

## 資 料

- 1 ミニッツ
- 2 評価調査結果要約表
- 3 NCTS 組織機構図
- 4 NCTS 3 か年計画
- 5 卒業生名簿
- 6 NCTS スタッフ配置計画
- 7 現地収集資料



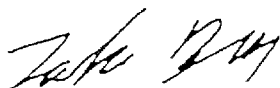
MINUTES OF DISCUSSIONS  
BETWEEN  
THE JAPANESE EVALUATION TEAM  
AND  
THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF  
THE REPUBLIC OF THE PHILIPPINES  
ON THE JAPANESE TECHNICAL COOPERATION  
FOR  
THE FOLLOW-UP FOR  
THE NATIONAL CENTER FOR TRANSPORTATION STUDIES PROJECT

The Japanese Evaluation Team (hereinafter referred to as "The Team"), organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Dr. Takeshi Kurokawa has visited the Republic of the Philippines from November 24 to December 2, 1998.

During its stay in the Philippines, the Team had a series of discussions with the authorities concerned of the Government of the Republic of the Philippines, and jointly evaluated the present achievements of the Follow-Up for the National Center for Transportation Studies Project (hereinafter referred to as "the Follow-Up").

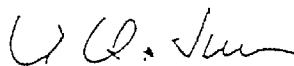
As a result of the discussions, the Team and the Philippine side agreed to recommend to their respective Governments the matters referred to in the documents attached hereto.

Manila, December 1, 1998



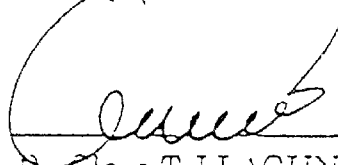
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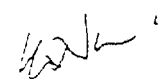
The Republic of the Philippines

## EXECUTIVE SUMMARY

The JICA Evaluation Team held discussions with the authorities from the Republic of the Philippines concerning the Follow-Up of the University of the Philippines National Center for Transportation Studies (UP NCTS) in order to evaluate its implementation.

Overall, the objectives of the Follow-Up were met. The Follow-Up activities and outputs were effectively carried out. The funding, equipment, and technical support received by the NCTS during the period of the Follow-Up were well utilized in producing the desired outputs. The impact and effects of the Follow-Up not only produced the desired positive results but also extended to areas which were not conceived at the time of the Follow-Up's inception.

The Team expresses its gratitude to all the parties for their cooperation in the evaluation process. The Team was impressed with the effort and dedication displayed by the parties involved in achieving the goals of the Follow-Up.



## I. INTRODUCTION

### A. Preface

The NCTS Project was initially launched in 1 April 1992 and was supposed to be completed on 31 March 1997 under the Record of Discussions (R/D) signed on 10 January 1992. In order to evaluate the Project, the evaluation team was sent in November 1996. As a result of the evaluation, it is understood that it is difficult to complete all activities within the project period in line with the initial objectives. Therefore, both Japan and Philippine sides agreed to recommend to their respective governments the implementation of the follow-up under the R/D, which was signed on 18 March 1997. The 2 Year Follow-Up started on 1 April 1997 based on the above agreement.

This time, with the remaining period of approximately 4 months, the Team dispatched by the JICA Headquarters has visited the Republic of the Philippines from November 24 to December 2, 1998 for the purpose of the final evaluation of the Follow-Up. The evaluation has been undertaken jointly by the Philippine side and the Team (The list of the evaluators is shown in the Annex).

### B. Objectives of the Evaluation

The main objectives of the project evaluation are as follows:

1. To execute a comprehensive evaluation of the present achievements in accordance with the original plan described in the R/D on the Follow-Up, the Tentative Schedule of Implementation (TSI), and the formulated Project Design Matrix (PDM).
2. To make recommendations and suggestions concerning the measures to be taken for the rest of the Follow-Up period and after the project completion to the authorities of the respective governments.



### C. Method of Joint Evaluation

The Team visited UP and other institutions and had a series of interviews with Japanese long-term experts, Philippine counterparts and other key officials related to the Follow-Up. Consequently, the Team evaluated the accomplishments of the Follow-Up in terms of inputs, activities, outputs and project purpose stated in the R/D, PDM and PO (Plan of Operations). The Team also conducted evaluation using the following five (5) criteria: Effectiveness, Impact, Efficiency, Rationale of the Plan, and Sustainability.

The PDM of the Follow-Up is shown in the Annex.

## II. RESULTS OF EVALUATION

### A. Accomplishments of the JICA Follow-Up

#### (1) Inputs

The details of the inputs are indicated in the attached PDM.

#### (2) Activities & Outputs

##### Activity I. Professional Training Course

The activities of the course consist of lectures, workshop, and group discussion with invited experts here and abroad. Within a span of two (2) years, the Professional Course has been conducted three times with senior level public officials from transportation-related organizations and agencies as participants. The Professional Course has already trained about 70 participants. It has been highly regarded as an excellent training course in the field of transportation. As a result, the capability of participants has been greatly enhanced.



## Activity 2. Information Service

The NCTS has already developed a transportation database system within the scope of the Follow-Up. The system also incorporates the updated transportation and infrastructure-related data from the Metropolitan Manila Urban Transportation Integration Study (MMUTIS) Project. The data can now be accessed online by any transportation-related organizations. The computer network system is also almost finally upgraded. NCTS has been designated as the final repository of the MMUTIS database. This undertaking has been carried out on schedule and is encompassed within the Follow-Up outputs and project purpose.

## Activity 3. Research Activities

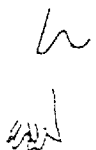
Research activities have been carried out actively and have been strengthened through the Research Groups (RGs) and through research presentations here and abroad. Twenty-nine (29) master's theses and a great number of research papers have been published in journals and other publications. In addition, NCTS is now planning to expand the research area to cover urban development, environmental and multi-modal transport.

## Activity 4. Faculty Staff

Through the support by the Follow-Up, the number of faculty staff has been increased and is expected to increase in the next few years. All the technical staff of NCTS already obtained permanent items. Furthermore, the NCTS manages to obtain financial resources for its expanded activities through extension and research work.

## (3) Project Purpose

The NCTS has produced a number of master degree graduates in the transportation field. The Professional Course has been held three times and has achieved its objectives successfully. Also, one of NCTS graduates has returned from his doctoral studies abroad and is now connected with the Center. It is viewed that NCTS can continuously produce and develop faculty staff as



transportation professionals or experts. In addition, the other training courses (Requisite and Advance Courses) are still being conducted by NCTS faculty and technical staff. Further, the NCTS will continue to conduct an international training course (EXETRAM) under the JICA's Third Country Training Program.

## B. Evaluation by 5-Point Criteria

### (1) Effectiveness

From the point of overall effectiveness, the Follow-Up was able to achieve the objectives under the following areas successfully: a) Development of Training Capability; b) Establishment of Information Network; c) Application of Research Capability; and d) Improvement of Staff Security. The Follow-Up has enhanced the capability of training, research and information network. Further, it helped NCTS acquire additional staff.

The major factors which helped achieve the objectives are: 1) earnest effort of Japanese experts; 2) motivation of counterparts; 3) demand for expertise in the field of transportation in the Philippines; and 4) deep recognition of the importance of the Follow-Up by NCTS and UP.

### (2) Impact

The Follow-Up was expected to contribute to the development of human resources and enhance research in the field of transportation. The Team has made the following observations:

(a) There is some evidence that the Follow-Up has contributed to the production of an efficient number of graduates and professionals in the field of transportation all over the Philippines in spite of the fact that quantitative evaluation of human resource development and research activities' enhancement cannot be measured in a short time.

(b) The Follow-Up has helped implement the professional training course and a number of regional seminars. Because of the regional seminars, several participants from the regional and rural areas have been trained. Therefore, the positive impact of the Follow-Up is felt not only in Metro Manila but also extends to regional areas of the Philippines. Furthermore,





some of the counterparts have visited universities or undertook researches in the regional areas thereby indirectly helping and contributing to the regional areas.

(c) The NCTS will most likely become the ASEAN Center of Excellence in the transportation field. This is a very encouraging outcome of the Follow-Up. During the period of the Follow-Up, the NCTS has put emphasis on research activities and has led in this area. It is very active in the Transportation Science Society of the Philippines (TSSP) and has hosted the Eastern Asian Society for Transportation Studies (EASTS).

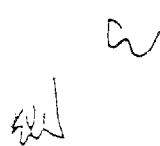
No negative impact of the Follow-Up has been observed or foreseen.

### (3) Efficiency

With regards to efficiency, input resources were generally appropriate in realizing the output. The following areas were evaluated: a) Human Resource Provision; b) Provision of Equipment; c) Counterpart Training in Japan; and d) Linkage with other Institutions and/or Cooperation Schemes.

Japanese Experts have been sent at the appropriate time but in limited numbers. For instance, there is neither a successor to the chief adviser nor a long-term expert on the computer field. However, the Follow-Up has achieved a very high efficiency due to the dispatched experts' earnest efforts and dedication. On the other hand, the counterpart personnel have been trained in their respective fields, even though the total number of staff has not been enough to carry out all the tasks.

In spite of the delay of some equipment, the Follow-Up seems to have fully utilized and maintained the existing equipment with no serious problems. Particularly, the computer equipment has been utilized with higher efficiency in seminars, research activities and in developing the network system.



The Counterpart Training has been conducted very effectively and has met the needs of the counterparts. Its success may be attributed to the assistance/accommodation extended by the Japanese side.

The Follow-Up has a very high linkage with other institutions, not only with related government agencies in the Philippines, like the DOTC, DPWH and MMDA, but also with other JICA-assisted cooperation schemes and collaborations. For instance, the Follow-Up has linkage with other JICA activities and programs such as the TRANSMEX, EXETRAM and MMUTIS. In addition, the NCTS has been conducting joint researches with foreign institutions such as the Tokyo Institute of Technology.

#### (4) Rationale of the Plan

The rationale of the Follow-Up is very much in line with government policies and is seen to be relevant in the Philippine transportation situation.

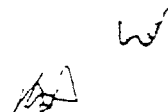
Human resource development is crucial in achieving the national objectives. At the same time, the Philippine government has considered the transportation problems a major concern. Thus, the government has recently been giving priority to the improvement of human resources in the engineering field. The NCTS has been playing a leading role in human resource development and research activities in the field of transportation.

The traffic situation in the Philippines has been a serious issue due to the acceleration of the transportation problems and economic development. The Follow-up has helped in tackling this issue through applied research and training.

#### (5) Sustainability

##### a. Organizational aspect

NCTS is a well established organization which became a regular unit of UP in 1993 through a presidential order. NCTS is an excellent educational and research institute which has such areas



of focus as graduate program, professional training and research. It is well managed by the Joint Committee with members from NEC, COE, and SURP headed by the Chancellor of UP Diliman.

NCTS enjoys a very positive reputation not only in the country but also internationally. It played a key role in the establishment of the TSSP in 1993. It has presented its research outputs in international conferences and forums. It is recognized as a Center of Excellence in land transportation in the ASEAN region. The University of the Philippines and the Philippine government have recognized the role of NCTS and it is deemed that the necessary support can be expected from U.P. and the government. The rationale for its existence and relevance is very much in place.

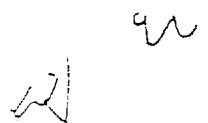
b. Financial aspect

The University of the Philippines is in full support of the NCTS activities. In addition, the NCTS has established a foundation in order to generate resources to support its various programs and sustain such programs. The foundation may be tapped for professorial chairs, teaching grants, scholarships, etc. The NCTS through its foundation may receive grants, contributions and properties and at the same time generate funds through its activities. This fund would supplement its annual budget allocation received from the national government.

c. Human resources and technological aspect

As far as the 3-Year Development Plan is concerned, the NCTS is prepared for its future orientation. And by the year 2002, enough faculty staff would be available because five (5) NCTS staff are expected to return from Ph.D. studies from Japan. This means the NCTS may offer Ph.D. programs in transportation engineering and planning in cooperation with COE and SURP in the near future.

The NCTS has set up a transportation database and is almost finished with the establishment of a computer network among transportation related government agencies. It is to be the repository of the survey data from the MMUTIS Project which is also supported by JICA. In addition, NCTS is conducting several joint researches in transportation.



### III. RECOMMENDATIONS

#### 1. Recommendations for the remaining Follow-Up period

The Follow-Up has been successfully conducted and its accomplishments are encouraging. This is a result of the cooperation between the Philippine and Japanese parties. This precious relationship must be preserved and further developed even after the end of the project period. Therefore, the Team recommends that NCTS continue its successful implementation of its activities until the end of the project and prepare for a smooth transition in taking over the present activities done by the Japanese experts.

#### 2. Recommendations after the end of the Follow-Up period


a. The NCTS is enjoined to continue playing a key role as the center of transportation studies in the Philippines and help in establishing a safer and more efficient transportation system in the country. It is envisioned that it will even become the center of excellence in ASEAN region.

b. The Team recommends that a sufficient annual budget for NCTS be continuously provided and, if possible, even increased according to the exigencies of its activities. It is also recommended that faculty items be secured for the staff who will be returning from their Ph.D. studies abroad.

c. The Team also recommends that U.P. consider the possibility of NCTS to become a national institute in the near future.

### IV. OTHERS

The Philippine side has already submitted a request to the Japanese government on dispatching one long-term expert to NCTS. The expert should contribute to the development of a new curriculum in urban environment in connection with the NCTS plan of establishing a national institute in transportation. Moreover, the expert will be needed in planning for the Japan-ASEAN



University's Engineering Network, as NCTS is expected to play a key role in this new scheme by JICA.

The Team expressed that it will convey the request of the Philippine side to the Japanese government.

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ANNEX. The Evaluators' List

1-1. The Japanese Side

(1) Dr. Takeshi KUROKAWA /Leader

Professor, Department of Built Environment,  
Interdisciplinary Graduate School of Science and Engineering,  
Tokyo Institute of Technology

(2) Ms. Akiko USHIJIMA /Academic Program

Unit Chief, International Affairs Planning Division,  
Ministry of Education, Science, Sports and Culture

(3) Mr. Hideo MATSUDA /Training Program

Senior Officer, City Planning Division, City Bureau,  
Ministry of Construction

(4) Mr. Yoshiro SUGINO /Evaluation Planning

Staff, First Technical Cooperation Division,  
Social Development Cooperation Department,  
Japan International Cooperation Agency

(5) Mr. Akira MATSUMOTO /Evaluation Analysis

Senior Analyst, Consulting Department, IC Net Limited

1-2. The Philippine side

(1) Dr. Emil Q. JAVIER

President, University of the Philippines System

(2) Dr. Claro T. LLAGUNO

Chancellor, University of the Philippines, Diliman

(3) Dr. Benjamin V. CARINO

Dean, School of Urban and Regional Planning,  
University of the Philippines, Diliman

(4) Dr. Edgardo G. ATANACIO

Dean, College of Engineering,  
University of the Philippines, Diliman

(5) Dr. Ricardo SIGUA

Director, National Center for Transportation Studies,  
University of the Philippines, Diliman

NCTS Project (Follow-up)  
PROJECT DESIGN MATRIX (Revised)

Narrative summary	Verifiable Indicators		Means of Verification	Important Assumptions
(Overall goal) In the field of transportation in the Republic of the Philippines, 1. Developing human resources 2. Enhancing research activities	(1) Number of graduates who acquired high degrees in the field of transportation in the Republic of the Philippines. (2) Research outputs are presented inside and outside the country.		(1) National statistics report on higher education. (2) Academic research report	The Philippine government's policy in the field of transportation do not change considerably.
(Project Purpose) NCTS continuously produces and upgrades staff as transportation experts.	(1) A sufficient number of graduates acquired in NCTS (2) Faculty staff can manage the courses and activities without the help of experts.		(1) Graduate lists in NCTS (2) Organizational chart in NCTS and their educational background	The Philippine government can support and extend the NCTS activities.
(Output) 1. The Professional course of new regular training program is developed. 2. Information services on transportation are provided. 3. Research activities related to integrated transportation policies are promoted. 4. The Faculty staff are secured and upgraded for the sustainability of the project.	(1) Professional courses completed in quality and in quantity. (2) Information network with related institutions is established. (3) Research results are summarized. (4) Secured posts for faculty staff and M.S. CE graduates		(1) Training report on professional course (2) Database on information services (3-1) Publications including research theses, reports, journals, articles and database (3-2) Presentations in forums and seminars (4-1) Joint committee meeting reports (4-2) Organizational chart in NCTS and their educational background	An appropriate number of staff remain in NCTS.
(Activities) 1-1 To establish the course programs/curricula 1-2 To prepare the text books/hand-outs 1-3 To conduct professional training courses regularly 2-1 To develop the data base system 2-2 To create the computer network system 2-3 To establish the library/data information system 3-1 To strengthen the research groups' activities 3-2 To conduct joint research between faculty and training staff 3-3 To conduct various workshops with Govt. agencies 4-1 To recruit staff from qualified graduates of the graduate programs of NCTS 4-2 To send staff to local and international conference societies 4-3 To secure financial resources for research/extension services	Inputs		Achievement	(1) C/Ps and necessary faculty staff are provided. (2) Sufficient budget is allocated.
	Japanese side	1. Long term experts Short term experts 2. C/P training in Japan 3. Equipment & Machinery 4. Payment of local cost	4* 12m 9 Experts 7 C/Ps Approx. 28.2 million Yen Approx. 15 million Yen	
	Philippines side	1. C/Ps 2. Land & Building 3. Counter budget	29 C/Ps Provided as schedule Approx. 12.7 million Filipino Pesos (Approx. 44.5 million Yen)	(1) The outcome of previous NCTS' achievement are continuously utilized. (2) NCTS remains the position as a regular unit of UP.