

Study on Present Status of Implemented  
Technical Cooperation Projects

SEPTEMBER 2010

JAPAN INTERNATIONAL COOPERATION AGENCY  
INTERNATIONAL DEVELOPMENT CENTER OF JAPAN

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## PREFACE

The Japan International Cooperation Agency (hereinafter JICA) has conducted the follow-up studies since FY2007 in order to capture the present status of technical cooperation projects (including the previous project-type technical cooperation) completed in the past years in a sustainable and systematic manner. For this purpose, the study has captured the present status of utilization of project outputs and summarized the situations after the project completion, from which the useful information for efficient project implementation has been extracted to be accumulated in the user-friendly database. The follow-up study this year focuses on the Technical Cooperation Projects that were completed in FY1998, 1999, 2003, 2004, 2006, 2007 and 2008, and gathered a wide range of information from related government organizations of counterpart countries, our overseas offices and domestic consultants with the aim of obtaining detailed and up-to-date information on the projects.

I hope that this report will contribute to the improvement of international cooperation activities and to the promotion of nation-building in the developing countries.

Finally, I wish to express my sincere appreciation to the organizations of related countries that provided the high levels of cooperation and support that made this study possible.

September 2010

Kiyofumi Konishi  
Director General  
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## Chapter 1 General Description of this Study

### 1.1 Background and Purpose of the Study

Starting from the fiscal year 2007, with the aim of securing systematic traceability on the status of technical cooperation projects (including former project-type technical cooperation) that were implemented in the past under the sponsorship of JICA, JICA has been working to construct an easy-to-use database by conducting follow-up studies on how the achievements of each project are being utilized. It is doing this by analyzing collected up-to-date information on the present status of the implemented projects, and by sorting out useful information that could be utilized for the efficient management and operation of projects in the future.

By understanding the present status of each completed project and analyzing collected information, reasons for successes or failures can be clarified. From a micro viewpoint, it will be possible to learn valuable lessons from the findings of this study, and feedback based on these lessons will be provided to projects that are currently underway as well as to those on our list for future adoption. Meanwhile, from a macro perspective, since information relevant to the projects and information on the present situation of implementing bodies can be obtained simultaneously through this study, such information will contribute to the more effective and efficient planning/designing and implementation of future cooperation projects.

More specifically, it is expected that the findings of this study will be utilized in the following ways:

- (1) As reference data that can be used in formulating new projects in a related area or those associated with a relevant program.
- (2) Lessons will be learnt from the present status of implemented projects and feedback will be provided to projects that are scheduled to be newly requested/implemented and to those that are currently underway.
- (3) As a basis for formulating concrete follow-up (hereinafter F/U) cooperation projects.
- (4) As part of explanatory information that will be provided to inquiries received from outside regarding the present status of completed studies and implemented projects.
- (5) Communication with counterpart (hereinafter C/P) organizations will be promoted in the course of this study with a view to better maintaining and reinforcing relationships with C/P organizations.

This study report is intended to provide an overall picture of technical cooperation projects (including former project-type technical cooperation) implemented in the past under the sponsorship of JICA as well as to show tendencies observed among completed projects. A brief overview of each project and the details of the current status of the projects are provided in the “Summary of Survey on Each Project” and the “Implemented Technical Projects Database” respectively.

## 1.2 Scope of The Study

This year, questionnaire surveys and studies of other kinds were conducted, targeting the projects completed in FY1998-1999, FY2003-2004, and FY2006-2008 among the technical cooperation projects implemented by JICA, and the information on present status of the projects were collected. Projects covered by this study for the formulation of project summary are following projects among the technical cooperation projects that were conducted by the JICA:

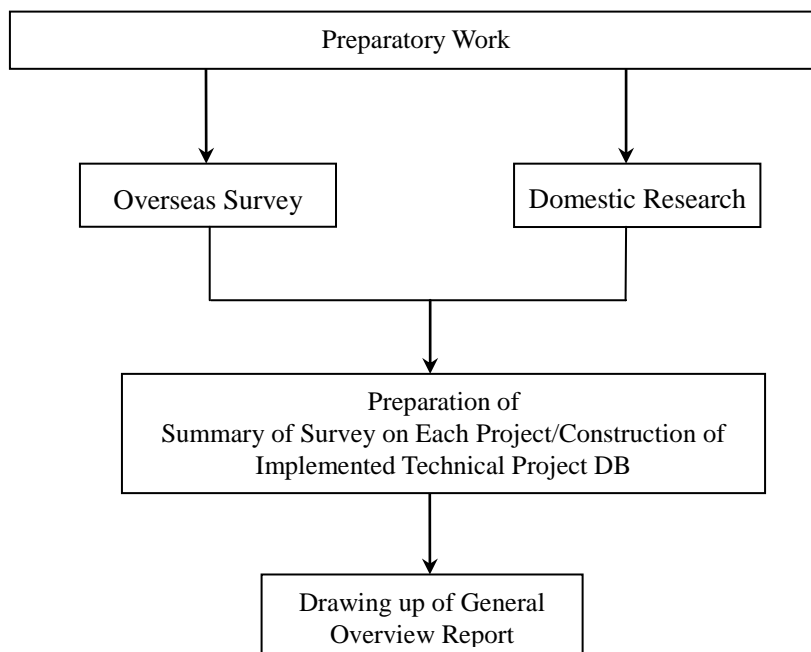
- (1) Using the initial year of the technical cooperation projects completed after FY1997 (including former project-type technical cooperation) as the base, the study has been conducted targeting the projects which passed 1, 5 and 10 years after the project completion. Concretely, the projects completed in FY1997-1999 and FY2002-2008 has been the study targets until now.
- (2) Projects that went through an ex ante evaluation (whose scheduled total input is 200 million yen or more). However, with respect to projects that came into operation prior to the introduction of ex ante evaluations (fiscal year 2002), former project-type technical cooperation cases are covered.

The total number of projects covered by this study until now is 462, the breakdown of which is shown in the table below:

Year of Completion	No. of Projects
Projects completed in FY 1997	22
Projects completed in FY 1998	25
Projects completed in FY 1999	39
Projects completed in FY 2002	36
Projects completed in FY 2003	31
Projects completed in FY 2004	38
Projects completed in FY 2005	66
Projects completed in FY 2006	59
Projects completed in FY 2007	62
Projects completed in FY 2008	84
Total	462

### 1.3 Study Procedure

This study roughly consists of domestic research and an overseas survey. The interrelations between these are as shown in the following flow chart of the study procedure:



### (1) Preparatory Work

In order to capture the current status of completed technical cooperation projects, the questionnaire sheet for the study was designed, prepared, and sent to overseas C/P organizations, our overseas offices, and domestic corporations in order to gather information on the present status of each project.

The questionnaire has been designed in such a way that the information needed to ascertain the achievement level of the overall goal of each project and the status of project activities is compiled and grouped into several stages. The instruction leaflet has been designed so that an explanation of the entry method is given for each stage.

### (2) Overseas Survey

A survey using a questionnaire was conducted with local C/P organizations and JICA overseas offices. A questionnaire intended to obtain up-to-date information on the present status of the completed projects as well as on the reasons that have led to such situation was sent to overseas JICA offices along with a request letter and a leaflet explaining the entry method. Then these documents were translated, as appropriate, into English and other languages (French or Spanish).

As seen above, this survey employed a questionnaire as a means to gather information, most of which we assumed that local C/P organizations and overseas JICA offices were in possession of or could obtain. Since information and opinions on the present status of implemented projects are sought through a questionnaire survey, there is a possibility that different findings may be provided by a local C/P organization and a JICA overseas office with respect to the same case.

### (3) Domestic Research

For domestic research, the research through the questionnaires was conducted for the domestic corporations and consultants that were commissioned the project implementation. In questionnaire surveys, questionnaire formats aimed at clarifying the recent status of the projects and the reasons which explain the current situation were directly distributed to each corporation, together with the cooperation request letter and guideline for filling-up.

In addition, the sources of information for this research are Terminal Evaluation Reports, JICA Knowledge Site, and other information in the possession of JICA. The results of the research have been compiled into the Summary of Survey on Each Project.

In addition, the results of the questionnaire survey conducted with local C/P organizations and overseas JICA offices were translated into Japanese, and then analyzed after sorting and compilation.



#### (4) Preparation of Report on Research Results

Through the procedures described in (1), (2), and (3), the Summary of Project Survey was prepared by taking the results of both (2) and (3) into consideration. Along with this, the Implemented Technical Project DB was constructed (by using FileMaker). Finally, the information on the present status of all the implemented projects was compiled for analysis and this General Overview Report was drawn up based on the analysis.



## Chapter 2 Overall Picture of Technical Cooperation Project Covered by this Study

### 2.1 Classification Criteria

In this chapter, technical cooperation projects covered by this study are classified and analyzed in accordance with 1) year of completion, 2) geographical region, 3) Issue (sector), and 4) scale of cooperation project in order to provide a clear picture of what kind of projects have been conducted by the JICA.

#### (1) Year of Completion

Year of Completion means the year when a project was completed. In addition, the year of completion for the multiple phase projects, extension / follow-up and the projects for which aftercare was conducted indicates the year in which all these activities were completed.

#### (2) Classification of Geographical Regions/Countries

Geographical regions and countries of the projects covered by this study are classified as follows:

Region	Countries
Southeast Asia	Indonesia, Vietnam, Philippines, Cambodia, Thailand, Laos, Myanmar, Malaysia, East Timor, Singapore, Brunei
East Asia	People's Republic of China, Republic of Korea, Mongolia
Southwest Asia	Sri Lanka, Pakistan, Bangladesh, Nepal, India, Bhutan, Maldives
Central Asia/Caucasian	Uzbekistan, Kirgiz, Kazakhstan, Tadzhikistan, Armenia, Azerbaijan, Georgia, Turkmenistan
Middle East	Afghanistan, Syria, Egypt, Jordan, Morocco, Tunisia, Sudan, Iran, Turk, Iraq, Palestine, Yemen, Saudi Arabia, Algeria, Oman, Bahrain, Lebanon, Libya, United Arab Emirates
Africa	Kenya, Tanzania, Ghana, Zambia, Senegal, Ethiopia, Malawi, Uganda, Niger, Madagascar, Mozambique, Burkina Faso, Rwanda, South Africa, Sierra Leone, Zimbabwe, Nigeria, Mali, Benin, Angola, Eritrea, Guinea, Botswana, Burundi, Mauritania, Cameroon, Chad, Gabon, Cote d'Ivoire, et al
Latin America	Mexico, Dominican Republic, Honduras, El Salvador, Nicaragua, Panama, Guatemala, Costa Rica, Jamaica, Cuba, Saint Lucia,

	Belize, Trinidad and Tobago, Saint Vincent, Bolivia, Paraguay, Brazil, Colombia, Chile, Argentine, Peru, Ecuador, Uruguay, Venezuela, et al
Oceania	Papua New Guinea, Fiji, Samoa, Vanuatu, Palau, Solomon Islands, Micronesia, Tonga, Marshall, Tuvalu, Kiribati, Cook Islands, Niue, Nauruan
Europe	Romania, Bulgaria, Bosnia and Herzegovina, Former Yugoslav Republic of Macedonia, Serbia, Ukraine, Albania, Poland, Montenegro, Moldova, Hungary, Croatia, Kosovo, Slovakia, Lithuania, Czechoslovakia

### (3) Sector/Issue Category

With respect to the sector/issue category of the projects covered by this study, the following classification has been adopted. It should be noted that the classification corresponds to that of JICA's "Activities Issues".

- Education
- Water Resources/Disaster Management
- Peace-Building
- Transportation
- Natural Resources and Energy
- Private Sector Development
- Natural Environment Conservation
- Gender and Development
- Poverty Reduction
- South-South-Cooperation
- Evaluation
- Aid Approach
- Health
- Governance
- Social Security
- ICT
- Economic Policy
- Agricultural /Rural Development
- Fisheries
- Urban /Regional Development
- Environmental Management
- Citizen Participation
- Japanese-Language Education

### (4) Classification According to Project Scale

Based on a definition that the scale of a project will be measured according to the "cooperation amount", the projects have been classified into the following five (5) categories (projects without information are included) for the purpose of convenience of analysis. It should be noted that the figures of "cooperation amount" do not reflect the total amount of cooperation funds expended up until the end of the completion of a project since most of these figures are an aggregation made at the time of terminal evaluation.

- Less than 200 million
- 200 million or more, less than 400 million
- 400 million or more, less than 600 million
- 600 million or more
- No information

## 2.2 Overall Picture of Technical Cooperation Project

### 2.2.1 Current Status of Information Storage of Projects

This study targets 462 technical cooperation projects including the previous project-type technical cooperation, which were completed as already mentioned. In this regard, however, the studies conducted in FY2007 and FY2009 succeeded in capturing the current status of 206 target projects (45%). The top information source is the provision from counterpart organizations (186 answers) accounting for 40%, followed by the information provided by JICA overseas offices (136 answers) accounting for 29%. The number of answers from International corporations remains small (19 answers) accounting for 4% due to the constraint of characteristics of the target projects, which were implemented under the outsourcing contracts.

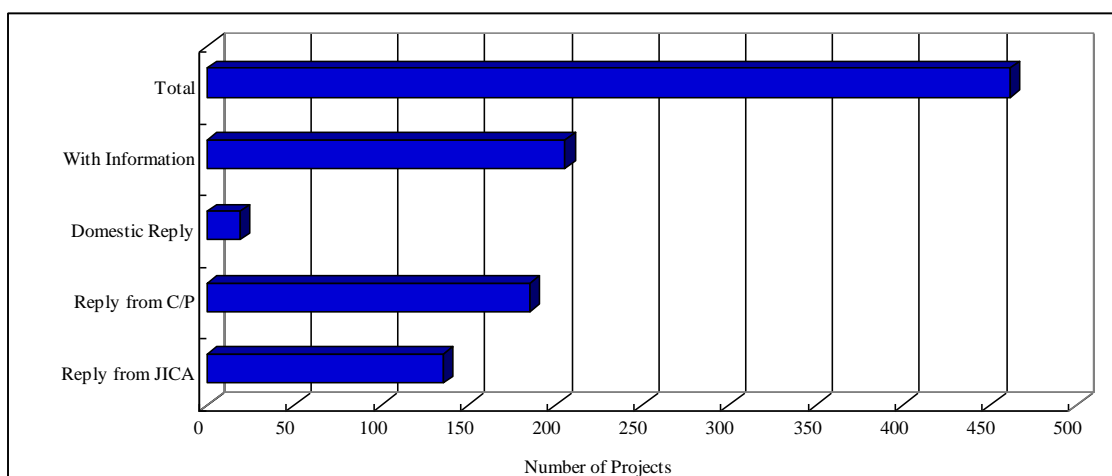


Figure: Current Status of Information Storage of Projects

Table: Current Status of Information Storage of Projects

	Total	With Information	Domestic Reply	Reply from C/P	Reply from JICA
Number of Projects	462	206	19	186	136
Portion	100%	45%	4%	40%	29%

### 2.2.2 Breakdown of Projects According to Year of Completion

Projects covered by this study are the technical cooperation projects (in 10 years in total) completed in FY1997-99, and FY2008, and the total number of covered projects is 462 on a fiscal year basis.

The following figure shows the current status of information storage and breakdown according to

completion year for all the projects covered by this study and of those for which questionnaire replies were received.

With respect to the years, '97 and '98, the total number of projects was not more than 20 but in the years, '99 to '03, the number increased up to slightly more than 40%. In addition, the number increased to about 60 in the years '05 - '07, and furthermore, 84 in '08, showing the steady increase.. As the information source for capturing the current situation, C/P organizations show a better response than JICA overseas offices for all years except for FY2003. As to the completed projects in FY2003 and 2006 which were targeted for two questionnaire surveys in FY2007 and 2009, the portion of the projects which have information storage about the current status is higher compared to other years.

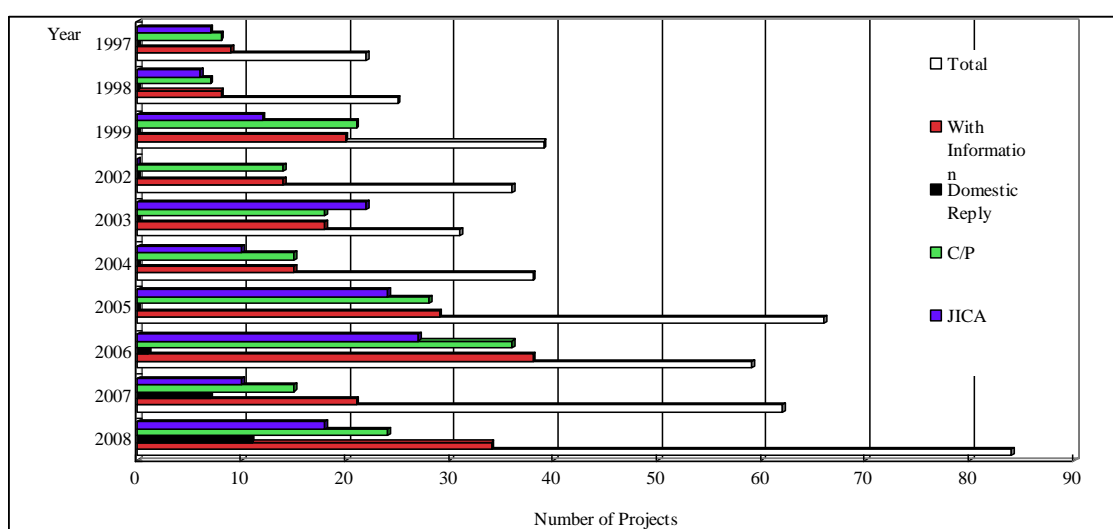


Figure: Breakdown of Projects According to Completion Year

Table: Breakdown of Projects According to Completion Year

	Total	With Information		Domestic Reply		CP		JICA		
1997	22	5%	9	4%	0	0%	8	4%	7	5%
1998	25	5%	8	4%	0	0%	7	4%	6	4%
1999	39	8%	20	10%	0	0%	21	11%	12	9%
2002	36	8%	14	7%	0	0%	14	8%	0	0%
2003	31	7%	18	9%	0	0%	18	10%	22	16%
2004	38	8%	15	7%	0	0%	15	8%	10	7%
2005	66	14%	29	14%	0	0%	28	15%	24	18%
2006	59	13%	38	18%	1	5%	36	19%	27	20%
2007	62	13%	21	10%	7	37%	15	8%	10	7%
2008	84	18%	34	17%	11	58%	24	13%	18	13%
	462	100%	206	100%	19	100%	186	100%	136	100%

### 2.2.3 Breakdown of Projects According to Geographical Region

The following figure shows the current status of information storage and breakdown according to geographical region for all projects covered by this study.

With respect to geographical regions, the number of projects in Southeast Asia is the largest and accounts for 40% (186 projects) of all projects. Latin America (85 projects, 18%), Africa (61 projects, 13%), and Middle East (40 projects, 9%) follow in this order. With respect to the projects which have the current information storage, which show almost the same order as above, the rate of such projects is high in Central and Latin America and Southwest Asia, compared to the breakdown of projects. On the other hand, the rate shows low in Southeast Asia and East Asia.

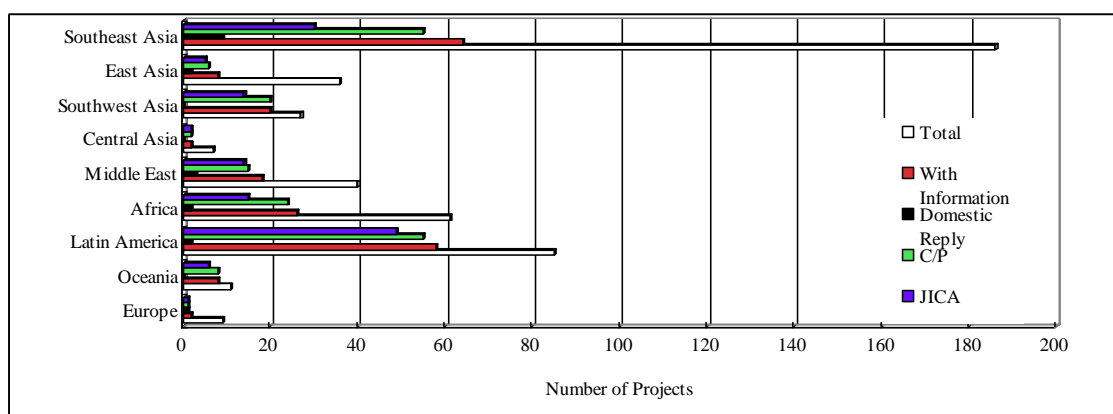


Figure: Breakdown of Projects According to Geographical Region

Table: Breakdown of Projects According to Geographical Region

	Total	With Information	Domestic Reply	C/P	JICA					
Southeast Asia	186	40%	64	31%	9	47%	55	30%	30	22%
East Asia	36	8%	8	4%	2	11%	6	3%	5	4%
Southwest Asia	27	6%	20	10%	0	0%	20	11%	14	10%
Central Asia	7	2%	2	1%	0	0%	2	1%	2	1%
Middle East	40	9%	18	9%	3	16%	15	8%	14	10%
Africa	61	13%	26	13%	2	11%	24	13%	15	11%
Latin America	85	18%	58	28%	2	11%	55	30%	49	36%
Oceania	11	2%	8	4%	0	0%	8	4%	6	4%
Europe	9	2%	2	1%	1	5%	1	1%	1	1%
	462	100%	206	100%	19	100%	186	100%	136	100%



## 2.2.4 Breakdown of Projects According to Sectors/Issues Category

The following figure shows the current status of information storage and breakdown according to sectors/issues category for all projects covered by this study.

When viewed in terms of sector or issues category, the number of projects relating to Health and Agriculture/Rural Development are the 2 prominent sectors among all the projects, accounting for 19% (84 projects) and 19% (83 projects) respectively. These 2 sectors account for slightly less than 40%. Those relating to Education (50 projects, 11%) and Natural Environment Conservation (42 projects, 9%) follow in this order. These top 4 sectors accounts for 56% and the total number of these projects are more than half of all the projects. With respect to the projects which have the current information storage, the rate of such projects is high in Education and Fisheries, compared to the breakdown of projects.

Table: Breakdown of Projects According to Sectors/Issues Category

	Total		With Information		Domestic Reply		C/P		JICA	
Education	50	11%	26	13%	6	32%	21	11%	16	12%
Health	84	18%	36	17%	0	0%	35	19%	26	19%
Water Resources/Disaster Management	23	5%	11	5%	1	5%	10	5%	8	6%
Governance	20	4%	9	4%	2	11%	8	4%	7	5%
Peace-building	1	0%	0	0%	0	0%	0	0%	0	0%
Social Security	10	2%	1	0%	0	0%	1	1%	1	1%
Transportation	15	3%	5	2%	1	5%	5	3%	3	2%
ICT	11	2%	3	1%	0	0%	3	2%	2	1%
Natural Resources and Energy	15	3%	5	2%	0	0%	5	3%	4	3%
Economic Policy	4	1%	3	1%	1	5%	2	1%	1	1%
Private Sector Development	43	9%	21	10%	1	5%	20	11%	15	11%
Agricultural/Rural Development	83	18%	37	18%	2	11%	34	18%	25	18%
Natural Environment Conservation	42	9%	19	9%	1	5%	18	10%	12	9%
Fisheries	19	4%	12	6%	0	0%	12	6%	7	5%
Urban/Regional Development	9	2%	5	2%	1	5%	4	2%	1	1%
Poverty Reduction	1	0%	0	0%	0	0%	0	0%	0	0%
Environmental Management	26	6%	11	5%	3	16%	7	4%	6	4%
South-south Cooperation	1	0%	0	0%	0	0%	0	0%	0	0%
Gender and Development	4	1%	2	1%	0	0%	1	1%	2	1%
The Others	1	0%	0	0%	0	0%	0	0%	0	0%
	462	100%	206	100%	19	100%	186	100%	136	100%

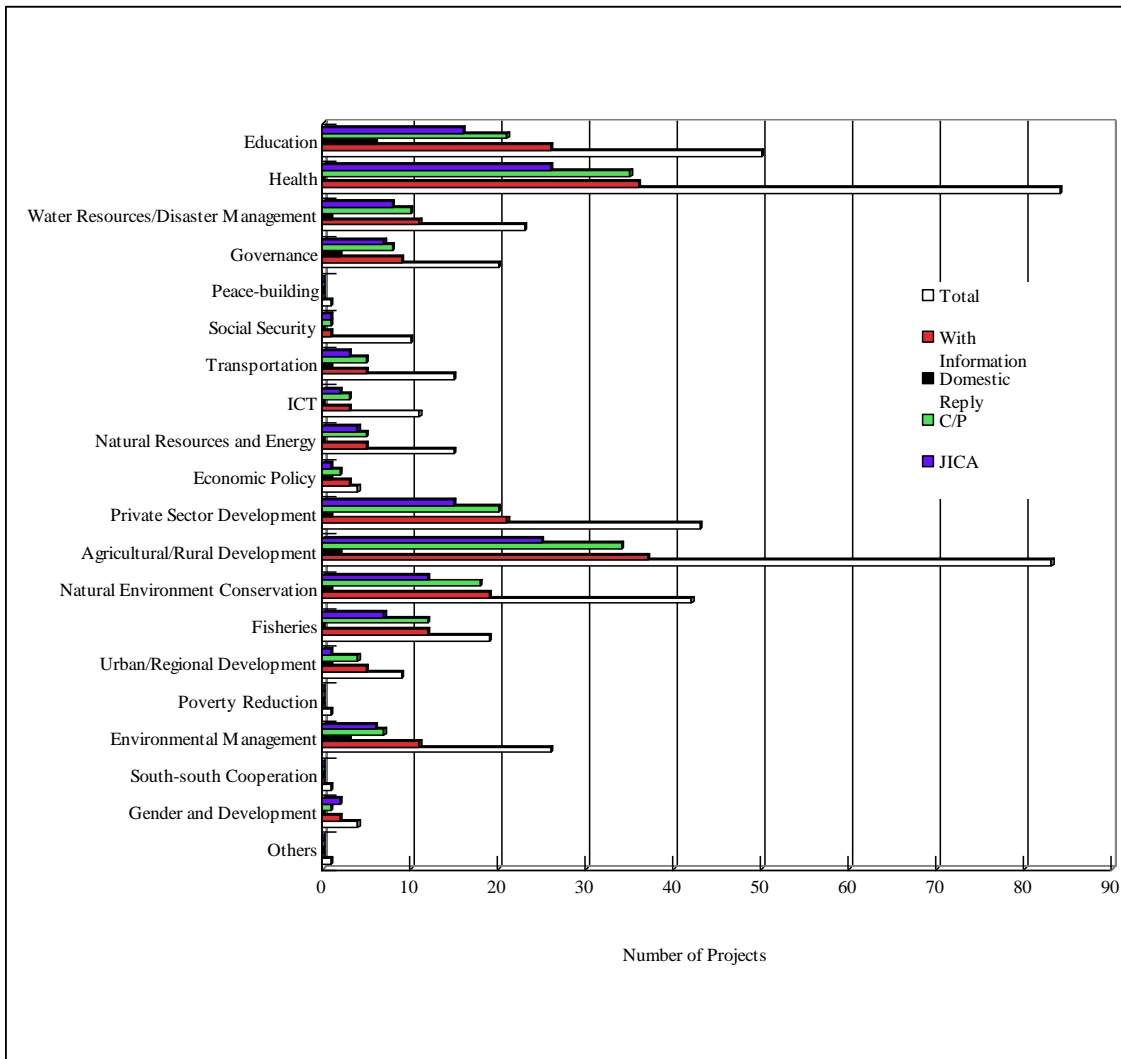


Figure: Breakdown of Projects According to Sectors/Issues Category

### 2.2.5 Breakdown of Projects According to Project Scale

The following figure shows the current status of information storage and breakdown according to project scale for all projects covered by this study. When viewed in terms of project scale, the number of projects without information is the largest (183 projects), accounting for 40%. The factors for promoting the portion of the projects without information on their scale are as follows; 1) high number of projects implemented from the end of 1990s to the beginning of 2000, which have no information on cooperation fund, and 2) unclarity of total amount of cooperation fund for the projects which do not address the amount of cooperation fund of initial phases, due to the fact that multiple phases are described in one summary sheet. With respect to projects whose scale is known, the number of projects whose scale is 200-400 million is the largest and accounts for 15% (71 projects) of the total. Projects less than 200 million (70 projects, 15%) and projects from 400 to 600 million (62 projects, 13%) follow in this order. Relatively small-scaled projects show high rates. With respect to the projects which have the current information storage, there is no large difference on a scale basis, compared to the breakdown of projects.

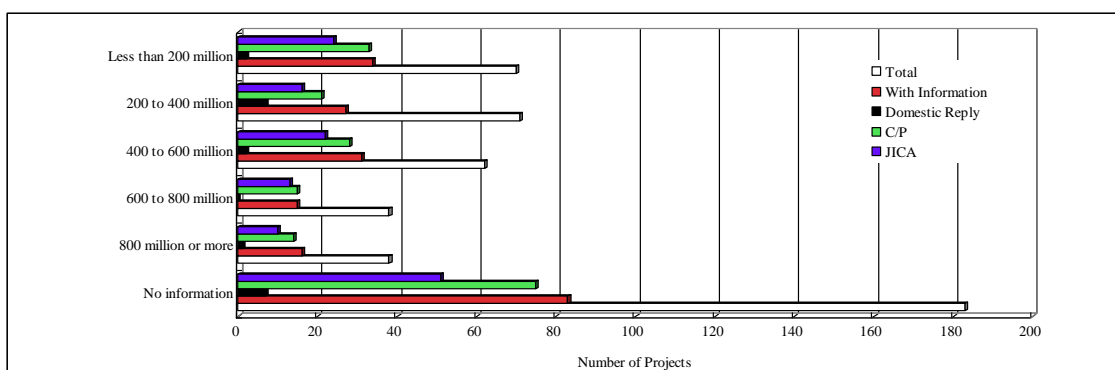


Figure: Breakdown of Projects According to Project Scale

Table: Breakdown of Projects According to Project Scale

	Total	With Information	Domestic Reply	Reply from CP	Reply from JICA					
Less than 200 million	70	15%	34	17%	2	11%	33	18%	24	18%
200 to 400 million	71	15%	27	13%	7	37%	21	11%	16	12%
400 to 600 million	62	13%	31	15%	2	11%	28	15%	22	16%
600 to 800 million	38	8%	15	7%	0	0%	15	8%	13	10%
800 million or more	38	8%	16	8%	1	5%	14	8%	10	7%
No information	183	40%	83	40%	7	37%	75	40%	51	38%
	462	100%	206	100%	19	100%	186	100%	136	100%



### Chapter 3 Present Status of Implemented Technical Cooperation Projects

In this chapter, among 462 technical cooperation projects, the overall picture of which was given in the preceding chapter, the results of questionnaire surveys which were conducted in FY2007 and 2009, 186 projects for which replies had been received from C/P organization in response to our questionnaire survey, 136 projects for which replies had been received from JICA overseas offices, and 19 projects for which replies had been received from domestic corporations are subjected to an analysis of their status after the completion of the projects. The analysis is made for each of several factors, so that the current status of the projects after the technical cooperation by JICA can be understood in detail.

More specifically, an analysis is made for the following items.

- 1) Scale of Implementing Organizations
- 2) Situation of Project Activities after Technical Cooperation by JICA
- 3) Usage Situation of Machinery and Materials Provided Under the Project
- 4) Achievement Level of Overall Goal
- 5) Impacts of Project Undertakings and Technical Cooperation Projects
- 6) Sustainability of Project Undertakings and Organizations
- 7) General Overview of the Present Situation
- 8) Necessity for Supplementary Cooperation

In analyzing the present situation of the implemented projects according to the items mentioned above, it would be beneficial to conduct simultaneously a further analysis from the following four perspectives; 1) completion year, 2) geographical region, 3) issue (sector), and 4) scale of cooperation project. However, the absolute number of projects covered by this study is so small that it would be difficult to ascertain trends accurately by conducting a cross analysis. Accordingly, it was decided not to adopt this technique for this study.

### 3.1 Scale of Implementing Organizations

Up-to-date information on the scale (such as budget, personnel, etc) of the organizations implementing the project undertakings and technical cooperation projects was collected from C/P organizations, JICA overseas offices and domestic corporations.<sup>1</sup> The graph and table below show the results of the analysis of the collected information.

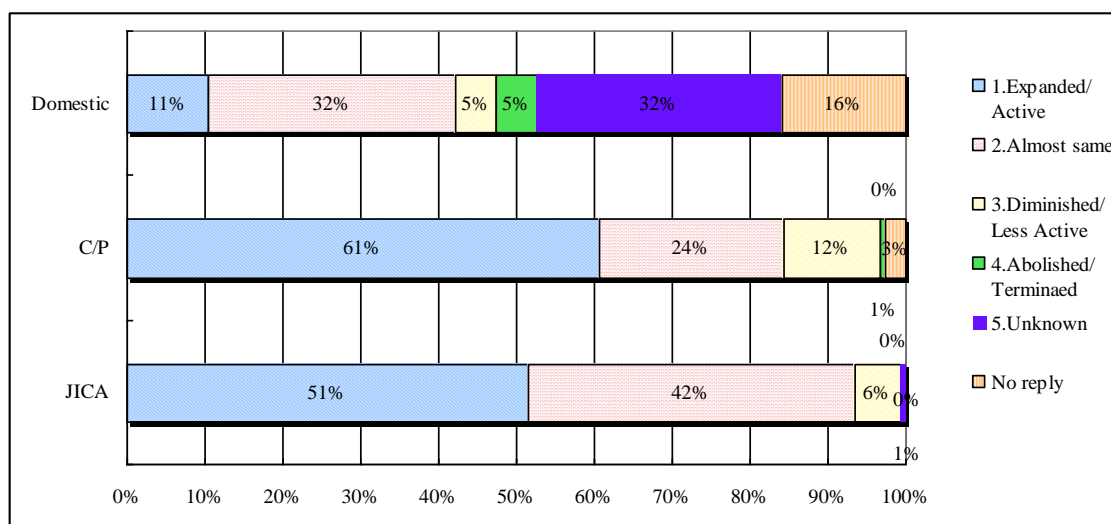


Figure: Scale of Implementing Organizations

Table: Scale of Implementing Organizations

	JICA		C/P		Domestic	
1 Expanded/Active	70	51%	113	61%	2	11%
2 Almost same	57	42%	44	24%	6	32%
3 Diminished/Less Active	8	6%	23	12%	1	5%
4 Abolished/Terminated	0	0%	1	1%	1	5%
5 Unknown	1	1%	0	0%	6	32%
No reply	0	0%	5	3%	3	16%
Total	136	100%	186	100%	19	100%

Though it should be taken into consideration that there is no perfect correspondence between projects for which replies were received from C/P organizations and JICA overseas offices, 61% (113 projects) of C/P organizations and 51% (70 projects) of JICA overseas offices replied that the scale of the implementing organization has “Expanded/Active” after the completion of relevant

<sup>1</sup> It should be noted that since the questionnaire survey was conducted with organizations that are managing and administering relevant technical cooperation projects, information provided through the survey is most likely to relate to the whole body of a C/P organization and not just the particular section that is directly involved in the relevant project.

technical cooperation. By including “Almost same” in the replies, more than 80% of the implementing organizations have either maintained or increased their scale. As to domestic corporations, for which the number of projects is small and the rate of unknown and no response is high (32% and 16% respectively), the replies from domestic corporations excluding the abovementioned no responses clarified that 80% (8 projects) of implementing organizations has maintained and expanded their scale.

On the other hand, 13 % (24projects) of C/P organizations and 7% (9 projects) of JICA overseas offices replied that the scale of the relevant implementing organization is “Diminished/Less Active” or the organization has been “Abolished/Terminated”, and the percentage of replies of “Expanded/Active” and “Diminished/Less Active” is higher with respect to C/P organizations than JICA offices. As a general tendency, the percentages of replies of “increased/ increasing” and “decreasing” are high with respect to C/P organizations and the percentage of “Almost same” is high with respect to JICA oversea offices.

### 3.2 Status of Project Activities after Technical Cooperation by JICA

Up-to-date information on the status of project activities after the technical cooperation by JICA was collected from C/P organizations, JICA overseas offices and domestic corporations. The figure and table below show the results of the analysis of the collected information.

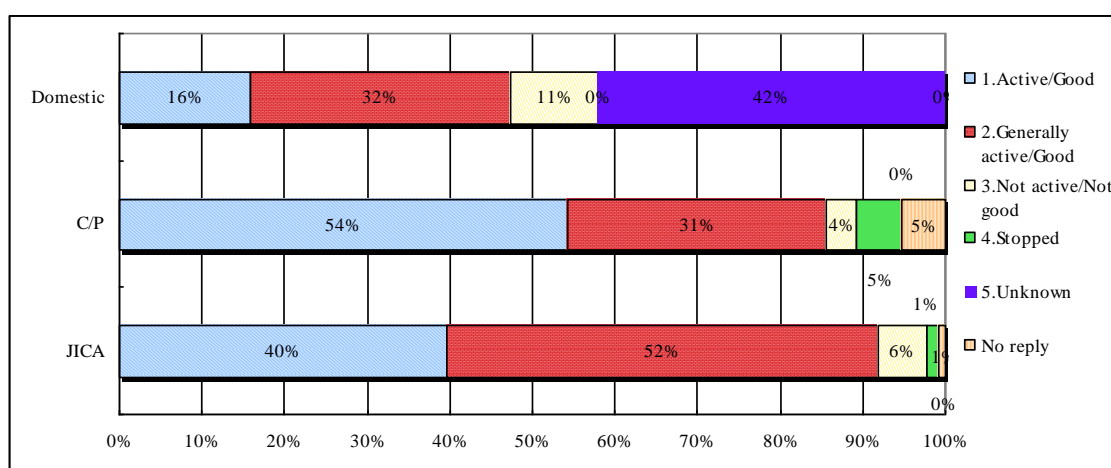


Figure: Status of Project Activities after Technical Cooperation by JICA

Table: Status of Project Activities after Technical Cooperation by JICA

		JICA		C/P		Domestic	
1	Active/Good	54	40%	101	54%	3	16%
2	Generally active/Good	71	52%	58	31%	6	32%
3	Not active/Not good	8	6%	7	4%	2	11%
4	Stopped	2	1%	10	5%	0	0%
5	Unknown	0	0%	0	0%	8	42%
	No reply	1	1%	10	5%	0	0%
	Total	136	100%	186	100%	19	100%

Though it should be taken into consideration that there is no perfect correspondence between projects for which replies were received from C/P organizations and those from JICA overseas offices, 54% (101 projects) of C/P organizations and 40% (54 projects) of JICA overseas offices replied that the projects are “Active/Good” after the completion of the relevant technical cooperation. By including those that replied “Generally Active/Good”, some 90% of the projects are in an active or favorable condition. However, it should be noted that differences of opinion (a discrepancy of 14 percentage points) are seen between C/P organizations and JICA overseas offices with respect to the reply, “Active/Good”. As to domestic corporations, only 27% replied “Active/Good” out of 11 projects excluding unknown answers, resulted in lower results in



comparison with C/P organizations and JICA overseas offices.

On the other hand, 5% (10 projects) of C/P organizations and 1% (2 project) of JICA overseas offices replied that the “Stopped”.

### 3.3 Usage Situation of Machinery and Materials Provided under the Project

Up-to-date information on the usage situation of machinery and materials provided under the project was collected from C/P organizations, JICA overseas offices and domestic corporations. The figure and table below show the results of the analysis of the collected information.

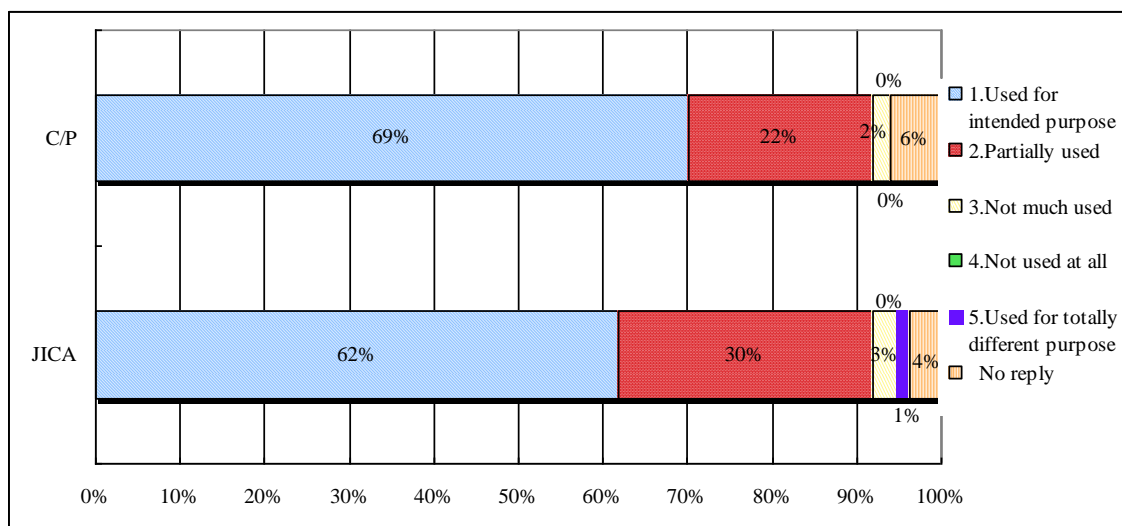


Figure: Usage Situation of Machinery and Materials Provided under the Project

Table: Usage Situation of Machinery and Materials Provided under the Project

		JICA		C/P		国内	
1	Used for intended purpose	84	62%	129	69%	7	37%
2	Partially used	41	30%	40	22%	2	11%
3	Not much used	4	3%	4	2%	0	0%
4	Not used at all	0	0%	0	0%	0	0%
5	Used for totally different purpose	2	1%	0	0%	0	0%
6	Unknown	0	0%	2	1%	10	53%
	No reply	5	4%	11	6%	0	0%
	Total	136	100%	186	100%	19	100%

Though it should be taken into consideration that there is no perfect correspondence between projects for which replies were received from C/P organizations and those from JICA overseas offices, 69% (129 projects) of C/P organizations and 62% (84 projects) of JICA overseas offices replied that the machinery and materials are “Used for the intended purpose” after the completion of the relevant technical cooperation. Similar to the Situation of Projects after Technical Cooperation by JICA, C/P organizations tend to provide a more favorable assessment than JICA overseas offices, resulting in the difference of 17 percentage points as seen above.

On the other hand, 25% (46 projects) of C/P organizations and 34% (47 projects) of JICA overseas offices replied that the machinery and materials are not used for the intended purpose. More particularly, 3% (6 projects) of C/P organizations and 4% (6 projects) of JICA overseas offices replied that the machinery and materials are “Not much used”, “Not used at all”, or “Used for totally different purposes”. These situations pose a serious concern. As to domestic corporations, 10 projects, which are more than half of total 19 projects, have no information on this issue.

We asked the C/P organizations (44 projects) and domestic corporations (2 projects) that replied the machinery and materials are not used for the intended purpose (“Partially used”, “Not much used”, “Not used at all” and “Used for totally different purposes”) about the reasons for this situation. The figure below shows the results.

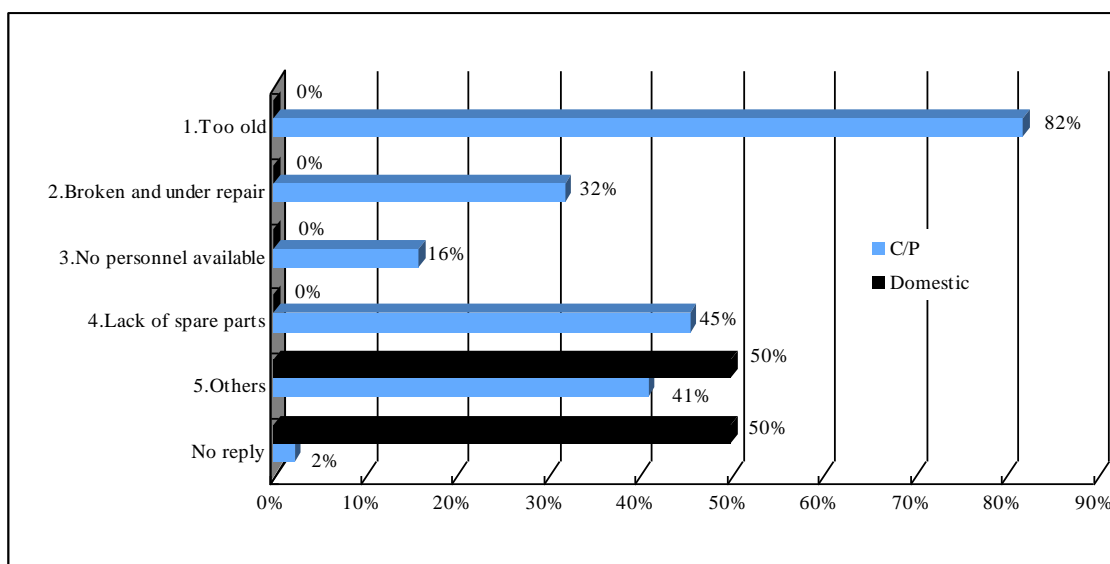


Figure: Reasons Why Machinery and Material are not Used As Planned  
(Based on 44 replies from C/P Organizations)

Among the replies from CP organizations, the biggest reason is “Too old” (82%, 36 projects), and “Lack of spare parts” (45%, 20 projects), “others” (41%, 18 projects) and “Broken and under repair” (32%, 14 projects) follow in this order. The reason “No personnel available” accounts for 16% (7 projects) and it is not major reason. More specifically, principal reasons included in “Others” are as follows:

- Shortage of financial resources for maintenance (forced the use of machinery and materials that required less maintenance cost)

- (Part of) the machinery and materials provided under the cooperation project are no longer needed in the present situation.
- Repair cost higher than new purchase cost led to the acquisition of new machinery.
- Unavailability of the operation manual hindered effective utilization.
- Insufficient training led to insufficient know-how about the use of the machinery and materials (No on-the-job training on how to use the machinery and materials in place).

### 3.4 Achievement Level of Overall Goal

Up-to-date information on the achievement level of the overall goal was collected from C/P organizations, JICA overseas offices and domestic corporations. The figure and table below show the results of the analysis of the collected information.

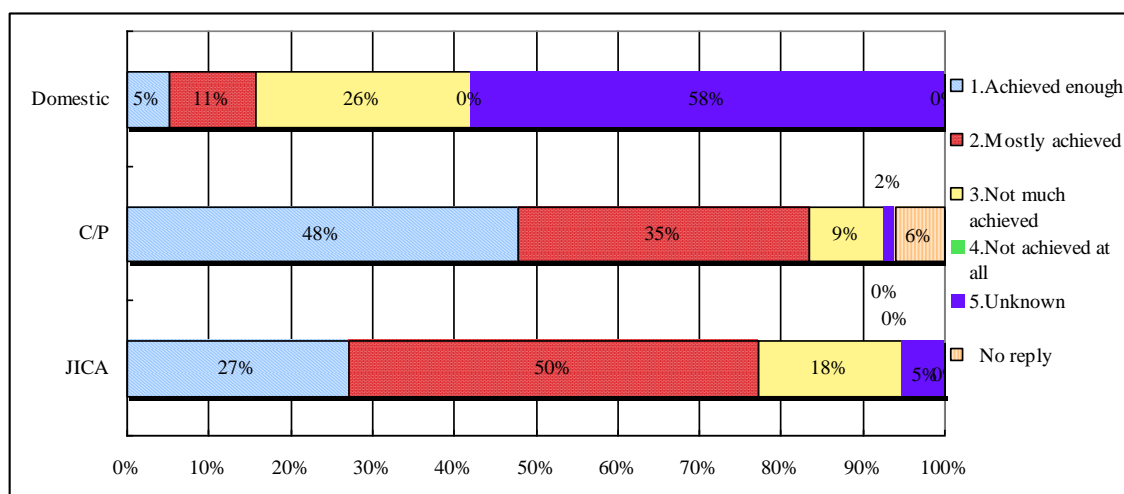


Figure: Achievement Level of Overall Goal

Table: Achievement Level of Overall Goal

		JICA		C/P		Domestic	
1	Achieved enough	37	27%	89	48%	1	5%
2	Mostly achieved	68	50%	66	35%	2	11%
3	Not much achieved	24	18%	17	9%	5	26%
4	Not achieved at all	0	0%	0	0%	0	0%
5	Unknown	7	5%	3	2%	11	58%
	No reply	0	0%	11	6%	0	0%
Total		136	100%	186	100%	19	100%

Though it should be taken into consideration that there is no perfect correspondence between projects for which replies were received from C/P organizations and those from JICA overseas offices, there is a difference of opinion between them with respect to the achievement level of the overall goal.

About half (48%, 89 projects) of C/P organizations replied that the overall goal is “Achieved enough” while ones from JICA overseas offices remain 27% (37 projects) and there is a large difference of 21points between them. This result indicates that CP organizations have more positive perspective on the present status as to the achievement of overall goals. However, the difference in

the level of achievement of overall goals has been reduced by including those that replied “Mostly achieved”, resulted in 77% (105 projects) for CP organizations and 83% (155 projects) for JICA overseas offices. Basically, most of CP organizations and JICA overseas offices show a favorable assessment about their achievement level of the overall goal. As to domestic corporations, 11 respondents gave “Unknown” out of 19 responses in total. It is characteristic of domestic corporations that the rate of response “Not much achieved” is high as is evident from the result that 5 projects (63%) replied so out of 8 valid responses. However, none of the C/P organizations, JICA overseas offices or domestic corporations replied, “Not achieved at all”. It is a tendency that the rate of “No reply” (6%, 11 projects) for CP organizations and “Unknown” (5%, 7 projects) in case of JICA overseas offices occupy a definite portion.

We asked the C/P organizations that returned an unfavorable assessment as to the achievement level of the overall goal (“Not much achieved” and “Not achieved at all”, ) (17 projects for CP organizations and 5 projects for domestic corporations) about the possibility that the overall goal could be achieved in the future. The following figure shows the results.

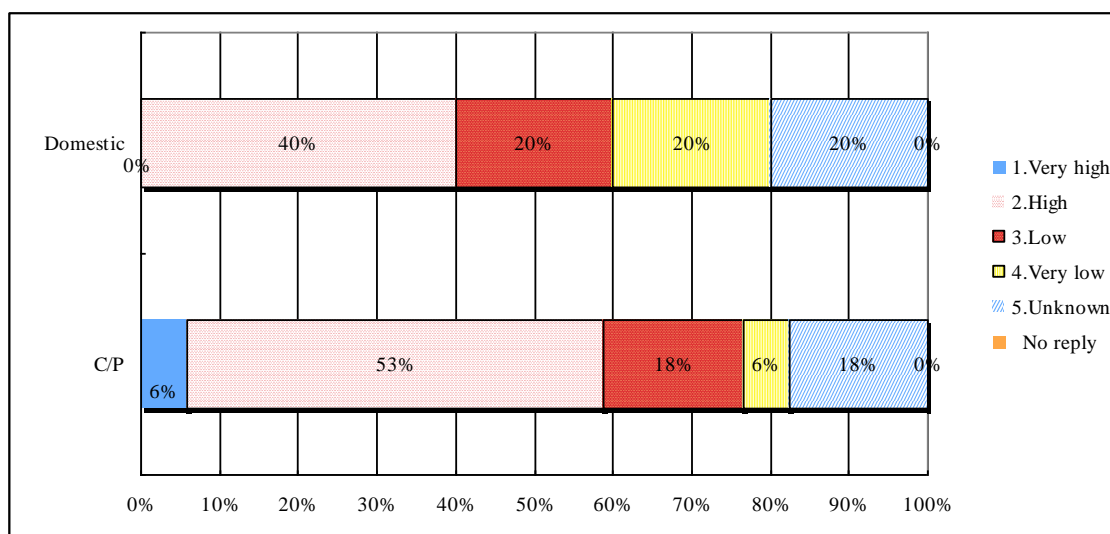


Figure: Possibility of Achieving Overall Goal (Based on 17 replies from C/P organizations)

Table: Possibility of Achieving Overall Goal

		C/P		Domestic	
1	Very high	1	6%	0	0%
2	High	9	53%	2	40%
3	Low	3	18%	1	20%
4	Very low	1	6%	1	20%
5	Unknown	3	18%	1	20%
	No reply	0	0%	0	0%
	Total	17	100%	5	100%

Even with regard to those projects where the overall goal is not fully achieved at present, more than half (10 projects) of the CP organizations replied that the possibility that the overall goal will be achieved in the future is “Very high” (16%) or “High” (53%). Thus, many of the C/P organizations are rather optimistic about the future achievement of the overall goal. Meanwhile, 24% (4 projects) replied that the possibility of achievement is “Low” or “Very low”. As to domestic corporations, 2 projects replied “high” while 1 each project replied “Low” or “Very low”.

### 3.5 Impacts of Project Undertakings and Technical Cooperation Projects

We asked C/P organizations and domestic corporations about the impacts brought by the implementation of technical cooperation projects and project undertakings. The figure below shows the results. The impacts were examined in relation to the following areas: 1) policy making/law, system, and standard etc., 2) social and cultural aspects, 3) environmental protection, 4) technical changes, and 5) economic impact.

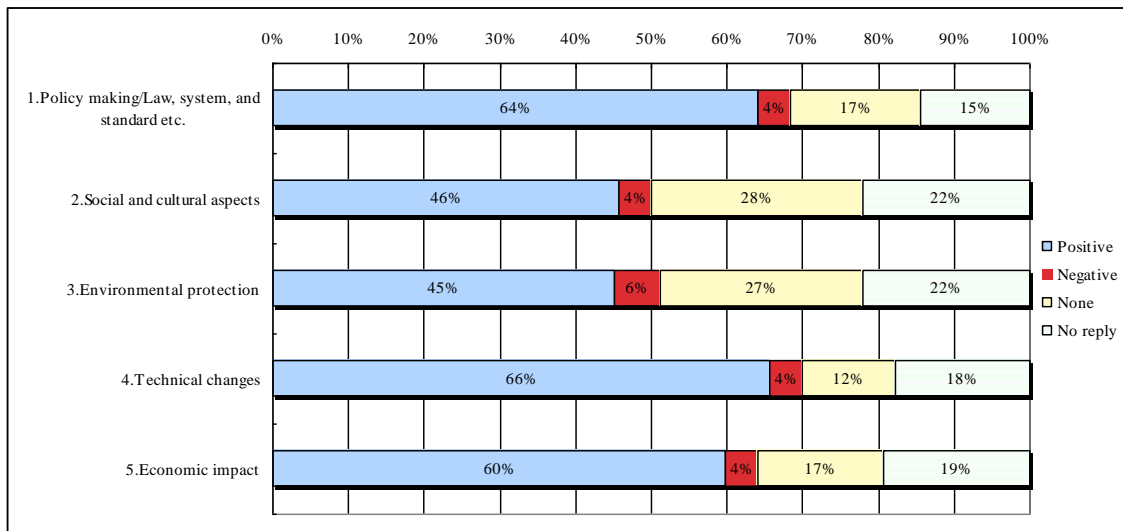


Figure: Status of Impacts from Projects (Based on Replies from C/P Organizations)

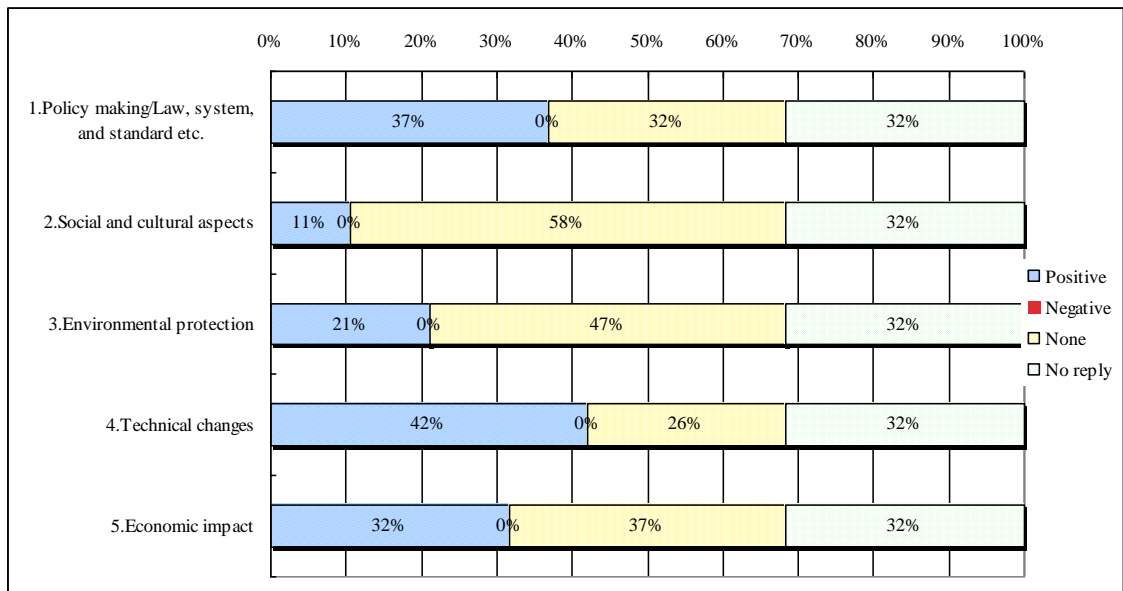


Figure: Status of Impacts from Projects (Based on Replies from domestic corporations)



Regarding the replies from the CP organizations, with respect to all of the impact areas, replies that some kind of positive impact has been brought about by the projects accounted for the largest percentage. However, the actual percentages vary among the impact areas. “Technical changes” (66 %, 122 projects) scores the highest and then follow by a narrow margin “Policy making/law, system, and standard” (64%, 19 projects) and “Economic impact” (60%, 111 projects). On the other hand, “Social/cultural aspects” (46%) and “Environmental protection” (45%) score relatively low at around less than 50%. Meanwhile, the percentage of those that replied “Negative” is well below 10% for all the areas other than “Environmental protection” where the percentage of “Negative” is slightly higher at almost 6%, compared to other impacts.

With respect to “Social/cultural aspects” and “Environmental protection” where the percentage of “Positive” is relatively low, the percentage of both “None” and “No reply” account for somewhere around 25%, which is the reason why the percentage of “Positive” is so low.

As to the replies from domestic corporations, the number of projects is small and “No reply” accounts for one-thirds. However, there is no reply that “Negative” impacts generated and “Positive” impacts can be seen from the 3 perspectives of “Technical changes”, “Policy making/law, system, and standard”, and “Economic impact”. The general tendency that there is only a few projects which generate “Positive” impacts as to “Social/cultural aspects” and “Environmental protection” corresponds with the replies from the CP organizations. In addition, there is no reply that “Negative” impacts generated.

Table: Status of Impacts from Projects (Based on Replies from C/P Organizations)

	1.Policy making/Law, system, and standard etc.		2.Social and cultural aspects		3.Environmental protection		4.Technical changes		5.Economic impact	
Positive	119	64%	85	46%	84	45%	122	66%	111	60%
Negative	8	4%	8	4%	11	6%	8	4%	8	4%
None	32	17%	52	28%	50	27%	23	12%	31	17%
No reply	27	15%	41	22%	41	22%	33	18%	36	19%
Total	186	100%	186	100%	186	100%	186	100%	186	100%

Table: Status of Impacts from Projects (Based on Replies from domestic corporations)

	1.Policy making/Law, system, and standard etc.		2.Social and cultural aspects		3.Environmental protection		4.Technical changes		5.Economic impact	
Positive	7	37%	2	11%	4	21%	8	42%	6	32%
Negative	0	0%	0	0%	0	0%	0	0%	0	0%
None	6	32%	11	58%	9	47%	5	26%	7	37%
No reply	6	32%	6	32%	6	32%	6	32%	6	32%
Total	19	100%	19	100%	19	100%	19	100%	19	100%

### 3.6 Sustainability of Project Undertakings and Organizations

We asked the C/P organizations, JICA overseas offices and domestic corporations about the sustainability of the project undertakings and the implementing organizations. The figure below shows the results. With respect to the C/P organizations, we sought information on sustainability in relation to 1) organization, 2) financial/economic, and 3) technical. On the other hand, with respect to JICA overseas offices, we asked for information on sustainability from an overall perspective.

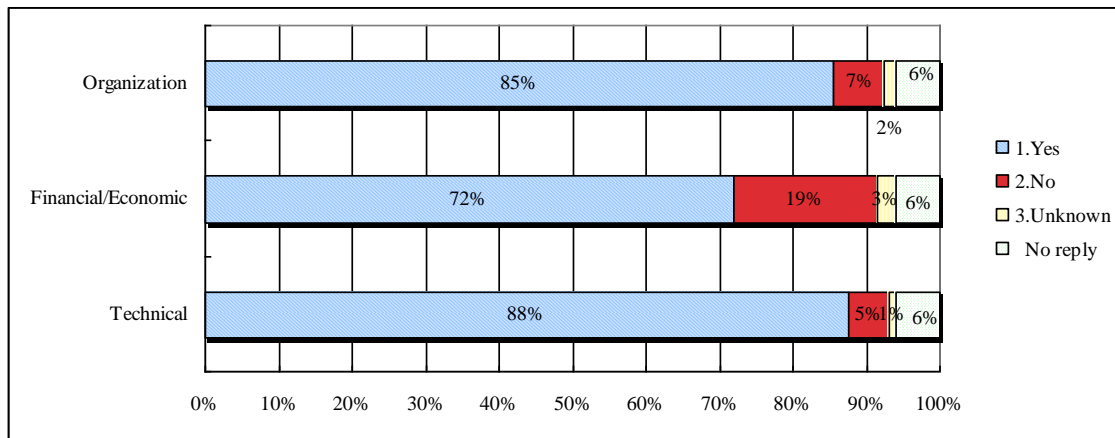


Figure: Status of Sustainability of Project Undertakings and Organizations  
(Based on Replies from C/P Organizations)

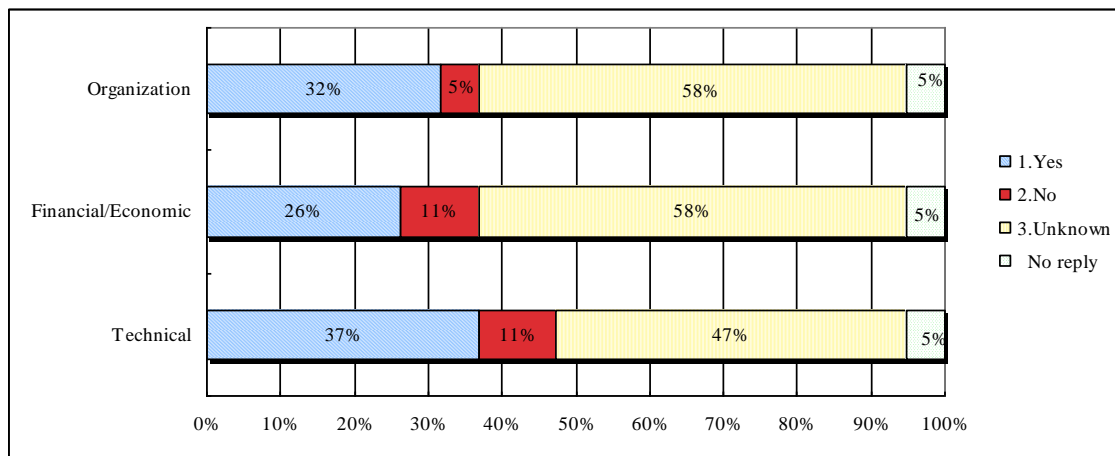


Figure: Status of Sustainability of Project Undertakings and Organizations  
(Based on Replies from domestic corporations)

Most of the C/P organizations replied “Yes” to all aspects of sustainability of undertakings and organization. As to “Technical” and “Organization”, in particular, the reply of “Yes” reached nearly 90% and high marks are given to their sustainability. However, the percentage of “No” is rather high (19%, 36 projects) with respect to “Financial/economic” sustainability. Inability to secure sufficient budget and other financial resources for the operation of project undertakings seems to be the biggest factor that is preventing sustainable development. On the other hand, the number of those replied that there is “No” sustainability was rather small with respect to “Organization” and “Technical” and accounted for 7% and 5% respectively. As to the replies from domestic corporations, the total responses of “Unknown” and “No reply” surpassed 50-60%. With respect to valid responses, the number of those replied that there is “No” sustainability was relatively larger compared to the replies from the CP organizations and this poses a serious concern about sustainability.

Table: Status of Sustainability of Project Undertakings and Organizations

(Based on Replies from C/P Organizations)

		Organization		Financial/Economic		Technical	
1	Yes	159	85%	134	72%	163	88%
2	No	13	7%	36	19%	10	5%
3	Unknown	3	2%	5	3%	2	1%
4	No reply	11	6%	11	6%	11	6%
5	Total	186	100%	186	100%	186	100%

Table: Status of Sustainability of Project Undertakings and Organizations

(Based on Replies from domestic corporations)

		Organization		Financial/Economic		Technical	
1	Yes	6	32%	5	26%	7	37%
2	No	1	5%	2	11%	2	11%
3	Unknown	11	58%	11	58%	9	47%
4	No reply	1	5%	1	5%	1	5%
5	Total	19	100%	19	100%	19	100%

Meanwhile, half (50% 68 projects) of JICA overseas offices replied “Sustainable in spite of several problems”, which accounts for the largest percentage of overall replies. By including “No problem” (35%, 48 projects), more than 80 % of the projects are in a somewhat sustainable condition. On the other hand, there were a certain number of replies that stated “Many problems” (10%, 14 projects) and “Very low sustainability” (1%, 1 project).

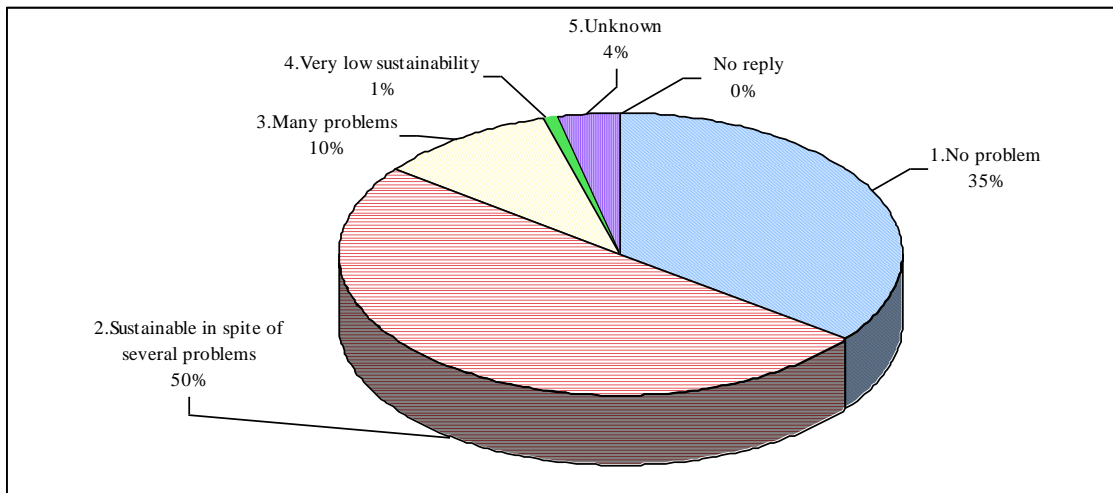


Figure: Status of Sustainability of Project Undertakings and Organizations

(Based on Replies from JICA overseas offices)

The sustainability of project undertakings and organizations in 3 years is illustrated in the below graph. The overall tendency of replies from the CP organizations is similar to that of “the present sustainability”, but, since the percentages of “Unknown” and “No reply” are relatively higher compared to “the present”, the percentages of “Yes” and “No” are relatively lower compared to “the present”. Regarding the replies from domestic corporations, those replied “Unknown” or “No reply” reached nearly 80%, and it can be said that the number of projects without clear opinions is large as evident from this result. However, as to the projects for which the replies were given, they received favorable assessments.

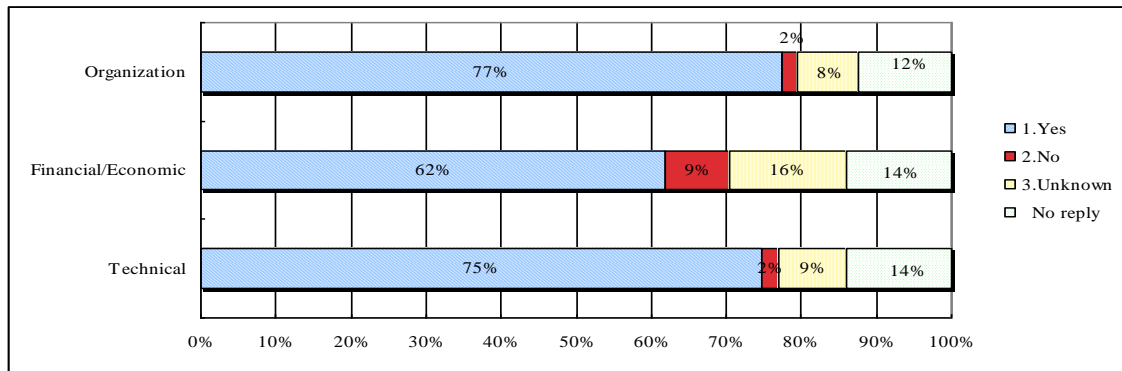


Figure: Sustainability of Project Undertakings and Organizations Three Years From Now  
(Based on replies from the C/P organizations)

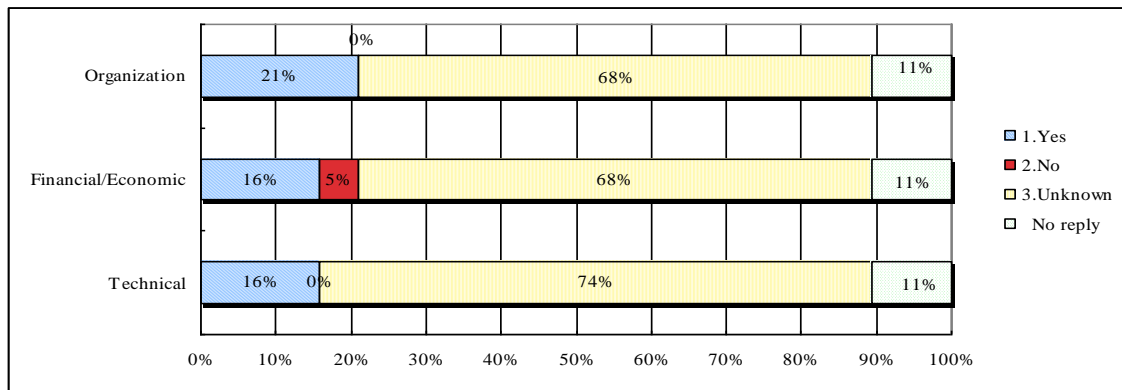


Figure: Sustainability of Project Undertakings and Organizations Three Years From Now  
(Based on replies from domestic corporations)

Table: Sustainability of Project Undertakings and Organizations Three Years From Now  
(Based on replies from the C/P organizations)

		Organization	Financial/Economic	Technical
1	Yes	144	77%	115
2	No	4	2%	16
3	Unknown	15	8%	29
	No reply	23	12%	26
	Total	186	100%	186

Table: Sustainability of Project Undertakings and Organizations Three Years From Now  
(Based on replies from domestic corporations)

		Organization	Financial/Economic	Technical
1	Yes	4	21%	3
2	No	0	0%	1
3	Unknown	13	68%	13
	No reply	2	11%	2
	Total	19	100%	19

### 3.7 General Overview of the Present Situation

We asked JICA overseas offices to provide us with the results of the overview survey on the present situation of the project undertakings and organizations. The figure below shows the results.

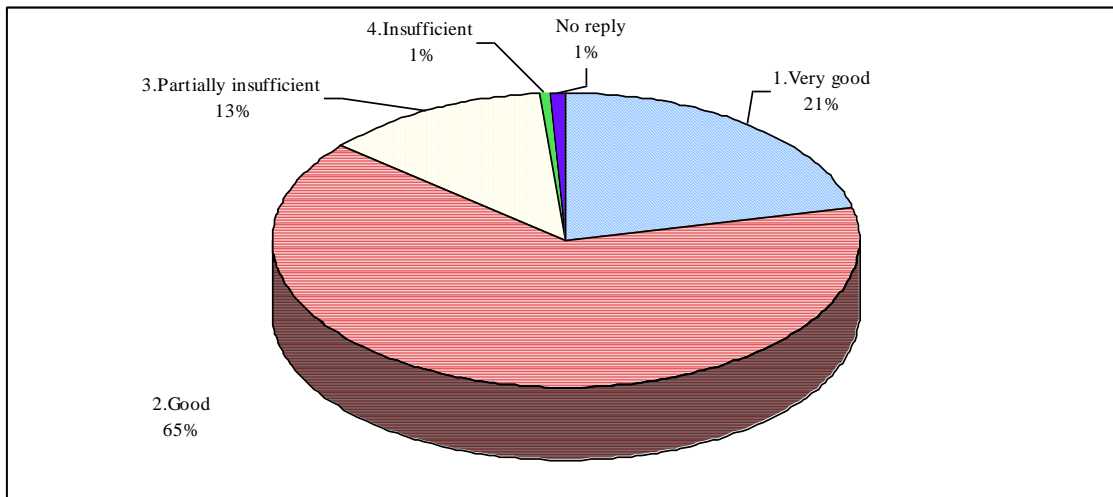


Figure: General Overview of the Present Situation of Projects  
(Based on replies from JICA overseas offices)

The percentage that answered “Good” was over 60% and is the largest (65%, 88 projects). Including “Very good” (21%, 29 projects), 86% projects received a favorable overall assessment. On the other hand, only 1% of replies was “Insufficient” (1 project) while 13% of replies were “Partially insufficient” (17 projects).

### 3.8 Necessity for Supplementary Cooperation

We asked JICA overseas office about the necessity for supplementary cooperation for the project undertakings and organizations, and the figure below shows the results.

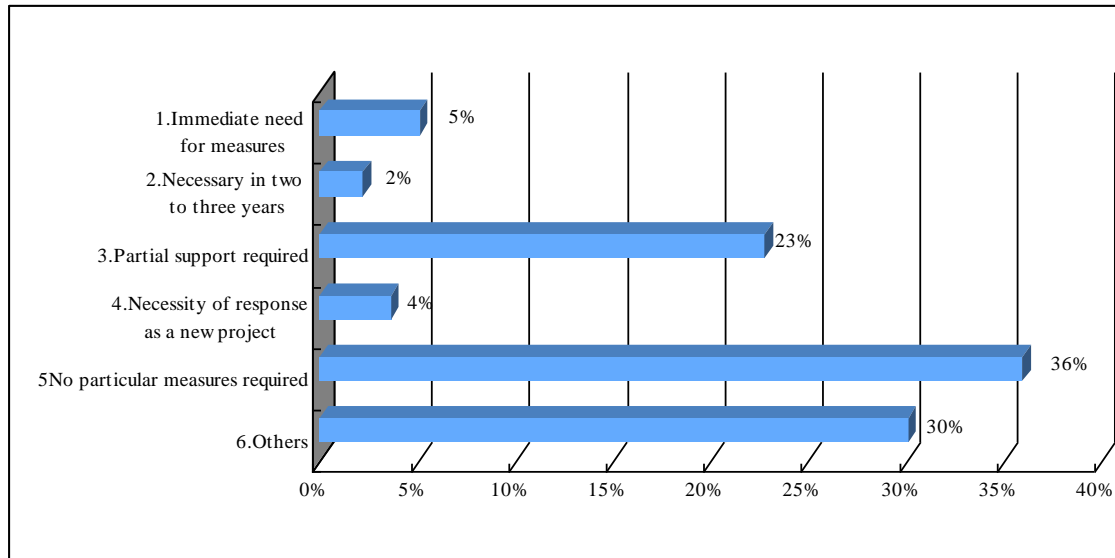


Figure: Necessity for Supplementary Cooperation (Based on replies from JICA overseas offices)

Among the replies, “No particular measures required” (38%, 49 projects) scored the most, and slightly less than 40% of overall projects do not seem to need any supplementary measures. On the other hand, nearly one-thirds of the projects (34%, 46 projects) are perceived as requiring some kind of supplementary measures. With regard to the content and timing of such cooperation, “Partial support required” accounted for 23% (31 projects) and occupies the top ranking. Meanwhile, “Immediate need for measures” represented 5% (7 projects), and “Necessary in two to three years” (2%, 3 cases) and “Necessity of response as a new project” (4%, 5 projects) accounted for small portion.



## APPENDIX

Project No. :

**Technical Cooperation Project**  
**(Former Project-type Technical Cooperation)**  
**“Study on the Present Situation of Implemented Projects”**  
**Question Sheet**  
**【Fiscal Year 2009】**

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**O . Outline of a Project**

- 1) Name of Country :
- 2) Name of Project :

\* Please refer to results of terminal evaluation report (or results of ex-post evaluation report) and PDM (Project Design Matrix) attached in the report to answer the following questions.

**1 . Organization** (Please write about an organization which manages and operates a technical cooperation project.)

(1) Present Situation of an Organization

- ① Present Name: \_\_\_\_\_
- ② Number of Staff of the Entire Organization:(present) \_\_\_\_\_ persons  
(at the time when cooperation finished) \_\_\_\_\_ persons
- ③ Annual Budget of the Entire Organization:(present) \_\_\_\_\_ dollars  
(at the time when cooperation finished) \_\_\_\_\_ dollars
- ④ Present Name of an Upper Organization: \_\_\_\_\_
- ⑤ Scale of an Organization (comparing to the time when cooperation finished):(1 answer)
  - a ( ) Budget/Personnel have increased and scale is increasing.
  - b ( ) Almost same
  - c ( ) Budget/Personnel are decreasing.  
Reason: \_\_\_\_\_
  - d ( ) Abolished
  - e ( ) Unknown

Project No. :

(2) Please write only in a case in which a first organization was reorganized or abolished.

① Date of Reorganization (date of abolition): \_\_\_\_\_

② Name of a Former Organization: \_\_\_\_\_

③ Detail Description of Reasons etc, of Reorganization (or Reasons of Abolition)

(Example) Because drastic reform was implemented due to a political change

(Example) Because a first objective was achieved

(Example) Because it was not regarded as important in a national development plan

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## 2. Situation of the Project After the Terminal Evaluation of JICA

(1) Overall Situation of the Project (Please circle each applicable item.) (1 answer)

- a ( ) Project is implemented actively and well.
- b ( ) Project is implemented almost actively and well.
- c ( ) Project is not implemented actively and well so much.
- d ( ) Project has stopped.
- e ( ) Unknown

(2) Achievement of Project Activities (Please write activities conducted at present concretely.)

(Example) (Case of a vocational training project) number of trainees, time of training, increase and decrease in the number of trainees, increase and decrease in training courses, number of people who obtained technical certification, rate of employment, training in third countries (number of participating countries, number of participants) etc.

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(3) Overall Usage Situation of the Machinery and Materials (machinery and materials purchased in a technical cooperation project):

(Please circle each applicable item.) (1 answer)

- a ( ) Used for intended purposes
- b ( ) Used partly
- c ( ) Not used so much
- d ( ) Not used at all
- e ( ) Used for totally different purposes
- f ( ) Unknown

Project No. :

3.1) Reasons for the selection mentioned above: (Please circle each applicable item and write reasons for it.)

(Multiple answers)

- a. ( ) It became too old and does not withstand use.
- b. ( ) It is broken and can not be used because it is under repair.
- c. ( ) There is no personnel available who can use the machinery/materials
- d. ( ) It is not utilized due to the lack of spare parts or consumables.
- e. ( ) Others (Please write below.)

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**3. Achievement of an "Overall Goal" in your PDM** (Impact brought by this project and a possibility in the future)

\* For projects that have ended recently, please answer as much as possible.

(1) Present situation of the achievement of an "Overall Goal" which was set at the time of project planning (Please circle each applicable item and write concrete explanation about the achievement situation of an "Overall goal" and its promoting/preventing factors.) (1 answer)

a ( ) Achieved enough b ( ) Almost achieved	⇒	Go to Question (3) after writing below.
c ( ) Not achieved so much d ( ) Not achieved at all e ( ) Unknown	⇒	Go to Question (2) after writing below.

Detail explanation about the achievement situation of "Overall Goal" (Current status of the index, set by PDM):

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The Contribution made by this project to the achievement of the "Overall Goal"

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Main promoting factor/preventing factor which led to present situation:

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(2) Possibility that an "Overall Goal" is achieved in the future and reasons for it (only respondents who selected c, d,

Project No. :

or e in the above question) (1 answer)

- a. ( ) Very high  
b. ( ) High  
c. ( ) Low  
d. ( ) Very low  
e. ( ) Unknown

Detail Reason:

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(3) Were there impacts other than the “Overall Goal” stated in your PDM? (All respondents. Please circle each applicable item and write its concrete situation.) (Please select a proper one for each item.)

- +    -    none
- a. ( ) ( ) ( )    Impact on policy making and improvements of law, system, and standard etc.  
b. ( ) ( ) ( )    Impact on social and cultural aspects such as gender, human rights, and poverty and wealth  
c. ( ) ( ) ( )    Impact on environmental protection  
d. ( ) ( ) ( )    Impact of technical changes  
e. ( ) ( ) ( )    Economic impact on society, those concerned with a project, and beneficiaries

Detail situation of the content mentioned above:

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#### 4. Situation of Sustainability

(1) Present and Future Sustainability of Your Organization

(Please circle each applicable item from the perspective of the continuation of activities (C/P) and improvements of an organization and systems etc. and write reasons for it.) (1 answer for each)

	From the time of project completion to present	Next 3 years
Does your organization have organizational capacity for implementing and developing project activities smoothly?	a ( ) Yes b ( ) No c ( ) Unknown	a ( ) Yes b ( ) No c ( ) Unknown

Reason:

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(2) Financial and Economic Sustainability

(Please circle each applicable item from the perspective of securing budget etc. and write reasons for it.) (1 answer for each)

Project No. :

	From the time of project completion to present	Next 3 years
Does your organization have financial and economic capacity for implementing and developing project activities smoothly?	a ( ) Yes b ( ) No c ( ) Unknown	a ( ) Yes b ( ) No c ( ) Unknown

Reason: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**(3) Technical Sustainability**

(Please circle each applicable item from the perspective of the establishment of technology / knowledge and the degree of effective use of facilities and machinery etc. and write reasons for it.) (1 answer for each)

	From the time of project completion to present	Within 3 years
For implementing and developing project activities smoothly, has technology / knowledge been established and disseminated in your organization?	a ( ) Yes b ( ) No c ( ) Unknown	a ( ) Yes b ( ) No c ( ) Unknown

Reason: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**5. Promoting Factor (Major Contributing factors to improve effects and impact of the Project)**

(1) Detail description of promoting factors for achieving the "Overall Goal" in your PDM

(Example) Because excellent human resources kept being placed appropriately in spite of reorganization

(Example) Because funds were provided by other donors and the extension of a project was realized

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

(2) Measures for maintaining present situation and your future schedule for further improving the effects and impact of the project

Project No. :

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**6 . Preventing Factor (What Prevents the Appearance of Effects)**

(1) Detail description of preventing factors for achieving the "Overall Goal" in your PDM

(Example) It is managed and operated by two people now, but the differences of a technical level and activity awareness are large.

(Example) Provided machinery are left without the understanding of method of their use.

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(2) Measures about the factors mentioned above and future schedule of your organization

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Name and title of respondent: \_\_\_\_\_

Name of the organization: \_\_\_\_\_

※ Thank you for your cooperation

Project No. :

## JICA在外事務所の所見記入欄

- 1) 国名
- 2) 案件名 (日)  
(他)

### I. 現況総括 (該当するものに○印を付す。)

項目	調査結果				
	a. 拡大・活発	b. 同様	c. 縮小・低迷	d. 廃止・停止	e. 不明
1. 組織の規模・活動状況	a. 拡大・活発	b. 同様	c. 縮小・低迷	d. 廃止・停止	e. 不明
2. 事業の活動状況	a. 活発・良好	b. 概ね活発・良好	c. あまり活発・良好で無い	d. 停止	e. 不明
2. 資機材の利用状況	a. 活用	b. 部分的活用	c. あまり活用されていない	d. 不活用	e. 別目的使用
3. 効果発現状況 (上位目標達成状況)	a. 目標通りの効果が発現	b. ほとんど目標通りの効果が発現	c. あまり達成されていない	d. 全く達成されていない	e. 不明
4. 自立発展状況 (組織、財務・経済、技術の観点から、今後の自立発展性を総合的に判断)	a. 問題なし	b. 一部に問題あるが自立している	c. 問題が多い	d. 自立発展性は極めて低い	e. 不明
現況総括	a. 非常に良い	b. 良い	c. 一部不十分	d. 不十分	
現況総括の理由(上記判断の根拠を明示する: CPと現状認識について相違がある場合、その理由を明確に記入)					
.....					
.....					
.....					
.....					

【記入上の注意】 現況総括の記入に当たっては、1-4までの項目を単純に平均するのではなく、プロジェクトの性格や調査時点での事業の進捗により、各項目の相対的な重要性を考慮すること。



Project No. :

## Ⅱ. プロジェクトの現状、問題点 (プロジェクトの現状、問題点を簡潔に記載。)

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## Ⅲ. 補完的協力について

(1) 補完的協力の必要性 (該当するものに○印を付す。)

- a ( ) 緊急性が高く、下記記載内容の対応を早急にとる必要がある。
- b ( ) 緊急性は高くないが、2-3年中に対処する必要がある。
- c ( ) 自助努力による対応を促し、部分的支援を要する。
- d ( ) ニーズが変化し、あるいは機材・施設が老朽化し、新たな案件としての対応が必要。
- e ( ) 現段階では、特に対応を必要としない
- f ( ) その他

- 補完的協力が必要な場合：対応内容、理由、効果等を簡潔に記入

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## Ⅳ. 事後現況調査の実施方法についてのコメント

調査実施上の問題点と改善案 (送付資料や質問事項の内容と量、方法等)

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回答者氏名： \_\_\_\_\_, メールアドレス： \_\_\_\_\_

ご協力ありがとうございました。

案件 No. :

# 技術協力プロジェクト（旧：プロジェクト方式技術協力） 「実施済案件現状調査」質問票 【2009 年度】

## 0. 案件の概要

- 1) 国 名
- 2) 案件名

\* 案件概要の詳細は、添付資料の「個別案件概要表」、もしくは終了時評価結果（又は事後評価結果）、PDMを参照のこと。

## 1. 組織（技術協力プロジェクトの管理・運営を行っている組織について記入して下さい）

### (1) 組織の現状

- ①現在の名称： \_\_\_\_\_
- ②組織全体の職員数：（現在） \_\_\_\_\_人、（協力終了時） \_\_\_\_\_人
- ③組織全体の年間予算：（現在） \_\_\_\_\_ドル、（協力終了時） \_\_\_\_\_ドル
- ④上位組織の現在の名称： \_\_\_\_\_
- ⑤組織の規模（協力終了時と比べて）：（1つ選択）
  - a ( ) 予算／人員が増え規模は拡大している
  - b ( ) 殆ど同じ
  - c ( ) 予算／人員が減少している理由： \_\_\_\_\_
- d ( ) 消滅した
- e ( ) 不明

### (2) 当初の組織が改組または消滅している場合のみ記入

- ①改組年月（消滅年月日）： \_\_\_\_\_
  - ②旧組織名 \_\_\_\_\_
  - ③改組事由等の具体的記述（または消滅事由）  
(例) 政変により、大幅な改革が実施されたため (例) 所期の目的が達成されたため  
(例) 国家開発計画のなかで重要視されなくなったため
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案件 No. :

## 2. プロジェクトの活動状況

(1) 全体 (該当するものに○印を付す。) (1つ選択)

- a ( ) 事業は活発・良好に実施されている
- b ( ) 事業は概ね活発・良好に実施されている
- c ( ) 事業はあまり活発・良好に実施されていない
- d ( ) 事業は停止している
- e ( ) 不明

(2) 活動実績 (現在行われている活動を具体的に記入)

(例) (職業訓練プロジェクトの場合) 訓練生数、訓練回数、訓練生数の増減、訓練コースの増減、技術資格取得者数、就職率、第三国研修 (参加国数、参加人数) 等

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(3) 資機材全体の利用状況 (技術協力プロジェクトにより購入された資機材) : (該当するものに○印を付す。) (1つ選択)

- a ( ) 本来の目的に適った利用・活用がなされている
- b ( ) 部分的に利用されている
- c ( ) あまり利用されていない
- d ( ) 全然利用されていない
- e ( ) 全く別の目的に利用されている
- f ( ) 不明

3.1) 前記選択の事由 : (該当するものに○印を付すとともに、その理由を記述する。) (複数回答可能)

- a ( ) 老朽化して、使用に耐えないため
- b ( ) 故障し、修理中のため利用できない
- c ( ) 利用・活用できうる人員が不在のため
- d ( ) スペアパーツあるいは消耗品が不足のため活用されていない
- e ( ) その他 (以下に記述願います)

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案件 No. :

### 3. 上位目標の達成 (本プロジェクトがもたらした効果と今後の可能性)

**\* 終了後間もない案件につきましては、可能な範囲内でお答え下さい。**

- (1) 現時点におけるプロジェクトの計画時に立てられた上位目標の達成状況 (該当するものに○印を付し、上位目標の達成状況に関する具体的な説明及びその促進/阻害要因を記述する。) (1つ選択)

<p>a ( ) 十分に達成されている</p> <p>b ( ) 殆ど達成されている</p>	⇒	以下を記述した後、質問(3)へ
<p>c ( ) あまり達成されていない</p> <p>d ( ) 全く達成されていない</p> <p>e ( ) 不明</p>	⇒	以下を記述した後、質問(2)へ

上位目標の達成状況に関する具体的な説明 (PDM に設定された指標の現状) :

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上位目標の達成状況に対する本事業の貢献

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現在の状況に至った主な促進要因/阻害要因

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- (2) 今後、上位目標が達成される可能性とその理由(上記(1)でc, d, eを選択した回答者のみ) (1つ選択)

- |              |              |
|--------------|--------------|
| a. ( ) 非常に高い | d. ( ) 非常に低い |
| b. ( ) 高い    | e. ( ) 不明    |
| c. ( ) 低い    |              |

理由

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- (3) 上位目標以外のインパクトは生じたか(全員回答。該当するものに○印を付し、その具体的な状況を記述する。)(各々

の項目について適切なものを1つ選択)

正 負 無

- |               |                            |
|---------------|----------------------------|
| a ( ) ( ) ( ) | 政策策定と法律・制度・基準などの整備への影響     |
| b ( ) ( ) ( ) | ジェンダー、人権、貧富などの社会・文化的側面への影響 |
| c ( ) ( ) ( ) | 環境保護への影響                   |
| d ( ) ( ) ( ) | 技術面での変革による影響               |
| e ( ) ( ) ( ) | 対象社会、プロジェクト関係者、受益者への経済的影響  |

上記の具体的な状況:

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案件 No. :

#### 4. 自立発展の状況

**\* 終了後間もない案件につきましては、可能な範囲内でお答え下さい。**

(1) 現在及び今後の組織的自立発展性

(活動 (C/P) の継続、組織・制度の整備等の観点から該当するものに○を付し、その理由を記述) (各々について1つ選択)

	プロジェクト終了時 から現在	今後3年以内
プロジェクト活動を円滑に実施・発展するための組織能力	a ( ) ある b ( ) ない c ( ) 不明	a ( ) ある b ( ) ない c ( ) 不明

理由:

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(2) 財務・経済的自立発展性

(予算の確保等の観点から該当するものに○を付し、その理由を記述) (各々について1つ選択)

	プロジェクト終了時 から現在	今後3年以内
プロジェクト活動を円滑に実施・発展するための財務・経済能力	a ( ) ある b ( ) ない c ( ) 不明	a ( ) ある b ( ) ない c ( ) 不明

理由:

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(3) 技術的自立発展性

(技術の定着、施設・機材の有効活用度等の観点から該当するものに○を付し、その理由を記述) (各々について1つ選択)

	プロジェクト終了時 から現在	今後3年以内
プロジェクト活動を円滑に実施・発展するための技術の定着・普及	a ( ) ある b ( ) ない c ( ) 不明	a ( ) ある b ( ) ない c ( ) 不明

理由:

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案件 No. :

## 5. 促進要因（効果発現に貢献したこと）

**\* 終了後間もない案件につきましては、可能な範囲内でお答え下さい。**

(1) 上位目標の実現に向けた、促進要因の具体的記述

(例) 組織の改編にもかかわらず優秀な人材が適切に配置され続けたため

(例) 他のドナーから資金が供与され事業の拡大が実現したため

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(2) 現在の状況を維持し、さらに効果を上げていくための方策と今後の予定

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## 6. 阻害要因（効果発現を妨げていること）

**\* 終了後間もない案件につきましては、可能な範囲内でお答え下さい。**

(1) 上位目標の実現に向けた、阻害要因の具体的記述

(例) 現在2名で運営管理されているが、技術レベル、活動意識の差が大きい

(例) 供与機材の使用方法が理解されないまま、放置されている

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(2) 前記の要因に関する方策と今後の予定

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所属機関・部署 : \_\_\_\_\_

ご担当者名（役職） : \_\_\_\_\_

メールアドレス : \_\_\_\_\_

ご協力ありがとうございました。