation grids used in this evaluation for the technology-transfer type of M/P study, plan-formulation type of M/P study, and project-implementation type of F/S are outlined below.

Table 2-12: Technology-transfer type of M/P study

Five	initeria	Evaluation items	Specific question	Data (example)	Collection method	on	inese ani- ion	,	OI;	ient ei gani ei	U COL	/s	ots traji	ter- ional ani- tion
					(example)	5 5	А	В	ċ	D	Ė	F	o	Ĥ
		Was the development study implemented in accordance with the scope specified in SW?	Are there any items not covered by the development study?	Contents of SAV and the final report	Review of the final report and SAV	0				0				<u> </u>
			Was the input from the recipient country (human resources, etc.) sufficient?	Contents of the final report	Review of the final report and interviews	0	0							
		Were inputs sufficient?	Was the input from the Japanese side (human resources, etc.) sufficient?	Contents of the final report	Review of the final report and interviews	0				0				
		Was the technology transfer	Was the study conducted in close collaboration between the Japanese team and the recipient country team?	Verification of facts by rating	Distribution of questionnaire answer sheets		0			0				
- 64 - 144 -	Ò.	श्रीिवंदत?	What kind of knowledge and skills has the recipient country team acquired?	Contents of technologies transferred	Distribution of questionnaire answer sheets and interviews	0				0				
	Efficiency	Were communications	Has the Japanese team explained the study procedures and progresses in detail?	Verification of facts by rating	Distribution of questionnaire answer sheets and interviews		0			0				
		sufficient?	Was the communication Between the Japanese team And the recipient team Sufficient?	Verification of facts by rating	Distribution of questionnaire answer sheets and interviews		0			0				
		Ware annual data ana Julian	Were the basic data fully Available before starting the Study?	Contents of the final report	Review of the final report	0	o			0				
		Were enough data available?	Were the quantitative and Qualitative data sufficiently Collected?	Contents of the final report	Review of the final report	0								
		Were links to otherstudies or projects well-established?	Were there adjustments or Interrelationships with the "OOshidy/project" (19OO-19OOXX)	Verification of the final report and facts	Review of the final report and interviews	0				0				
		Were the proposals compiled	Were the proposed plans Developed in accordance with Sufficient technical, economic, Social and environmental Analyses?	Proposed plan	Review of the final report and interviews	0			0	0				
	Effectivaness	after sufficient review?	Were the proposals Sufficiently feasible for the Recipient country (in terms of Both scale and requirements)?	Proposed plan	Review of the final report and interviews	0			0	0				
		Was the report properly structured and equipped with sufficient content?	Was the final report Adequately structured and Equipped with sufficient Content?	Structure and content of the final report	Review of the final report and interviews	0			0	0				
	Utilization preparation stage	Were the proposals derived from the development study sufficiently utilized?	35/ Have the proposals of the following development studies (examples) been sufficiently utilized?  (1) ○○ project  (2) △△ project  (3) ◇○ study  (4) ○○ study	Implementatin list and contents, and verification of facts by rating	Distribution of questionnaire sheets, interviews, and review of relevant documents	0								
Impact			Have the proposals derived from the development study been applied in districts other than the target area?	Implementation list and contents	Distribution of questionnaire sheets, interviews, and review of relevant documents									
	Utilization/post-utilization stage		Have the proposals derived from the development study been implemented in accordance with technical recommendations?	Implementation list and contents; and verification of facts by rating	Distribution of questionnaire sheets, interviews, and review of relevant documents	0								
	Udiliza		What kind of effects have been produced by implementation of the plan?	Adjustment for supply and demand of irrigation water     Flood prevention	Distribution of questionnaire sheets, interviews, and review of relevant documents									

At the implementation stage of the development study, was the study consistent with development plans in the recipient country/region/organization, the activities of offer donors, and the needs of the beneficiaries?  At the time of implementation stage of the development plans of the development study, was the study consistent with the flamework proposed in the development study, was the study consistent with the current needs?  It the project proposed in the development study sustainable?  It the project proposed in the development study sustainable?  It the project proposed in the development study sustainable?  It is the transferred technology stiful plans and management of the implemented plans and management of the implemented plans.  It is the transferred technology stiful plans and management of the implemented plans.  It is the transferred technology stiful plans and management of the implemented plans.  It is the transferred technology which technology is in use?  It is the transferred technology which technology is in use?  It is the transferred technology which technology is in use?  It is the transferred technology which technology is in use?  It is the transferred technology which technology is in use?  It is the transferred technology which technology is in use?	îve criteria	Evaluation items	Specific question	Data (example)	Collectica method (example)	org	inese ani- ion	p	org	ent co uniza examp	tion	4	inte nation organ
the development study, was the study consistent with development plans in the recipient country/region/organization, the activities of other donors, and the needs of the beneficiaries?  At the implementation stage of the development plans of the government of the recipient with development plans of the development study, was the study consistent with the "OO study/project" (190 O-19×X)?  At the implementation stage of the development study, was the study consistent with the "OO study/project" (190 O-19×X)?  Has the implemented plan been consistent with the current needs?  Is the project proposed in the development plans?  Which section takes implementation responsibility both technically and financially for maintenance and management of the implemented plan?  Is the transferred technology  Which technology is in use?  List of utilized technologies Questionnaire answer Sheets						лСА	A	В	c	D	E	F	G
At the time of implementation of evaluation study, can the framework proposed in the development study satisfy the current needs?  Has the implemented plan been consistent with the current needs?  Has the implemented plan been consistent with the current development plan?  Which section takes implementation responsibility both technically and financially for maintenance and management of the implemented plan?  Is the project proposed in the development study sustainable?  Which section takes implementation responsibility both technically and financially for maintenance and management of the implemented plan?  Usit of utilized technologies Questionnaire answer Sheets	āc	the development study, was the study consistent with development plans in the recipient country/region/organization, the activities of other donors, and the needs of the	At the implementation stage of the development study, were the study's policies consistent with development plans of the government of the recipient	National Economic and Social		0							
Use the project proposed in the development study sustainable?  Which section takes implementation responsibility both technically and financially for maintenance and management of the implemented plan?  Use the project proposed in the development study sustainable?  Use the project proposed in the development study sustainable?  Use the project proposed in the development study sustainable?  Use the project proposed in the implementation responsibility both technically and financially for maintenance and management of the implemented plan?  Use the transferred technology which technologies is a use?  Use to utilized technologies Questionnaire answer Sheets	Reieva	of evaluation study, can the	the development study, was the study consistent with the "OO study/project" (190)		Review of JICA reports	0							
Is the project proposed in the development study sustainable? Interview and review of financially for maintenance and management of the implemented plan?  Is the transferred technology Which technology is in use? Use of utilized technologies Questionnaire answer Sheets			been consistent with the	Verification of facts by rating	sheets, interviews, and review of relevant		-			0			
Is the project proposed in the development study sustainable? Interview and review of financially for maintenance and management of the implemented plan?  Is the transferred technology Which technology is in use? Use of utilized technologies Questionnaire answer Sheets			Which as tion (ch.)										
Is the transferred technology Which technology is in use? List of utilized technologies Questionnaire answer Sheets		development study	implementation responsibility both technically and financially for maintenance and management of the	Verification of facts						0	0		
			Which technology is in use?	List of utilized technologies and plans			_	_		0	0		1
					*** **	1.1		٠.				1	

Table 2-13: Plan development type of M/P study

Five collects	Eyslusijon i išms	Specific question	Data (example)	Collection method (example)	org	nese ini- ion	P	org	ent co aniza xamp		's	nati org	er- onal ani- ion
					A Z	٨	В	c	D	Е	F	o	13
	Was the development study implemented in accordance with the scope specified in SAW?	Are there any items not covered by the development study?	Contents of S/W and the final report	Review of the final report and S/W	0				0				
		Was the input from the recipient country (human resources, etc.) sufficient?	Contents of the final report	: Review of the final report	0	0							
	Were inputs sufficient?	Was the input from the Japanese side (human resources, etc.) sufficient?	Contents of the final report	Review of the final report	0				0				
	Was the technology transfer	Was the study conducted in close collaboration between the Japanese team and the recipient country leam?	Verification of facts by rating	Distribution of questionnaire answer sheets		0			0	_			
Etiliciency	Sifficent	What kind of knowledge and skills has the recipient country team acquired?	Contents of technologies transferred	Distribution of questionnaire answer sheets and interviews	0				0				
Effici	Were communications	Has the Japanese team explained the study procedures and progresses in detail?	Verification of facts by rating	Distribution of questionnaire answer sheets and interviews		0			0				
	sufficient?	Was the communication between the Japanese team and the recipient team sufficient?	Verification of facts by rating	Distribution of questionnaire answer sheets and interviews		0			0				
	Were enough data available?	Were the basic data fully available before starting the study?	Contents of the final report	Review of the final report	0	0		0	0				
A Company	The Choogh data assisted	Were the quantitative and qualitative data sufficiently collected?	Contents of the final report	Review of the final report	0								
	Were links to otherstudies or projects well-established?	Were there adjustments or interrelationships with the "OOstudy/project" (19OO-19OOXX)	Reports	Distribution of questionnaire answer sheets and interviews				0				0	
	Were the proposals compiled	Were the proposals developed in accordance with sufficient technical, economic, social and environmental analyses?	Proposed plan	Distribution of questionnaire answer sheets and interviews				0					
Effectiveness	after sufficient review?	Were the proposals sufficiently feasible for the recipient country (in terms of both scale and requirements)?	Proposed projects	Distribution of questionnaire answer sheets and interviews	0			0					
	Was the report properly structured and equipped with sufficient content?	Are the structure and contents of the final report understandable?	Structure and content of the final report	Distribution of questionnaire answer sheets and interviews				0					

Five	t cultais	Evaluation items	Specific question	Data (example)	Collection method (example)	org	inese ani- Bon	p		ent co aniza xemp	non	/4	org	iter- ional gani- tion
						JICA	A	В	c	Ď	Е	F	G	н
And the second s	Utilization preparation stage	What kind of progress has been made toward the project implementation/next-stage studies, etc., subsequent to the proposals derived from the development study?	Have the proposals of the following development studies (examples) been reflected in the development plans of the recipient country?  (1) Expansion and provement of CO  (2) Construction of X X  (3) Partial modification of Δ	Development plans of the recipient country organizations and developed plans	Distribution of questionnaire sheets, interviews, and review of relevant documents	0					0		-4	
Section (Impact ) Section (Inc.)		Were the proposals denied from the development study	Which next-stage studies were implemented (as projects) among the proposed projects derived from the development study (following examples)? In which year were they implemented, and what financial sources were used? (1) Expansion and improvement of CO (2) Construction of X X (3) Partial modification of Δ		Distribution of questionnaire sheets, interviews, and review of relevant documents	0		0						
And the second second second	Utilization/pos	sufficiently utilized?	Have the next-stage studies/implemented projects been conducted in accordance with technical recommendations?	List of project implementations and contents, and verification of facts by sating	Distribution of questionnaire sheets, interviews, and review of relevant documents	0		0	•					
a we do a superior of the	ent en et en		What kind of effects have been produced in the target area from the next-stage studies/implemented projects?	(1) Expansion of irrigated area (2) Fluctuation is supply and demand of irrigation water (3) Improvement of productivity (4) Income changes	Distribution of questionnaire sheets, interviews, and review of relevant documents			0			0	0		

Five calons	Evaluation items	Specific question	Data (example)	Collection method (example)	Jaga org zat	mi-	R		ent co aniza! xampi	nci		cegi	tenç
					лсл	A	В	c	D	E	F	G	н
		At the implementation stage of the development study, were the study's policies consistent with development plans of the government of the recipient country?	Contents of the national development plan and the development plans of implementation organizations	Review of National Economic and Social Development Plan, and relevant documents, such as development plans of the implementation organization	0	į	0	0					
	At the implementation stage of the development study, was the study consistent with development plans in the recipient country/region/organization, the activities of other donors, and the needs of the beneficiaries?	At the implementation stage of the development study, was the study consistent with the "OO study/project" (190) O-19××)?	Project report of the implementation or ganization in the recipient country	Review of the report compiled by the implementation organization of the recipient country	0			0				0	
and the second s		At the implementation stage of the development study, have the needs of the beneficiaries been properly considered?	Verification of facts by rating (whether farmers' organizations were involved in the implementation, etc.)	sheets, interviews, and				0		0			
	At the time of implementation of evaluation study, can the framework proposed in the development study satisfy the	Has the implemented project been consistent with the current development plan of the implementation organization in the recipient country?	Verification of facts by rating	Distribution of questionnaire sheets, interviews, and review of relevant documents			0	0					
	current needs?	Is the implemented next-stage study consistent with the current development plan?	Verification of facts by rating	Distribution of questionnaire sheets, interviews, and review of refevant documents			0	0					
		I											<u>—</u>
Sustainability	is the project proposed in the development study	Which section takes implementation responsibility both technically and financially for maintenance and management of the implemented plan?	Verification of facts	Interviews, and review of relevant documents				0		0			
ISINS Control (1)	sustainable?	Are the beneficiaries technically capable of maintaining and managing the irrigation and drainage facilities at the field level?	Verification of facts	Interviews, and review of refevant documents				0		0			

Table 2-14: Project-implementation type of F/S

Five criteria	Evaluation items	Specific question	Dota (example)	Collection method (example)	org	inese jani- ioa	R	crg	ent co anita		4	nañ org	er ocal ani-
					ЛСA	۸	В	c	Đ	E	F	G	н
	Was the development study implemented in accordance with the scope specified in S/W?	Are there any items not covered by the development study?	Contents of S/W and the final report	Review of the final report and S/W	0		<del></del>		0				
	W	Was the input from the recipient country (human resources, etc.) sufficient?	Contents of the final report	Review of the final report and interviews	0	0							
And the second second	Were inputs sufficient?	Was the input from the Japanese side (human resources, etc.) sufficient?	Contents of the final report	Review of the final report and interviews	О				0				
	Was the technology transfer sufficient?	Was the study conducted in close collaboration between the Japanese team and the recipient country team?	Verification of facts by rating	Distribution of questionnaire sheets		0			0				
, ucy	Suniceae	What kind of knowledge and skills has the recipient country learn acquired?	Contents of technologies transferred	Distribution of questionnaire answer sheets and interviews	0			_	0				
Efficiency	Were communications	Has the Japanese team explained the study procedures and progresses in detail?	Verification of facts by rating	Distribution of questionnaire answer sheets and interviews		0			0				
And American Section 2015	sufficient?	Was the communication between the Japanese team and the recipient team sufficient?	Verification of facts by rating	Distribution of questionnaire answer sheets and interviews		0			0				
A control of the cont	Were enough data available?	Were the basic data fully available before starting the study?	Contents of the final report	Review of the final report	0	0		0	0				
	were thought that available:	Were the quantitative and qualitative data sufficiently collected?	Contents of the final report	Review of the reports	О								
	Were links to otherstudies or projects well-established?	Were there adjustments or interrelationships with the "Oostudy/project" (1900-1900-XX)	Reports	Review of the reports and interviews				0	0				0
	Were the proposals compiled	Were the proposals developed in accordance with sufficient technical, economic, social and environmental analyses?	Proposed projects	Review of the final report and interviews	0			0	0				
Effectiveness	after sufficient review?	Were the proposals sufficiently feasible for the recipient country (in terms of both scale and requirements)?	Proposed projects	Review of the finel report and interviews	0			0	0				
	Was the report properly structured and equipped with sufficient content?	Are the structure and contents of the final report understandable?	Structure and content of the final report	Review of the final report and interviews	0			0	0				

Five	criteria	Evelusion items	Spécific questice	Data (example)	Collection method (example)	org	nese ani- ion	ř		ent co aniza xamp	non	/s	nati Org	ter- ional jari- tion
						JICA	٨	В	С	D	В	F	G	H
the second management of the second s	Officer on properties of stage.	What kind of progress has been made toward project implementation, subsequent to the proposals derived from the development study?	Have the proposals of the following development studies (examples) been reflected in the irrigated agriculture development projects devised by the implementation organization in the recipient country?  (1) Improvement of $OO$ (2) Enhancement of $X$ × conditions  (3) Proper establishment of $\Delta$	Planned projects, and verification of facts by rating	Distribution of questionnaire sheets, interviews, and review of refevant documents	0			0					
in Impact	Utilization/post-utilization stage	Were the proposals derived from the development study	Which proposed projects derived from the development study were implemented as projects (the following examples)? In which year were they implemented, and what were the financial sources?  (1) Improvement of ♥♥ (2) Enhancement of × × cooditions  (3) Proper establishment of ♠ facilities	List of project implementations and the contents, and ventication of facts by rating	Distribution of questionnaire sheets, interviews, and review of relevant documents	0			0		0			
	- Utilization/post	sufficiently applied to project implementation	Have the proposals derived from the development study been conducted in accordance with technical recommendations?	List of project implementations and the contents, and verification of facts by rating	Distribution of questionnaire sheets, interviews, and review of relevant documents	0			0		0			
			What kind of effects have been produced in the target area by the implemented projects?	(1) Expansion of inigated area (2) Fluctuation in supply and demand of inigation water (3) Improvement of productivity (4) Income changes, etc.	Distribution of questionnaire sheets, interviews, and review of relevant documents				0		0	0		
		At the implementation stage of the development study, was	with development plans by the government of the recipient	National Economic and Social Development Plan	Review of National Economic and Social Development Plan, and relevant documents, such as development plans of the implementation organization	0								
	Relevance	the study consistent with development plans in the recipient country/region/organization, the activities of other donors, and the needs of the beneficiaries?	At the implementation stage of the development study, was the study consistent with the "OO study/project"?	Project report of the implementation organization in the recipient country	Review of the report compiled by the implementation organization of the recipient country	0			0			0		
	**		At the implementation stage of the development study, have the needs of the beneficiaries been properly considered?	Verification of facts by rating (whether farmers' organizations were involved in the implementation, etc.)	Distribution of questionnaire sheets, interviews, and review of relevant documents				0		0			
		At the time of implementation of evaluation study, can the framework proposed in the development study satisfy the current needs?	Has the implemented project been consistent with the current development plan of the implementation organization in the recipient country?	Verification of facts by rating	Distribution of questionnaire sheets, interviews, and review of relevant documents				0		0			

Five coltena	Evaluation items	Specific question	Data (example)	Collection method (example)	org	oese ani- don	P	org	ent co aniza xamp	tion .	Interpretation	onal
					JICA	. <b>*</b>	В	Ċ	D	Е	 o	н
	Is the project proposed in the development study	Which section takes responsibility both technically and financially for maintenance and management of the implemented plan?	Verification of facts	Intensiews, and review of relevant documents				0		0		
Susta	sustainable?	Are the beneficiaries technically capable of maintaining and managing the irrigation and drainage facilities at the field level?	Verification of facts	Interviews, and review of relevant documents				0		0		