

Questionnaire for Counterpart Personnel

Name: Dwayne D Francis  
 Title : Nrw Co-Ordinator  
 Task/Job Assignment in the Project : Team Leader

**0. IMPLEMENTATION PROCESS**

| Topic   | Question  | Very much | To a fair extent | Not so much | Not at all | Reason/Comments  |
|---|---|-----------|------------------|-------------|------------|--|
| 0.1. Activities   | 0.1.1 For the last one year (after Mid-term review), did your "Activities" of the Project show progress as planned?   | Very much | To a fair extent | Not so much | Not at all | Two distribution systems were completely modeled, Hellshtre and Hope System.   |
|   | 0.1.2 If your activities were not implemented as planned, what was the reason?  | Reason    |                  |             |            |  |
| 0.2. Relation with Japanese experts (Transfer of technology, communication, etc | 0.2.1 Have you found the methods/approaches of technology transfer (transfer of knowledge/knowledge/skills) from the Japanese experts appropriate? Please give the reason of your answer. | Very much | To a fair extent | Not so much | Not at all | From the transfer of knowledge we were better able to. We were better able to analyse the distribution system modeled our distribution system and improve. |
|   | 0.2.2 Do you think that your communication with Japanese Experts has been good enough through the Project? Please give the reason of your answer.   | Very much | To a fair extent | Not so much | Not at all | They spoke fluent english and were approachable.   |

**5-criteria Evaluation Questions**

**1. RELEVANCE- Is the Project relevant as a solution of the issue?**

| Topic     | Question   | Very much | To a fair extent | Not so much | Not at all | Reason/Comments   |
|-----------|--|-----------|------------------|-------------|------------|---|
| 1.1 Needs | 1.1.1 Do you think that the Project has been consistent with the needs of the direct beneficiaries, i.e. NWC staff? Please give the reason of your answer. | Very much | To a fair extent | Not so much | Not at all | More persons in the organization understand and appreciate hydraulics more than before. |

**2. EFFECTIVENESS— Did the Project lead to the anticipated result?**

| Topic                                   | Question   | Very much   | To a fair extent | Not so much | Not at all | Reason/Comments   |
|---|--|---|------------------|-------------|------------|---|
| 2.1. Achievement of the Project Purpose | 2.1.1 Do you think that the Project Purpose will be achieved by the end of the Project? (Project purpose: "Capacities of NWC to provide quality and quantity of water supply is enhanced through piloting at four water treatment plants.") Please give the reason of your answer. | Very much   | To a fair extent | Not so much | Not at all | Management is providing resources to achieve this while the staff members are highly motivated towards the project. |
|   | 2.1.2 Do you think that your own activities/capability contributed to the achievement of the Project Purpose?  | Very much   | To a fair extent | Not so much | Not at all | Experience in the use of equipment for data collection and reasonable knowledge of the distribution system.         |
|   | 2.1.3 Are there any factors that particularly contributed to achievement of the Project Purpose?   | Flow measurements, pipe locating, valve locating and pressure monitoring. |                  |             |            |   |
|   | 2.1.4 Are there any factors that particularly impeded achievement of the Project Purpose?  | No.   |                  |             |            |   |

| Topic                      | Question  | Very much<br>No. | To a fair<br>extent | Not so<br>much | Not at all | Reasons/Comments   |
|----------------------------|---|------------------|---------------------|----------------|------------|--|
| 3.1 Japanese experts       | 3.1.1 Do you think that the Japanese experts met the needs of the Project in terms of expertise, experience, duration of service, timing, etc?      |                  |                     |                |            |  |
|                            | 3.1.2 Do you have any suggestion for improvement?   |                  |                     |                |            |  |
| 3.2 Counterpart training   | 3.2.1 Did you participate in a counterpart training course in Japan?  | No               | Yes                 |                |            |  |
|                            | 3.2.2 (If you answered YES) did you find that the training course was appropriate in upgrading your capability?                                     | Very much        | To a fair extent    | Not so much    | Not at all | I was made more aware of different technological approaches to resolve problems in water distribution system.              |
|                            | 3.2.3 (If you answered YES) do you apply the skills and knowledge that you learned in the training course to the Project activities (or your work)? | Very much        | To a fair extent    | Not so much    | Not at all | The use of data collection.  |
|                            | 3.2.4 (If you answered YES), do you disseminate the skills and knowledge that you learned in the training course to your colleagues of NWC?         | Very much        | To a fair extent    | Not so much    | Not at all | Illustrating how important is accurate data in understanding our distribution system and aid in efficient decision making. |
|                            | 3.2.5 Do you have any suggestion for improvement of the counterpart training?   | No.              |                     |                |            |  |
| 3.3 Provision of equipment | 3.3.1 Was the selection of the equipment appropriate in terms of specifications, numbers and types, etc?  | Very much        | To a fair extent    | Not so much    | Not at all |  |
|                            | 3.3.2 Is the equipment fully utilized?<br>If not, why? (specify the name of equipment)  | No               | Yes                 |                |            | In data collection (flow pressure, valves and pipes ect.)  |

**4. IMPACT - Will the Overall Goal be achieved? Are there any impacts?**

| Topic                               | Question  | Very much <th>To a fair<br/>extent</th> <th>Not so<br/>much</th> <th>Not at all</th> <th>Reasons/Comments</th> | To a fair<br>extent | Not so<br>much | Not at all | Reasons/Comments                          |
|-------------------------------------|---|--|---------------------|----------------|------------|---|
| 4.1 Achievement of the Overall Goal | 4.1.1 Do you think that the Overall Goal will be achieved within 5 years after the completion of the Project?<br>(Overall Goal: "Reliability of NWC's water supply is enhanced both in terms of quality and quantity.") | Very much  | To a fair extent    | Not so much    | Not at all | As long as there is continuous resources. |
|                                     | 4.2.1 Is there any positive impact/side effect of the Project that was not fully anticipated?   | No   |                     |                |            |   |
| 4.2 Impacts                         | 4.2.2 Is there any negative impact/side effect of the Project that was not fully anticipated?   | No   |                     |                |            |   |

**5. SUSTAINABILITY — Is the achievement of the Project sustainable after the end of the Project?**

| Topic                         | Question   | Very much <th>To a fair<br/>extent</th> <th>Not so<br/>much</th> <th>Not at all</th> <th>Reasons/Comments</th> | To a fair<br>extent | Not so<br>much | Not at all | Reasons/Comments  |
|-------------------------------|--|--|---------------------|----------------|------------|---|
| 5.1 Sustainability of Project | 5.1.1 Do you think that the NWC will be able to continue and expand Project outcomes/activities without Japan's further cooperation, after the completion of the Project?                              | Very much  | To a fair extent    | Not so much    | Not at all | As long as they have the capability to continue providing resources.        |
|                               | 5.1.2 Do you think that you have now enough knowledge/skills in your task/assignment, so that the activities will be properly conducted without Japanese Experts, after the completion of the Project? | Very much  | To a fair extent    | Not so much    | Not at all | The style in which knowledge and skills were disseminated was well received |

Questionnaire for Counterpart Personnel

6. Measures Taken Responding to the Recommendations of Mid-term Review

| Topics  | Questions  | Reasons/Comments |
|---|--|------------------|
| 6.1 Measures taken in response to the recommendations of Mid-Term Review                                | In previous Mid-term Review Report in June 2009, several recommendations were presented to the Project. What kinds of counter-measures have been taken by the Project, to respond to the following 5 issues (recommendations)? Please write freely about measures taken and future prospects of th issues, but only about the issues for which your assignment is concerned and the issues to which you are eligible to refer. |                  |
|   | 6.1.1 Strengthen Involvement of Senior Management<br>Is there any improvement? What are impeding factors, if any?  | Measures         |
|   | 6.1.2 Utilization of Technical Materials, such as Manuals and SOP, Prepared under the Project<br>How and to what extent have they been utilized? Do you have any ideas of full-utilization of the materials?   | Measures         |
|   | 6.1.3 Enhance Services beyond Pilot WTPs and Pilot Service Areas<br>Are enhancement plans being made? Are there any impeding factors for   | Measures         |
|   | 6.1.4 Changes in NWC Organizational Structure<br>Is it likely that NWC will establish a section specialized on water supply management plan? What about other major changes in organizational structures?  | Measures         |
| 6.1.5 Institutionalize Training System of NWC<br>Has training system been improved? How do you find it? | Measures   |                  |

Thank you for your cooperation.  
If you have comments on this Project, please write here.

Name: **DAWN BRYAN**  
 Title: **TRAINING COORDINATOR**  
 Task/Job Assignment in the Project: **To plan and implement training courses.**

**0. IMPLEMENTATION PROCESS**

| Topic   | Questions   | Very much | To a fair extent | Not so much | Not at all | Reasons/Comments   |
|---|---|-----------|------------------|-------------|------------|--|
| 0.1. Activities   | 0.1.1 For the last one year (after Mid-term review), did your "Activities" of the Project show progress as planned?   |           |                  |             |            |  |
|   | 0.1.2 If your activities were not implemented as planned, what was the reason?  |           |                  |             |            |  |
| 0.2. Relation with Japanese experts (Transfer of technology, communication, etc | 0.2.1 Have you found the methods/approaches of technology transfer (transfer of knowledge/knowhow/skills) from the Japanese experts appropriate? Please give the reason of your answer. | Very much | To a fair extent | Not so much | Not at all | Reason: <b>Consolidation of Training / Demands of the Job</b><br>Why? <b>There could have been more collaboration.</b> |
|   | 0.2.2 Do you think that your communication with Japanese Experts has been good enough through the Project? Please give the reason of your answer.                                       | Very much | To a fair extent | Not so much | Not at all | Why? <b>Could be better.</b>   |

**5-criteria Evaluation Questions**

**1. RELEVANCE- Is the Project relevant as a solution of the issue?**

| Topic     | Questions  | Very much | To a fair extent | Not so much | Not at all | Reasons/Comments                                    |
|-----------|--|-----------|------------------|-------------|------------|---|
| 1.1 Needs | 1.1.1 Do you think that the Project has been consistent with the needs of the direct beneficiaries, i.e. NWC staff? Please give the reason of your answer. | Very much | To a fair extent | Not so much | Not at all | Why? <b>The experts have a wealth of knowledge.</b> |

**2. EFFECTIVENESS- Did the Project lead to the anticipated result?**

| Topic                                   | Questions  | Very much | To a fair extent | Not so much | Not at all | Reasons/Comments  |
|---|--|-----------|------------------|-------------|------------|---|
| 2.1. Achievement of the Project Purpose | 2.1.1 Do you think that the Project Purpose will be achieved by the end of the Project? (Project purpose: "Capacities of NWC to provide quality and quantity of water supply is enhanced through piloting at four water treatment plants.") Please give the reason of your answer. | Very much | To a fair extent | Not so much | Not at all | Why? <b>There are constraints but with determination it can happen.</b> |
|   | 2.1.2 Do you think that your own activities/capability contributed to the achievement of the Project Purpose?  | Very much | To a fair extent | Not so much | Not at all | Why? <b>Workers are more knowledgeable because of the training.</b>     |
|   | 2.1.3 Are there any factors that particularly contributed to achievement of the Project Purpose?   |           |                  |             |            |   |
|   | 2.1.4 Are there any factors that particularly impeded achievement of the Project Purpose?  |           |                  |             |            |   |

Questionnaire for Counterpart Personnel

3. EFFICIENCY - Was the Project implemented efficiently?

| Topics                     | Questions  | Very much | To a fair extent | Not so much | Not at all | Reasons/Comments |
|----------------------------|--|-----------|------------------|-------------|------------|------------------|
| 3.1 Japanese experts       | 3.1.1 Do you think that the Japanese experts met the needs of the Project in terms of expertise, experience, duration of service, timing, etc?       | Very much | To a fair extent | Not so much | Not at all |                  |
|                            | 3.1.2 Do you have any suggestion for improvement?  |           |                  |             |            |                  |
| 3.2 Counterpart training   | 3.2.1 Did you participate in a counterpart training course in Japan?   | NO        | Yes              | Not so much | Not at all | Why?             |
|                            | 3.2.2 (if you answered YES), did you find that the training course was appropriate in upgrading your capability?                                     | Very much | To a fair extent | Not so much | Not at all | How?             |
|                            | 3.2.3 (if you answered YES), do you apply the skills and knowledge that you learned in the training course to the Project activities (or your work)? | Very much | To a fair extent | Not so much | Not at all | How/why?         |
|                            | 3.2.4 (if you answered YES), do you disseminate the skills and knowledge that you learned in the training course to your colleagues of NWC?          | Very much | To a fair extent | Not so much | Not at all | How/why?         |
|                            | 3.2.5 Do you have any suggestion for improvement of the counterpart training?  |           |                  |             |            |                  |
| 3.3 Provision of equipment | 3.3.1 Was the selection of the equipment appropriate in terms of specifications, numbers and types, etc?   | Very much | To a fair extent | Not so much | Not at all | Measures taken   |
|                            | 3.3.2 Is the equipment fully utilized?<br>If not, why? (specify the name of equipment)   | No        | Yes              | Details     |            |                  |

4. IMPACT - Will the Overall Goal be achieved? Are there any impacts?

| Topics                              | Questions   | Very much | To a fair extent | Not so much | Not at all | Reasons/Comments   |
|-------------------------------------|---|-----------|------------------|-------------|------------|--|
| 4.1 Achievement of the Overall Goal | 4.1.1 Do you think that the Overall Goal will be achieved within 5 years after the completion of the Project?<br>(Overall Goal: "Reliability of NWC's water supply is enhanced both in terms of quality and quantity.") | Very much | To a fair extent | Not so much | Not at all | Why? CG mentioned before, this is new behavior for NWC, and given time and determination, the goal will be achieved. |
|                                     | 4.2 Impacts   |           |                  |             |            |  |
| 4.2.1                               | Is there any positive impact/side effect of the Project that was not fully anticipated?   |           |                  |             |            |  |
| 4.2.2                               | Is there any negative impact/side effect of the Project that was not fully anticipated?   |           |                  |             |            |  |

5. SUSTAINABILITY - Is the achievement of the Project sustainable after the end of the Project?

| Topics                        | Questions  | Very much | To a fair extent | Not so much | Not at all | Reasons/Comments                                  |
|-------------------------------|--|-----------|------------------|-------------|------------|---|
| 5.1 Sustainability of Project | 5.1.1 Do you think that the NWC will be able to continue and expand Project outcomes/activities without Japan's further cooperation, after the completion of the Project?                              | Very much | To a fair extent | Not so much | Not at all | Why?  |
|                               | 5.1.2 Do you think that you have now enough knowledge/skills in your task/assignment, so that the activities will be properly conducted without Japanese Experts, after the completion of the Project? | Very much | To a fair extent | Not so much | Not at all | Why? Persons were trained to deliver the training |

6. Measures Taken Responding to the Recommendations of Mid-term Review

| ID/US  | Question   | Reasons/Comments  |
|--|--|---|
|  | <p>In previous Mid-term Review Report in June 2009, several recommendations were presented to the Project. What kinds of counter-measures have been taken by the Project, to respond to the following 5 issues (recommendations)? Please write freely about measures taken and future prospects of the issues, but only about the issues for which your assignment is concerned and the issues to which you are eligible to refer.</p>                       |   |
| 6.1.1  | Strengthen involvement of Senior Management  | Measures  |
| 6.1.2  | Utilization of Technical Materials, such as Manuals and SOP, Prepared under the Project  | Measures  |
| 6.1.3  | Enhance Services beyond Pilot WTPs and Pilot Service Areas   | Measures  |
| 6.1.4  | Changes in NWC Organizational Structure  | Measures  |
| 6.1.5  | Institutionalize Training System of NWC  | Measures  |
| 6.1 Measures taken in response to the recommendations of Mid-Term Review | <p>How and to what extent have they been utilized? Do you have any ideas of full-utilization after the completion of the Project?</p> <p>Are enhancement plans being made? Are there any impending factors for enhancement?</p> <p>Is it likely that NWC will establish a section specialized on water supply management plan? What about other major changes in organizational structure?</p> <p>Has training system been improved? How do you find it?</p> | <p>Measures Training materials are being revised for consistency. Ongoing courses are scheduled for the rest of the year.</p> |

Thank you for your cooperation.  
If you have comments on this Project, please write here.

1/20/2012

Name: O'Neil Shand

Title : Technical Services Manager

Task/Job Assignment in the Project : Team member Steering Committee

0. IMPLEMENTATION PROCESS

| Topic   | Question  | Very much  | To a fair extent | Not so much | Not at all | Reasons/Comments   |
|---|---|--|------------------|-------------|------------|--|
| 0.1. Activities   | 0.1.1 For the last one year (after Mid-term review), did your "Activities" of the Project show progress as planned?   | Very much  | To a fair extent | Not so much | Not at all | Some delays may have been encountered but all the plans were executed accordingly. Some members were caught between regular work and JICA training activities. |
|   | 0.1.2 If your activities were not implemented as planned, what was the reason?  | Reason: Didn't have much direct involvement with most of the training processes. |                  |             |            |  |
| 0.2. Relation with Japanese experts (Transfer of technology, communication, etc | 0.2.1 Have you found the methods/approaches of technology transfer (transfer of knowledge/skills) from the Japanese experts appropriate? Please give the reason of your answer. | Very much  | To a fair extent | Not so much | Not at all | Why? Balanced Training was given both theory and practical.  |
|   | 0.2.2 Do you think that your communication with Japanese Experts has been good enough through the Project? Please give the reason of your answer.                               | Very much  | To a fair extent | Not so much | Not at all | Why? Limited though due to limited direct interface over the last year.  |

5-criteria Evaluation Questions

1. RELEVANCE- Is the Project relevant as a solution of the issue?

| Topic     | Question   | Very much <th>To a fair extent</th> <th>Not so much <th>Not at all</th> <th>Reasons/Comments</th> </th> | To a fair extent | Not so much <th>Not at all</th> <th>Reasons/Comments</th> | Not at all | Reasons/Comments   |
|-----------|--|---|------------------|---|------------|--|
| 1.1 Needs | 1.1.1 Do you think that the Project has been consistent with the needs of the direct beneficiaries, i.e. NWC staff? Please give the reason of your answer. | Very much   | To a fair extent | Not so much   | Not at all | Why? The disciplines of Operations, Maintenance and Water Supply Mgt. are keys areas of development that can determine our advancement as an entity in the right direction thereby attending to our needs. |

2. EFFECTIVENESS— Did the Project lead to the anticipated result?

| Topic                                   | Question  | Very much   | To a fair extent | Not so much | Not at all | Reasons/Comments  |
|---|---|---|------------------|-------------|------------|---|
| 2.1. Achievement of the Project Purpose | 2.1.1 Do you think that the Project Purpose will be achieved by the end of the Project? (Project purpose: "Capacities of NWC to provide quality and quantity of water supply s enhanced through piloting at four water treatment plants.") Please give the reason of your answer. | Very much   | To a fair extent | Not so much | Not at all | Why? Whilst we are able to consistently deliver on quality of potable water from the pilot plants there remains challenges in swith consistency in supply to the service areas and for different reasons. The practising of taught lessons must always be practised as much as possible. There need to be constant monitoring of plant performance in all aspects of unit operation. Hydraulic performance of network need to be more established to give more live actual data. Obviously there would be the need for software and hardware improvement along with continuous training and practice to ensure continuity and progress. |
|   | 2.1.2 Do you think that your own activities/capability contributed to the achievement of the Project Purpose?   | Very much   | To a fair extent | Not so much | Not at all | Why? Although I was involved in mobilizing the teams, my involvement directly with the development of training materials and activities were limited.   |
|   | 2.1.3 Are there any factors that particularly contributed to achievement of the Project Purpose?  | The team is reasonably committed and happy for the training even though there might have been other limiting factors. |                  |             |            |   |
|   | 2.1.4 Are there any factors that particularly impeded achievement of the Project Purpose?   | Having juggle between regular duties and JICA activities.   |                  |             |            |   |





6. Measures Taken Responding to the Recommendations of Mid-term Review

| Topic  | Question  | Reasons/Comments   |
|--|---|--|
|  | In previous Mid-term Review Report in June 2009, several recommendations were presented to the Project. What kinds of counter-measures have been taken by the Project, to respond to the following 5 issues (recommendations)? Please write freely about measures taken and future prospects of the issues, but only about the issues for which your assignment is concerned and the issues to which you are eligible to refer. |  |
| 6.1 Measures taken in response to the recommendations of Mid-Term Review | 6.1.1 <b>Strengthen Involvement of Senior Management</b><br>Is there any improvement? What are impeding factors, if any?  | Measures<br><i>More direct involvement is needed in a structured.</i>                            |
|  | 6.1.2 <b>Utilization of Technical Materials, such as Manuals and SOP, Prepared under the Project</b><br>How and to what extent have they been utilized? Do you have any ideas of full-utilization   | Measures<br><i>Manuals were used during training and used for reference during regular work.</i> |
|  | 6.1.3 <b>Enhance Services beyond Pilot WTPs and Pilot Service Areas</b><br>Are enhancement plans being made? Are there any impeding factors for enhancement?  | Measures<br><i>idea is to incorporate neighborhood</i>   |
|  | 6.1.4 <b>Changes in NWC Organizational Structure</b><br>Is it likely that NWC will establish a section specialized on water supply management plan? <small>(What about other major changes in organizational structure?)</small>  | Measures<br><i>possibility exists</i>  |
|  | 6.1.5 <b>Institutionalize Training System of NWC</b><br>Has training system been improved? How do you find it?  | Measures<br><i>training should be more structured with clearer objectives.</i>                   |

Thank you for your cooperation.  
if you have comments on this Project, please write here.

23/06/10

Questionnaire for Counterpart Personnel

Name: *Curtis Thomas*  
 Title: *Maintenance Manager*

Task/Job Assignment in the Project :

0. IMPLEMENTATION PROCESS

|   |   | Very much | To a fair extent | Not so much | Not at all | Reason  |
|---|---|-----------|------------------|-------------|------------|---|
| 0.1. Activities   | 0.1.1 For the last one year (after Mid-term review), did your "Activities" of the Project show progress as planned?   |           |                  |             |            | This was due to insufficient resources  |
|   | 0.1.2 If your activities were not implemented as planned, what was the reason?  |           |                  |             |            |   |
| 0.2. Relation with Japanese experts (Transfer of technology, communication, etc | 0.2.1 Have you found the methods/approaches of technology transfer (transfer of knowledge/knowledge/skills) from the Japanese experts appropriate? Please give the reason of your answer. | Very much | To a fair extent | Not so much | Not at all | Persons were actually involved in the training process which enhanced learning.   |
|   | 0.2.2 Do you think that your communication with Japanese Experts has been good enough through the Project? Please give the reason of your answer.   | Very much | To a fair extent | Not so much | Not at all | Constant, open and clear communication was had and feedback was always provided which meant the message was understood. |

5-criteria Evaluation Questions

1. RELEVANCE- Is the Project relevant as a solution of the issue?

|           |  | Very much | To a fair extent | Not so much | Not at all | Reason  |
|-----------|--|-----------|------------------|-------------|------------|---|
| 1.1 Needs | 1.1.1 Do you think that the Project has been consistent with the needs of the direct beneficiaries, i.e. NWC staff? Please give the reason of your answer. | Very much | To a fair extent | Not so much | Not at all | Training targeted the areas that needed a little polishing. |

2. EFFECTIVENESS— Did the Project lead to the anticipated result?

|   |  | Very much | To a fair extent | Not so much | Not at all | Reason   |
|---|--|-----------|------------------|-------------|------------|--|
| 2.1. Achievement of the Project Purpose | 2.1.1 Do you think that the Project Purpose will be achieved by the end of the Project? (Project purpose: "Capacities of NWC to provide quality and quantity of water supply is enhanced through piloting at four water treatment plants.") Please give the reason of your answer. | Very much | To a fair extent | Not so much | Not at all | If the necessary resources are provided.   |
|   | 2.1.2 Do you think that your own activities/capability contributed to the achievement of the Project Purpose?  | Very much | To a fair extent | Not so much | Not at all | Personal recommendation made has been fully implemented in some areas and partially implemented in others. |
|   | 2.1.3 Are there any factors that particularly contributed to achievement of the Project Purpose?   |           |                  |             |            | Training and equipment provided by the project.  |
|   | 2.1.4 Are there any factors that particularly impeded achievement of the Project Purpose?  |           |                  |             |            | Resources  |

**3. EFFICIENCY -- Was the Project Implemented efficiently?**

|                            |   |   |                  |             |            |   |
|----------------------------|---|---|------------------|-------------|------------|---|
| 3.1 Japanese experts       | 3.1.1 Do you think that the Japanese experts met the needs of the Project in terms of expertise, experience, duration of service, timing, etc?<br>3.1.2 Do you have any suggestion for improvement? | Very much   | To a fair extent | Not so much | Not at all | They were very informed of the project areas.<br>The experts should spend more time in the field with the trainees. |
| 3.2 Counterpart training   | 3.2.1 Did you participate in a counterpart training course in Japan?  | No  | Yes              | Not so much | Not at all | Was exposed to new technology and techniques  |
|                            | 3.2.2 (if you answered YES), did you find that the training course was appropriate in upgrading your capability?  | Very much   | To a fair extent | Not so much | Not at all | Inadequate resources and not being that technologically advanced inhibit full transfer of skills                    |
|                            | 3.2.3 (if you answered YES), do you apply the skills and knowledge that you learned in the training course to the Project activities (or your work)?  | Very much   | To a fair extent | Not so much | Not at all | Training sessions and field exercise with team members.   |
|                            | 3.2.4 (if you answered YES), do you disseminate the skills and knowledge that you learned in the training course to your colleagues of NWC?   | Very much   | To a fair extent | Not so much | Not at all | Persons from all levels within the company should take part in the training, not just managers.                     |
|                            | 3.2.5 Do you have any suggestion for improvement of the counterpart training?   | Persons from all levels within the company should take part in the training, not just managers. |                  |             |            |   |
| 3.3 Provision of equipment | 3.3.1 Was the selection of the equipment appropriate in terms of specifications, numbers and types, etc?  | Very much   | To a fair extent | Not so much | Not at all | Measures taken  |
|                            | 3.3.2 Is the equipment fully utilized? If not, why? (specify the name of equipment)   | No  | Yes              | Details     |            |   |

**4. IMPACT -- Will the Overall Goal be achieved? Are there any Impacts?**

|                                     |   |           |   |             |            |   |
|-------------------------------------|---|-----------|---|-------------|------------|---|
| 4.1 Achievement of the Overall Goal | 4.1.1 Do you think that the Overall Goal will be achieved within 5 years after the completion of the Project?<br>(Overall Goal: "Reliability of NWC's water supply is enhanced both in terms of quality and quantity.") | Very much | To a fair extent  | Not so much | Not at all | If the required resources are made available. |
|                                     | 4.2.1 Is there any positive impact/side effect of the Project that was not fully anticipated?   | Yes       | With the use of the new equipment, we were able to gather and analyse data with greater accuracy. |             |            |   |
|                                     | 4.2.2 Is there any negative impact/side effect of the Project that was not fully anticipated?   | No        |   |             |            |   |

**5. SUSTAINABILITY -- Is the achievement of the Project sustainable after the end of the Project?**

|                               |  |           |                  |             |            |   |
|-------------------------------|--|-----------|------------------|-------------|------------|---|
| 5.1 Sustainability of Project | 5.1.1 Do you think that the NWC will be able to continue and expand Project outcomes/activities without Japan's further cooperation, after the completion of the Project?                              | Very much | To a fair extent | Not so much | Not at all | We have the capacity and competence.          |
|                               | 5.1.2 Do you think that you have now enough knowledge/skills in your task/assignment, so that the activities will be properly conducted without Japanese Experts, after the completion of the Project? | Very much | To a fair extent | Not so much | Not at all | I am confident of my skills and capabilities. |

Questionnaire for Counterpart Personnel

6. Measures Taken Responding to the Recommendations of Mid-term Review

|       |   |  |
|-------|---|--|
|       | <p>In previous Mid-term Review Report in June 2009, several recommendations were presented to the Project. What kinds of counter-measures have been taken by the Project, to respond to the following 5 issues (recommendations)? Please write freely about measures taken and future prospects of th issues, but only about the issues for which your assignment is concerned and the issues to which you are eligible to refer.</p> |  |
| 6.1.1 | <p><b>Strengthen Involvement of Senior Management</b><br/>Is there any improvement? What are impeding factors, if any?</p>  | N/A  |
| 6.1.2 | <p><b>Utilization of Technical Materials, such as Manuals and SOP, Prepared under the Project</b><br/>How and to what extent have they been utilized? Do you have any ideas of full-utilization after the completion of the Project?</p>  | They have been used as part of the training sessions.                      |
| 6.1.3 | <p><b>Enhance Services beyond Pilot WTPs and Pilot Service Areas</b><br/>Are enhancement plans being made? Are there any impeding factors for</p>   | Yes, the knowledge from the project has been utilized at other facilities. |
| 6.1.4 | <p><b>Changes in NWC Organizational Structure</b><br/>Is it likely that NWC will establish a section specialized on water supply management plan? What about other major changes in organizational structure?</p>   |  |
| 6.1.6 | <p><b>Institutionalize Training System of NWC</b><br/>Has training system been improved? How do you find it?</p>  | Yes, we are focusing on training that is relevant to daily activities.     |

Thank you for your cooperation  
If you have comments on this Project, please write here.

Name: Nadine Patterson  
 Title: Quality Assurance Manager (acting)  
 Task/Job Assignment in the Project

0. IMPLEMENTATION PROCESS

|  |   | Very much                                     | To a fair extent                                     | Not so much | Not at all | Why?   |
|--|---|---|--|-------------|------------|--|
| 0.1. Activities  | 0.1.1 For the last one year (after Mid-term review), did your "Activities" of the Project show progress as planned?   |   | <input checked="" type="checkbox"/>                  |             | Not at all | Some training was not done   |
|  | 0.1.2 If your activities were not implemented as planned, what was the reason?  |   |  |             | Not at all | TC receipts were not on stock  |
| 0.2. Relation with Japanese experts (Transfer of technology, communication, etc) | 0.2.1 Have you found the methods/approaches of technology transfer (transfer of knowledge/knowhow/skills) from the Japanese experts appropriate? Please give the reason of your answer. | Very much <input checked="" type="checkbox"/> | To a fair extent <input checked="" type="checkbox"/> | Not so much | Not at all | Why? They were very practical in their approach. It concerned the transferable asset relates to the original work. |
|  | 0.2.2 Do you think that your communication with Japanese Experts has been good enough through the Project? Please give the reason of your answer.                                       | Very much <input checked="" type="checkbox"/> | To a fair extent <input checked="" type="checkbox"/> | Not so much | Not at all | Why? There were able to satisfactorily answer questions that were asked.   |

5-criteria Evaluation Questions

1. RELEVANCE- Is the Project relevant as a solution of the issue?

|  | Very much | To a fair extent                    | Not so much | Not at all | Why? |
|--|-----------|-------------------------------------|-------------|------------|------|
| 1.1 Needs  |           | <input checked="" type="checkbox"/> |             |            |      |
| 1.1.1 Do you think that the Project has been consistent with the needs of the direct beneficiaries, i.e. NWC staff? Please give the reason of your answer. |           |                                     |             | Not at all |      |

2. EFFECTIVENESS: Did the Project lead to the anticipated result?

|   | Very much  | To a fair extent                    | Not so much  | Not at all  | Why?       |   |
|---|--|-------------------------------------|--|-------------|------------|---|
| 2.1. Achievement of the Project Purpose   |  | <input checked="" type="checkbox"/> |  |             |            |   |
|   | 2.1.1 Do you think that the Project Purpose will be achieved by the end of the Project? (Project purpose: "Capacities of NWC to provide quality and quantity of water supply is enhanced through piloting at four water treatment plants.") Please give the reason of your answer. | Very much                           | To a fair extent <input checked="" type="checkbox"/> | Not so much | Not at all | Why? If the deficiencies that exist at the plant are addressed then this purpose will be achieved |
|   | 2.1.2 Do you think that your own activities/capability contributed to the achievement of the Project Purpose?  | Very much                           | To a fair extent <input checked="" type="checkbox"/> | Not so much | Not at all | Why? Training activities would be more successful if some trainees were more trainable            |
|   | 2.1.3 Are there any factors that particularly contributed to achievement of the Project Purpose?   |                                     |  |             |            |   |
| 2.1.4 Are there any factors that particularly impeded achievement of the Project Purpose? |  |                                     |  |             |            |   |

06/06/10

Questionnaire for Counterpart Personnel

| 3. EFFICIENCY Was the Project implemented efficiently? |   |
|--|---|
| 3.1 Japanese experts                                   | <p>3.1.1 Do you think that the Japanese experts met the needs of the Project in terms of expertise, experience, duration of service, timing, etc? <input checked="" type="checkbox"/> Yes, <input type="checkbox"/> To a fair extent, <input type="checkbox"/> Not so much, <input type="checkbox"/> Not at all</p> <p>3.1.2 Do you have any suggestion for improvement? They are very knowledgeable and helpful.</p>   |
| 3.2 Counterpart training                               | <p>3.2.1 Did you participate in a counterpart training course in Japan? No</p> <p>3.2.2 (If you answered YES), did you find that the training course was appropriate in upgrading your capability? <input checked="" type="checkbox"/> Yes, <input type="checkbox"/> To a fair extent, <input type="checkbox"/> Not so much, <input type="checkbox"/> Not at all</p> <p>3.2.3 (If you answered YES), do you apply the skills and knowledge that you learned in the training course to the Project activities (or your work)? <input checked="" type="checkbox"/> Yes, <input type="checkbox"/> To a fair extent, <input type="checkbox"/> Not so much, <input type="checkbox"/> Not at all</p> <p>3.2.4 (If you answered YES), do you disseminate the skills and knowledge that you learned in the training course to your colleagues of NWC? <input checked="" type="checkbox"/> Yes, <input type="checkbox"/> To a fair extent, <input type="checkbox"/> Not so much, <input type="checkbox"/> Not at all</p> <p>3.2.5 Do you have any suggestion for improvement of the counterpart training? By conducting training in counterpart training should be specific to subject and not in general.</p> |
| 3.3 Provision of equipment                             | <p>3.3.1 Was the selection of the equipment appropriate in terms of specifications, numbers and types, etc? <input checked="" type="checkbox"/> Yes, <input type="checkbox"/> To a fair extent, <input type="checkbox"/> Not so much, <input type="checkbox"/> Not at all</p> <p>3.3.2 Is the equipment fully utilized? <input checked="" type="checkbox"/> Yes, <input type="checkbox"/> Details there was a shortage of reagents, <input type="checkbox"/> No</p> <p>If not, why? (specify the name of equipment) Technical problems with the auto sampler.</p>   |

| 4. IMPACT Will the Overall Goal be achieved? Are there any impacts? |   |
|---|---|
| 4.1 Achievement of the Overall Goal                                 | <p>4.1.1 Do you think that the Overall Goal will be achieved within 5 years after the completion of the Project? (Overall Goal: "Reliability of NWC's water supply is enhanced both in terms of quality and quantity.") <input checked="" type="checkbox"/> Yes, <input type="checkbox"/> To a fair extent, <input type="checkbox"/> Not so much, <input type="checkbox"/> Not at all</p> <p>4.2.1 Is there any positive impact/side effect of the Project that was not fully anticipated? Why? Needs more capital input to upgrade water treatment facilities.</p> <p>4.2.2 Is there any negative impact/side effect of the Project that was not fully anticipated? No</p> |

| 5. SUSTAINABILITY Is the achievement of the Project sustainable after the end of the Project? |   |
|---|---|
| 5.1 Sustainability of Project   | <p>5.1.1 Do you think that the NWC will be able to continue and expand Project outcomes/activities without Japan's further cooperation, after the completion of the Project? <input checked="" type="checkbox"/> Yes, <input type="checkbox"/> To a fair extent, <input type="checkbox"/> Not so much, <input type="checkbox"/> Not at all</p> <p>5.1.2 Do you think that you have now enough knowledge/skills in your task/assignment, so that the activities will be properly conducted without Japanese Experts, after the completion of the Project? <input checked="" type="checkbox"/> Yes, <input type="checkbox"/> To a fair extent, <input type="checkbox"/> Not so much, <input type="checkbox"/> Not at all</p> <p>Why? AS long as the necessary resources human &amp; otherwise, there is enough skill &amp; knowledge deposited to continue the work. Information deposited was quite extensive.</p> |

Questionnaire for Counterpart Personnel

6. Measures Taken Responding to the Recommendations of Mid-term Review

|   |           |  |
|---|-----------|--|
|   |           |  |
| <p>In previous Mid-term Review Report in June 2004, several recommendations were presented to the Project. What kinds of counter-measures have been taken by the Project, to respond to the following 5 issues (recommendations)? Please write freely about measures taken and future prospects of th issues, but only about the issues for which your assignment is concerned and the issues</p> |           |  |
| <p>b-1. Strengthen involvement of Senior Management</p>   | <p>1</p>  | <p>Measures</p>  |
| <p>Is there any improvement? What are impeding factors, if any?</p>   | <p>2</p>  | <p>Measures - Damage manuals are used for clearing operation of the plants.</p>  |
| <p>Utilization of Technical Materials, such as Manuals and SOP, Prepared under the Project</p>  | <p>3</p>  | <p>Measures - Equipment needed are being procured for other plants &amp; some staff were trained</p>                   |
| <p>How and to what extent have they been utilized? Do you have any ideas of full-utilization after the completion of the Project?</p>   | <p>4</p>  | <p>Measures - unable to answer</p>   |
| <p>Enhance Services beyond Pilot WTPs and Pilot Service Areas</p>   | <p>5</p>  | <p>Measures - Much needs to be done in terms of documentation &amp; scheduling. This is currently being addressed.</p> |
| <p>Are enhancement plans being made? Are there any impeding factors</p>   | <p>6</p>  |  |
| <p>Changes in NWC Organizational Structure</p>  | <p>7</p>  |  |
| <p>Is it likely that NWC will establish a section specialized on water supply management plan? What about other major changes in</p>  | <p>8</p>  |  |
| <p>Institutionalize Training System of NWC</p>  | <p>9</p>  |  |
| <p>Has training system been improved? How do you find it?</p>   | <p>10</p> |  |

Thank you for your cooperation.  
If you have comments on this Project, please write here

23/06/10

Questionnaire for Counterpart Personnel

Name: KEVIN KERR

Title : Water Supply Manager - Western

Task/Job Assignment in the Project : Trainer and Team Leader for Water Supply Management in the Western Parishes of Jamaica.

0. IMPLEMENTATION PROCESS

| Topic   | Questions   | Very much | To a fair extent | Not so much | Not at all | Reasons/Comments   |
|---|---|-----------|------------------|-------------|------------|--|
| 0.1. Activities   | 0.1.1 For the last one year (after Mid-term review), did your "Activities" of the Project show progress as planned?   |           |                  |             |            |  |
|   | 0.1.2 If your activities were not implemented as planned, what was the reason?  |           |                  |             |            |  |
| 0.2. Relation with Japanese experts (Transfer of technology, communication, etc | 0.2.1 Have you found the methods/approaches of technology transfer (transfer of knowledge/knowhow/skills) from the Japanese experts appropriate? Please give the reason of your answer. | Very much | To a fair extent | Not so much | Not at all | The expert is always accommodative and is always available even if he is away in Japan we were always in dialogue whenever I had problems with the software. |
|   | 0.2.2 Do you think that your communication with Japanese Experts has been good enough through the Project? Please give the reason of your answer.                                       | Very much | To a fair extent | Not so much | Not at all | The expert is always accommodative and is always available even if he is away in Japan we were always in dialogue whenever I had problems with the software. |

5-criteria Evaluation Questions

1. RELEVANCE- Is the Project relevant as a solution of the issue?

| Topic     | Questions  | Very much | To a fair extent | Not so much | Not at all | Reasons/Comments   |
|-----------|--|-----------|------------------|-------------|------------|--|
| 1.1 Needs | 1.1.1 Do you think that the Project has been consistent with the needs of the direct beneficiaries, i.e. NWC staff? Please give the reason of your answer. | Very much | To a fair extent | Not so much | Not at all | Knowledge has been spread across to a number of technical staff in the West. |

2. EFFECTIVENESS -- Did the Project lead to the anticipated result?

| Topic                                   | Questions  | Very much | To a fair extent | Not so much | Not at all | Reasons/Comments   |
|---|--|-----------|------------------|-------------|------------|--|
| 2.1. Achievement of the Project Purpose | 2.1.1 Do you think that the Project Purpose will be achieved by the end of the Project? (Project purpose: "Capacities of NWC to provide quality and quantity of water supply is enhanced through piloting at four water treatment plants.") Please give the reason of your answer. | Very much | To a fair extent | Not so much | Not at all | There is no doubt that the project purpose can be achieved but this will require changes in the organizational structure of the NWC. The organization is seeking to further implement recommendations such as employing a Distribution Engineer who will be solely responsible for analysing sub-systems within the water distribution network through hydraulic modelling and making recommendations for improvement in efficiency. |
|   | 2.1.2 Do you think that your own activities/capability contributed to the achievement of the Project Purpose?  | Very much | To a fair extent | Not so much | Not at all | Motivation of the trainees through assisting in helping them to understand the process of building a model. Providing relevant data. Coordinating the trainees in their data collection  |
|   | 2.1.3 Are there any factors that particularly contributed to achievement of the Project Purpose?   |           |                  |             |            |  |
|   | 2.1.4 Are there any factors that particularly impeded achievement of the Project Purpose?  |           |                  |             |            | Lack of instrument in gathering data in creating the Model.  |

*Flowmeter pressure loggers => have still not completed*



| 3. EFFICIENCY - Was the Project implemented efficiently?   |  | Very much  | To a fair extent | Not so much | Not at all | Reasons/Comments  |
|--|--|--|------------------|-------------|------------|---|
| 3.1 Japanese experts   | 3.1.1 Do you think that the Japanese experts met the needs of the Project in terms of expertise, experience, duration of service, timing, etc?   |  |                  |             |            |   |
|  | 3.1.2 Do you have any suggestion for improvement?  |  |                  |             |            |   |
| 3.2 Counterpart training   | 3.2.1 Did you participate in a counterpart training course in Japan?   | No   | Yes              |             |            |   |
|  | 3.2.2 (If you answered YES), did you find that the training course was appropriate in upgrading your capability?   | Very much  | To a fair extent | Not so much | Not at all | Why? I think training should be more focus on Water Supply Management and NRW Reduction instead of visiting Water Treatment Plants.   |
|  | 3.2.3 (If you answered YES), do you apply the skills and knowledge that you learned in the training course to the Project activities (or your work)?   | Very much  | To a fair extent | Not so much | Not at all | How? I now use WaterCad to trouble shoot Water Supply and NRW issues.   |
|  | 3.2.4 (If you answered YES), do you disseminate the skills and knowledge that you learned in the training course to your colleagues of NWC?  | Very much  | To a fair extent | Not so much | Not at all | How/why? As the trainer for Water Supply Management all the knowledge gain is apart of the training material. Training in water Supply Management is a continuous activity within the NWC.                      |
|  | 3.2.5 Do you have any suggestion for improvement of the counterpart training?  | Training in Water Supply Management should be longer and more focus on the subject matter.   |                  |             |            |   |
| 3.3 Provision of equipment   | 3.3.1 Was the selection of the equipment appropriate in terms of specifications, numbers and types, etc?   | Very much  | To a fair extent | Not so much | Not at all | Measures taken: We had to use the limited equipments we already had within the NWC to ensure success.   |
|  | 3.3.2 Is the equipment fully utilized? If not, how did you solve the problem? If not, why? (specify the name of equipment)   | No   | Yes              |             |            | Details: We got an analogue pressure logger, we have only use it once because we already have within the NWC electronic pressure loggers and the software used to download the information logged in the field. |
| <b>4. IMPACT - Will the Overall Goal be achieved? Are there any impacts?</b>                           |  |  |                  |             |            |   |
| 4.1 Achievement of the Overall Goal  | 4.1.1 Do you think that the Overall Goal will be achieved within 5 years after the completion of the Project? (Overall Goal: "Reliability of NWC's water supply is enhanced both in terms of quality and quantity.") | Very much  | To a fair extent | Not so much | Not at all | Why? If the number of equipments are significantly increased with adequate funding to sustain the activities and the overall goals.   |
|  | 4.2.1 Is there any positive impact/side effect of the Project that was not fully anticipated?  | The knowledge of the WaterCad software has been made available to NWC. It is strongly recommended that this analysis be continued on a routine basis to progressively improve the system and use it as both a planning and operational tool. |                  |             |            |   |
|  | 4.2.2 Is there any negative impact/side effect of the Project that was not fully anticipated?  | None   |                  |             |            |   |
| <b>5. SUSTAINABILITY - Is the achievement of the Project sustainable after the end of the Project?</b> |  |  |                  |             |            |   |
| 5.1 Sustainability of Project  | 5.1.1 Do you think that the NWC will be able to continue and expand Project outcomes/activities without Japan's further cooperation, after the completion of the Project?  | Very much  | To a fair extent | Not so much | Not at all | Why? The NWC needs more equipment to roll out to other Water Supply Scheme.   |
|  | 5.1.2 Do you think that you have now enough knowledge/skills in your task/assignment, so that the activities will be properly conducted without Japanese Experts, after the completion of the Project?               | Very much  | To a fair extent | Not so much | Not at all | Why? Whatever knowledge gained will allow me to sustain all the activities without the experts, but I still think there are a lot more that I can learn to be effective as a well trained Water Supply Manager. |

Questionnaire for Counterpart Personnel

6. Measures Taken Responding to the Recommendations of Mid-term Review

| Measures | In previous Mid-term Review Report in June 2009, several recommendations were presented to the Project. What kinds of counter-measures have been taken by the Project, to respond to the following 5 issues (recommendations)? Please write freely about measures taken and future prospects of the issues, but only about the issues for which your assignment is concerned and the issues to which you are eligible to refer. | Reason for completion   |
|----------|---|---|
| 6.1.1    | <b>Strengthen Involvement of Senior Management</b><br>Is there any improvement? What are impeding factors, if any?  | One of the main recommendations in the Minard Water Supply is to:<br>• Do leak detection on entire network.<br>• Locations of all system valves and ensure normally close valves are closed.<br>• Commercial losses are an important factor in revenue issues and should be addressed |
| 6.1.2    | <b>Utilization of Technical Materials, such as Manuals and SOP, Prepared under the Project</b><br>How and to what extent have they been utilized? Do you have any ideas of full-utilization after the completion of the Project?  | Measures<br>The hydraulic manual is very useful in the development of hydraulic models. Also these will be utilized in future training of NWC employees.  |
| 6.1.3    | <b>Enhance Services beyond Pilot WTPs and Pilot Service Areas</b><br>Are enhancement plans being made? Are there any impeding factors for enhancement?  | Yes. Through the employment of a Distribution Engineer.   |
| 6.1.4    | <b>Changes in NWC Organizational Structure</b><br>Is it likely that NWC will establish a section specialized on water supply management plan? What about other major changes in organizational structure?   | Yes. The process of forming this unit has already begun by creating a Distribution Engineer post  |
| 6.1.5    | <b>Institutionalize Training System of NWC</b><br>Has training system been improved? How do you find it?  | The development of a training process is in progress  |

Thank you for your cooperation. If you have comments on this Project, please write here. The objective of the project is a very good one. The analysis of Logwood, Bogue and Minard Water Supply through hydraulic modelling is a small example of what can be applied to the major facilities throughout the wider NWC.

7/2/00/10

Questionnaire for Counterpart Personnel:

Name: *Deane Sampson*

Title :

Task/Job Assignment in the Project : *Water Production Manager*

| Topic   | Questions   | Very much | To a fair extent | Not so much                         | Not at all | Reasons/Comments |
|---|---|-----------|------------------|-------------------------------------|------------|------------------|
| 0.1. Activities   | 0.1.1 For the last one year (after Mid-term review), did your 'Activities' of the Project show progress as planned?   |           |                  | <input checked="" type="checkbox"/> |            |                  |
|   | 0.1.2 If your activities were not implemented as planned, what was the reason?  | Reason    |                  |                                     |            |                  |
| 0.2. Relation with Japanese experts (Transfer of technology, communication, etc | 0.2.1 Have you found the methods/approaches of technology transfer (transfer of knowledge/knowhow/skills) from the Japanese experts appropriate? Please give the reason of your answer. | Very much | To a fair extent | Not so much                         | Not at all | Why?             |
|   | 0.2.2 Do you think that your communication with Japanese Experts has been good enough through the Project? Please give the reason of your answer.                                       | Very much | To a fair extent | Not so much                         | Not at all | Why?             |

5-criteria Evaluation Questions

1. RELEVANCE- Is the Project relevant as a solution of the issue?

| Topic     | Questions  | Very much | To a fair extent | Not so much | Not at all | Reasons/Comments |
|-----------|--|-----------|------------------|-------------|------------|------------------|
| 1.1 Needs | 1.1.1 Do you think that the Project has been consistent with the needs of the direct beneficiaries, i.e. NWC staff? Please give the reason of your answer. | Very much | To a fair extent | Not so much | Not at all | Why?             |

2. EFFECTIVENESS -- Did the Project lead to the anticipated result?

| Topic                                   | Questions  | Very much | To a fair extent | Not so much | Not at all | Reasons/Comments |
|---|--|-----------|------------------|-------------|------------|------------------|
| 2.1. Achievement of the Project Purpose | 2.1.1 Do you think that the Project Purpose will be achieved by the end of the Project? (Project purpose: "Capacities of NWC to provide quality and quantity of water supply is enhanced through piloting at four water treatment plants.") Please give the reason of your answer. | Very much | To a fair extent | Not so much | Not at all | Why?             |
|   | 2.1.2 Do you think that your own activities/capability contributed to the achievement of the Project Purpose?  | Very much | To a fair extent | Not so much | Not at all | Why?             |
|   | 2.1.3 Are there any factors that particularly contributed to achievement of the Project Purpose?   |           |                  |             |            |                  |
|   | 2.1.4 Are there any factors that particularly impeded achievement of the Project Purpose?  |           |                  |             |            |                  |

**3. EFFICIENCY - Was the Project implemented efficiently?**

| Topics                     | Questions  | Very much                              | To a fair extent                                     | Not so much | Not at all | Reasons/comments |
|----------------------------|--|--|--|-------------|------------|------------------|
| 3.1 Japanese experts       | 3.1.1 Do you think that the Japanese experts met the needs of the Project in terms of expertise, experience, duration of service, timing, etc?       | Very much                              | To a fair extent <input checked="" type="checkbox"/> | Not so much | Not at all |                  |
|                            | 3.1.2 Do you have any suggestion for improvement?  |  |  |             |            |                  |
| 3.2 Counterpart training   | 3.2.1 Did you participate in a counterpart training course in Japan?   | No <input checked="" type="checkbox"/> | Yes  |             |            |                  |
|                            | 3.2.2 (If you answered YES), did you find that the training course was appropriate in upgrading your capability?                                     | Very much                              | To a fair extent <input checked="" type="checkbox"/> | Not so much | Not at all | Why?             |
|                            | 3.2.3 (If you answered YES), do you apply the skills and knowledge that you learned in the training course to the Project activities (or your work)? | Very much                              | To a fair extent <input checked="" type="checkbox"/> | Not so much | Not at all | How?             |
|                            | 3.2.4 (If you answered YES), do you disseminate the skills and knowledge that you learned in the training course to your colleagues of NWC?          | Very much                              | To a fair extent <input checked="" type="checkbox"/> | Not so much | Not at all | How/why?         |
|                            | 3.2.5 Do you have any suggestion for improvement of the counterpart training?  |  |  |             |            |                  |
| 3.3 Provision of equipment | 3.3.1 Was the selection of the equipment appropriate in terms of specifications, numbers and types, etc?   | Very much                              | To a fair extent <input checked="" type="checkbox"/> | Not so much | Not at all | Measures taken   |
|                            | 3.3.2 Is the equipment fully utilized? If not, how did you solve the problem?  | No                                     | Yes <input checked="" type="checkbox"/>              | Details     |            |                  |

**4. IMPACT - Will the Overall Goal be achieved? Are there any impacts?**

| Topics                              | Questions   | Very much | To a fair extent                                     | Not so much | Not at all | Reasons/comments |
|-------------------------------------|---|-----------|--|-------------|------------|------------------|
| 4.1 Achievement of the Overall Goal | 4.1.1 Do you think that the Overall Goal will be achieved within 5 years after the completion of the Project? | Very much | To a fair extent <input checked="" type="checkbox"/> | Not so much | Not at all | Why?             |
|                                     | (Overall Goal: "Reliability of NWC's water supply is enhanced both in terms of quality and quantity.")        |           |  |             |            |                  |
| 4.2 Impacts                         | 4.2.1 Is there any positive impact/side effect of the Project that was not fully anticipated?                 |           |  |             |            |                  |
|                                     | 4.2.2 Is there any negative impact/side effect of the Project that was not fully anticipated?                 |           |  |             |            |                  |

**5. SUSTAINABILITY -- Is the achievement of the Project sustainable after the end of the Project?**

| Topics                        | Questions  | Very much | To a fair extent                                     | Not so much | Not at all | Reasons/comments |
|-------------------------------|--|-----------|--|-------------|------------|------------------|
| 5.1 Sustainability of Project | 5.1.1 Do you think that the NWC will be able to continue and expand Project outcomes/activities without Japan's further cooperation, after the completion of the Project?                              | Very much | To a fair extent <input checked="" type="checkbox"/> | Not so much | Not at all | Why?             |
|                               | 5.1.2 Do you think that you have now enough knowledge/skills in your task/assignment, so that the activities will be properly conducted without Japanese Experts, after the completion of the Project? | Very much | To a fair extent <input checked="" type="checkbox"/> | Not so much | Not at all | Why?             |

6. Measures Taken Responding to the Recommendations of Mid-term Review

| Topic  | Questions   | Measures  | Reasons/Comments  |                |
|--|---|---|---|----------------|
| 6.1 Measures taken in response to the recommendations of Mid-Term Review | In previous Mid-term Review Report in June 2009, several recommendations were presented to the Project. What kinds of counter-measures have been taken by the Project, to respond to the following 5 issues (recommendations)? Please write freely about measures taken and future prospects of the issues, but only about the issues for which your assignment is concerned and the issues to which you are eligible to refer. |   |   |                |
|  | 6.1.1   | <b>Strengthen Involvement of Senior Management</b><br>Is there any improvement? What are impeding factors, if any?  | Measures  |                |
|  | 6.1.2   | <b>Utilization of Technical Materials, such as Manuals and SOP, Prepared under the Project</b><br>How and to what extent have they been utilized? Do you have any ideas of full-utilization                                 | Measures  | fully utilized |
|  | 6.1.3   | <b>Enhance Services beyond Pilot WTPs and Pilot Service Areas</b><br>Are enhancement plans being made? Are there any impeding factors for enhancement?  | Measures  | Not sure       |
|  | 6.1.4   | <b>Changes in NWC Organizational Structure</b><br>Is it likely that NWC will establish a section specialized on water supply management plan? <small>(What about other major branches in organizational structure?)</small> | Measures  | Not sure       |
| 6.1.5  | <b>Institutionalize Training System of NWC</b><br>Has training system been improved? How do you find it? <input checked="" type="checkbox"/>  | Measures  | Yes it has, It allows for ongoing and repeated training for staff on different levels |                |

Thank you for your cooperation.  
If you have comments on this Project, please write here.

23/06/2010

Questionnaire for Counterpart Personnel

*A. Arifan*  
 Steven Faltrough  
 Water Production Manager  
 Team leader

0. IMPLEMENTATION PROCESS

| Topic   | Question  | Very much | Reason | Not so much | Not at all | Reasons/Comments  |
|---|---|-----------|--------|-------------|------------|---|
| 0.1. Activities   | 0.1.1 For the last one year (after Mid-term review), did your "Activities" of the Project show progress as planned?   | x         |        |             | Not at all |   |
|   | 0.1.2 If your activities were not implemented as planned, what was the reason?  |           | Reason |             |            |   |
| 0.2. Relation with Japanese experts (Transfer of technology, communication, etc | 0.2.1 Have you found the methods/approaches of technology transfer (transfer of knowledge/knowledge/skills) from the Japanese experts appropriate? Please give the reason of your answer. | x         |        | Not so much | Not at all | The experts were clear, precise and were easily understood.             |
|   | 0.2.2 Do you think that your communication with Japanese Experts has been good enough through the Project? Please give the reason of your answer.   | x         |        | Not so much | Not at all | There was understanding as various communication methods were utilised. |

5-criteria Evaluation Questions

1. RELEVANCE- Is the Project relevant as a solution of the issue?

| Topic     | Question   | To a fair extent | Not so much | Not at all | Reasons/Comments  |
|-----------|--|------------------|-------------|------------|---|
| 1.1 Needs | 1.1.1 Do you think that the Project has been consistent with the needs of the direct beneficiaries, i.e. NWC staff? Please give the reason of your answer. | x                |             | Not at all | Plant operators training was necessary for capacity building. |

2. EFFECTIVENESS— Did the Project lead to the anticipated result?

| Topic                                   | Question   | very much | To a fair extent      | Not so much | Not at all | Reasons/Comments  |
|---|--|-----------|-----------------------|-------------|------------|---|
| 2.1. Achievement of the Project Purpose | 2.1.1 Do you think that the Project Purpose will be achieved by the end of the Project? (Project purpose: "Capacities of NWC to provide quality and quantity of water supply is enhanced through piloting at four water treatment plants.") Please give the reason of your answer. | x         |                       | Not so much | Not at all |   |
|   | 2.1.2 Do you think that your own activities/capability contributed to the achievement of the Project Purpose?  | x         |                       | Not so much | Not at all | Positive results and feedback at the Logwood treatment plant. |
|   | 2.1.3 Are there any factors that particularly contributed to achievement of the Project Purpose?   |           | Training of operators |             |            |   |
|   | 2.1.4 Are there any factors that particularly impeded achievement of the Project Purpose?  |           | no                    |             |            |   |

*John A. O'Sullivan  
9/16/01, Page 6*

**3. EFFICIENCY - Was the Project implemented efficiently?**

| Topics                     | Questions  | To a fair extent                    | Not so much              | Not at all               | Reasons/Comments  |
|----------------------------|--|-------------------------------------|--------------------------|--------------------------|---|
| 3.1 Japanese experts       | 3.1.1 Do you think that the Japanese experts met the needs of the Project in terms of expertise, experience, duration of service, timing, etc?       | <input checked="" type="checkbox"/> |                          |                          | Objectives were achieved  |
|                            | 3.1.2 Do you have any suggestion for improvement?  | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> | I think a subsequent project to assist with rehabilitation of treatment plants will be necessary. |
| 3.2 Counterpart training   | 3.2.1 Did you participate in a counterpart training course in Japan?   | <input checked="" type="checkbox"/> |                          |                          |   |
|                            | 3.2.2 (If you answered YES), did you find that the training course was appropriate in upgrading your capability?                                     | <input checked="" type="checkbox"/> |                          |                          | Why?  |
|                            | 3.2.3 (If you answered YES), do you apply the skills and knowledge that you learned in the training course to the Project activities (or your work)? | <input checked="" type="checkbox"/> |                          |                          | Changing the mode of operation at the treatment plant.  |
|                            | 3.2.4 (If you answered YES), do you disseminate the skills and knowledge that you learned in the training course to your colleagues of NWC?          | <input checked="" type="checkbox"/> |                          |                          | By conducting on the job training sessions with operators.  |
|                            | 3.2.5 Do you have any suggestion for improvement of the counterpart training?  | <input type="checkbox"/>            |                          |                          |   |
| 3.3 Provision of equipment | 3.3.1 Was the selection of the equipment appropriate in terms of specifications, numbers and types, etc?   | <input checked="" type="checkbox"/> |                          |                          | Measures taken  |
|                            | 3.3.2 Is the equipment fully utilized?<br>If not, why? (specify the name of equipment)   | <input checked="" type="checkbox"/> |                          |                          | New jar test kit fully utilized at logwood plant.   |

**4. IMPACT - Will the Overall Goal be achieved? Are there any impacts?**

| Topics                              | Questions   | Very much                           | To a fair extent | Not so much | Not at all | Reasons/Comments   |
|-------------------------------------|---|-------------------------------------|------------------|-------------|------------|--|
| 4.1 Achievement of the Overall Goal | 4.1.1 Do you think that the Overall Goal will be achieved within 5 years after the completion of the Project?<br>(Overall Goal: "Reliability of NWC's water supply is enhanced both in terms of quality and quantity.") | <input checked="" type="checkbox"/> |                  |             |            | management and staff at nwc realise the importance of maintaining standards in quality and quantity and therefore every effort will be made to achieve overall goal. |
|                                     | 4.2.1 Is there any positive impact/side effect of the Project that was not fully anticipated?   |                                     |                  |             |            |  |
| 4.2 Impacts                         | 4.2.2 Is there any negative impact/side effect of the Project that was not fully anticipated?   |                                     |                  |             |            |  |

**5. SUSTAINABILITY — Is the achievement of the Project sustainable after the end of the Project?**

| Topics                        | Questions  | Very much                           | To a fair extent | Not so much | Not at all | Reasons/Comments   |
|-------------------------------|--|-------------------------------------|------------------|-------------|------------|--|
| 5.1 Sustainability of Project | 5.1.1 Do you think that the NWC will be able to continue and expand Project outcomes/activities without Japan's further cooperation, after the completion of the Project?                              | <input checked="" type="checkbox"/> |                  |             |            | This will depend on the availability of financial resources.   |
|                               | 5.1.2 Do you think that you have now enough knowledge/skills in your task/assignment, so that the activities will be properly conducted without Japanese Experts, after the completion of the Project? | <input checked="" type="checkbox"/> |                  |             |            | The acquired knowledge and skills is adequate to carry on with and conduct the various activities without the experts. |

**6. Measures Taken Responding to the Recommendations of Mid-term Review**

| Topics   | Questions   | Reasons for Topics |
|--|---|--------------------|
|  | In previous Mid-term Review Report in June 2009, several recommendations were presented to the Project. What kinds of counter-measures have been taken by the Project, to respond to the following 5 issues (recommendations)? Please write freely about measures taken and future prospects of the issues, but only about the issues for which your assignment is concerned and the issues to which you are eligible to refer. |                    |
| 6.1.1 Measures taken in response to the recommendations of Mid-Term Review | <b>Strengthen Involvement of Senior Management</b><br>Is there any improvement? What are impeding factors, if any?  | Measures           |
|  | <b>Utilization of Technical Materials, such as Manuals and SOP, Prepared under the Project</b><br>How and to what extent have they been utilized? Do you have any ideas of full-utilization   | Measures           |
|  | <b>Enhance Services beyond Pilot WTPs and Pilot Service Areas</b><br>Are enhancement plans being made? Are there any impeding factors for enhancement?  | Measures           |
|  | <b>Changes in NWC Organizational Structure</b><br>Is it likely that NWC will establish a section specialized on water supply management plan? What about other major changes in organizational structure?   | Measures           |
|  | <b>Institutionalize Training System of NWC</b><br>Has training system been improved? How do you find it?  | Measures           |

Thank you for your cooperation.  
If you have comments on this Project, please write here.



23/06/10

Questionnaire for Counterpart Personnel

Name: Dwain Wright  
 Title : Maintenance Engineer  
 Task/Job Assignment in the Project : Team Leader

0. IMPLEMENTATION PROCESS

| Topics  | Questions   | 1            | 2                | 3           | 4          | Reasons/comments  |
|---|---|--------------|------------------|-------------|------------|---|
| 0.1. Activities   | 0.1.1 For the last one year (after Mid-term review), did your "Activities" of the Project show progress as planned?   | Very much ** | To a fair extent | Not so much | Not at all |   |
|   | 0.1.2 If your activities were not implemented as planned, what was the reason?  | Reason       |                  |             |            |   |
| 0.2. Relation with Japanese experts (Transfer of technology, communication, etc | 0.2.1 Have you found the methods/approaches of technology transfer (transfer of knowledge/knowhow/skills) from the Japanese experts appropriate? Please give the reason of your answer. | Very much ** | To a fair extent | Not so much | Not at all | This is so because the assessment were done to determine the need and the training and equipment were provided. |
|   | 0.2.2 Do you think that your communication with Japanese Experts has been good enough through the Project? Please give the reason of your answer.                                       | Very much ** | To a fair extent | Not so much | Not at all | Our objectives were met for the project   |

5-criteria Evaluation Questions

1. RELEVANCE- Is the Project relevant as a solution of the issue?

| Topics    | Questions  | 1            | 2                | 3           | 4          | Reasons/comments   |
|-----------|--|--------------|------------------|-------------|------------|--|
| 1.1 Needs | 1.1.1 Do you think that the Project has been consistent with the needs of the direct beneficiaries, i.e. NWC staff? Please give the reason of your answer. | Very much ** | To a fair extent | Not so much | Not at all | All the major areas in maintenance of the WTP were positively impacted |

2. EFFECTIVENESS— Did the Project lead to the anticipated result?

| Topics                                  | Questions  | 1            | 2                | 3           | 4          | Reasons/comments   |
|---|--|--------------|------------------|-------------|------------|--|
| 2.1. Achievement of the Project Purpose | 2.1.1 Do you think that the Project Purpose will be achieved by the end of the Project? (Project purpose: "Capacities of NWC to provide quality and quantity of water supply is enhanced through piloting at four water treatment plants.") Please give the reason of your answer. | Very much ** | To a fair extent | Not so much | Not at all | The maintenance equipment and training received has improved our technical skills. This will most definitely impact positively on the NWC operations           |
|   | 2.1.2 Do you think that your own activities/capability contributed to the achievement of the Project Purpose?  | Very much ** | To a fair extent | Not so much | Not at all | Since I am part of the Maintenance team the training and equipment has enhanced my knowledge. This know how will be passed on to the team members new and old. |
|   | 2.1.3 Are there any factors that particularly contributed to achievement of the Project Purpose?   | none         |                  |             |            |  |
|   | 2.1.4 Are there any factors that particularly impeded achievement of the Project Purpose?  | none         |                  |             |            |  |

Questionnaire for Counterpart Personnel

| 3. EFFICIENCY - Was the Project Implemented efficiently?                     |  | 1            | 2                | 3              | 4          | Reasons/comments  |
|--|--|--------------|------------------|----------------|------------|---|
| Topics   | Questions  | Very much ** | To a fair extent | Not so much    | Not at all |   |
| 3.1 Japanese experts   | 3.1.1 Do you think that the Japanese experts met the needs of the Project in terms of expertise, experiences, duration of service, timing, etc.?   | Very much ** | To a fair extent | Not so much    | Not at all |   |
|  | 3.1.2 Do you have any suggestion for improvement?  | No           | Yes **           |                |            |   |
| 3.2 Counterpart training   | 3.2.1 Did you participate in a counterpart training course in Japan?   | Very much ** | To a fair extent | Not so much    | Not at all | The exposure to the different types of WTP in Japan was tremendous this has taught me first hand of the Technology that is available in a first world country. This is done by training of maintenance team and operations.       |
|  | 3.2.2 (If you answered YES), did you find that the training course was appropriate in upgrading your capability?   | Very much ** | To a fair extent | Not so much    | Not at all | This is done by training and the reason is to improve system efficiencies.  |
|  | 3.2.3 (If you answered YES), do you apply the skills and knowledge that you learned in the training course to the Project activities (or your work)?   | Very much ** | To a fair extent | Not so much    | Not at all |   |
|  | 3.2.4 (If you answered YES), do you disseminate the skills and knowledge that you learned in the training course to your colleagues of NWC?  | Very much ** | To a fair extent | Not so much    | Not at all |   |
|  | 3.2.5 Do you have any suggestion for improvement of the counterpart training?  | none         |                  |                |            | Measures taken  |
| 3.3 Provision of equipment   | 3.3.1 Was the selection of the equipment appropriate in terms of specifications, numbers and types, etc?   | Very much ** | To a fair extent | Not so much    | Not at all |   |
|  | 3.3.2 Is the equipment fully utilized? If not, how did you solve the problem? If not, why? (specify the name of equipment)   | No           | Yes **           | Details        |            |   |
| <b>4. IMPACT - Will the Overall Goal be achieved? Are there any impacts?</b> |  |              |                  |                |            |   |
| Topics   | Questions  | Very much ** | To a fair extent | Not so much    | Not at all | Reasons/comments  |
| 4.1 Achievement of the Overall Goal  | 4.1.1 Do you think that the Overall Goal will be achieved within 5 years after the completion of the Project? (Overall Goal: "Reliability of NWC's water supply is enhanced both in terms of quality and quantity.") | Very much ** | To a fair extent | Not so much    | Not at all | The various areas in NWC that operate and maintain the WTP were trained and the required equipment that we did not have were procured. These equipment and skills are the important ingredients to the achieving the project goal |
|  | 4.2.1 Is there any positive impact/side effect of the Project that was not fully anticipated?  | no           |                  |                |            |   |
| 4.2 Impacts  | 4.2.2 Is there any negative impact/side effect of the Project that was not fully anticipated?  | no           |                  |                |            |   |
|  | <b>5. SUSTAINABILITY — Is the achievement of the Project sustainable after the end of the Project?</b>   |              |                  |                |            |   |
| Topics   | Questions  | Very much    | To a fair extent | Not so much ** | Not at all | Reasons/comments  |
| 5.1 Sustainability of Project  | 5.1.1 Do you think that the NWC will be able to continue and expand Project outcomes/activities without Japan's further cooperation, after the completion of the Project?  | Very much    | To a fair extent | Not so much ** | Not at all | The NWC will need financial support   |
|  | 5.1.2 Do you think that you have now enough knowledge/skills in your task/assignment, so that the activities will be properly conducted without Japanese Experts, after the completion of the Project?               | Very much    | To a fair extent | Not so much    | Not at all | The training and equipment received is excellent however the NWC will need financial support  |

Questionnaire for Counterpart Personnel

6. Measures Taken Responding to the Recommendations of Mid-term Review

| Issues | Observations  | Reasons/Comments  |
|--------|---|---|
|        | In previous Mid-term Review Report in June 2009, several recommendations were presented to the Project. What kinds of counter-measures have been taken by the Project, to respond to the following 5 issues (recommendations)? Please write freely about measures taken and future prospects of the issues, but only about the issues for which your assignment is concerned and the issues to which you are eligible to refer. |   |
| 6.1.1  | <b>Strengthen Involvement of Senior Management</b><br>Is there any improvement? What are impeding factors, if any?  | Measures  |
| 6.1.2  | <b>Utilization of Technical Materials, such as Manuals and SOP, Prepared under the Project</b><br>How and to what extent have they been utilized? Do you have any ideas of full-utilization after the completion of the Project?  | The equipment that were received are used when conducting Preventative Maintenance. These equipment are critical to the Maintenance department and they form the core of our function on a daily basis. |
| 6.1.3  | <b>Enhance Services beyond Pilot WTPs and Pilot Service Areas</b><br>Are enhancement plans being made? Are there any impeding factors for enhancement?  | Measures  |
| 6.1.4  | <b>Changes in NWC Organizational Structure</b><br>Is it likely that NWC will establish a section specialized on water supply management plan? What about other major changes in organizational structure?   | Measures  |
| 6.1.5  | <b>Institutionalize Training System of NWC</b><br>Has training system been improved? How do you find it?  | The training system has improved and is acceptable going forward  |

Thank you for your cooperation.  
If you have comments on this Project, please write here.

ジャマイカ国「効率的な給水と水質向上のための組織強化プロジェクト」

専門家氏名： 大坂 進一  
 担当業務： 総括/浄水場運転・維持管理/  
 プロセス設計  
 任期： 2008.01～2010.11

0. 実施プロセス (IMPLEMENTATION PROCESS)

| 大質問 |                                      | 小質問  |   |          |      | 理由・コメント   |
|-----|--------------------------------------|--|---|----------|------|---|
| 1   | 2                                    | 3  | 4   |          |      |   |
| 0.1 | 活動実施状況                               | 過去約1年間(中間評価以降)における担当の活動は順調でしたか？  | 計画通りでなかった場合、その理由をお答えください。                                       | 計画通り     | 計画通り |   |
| 0.2 | 技術移転                                 | 0.2.1 担当分野のC/Pへの技術移転は適切に行なわれましたか。問題への対応策や改善方法がありましたらお答えください。                     | 0.2.2 プロジェクト活動を通じて、C/Pの意識・行動に変化が見られましたか？                        | ほぼ適切     | 大変適切 | 対応策・改善策：当初、JICA専門家チーム自身が活動・資料作成していたが、中間評価後は資料等を提示し、NWC内部で協議・最終化してもらうようにすることにより、NWC担当の意見が聞こえるようになってきた。 |
| 0.3 | PDMの改訂                               | 0.3.1 中間評価以降のPDMの改訂により、プロジェクト活動(モニタリングを含む)に何らかの変化、影響がありましたか。あった場合にはその内容をお答えください。 | 0.3.2 現行PDMの内容を、C/Pは完全に理解していますか？                                | 悪い変化があった | 大変適切 | 変化内容：プロジェクトへの参加が日常業務実施にも有効であるという認識が高まり、プロジェクト実施に非常に協力的になってきた。   |
| 0.4 | プロジェクト内のコミュニケーションのあり方                | 0.4.1 C/Pとのコミュニケーションは良好ですか？改善した点があればよいと思われる点がありましたら、ご説明ください。                     | 0.4.2 日本人専門家間でのコミュニケーションは良好ですか？改善した点があればよいと思われる点がありましたら、ご説明下さい。 | 全く適切でない  | ほぼ良好 | 改善点：プロマネ自身が、運転・維持管理担当でもあったため、その担当業務に対応するため、水質管理・水運用には更なる関与が必要であったかも知れない。                              |
| 0.5 | 日本側関係機関とのコミュニケーションのあり方               | 0.5.1 JICAジャマイカ支所、及びJICA本部とのコミュニケーションは良好ですか？改善が望ましいと思われる点がありましたらお書きください。         | 0.5.2 NWCとのコミュニケーションは良好ですか？改善が望ましいと思われる点がありましたらお書きください。         | ほぼ良好     | 改善点  |   |
| 0.6 | 実施機関の上部機関、政府関係機関、外部組織とのコミュニケーションのあり方 | 0.6.1 NWCとのコミュニケーションは良好ですか？改善が望ましいと思われる点がありましたらお書きください。                          | 0.6.2 NWCとのコミュニケーションで改善が望ましいと思われる点があったら記載してください。                | 改善点      | 改善点  |   |
| 0.7 | ジャマイカ側のオーナーシップ、認識                    | 0.7.1 NWCはプロジェクト運営にあたり、インシアティブをとっていると思いますか？                                      | 0.7.2 NWCの予算・人員・機材等の手当ては適切ですか？                                  | 改善点      | 改善点  |   |
|     |                                      | 0.7.3 C/Pはプロジェクトに積極的に参加していますか？   |   | 改善点      | 改善点  |   |

評価5項目

ジャマイカ国「効率的な給水と水質向上のための組織強化プロジェクト」

1. 妥当性 (RELEVANCE) - プロジェクトの実施計画は妥当であったか？

| 大質問     | 小質問   | 理由・コメント  |  |          |          |  |
|---------|-------|--|--|----------|----------|--|
|         |       | 1  | 2  | 3        | 4        |  |
| 1.1 必要性 | 1.1.1 | プロジェクト目標・上位目標は、ジャマイカ国および、プロジェクトのターゲットグループ (NWC職員) の現時点でのニーズに合致していると思いませんか？ | あまり合致していない                                       | ほぼ合致している | 大変合致している | 説明: 当初の業務範囲から、他プロジェクトとの関連から無視水対策が排除されているが、今後この分野への協力が必要と考える。 |
|         | 1.2.1 | 本プロジェクトの協力内容は、ジャマイカ国の水セクターの抱える課題への対策として、適切だったと思いますか？                       | 全く適切でない  | ほぼ適切     | 大変適切     | 説明: 同上   |
|         | 1.2.2 | 本プロジェクトの協力内容は、日本の技術の優位性 (ノウハウ・経験) を十分に生かしていると思いませんか？                       | 全くそう思わない   | ほぼそう思う   | 大変そう思う   | 説明   |
| 1.3 その他 | 1.3.1 | 中間評価 (2009年6月) 以降、プロジェクトを取り巻く環境 (政治、経済、社会) の変化について気がついたことがありますか？           | コメント: NWCを取り巻く環境、とくにジャマイカ国の財政状況の悪化が大きく影響を与えています。 |          |          |  |

2. 有効性 (EFFECTIVENESS) - プロジェクトの実施により、期待される効果が発現したか？

| 大質問               | 小質問   | 理由・コメント  |   |        |        |  |
|-------------------|-------|--|---|--------|--------|--|
|                   |       | 1  | 2   | 3      | 4      |  |
| 2.1 プロジェクト目標の達成予測 | 2.1.1 | プロジェクト終了までに、プロジェクト目標「4浄水場における成果をモデルとしてNWCの水供給にかかると能力が質・量の両面において強化される」は達成されたいと思いませんか？ | 全くそう思わない  | ほぼそう思う | 大変そう思う | 基本的に、Hope浄水場を除く3浄水場に関しては成果を上げることができたと考えられるが、プロジェクト目標のNWC全体をみると、今後のNWCの社内トレーニングが適切に実施されることによりのみ、目標達成が可能となる。 |
|                   | 2.1.2 | 達成するのが困難と思われる場合、その理由は何か？   | 理由・コメント: 困難とは言えないが、今後のNWC自身の対応に大きく左右される。                              |        |        |  |
|                   | 2.1.3 | 目標達成に特に貢献している要因があるとしたら、それは何ですか？  | 内容: 技術協力プロジェクトの3つの柱、現地での専門家の活動、必要な機材の供与、日本でのカウンターパート研修がある程度うまく機能している。 |        |        |  |

3. 効率性 (EFFICIENCY) - プロジェクトは効率的に実施されたか？

| 大質問            | 小質問   | 理由・コメント   |   |           |          |      |
|----------------|-------|---|---|-----------|----------|------|
|                |       | 1   | 2   | 3         | 4        |      |
| 3.1 専門家の派遣     | 3.1.1 | ご自身、本プロジェクトにおける専門家としての派遣期間・タイミング・専門分野・担当分野は適切でしたか？                          | 全く適切でない   | ほぼ適切      | 大変適切     |      |
|                | 3.1.2 | プロジェクト全体として、日本側専門家の人数・専門分野・派遣期間・タイミングは適切でしたか？                               | 全く適切でない   | ほぼ適切      | 大変適切     |      |
|                | 3.1.3 | 専門家派遣について、改善すべき点はありますか？   | アサイメントがぶつ切りであり、どうしても専門家チームが専門家のスケジュール、都合でカウンターパートを引張っていくかたちをとらざるを得なかった。もう少しじっくり相手の状況・ニーズを聞きだし、相手の状況を考慮した実施方法もあつたように考える。また当初、コンサルタント専門家以外にも、短期専門家 (水道事業体からの技術者) 派遣が考えられたが、実施されなかった。コンサルタント専門家の運転や維持管理での経験を補うため、水道事業体・製造メーカー等多分野の短期専門家派遣も検討する必要がある。 |           |          |      |
| 3.2 カウンターパート研修 | 3.2.1 | カウンターパート研修の参加者の人数・研修分野・研修コースの内容やレベル・期間・タイミングは適切でしたか？                        | 全く適切でない   | ほぼ適切      | 大変適切     |      |
|                | 3.2.2 | カウンターパート研修に参加した研修員は、ジャマイカに帰国後、研修で習得した知識や技術を職場で活用していますか？ 事例などありましたら記載してください。 | 全く活用していない   | あまり活用している | 大変活用している | 活用事例 |
|                | 3.2.3 | カウンターパート研修に関し、改善すべき点がありますか？   | カウンターパート研修には「百聞は一見に如かず」で、カウンターパートに日本の水道事業の優位性を理解させ、専門家への信頼を高める点での効果は非常に高い。ただ、帰国後の適用という点では、水道事業を取り巻く、社会・経済・技術的環境が大いに異なり、すぐに活用することを求めることも、困難であることが多い。   |           |          |      |

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|       |   |  |           |        |        |   |
|-------|---|--|-----------|--------|--------|---|
| 3.3.1 | 機材の選定(種類や仕様、台数、価格)は適切でしたか? 適切ではなかった場合、どのように対処しましたか? | 全く適切でない  | あまり適切でない  | ほぼ適切   | 大変適切   | 対処方法  |
| 3.3.2 | 機材の供与のタイミングは適切でしたか?適切ではなかった場合、どのように対処しましたか?         | 全く適切でない  | あまり適切でない  | ほぼ適切   | 大変適切   | 対処方法:イオクロマトグラフィの調達が遅れたことにより、水質管理分野で影響があった。今後、JICA調達の円滑な機材調達を検討することが望まれる。                      |
| 3.3.3 | 供与された機材のうち、活用されていないものはありますか?その理由は何かですか?             | 全く適切でない  | あまり適切でない  | ほぼ適切   | 大変適切   | 改善点   |
| 3.4   | プロジェクト運営費(日本側)の額や支給のタイミングは適切でしたか?                   | 全く適切でない  | あまり適切でない  | ほぼ適切   | 大変適切   |   |
| 3.5   | C/Pの人選・配置(人数、専門分野、立場、役割等)は適切でしたか?                   | 全く適切でない  | あまり適切でない  | ほぼ適切   | 大変適切   |   |
| 3.5.2 | C/Pの人選、配置等に関して、改善が望ましいことはありますか?                     | 全く適切でない  | あまり適切でない  | ほぼ適切   | 大変適切   |   |
| 3.6.1 | プロジェクト事務所の施設環境はプロジェクト活動実施にとって良好ですか?                 | 全く良好でない  | あまり良好でない  | ほぼ良好   | 大変良好   | 短期的にインターネット使用に制限がかかり、スムーズなプロジェクト運営の阻害要因となったこともある。   |
| 3.6.2 | ジャマイカ側から適切な機材が提供されましたか?                             | 全くそう思わない   | あまりそう思わない | ほぼそう思う | 大変そう思う |   |
| 3.7.1 | プロジェクト運営費(ジャマイカ側)の額や支給のタイミングは適切でしたか?                | 全く適切でない  | あまり適切でない  | ほぼ適切   | 大変適切   | NWCの予算抑制が行われている中、本プロジェクトへ十分な予算措置をすることは困難なようであった。特に、パイロット浄水場の施設改善が望まれる場合も、その予算措置(数百万円)は困難であった。 |
| 3.8   | プロジェクト運営管理体制について、改善すべき点があればお書きください。                 | 全くそう思わない   | あまりそう思わない | ほぼそう思う | 大変そう思う | 理由  |
| 3.8.4 | プロジェクト運営管理体制は、プロジェクト活動推進のために効果的・効果的でしたか?            | 専門家がチームが自分のスケジュール・都合でカウンターパートを引っ張っていくかたちをどらざるを得なかったため、NWCの運営体制も対応に困難があったものと推察する。 |           |        |        |   |

4. インパクト (IMPACT) - プロジェクトによって上位目標達成が見込まれるか? 波及効果はあったか?

| 大質問            | 小質問   | 1   | 2        | 3         | 4      | 理由/コメント |  |
|----------------|-------|---|----------|-----------|--------|---------|--|
| 4.1 上位目標達成の見込み | 4.1.1 | 上位目標(NWCによる水供給の質・量の信頼性が高められる。)は、プロジェクト終了後5年以内に実現すると思えますか?理由は何ですか? | 全くそう思わない | あまりそう思わない | ほぼそう思う | 大変そう思う  | 理由:強くそのように望んでいるが、上位目標が5年以内に実現するかを予想することは困難である。全国に300箇所の水道施設・40箇所の浄水場があり、これらがすべてにプロジェクト効果が波及してはじめて、上位目標が達成されたことになる。程度の問題はあがあるが、必要なことではあるが、達成が容易な上位目標とはいえない。 |
|                | 4.1.2 | 上位目標を達成するために特に重要な事項は何ですか?   |          |           |        |         | 本技術協力プロジェクトでセットアップされた研修を、NWCが継続的に職員研修を実施することにある。   |
| 4.2 インパクト      | 4.2.1 | プロジェクト実施による、想定されていたプラスのインパクトはありますか?                               |          |           |        |         | 厳密な意味では、当初想定していなかったとは言えないかもしれないが、本プロジェクトを通じ、東西支所の同じ部門間(例:維持管理課)での交流が盛んになり、様式の統一・情報交換が盛んになり、情報の共有化ができてきた。   |
|                | 4.2.2 | プロジェクト実施による、想定されていたマイナスのインパクトはありますか?                              |          |           |        |         |  |

5. 自立発展性(SUSTAINABILITY) - プロジェクトの効果は、プロジェクト終了後も継続・発展していくか?

| 大質問 | 小質問 | 1 | 2 | 3 | 4 | 理由/コメント |
|-----|-----|---|---|---|---|---------|
|     |     |   |   |   |   |         |

ジャマイカ国「効率的な給水と水質向上のための組織強化プロジェクト」

|                 |       |  |   |           |        |        |  |  |
|-----------------|-------|--|---|-----------|--------|--------|--|--|
| 5.1 政策面、組織面、財政面 | 5.1.1 | 水供給管理に関するジャマイカ政府の政策支援は、プロジェクト終了後も継続すると思いますか？理由についてもお書きください。      | 全くそう思わない                                    | あまりそう思わない | ほぼそう思う | 大変そう思う | 理由・コメント：その必要があるし、ある程度そうなると思うが、財政逼迫が阻害要因となろう。 |  |
|                 | 5.1.2 | NWCIには、プロジェクト終了後も活動を継続・拡大するための組織能力(体制・人事・予算・施設器材)があると思いますか？      | 全くそう思わない                                    | あまりそう思わない | ほぼそう思う | 大変そう思う | 理由・コメント                                      |  |
| 5.2 技術面         | 5.2.1 | プロジェクトが開発したマニュアル、データベース、地図等は、今後も継続して活用されていくと思いますか？               | 全くそう思わない                                    | あまりそう思わない | ほぼそう思う | 大変そう思う | 理由・コメント                                      |  |
|                 | 5.2.2 | 担当分野に関し、NWCIが、移転された技術を他のNWCI職員や関連機関の職員等に普及していくメカニズムは形成されつつありますか？ | 全くそう思わない                                    | あまりそう思わない | ほぼそう思う | 大変そう思う | 理由・コメント                                      |  |
|                 | 5.2.3 | 上記の技術・概念普及を進めるためのシステム作りに関しては今後どのような支援が必要だとお考えですか？                | 支援内容：NWCIの活動に対する定期的なフォローアップと適切なサポートが必要であろう。 |           |        |        |  |  |
|                 | 5.2.4 | プロジェクトで供与された器材を、ジャマイカ側は独自に維持管理できる技術レベルにありますか？                    | 全くそう思わない                                    | あまりそう思わない | ほぼそう思う | 大変そう思う | 理由・コメント                                      |  |
|                 | 5.2.5 | 維持管理に関し、今後も日本側の支援が必要と思われる器材がありますか？また、どのような支援が必要とお考えですか？          | 器材名<br>水運用計画策定のための水位計、圧力計                   |           |        |        |  |  |

6. 中間レビュー調査での提言についての対応

| 大質問                    | 小質問                                       | 理由・コメント   |  |
|------------------------|---|---|--|
| 6.1 中間レビュー調査における提言への対応 | 6.1.1                                     | 中間レビュー調査において提言された内容のうち、次の5点についてはその後どのような対応策が講じられましたか。ご自身の業務に関連し、回答が可能なものについてのみ、自由に記入してください。   | 理由・コメント<br>中間レビュー調査においての提言と以下の5点の質問内容で多少のギャップがあるように感じますが。。。以下の質問に忠実に回答するようにしました。 |
|                        | 6.1.1                                     | NWCI上層部のプロジェクトへの関与の強化<br>何らかの働きかけをされましたか？その結果どのようにになりましたか？  | 対応策：総裁・副総裁が日本でのカウンタートパート研修を受け、本プロジェクトへの理解、協力度が高まった。                              |
|                        | 6.1.2                                     | 作成した技術資料の活用<br>マニュアル等各種技術資料を今後有効活用する工夫をされていますか？   | 対応策：マニュアルを使用したトレーニング等を実施しており、活用度合いは高まった。今後、マニュアルを利用した継続的なトレーニングが望まれる。(人は易きに流れる)  |
|                        | 6.1.3                                     | パイロット浄水場、配水区以外への水平展開の促進<br>どのように水平展開を促進する計画ですか？ 阻害要因はありますか？   | 対応策：NWCIトレーニングセンターによる他浄水場・配水区職員へのトレーニング実施のバックアップを行う。                             |
|                        | 6.1.4                                     | NWCIの組織体制の見直し<br>組織体制は変わりつつありますか？ 阻害要因はありますか？   | 対応策：管理職レベルと非管理職レベル(運転職員等)で大きな意識の違いがある。また、複雑な組合組織があり、これらを打破しての組織改革はかなりの困難が予想される。  |
| 6.1.5                  | NWCIの研修システムは改善・強化されていますか？ どのような成果が出ていますか？ | 対応策：今年3月からNWCIトレーニングセンターのトレーニングが開始された。これにより、上記水平展開の促進が図られる。一方、NWCIは直営の技術トレーニングの受講は少なく、今後、研修プログラムの見直し、研修講師への再研修の必要性も指摘されている。本プロジェクト完了まで、この点に注力していく必要があると考えている。 |  |

その他、本プロジェクト全般に関して、ご意見・コメントなどありましたら、自由にお書きください。ご協力ありがとうございました。

本技術協力プロジェクトでは、運転・維持管理、水質管理、水運用の技術分野を中心としてプロジェクトである。しかし、いろいろなプロジェクトがあり、特に組織全体にまたがるプロジェクトは、組織全体が必要な技術等を吸収しようという活性化された組織である必要がある。現在のNWCIは、ジャマイカ国内の社会問題(財政の逼迫、水道料金未払い、漏水等)、組織内の問題(複雑な労働組合)等を抱えており、その解決に向けて努力はしているが、短期的に改善することは困難なようである。特に、管理職・非管理職の意識の違いは大きく、組織全体で現在直面している課題に取り組みようという意識が非管理職員では非常に低い。このような状況の改善のひとつのステップとして、ジャマイカ生産性センター(JICAシニアボランティア)を巻き込んだ「5S」、「提案制度」等の導入を提案しているが、実施に結びついていない。

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専門家氏名：小川 和久

担当業務：水質分析/水質管理

任期：2008.01～2010.11

0. 実施プロセス (IMPLEMENTATION PROCESS)

| 大質問                                      |       | 小質問   |                           | 1            | 2  | 3   | 4                 | 理由・コメント  |
|--|-------|---|---------------------------|--------------|--|---|-------------------|--|
| 0.1 活動実施状況                               | 0.1.1 | 過去約1年間(中間評価以降)における担当の活動は順調でしたか?   | 計画通りでなかった場合、その理由をお答えください。 | 全く計画通りではなかった | あまり計画通りではなかった                              | ほぼ計画通り  | 計画通り              |  |
|  | 0.1.2 | 計画通りでなかった場合、その理由をお答えください。   |                           | 理由           | イオンクロマトグラフの導入が遅れた。NWCトレーニング部のトレーニング実施が遅れた。 |   |                   |  |
| 0.2 技術移転                                 | 0.2.1 | 担当分野のC/Pへの技術移転は適切に行なわれましたか。問題への対応策や改善方法がありましたらお答えください。                    |                           | 全く適切でない      | あまり適切でない                                   | ✓ほぼ適切   | 大変適切              | 対応策・改善策、技術内容を理解してもそれを実施するしないは本人の意志でありやる気の問題。     |
|  | 0.2.2 | プロジェクト活動を通じて、C/Pの意識・行動に変化が見られましたか?  |                           | 悪い変化があった     | 特に変化はない                                    | ✓良い変化があった   | 変化内容に対する重要性に目覚めた。 | ラボのサンプリング・分析活動が活性化した。凝集剤注入に                      |
| 0.3 PDMの改訂                               | 0.3.1 | 中間評価以降のPDMの改訂により、プロジェクト活動(モニタリングを含む)に何らかの変化、影響がありましたか。あった場合はその内容をお答えください。 |                           | 変化、影響があった    | ✓変化、影響は特になかった                              | 内容、技術移転の中心が培養と凝集剤の注入におかれたが、ろ過砂が不十分と思われれる施設があり、目標の濁度をINTU以下にするには、他の対策も必要であると |                   |  |
|  | 0.3.2 | 現行PDMの内容を、C/Pは完全に理解していますか?  |                           | ほとんど理解していない  | ✓あまり理解していない                                | ✓ほぼ理解している   | 完全に理解している         | 理由等  |
| 0.4 プロジェクト内のコミュニケーションのあり方                | 0.4.1 | C/Pとのコミュニケーションは良好ですか? 改善した点があればお答えください。                                   |                           | 全く良好でない      | あまり良好でない                                   | ✓ほぼ良好   | 大変良好              | 改善点 ラボのメンバーとは顔合わせの機会が多いが、浄水場職員は交代制で、訪問の機会が少ない。   |
|  | 0.4.2 | 日本人専門家間でのコミュニケーションは良好ですか? 改善した点があればお答えください。                               |                           | 全く良好でない      | あまり良好でない                                   | ✓ほぼ良好   | 大変良好              | 改善点  |
| 0.5 日本側関係機関とのコミュニケーションのあり方               | 0.5.1 | JICAジャマイカ支所、及びJICA本部とのコミュニケーションは良好ですか? 改善が望ましいと思われる点があればお答えください。          |                           | 全く良好でない      | あまり良好でない                                   | ✓ほぼ良好   | 大変良好              | 改善点  |
|  | 0.5.2 | NWCとのコミュニケーションは良好ですか? 改善が望ましいと思われる点があればお答えください。                           |                           | 全く良好でない      | あまり良好でない                                   | ✓ほぼ良好   | 大変良好              | 改善点  |
| 0.6 実施機関の上部機関、政府関係機関、外部組織とのコミュニケーションのあり方 | 0.6.1 | NWCとのコミュニケーションは良好ですか? 改善が望ましいと思われる点があればお答えください。                           |                           | 全く良好でない      | あまり良好でない                                   | ✓ほぼ良好   | 大変良好              | 改善点  |
|  | 0.6.2 | NWCとのコミュニケーションで改善が望ましいと思われる点があればお答えください。                                  |                           | 全く良好でない      | あまり良好でない                                   | ✓ほぼ良好   | 大変良好              | 改善点  |
| 0.7 ジャマイカ側のオーナーシップ、認識                    | 0.7.1 | NWCはプロジェクト運営にあたり、イニシアティブをとっていると思いますか?                                     |                           | 全くしていない      | ✓あまりしていない                                  | かなりしている   | 非常にしている           | 説明 トレーニングの実施等に西部等は積極的にであったが東部では消極的と思われた。機材供与は熱心。 |
|  | 0.7.2 | NWCの予算・人員・機材等の手当ては適切ですか?  |                           | 全く適切でない      | ✓あまり適切でない                                  | ほぼ適切  | 大変適切              | 説明 浄水場での人員不足が感じられた。                              |
|  | 0.7.3 | C/Pはプロジェクトに積極的に参加していますか?  |                           | ✓している        | している                                       | 説明 これまで講習の教師を務めてもらってきた。   |                   |  |

評価5項目

1. 妥当性 (RELEVANCE)- プロジェクトの実施計画は妥当であったか?



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| 大質問     | 小質問   | 1         | 2          | 3         | 4        | 理由・コメント   |
|---------|---|-----------|------------|-----------|----------|---|
| 1.1 必要性 | 1.1.1 プロジェクト目標・上位目標は、ジャマイカ国および、プロジェクトのターゲットグループ (NWC職員) の現時点でのニーズに合致していると思いますか？ | 全く合致していない | あまり合致していない | ✓ほぼ合致している | 大変合致している | 説明 現在首都圏水道強化計画が進行中で、主要な浄水場が改善される予定であるので、機器が新しく整備された状態で訓練を実施したほうが効果的であったと思われる。 |
|         | 1.2.1 本プロジェクトの協力内容は、ジャマイカ国の水セクターの抱える課題への対策として、適切だったと思いますか？                      | 全く適切でない   | あまり適切でない   | ✓ほぼ適切     | 大変適切     | 説明 水質管理の機材が貧弱で土気が低下していた。一定の効果はあったと思う。   |
|         | 1.2.2 本プロジェクトの協力内容は、日本の技術の優位性(ノウハウ・経験)を十分に生かしていると思いますか？                         | 全くそう思わない  | あまりそう思わない  | ✓ほぼそう思う   | 大変そう思う   | 説明 ラボの職員は分析に関してばいオンクロマトグラフを除く十分な知識を有していた。                                     |
| 1.3 その他 | 1.3.1 中間評価(2009年6月)以降、プロジェクトを取り巻く環境(政治、経済、社会)の変化について気がついたことがありますか？              | コメント      |            |           |          |   |

2. 有効性 (EFFECTIVENESS) - プロジェクトの実施により、期待される効果が発現したか？

| 大質問               | 小質問   | 1  | 2          | 3      | 4      | 理由・コメント |
|-------------------|---|--|------------|--------|--------|---------|
| 2.1 プロジェクト目標の達成予測 | 2.1.1 プロジェクト終了までに、プロジェクト目標「4浄水場における成果をモデルとしてNWCの水供給にかかる能力が質・量の両面において強化される」は達成されると思いますか？ | 全くそう思わない   | ✓あまりそう思わない | ほぼそう思う | 大変そう思う |         |
|                   | 2.1.2 達成するのが困難と思われる場合、その理由は何かですか？   | 理由・コメント 濁度の達成は凝集剤添加の指導のみでは不可能。十分なろ過砂が必要(現状では一部を除き相当程度失っている)。 残留塩素の達成: 塩素注入機材の更新(ホープ)や残留塩素目標値の再設定(西部)が必要。 |            |        |        |         |
|                   | 2.1.3 目標達成に特に貢献している要因があるとしたら、それは何ですか？   | 内容   |            |        |        |         |

3. 効率性 (EFFICIENCY) - プロジェクトは効率的に実施されたか？

| 大質問   | 小質問  | 1  | 2          | 3           | 4  | 理由・コメント  |
|---|--|--|------------|-------------|--|--|
| 3.1 専門家の派遣  | 3.1.1 ご自身の、本プロジェクトにおける専門家としての派遣期間・タイミング・専門分野・担当分野は適切でしたか？                        | 全く適切でない                                  | あまり適切でない   | ✓ほぼ適切       | 大変適切   |  |
|   | 3.1.2 プロジェクト全体として、日本側専門家の人数・専門分野・担当分野・派遣期間・タイミングは適切でしたか？                         | 全く適切でない                                  | ✓あまり適切でない  | ほぼ適切        | 大変適切   |  |
|   | 3.1.3 専門家派遣について、改善すべき点はありますか？  | 浄水場職員の運転管理に関する意識改善が必要であるが、それには長期間が必要である。 |            |             |  |  |
| 3.2 カウンタパート研修   | 3.2.1 カウンタパート研修の参加者の人選・人数・研修分野・研修コースの内容やレベル・期間・タイミングは適切でしたか？                     | 全く適切でない                                  | あまり適切でない   | ✓ほぼ適切       | 大変適切   |  |
|   | 3.2.2 カウンタパート研修に参加した研修員は、ジャマイカに帰国後、研修で習得した知識や技術を職場で活用していますか？ 事例などありましたら記載してください。 | 全く活用していない                                | あまり活用していない | ✓ある程度活用している | 大変活用している   | 活用事例 水質管理に関する意欲が高まったと思われる。魚による毒性監視を実施しようとしているCPも現れた。 |
|   | 3.2.3 カウンタパート研修に関し、改善すべき点がありますか？   |  |            |             |  |  |
| 3.3.1 機材の選定(種類や仕様、台数、価格)は適切でしたか？ 適切ではなかった場合、どのように対処しましたか？ | 全く適切でない  | あまり適切でない                                 | ✓ほぼ適切      | 大変適切        | 対処方法 イオンクロマトグラフは当初東部ラボに台を予定していたが、2台に変更し、両イオンの定量を可能にした。さらにオートサンプリャーを追加しさらに効果的な検査を可能にした。 |  |

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|                      |   |           |           |         |        |                         |
|----------------------|---|-----------|-----------|---------|--------|-------------------------|
| 3.3 機材供与             | 3.3.2 機材の供与のタイミングは適切でしたか？適切ではなかった場合、どのように対処しましたか？ | 全くと適切でない  | ✓あまり適切でない | ほぼ適切    | 大変適切   | 対処方法 イオンクロマトグラフの導入が遅れた。 |
|                      | 3.3.3 供与された機材のうち、活用されていないものはありますか？その理由は？          |           |           |         |        |                         |
| 3.4 プロジェクト運営費(日本側)   | 3.4.1 プロジェクト運営費(日本側)の額や支給のタイミングは適切でしたか？           | 全くと適切でない  | あまり適切でない  | ✓ほぼ適切   | 大変適切   | 改善点                     |
| 3.5 ジャマイカ側CPの配置      | 3.5.1 C/Pの人数・配置(人数、専門分野、立場、役割等)は適切でしたか？           | 全くと適切でない  | あまり適切でない  | ✓ほぼ適切   | 大変適切   |                         |
|                      | 3.5.2 C/Pの人数、配置等に関して、改善が望ましいことはありますか？             |           |           |         |        |                         |
| 3.6 ジャマイカ側の施設・機材の配備  | 3.6.1 プロジェクト事務所の施設環境はプロジェクト活動実施にとって良好ですか？         | 全くと良好でない  | あまり良好でない  | ✓ほぼ良好   | 大変良好   |                         |
|                      | 3.6.2 ジャマイカ側から適切な機材が提供されましたか？                     | 全くとそう思わない | あまりそう思わない | ✓ほぼそう思う | 大変そう思う |                         |
| 3.7 ジャマイカ側のプロジェクト運営費 | 3.7.1 プロジェクト運営費(ジャマイカ側)の額や支給のタイミングは適切でしたか？        | 全くと適切でない  | あまり適切でない  | ほぼ適切    | 大変適切   | よく分からぬ                  |
| 3.8 プロジェクト運営管理体制     | 3.8.3 プロジェクトの運営管理体制は、プロジェクト活動推進のために効果的・効率的でしたか？   | 全くとそう思わない | あまりそう思わない | ✓ほぼそう思う | 大変そう思う | 理由                      |
|                      | 3.8.4 プロジェクト運営管理体制について、改善すべき点があればお書きください。         |           |           |         |        |                         |

4. インパクト (IMPACT) - プロジェクトによって上位目標達成が見込まれるか？波及効果はあったか？

| 大質問            | 小質問   | 1         | 2          | 3      | 4      | 理由コメント  |
|----------------|---|-----------|------------|--------|--------|---|
| 4.1 上位目標達成の見込み | 4.1.1 上位目標(NWCI)による水供給の質・量の信頼性が高められる。Jは、プロジェクト終了後5年以内に実現すると思えますか？理由は何ですか？ | 全くとそう思わない | ✓あまりそう思わない | ほぼそう思う | 大変そう思う | 理由 スパニッシュタウンを除く3つの浄水場では他の(主要な浄水場で)十分な過砂が確保されれば可能。                       |
|                | 4.1.2 上位目標を達成するために特に重要な事項は何ですか？   |           |            |        |        | 浄水場の機材(塩業注入装置、凝集剤注入装置、ろ過砂)が十分に揃うこと。ラボの消耗品(特にイオンクロマトグラフの試薬類)が適切に納入されること。 |
| 4.2 インパクト      | 4.2.1 プロジェクト実施による、想定されていたプラスのインパクトはありますか？                                 |           |            |        |        |   |
|                | 4.2.2 プロジェクト実施による、想定されていたマイナスのインパクトはありますか？                                |           |            |        |        |   |

5. 自立発展性(SUSTAINABILITY) - プロジェクトの効果は、プロジェクト終了後も継続・発展していくか？

| 大質問             | 小質問  | 1         | 2         | 3       | 4       | 理由コメント  |
|-----------------|--|-----------|-----------|---------|---------|---|
| 5.1 政策面、組織面、財政面 | 5.1.1 水供給管理に関するジャマイカ政府の政策支援は、プロジェクト終了後も継続すると思えますか？理由についてもお書きください。  | 全くとそう思わない | あまりそう思わない | ほぼそう思う  | ✓大変そう思う | 理由・コメント: 経済の発展には欠かせない重要なインフラである。                        |
|                 | 5.1.2 NWCIには、プロジェクト終了後も活動を継続・拡大するための組織能力(体制・人事・予算・施設・機材)があると思えますか？ | 全くとそう思わない | あまりそう思わない | ✓ほぼそう思う | 大変そう思う  | 理由・コメント 西部ラボは限られた資機材でがんばってきたし、東部では下水の水質検査を再開する予定になっている。 |
|                 | 5.2.1 プロジェクトが開発したマニュアル、データベース、地図等は、今後も継続して活用されていくと思えますか？           | 全くとそう思わない | あまりそう思わない | ✓ほぼそう思う | 大変そう思う  | 理由・コメント 薬品注入を決定するにはマニュアルにある相関図が必要。                      |

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|       |  |                          |            |        |        |  |
|-------|--|--------------------------|------------|--------|--------|--|
| 5.2.2 | 担当分野に関し、NWCが、移転された技術を他のNWC職員や関連機関の職員等に普及していくメカニズムは形成されつつありますか？ | 全くそう思わない                 | ✓あまりそう思わない | ほぼそう思う | 大変そう思う | 理由・コメント<br>パイロット浄水場以外の主要浄水場の設備が改善され、技術が生かせる環境が整えば可能性は大。現状では古い施設が多く、知識を生かす機会は少ない。 |
| 5.2.3 | 上記の技術、概念普及を進めるためのシステム作りに関しては今後どのような支援が必要だとお考えですか？              | 支援内容 主要浄水場のハード面の改善がまず必要。 |            |        |        |  |
| 5.2.4 | プロジェクトで供与された機材を、ジャマイカ側は独自に維持管理できる技術レベルにありますか？                  | 全くそう思わない                 | ✓あまりそう思わない | ほぼそう思う | 大変そう思う | 理由・コメント 予算次第で状況は大きく異なると思う。   |
| 5.2.5 | 維持管理に関し、今後も日本側の支援が必要と思われる機材がありますか？また、どのような支援が必要とお考えですか？        | 機材名 イオンクロマトグラフ           |            |        |        | 必要な支援の内容 運転ソフトや消耗品類  |

6. 中間レビュー調査での提言についての対応

| 大質問                    |  | 小質問   |  | 理由・コメント |
|------------------------|--|---|--|---------|
| 6.1 中間レビュー調査における提言への対応 | 中間レビュー調査において提言された内容のうち、次の5点についてその後どのような対応策が講じられましたか。ご自身の業務に関連し、回答が可能なものについてのみ、自由に記入してください。 |   |  |         |
|                        | 6.1.1  | NWC上層部のプロジェクトへの関与の強化<br>何らかの働きかけをしましたか？その結果どのようなになりましたか？    | 対応策 特になし   |         |
|                        | 6.1.2  | 作成した技術資料の活用<br>マニュアル等各種技術資料を今後有効活用する工夫をしていますか？              | 対応策 熟達した職員はマニュアルをよく理解しているのではありませんが、それ以外の新人講習では教材として利用できる。  |         |
|                        | 6.1.3  | パイロット浄水場、配水区以外への水平展開の促進<br>どのように水平展開を促進する計画ですか？ 阻害要因はありますか？ | 対応策 O/Pがトレーナーになり、薬品注入と水質管理の講習を実施してゆく。凝集剤をベストに調節しようとしても注入装置が十分機能しなかったり、ろ過砂が不十分で、技術の普及には施設の改善を急ぐ必要がある。 |         |
|                        | 6.1.4  | NWCの組織体制の見直し<br>組織体制は変わりましたか？阻害要因はありますか？                    | 対応策 特になし   |         |
| 6.1.5                  | NWCの研修システムは改善・強化されていますか？どのような成果が出ていますか？  | 対応策 新たに教材が準備され、研修計画が策定、実施されている。                             |  |         |

その他、本プロジェクト全般に関して、ご意見・コメントなどありましたら、自由にお書きください。ご協力ありがとうございました。

ジャマイカ国「効率的な給水と水質向上のための組織強化プロジェクト」

専門家氏名： 藤川賢吾  
 担当業務： 水運用

任期：2008/01～2010/03

0. 実施プロセス (IMPLEMENTATION PROCESS)

| 大質問 |                                      | 小質問  |   |             |               | 理由・コメント  |           |  |
|-----|--------------------------------------|--|---|-------------|---------------|----------|-----------|--|
| 1   | 2                                    | 3  | 4   | 5           | 6             | 7        | 8         |  |
| 0.1 | 活動実施状況                               | 過去約1年間(中間評価以降)における担当の活動は順調でしたか?  | 計画通りでなかった場合、その理由をお答えください。                         | 計画通りであった    | あまり計画通りではなかった | ほぼ計画通り   | 計画通り      |  |
| 0.2 | 技術移転                                 | 0.2.1 担当分野のC/Pへの技術移転は適切に行なわれましたか。問題への対応策や改善方法がありましたらお答えください。                     | 0.2.2 プロジェクト活動を通じて、C/Pの意識・行動に変化が見られましたか?          | 全く適切でない     | あまり適切でない      | ほぼ適切     | 大変適切      | 対応策・改善策：セミナーだけでなくOn-the-Job Trainingを中心に技術移転を実施した。             |
| 0.3 | PDMの改訂                               | 0.3.1 中間評価以降のPDMの改訂により、プロジェクト活動(モニタリングを含む)に何らかの変化、影響がありましたか。あった場合にはその内容をお答えください。 | 0.3.2 現行PDMの内容を、C/Pは完全に理解していますか?                  | 悪い変化があった    | 特に変化はない       | 良い変化があった | 変化内容が     | 変化内容：効率的な水運用によってもたらされるエネルギーの削減効果やその他の効果を確認し、水運用への取り組みが熱心になった。  |
| 0.4 | プロジェクト内のコミュニケーションのあり方                | 0.4.1 C/Pとのコミュニケーションは良好ですか? 改善した点があればお答えください。                                    | 0.4.2 日本人専門家間でのコミュニケーションは良好ですか? 改善した点があればお答えください。 | 変化、影響があった   | 変化、影響は特になかった  | 内容       | 内容        |  |
| 0.5 | 日本側関係機関とのコミュニケーションのあり方               | 0.5.1 JICA・ジャマイカ支所、及びJICA本部とのコミュニケーションは良好ですか? 改善が望ましいと思われればお答えください。              | 0.5.2 NWCとのコミュニケーションは良好ですか? 改善が望ましいと思われればお答えください。 | ほとんど理解していない | あまり理解していない    | ほぼ理解している | 完全に理解している | 理由等  |
| 0.6 | 実施機関の上部機関、政府関係機関、外部組織とのコミュニケーションのあり方 | 0.6.1 NWCとのコミュニケーションは良好ですか? 改善が望ましいと思われればお答えください。                                | 0.6.2 NWCとのコミュニケーションで改善が望ましいと思われればお答えください。        | 全く良好でない     | あまり良好でない      | ほぼ良好     | 大変良好      | 改善点  |
| 0.7 | ジャマイカ側のオーナーシップ、認識                    | 0.7.1 NWCはプロジェクト運営にあたり、イニシアティブをとっていると思えますか?                                      | 0.7.2 NWCの予算・人員・機材等の手当ては適切ですか?                    | 全く適切でない     | あまり適切でない      | ほぼ適切     | 大変適切      | 改善点  |
|     |                                      | 0.7.3 C/Pはプロジェクトに積極的に参加していますか?   |   | 全く適切でない     | あまり適切でない      | ほぼ適切     | 大変適切      | 説明：積極的に参加しようとする熱意を感じるが、断続的にしか参加しないことが多いため、どうしても技術の移転に穴が開いてしまう。 |

評価項目

1. 妥当性 (RELEVANCE)- プロジェクトの実施計画は妥当であったか?

ジャマイカ国「効率的な給水と水質向上のための組織強化プロジェクト」

| 大質問     | 小質問  | 1         | 2          | 3        | 4        | 理由・コメント                          |
|---------|--|-----------|------------|----------|----------|----------------------------------|
| 1.1 必要性 | 1.1.1 プロジェクト目標・上位目標は、ジャマイカ国および、プロジェクトのターゲットグループ (NWC職員) の現時点でのニーズに合致していると思いませんか？ | 全く合致していない | あまり合致していない | ほぼ合致している | 大変合致している | 説明: NWCにおいて水供給の質・量における改善は必須だと考える |
|         | 1.2.1 本プロジェクトの協力内容は、ジャマイカ国の水セクターの抱える課題への対策として、適切だったと思いませんか？                      | 全く適切でない   | あまり適切でない   | ほぼ適切     | 大変適切     | 説明                               |
|         | 1.2.2 本プロジェクトの協力内容は、日本の技術の優位性(ノウハウ・経験)を十分に生かしていると思いませんか？                         | 全くそう思わない  | あまりそう思わない  | ほぼそう思う   | 大変そう思う   | 説明                               |
| 1.3 その他 | 1.3.1 中間評価(2009年6月)以降、プロジェクトを取り巻く環境(政治、経済、社会)の変化について気がついたことがありますか？               | コメント      |            |          |          |                                  |

2. 有効性 (EFFECTIVENESS) - プロジェクトの実施により、期待される効果が発現したか？

| 大質問               | 小質問  | 1  | 2         | 3      | 4      | 理由・コメント |
|-------------------|--|--|-----------|--------|--------|---------|
| 2.1 プロジェクト目標の達成予測 | 2.1.1 プロジェクト終了までに、プロジェクト目標「4浄水場における成果をモデルとしてNWCの水供給にかかる能力が質・量の両面において強化される」は達成されると思いませんか？ | 全くそう思わない   | あまりそう思わない | ほぼそう思う | 大変そう思う |         |
|                   | 2.1.2 達成するのが困難と思われる場合、その理由は何かですか？  | 理由・コメント: 水運用については、移転した技術を継続して利用するために、NWC内で水運用の専門チームを設立することが必要だと思われる。   |           |        |        |         |
|                   | 2.1.3 目標達成に特に貢献している要因があるとしたら、それは何ですか？  | 内容: NWCの水運用への前向きな姿勢と、水運用の主要なカウンタースーパーであるKevin KerrおよびDwayne Francisの存在。二人は優れたリーダーシップがあり、この分野のキーパーソンになるものと思われる。 |           |        |        |         |

3. 効率性 (EFFICIENCY) - プロジェクトは効率的に実施されたか？

| 大質問             | 小質問  | 1         | 2          | 3          | 4        | 理由・コメント  |
|-----------------|--|-----------|------------|------------|----------|--|
| 3.1 専門家の派遣      | 3.1.1 ご自身の、本プロジェクトにおける専門家としての派遣期間・タイムリネス・専門分野・担当分野は適切でしたか？                         | 全く適切でない   | あまり適切でない   | ほぼ適切       | 大変適切     |  |
|                 | 3.1.2 プロジェクト全体として、日本側専門家の人数・専門分野・担当分野・派遣期間・タイムリネスは適切でしたか？                          | 全く適切でない   | あまり適切でない   | ほぼ適切       | 大変適切     |  |
|                 | 3.1.3 専門家派遣について、改善すべき点はありませんか？   | 特になし。     |            |            |          |  |
| 3.2 カウンタースーパー研修 | 3.2.1 カウンタースーパー研修の参加者の人選・人数・研修分野・研修コースの内容やレベル・期間・タイムリネスは適切でしたか？                    | 全く適切でない   | あまり適切でない   | ほぼ適切       | 大変適切     |  |
|                 | 3.2.2 カウンタースーパー研修に参加した研修員は、ジャマイカに帰国後、研修で習得した知識や技術を職場で活用していますか？ 事例などありましたら記載してください。 | 全く活用していない | あまり活用していない | ある程度活用している | 大変活用している | 活用事例: 実際に技術を活用するというよりは、意識改革の面で非常に役立ったものと考えられる。 |
|                 | 3.2.3 カウンタースーパー研修に関し、改善すべき点がありますか？   | 特になし。     |            |            |          |  |
| 3.3 機材供与        | 3.3.1 機材の選定(種類や仕様、台数、価格)は適切でしたか？ 適切ではなかった場合、どのように対処しましたか？                          | 全く適切でない   | あまり適切でない   | ほぼ適切       | 大変適切     | 対処方法: 機器の故障等を踏まえ、もう少し余裕のある数量で供与すべきだったと思われる。    |
|                 | 3.3.2 機材の供与のタイムリネスは適切でしたか？ 適切ではなかった場合、どのように対処しましたか？                                | 全く適切でない   | あまり適切でない   | ほぼ適切       | 大変適切     | 対処方法   |

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|       |   |  |
|-------|---|--|
| 3.3.3 | 供与された機材のうち、活用されていないものはありますか？その理由は何ですか？    | 水圧計については、一般的に用いられるアナログ式のものを使用したが、流量および水圧データをデジタル処理することが多くなってきたため、アナログ式の水圧計の使用頻度が減少した。                                    |
| 3.4   | プロジェクト運営費(日本側)                            | 改善点  |
| 3.4.1 | プロジェクト運営費(日本側)の額や支給のタイミングは適切でしたか？         | 大変適切   |
| 3.5.1 | C/Pの人数・配置(人数、専門分野、立場、役割等)は適切でしたか？         | 大変適切   |
| 3.5.2 | C/Pの人数・配置等に関して、改善が望ましいことはありますか？           | 次の点で改善すべきだと考えられる。1) JIOCA専門家と常時共働できる人材の配置。CPが入れ替わったり、たまにしか参加できない場合、技術移転は難しい、2) 適切な能力のある人材の配置。基礎的学力が不足していると、全く良好であまり良好でない |
| 3.6.1 | プロジェクト事務所の施設環境はプロジェクト活動実施にとって良好ですか？       | 大変良好   |
| 3.6.2 | ジャマイカ側から適切な機材が提供されましたか？                   | 必要機材の購入やソフトウェアの手配に手間取る面があった。   |
| 3.7.1 | プロジェクト運営費(ジャマイカ側)の額や支給のタイミングは適切でしたか？      | 大変適切   |
| 3.8.3 | プロジェクトの運営管理体制は、プロジェクト活動推進のために効果的・効率的でしたか？ | 大変そう思う理由   |
| 3.8.4 | プロジェクト運営管理体制について、改善すべき点があればお書きください。       |  |

4. インパクト (IMPACT) - プロジェクトによって上位目標達成が見込まれるか？波及効果はあったか？

| 大質問            | 小質問   | 1        | 2         | 3      | 4      | 理由・コメント   |
|----------------|---|----------|-----------|--------|--------|---|
| 4.1 上位目標達成の見込み | 4.1.1 上位目標(NWCI)による水供給の質・量の信頼性が高められる。Jは、プロジェクト終了後5年以内に実現すると思えますか？理由は何ですか？ | 全くそう思わない | あまりそう思わない | ほぼそう思う | 大変そう思う | 理由：水運用の観点から言えば、その分野が継続されるという前提で、水供給の改善が見込まれると考える。   |
|                | 4.1.2 上位目標を達成するために特に重要な事項は何ですか？   |          |           |        |        | NWCIにおける水運用の専属チームの設立。それに必要な機材と人材の配置。それをサポートするために、JIOCAから定期的にフォローアップ専門家を派遣し、水運用についてアドバイスをすることが望ましいものと思う。 |
| 4.2 インパクト      | 4.2.1 プロジェクト実施による、想定されていたなかったプラスのインパクトはありますか？                             |          |           |        |        | ジャマイカ国に限らず、似たような水道整備の状況にある国においては、水運用の分野は、エネルギー削減の面において、有効に作用するものと考えられる。                                 |
|                | 4.2.2 プロジェクト実施による、想定されていたなかったマイナスのインパクトはありますか？                            |          |           |        |        | 特になし。   |

5. 自立発展性(SUSTAINABILITY) - プロジェクトの効果は、プロジェクト終了後も継続・発展していくか？

| 大質問  | 小質問   | 1         | 2         | 3      | 4   | 理由・コメント  |
|--|---|-----------|-----------|--------|---|--|
| 5.1 政策面、組織面、財政面  | 5.1.1 水供給管理に関するジャマイカ政府の政策支援は、プロジェクト終了後も継続すると思えますか？理由についてもお書きください。 | 全くそう思わない  | あまりそう思わない | ほぼそう思う | 大変そう思う  | 理由・コメント：水供給管理の一つである漏水管理については、今後とも政策支援が継続見込みだが、他の分野については、不明である。 |
|  | 5.1.2 NWCIには、プロジェクト終了後も活動を継続・拡大するための組織能力(体制・人事・予算・施設機材)があると思えますか？ | 全くそう思わない  | あまりそう思わない | ほぼそう思う | 大変そう思う  | 理由・コメント：水運用の分野については、活動を継続させるため、専属チームの設立に積極的だと聞いている。            |
|  | 5.2.1 プロジェクトが開発したマニュアル、データベース、地図等は、今後も継続して活用されていくと思えますか？          | 全くそう思わない  | あまりそう思わない | ほぼそう思う | 大変そう思う  | 理由・コメント：NWCIでセミナーを定期的開催していく予定なので、そこでマニュアル等が使われるものと考ええる。        |
| 5.2.2 担当分野に関し、NWCIが、移転された技術を他のNWCI職員や関連機関の職員等に普及していくメカニズムは形成されつつありますか？ | 全くそう思わない  | あまりそう思わない | ほぼそう思う    | 大変そう思う | 理由・コメント：前述の通り、定期的なセミナーの開催および、もし水運用の専属チームが設立されれば、そこでまた技術が普及されるものと考ええる。 |  |

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|         |   |   |           |
|---------|---|---|-----------|
| 5.2 技術面 | 5.2.3 上記の技術・概念普及を進めるためのシステム作りに関しては今後どのような支援が必要だとお考えですか？       | 支援内容：水運用専属チームに対する定期的な支援。具体的には、JICA専門家の定期的なフォローアップ。GPは本プロジェクトで水運用について一通りの技術を学んだものの、専属チームが立ち上がった後、実業務で様々な技術的問題に直面するものと思われ、そのときに彼らに適切なアドバイスを与えることができたシステムを確立 | 必要な支援の内容  |
|         | 5.2.4 プロジェクトで供与された機材を、ジャマイカ側は独自に維持管理できる技術レベルにありますか？           | 全くそう思わない<br>あまりそう思わない<br>ほぼそう思う<br>そう思う   | 維持管理      |
|         | 5.2.5 維持管理に関し、今後も日本側の支援が必要と思われる機材がありますか？また、どのような支援が必要とお考えですか？ |   | 機材名：特になし。 |

6. 中間レビュー調査での提言についての対応

| 大質問  | 小質問  | 理由/コメント   |
|--|--|---|
| 6.1 中間レビュー調査における提言への対応                                     | 中間レビュー調査において提言された内容のうち、次の5点についてその後の対応策が講じられたか？ご自身の業務に関連し、回答が可能なものについてのみ、自由に記入してください。 |   |
|  | 6.1.1 NWC上層部のプロジェクトへの関与の強化<br>何らかの働きかけをしましたか？その結果どのようなになりましたか？                       | 対応策：水運用専属チームの設立について働きかけを行った。その結果、NWCはかなり前向きに動いている。                    |
|  | 6.1.2 作成した技術資料の活用<br>マニュアル等各種技術資料を今後有効活用する工夫をしていますか？                                 | 対応策：本プロジェクト技術移転分野についてNWC内部で定期的なセミナーを開催することになっており、そこでマニュアルが利用される予定である。 |
|  | 6.1.3 バイアウト浄水場、配水区以外への水平展開の促進<br>どのように水平展開を促進する計画ですか？ 阻害要因はありますか？                    | 対応策：水運用の専属チームが今後の配水区へ展開していく予定である。                                     |
|  | 6.1.4 NWCの組織体制の見直し<br>組織体制は変わりつづけますか？阻害要因はありますか？                                     | 対応策：上記のとおり、NWCは水運用の専属チームを新たに設立するべく動いている。                              |
| 6.1.5 NWCの研修システムの強化<br>研修システムは改善・強化されていますか？どのような成果が出ていますか？ | 対応策：本プロジェクトの活動結果をフォローする研修システムがNWC内部で構築されている。今後展開されたいく予定。                             |   |

その他、本プロジェクト全般に関して、ご意見・コメントなどありましたら、自由に御書きください。ご協力ありがとうございました。

**Presentation to the Members of  
Joint Coordinating Committee  
28<sup>th</sup> June, 2010**

**Joint Terminal Evaluation Report on  
the Project for  
Capacity Building for Water Maintenance  
in Jamaica**

Joint Terminal Evaluation Team

**Results of the Evaluation**

- **Achievement to Date (as of Jun. 2010)**
  - **Achievement of the Outputs**
- **Output 1:**  
**Efficiency of O&M is strengthened.**
  - **Satisfactorily achieved**
    - **Manuals and SOPs**
    - **Amount of service orders were reduced**
    - **Daily and regular inspections/maintenance**



## Results of the Evaluation

### ■ Output 2: Water quality management is strengthened.

- **Fairly achieved**

- Application of optimum chemical dosage
- Recording data and record keeping
- 53 operators trained and more...

## Results of the Evaluation

### ■ Output 3: Efficiency of water supply is enhanced through applications of water supply management planning.

- **Highly achieved**

- Hope High Level: saving about 16% of pump running time
- Beverly Hills: saving 20% of its daily energy use
- Logwood: saving 9% of the daily energy use

## **Results of the Evaluation**

- **Project Purpose: Capacities of NWC to provide quality and quantity of water supply is enhanced through piloting at four water treatment plants.**
  - **Mostly achieved at the time of completion of the Project in November 2010**

## **Results of the Evaluation**

- **Indicators of Project Purpose**
  - Water loss in water production
  - Water quality target→need to be improved!!
  - Energy consumption
  - Training courses with developed textbooks
  - Master trainers

## **Results of the Evaluation**

### **■ Evaluation under 5 criteria**

#### **① Relevance: High**

- **Policy of Jamaica**
- **Needs of beneficiaries**
- **Japan's cooperation policy**

#### **② Effectiveness: High**

- **Achievements of Project Purpose**
- **Outputs contributed to achievement of the Project Purpose**

## **Results of the Evaluation**

#### **③ Efficiency: Sufficiently efficient**

- **Appropriateness of inputs**
- **Achievement of the outputs**

#### **④ Impact: Some positive impacts observed**

- **Communication between East and West**
- **Energy Steering Committee**

## **Results of the Evaluation**

- ⑤ **Sustainability: Not secured**
  - **The institutional support**
  - **Financial resources**

## **Recommendations**

- 1) before the completion of the project**
  - Achievement of water quality targets**
    - **Over 80% of samples : 1 NTU as turbidity**
    - **100% of samples: 1.5 mg/L as re-chlorine**
  - **Continuous training**
    - **the ion-chromatograph**
    - **the chemical dosing and treatment process**
  - **Appropriate maintenance and procurement.**
  - **Set up of Water Supply Management Unit**
  - **Monitoring for reduction of water loss, energy consumption , desirable water quality, etc.**

## **Recommendations**

### **2) after the completion of the Project**

- **Formulation of the medium-long term management plan and the budget for;**
  - **Dissemination of effects of the Project**
  - **introducing incentive system to staff**
  
- **“Structured Program” for continuous training and monitoring.**

**Thank you for your dedication  
to the Project!**