

## 付 属 資 料

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## 1. 面談記録

### Dr. Guiza (AIM)との面談結果

- ✓ 中央政府からの支援は財政面だけに限定されており、自治政府を育てていくようなポリシーや仕組みが不在。
- ✓ 世界銀行・CIDA は ARMM をバイパスしてコミュニティーレベルへの直接的な支援を進めた結果、部分的に成功事例をつくることができても、それを広げることができなかった。ARMM を強化するのは困難な仕事だが、ここに焦点を絞った JICA のアプローチは重要である。
- ✓ Administrative code は組織づくりの前提となる仕事であり、これができるはじめて部署の役割、職員の職務、権限と責任が明確になり、Code に沿った行政評価ができるようになる。フェーズ II では（プロジェクトまでに Administrative code が承認されれば）、より具体的な業務支援と評価によるパフォーマンスの改善に取り組むことができる。行政管理システムは Administrative code 後、すぐに必要な業務であり、人事情報、プロジェクト情報、財務情報などのシステム化を研修に取り組むことは賛成。副次的効果として、情報システムを入れることで一部の幹部職員が情報を独占できなくなるため、政治的な影響力を低下させることができるのも大きい。
- ✓ ARMM の大きな制約条件として政治的な介入（特に人事面）が持ち込まれていることがあげられる。ARMM への政治的介入を強引に阻止することは現実的にもできないし、得策でもない。少しずつプロフェッショナルな行政組織に変えていくことが求められる。
- ✓ 適切に参加者を選定することは非常に重要で、political appointee は全体の参加者の 5%程度に抑えるべき。ただし、これまでの経験で Political appointee の参加者が果たした役割も無視できない。彼らは知事を含めた政治的リーダーに近い。JICA プロジェクトの評判がいいのは彼らが伝達した情報によっている可能性が高い。また、Political appointee でも研修を通して非常にアクティブになった事例もある。
- ✓ 研修フローをたてる場合は、まず上級管理職に対して研修の中身や期待される成果を説明する機会を提供して、支持を取りつけることが重要。研修が効果をあげると、上級管理職にとって部下の能力向上は脅威として受け取られる危険性がある。
- ✓ 研修の質と研修員への要求を高めることは賛成。実際に Administrative code の作成や経済開発クラスターのアクションプランづくりなどでは、参加者は深夜まで作業やプレゼンテーションの準備を行った。そうしたタフな研修でないと身につかない。
- ✓ ARMM 職員の心理面を理解することも重要。地方政府やコミュニティーからの不満、中央政府からの蔑視など、ARMM がどう見られているか彼ら自身よく知っている。JICA のプロジェクトが受け入れられているのは、JICA の関係者が、若干の例外を除いて、彼らの目線で一緒にやっていくという態度を示してきたことが大きい。

## Ms Analiza Serrana (Program Manager of AIM)との面談結果

### フェーズ I でのクラスター別研修効果

Cluster	パフォーマンス	理由・背景
Economic development	非常によかった	<ul style="list-style-type: none"> <li>・ 人選も適切で準備もよくでき、参加者の意欲も高かった。主な要因は次のとおり。</li> <li>・ 産業振興の具体的な課題をもつ参加者がグループとして参加しており、目的意識とグループとしての共通意識があった。</li> <li>・ 産業振興の課題については州知事の強い期待・関心が表示されていたため、参加者により意味でのプレッシャーがかかっていた。</li> </ul>
Infrastructure	あまりよくなかった	<ul style="list-style-type: none"> <li>・ 資格要件を満たさない受講者の参加が目立った。例えば道路建設では地方道路は州政府、国道は中央政府が実施しているので、実質的な役割・業務を果たしていないこともあり、技術レベル、意欲が不十分な参加者が多かった。</li> </ul>
Social development	ある程度よかった	<ul style="list-style-type: none"> <li>・ 資格要件は満たす参加者が多かった。意欲も高かったが、分野が広くカバーする項目が多すぎた。</li> </ul>
Peace		<ul style="list-style-type: none"> <li>・ 経験が不足する新規職員が多かった。また、適任者でない受講者もいた。非常にセンシティブな 이슈 で、紛争当事者も参加していたため、ロジカルな議論にとどめることができず、研修のコントロールが難しかった。</li> </ul>
Administrative code	非常によかった	<ul style="list-style-type: none"> <li>・ <b>Administrative code</b> の起草はプロジェクト前から技術的ワーキング・グループが従事しており、彼らがそのまま研修に参加したので、業務との関連性が高く、参加者の人選の問題もなかった。</li> </ul>

### 全クラスターに共通する困難さ

- ・ 参加者のショートリストが送付されるまでに時間がかかり、場合によっては到着が研修 1 週間前といったケースもあり、スクリーニングの時間が十分に取れないことがある。特に島嶼地域では通信手段が限定される。
- ・ 3 名体制で人選委員会を構成し、提出されたショートリストに基づき人選を行ったが、ショートリストにあがる候補者数が定数を下回っていたり、人選に必要な情報が不足した場合の連絡・確認は非常に時間と手間のかかる作業となった。また、ARMM 内の部局への連絡・確認などの作業は権限のない一般職員が行うため、十分対応してもらえなかったり、非常に時間がかかるといった問題があった。

## Dr. Mario Lopez (Associate Dean of AIM) との面談結果

- ✓ ARMM のなかには ARMM を改革しなければならないと意欲をもっている若手の職員がいる。特にマニラで学位を取った職員を中心に Young Muslim Professional というグループに参加している職員が 15 名ほどいる。ARMM のなかで組織として表立った活動はできないが、意欲のある若手人材である。
- ✓ ARMM での研修情報はほぼ上級管理職に独占されており、彼らが政治的な影響力を高めるための道具として使われてきたという経緯がある。
- ✓ 公共事業も政治的なリーダー（知事など）がアイデアを出して、部下がその事業を正当化するための書類作りを求められるというケースが多い。政治によって事業が歪められることを防ぐためには、データに基づく案件形成能力をつけるなど、ARMM がプロフェッショナルな行政組織にしていくという方向性に賛成。
- ✓ DTI はハラルに関心がいっているが、まだ彼らが知らない、可能性のある地場産業はほかにもいくつもある。輸出促進だけでなく地域・都市部に売れる資源・加工品についてうまくいっている地域を視察するなどもっと知見を広げる必要がある。

### 【コンサルティング・研修関係の実績送付依頼済み】

## Simeon Agustin Ilago (Director, Center for Local and Regional Governance, University of the Philippines) との面談結果

- ✓ 2004 年に Municipal レベルのキャパシティ・ビルディングの経験がある。Regional レベルでは Project Development office の強化を行った。このなかでは政治リーダー育成の研修も実施した。ミンダナオでは Region XI の DTI に対してビジネス・カウンセラー養成研修を実施した。
- ✓ 研修は個人ベースで受注すると限界がある。センターとして受注すれば組織の契約なので個人も動きやすい。

### 【コンサルティング・研修関係の実績送付依頼済み】

## Ophelia Tongco (Associate Dean)、Gabriel Lopez (Senior Fellow)、DAP との面談結果 (\* キーパーソンは Ophelia Tongco)

- ✓ ARMM Regional Government は政権交代で、積み上げたものが白紙になってしまったり、担当者が入替るため、プロフェッショナルな組織をめざすと同時に制度・システムを入れていくというアプローチは有効だと思う。
- ✓ 地域産業振興については、Municipality に対するビジネスプロモーション、プロポーザル、F/S づくりの研修などをやった経験がある。エコツーリズム振興、水産・加工（アワビなど）振興など、TA も入れて数多くのプロポーザル、F/S ができている。ARMM にも提出しているのも彼らは情報をもっているはず。アワビの増殖については SEAFDEC が既に技術をもっており、

養殖に適したサイトも特定されている（ミンダナオで最有力は北スリガオ）。しかし、資金獲得までいかないので実際のプロジェクトに結びついたものは少ない。

- ✓ 研修サービスについてはダバオにオフィスがあり、スタッフが常駐している。過去の研修などを通してミンダナオの講師人材もリソースがある。
- ✓ 集落まで入るような TA、研修の場合は引き受ける人材が少ない。コトバトやダバオであれば問題ない。

【コンサルティング・研修関係の実績送付依頼済み】

#### Reynaldo Nacacila Ceso (Vice President/Managing Director, DAP, Mindanao Office)との面談結果

- ✓ 過去の実績では LGSP の徴税、財務管理、リーダーシップトレーニングなど。また ARMM の開発アカデミーの設立時に組織設計を行ったが、その後全くコンタクトがなく現在どうなっているか不明。
- ✓ ARMM のハラル産業のガイドラインづくりも支援した。
- ✓ ARMM の地域特性はよく理解している。是非、プロジェクトに参加したい。

【コンサルティング・研修関係の実績送付依頼済み】

#### Nilda Ginete (Executive Director, Center for Local Governance, Ateneo de Davao University)との面談結果

- ✓ センターは USAID の支援を受けてきた。中心メンバーは Asian Foundation から来ている。Regional Government 支援の経験はあまりないが、卒業生が ARMM 自治政府、Municipality などにいるのでネットワークを活用することができる。地方の行政組織の調査やフィールド調査ではこのネットワークを使った。

【コンサルティング・研修関係の実績送付依頼済み】

#### Thelma Vecina (Assistant Director, Local Government Academy)との面談結果

- ✓ ミンダナオでの研修経験はあまりないが、英国政府の資金で地方政府の政治リーダーなどへの研修を行った経験がある。LGA は Municipality より下のレベルが対象なので Regional Government の経験はない。
- ✓ Philippine Development Forum のアジェンダのひとつが、地方での研修の重複を避けて効率的な支援を行うことで、LGA はドナーの研修が重複しないための Harmonization を行う役割を果たしている。GTZ、AusAid、LGSPA など相談に来る。彼らの研修についても資料などがある。
- ✓ ARMM 地域は非常に特殊で、過去プロジェクトの失敗も経験している。特に政治介入についてはフィリピンの常識を超えたレベルで政治介入がある。このため、選挙で Mayor が替わる際には、まず MOU を用意して、担当者の継続配置、コスト負担分についてコミットメントを取り

つけることが肝要。また、新たに選任された政治家たちにもよくプロジェクトの意義や概要を説明する機会をもつべき。

- ✓ ARMM 地域で事業を行う際には、その地域の特殊性を理解している人材をできるだけ活用すべき。そうでないと研修はうまくいくかもしれないが、その後のフォローができない。
- ✓ 今、Municipality レベルで LGSPA の導入を進めているが、Regional Government が何も役割を果たしていない。指導すべき上位機関がおいていかれている現状にある。
- ✓ 過去 ARMM 地域で実績のある個人コンサルタントのリストあり（そのなか推薦できる人材リストを入手済み）。

Dr. Abraham Castillo (Vice president of the University of Southern Mindanao - USM), Dr. Sharon Ifable-Meriales (Director, Resource Generation and Entrepreneurial Services), Prof. Marlon T. Salvador (Resource Generation and Entrepreneurial Services)との面談結果

- ✓ 既存の研修コースとしては以下の短期研修パッケージがいつでも提供できる（コース概要入手済み）。
  - SME 向けのマネージメントコース（14 コース）
  - 農業技術研修（6 コース）
  - 畜産技術研修（8 コース）
  - 食品加工技術研修（5 コース）
  - 職業訓練研修（6 コース）
- ✓ USM は農民向けの農業技術普及の研修を積極的に行っている。果樹、家畜（アヒル、ヤギ、養鶏、複合農業など）〔例：アヒルの飼育技術の研修予定表を見ると1週間に3〜4グループ（10〜50名）ほど1日コースを実施している〕ARMM-DAF の職員向け研修もここで実施したことがある。ADB のプロジェクトでも研修員の受入れを行っている。
- ✓ USM の Central Laboratory では土壌分析や飼料・果樹などの成分分析などができる。農家が持ち込む土のサンプルを分析して適切な施肥の方法をアドバイスしたり、業者の依頼で成分表を作成したりといったサービスを低価で提供している。食品の安全検査については、A.A.で重金属はできるが、HPLC や GC はないので農薬、毒性などの検査はできない。独立採算制なので高価な機材はなかなか購入できない。精度管理はほかのラボとのクロスチェックなどを行っているが、認証を得るところまでできていない。
- ✓ USM には Rubber Testing Center があり、ゴムの品質検査と品質の認定書の発行を行っている。検査能力としては1日に30サンプルほど。2000年に International Rubber Association の Regional Testing laboratory for the International Contract for Technically Specified Rubbers (TSRs) の認証を受けたので、センターが発行する認定書は輸出にも有効。
- ✓ Rubber Testing Center と Central Laboratory を視察してパンフレット入手済み。

【コンサルティング・研修関係の実績送付依頼済み】

Dr. Oscar N. Kinazo (Assistant to the president, Nortre Dame University)との面談結果

- ✓ 面談予定の Prof. Shelia Algabe, Director, Community Extension Services, Small Business Institutes and Skills Training Center とは会えず、副学長と面談。Prof. Shelia は 2005 年に AusAid の依頼で ARMM-ARG の組織能力アセスメントを実施したとのことだが報告書は入手できず。JICA から AusAid に依頼状が必要（？）

【コンサルティング・研修関係の実績送付依頼済み】

Marizon S. Loreto (Assistant Regional Director, DTL, Region XI)

Edwin O. Banquerigo (Deputy Center Manager, National Economic Research and Business Assistance Center) との面談結果

- ✓ ハラル産業の対象は基本的には食肉製品が対象で、中東への輸出の可能性が出てきたが、これは宗教的な認可制度なので基本的には民間マターである。今は各州がそれぞれガイドラインづくりを進めており、統一的なガイドラインづくりが求められている。Region XI は ARMM が作成したガイドラインを参考に作成した。今後の展開としては、ガイドラインに基づく生産者の”Good practice”の促進、国内の認証機関の確立（輸入国、特に規準の厳しいサウジアラビア政府による認証を得られれば、他の輸入国の認証が受けやすい）が必要。タイ、オーストラリアなど既に認証制度ができています。
- ✓ ARMM は水産資源が豊富なので、海藻、Pigik fish（淡水魚）などポテンシャルのある産業が存在する。手工芸品もココナツの樹脂を使ったマット、銅製品、“Yakan”材を使った手織物など、地域特性を生かしたものがあるが、ARMM はまだ優先度をつけて戦略的に零細業者を支援するような仕組みがない。外の市場ニーズについて一定の理解はあると思うが、市場の求める品質、デザインなどの面でスキルが不足している（これは Region XI も同様）。また、ARMM には Cold chain や港が使えないなど、インフラ面の弱さを理解して有力な産業は何か特定する必要がある。
- ✓ Region XI の人材育成としては、UP による“Small Business Counseling Course”（中級）、“Industry-level Counseling Course”（上級）終了者に Business Counselor の資格を与えられるので、修了者にそうした業務をつけている。今後は、Industrial designer など専門家を内部で育てたい（あるいは有資格者を雇用する）。
- ✓ DTI には F/S を行うというニーズがないのでは。民間企業の直近のニーズとしては許認可手続きの効率化、輸出に必要な項目や手続きの説明など、このニーズに対応するために Region XI では One-stop shop を立ち上げた。これにより通常数週間かかる許認可が数日でできるようになった。
- ✓ Region XI ではオーストラリアで輸出振興の視察と研修を受けた。この成果を基に、輸出振興のための戦略とフレームワークを策定し、それに沿った民間支援を行っている。支援フローは以下のとおり。



- ① Start-up stage (地域別の有力商品の特定、有力企業の特定・登録、データベース作成、ワークショップ&コンサルティングによる理解促進)
  - ② Export-awareness stage (企業のコミットメントと準備を促すためのセミナー、情報提供、コンサルティングなど)
  - ③ Export-readiness stage (輸出促進セミナー、交渉力アップセミナー、製品開発クリニック、資金調達情報支援、個別相談など)
  - ④ Market readiness stage (輸出クリニック、輸出動向モニタリング、市場&デザイントレンドの調査と情報提供、市場テストなど)
  - ⑤ Market entry stage (市場情報調査・提供、トレードミッション、貿易市への参加、インターネットでのマッチング)
  - ⑥ Export sustainability stage (供給安定、外注、生産性向上、規制改革など)
- ✓ DTI では、クラスター・産業別にどの企業がどのステージにいるのかをデータベースで管理して、毎年更新している。このシステムによってどんなアクションを取るべきか分析することができる (例えばどんなセミナーをどの企業に対して開催するかなど)。また、企業のプロフィールとパフォーマンスのデータがあるので、指標 (例えば輸出による雇用創出実績) を出すことができる。これはプロジェクトの予算請求の際の **Justification** に活用できる。この戦略のよいところは行政がシステムティックに産業振興できるようになったこと。
  - ✓ 今までの経験から、まず ARMM に必要なのは **Industrial clustering** をしっかりやって、支援のための体制とフレームワークをつくることだと思う。これが出発点になる。また、官にできることは限界があるので、企業・業界団体とのパートナーシップを通して一緒に各ステージをクリアしていくよう努力するべき。彼らが意欲をもち、セミナーなども行政が丸抱えで行う必要は減ってくる。
  - ✓ フレームワークや各ステージで取り組む業務は基本的にどこでも同じ。Industrial clustering は地域特性が違うのでこれはコピーできない。
  - ✓ 輸出振興は輸出品の安定供給が課題になる。ここで零細業者への支援が不可欠になる。
  - ✓ Region XI の輸出振興のフレームワークと戦略のプレゼンテーション入手済み。

Cindy Fair (Program Manager)、Gemma Borreros (Assistant manager)、Local Governance Support Program との面談結果

- ✓ プロジェクトは LGSP から数えて 3 フェーズ目で、2005～2010 年の期間で実施中。対象は 118 の LGU で、このなかでコミットメントの高い 30 の LGU を優先的にサポートしている。これらの LGU については行政能力から権力構造まで含めた詳細な LGU のアセスメントを実施中。同プログラムは 34 のプロジェクトで構成されているが、すべての LGU に対して 34 のプロジェクトを実施するわけではなく、各 LGU が策定した Executive Legislative Agenda に沿って必要なことを行っている (例えば給水施設のプロジェクトは 5 つの LGU だけ)。ELA に沿って支援するということが基本原則にしている。他のドナーにも同じように LGU への支援では ELA に沿うように要請している。
- ✓ 34 のプロジェクトのうち JICA のプロジェクトに参考となるものは次のとおり。
  - ELA の策定・計画づくりの支援

- Peer-to-peer で ARMM での経験を交流する継続的なフォーラム（場）の提供（カナダの Indigenous people を招いた peer-to-peer 含む）
  - 15 の LGU を対象とした財務システム、徴税システム、Tax mapping、調達・入札システムなどの導入（National Computer Center など色々なシステムがあるが、まだどこの仕組みで行くか決定していない。LGU の現状に沿ってカスタマイズしたシステムが必要。）
  - 30 の LGU の現状の詳細調査、ベンチマーキング
  - 同 LGU での ELA の M&E
  - Administrative code（本音でいうとほとんど断念した。進めていくうちに組織・ポストが多くなっていく。Streamlining ではなく行政の肥大化の方向に行ってしまうのであまり進めたくない）
  - LGPMS の導入。このシステムに LGSA に必要なベンチマークを含めている。
  - DBM への Performance-based budgeting system の導入。AusAid が支援しているが、導入は難しい。
  - DILG の強化。データベースの共有化、ネットワーク化。システム稼働していない。
  - 平和構築プロジェクトの一部として地域産業振興が入っている。今年、ハラルをよく知っている農業の専門家を入れる予定。零細業者の養鶏支援の一部として支援。ハラルについては ARMM-DTI を中心に非常に大きな期待感が高まっている。是非成果があってほしいと期待しているが、マーケティングが鍵になるのではないかと思う。
  - データベースの構築（RPDO と ODA のデマケがあいまいで、プログラムの役割分担を含めたデータベース必要）
- ✓ LGSP では Local Resource Partner のリストある（送付依頼した）
  - ✓ カナダの別スキームでビジネス関連団体に対する支援を行っているプロジェクト（PEARO-II）がある。ここが商工会議所に対する支援を行っている。内容は組織化や会員サービス強化など。
  - ✓（印象として LGSP がやっていることのなかには本来 Regional Government がやらなければいけない役割が多く含まれているように感じるので、LGSP が RG にハンドオーバーしたい機能や強化してほしい機能などあれば是非教えてほしいとの問いに対して）ARMM 政府に直接支援しているのは CIDA と JICA だけ。双方のデマケははっきりしているので、これから密に連絡を取り合おうと双方の支援がつながるようにできればいい。

#### Joseph K Palanca (Program Officer, Regional Development, LGSPA, Cotabato)との面談結果

- ✓ 過去の LGSPA の経験から次の点に考慮することをアドバイスしたい。
  - はじめに研修プログラムを固めて機械的に進めてもうまくいかないし、でき合いのプログラムを入れても成果が乏しい。彼らの実情をよく観察して、自分たちのニーズを自覚させて一番あった中身を探しながら研修を進めるべき。成果品を作っていくというアプローチは有効。
  - 海外研修やインフラなどの見返りがあれば、内容は関係なく会議にも積極的に参加するが、一般的に個人的なインセンティブの乏しいテーマ（自治区の歳入強化など）は参加者を確保するのが大変。

- 今まで長く ARG と付き合いってきたが、ARG 職員が真剣に取り組むのを見たのは「ハラール振興」がはじめて。これは自分たちの仕事と宗教的な意義が一致したためである。個人的意見として、国レベルでは政教分離が原則だが現実的に ARMM では切り分けることはできない。むしろ宗教的・文化的な意義を打ち出してプロジェクトの意味を理解させたほうが支持される。時にはイスラム研究者から意義を説明してもらおうといった方法が大きな効果を生む。
- LGSPA では MMHCB の役員をマレーシア、タイの視察ツアーに送る予定。この研修のねらいは学習の機会提供というより、マレーシアとタイの認証団体などへの売り込みと公的な協力関係を築くことにある。マレーシアはハラールの普及に一番熱心な国で、タイ南部はムスリムが少数派のなかでハラールをうまく産業振興に生かしている。
- ハラル製品の安全・衛生規準については、Intertek Group Plc のマニラ事務所など最先端の検査技術をもつ検査機関との連携関係ができつつある。ARMM では検査できないので、サンプルをそうした機関に送る必要がある。生産者支援については ARMM-DAF の現場に近いマネージャーたちは意欲があり、期待している。
- 輸出振興については自由貿易ゾーンの進展次第だが、サウジの大手スーパーや華僑系の衣料メーカーからハラール製品の引き合いや投資の話が入っている。
- Administrative code については行政の更なる肥大化になるのではないか。いずれ取り組まなければいけない課題だと思うが、現政権下で行政のスリム化は受け入れられないのでは。そうであれば Administrative code は肥大化した行政機構を肯定する役割を果たすことになる。行政のスリム化をねらった JEM 支援の administrative code は政治的に支持が得られず頓挫した。今では参考資料として置かれている。

#### Muslim Mindanao Halal Certification Board との面談結果（参加者は役員 5 名、氏名後述）

- ✓ MMHCB は 2006 年 9 月、Securities and Exchange Commission に NPO として登録した。役員 15 名が認証を行う。役員構成は、宗教学者、法典専門家、医師、獣医、技術者（化学）、食品工学の専門家からなる。そのほかは事務員が 2 名。
- ✓ 行政サイドで ARMM-DTI、民間セクターで ABC と協力・連携する。各組織の役割はガイドラインで以下のとおり明示されている。

1. Provide assistance to ensure that the essential technical requirements are in place for a credible ARMM Halal Accreditation and Certification Board.
2. Facilitate and coordinate with the conduct of relevant technical researches both local and other Muslim countries.
3. Facilitate promotions of Halal certified companies/establishments, and Halal certified products.
4. Development of Halal Small and Medium enterprises.
5. Assist in conducting regular training and education programs to regarding Halal Standards, policies and procedures;
6. Encourage active participation in consultation activities regarding policy formulation on issues concerning the needs of the end-users and consumers of Halal certified food and non-food products;
7. Provide consumers Halal-related information;
8. Protect the interest and promote the welfare of Halal consumers and end-users under existing Halal rules and guidelines;
9. Ensure the utilization of speedy and inexpensive procedures of mediation, conciliation and arbitration to settle relevant related Halal grievances; and
10. Promote Muslim Mindanao Halal Certifying Board, Inc. to other national and regional government agencies, as well as to government of other countries, specially Muslim countries.

- ✓ 今までにベーカリーからの申請があり、検査と改善指導（アルコール未使用のバニラを使うように指導し改善された）を行い、ハラール認定を与えた。このケースでは申請から認定まで2週間ほどかかった。認定後も6ヵ月ごとに検査する。現在、12事業者から申請がきている。業種はベーカリー、レストラン、ホテルなど。食品安全・衛生の通常の規準を検査することができないので、当面は ARMM 内の零細業者向けのサービスになる。認定を受けるとムスリムにとって「安全」な製品を提供しているという売りになる（このベーカリーはラジオでも「MMHCB によるハラール認定済み」と宣伝中）。
- ✓ 現在、フィリピンの統一的なハラール・ガイドラインが検討されている。このガイドラインが導入されると、検査規準が高度化する可能性がある。
- ✓ JICA のプロジェクトで具体的な支援が得られることを期待する。例えば、ハラールで禁止される材料のリストを業者向けに配布したり、業種別にハラール認定を呼びかけるなど。
- ✓ 今までに LGSP の支援を受けている。今、ハラール認証の先進国であるタイ、マレーシア、オーストラリアでの取り組みを学ぶために視察ツアーをリクエスト中。
- ✓ MMHCB のハラール・ガイドラインを入手済み（電子データ）。

Ms Bai Shalimar A Candao (役員)、Mohammad K Mang (Manager)、Muslim Chamber of Commerce and Industries of Kutawato, Inc. (MCCIKI)、その他会員 3 名との面談結果

- ✓ MCCIKI は 2000 年に設立したが、紛争などのために一時中断し、2002 年に事務所を開き、活動を再開した。2004 年にはビジネスセンター、女性センター、空港内のアンテナショップを設立した。民間では ABC、政府では DTI との連携関係にある。

- ✓ 主な活動は、会員の拡大、アドボカシー、イスラム法にのっとりた商業活動と資金獲得の支援、ハラルの啓発、食品フェアなどの企画・出店、会員への情報提供など。
- ✓ 会員数は昨年 64 事業所、今年になって 90 事業所に増えた。64 事業所の内訳は零細業者 47、小規模事業者が 6、中規模事業者（資本金 150 万ペソ以上）が 11 で、全体の雇用者数は約 700 名。36%は事業主が女性。事業内容はほとんどが小売・サービス関係であるが、手工芸品などは製造・販売している。業種別に部会がある。
- ✓ 会費は年間 700～900 ペソ。会員へのサービスとしては、コピー、製本、パソコン入力、税金・登録の会場提供、食品フェアなどへの出店手続きなど。
- ✓ CIDA の PEAR2 はセブで家具組合の形成・強化、輸出振興支援を行っている。同じような形態での支援をハラル製品について要請中。
- ✓ ARG に次のような支援を期待している。
  - 一番はマーケティングの支援。手工芸品についてはバイヤーとの相談会、ARMM の製品の宣伝、流通・市場についての情報提供、アドバイスなど。Region 12 では、既に特産品カタログなど作っている。ARMM でも同じような特産品を作っているが宣伝できていない。島嶼部でも数多くのユニークな伝統手工芸品があるが、あまり知られていないし、商業化されていない。
  - 次に製品開発（品質やデザインの向上）。ミンダナオのなかで競争力をつけるためにも必要。
  - 零細事業者が多いので経営相談などのサービスが必要。
  - 技術普及。コトバトはエビ、カニなどの水産物が有名で需要は十分にあるが、養殖技術がないので供給が不足する。SEAFDEC の技術支援を受けたいがその費用がない。

#### AusAid

Mr. John Alikpala (Program Manager, Development Cooperation), Ms Lily Hidalgo (Senior Program Officer, Development Cooperation)

- ✓ 2004～2005 年に ARG の能力アセスメント調査を実施した。対象は主に AusAid が協力中か関連性のある自治政府の部局。報告書本文はクリティカルな内容が含まれているので公開できないが要約は提供できる（メールで送付予定）。
- ✓ AusAid のこれまでの経験で参考となる点は次のとおり。
  - AusAid では自治政府の職員（教員）をオーストラリアで研修・留学させるプログラムを実施中だが、帰国後のフォローアップ（研修後のパフォーマンスモニタリング）が非常に重要になっている。
  - フィリピンでは研修サービス提供を行う組織がパッケージ化された研修を行う傾向が強いが必ずしも現状やニーズに基づいていないことが多いので、カスタマイズすることが重要。
- ✓ AusAid はコミュニティーレベルへの支援が中心で、ARG は CIDA と JICA が協力しているので対象とはしていない。コミュニティーレベルでの成果を普及させるためには ARG との連携が必要になるため、Mindanao Working Group など、ドナー間で密な連携の仕組みができるといい。

- ✓ インフラ関連の協力として、世界銀行の National Road Improvement and Management Program (Phase II) に協調して、国道・県道の道路のメンテナンス強化を図っている。また、Port security project (2004-2008) では IMO 規準に沿った港湾施設のマネージメントと船舶の監理体制づくりを支援している。

## CSC

Ms Agnes Padilla (Director IV, Human Resource Development Office)

- ✓ ARG の人事面での最大の問題は職員の採用規準。特に縁故主義により、採用者の資格規準が守られていない。職員の資格規準は Service Record を記述して本人が宣誓する。これをもって資格規準を満たしているかどうか審査する。個別に職員をインタビューするといった対応は不可能なのでクロスチェックするといったことはできない。
- ✓ CSC では世界銀行の支援を受けて人事管理システムの導入を進めている。今、データ入力を進めているところで、来年から本格導入する予定。毎年、service record を更新できれば、職員の履歴と昇進状況の推移を把握することができるようになる。
- ✓ ARG について service record のデータ入力は進めているが、データベースそのものを ARG と共有化できるか分からない。リクエストに応じて加工した統計データを提供することは可能である。Service record の項目を網羅していれば ARG が独自に人的資源の情報システムをつくることは問題ない。部局それぞれ異なる人的資源のデータが必要で、これを整備することは人材育成のプランニングなどに不可欠。
- ✓ ARG では独自の CSC を設立するといった議論もあるようだが、憲法上の規定に抵触するので簡単ではない。ARG は自治政府の独自性・特殊性をもって縁故主義を正当化しようとする傾向がある。

## DPWH-National

Mr. Burt Favorito (Director III, Administrative and Manpower Management Service)

- ✓ “Project Engineer”の資格研修の流れは次のとおり。
  - 技術研修 (1 ヶ月間)
  - 研修最終日の試験
  - 認定資格審査 (2~3 ヶ月)
- ✓ 技術研修修了者には「研修終了証書」が与えられる。資格認定は試験結果が主な判断材料になるが、それ以外にも過去の実績・研修後の業務内容など書面で審査し、必要に応じてサイトでの審査を行う場合もある。
- ✓ 現政権の方針で人材育成予算が大幅に削減されたため、“Project Engineer”など常設の資格研修は実施できないため、マニラではなく ARMM に講師を派遣して特設研修を行うほうがよいのではないか。研修と試験については通常の内容で実施できるが、資格認定について ARMM は対象外なので DPWH-National が認定書を出すことはできない。代案として ARG が同じ認定制度を導入して同じ規準で“Project Engineer”の資格を与えることが考えられる。認定の方法・規準などは DPWH-National のものをそのまま導入すればよい。必要であれば、資格認定の担当者

- や審査員を派遣して、国の認証制度に準拠した ARG の制度導入を支援することもできる。1 ヶ月間の研修の講師は最低 5 名ほど必要、外部に派遣する際の講師謝金は 1 日 1,200 ペソ（受講者 30 名まで）。DPWH が制作・監修した教科書はなく、講師のハンドアウトが教材となる。
- ✓ 2008 年度から 1 億ペソ以上のインフラ工事については F/S が義務づけられるため、今 Region 別に 1 週間の F/S 研修を実施中、これまでに 4 回実施した。それ以外の関連する研修としては、3 週間の District Engineer 研修（Project Engineer の有資格者向）、1 週間の建機 O&M 研修などの実績がある。

## 2. DPWH

### DPWH

#### (1) DPWH 本省の研修

- 2004 年に大統領府より発出された **Administrative Order No.103** により、人材育成関連の予算（年 400 万ペソ程度であった）が大幅に削減された。  
そのため、かつては **Training Calendar** という年間計画を作成していたが、2004 年で廃止。現在は緊急・喫緊のニーズのあるものだけ、アドホックに実施に実施。従って、実績としては研修完了報告のみを作成している。
- 研修内容  
Technical/NonTechnical の両方があり、現在技術研修は 5 日間程度（30－35 名、各 Reg2 名程度）が平均。最近ではフィジビリティスタディ、**National Building Code**、施工管理等を実施している。研修の中には DPWH でしか実施していないものもあるが、他省庁・民間でも実施しているものもある。
- 実施体制：  
かつては各リージョンに 3 名程度の **Human Resource Management Officer** がいて、リージョンレベルでもトレーニングを実施していたが、現在はマニラのみで実施。各 Bureau より研修の要望を確認し、OP に申請して実施（6 ヶ月認可にかかることもある）。→要確認
- 講師派遣  
DOTC 等の他省庁、DAP、民間機関にも、講師を派遣している。調達、施工管理等分野は多岐にわたり、講師の紹介等の調整は **Office of the Secretary** が実施。
- 対象者  
基本的には DPWH 職員のみ。但し、募集はしていないが、人伝に LGU に情報が伝わり、希望する場合には予定人数に余裕があれば参加を認めている。その場合、800 ペソ/人・日を LGU が負担。**National Building Code** には LGU より 33 人参加。

#### (2) Project Inspector/Project Supervisor の研修/accreditation

- **Comprehensive Field Engineer** 研修と経験（一定金額規模の事業経験）に基づき、上記の資格（それぞれレベルが 3 階級に分類）が **Accreditation** される。現在までに、計 4,177 名が受講、ほぼ全員が **Accreditation** される。但し、工事管理上のミス、遅延等により、降級・資格停止の処分を受ける。この資格を持つものがプロジェクトの管理・検査を行うことができる。
- 研修内容  
研修期間は 20 日間で、調達、施工管理、M&E 等が含まれる。
- 上記の大統領府の AO 以降初めて本年 11 月に実施予定。

#### ※ Project Manager 研修（現在は廃止）：3 ヶ月

PM の資格の **accreditation**。プロジェクト発掘・形成、FS、PMO の設置・運営、M&E、調達等を包括的に研修。



### (3) ARMM-DPWH

- ARMM 自治区の DPWH 本省主催研修受講者リストを入手（1985 年－2003 年 District を含めて、23 名）。2003 年までは特例的に研修に含めていたが、
- ARMM 自治区が参加する場合は LGU と同様 800 ペソ／人月を自治区が負担すれば参加可能。Reg9 は ARMM 自治区の研修参加を促進・支援しており、上記リストのうち、数名は Reg9 で実施された研修に参加したもの。
- 但し、スロットがある場合に限定され、Accreditation に関連するようなものは難しい。また、Accreditation については、ARMM 自治区は独自の規則を有しているため、異なる取り扱いになるだろう。本省の研修に参加し、Accreditation を得る場合は何らかの MOA が必要。
- ARMM 自治区の人材不足の問題もあり、バシラン District Office Engineer に本省職員を出向させている。
- ARMM-DPWH に支援する場合は講師派遣も検討可能（リソースパーソンリストは完了報告に添付されている）。

### (4) DPWH 依頼事項

- 1) 過去のトレーニングカレンダー
- 2) トレーニング完了報告（希望する分野を指定する必要あり）
- 3) ARMM 周辺の Project Inspector/Supervisor の数（可能であれば）

3. 協議議事録 (M/M)

**MINUTES OF MEETING**  
**BETWEEN**  
**THE JAPANESE PREPARATORY STUDY TEAM**  
**AND AUTHORITIES CONCERNED OF**  
**THE GOVERNMENT OF THE REPUBLIC OF THE PHILIPPINES**  
**ON**  
**JAPANESE TECHNICAL COOPERATION PROJECT**  
**FOR**  
**ARMM HUMAN CAPACITY DEVELOPMENT PROJECT**

The Japanese Preparatory Study Team (hereinafter referred to as “the Team”) organized by Japan International Cooperation Agency (hereinafter referred to as “JICA”) conducted the preparatory study (hereinafter referred to as “the Study”) on ARMM Human Capacity Development Project (hereinafter referred to as “the Project”) from September 9, 2007 to November 1, 2007 in the Republic of the Philippines.

During the Study, the Team exchanged views and had a series of discussions with the Philippine authorities concerned.

As a result of the discussions, both parties agreed on the matters referred to in the documents attached hereto.

Cotabato City, October 31, 2007

北林 春美

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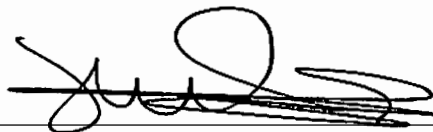
**Harumi Kitabayashi**

Leader

Project Preparatory Study Team

Japan International Cooperation Agency,

Philippines



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**Atty. Mustapha A. Sambolawan**

JICA Focal Person

Autonomous Region in Muslim Mindanao

Project Manager

ARMM Social Fund Project

Republic of the Philippines

## **THE ATTACHED DOCUMENT**

### **I. BACKGROUND OF THE PROPOSED PROJECT**

Although the Autonomous Region in Muslim Mindanao (hereinafter referred to as “ARMM”) has been in place for nearly two decades, its organizational development has been hampered by sporadic eruptions of conflicts and incomplete devolution of authority and powers to ARMM. Internally, ARMM Regional Government (hereinafter referred to as “ARG”) suffers from discontinuity in management caused by a change in administration and severe financial constraints. Its managerial capacity to run devolved functions as well as to generate its own revenue sources are still to be strengthened as autonomous regional government. Given the financial constraints of ARG, it is necessary to focus on the existing resources. In this context, ARG and JICA see the professionalization of ARG through human resource development as a valid initial intervention, developing and capacitating the core professionals that would lead the organizational development of ARG.

In order to address these issues, ARMM and JICA have implemented a technical cooperation project (TCP) entitled “ARMM Human Resource Development Project (hereinafter referred to as “TCP-1”)” from December 2004 to March 2007, which focused broadening the understanding of functional areas of public management and leadership for 1<sup>st</sup> and 2<sup>nd</sup> years and shifted to practical knowledge in planning, implementing, monitoring and evaluating programs and projects on the five prioritized thrusts for ARG in the 3<sup>rd</sup> year.

Based on the successful implementation of TCP-1, the Government of the Philippines (hereinafter referred to as “GoP”) requested to the Government of Japan (hereinafter referred to as “GoJ”) a TCP to strengthen practical skills to the middle management and staff who are actively engaged in the three focused thrust (Economic Development, Infrastructure Development and Administration Development).

### **II. PURPOSE OF THE STUDY**

The Study was conducted in order to 1) confirm the validity and necessity of the Project, 2) conduct training needs assessment and formulate the tentative framework of the Project, and 3) conduct ex-ante evaluation of the Project according to five criteria, i.e. relevance, effectiveness, efficiency, impact and sustainability.

### **III. OUTLINE OF THE TRAINING NEEDS ANALYSIS**

1. Pre-screening of three thrusts among five prioritized thrust

Considering the review of TCP-1, other donors support for capacity building for ARMM and promotion of synergy among JICA's cooperation in ARMM in the future, both sides agreed to focus on the three thrusts among five prioritized areas, "Economic Development", "Infrastructure Development" and "Administration Development".

## 2. Training Needs Analysis

The training needs and expected outputs were identified through focus group discussion with ARG middle managers and interview with senior officials in key departments and agencies in the three thrust in ARG (See the details of training needs assessment in Attachment1-1).

Among those needs, both sides agreed to prioritize the needs as follows through the discussions and the findings of the Team.

Training needs	Priority	Reasons
Administration development		
The need for continuous support for drafting administrative code	1	<ul style="list-style-type: none"> <li>• The on-going project since TCP-1</li> <li>• Most prioritized agenda for administration development</li> </ul>
The need for Human resource management	2	<ul style="list-style-type: none"> <li>• The basis for personnel management</li> <li>• Opportunity for further strengthened accountability and transparency</li> <li>• The willingness and capacity of the agencies need to be further examined.</li> </ul>
Economic development		
The need to strengthen business support functions of ARG	1	<ul style="list-style-type: none"> <li>• One of the prioritized agendas of ARMM</li> <li>• Opportunity to build integrated business support systems of ARMM through inter-departmental collaboration</li> <li>• Potentials to impact producers, processors and consumers</li> </ul>
Infrastructure development		
To improve technical skills in proposal and feasibility study writing	1	<ul style="list-style-type: none"> <li>• The immediate need to efficiently and smoothly implement ODA project</li> <li>• Potentials to improve the quality and effectiveness of RIP, PIP and DIP projects</li> </ul>
To upgrade engineers' technical standards	2	<ul style="list-style-type: none"> <li>• Basic requirements for supervision and inspection of construction projects</li> <li>• Opportunity to introduce a technical standard to ARMM</li> <li>• Unclear role of DPWH/National for implementing training for engineer</li> </ul>
The need for improving the preventive maintenance of construction equipment	3	<ul style="list-style-type: none"> <li>• Training is the appropriate option to sustain the O&amp;M capacity under the current situation.</li> <li>• "The effectiveness of the training" needs to be examined (completely depreciated equipment and the limited number of equipment). The cost</li> </ul>

		effectiveness and necessity to direct road maintenance by ARG should be also studied.
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**IV. PROPOSED OUTLINE OF THE PROJECT**

As a result, the Team has formulated a tentative framework of the Project that includes Project Design Matrix (hereinafter referred to as “PDM”) and Plan of Operation (hereinafter referred to as “PO”), as shown in Attachment -2-1 and 2-2.

1. Project Title

“ARMM Human Capacity Development Project”

2. Implementing Agency

ARMM Government will bear overall responsibility for the project implementation.

3. Project Duration

The duration of the Project will be three (3) years.

4. Master Plan

(1) Overall goal

The overall goals of the project are set for each sector as follows:

Administration development:

- Departments and agencies in ARG operate in accordance with the roles and functions specified in the administrative code.
- ARG plans and implements human resource management based on the system developed during the project.

Infrastructure development:

- Capacity of ARG to produce feasibility study is increased
- Quality of projects (RIP/PIP) in ARMM is improved

Economic development:

- Halal products of ARMM are well accepted in Mindanao and importing countries.

(2) Project Purpose

The middle management and operating core are capacitated in the target agencies.

(3) Outputs of the Project

(Output 1: Administration development)

1-1 Administrative code and Internal Rules and Regulations are drafted.

1-2 A data management to collect, compile and disseminate personnel information required of ARMM for administration development is introduced.

(Output 2: Infrastructure development)

2-1 Technical qualifications of DPWH staff are improved.

2-2 Qualified TOT trainers can provide training to DPWH-ARMM engineers (in-house)

2-3 The relevant agencies are able to produce technical proposals for construction projects (Roads & Bridges, Water supply and Building).

(Output 3: Economic development)

3-1 Actions plans in line with a strategic framework are developed for selected Halal products.

3-2 Trained Halal business support staff provide information services at ARMM and provincial/district offices.

3-3 Trained staff can provide technical advice on production, processing and quality control of selected Halal products.

3-4 Tools and kits for Halal promotion and marketing are produced.

**V. TENTATIVE PLAN OF TRAINING COURSES AND CONDITIONS FOR IMPLEMENTING EACH TRAINING COURSE**

1. Tentative Training Course

Both sides discussed the tentative plan of training course and conditions for implementing each training course as follows. The details of tentative training courses are as listed in Attachment 1-2, but these courses will be implemented only when the preconditions specified 2. in this clause are satisfied.

2. Preconditions of training course

General	<ul style="list-style-type: none"> <li>■ A training course will be organized when the sufficient number of trainees who meet the basic eligibilities can be secured. In principle, the participants of training will be permanent staffs in middle management. Yet, the incumbent, non-permanent staffs that actually perform the functions of middle managers and/or field managers can be included in the trainings. Detailed criteria and eligibilities will be finalized after training needs analysis for each training course.</li> <li>■ The leading agencies will agree to secure a budget for regular training courses when they wish to train in-house trainers.</li> <li>■ The appropriation of a budget and allocation of staff will be ensured by the participating agencies for the outputs to be produced before the commencement of follow-through activities.</li> </ul>
Administration development	<ul style="list-style-type: none"> <li>■ In order to ensure the accountability and effectiveness of the administrative structure of ARG, public consultation meeting(s) will be held to hear views and opinions of the relevant organizations such as Civil Service Commission on the prepared administrative code.</li> <li>■ Clause(s) will be included in the administrative code to set a mechanism to periodically assess the performance, functions and staffing of respective agencies, and make necessary change accordingly.</li> </ul>
Human resource information system	<ul style="list-style-type: none"> <li>■ The participating agencies in this training course will agree to the following conditions: <ul style="list-style-type: none"> <li>• The agency can send a Human Resource Management Officer (HRMO) and operators for training whose position is permanent and they will not be transferred at least until the end of the project.</li> <li>• The HRMO and operators must have basic skill in word processing and spread sheet software.</li> <li>• At least one personal computer is available to the HRMO office.</li> <li>• The agency agrees to provide manpower for data entry.</li> </ul> </li> </ul>

## VI. IMPLEMENTEING STRUCTURE AND TRAINING FLOWS

### 1. Joint Coordination Committee (JCC)

See the composition and role of JCC are as follows. The composition is tentative and will be further discussed by both sides..

#### (1) Functions

- 1) Review and approve the annual work plan of the Project to be formulated under the framework of the Record of Discussions;
- 2) Review the overall progress of the Project as well as the accomplishment of the

annual work plan;

3) Exchange views on major issues arising from, or in connection with the Project;  
and

4) Coordinate with related offices, agencies and stakeholders.

(2) Composition

1) Chairperson: JICA Focal Person, ARG/Project Manager, ARMM Social Funds

2) Co-chairperson: Japanese Expert (Chief Advisor)

3) Members from Philippine side

- Director III, Administrative Management Staff, ORG
- Head of Technical Working Groups (Economic Development, Infrastructure Development, Administrative Development)
- Executive Director, Regional Planning and Development Office

4) Members from Japanese side

- Resident Representative, JICA Philippine Office
- Japanese Experts assigned in the Project
- Personnel concerned to be decided by the Japanese side

2. Technical Working Group (TWG)

(1) A TWG may consist of a group leader and sub-leader, a few middle managers from the concerned agencies. ORG will be the leading agency for administration development, while DPWH and DTI will be the leading agencies for infrastructure development and economic development, respectively.

(2) The Joint Coordination Committee will finalize the terms of reference of respective TWG members in three thrust in consultation with the JICA experts.

(3) The leaders, sub-leaders and members, will be selected based on the list of the candidates suggested by the participating agencies. The selection should be done carefully in consideration of their actual functions, attributes and abilities.

(4) Tentative role and function of TWG are as follows and will be elaborated in consultation with Japanese JICA experts.

- The following activities of the Project will be jointly conducted with JICA Experts. Details of role and responsibilities of TWG and JICA experts are specified in Attachment-1-3 and further discussed with JICA and JICA experts.

Organize training activities

Conduct M&E

Produce outputs via follow-through activities





- Collect necessary information and data for implementing the Project

## VII. EVALUATION BY FIVE CRITERIA

The Team has conducted an ex-ante evaluation in terms of relevance, effectiveness, efficiency, impact, and sustainability, and confirmed the justification of the implementation of the project as Attachment 1-4.

## VIII. JICA'S TCP SCHEME AND TENTATIVE SCHEDULE

### (1) JICA's TCP Scheme

ARG understands JICA's TCP Scheme and necessary measures to be taken by ARG as described in Attachment 4.

### (2) Tentative Schedule

Both sides agreed on the tentative schedule to prepare the Project as follows;

November 2007:

Approval of the result of the Study and draft of the Record of Discussion (RD) by JICA Head Quarter

December 2007:

ARMM and JICA sign the Record of Discussions (RD)

ARMM prepare necessary documents for the commencement of TCP, including A-1 (request for JICA Experts)

December 2007 to January 2008

Selection of JICA experts in JICA HQ

ARG submits the initial list of counterparts to be assigned.

February 2008 – March 2008

Commencement of the Project and Dispatch of JICA experts

## IX. OTHERS

### (1) Qualification of Participants

The main target of the project will be the permanent middle managers responsible for infrastructure development and economic development as well as those who have been involved in the development of administrative code as TWG member. In order to capacitate staff who is actually and actively engaged in target thrust, other criteria might be considered.

(2) Selection of “Halal” Product

Two or three Halal products will be selected for sample products for this training.

(3) Operation and Maintenance of Construction Equipment

An additional training course including the training in the O&M of construction equipment may be considered by both parties only when new equipments are newly introduced to ARG and the two training courses successfully produce good results as well as such a training proves to be valid and effective after the capacity assessment of the participating agencies.

**X. LIST OF ATTACHMENT**

Attachment-1 the Study report

- 1-1 Result of Training Needs Analysis
- 1-2 Tentative Training Plan
- 1-3 Tentative Training Flow and Responsibilities
- 1-4 Evaluation Criteria

Attachment-2 PROJECT DESIGN MATRIX (PDM)/ TENTATIVE PLAN OF OPERATION (PO)

Attachment-3 JICA’s Technical Cooperation Project



## PRELIMINARY STUDY REPORT

### 1-1 Result of Training Needs Analysis

#### 1 Results of the focus group discussions

Based on two rounds of focus group discussions with ARG middle managers, the following training needs and expected outputs were identified for each sector.

Training needs and expected outputs	
Sector	Suggested framework of the training
Infrastructure	<p>Training needs:</p> <ul style="list-style-type: none"> <li>■ How to prepare technical proposal/preliminary study report for F/S in the fields of project identification/justification, technical/socio/economic/environmental evaluations, organizational assessment, cost estimation, EIA, etc.</li> <li>■ Knowledge on construction methods of roads and bridges</li> <li>■ Improved qualifications as “Project Engineer”</li> <li>■ Skill acquisition on O&amp;M</li> </ul> <p>Expected output:</p> <ul style="list-style-type: none"> <li>■ Technical proposals written up through training activities</li> <li>■ Practical guide for proposal writing and F/S</li> <li>■ TOT trainer in proposal writing</li> </ul>
Economic Dev.	<p>Training needs:</p> <p>Business promotion of food industries (e.g. seaweed and fishery products, rubber, fruits – Halal products)</p> <ul style="list-style-type: none"> <li>■ How to prepare business plan</li> <li>■ How to prepare proposal for F/S</li> <li>■ How to manage projects (M&amp;E)</li> <li>■ ICT for networking and marketing</li> <li>■ Import/export facilitation</li> <li>■ Halal accreditation and support for certification</li> <li>■ Technical skills in product development</li> </ul> <p>Expected output:</p> <ul style="list-style-type: none"> <li>■ Operation manual for business planning, project management, marketing and business promotion</li> <li>■ Database on industries</li> <li>■ Leaflet/brochure for business promotion and product development</li> <li>■ TOT trainer</li> <li>■ Case studies</li> </ul>
Administrative dev.	<p>Training needs:</p> <ul style="list-style-type: none"> <li>■ Finalization of administrative code through workshops and other follow-through activities</li> <li>■ How to develop MIS</li> </ul> <p>Expected output:</p> <ul style="list-style-type: none"> <li>■ Endorsed administrative code</li> <li>■ Database on staff, HRD records and projects</li> </ul>

## 2 Descriptions of the training needs

### (1) Administration development

#### The need for continuous support for drafting administrative code

Drafting administrative code was proposed in a participatory workshop held in June 2006 under the TCP-1 of the HRD-JICA project. With the initiative of the TWG, the drafting has progressed midway and it is expected that the draft will be finalized in due time in 2008. Given the importance of administrative code that defines the roles and responsibilities of all organizations in ARG, continuous support to the TWG is very much needed.

#### The need for human resource system

Introduction of personnel data management system is also identified by ORG and several agencies as an important task that needs training. Currently, there is no standardized system of human resource management in ARG. Information on personnel is filed by each agency. This makes agencies and ORG and other agencies difficult to manage personnel information.

### (2) Economic development

#### The need for improving business support of ARG

Since the enactment of the REZA law, the Halal industry has been identified as one of the prioritized programs of ARMM Executive Agenda. The Halal industry has a great potential to add values to local products. ARG has taken various initiatives in promoting the industry, yet there has been no clearly defined framework/roadmap and elaborate plan for the promotion of Halal industry. ARG has not yet developed specific skills or effective systems to support producers, processors and other local businesses.

### (3) Infrastructure development

#### Improving technical skills in proposal and feasibility study writing

Infrastructure development heavily relies with external funds, which demand ARG a quality proposal and feasibility study. DTWH must play the key role as the proposal writer and act as the proponent of other agencies and LGUs in preparing such documents. However, the limited technical capacity of engineers and non-existence of data management system to collect, compile and analyze data result required for feasibility study result in delays in implementing infrastructure projects

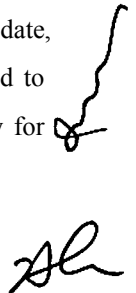
Therefore, enhancing the DPWH's capacity to produce proposal and feasibility study is recognized as one of the important areas that require assistance.

Upgrading engineers' technical standards

Uplifting the technical knowledge and know-how of the engineers is very much needed. DPWH is mandated to supervise and monitor infrastructure development projects. Yet, the technical capacity of DPWH is insufficient partly due to the fact that there has been no opportunity or system to upgrade technical skills of the staffs since the establishment of ARMM. As a result, there are no engineers in DTWH who hold the qualifications required by the National Government.

The need for improving the preventive maintenance of construction equipment

Currently, the DPWH's main task is the maintenance of the roads and bridges in the region. Yet, the function of the O&M sections is hampered by the deteriorating conditions of the heavy equipment. In the devolution to DPWH-ARMM, construction equipment was transferred from region 9 and 12. Since then, there has been no heavy equipment procured to DPWH as no appropriation of a budget was made. To date, out of 56 units (including dump truck, backhoe, road grader, road roller, bulldozer, etc.) transferred to DPWH-ARMM, only 36 are operational. Also, the mechanical engineers have had no opportunity for training since the devolution.



**1-2 Tentative Training Plan**

1. Tentative Training Plan

(1) Administration Development

1<sup>st</sup> priority: “Preparation of Administrative Code”

2<sup>nd</sup> priority: “Introduction of human resource information system”

(2) Economic Development

“Improving the ARMM’s business support services through the development of Halal industry”

(3) Infrastructure development

1<sup>st</sup> priority: “Technical training for supervisors and inspectors”

2<sup>nd</sup> priority: “Technical training for proposal and feasibility study writers”

Administration Development	Training Needs	Training Course and Contents	Target
<p>• Finalization of Admin code (On-going)</p> <p>There is no standardized system of human resource management in ARG. Information on personnel is filed by each agency. This makes agencies and ARG difficult to manage personnel information.</p>	<p>Name of course: “Preparation of Administrative Code” Contents: Drafting Admin Code through workshops</p> <p>Name of course: “Introduction of human resource information system” Contents of the training course: ① How to plan an information system, design database and operate the system ② How to use software</p> <p>Contents of the follow-through activities: ③ Data entry, data check, operating the system ④ Trouble-shooting and M&amp;E ⑤ TOT trainer training for operators (as part of the 2<sup>nd</sup> batch training) ⑥ Development of the operation manual ⑦ Presentation to respective agencies</p>	<p>Trainees: ORG, HRMO and operator from each agency (Approx. 10+25+25=60) TWG: Approx. 5 TOT trainers: Approx. 5</p> <p>* Two batches of training are expected during the project. The agencies that have agreed to and prepared to meet the preconditions (as shown in 5.5 Preconditions and criteria) will be included in this training course.</p>	

<p>Economic Development</p>	<p>The following is identified as the areas that need to be strengthened for the promotion of Halal industry:</p> <ul style="list-style-type: none"> <li>• How to set a framework and elaborate plan for industry promotion</li> <li>• Develop a function to support business planning</li> <li>• How to produce feasibility study report of industrial infrastructure projects.</li> <li>• How to support product development</li> <li>• Utilization of ICT for business support</li> <li>• How to promote investment and export</li> <li>• Strengthening the Halal certifying body</li> <li>• How to promote Halal industry</li> </ul>	<p>Name of course: "Improving the ARM's business support services through the development of Halal industry"</p> <p>Contents of the training course:</p> <ol style="list-style-type: none"> <li>① Understanding the roles and functions of respective agencies and specific skills and systems required for Halal promotion (including exposure visits in other regions)</li> <li>② Selecting Halal products to be promoted and conducting situation analysis. Developing a framework and strategic plan for the promotion of the selected Halal products, and action plans of respective agencies (One or two products will be selected as target products for Halal promotion on a pilot basis.)</li> <li>③ Training of business support staff</li> <li>④ Basic technical training in the production, processing and quality control of selected Halal products.</li> <li>⑤ Basic training on how to develop promotional materials</li> </ol> <p>Contents of the follow-through activities:</p> <ol style="list-style-type: none"> <li>⑥ Develop a guide to business support staff and open business information desks (or one-stop shop).</li> <li>⑦ Develop a training tool in production and processing of selected products and conduct trial training by TOT trainers</li> <li>⑧ Produce leaflets for quality control of selected products and conduct trial training by TOT trainers.</li> <li>⑨ Develop kits (brochure, inventory of Halal producers, catalogue of Halal products, etc.) for Halal promotion</li> <li>⑩ Presentation of the outputs/achievements to potential clients and authorities from importing countries</li> </ol>	<p>The participating agencies:</p> <ol style="list-style-type: none"> <li>① DTI, DOH, DOST, DAF, BPI, RBOI</li> <li>② All</li> <li>③ DTI</li> <li>④ DAF, DOH, DOST</li> <li>⑤ DTI</li> <li>⑥ DTI</li> <li>⑦ DAF, DOH, DOST</li> <li>⑧ DAF, DOH, DOST</li> <li>⑨ DTI, BPI, RBOI</li> <li>⑩ All</li> </ol> <p>* Representatives from ABC and other business organizations will be included as resource persons.</p> <p>* TWG: 1 ~ 3 from respective agencies (Approx. 20)</p> <p>* Trained business support staff: 10</p> <p>* TOT trainers:</p> <p>Production/Processing/quality control: 20</p> <p>* Technical training by TOT trainers: 100 (DAF, LGUs, producers' and processors' organizations, etc.) The number of trainees relies on the number of TOT trainers.</p>
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<p>Infrastructure Development</p>	<ul style="list-style-type: none"> <li>Infrastructure development heavily relies with external funds, which demand AGR a quality proposal and feasibility study. Therefore, the planning capacity needs to be further strengthened.</li> <li>DPWH is mandated to supervise and monitor infrastructure development projects. Yet, the technical capacity of DPWH is insufficient partly due to the fact that there is no opportunity or system to upgrade technical skills of the staffs. Also, there is no engineers who hold the qualifications required by the National Government.</li> <li>O&amp;M of heavy equipment</li> <li>No systematic information system to collect, compile and disseminate technical data required for the management of construction projects.</li> </ul>	<p>Name of course: "Technical training for supervisors and inspectors"</p> <p>Contents of the training course:</p> <ol style="list-style-type: none"> <li>"Project Engineer" training to selected candidates for TOT trainers (Training modules include design, construction methods, material quality control, construction supervision and management, socio-economic safeguards and OJT. The main types of construction works dealt with in the course are roads, bridges and structure.)</li> <li>Examination after training</li> <li>Establishment of the accreditation body of Project engineers</li> </ol> <p>Contents of the follow-through activities:</p> <ol style="list-style-type: none"> <li>Development of in-house training program, and teaching and learning materials</li> <li>Training of TOT trainers by conducting the developed training program on a trial basis and accreditation of project engineers</li> </ol>	<p>TWG: 10 engineers from DPWH (Candidates for TOT trainers)</p> <p>Training by TOT trainers: Approximately 60 DPWH engineers (2 batches) – 5 trainers conduct one training course.</p> <p>* The processes of ② and ③ will be supported by DPWH-National.</p>
	<p>Name of Course: "Technical training for proposal writers"</p> <p>Contents of the training course:</p> <ol style="list-style-type: none"> <li>Capacity assessment (Identifying the information and technical gaps between the required level and the current capacity for producing proposal and feasibility studies)</li> <li>Development of training modules and learning materials (e.g. guide)</li> <li>Conducting trainings (situation analysis, technical specifications, cost estimation, socio-economic effects and environmental impact assessment, etc.)</li> </ol> <p>Contents of the follow-through activities:</p> <ol style="list-style-type: none"> <li>Practice of proposal/feasibility study writing on real cases</li> <li>Presentation and external evaluation of the finalized proposals/feasibility studies</li> </ol>	<p>TWG: Approx. 15 (Staffs from the Planning, Survey &amp; Design, Quality Control, O&amp;M sections of DPWH) + 2 ~3 staffs from MENR for EIA. Also, 1 ~ 2 staffs from DOTC, RPDO and ORG will participate to learn basics of proposal writing.</p>	



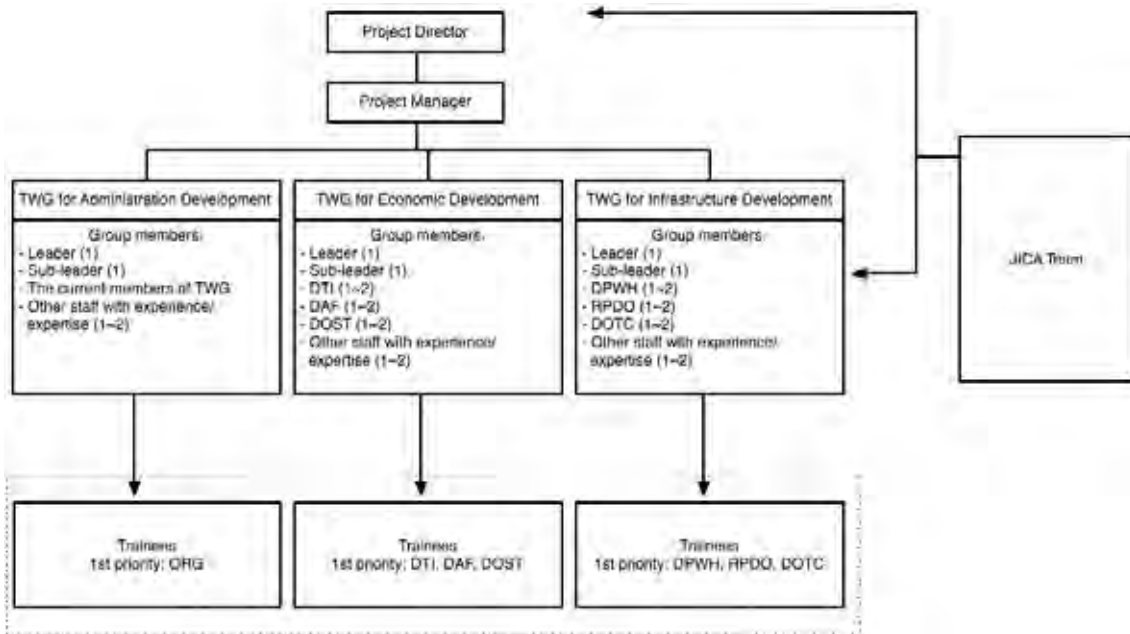
## 2. Implementing Strategy

- The Phase II will provide practical, specific skills to the middle management, focusing on “how to actually do it” rather than “what it is or how it should be done”.
- The Phase II will produce outputs through training activities and follow-through activities which were verified as effective during “Administrative Code” in TCP-1. The members worked together on the development of Administrative code of ARMM Government while the Project provided them with necessary trainings and follow-through activities such as mentoring and coaching.
- Strengthen monitoring and develop good feedback mechanism. In ARMM, a coordination mechanism among staff and agencies is weak. Therefore, feedback by trainees to their colleagues and monitoring and follow-up after training are required to maximize the effects of training activities.
- In order to select the right persons for training, introduce a task/performance oriented selection system, not solely relying on “mechanical” selection process. This will endure the efficiency of the input as well as the quality of training activities.
- Develop quality, demanding training programs. This will ensure the quality of final products to be used by ARMM staff after training. Also, a demanding training program will serve as a self-screening mechanism to train the right persons.



### 1-3 Tentative Training Flow and Responsibilities

#### Implementation structure



The project director will set general directions of the project build consensus among internal and external stakeholders. The project manager will supervise and facilitate day-to-day operations in close communication with the JICA team. Given the scope and intensity of work required for the project, it is necessary for the ARG to set a TWG for each training course to organize training activities, conduct M&E and produce outputs via follow-through activities. A TWG may consist of a group leader and sub-leader, a few middle managers from the participating agencies. It is formed, based on its assigned task. Its memberships and structure can be arranged flexibly according to the tasks required. Yet, group members should be carefully selected in consideration of their actual functions, attributes and abilities.

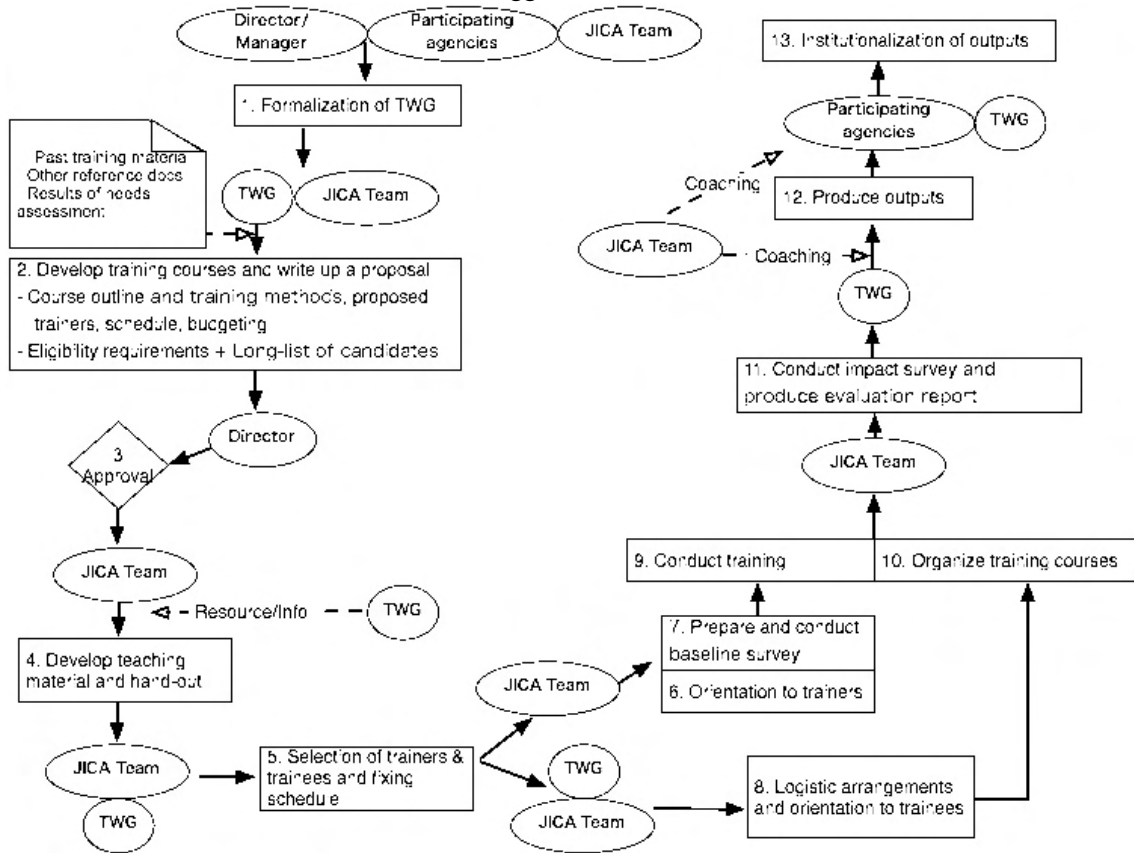
The JICA experts will support the ARG to implement the project. The JICA experts will work closely with the project manager and team leaders and sub-leaders to manage and monitor the entire operations. A coordinator(s) of JICA expert team will assist TWGs to facilitate their tasks. Training courses will be conducted jointly by TWGs and the JICA team.

For a smooth operation of the project, the project office may be set in ARG. A coordinator(s) of the JICA team will staff the office, monitoring project progress and facilitate communication between the JICA team and the ARG during the absence of the consultant team, collecting relevant information and data and provide logistical support for training activities. Because the main targets of the project are ARG officials, located in Cotobato, and no training is intended in island provinces, there is little need to set a PMU in parallel with the existing ARG's organizational structure.

The following shows a workflow and roles and responsibilities of the respective players

for the project.

**The suggested workflow**



TWG: Technical Working Group

**The description of each step of the workflow and responsibilities**

No	Activity	Descriptions	Responsibility	
			TWG	JICA Team
1	Formalize the TWG	The Project Director/Manager, the relevant agencies and JICA Team will decide the members of the TWG for each training course, as well as the roles and responsibilities of respective members and the participating agencies. The TWG must be formalized by an agreement made among the Project Director, JICA Team and the representatives of the participating agencies.	◎ Project Director and Manager	○

*Handwritten signature*

2	Design training and write up proposal	Based on the results of needs assessment, relevant training materials developed in the past, and other relevant documents, TWG and JICA team design the training program (courses). A workshop may be organized to work out a training course and decide the contents of follow-through activities. If necessary, stakeholders outside ARMM will be invited to hear their felt needs and aspirations to ARG.  Then, TWG will write up a proposal that includes a course outline, expected outcomes, training methods, proposed trainers, schedule, cost estimation, the criteria for selecting trainees, a list of the candidates and the outline of the proposed follow-through activities. JICA Team will guide TWG to write up the proposal.	⊙	○
3	Approve the proposal	The project director and JICA Team/TWG will discuss the proposal and disseminate its objectives and expected outputs to relevant/concerned parties.	○	⊙
4	Develop teaching and learning materials.	JICA Team will decide the specifications of the teaching and learning materials and draft these materials. A workshop will be held to receive feedback from TWG. JICA Team will revise and finalize the materials.	○	⊙
5	Select trainers/trainees and fix schedule.	Based on the criteria and a list of the candidates, JICA Team and the project manager will select the trainees and trainers. TWG/JICA Team will finalize the training schedule. JICA Team will set TOR for trainers and close contracts and make arrangements to fix the schedule for trainers. TWG/JICA Coordinator will inform the selected trainees and confirm their participation.	⊙	⊙
6	Give orientation to trainers.	When the trainer is not a JICA Team member, JICA Team will give orientation to the trainer so that they will have a clear understanding about pedagogy, time management, how to use materials, etc.		⊙
7	Conduct baseline survey	JICA Team will design the survey, prepare survey formats and distribute to the trainees before training, and collect and compile data.		⊙
8	Make logistical arrangements and give orientation to trainees	TWG and the JICA coordinator of the JICA team will make logistical arrangements such as reserving venue, transport, etc. The JICA coordinator will brief all the necessary procedures to the prospective trainees.	○	⊙
9	Conduct trainings.	JICA Team will supervise the trainings and observe the performance of the trainers and trainees.		⊙
10	Organize trainings.	TWG and the JICA coordinator will ensure the attendance and participation of trainees, and provide necessary logistic support to the trainers and trainees.	⊙	⊙
11	Conduct impact survey and produce evaluation report.	JICA Team will conduct impact survey, collect and compile data. Based on the survey results, JICA Team and TWG will produce evaluation report. JICA Team will review and finalize the report and the project manager will present it to the stakeholders and concerned parties.	○	⊙
12	Conduct follow-through activities.	Through training activities, TWG will identify outputs important for ARMM and develop a plan to produce such outputs. NC will support the implementation of the plan	⊙	○

		through mentoring and coaching. JICA Team and project manager will periodically monitor progress and provide advice and take measures to accelerate progress when necessary.		
13	Institutionalize outputs.	TWG will present its outputs to relevant agencies and other stakeholders. Project director, project manager, the participating agencies and JICA Team will discuss and decide how to institutionalize outputs in ARMM. For example, after TWG has developed a database on local industries, ARMM will need to decide which agency will be responsible for operating the database, how to upgrade the database, how data will be made available to other agencies and the public.	◎	○




## **1-4 Evaluation Criteria**

### (1) Relevance

- ‘Peace and development in Mindanao’ is one of top priority policies in the Medium Term Philippine Development Plan (MTPDP). ‘Peace and development in southeastern Philippines’ is prioritized program for present administration as well as ‘Peace agreement with Moro Islamic Liberation Front’.
- ARMM lags behind the rest of the Philippines in socio-economic development. As of 2003, poverty incidence in ARMM is 45.4%, which is one of the highest in the country (NSCB). ARMM is ranked one of the lowest in terms of Human Development Index (Maguindanao: 0.36, Basilan: 0.41, Tawi-Tawi: 0.36, Sulu: 0.30) while the national HDI stands at 0.72 (UNDP, 2005). It is very much necessary to strengthen the capacity of the ARG to effectively tackle these issues. Administrative development, economic development and infrastructure development are recognized by ARG as three of the five prioritized thrusts for regional development in “ARMM Regional Executive Agenda”. The Project will support the agencies involved in the three areas, strengthening their prioritized functions through training activities.
- As mentioned earlier, the organizational development of ARG has been hampered by sporadic eruptions of conflicts and incomplete devolution of authority and powers to ARMM. Internally, ARMM Regional Government suffers from inconsistency in management caused by a change in administration and severe financial constraints due to its weak managerial capacity to run devolved functions. Given the financial constraints of ARG, it is necessary to focus on the existing resources. In this context, ARG and JICA see the professionalization of ARG through human resource development as a valid initial intervention, developing and capacitating the cadres of professionals that would lead the organizational development of ARG.
- “Assistance for peace and stability in Mindanao” is set as one of three priority development issues in the New Country Assistance Program (draft) of Government of Japan. Administrative capacity building for ARG is categorized into one of three priorities (policy formulation and implementation (targeted at the ARMM government).
- JICA also prioritize “Peace and Development in Mindanao” and set “improvement of administrative capacity building for ARG and LGU in ARMM as priority areas under ‘Program of Support for Peace and Development in Mindanao
- JICA has been preparing for development studies and other interventions in ARMM. It is expected that this project will help capacitate the middle managers that would play important roles in the implementation of these forthcoming projects.

### (2) Effectiveness

- The effectiveness of the project in the three components are judged as follows:

#### Administration development:

The drafting of administrative code is in an on-going process – roughly 60% has been accomplished. The TWG has been actively involved in the process. It is expected that

the drafting will complete at an early stage of the project. Once the administrative code is endorsed, the rules and regulations need to be drafted. The project will determine how and to what extent it will support this task after the administrative code is officially approved by the ARMM Regional Legislative Assembly.

Human resource information system:

The project will start with the agencies that meet the preconditions specified in an agreement between JICA and each agency. More agencies would be included in the send batch of training. At present, several agencies have agreed to the preconditions and shown their interest in participating in the training. It may not be possible that all the agencies will introduce the system during the project period. Therefore, the project will help the participating agencies build and sustain good system, and these agencies and ORG will assist other agencies to introduce the system after the project.

Economic development:

The goal in this sector is the improved function of the relevant agencies for business promotion through hands-on training in the promotion of selected Halal products. The expected outputs include the establishment of business support desks, the introduction of training courses in production, processing and quality control of the selected Halal products, and the production of promotional materials. These outputs are essential for business promotion and the participating agencies show interest in producing good results.

One risk factor is an operational difficulty. Inter-ministerial coordination and proper scheduling of different activities will be important because several agencies will be involved in this sector and they require their specific training activities.

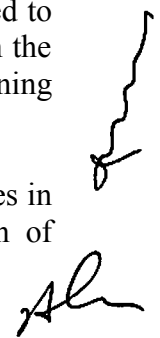
Infrastructure development:

The goal in this sector is the capacity development of the relevant agencies in planning, supervision and inspection of infrastructure project. The expected outputs are the introduction of in-house skill training for technical staff and the improved capacity of the agencies to conduct feasibility studies and technical proposal writing.

The level of skill training is equivalent to that of “Project Engineer” training program conducted by DPWH-National. It is expected that several DPWH-ARMM engineers will be accredited as project engineer and play the role of the trainers of the regular training course. Another expected output is the production of a standard textbook of ARMM to be used for regular training.

Improving the planning and management capacity of infrastructure projects requires various knowledge, information and technical skills. Therefore, the project will need to conduct capacity assessment of the relevant agencies and identify the gaps between the required capacity and the current capacity, and set specific goals in each training module.

- One salient feature of the project is that it demands increased roles of the trainees in the entire process from the designing of training activities to the realization of



training outputs. Therefore, to what extent the project can achieve will heavily rely with the determination and commitment of the participants and the participating agencies. Therefore, the scope and level of achievements, and indicators of each component indicated in the PDM will be reviewed in the course of the implementation of the project.

- The project has been developed, based on the lessons learned from the previous project experiences. Such lessons are incorporated in the implementation strategies and implementation structure of the project. Therefore, the project can be implemented effectively.

### (3) Efficiency

- In the project, ORG will be the leading agency for administration development, while DPHW and DTI will be the leading agencies for infrastructure development and economic development, respectively. These agencies have a pool of middle managers and operating core. Main functions of DTI and DPWH have been devolved (ORG is a locally established body.). Therefore, it is valid to target these agencies. Other relevant agencies will be also included in the project where their mandated functions need to be strengthened to link up and complement the prioritized functions of the said three agencies.
- The project is designed to encourage the trainees to produce tangible outputs after each training course. This will ensure the efficacy and usefulness of training to participating agencies.
- Currently, there is no direct, external assistance provided to ARG in the field of human resource development. Therefore, the project will not overlap with other external agencies' activities. Through close coordination with other external agencies, particularly with those supporting LGUs, the project is expected to help improve the support functions of ARG to LGUs.

### (4) Impact

- The overall goals of the project include the following:

#### Administration development:

Based on the introduced administrative code and its rules and regulations, ARG will be able to monitor and evaluate the performance of its agencies and personnel in accordance with the specified roles and functions.

In the project, the participating agencies in the introduction of human resource information system will be able to plan their own human resource development plan. Also, through the project, the participating agencies will obtain essential knowledge and know-how in database management. They are expected to use such knowledge





and know-how and develop their own information system in accordance with their specific needs.

Infrastructure development:

The participating agencies will have obtained the technical knowledge and skills in the development of feasibility studies. The increased technical capacity of ARG will help the relevant agencies produce feasibility study reports in an effective and efficient manner., leading to aid efficiency. Also, ARG will be able to play an increasing role in the planning and implementation of ODA/National projects.

Economic development:

Because the scope and size of the project are limited, it is uncertain to what extent the project can directly impact the development of Halal industry. Yet, the project is expected to facilitate the promotion of Halal industry by strengthening the business support functions of ARG. Also, the project will help build the capacity of the relevant agencies and their staff to play a significant role in the forthcoming, comprehensive local industry promotion project.

(5) Sustainability

- The project will train in-house trainers and produce teaching & learning materials in the follow-through activities. It will also support the participating agencies to introduce their own training courses after the project. The training courses are designed not to require a substantial investment for ARG. Therefore, it is expected that the participating agencies will be able to continue their human resource development activities after the project.
- The project includes exit activities at a late stage of the project period. The JICA team and ARG will set exit strategies and take measures to sustain the outputs of the project. Such measures would include the appropriation of a budget for training and the rollout of project's outputs to other ARG agencies that were not directly participating in the project.



**PROJECT DESIGN MATRIX (PDM)**

Project Name: Human Resource Development Project – Phase II

Duration: 3 years Version 1: October 31, 2007

Implementing Agency: The relevant agencies in ARG Project Site: Cotabato/Davao/ARMM Target Group: Middle management and operating core

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions
<p>(Overall goal)</p> <ul style="list-style-type: none"> <li>• Department and agencies in ARG operate in accordance with the roles and functions specified in the administrative code.</li> <li>• ARG plans and implements human resource management based on the system developed during the project.</li> <li>• Capacity of ARG to produce feasibility study is improved.</li> <li>• Quality of projects (RIP/PIP) in ARMM is improved.</li> <li>• Halal products of ARMM are well accepted in Mindanao and importing countries.</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative Code is endorsed by the assembly.</li> <li>• M&amp;E systems on human resource management are introduced in ARG and M&amp;E reports are produced.</li> <li>• Number of feasibility study prepared by ARG</li> <li>• Quality of projects implemented by ARG (RIP/PIP)</li> <li>• The number of Halal certified products increases in ARMM.</li> </ul>	<ul style="list-style-type: none"> <li>• The approved administrative code</li> <li>• M&amp;E systems introduced</li> <li>• Record of DPWH</li> <li>• Record of DPWH</li> <li>• Record of MMHCB</li> <li>• Record of DTI</li> <li>• Record of DTI/DAF</li> <li>• Record of DTI/BOI</li> </ul>	
<p>(Project Purpose)</p> <p>The middle management and operating core are capacitated in the target agencies</p>	<p>(Output 1: Administration)</p> <ol style="list-style-type: none"> <li>1 The trained personnel in the Government agencies are able to maintain personnel information and update the database.</li> </ol> <p>(Output 2: Infrastructure)</p> <ol style="list-style-type: none"> <li>2-1 In-house technical training is introduced (by securing a budget and a pool of TOT trainers) in DPWH</li> <li>2-2 ARG can produce proposals for road &amp; bridge, building construction projects.</li> </ol> <p>(Output 3: Economic development)</p> <ol style="list-style-type: none"> <li>3-1 Business support desks are operational at ARMM/local offices.</li> <li>3-2 Cascade training in Halal products is introduced in respective agencies.</li> </ol>	<ol style="list-style-type: none"> <li>1 Record of ORG</li> <li>2-1 Training record of DPWH</li> <li>2-2 Proposals written up without JICA support</li> <li>3-1 Record of business support desks</li> <li>3-2 Training record of the participating agencies in TWG</li> </ol>	<ul style="list-style-type: none"> <li>• No significant change in the policy of the National Government and donors towards ARMM</li> <li>• No significant, negative change in the environment for trade in Mindanao.</li> <li>• Consumers accept added values on Halal products</li> </ul>

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions
<p>(Output 1: Administration development)</p> <p>1-1 Administrative code and Internal Rules and Regulations are drafted.</p> <p>1-2 A data management to collect, compile and disseminate personnel information required of ARMM for administration development is introduced.</p>	<p>1-1-1 Administrative code of ARG is finalized by TWG</p> <p>1-1-2 A compilation of Internal Rules and Regulations of ARG is drafted, following the approval of administrative code.</p> <p>1-2-1 The number of the agencies introduced human resource information system</p> <p>1-2-2 Introduced workflow, database and operation manual used</p> <p>1-2-3 The number of operators assigned in each agency</p> <p>1-2-4 The number of TOT trainers</p>	<p>1-1-1 The final draft administrative code</p> <p>1-1-2 The drafted IRR</p> <p>1-2-1~12-4 Monitoring and evaluation reports (Usability of the introduced system – organizational capacity to run the system, usage, updating, O&amp;M of the software and hardware, etc.)</p>	<ul style="list-style-type: none"> <li>• ORG periodically organizes training on the operation of the system to new operators.</li> </ul>
<p>(Output 2: Infrastructure development)</p> <p>2-1 Technical qualifications of DPWH staffs are improved.</p> <p>2-2 Qualified TOT trainers can provide training to DPWH-ARMM engineers (in-house)</p> <p>2-3 The relevant agencies are able to produce technical proposals for construction projects (Roads &amp; Bridges).</p>	<p>2-1 The number of DPWH staffs qualified as "Project Engineer".</p> <p>2-2-1 The number of the qualified TOT trainers trained/certified by DPWH</p> <p>2-2-2 The number of ARMM engineers attended training courses conducted by TOT trainers</p> <p>2-2-3 Participant's level of understanding and skill is improved after training</p> <p>2-2-4 Training materials produced</p> <p>2-3-1 Quality of the proposals written up by TWG and evaluated by the recipient organizations</p> <p>2-3-2 A guide for proposal writers</p> <p>2-3-3 Compiled data available for proposal writing</p>	<p>2-1 Certificate issued by DPWH-ARMM</p> <p>2-2-1 Training materials developed and adopted by DPWH for cascade training</p> <p>2-2-2 Training completion report</p> <p>2-2-3 Results of baseline survey and post-training survey</p> <p>2-2-4 Training materials adopted by DPWH</p> <p>2-3-1 Evaluations on the proposals submitted</p>	<ul style="list-style-type: none"> <li>• The managements of the participating agencies support the institutionalization of in-house training programs.</li> </ul>

Activities	Input		Important Assumptions
<p>The standard process (One batch)</p> <p>1-1 Kick-off meetings/Presentation of inception report</p> <p>1-2 Formation/formalization of TWG</p> <p>1-3 Designing training program and develop elaborate implementation plan</p> <p>1-4 Developing learning materials</p> <p>1-5 Selection of trainers and trainees</p> <p>1-6 Logistic arrangements</p> <p>1-7 Orientation to trainers and trainees</p> <p>1-8 Pre-test/baseline survey</p> <p>1-9 Conducting training program</p> <p>1-10 Impact survey</p> <p>1-11 Writing up completion report</p> <p>1-12 Designing follow-through activities</p> <p>1-13 Implementing follow-through activities</p> <p>1-14 Finalization/presentation of outputs</p> <p>1-15 Institutionalization of outputs</p> <p>1-16 Training of TOT trainer</p> <p>1-17 Writing up evaluation/follow-up reports</p>	<p>JICA:</p> <ul style="list-style-type: none"> <li>• Dispatch of JICA experts</li> <li>• The cost for the conduct of training programs</li> <li>• The cost for producing training materials</li> </ul>	<p>ARG</p> <ul style="list-style-type: none"> <li>• Assignment of Technical Working Group (TWG) members for each training program</li> <li>• Venues/sites for on-the-site training in ARMM</li> <li>• Provision of project office</li> </ul>	<ul style="list-style-type: none"> <li>• The trained staffs continue to perform their assigned functions in the same position/office after training.</li> <li>• Pilot processing sites for livestock and seaweed are in place and made available for the project activities (Output 3)</li> </ul>
<p>Proposed training courses:</p> <p>Administration development (Output 1):</p> <p>“Preparation of Administrative Code”</p> <p>“Introduction of human resource information system”</p> <p>Infrastructure development (Output 2):</p> <p>“Technical training for supervisors and inspectors”</p> <p>“Technical training for proposal writers”</p> <p>Economic development (Output 3):</p> <p>“Improving the ARG’s business support services through the development of Halal industry”</p>			<p>(Preconditions)</p> <ul style="list-style-type: none"> <li>• The participating agencies meet the preconditions set by R/D.</li> <li>• The sufficient numbers of eligible trainees are secured for training courses</li> <li>• Participants of follow-through activities commit their time and effort.</li> <li>• All the agencies agree to cooperate the drafting of administrative code (Output 1).</li> </ul>

### **Attachment-3 JICA's Technical Cooperation Project**

- Record of Discussion (R/D) is the official documents between implementing agency and JICA for the commencement of the Project and will be only modified through mutual consultation between JICA and implementing agencies. Project Design Matrix (PDM) is logical frame which define the framework of the Project and will be basis of evaluation and monitoring and Plan of Operation (PO) is operational plan/schedule of the Project
- JICA TCP is consisted of dispatch JICA experts, conducting training in the Philippines/Japan (provided only in-kind, not cash grant)

#### JICA's financial, accounting and procurement rule

- JICA will select and make contract with JICA expert who will implement the Project specified in the RD together with ARMM. Therefore, the JICA expert will be bound by the contract with JICA which will be administered by the rule and regulation of procurement and accounting of JICA.
- JICA experts will be responsible for financial management of the Project budget

#### Responsibilities of Counterpart Contribution

- ARMM, as counterpart organization, is expected to secure necessary counterpart budget for implementing the Project.

#### Claims against JICA experts

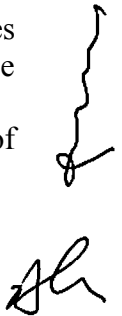
- The Government of the Republic of the Philippines undertakes to bear claims, if any arises, against the JICA experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in the Republic of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

#### Measures to be taken by GRP side

1. The Government of the Republic of the Philippines will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through full and active involvement in the Project by all related authorities, beneficiary groups and institutions.
2. The Government of the Republic of the Philippines will ensure that the technologies and knowledge acquired by the Philippine nationals as a result of Japanese technical cooperation will contribute to the economic and social development of the Philippines.
3. The Government of the Republic of the Philippines will grant privileges, exemptions and benefits to the Japanese experts and their families, which are no less favorable than those accorded to experts of third countries working in the

Philippines under the Colombo Plan Technical Cooperation Scheme.

4. The Government of the Republic of the Philippines will ensure that the equipment will be utilized effectively for the implementation of the Project in consultation with the Japanese experts referred
5. The Government of the Republic of the Philippines will take necessary measures to ensure that the knowledge and experience acquired by the Philippine personnel from the technical training in Japan will be utilized effectively in the implementation of the Project.
6. In accordance with the laws and regulations in force in the Philippines, the Government of the Republic of the Philippines will take necessary measures to provide or prepare the following at its own expense:
  - (1) Services of the Philippine counterpart personnel and administrative personnel;
  - (2) Land, buildings and facilities;
  - (3) Supply or replacement of machinery, equipment, instruments vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided by JICA; and,
  - (4) Assistance to find suitably furnished accommodation for the Japanese experts and their families.
7. In accordance with the laws and regulations in force in the Philippines, the Government of the Republic of the Philippines will take necessary measures to meet:
  - (1) Expenses necessary for the transportation within the Republic of the Philippines of the Equipment as well as for the installation, operation and maintenance thereof;
  - (2) Customs duties, internal taxes and any other charges, imposed in the Republic of the Philippines on the Equipment;
  - (3) Personnel expenses for the Philippine counterparts, and,
  - (4) Running expenses necessary for the implementation of the Project



Infrastructure development

1. Skill training

Activities	1st year (April - March)	2nd year (A)
1. Planning (Kick-off meeting/Presentation of inception report, Formation/formalization of TWG, capacity assessment, designing training course and develop elaborate implementation plan)	_____	
2. Preparation (Developing teaching & learning materials, selection of trainers and trainees, logistic arrangements and orientation to trainers and trainees)	_____	
3. Training (Pre-test/baseline survey, conducting training course by consultants/DPWH-National (1st batch), impact survey and writing up completion report)	_____	_____
4. Follow-through (Planning follow-through activities - development of technical training course and a standard textbook, and establishment of accreditation body, finalization/presentation of outputs, institutionalization of outputs, and writing up completion report on follow-through activities)		_____
5. Trainer training (Repeating 2 and 3, plus TDT training and revising teaching materials and textbook)		2. _____
6. Exit (Final evaluation/presentation and appropriation of a budget for in-house training, etc.)		
<b>2. Proposal and F/S report writing</b>		
Activities	2007	20
1. Planning (Kick-off meeting/Presentation of inception report, Formation/formalization of TWG, capacity assessment, designing training course and develop elaborate implementation plan)	_____	
2. Preparation (Developing teaching & learning materials, selection of trainers and trainees, logistic arrangements and orientation to trainers and trainees)	_____	_____
3. Training (Pre-test/baseline survey, conducting training course by consultants, impact survey and writing up completion report)	_____	_____
4. Follow-through (Conducting feasibility study on a real case and other activities necessary for feasibility study)	_____	_____
5. Exit (Final evaluation/presentation and follow-up activities to sustain the capacity of the trained staff)		

Administrative development

1. Administrative code

Activities	1st year (April - March)	2nd year (Apr)
1. Finalization of administrative code	.....	
2. Preparation of Internal Rules and Regulations (IRR)	.....	.....

\* The scope and process of IRR preparation will be determined after the approval of admin code.

2. Human Resource Information System

Activities	1st year (April - March)	2nd year (Apr)
1. Planning (Kick-off meeting/Presentation of inception report, Formation/formalization of TWG, Capacity assessment, designing training program and develop elaborate implementation plan)	_____	
2. Preparation (Developing teaching & learning materials, selection of trainers and trainees, logistic arrangements and orientation to trainers and trainees)	_____	
3. Training (Pre-test/baseline survey, conducting training course by consultants (1st batch), impact survey and writing up completion report)	_____	_____
4. Follow-through (Designing follow-through activities, implementing follow-through activities, finalization/presentation of outputs, institutionalization of outputs, and writing up completion report on follow-through activities)		_____
5. Trainer training (Repeating 2, 3, 4, plus revising teaching & learning materials)		2. _____
6. Exit (Final evaluation/presentation and appropriation of a budget for updating service records, training, etc.)		

Economic development

Activities	1st year (April - March)	2nd year (Apr)
1. Planning (Kick-off meeting/Presentation of inception report, Formation/formalization of TWG, capacity assessment, and situation analysis, selecting Halal products to be promoted, designing training course and develop elaborate implementation plans and set the framework for the promotion of the selected products)	_____	
2. Preparation (Developing teaching & learning materials, selection of trainers and trainees, logistic arrangements and orientation to trainers and trainees for business support, production, processing and quality control and development of promotional materials)	_____	
3. Training (Pre-test/baseline survey, conducting training course by consultants (1st batch), impact survey and writing up completion report)		_____
4. Follow-through (Designing follow-through activities, implementing follow-through activities, finalization/presentation of outputs, institutionalization of outputs, and writing up completion report on follow-through activities)		_____
5. Trainer training in production, processing and quality control - 2nd batch - (Repeating 2 and 3 plus revising teaching & learning materials)		2. _____
6. Exit (Final evaluation/presentation and appropriation of a budget for updating service records, training, etc.)		

March)	3rd year (April - March)	Expected outputs	Method of Implementation	Target
		Inception report, agreement, training plan	Presentation, workshop	TWG (10)
		Teaching & learning materials, profile of trainees	Workshop, meeting	TWG (10)
		Survey format, trainees passed examination, completion report	Lecture + practice	TWG (10)
		Textbook and teaching materials, established workflow, established accreditation body	Workshop, OJT, practice	TWG (10)
3. _____ 2nd batch	_____	Revised materials, approved trainers, trainees passed training, completion report	Lecture, practice, OJT	TWG (10) + 60 Engineers
		Appropriated budget	Seminar	DPWH

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	2009	Expected outputs	Method of Implementation	Target
		Inception report, agreement, training plan	Presentation, workshop, report on capacity assessment	TWG (15)
		Teaching & learning materials, profile of trainees	Workshop, meeting	TWG (15)
		Survey format, trainees passed training course, completion report	Lecture / practice	TWG (15)
		Produced F/S report(s)	Workshop, OJT, practice	TWG (15)
		Report on follow-up activities	Seminar	4 participating agencies

March)	3rd year (April - March)	Expected outputs	Method of Implementation	Target
		Results of internal assessment, drafted admin code	Presentation, workshop	TWG (30)
.....	.....			

March)	3rd year (April - March)	Expected outputs	Method of Implementation	Target
		Inception report, agreement, training plan	Presentation, workshop	TWG (10)
		Teaching & learning materials, profile of trainees	Workshop, meeting	TWG (10)
		Survey format, trainees passed training course, completion report	Lecture + practice	20 HRM(M)operator from 10 agencies (1st batch)
		Operation manual, established workflow, developed database	Workshop, OJT, practice	TWG (10) + 20 HRM(M)operator from 10 agencies
3. _____ 4. _____ 2nd batch	_____	Revised materials, approved trainers, trainees passed training, completion report	Lecture, practice, OJT	TWG (10) + 20 HRM(M)operator from 10 agencies
		Appropriated budget	Seminar	20 participating agencies

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March)	3rd year (April - March)	Expected outputs	Method of Implementation	Target
		Inception report, agreement, training plan, report on capacity assessment, situation analysis of selected products	Presentation, workshop, survey	TWG (20)
		Teaching & learning materials, profile of trainees	Workshop, meeting	TWG (20)
		Survey format, trainees passed training course, completion report	Lecture + practice	Business support staff: 10, production, processing and quality control: 20 (Candidates for TOT trainer)
		Operation manual, established workflow, developed database, promotional materials, etc.	Workshop, OJT, practice	TWG (20)
3. _____ 2nd batch	_____	Revised materials, approved trainers, trainees passed training, completion report	Lecture, practice, OJT	TOT trainer: 10, Participants of trial training by TOT trainers: 100 from business organizations, ARG, LGU, etc.
		Appropriated budget	Seminar	6 participating agencies

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ALC



**RECORD OF DISCUSSIONS  
BETWEEN JAPAN INTERNATIONAL COOPERATION AGENCY  
BETWEEN AUTHORITIES CONCERNED OF  
THE GOVERNMENT OF THE REPUBLIC OF THE PHILIPPINES  
ON  
JAPANESE TECHNICAL COOPERATION  
FOR  
“ARMM HUMAN CAPACITY DEVELOPMENT PROJECT”**

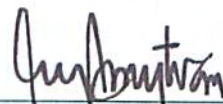
The Japan International Cooperation Agency (hereinafter referred to as “JICA”), through its Philippine Office, had a series of discussions with Philippine Government represented by the Autonomous Regional Government of Autonomous Region in Muslim Mindanao (hereinafter referred to as “ARG-ARMM”) on measures to be taken by both sides for the successful implementation of the ARMM Human Capacity Development Project (hereinafter referred to as “the Project”).

As a result of the discussions, JICA and ARG-ARMM agreed on the matters referred to in the document attached hereto.

5<sup>th</sup> March, 2008



**Norio MATSUDA**  
Resident Representative,  
Japan International Cooperation Agency  
Philippine Office



**Datu Zaldy Uy AMPATUAN** *SN*  
Regional Governor  
Autonomous Region in Muslim Mindanao  
Republic of the Philippines

## **THE ATTACHED DOCUMENT**

### **I. COOPERATION BETWEEN JICA AND THE GOVERNMENT OF THE PHILIPPINES**

1. The Government of the Republic of the Philippines will implement the ARMM Human Capacity Development Project (hereinafter referred to as “the Project”) in cooperation with JICA.
2. The Project will be implemented in accordance with the Master Plan which is given in Annex I and the Project Design Matrix (PDM) for the Project as shown in Annex VI. The PDM is the summary of the purpose, outputs and major activities of the Project, and it will also be used as a tool for monitoring and evaluation of the Project. The Current version may be modified in the course of implementation. The Tentative Plan of Operation is shown in Annex VII.

### **II. MEASURES TO BE TAKEN BY JICA**

In accordance with the laws and regulations in force in Japan, JICA will take, at its own expense, the following measures according to the normal procedures under the Colombo Plan Technical Cooperation Scheme.

#### **1. DISPATCH OF JAPANESE EXPERTS**

JICA will provide the services of the Japanese experts as listed in Annex II.

#### **2. PROVISION OF MACHINERY AND EQUIPMENT**

JICA will provide the equipment and other materials (hereinafter referred to as “the Equipment”), if necessary. The Equipment will become the property of the Government of the Republic of the Philippines upon being delivered C.I.F (cost, insurance and freight) to the Philippine authorities concerned at the ports and/or airports of disembarkation.

#### **3. TRAINING OF PHILIPPINE PERSONNEL IN JAPAN AND IN THE REPUBLIC OF THE PHILIPPINES**

JICA will receive the Philippine personnel connected with the Project for technical training in Japan and the Philippines.

### **III. MEASURES TO BE TAKEN BY THE GOVERNMENT OF THE PHILIPPINES**

1. The Government of the Republic of the Philippines will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through full and active involvement in the Project by all related authorities, beneficiary groups and institutions.
2. The Government of the Republic of the Philippines will ensure that the technologies and knowledge acquired by the Philippine nationals as a result of Japanese technical cooperation will contribute to the economic and social development of the Philippines.
3. The Government of the Republic of the Philippines will grant privileges, exemptions and benefits to the Japanese experts referred to in II-1 above and their families, which are no less favorable than those accorded to experts of third countries working in the Philippines under the Colombo Plan Technical Cooperation Scheme.
4. The Government of the Republic of the Philippines will ensure that the equipment referred to in II-2 above will be utilized effectively for the implementation of the Project in consultation with the Japanese experts referred to in Annex II.
5. The Government of the Republic of the Philippines will take necessary measures to ensure that the knowledge and experience acquired by the Philippine personnel from the technical training in Japan will be utilized effectively in the implementation of the Project.
6. In accordance with the laws and regulations in force in the Philippines, the Government of the Republic of the Philippines will take necessary measures to provide or prepare the following at its own expense:
  - (1) Services of the Philippine counterpart personnel and administrative personnel as listed in Annex III;
  - (2) Land, buildings and facilities as listed in Annex IV;
  - (3) Supply or replacement of machinery, equipment, instruments vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided by JICA referred to II-2 above; and,
  - (4) Assistance to find suitably furnished accommodation for the Japanese experts

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and their families.

7. In accordance with the laws and regulations in force in the Philippines, the Government of the Republic of the Philippines will take necessary measures to meet:
  - (1) Expenses necessary for the transportation within the Republic of the Philippines of the Equipment referred to in II-2 above as well as for the installation, operation and maintenance thereof;
  - (2) Customs duties, internal taxes and any other charges, imposed in the Republic of the Philippines on the Equipment referred to in II-2 above;
  - (3) Personnel expenses for the Philippine counterparts, and,
  - (4) Running expenses necessary for the implementation of the Project

#### **IV. ADMINISTRATION OF THE PROJECT**

1. The JICA Focal Person, ARG-ARMM, as the Project Director, will bear overall responsibility for the administration and implementation of the Project.
2. The Director III, Administrative Management Services, Office of the Regional Governor as the Project Manager, will be responsible for the managerial and coordination matters of the Project.
3. The Japanese Chief Advisor will provide necessary recommendations and advice to the Project Director and the Project Manager on any matters pertaining to the implementation of the Project.
4. The Japanese experts will provide necessary recommendations and advice to the Project Director and the Project Manager on any matters pertaining to the implementation of the Project.
5. For the effective and successful implementation of technical cooperation for the Project, a Joint Coordinating Committee will be established whose functions and composition are described in Annex V.

#### **V. JOINT EVALUATION**

Evaluation of the Project will be conducted jointly by JICA and the Philippine authorities concerned, at the middle and during the last six months of the cooperation



term in order to examine the level of achievement.

## **VI. CLAIMS AGAINST JAPANESE EXPERTS**

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

## **VII. MUTUAL CONSULTATION**

There will be mutual consultation between JICA and the Philippine Government on any major issues arising from, or in connection with this Attached Document.

## **VIII. MEASURES TO PROMOTE UNDERSTANDING OF AND SUPPORT FOR THE PROJECT**

For the purpose of promoting support for the Project among the people of the Philippines, the Government of the Republic of the Philippines will take appropriate measures to make the Project widely known to the people of the Philippines.

## **IX. TERM OF COOPERATION**

The duration of the technical cooperation for the Project under this Attached Document will be about three (3) years from the date when the first Japanese expert is dispatched.

### **ANNEX:**

ANNEX I	MASTER PLAN
ANNEX II-1	LIST OF JAPANESE EXPERTS
ANNEX II-2	LIST OF MACHINERY AND EQUIPMENT
ANNEX III	LIST OF PHILIPPINE COUNTERPARTS
ANNEX IV	LIST OF LAND, BUILDINGS AND FACILITIES
ANNEX V	JOINT COORDINATING COMMITTEE

ANNEX VI  
ANNEX VII

PROJECT DESIGN MATRIX  
TENTATIVE PLAN OF OPERATIONS

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## ANNEX I: MASTER PLAN

### 1. Overall Goal

The administrative capacity is improved and economic development is promoted in ARMM.

### 2. Project Purpose

The middle management and operating core are capacitated in the target agencies (of Administrative Development, Infrastructure Development and Economic Development).

### 3. Outputs of the Project

(Output 1: Administration development)

1-1 Administrative code and IRR are drafted.

1-2 A data management to collect, compile and disseminate personnel information is introduced.

(Output 2: Infrastructure development)

2-1 Technical qualifications of DPWH staffs are improved.

2-2 TOT trainers of training on Project Engineer are trained in DPWH-ARMM (in-house).

2-3 The relevant agencies are capacitated to produce technical proposals for construction projects (Roads & Bridges, Water system).

(Output 3: Economic development)

3-1 Actions plans are developed for selected Halal products.

3-2 Staff are capacitated to provide business support information services of selected Halal products at ARMM and provincial/district offices.

3-3 Staff are capacitated to provide technical advice on production, processing and quality control of selected Halal products.

3-4 Tools and kits for selected Halal products promotion and marketing are produced.

### 4. Activities of the Project

(Output 1: Administration development)

(1-1) "Preparation of Administrative Code"

(1-1-1) Design and preparation of workshop on Administrative Code and IRR

(1-1-2) Conduct of workshop

(1-1-3) Conduct of progress seminar

(1-1-4) Conduct of final presentation seminar

(1-2) "Introduction of human resource information system"

(1-2-1) Design and preparation of training program

- (1-2-2) Formulation of HRIS (database)
- (1-2-3) Conduct of training
- (1-2-4) Conduct of follow-through activities
- (1-2-5) Conduct of experimental training by trained staff
- (1-2-6) Finalization of operation/training manual and database
- (1-2-7) Conduct of final presentation

(Output 2: Infrastructure development)

- (2-1) "Technical training for supervisors and inspectors"
  - (2-1-1) Design and preparation of training, including preparation of textbook/introduction of accreditation system
  - (2-1-2) Conduct of training
  - (2-1-3) Conduct of follow-through activities
  - (2-1-4) Conduct of training by TOT trainer
  - (2-1-5) Finalization of textbook, training material and manual
- (2-2) "Technical training for proposal writers"
  - (2-2-1) Design and preparation of training
  - (2-2-2) Conduct of training
  - (2-2-3) Conduct of follow-through activities
  - (2-2-4) Finalization of technical proposal by participants
  - (2-2-5) Finalization of guide on proposal writing and feasibility studies

(Output 3: Economic development)

- (3-1) Conduct workshop for formulation of overall action plan and training plan for each group
- (3-2) Design and preparation of training
- (3-3) Conduct of training
- (3-4) Conduct of follow-through activities
- (3-5) Conduct of experimental training by trained staff
- (3-6) Finalization of product of training (e.g. manual, material and brochure)
- (3-7) Conduct of final presentation

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## ANNEX II-1: LIST OF JAPANESE EXPERTS

- (1) Chief Advisor
- (2) Expert on Economic Development
- (3) Expert on Administrative Development
- (4) Expert on Infrastructure Development
- (5) Expert on Training Management and Monitoring

Note:

- Other fields of expertise may be provided, upon mutual agreement of both sides, for the effective implementation of the Project.
- There is possibility that “chief advisor” and/or “training management and monitoring” will double as other sector specialist.

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*Y. Yamamoto*

## ANNEX II-1: LIST OF MACHINERY AND EQUIPMENT

### 1. Necessary equipment for the effective implementation of the Project

The detailed plan of equipment will be planned through discussion between JICA Philippines Office and the Philippine side.

The equipment will be managed by Japanese Experts and turned over to the Philippines side after the Project.

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## ANNEX III: LIST OF PHILIPPINE COUNTERPARTS

### 1. Philippine Counterparts

(1) Project Director

The JICA Focal Person, ARG-ARMM/Project Manager, ARMM Social Funds

(2) Project Manager

Director III, Administrative Management Services, Office of the Regional Governor (ORG)

### 2. Technical Working Groups

Given the scope and intensity of work required for the project, TWG will be set up for each cluster.

(1) A TWG may consist of a group leader and sub-leader, a few middle managers from the concerned agencies. ORG will be the leading agency for administration development, while DPHW and DTI will be the leading agencies for infrastructure development and economic development, respectively.

(2) The Joint Coordination Committee will finalize the terms of reference of respective TWG members in three thrust in consultation with the Japanese experts.

(3) The leaders, sub-leaders and members, will be selected based on the list of the candidates suggested by the participating agencies.

### 3. Administrative personnel

Administrative personnel will be assigned from each department of TWG membership, if necessary.

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## **ANNEX IV: LIST OF LAND, BUILDING AND FACILITIES**

1. Facilities such as laboratory and equipment necessary for the Project activities
2. Office space and necessary facilities for Japanese experts and Philippine counterpart personnel.
3. Land, buildings and necessary facilities for the Project activities.
4. Other facilities mutually agreed upon as necessary for the implementation of the Project
5. Recurrent expenses such as electricity, water, gas, fuel, communications and other contingencies for the above mentioned facilities

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*Jun Arayata*

## ANNEX V: JOINT COORDINATING COMMITTEE

### 1. Functions

The Joint Coordinating Committee will meet at least once a year and whenever it is deemed necessary, to:

- (1) Review and approve the annual work plan of the Project to be formulated under the framework of the Record of Discussions;
- (2) Review the overall progress of the Project as well as the accomplishment of the annual work plan;
- (3) Exchange views on major issues arising from, or in connection with the Project; and
- (4) Coordinate with related offices, agencies and stakeholders.

### 2. Composition

(1) Chairperson: JICA Focal Person, ARG/Project Manager, ARMM Social Funds

(2) Co-chairperson: Japanese Expert (Chief Advisor)

(3) Members from Philippine side

- Director III, Administrative Management Staff, ORG
- Head of Technical Working Groups (Economic Development, Infrastructure Development, Administrative Development)
- Executive Director, Regional Planning and Development Office

(4) Members from Japanese side

- Resident Representative, JICA Philippine Office
- Japanese Experts assigned in the Project
- Personnel concerned to be decided by the Japanese side

### 3. Note

- (1) Officials of the Embassy of Japan may attend the meeting as observers.
- (2) Persons who are invited by the Chairperson may attend the meeting as observer

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**ANNEX VI PROJECT DESIGN MATRIX (PDM)**

Project Name: Human Capacity Development Project

Duration: 3 years Version 2: Feb. 2008

Implementing Agency: The relevant agencies in The Autonomous Regional Government (ARG) of Autonomous Region in Muslim Mindanao (ARMM)

Project Site: Cotabato/Davao/ARMM Target Group: Middle management and operating core in ARG

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions
<p>(Overall goal) The administrative capacity is improved and economic development is promoted in ARMM.</p>	<ul style="list-style-type: none"> <li>• (Endorsement/implementation of) Administrative Code and Internal Rules and Regulations (IRR) of Administrative Code</li> <li>• Utilization of HRIS for human resource management</li> <li>• Improvement of projects implemented by ARG (RIP/PIP)</li> <li>• Number of feasibility study prepared by ARG</li> <li>• The number of Halal certified products in ARMM.</li> </ul>	<ul style="list-style-type: none"> <li>• The approved administrative code</li> <li>• Report of ORG and relevant departments and agencies</li> <li>• Record of DPWH</li> <li>• Record of DPWH and relevant departments and agencies</li> <li>• Record of MMHCB</li> <li>• Record of DTI/DAF/BOI</li> </ul>	
<p>(Project Purpose) The middle management and operating core are capacitated in the target agencies of Administrative Development, Infrastructure Development and Economic Development.</p>	<p>(Administration Development)</p> <ul style="list-style-type: none"> <li>1-1 Draft of Administrative Code and IRR</li> <li>1-2 The number of department and agencies which update the HRIS.</li> <li>1-3 The number of staff (operator) who can teach operation of human information management system (Infrastructure)</li> <li>2-1 The number of TOT trainers for in-house technical training</li> <li>2-2 Introduction of in-house technical training is introduced in DPWH</li> <li>2-3 Number of completed proposals for road &amp; bridge, building construction projects.</li> </ul> <p>(Output 3: Economic development)</p> <ul style="list-style-type: none"> <li>3-1 Operation of business support (desks) and technical support on (Halal) products in respective agencies and local offices.</li> </ul>	<ul style="list-style-type: none"> <li>1-1 Record of ORG</li> <li>1-2 &amp; 1-3 Record of participating department and agencies</li> <li>2-1&amp;2-2 Training record of DPWH</li> <li>2-3 Completed Proposal</li> <li>3-1 Activity record of the participating agencies in TWG</li> </ul>	<ul style="list-style-type: none"> <li>• No significant change in administrative set-up of ARG</li> <li>• No significant change in the policy of the National Government and donors towards ARMM</li> <li>• No significant, negative change in the environment for trade in Mindanao.</li> <li>• Consumers accept added values on Halal products</li> </ul>

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions
<p>(Output 1: Administration development)</p> <p>1-1 Administrative code and IRR are drafted.</p> <p>1-2 A data management to collect, compile and disseminate personnel information is introduced.</p>	<p>1-1-1 Finalization of draft of Administrative code by TWG</p> <p>1-1-2. Draft of compilation of IRR, following the approval of administrative code.</p> <p>1-2-1 The number of staffs/operators trained</p> <p>1-2-2 The number of the agencies introduced HRIS</p> <p>1-2-3 Introduced workflow, database and operation manual used</p>	<p>1-1-1 The final draft administrative code</p> <p>1-1-2 The drafted IRR</p> <p>1-2-1~1-2-3 Reports &amp; Record of ORG, relevant departments and agencies</p> <p>1-2-3 workflow, database and operation manual used</p>	<ul style="list-style-type: none"> <li>• ORG periodically organizes training on the operation of the system to new operators.</li> </ul>
<p>(Output 2: Infrastructure development)</p> <p>2-1 Technical qualifications of DPWH staffs are improved.</p> <p>2-2 TOT trainers of training on Project Engineer are trained in DPWH-ARMM (in-house)</p> <p>2-3 The relevant agencies are capacitated to produce technical proposals for construction projects (Roads &amp; Bridges, Water system).</p>	<p>2-1-1 The number of DPWH staffs qualified as "Project Engineer".</p> <p>2-1- 2 Textbook on Project Engineer (Project supervisor and inspector)</p> <p>2-2-1 The number of trained staff who conduct TOT training</p> <p>2-2-2 The number of ARMM engineers who attend at training courses conducted by TOT trainers</p> <p>2-2-3 Participant's level of understanding and skill</p> <p>2-2-4 Training materials</p> <p>2-3-1 The number of the staff trained</p> <p>2-3-2 the proposals written up by TWG during training course</p> <p>2-3-3 A guide for proposal writers and feasibility study</p>	<p>2-1-1 Certificate issued by DPWH, Record of DPWH</p> <p>2-1-2 Textbook and manual</p> <p>2-2-1 Training materials developed and adopted by DPWH for cascade training</p> <p>2-2-2 Training completion report</p> <p>2-2-3 Results of [pre and post-training and monitoring (impact survey)</p> <p>2-2-4 Training materials adopted by DPWH</p> <p>2-3-1 Training completion report.</p> <p>2-3-2 Proposal, Training completion report, Record of Relevant departments and offices</p> <p>2-3-3 The guide adopted by the relevant agencies</p>	<ul style="list-style-type: none"> <li>• The managements of the participating agencies support the institutionalization of in-house training programs.</li> </ul>
<p>(Output 3: Economic development)</p> <p>3-1 Actions plans are developed for selected Halal products.</p> <p>3-2 Staff are capacitated to provide business</p>	<p>3-1 Actions plans and the framework for implementation of Halal promotion developed (total/each group).</p> <p>3-2-1 The number of business support staff trained</p>	<p>3-1 Action plans and framework adopted by ARG</p> <p>3-2-1 Training completion report, Test results</p>	<ul style="list-style-type: none"> <li>• MMHCB is capable of handling increased applications.</li> <li>• Costs of sample testing and quality assurance are affordable to producers</li> </ul>

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Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions
<p>support information services of selected Halal products at ARMM and provincial/district offices.</p> <p>3-3 Staff are capacitated to provide technical advice on production, processing and quality control of selected Halal products.</p> <p>3-4 Tools and kits for selected Halal products promotion and marketing are produced.</p>	<p>3-2-2 A guide to business support staff</p> <p>3-3-1 The number of staff trained</p> <p>3-3-2 The number of ARMM&amp;LGU staff, producers and processors who received trial training by trained staff</p> <p>3-3-3 Improvement of participant's level of understanding and skill after training</p> <p>3-3-4 Learning materials and/or promotional materials produced</p> <p>3-4-1 Number of staff trained</p> <p>3-4-2 Promotion materials</p> <p>3-4-3 Reports on potential markets</p>	<p>and DTI record</p> <p>3-2-2 The materials adopted by DTI</p> <p>3-3-1 Training completion report, Test results and DAF/DOH/DOST record</p> <p>3-3-2 Training evaluation report</p> <p>3-3-3 Results of pre/post-training survey and monitoring (impact survey)</p> <p>3-3-4 The materials produced by TWG</p> <p>3-4-1 Training completion report, The materials adopted by DTI</p> <p>3-4-2 The reports produced by TWG</p>	<p>and processors.</p>

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Activities	JICA:	Input	Important Assumptions
<p><b>1 Administration development (Output 1)</b>            (1-1) "Preparation of Administrative Code"            (1-1-1) Design and preparation of workshop on Administrative Code and IRR            (1-1-2) Conduct of workshop            (1-1-3) Conduct of public hearing            (1-1-4) Conduct of final presentation seminar</p> <p>(1-2) "Introduction of human resource information system"            (1-2-1) Design of training program            (1-2-2) Formulation of HRIS (database)            (1-2-3) Conduct of training            (1-2-4) Conduct of follow-through activities            (1-2-5) Conduct of experimental training by trained staff            (1-2-6) Finalization of operation/training manual and database            (1-2-7) Conduct of progress/final presentation</p> <p><b>2 Infrastructure development (Output 2)</b>            (2-1) "Technical training for supervisors and inspectors"            (2-1-1) Design and preparation of training, including preparation of textbook/introduction of accreditation system            (2-1-2) Conduct of training            (2-1-3) Conduct of follow-through activities            (2-1-4) Conduct of OJT (field level)            (2-1-5) Conduct of training by TOT trainer            (2-1-6) Conduct of follow-through activities/OJT (field level)            (2-1-7) Finalization of textbook, training material and manual            (2-2) "Technical training for proposal writers"</p>	<p>JICA:</p> <ul style="list-style-type: none"> <li>• Dispatch of JICA experts</li> <li>• The cost for the conduct of training programs</li> <li>• The cost for producing training materials</li> <li>• Training in Japan</li> </ul>	<p>ARG</p> <ul style="list-style-type: none"> <li>• Assignment of Technical Working Group (TWG) members for each training program</li> <li>• Venues/sites for on-the-site training in ARMM</li> <li>• Provision of project office</li> </ul>	<ul style="list-style-type: none"> <li>• The trained staffs continue to perform their assigned functions in the same position/office after training.</li> <li>• Pilot processing sites for livestock and seaweed are in place and made available for the project activities (Output 3)</li> </ul> <p>(Preconditions)</p> <ul style="list-style-type: none"> <li>• The participating agencies meet the preconditions set by MM signed on 31<sup>st</sup> Oct. 2008 and R/D.</li> <li>• The sufficient numbers of eligible trainees are secured for training courses</li> <li>• Participants of follow-through activities commit their time and effort.</li> <li>• All the agencies agree to cooperate the drafting of administrative code (Output 1).</li> </ul>

Activities	Input	Important Assumptions
<p>(2-2-1) Design and preparation of training  (2-2-2) Conduct of training  (2-2-3) Conduct of follow-through activities  (2-2-4) Finalization of technical proposal by participants  (2-2-5) Finalization of guide on proposal writing and feasibility studies</p> <p><b>3 Economic development (Output 3)</b>  (3-1) Conduct workshop for formulation of overall action plan and training plan for each group  (3-2) Design and preparation of training Conduct of training  (3-3) Conduct of follow-through activities  (3-4) Conduct of experimental training by trained staff  (3-5) Finalization of product of training (e.g. manual, material and brochure)  (3-6) Conduct of final presentation</p>		

NOTE: The number in "Verifiable Indicator" will be reviewed and finalized by training needs assessment and discussion with relevant department and agencies by February 2009.





















