

添付書類

添付1：評価グリッド

添付2：合同評価報告書

添付3：機材リスト

添付4：CP リスト

添付5：プロジェクト期間延長中の評価補足調査報告書

付属資料 : 評価グリッド

1. PDMIに対する実績の評価

目標達成の見込み	指標	情報源・データ収集方法	調査結果
上位目標 プロジェクト対象国営灌漑システム内および近隣国営灌漑システム地域内で効率的な水配分の実施に向けた方策が取られる	プロジェクトの取り組みを適応しているプロジェクト対象地域外国営灌漑システムがあるか？	灌漑システムの数; 資料査読; インタビュー	ダバオデルノルテ州、ダバオデスール州などが地方行政の支援をうけて、SMCやAWDを普及し始めていた。ダバオデオリエンタル州やコンポステラバレー州でも、NIA地方事務局の支援を受けて、広め始めている。
プロジェクト目標			
パイロットサイトにおいて、水利組合を主体とした灌漑施設の適切な維持管理・運用のもと、効率的な水配分が実施される	- 3/4の対象水利組合で作付率が増加しているか？	各水利組合の作付率; 資料査読	ベースラインと作付年度2008年を比較した場合、78の対象水利組合(3水利組合をデータ不明のため除外)のうち48の水利組合で作付率が増加している。ベースラインと作付年度2009年を比較した場合、80の対象水利組合のうち37の水利組合で作付率が増加している。しかし、作付年度2008年、作付年度2009年ともに、「3/4の対象水利組合で作付率が増加する」には及ばなかった。
	- すべての対象灌漑システムで作付率が増加しているか？	対象灌漑システムの作付率; 資料査読	ベースラインと作付年度2008年の作付率を比較すると、6つの対象灌漑システムで増加している。ベースラインと作付年度2009年の作付率を比較すると、3つの対象灌漑システムで増加している。しかし、どちらの作付年度も、目標の数値には届かなかった。作付年度2008年までは作付率が増加する傾向があったが、終了時評価では、目標の「水利組合を主体とした灌漑施設の適切な維持管理・運用のもと、効率的な水配分が実施される」とは言いがたい。
成果			
成果1: 各パイロット地区の水利組合が継続的な活動に向けて強化される	1-1 対象灌漑システムの3/4の水利組合が継続的な活動に向けて強化されたか？	水利組合のデータ; プロジェクトより入手	81組合のうち55組合(68%)が6つの基準のうち5つ以上を満たし、水利組合が継続的な活動を行えるようになった。しかし、目標3/4(75%)には届いていない。
	- 明文化されたO&M規約が存在しているか？	水利組合のO&M規約; インタビュー、資料査読	81組合のうち79の組合(98%)がO&M規約に批准していた。パロタックビエーホの2つの組合のみ批准していない。
	- 70%以上の理事会出席率があるか？	理事会の出席率; インタビュー、資料査読	81組合のうち、68の組合(84%)が理事会の出席率が70%を超えた。ナヨンバイトやパロタックビエーホで低い値を示しているが、他の6つのシステムでは100%達成している。
	- 50%以上の水利組合総会の出席率があるか？	水利組合総会の出席率; インタビュー、資料査読	81組合のうち、67の組合(83%)が総会の出席率50%を超えている。マンブサオやパロタックビエーホでは半分以上の組合が50%以上の出席率を得られていない状態である。
	- タイムリーなO&M活動の実施が増えたか？	O&Mの活動履歴; インタビュー、資料査読	81組合のうち、73組合(90%)がO&M活動をタイムリーに実施することが増えたと回答している。NISOとのインタビューでは、多くの組合がO&Mを活発に実施するようになったと語った。
	- 証券取引委員会へ報告書を提出しているか？	報告書の提出の有無; 資料査読	81組合のうち47組合(58%)がSECに報告書を提出している。マンブサオ、パロタックビエーホなどが低い達成率である。いくつかの組合は再編成に時間がかかり、2010年に漸くSECに登録した。そのため、まだSECに定期的なレポートを提出できていない組合がある。また、SECの報告書は、稲作農家が作成するには大変な作業であり、慣れるまでに時間を要する。したがって、プロジェクトのサポートが必要な組合もある。
	- 水利組合員が増加したか？	水利組合委員数; インタビュー、資料査読	81組合のうち、48組合(59%)で組合員が増加した。インタビューによると、特に下流域で水が来た農民は組合に加入したり、組合リーダーが積極的に勧誘した地域は組合員数が増加している。いくつかの地域の、下流域の農民は、本当に水がくるかどうか「まだ見守っている」状態である。今後はもう少し強く勧誘を進める必要があると、NISOが語った。
	2-1 対象灌漑システムにおける合意された水配分計画・作付計画があるか？	水配分計画・作付計画の有無; インタビュー、資料査読	すべての灌漑システムで達成している。SMCを設立し、SMCにおいて水配分計画・作付計画が承認されたことが大きな要因である。SMCでは組合の役員、地方行政、その他のステークホルダーが含まれる。しかし、合意された水配分計画や作付計画は、単純に前年までの計画を踏襲したものが多く、科学的なデータに基づいて修正され、信頼における水配分計画や作付計画が作成されるには、まだ終了していないNIA職員に対する流量流速計を使った水管理技術向上のための研修の結果を待つ必要がある。
	2-2 NIA・水利組合間で実施された調整会議が何回開催されたか？(少なくとも月1回)	NIAと組合の調整会議数; インタビュー、資料査読	すべての対象灌漑システムで少なくとも月1回の調整会議が開かれた。この調整会議は、水利組合による会議、総会、連合会などが含まれる。灌漑システム管理事務所のIDOはこの会議の設定のための調整、会議の進行、レポートで大きな役割を果たした。

成果2:効率的な水配分を可能とするNIA・水利組合間の協力体制が整備される	2-3 全ての灌漑システム管理事務所/灌漑管理事務所がNIA地方事務所および中央事務局にモニタリングレポートを期限内に提出しているか?	提出されたレポート:インタビュー、プロジェクト資料査読	灌漑システム管理事務所や灌漑管理事務所は、水利組合運営調査報告書、水利組合概要報告書、水利組合O&M実績報告書、などをNIA地方/中央事務所に提出する。これらの報告書は、毎月、毎シーズン、毎年など定期的に提出するが、ナヨン・バイトとサウゲ・リプガノン・レフトは、これらの報告書のうちいくつかの報告書に関して提出が期限内に間に合わなかった。しかし、灌漑システム管理事務所では、これらの報告書を提出するために相当の時間を費やしていることが判明した。また、現行のモニタリングレポートシステムでは、報告書を提出した後、それに基づく評価やそのフィードバックがなく、モニタリングで確認された問題点に対する助言などを有効に得られていないことも明らかになった。リージョン I では独自のフォーマットを作成して、それで代用している。
	2-4 全ての対象灌漑システムにおいて水利組合連合が機能し、作付時期ごとに連合会が開催されたか?	開催された連合会の回数:インタビュー、プロジェクト資料査読	全ての対象灌漑システムにおいて、水利組合連合が機能し、定期的に連合会を開催している。プロジェクトは、水利組合連合の設立/運用に関するガイドラインを改訂中である。
	2-5 全ての対象灌漑システムでSMCが機能し、作付時期ごとにSMC会議が開催されたか?	開催されたSMCの回数:インタビュー、プロジェクト資料査読	活動2-4で述べたように、全ての対象灌漑システムでSMCが設立された。SMCの設立により、水利組合はNIA、地方行政(Local Government Unit)を始め、関連する組織とのつながりができ、結果として、農業支援サービス、資金、物資へのアクセスが向上した。しかし、SMCは設立されてから日が浅く、今後継続して作付時期ごとにSMC会議が開催されるかどうか、また、プロジェクト後サポートがなくなった場合でも自立できるかどうかは引き続きモニタリングする必要がある。
投入			
日本側からの投入	計画と実績の比較分析 日本人専門家投入 チーフアドバイザー/水管理、研修計画/モニタリング、業務調整/組織強化 現地業務費 研修/モニタリング活動、小規模灌漑施設改修、節水灌漑(間断灌漑)技術展示ほ場 機材投入 投入機材の投入日/活用度	投入の確認; 資料査読、インタビュー、CPへの質問表	"効率性"を参照
フィリピン側からの投入	計画と実績の比較分析 フィリピン側カウンターパート投入 NIA中央事務所 NIA地方事務所およびIDO's 施設・設備/現地業務費 オフィススペース 研修/モニタリング費用のコストシェア	投入の確認; 資料査読、インタビュー、CPへの質問表	"効率性"を参照

2. 実施プロセスの評価

評価設問		必要な情報、情報源	調査結果	
大項目	小項目			
活動は予定通り実施されたか？	1-1	ベースライン調査は計画通りに実施されたか？	ベースライン調査は8カ所のプロジェクト対象地区で実施された。小規模施設改修、組織強化、展示ほ場に関する受益者のニーズを確認して活動の戦略を立てるには、当初のベースライン調査だけでは不十分で、2008年2月から3月にかけてフォローアップ調査を実施した。プロジェクトはNISOに対してオリエンテーションを行い、調査に対する理解が十分に得られてから調査を開始した。	
	1-2	対象組合と取水口グループの再編成は、計画通り行われ、問題なく活動しているか？	この活動は終了している。 1. アンブラヤン、1組合を分割し、13組合から14組合に増えた。 2. マサリッ 6組合から10組合に増加した。3組合は2010年に登録され、1組合は登録中である。 3. プカオ、再編成は行われていない。ピナツボ火山の噴火で殆ど活動していなかった6つの組合が、このプロジェクトによって活動を新たに開始した。稲作農家が組合を再認識し、活動が完全に開始されるまで2年を要した組合もある。 4. ナヨンバイト、再編成は特になし 5. パロタック・ビエーホ、プロジェクト開始時点ですでに再編成が進んでいた。現在7の組合が活動している。 6. マンプサオ、3つの組合があったが、再編成によって5組合になった。すべての組合がSECIに登録し、活動している。 7. パダダ、再編成は特に無し。 8. サウグリガノルフ、12組合が再編成され、20組合になった。すべての組合が定款を批准し、O&M契約を結んでいる。	
	1-3	定款/規約の批准、役員選挙などの組織形成は予定通り実施されたか？	再編成後に新たに設立された水利組合を含めてすべての対象地域の組合が定款/規約、および運営維持管理(Operation and Maintenance)規約に批准した。NISOは、新しく設立された水利組合が法人格を取得できるよう支援した。新しく設立された水利組合のいくつかは、再編成や、定款/規約の批准に時間を要し、2010年になって証券取引委員会に登録され、法人格を取得した。	
	1-4	水利組合組織運営および施設のO&M活動に関する研修は、計画通り実施されたか？	最初の組織強化活動は、取水口グループや水利組合のマネジメント、組織の枠組み作りなどに関するコンサルテーション、ワークショップ、ミーティングを行った。1回目2008年8月-2009年2月の研修ではすべての項目を実施できず、2回目2009年9月-2010年2月に持ち越された。2回目は技術面や財政面に関する研修を水利組合役員に対して実施した。スタディーツアーも含まれる。2回目もすべての項目が終了せず、2010年7月に持ち越された。このような研修モジュールはプロジェクトが作成した組織強化開発モデルに基づいて実施されている。 この一連の研修で、水利組合員の増加、組合とNIAの関係の改善、技術の獲得(リーダーシップ、出納簿、記録簿など)などの効果を見られた。しかしながら、プロジェクトが、研修の事前/事後評価を行っていないため、研修の効果がどれほどだったのかは数値では判明していない。 プロジェクトは水利組合役員を対象に研修したが、組合員は数年毎に交代になること、また多くの役員は高齢なことから、次世代の育成が必要、との声が聞かれた。さらに、現場で組織強化を担当するIDOは、合理化政策や離職などで人数が減っている。IDOは組織強化で重要な役割を果たしているため、持続性や研修の効果に影響を与えている。	
	1-5-1	効率的な水配分のための展示ほ場は計画どおり実施されたか？	展示ほ場のデータ(計画/実績)実施過程; 資料査読、インタビュー	プロジェクトはNIAのフィールドスタッフとの協議とニーズをもとに協力者を決定し、2009年乾期にほ場を開始した。この展示ほ場はAWDを利用した節水灌漑の技術を普及する。協力者、協力組合、取水口グループは、水量のコントロールが必要になることから、小規模灌漑施設改修が行われた地域と近い地域で行われた。協力者は、新しい節水技術を適用したいという希望や水利組合での役割/責任をもとに決定した。2009年乾期の展示ほ場では種、肥料、化学肥料などを協力者に供与し、AWDを試行した。リージョンVIやVIIではこうした供与は「ローン」と同等とし、収穫後、儲けがでたらその分を返還し、次の協力者に使ってもらえる仕組みにした。 多くの地域ではAWDは有効であり、収穫高が上がったり、分けつ芽が増えたりするなどの効果が確認された。また、リージョンXIでは水配分効率化され、水が行き届かなかった場所に水が配分されたことも確認された。殆どの地域で、透明なチューブで水位を確認すれば、地表に水がなくても稲には影響を与えないことが理解され、予定外に水門を開けて水を確保することが少なくなった。こうした技術が広範囲で実施されれば、不法な取水や水配分に関する当事者間紛争などを最小限に抑えられ、特に乾期に、より水配分がよくなる、という意見がワークショップで聞かれた。
	1-5-2	展示ほ場の実施や結果は周辺農民と共有され、普及されているか？	展示ほ場の結果の普及; 資料査読、インタビュー	プロジェクトは農民野外講座(Field Farmer's School)を開催してAWDの過程や結果を他の農民へ普及した。いくつかの地域では、数名の農民がAWDの実施に関心を示すなど、FFSが有効にAWDを普及したことを確認できた。また、ワークショップに参加した組合員の多くは、FFSでAWDの技術を学んだと応えている。
	2-1	NIA職員へのオリエンテーションは予定通り行われたか？	オリエンテーションの実績; 資料査読、インタビュー	NIA職員にプロジェクトの進捗や方針に関するオリエンテーションを実施した。「キックオフミーティング(2007年10月22日)、戦略会議(2007年12月18日)、プロジェクト運営会議(2008年1月31日)、運営委員会会議(2008年8月27-18日)、プロジェクト運営会議(2009年2月13日)、振り返り及び次期計画のためのワークショップ(2009年3月11-13日)、プロジェクト運営会議(2009年7月9日)、水位-流量測定のためのオリエンテーション(2009年11月-12月)、プロジェクト運営会議(2010年2月12日)日本人専門家やNIA中央職員がフィールドモニタリングを行う際には、灌漑システム管理事務所の職員にもオリエンテーションを実施し、プロジェクトの進捗や方向性について意見を交わした。NIA職員には、技術能力向上のための研修も行った。
	2-2	NIAと水利組合との協力による、組合員の水配分計画およびO&M活動計画の遵守に関するモニタリングは予定通り行われたか？	モニタリングの記録(手段、構造、モニタリングシート etc); 資料査読、インタビュー	プロジェクトの前半は活動が多く、PDM指標に関する定期的なモニタリングは実施できなかった。プロジェクト開始から1年半の2009年5月に、中間評価に対応するため、PDM指標のモニタリング・収集がようやく始まった。中間評価の提言を受け、プロジェクトは、PDMの指標や水配分計画、作付計画、O&Mの実施状況などを定期的にモニタリングできるようにシステムを改善した。終了時評価時点では、そのモニタリングシステムを通して必要な指標が適時収集され、達成度を分析することが可能となった。しかし、プロジェクトは、そのモニタリングシステムはまだ改善の余地があると判断し、改善のための活動を続けている。

2-3- 小規模灌漑施設改修は計画通り行われたか？	小規模灌漑施設改修(計画/実績)；資料査読、インタビュー	人力による土砂のすくい上げや、ゲートの補修、土水路のライニングなどの改修工事が、灌漑システム管理事務所との監修のもと実施された。改修工事の対象となった地区は、水利組合と灌漑システム管理事務所との協議で決定された。この小規模施設改修工事の一連の作業は、水利組合と灌漑システム管理事務所とのコミュニケーションを促し、水利組合と灌漑システム管理事務所が協力してO&M活動を実施するための素地を築いた。水利組合員とのインタビューでは、水利組合員による施設改修工事は、協力の精神を呼び起こし、水利組合の活性化に繋がったという意見が多く聞かれた。また、取水口の修復により、水利組合員による取水口の管理が可能になり、水路の改修により、水が下流地域にまで運ばれるようになったことが確認された。この小規模施設改修工事によって、水配分の効率が向上し、作付面積の増加が見られた。
2-3- 2 タイミング、期間、質の面で、小規模灌漑施設改修の効果に悪影響を与える要因があったか？	水利組合員の意見；インタビュー、ワークショップ	この小規模施設改修工事は、ほとんどの対象地域では計画どおり行われたが、いくつかの地域では、雨期や農家の繁忙期に差しかかったため、実施が遅れた。また、一部の地域では、プロジェクト実施分以外にまだ施設改修の必要性が認められたため、NIAの通常予算で追加工事が行われた。
2-3- 3 小規模灌漑施設改修を参加型で行うことで、組織強化の面に影響があったか？	水利組合委員やNIAシステム管理事務所職員の見解；インタビュー、ワークショップ	参加型で小規模改修を行うことで、NIAのシステム管理事務所と組合のコミュニケーションの回数が増え、NIAと組合が協力してO&M活動を実施するための素地を築いた。ワークショップでは、こうした活動が組合の精神("bayanihan")を呼び起こしたという組合員もいた。こうした改修工事で、ゲートが管理しやすくなったり、水路が機能して下流に水がいくようになったりし、水効率が改善されたことがインタビューで確認されている。
2-4 灌漑システムレベル組織は、計画通り設立され、また会議は実施されたか？	SMCの設立と実績；資料査読、インタビュー	より効率的な水資源管理に向けて、NIA、水利組合、その他の利害関係者の意見を調整するために、プロジェクトはシステム管理委員会 (System Management Committee)設立のためのガイドラインを作成し、実施した。このガイドラインは、1997年にNIAが回覧した覚書(no.36)に基づき、プロジェクトが改訂して再発信したものである。このプロジェクトが作成したガイドラインに基づき、SMC事務局会議(System Management Committee Secretariat)やSMC会議が開催された。いくつかの対象灌漑システムでは、すでにSMCや水利組合連合が存在していたが、ほとんどが機能しておらず、プロジェクトが作成したガイドラインに基づいてSMCが再召集された。水利組合連合については、連合設立や運営のためのガイドラインをプロジェクトはまだ改訂していなかった。これは、多くの対象灌漑システムではすでに水利組合連合が存在していたこと、また、プロジェクトが水利組合連合の設立よりSMCの設立に優先度を置いたことによる。
2-5 中間評価の提言に対して適切なアクションは取られたか？	中間評価に対するアクション；資料査読、インタビュー	<ol style="list-style-type: none"> 1. モニタリングシステムの改善：活動2-2で述べたように、プロジェクトは既存のモニタリング手順を見直し、O&M活動モニタリングやレポート提出のための改訂ガイドラインを準備中である。この活動は終了時評価時点ではまだ進行中で、残っている活動は、改訂したガイドラインによるモニタリング表やレポートの試行、新たなガイドラインに関するNIA職員へのオリエンテーション、フィードバックシステムの構築、NIAに対する提言などである。 2. 研修教材の取りまとめと研修の標準化：2009年7月に、プロジェクトは水利組合の組織強化活動に使われている様々な教材を収集した。2010年2月にはNIA中央職員やその他灌漑を支援するドナーを招集してワークショップを開催し、研修の標準モジュールを作成し、そのモジュールに基づいて種々の研修教材をとりまとめることを協議した。この活動は終了時評価時点ではまだ進行中で、残っている活動は、標準モジュールの試行、改善、最終版策定などである。さらに、その最終版標準モジュールを、ワークショップでドナーなど他の関係者と共有する活動が含まれる。 3. 水利組合連合会とシステム管理委員会の設置：活動2-4で述べたように、SMCは、すべての対象灌漑システムで新規設立、もしくは、再設置された。水利組合連合会はSMCの設立と同時に設置、もしくは再設置された。水利組合連合会の設立・運営に関するガイドラインについては、プロジェクトはまだ改訂中である。 4. 展示場実施時の補助金のあり方：AWDパイロット農家の補助金(物資)への依存度を減らすため、作付年度2010年乾期から、プロジェクトより供給する物資を米種、透明なチューブ、測定版のみとした。例えば肥料などの他の直接的な物資の提供は取りやめ、プロジェクトによるモニタリング活動を重視した。 5. 水管理技術の明確化：流速計が対象灌漑システムに供与され、機材の取り扱いや水管理技術向上のための研修が4つの対象灌漑システムで行われた。残りの4つの対象灌漑システムでは7月以降に実施予定である。その他、収集データの分析やHQカーブ作成のための研修が残っている。 6. 灌漑施設改修工事のための追加的インプット：NIAの通常予算と特別予算を使い、全ての対象灌漑システムで、改修優先度の高い箇所から追加の改修工事が行われた。 7. プロジェクト成果の活用に向けたドナー連携：プロジェクト成果の他ドナーとの共有については、他の灌漑に関するプロジェクトの担当者とのミーティングや、担当課内の会議など、非公式な場を設定して行われた。
プロジェクトマネジメントには問題がなかったか？	JCCのミニッツ ミーティングの内容：インタビュー、資料査読	JCCは2008年1月31日、2009年2月13日、2009年7月9日、2010年2月12日に行われ、プロジェクトとの進捗と今後の計画を承認する場として機能した。JICAフィリピンオフィスやCPがメンバーとなっている。プロジェクトやNIA地方事務所の職員は約2ヶ月に1度の頻度でフィールドレベルの活動をモニタリングした。質問表やインタビューの回答では、プロジェクトとフィールドレベルの職員とのコミュニケーションは良好で、プロジェクトの進捗や活動の実施方法などについて適宜協議された。

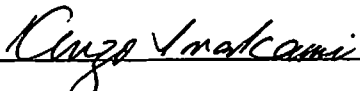
3. 評価5項目に関する評価

5項目評価	評価設問		必要な情報・情報源	調査結果
	大項目	小項目		
妥当性	ターゲットグループのニーズとの整合性	プロジェクトはターゲットグループのニーズに対応しているか？	ニーズの確認; 資料査読	水利組合は長年に渡って、1)組織構造の脆弱性、2)組織運用能力の不足、3)不十分な組織強化支援、4)様々な要因で阻害されている効率的な水配分、という問題を抱えていて、プロジェクト活動の中心である組織強化活動は、こうしたニーズに対応するものである。また、世銀やアジア開発銀行といった国際援助機関も灌漑施設改修に投資している。NIAのIMT政策の実施とともに、組織強化のコンポーネントが重視されており、国際援助機関と方向性を共有するものである。
		プロジェクトは関連する機関が実施するプロジェクトのニーズ/目的と合致しているか？	NIAや組合のニーズ; 資料査読、インタビュー	
	開発政策との整合性	プロジェクトはフィリピン側の開発政策と整合性がとれているか？	フィリピン政府の開発政策; 資料査読	農業近代化法のもとでNIAが進める灌漑管理移管 (Irrigation Management Transfer) 政策において、水利組合の組織・機能強化は必要不可欠な活動であり、その水利組合の組織強化を支援する本プロジェクトはフィリピン政府の政策と合致している。さらに、フィリピン中期開発計画 (2004-2010) では、農業分野の目標のひとつに価格競争に堪えうる十分な食糧の増産が掲げられ、灌漑施設の適切な維持管理ができるようIMT政策の推進に基づいて水利組合の能力を強化することは、目標達成のための具体的な活動のひとつとなっている。したがって、本プロジェクトはフィリピン政府の農業分野の政策とも合致している。
		プロジェクトはJICA国別援助方針や日本の援助政策と整合性があるか？	日本政府の開発政策; 資料査読、インタビュー	フィリピン国別援助実施方針の重点分野である「貧困層の自立支援と生活環境改善」には貧困層の収入向上のために農業の促進と農民組織の強化の必要性が挙げられている。灌漑施設の適切な維持管理を通して稲作農家の生計向上を実現する本プロジェクトと整合性がある。
アプローチの整合性	プロジェクトのアプローチはターゲットグループの選択は妥当だったか？	インタビュー	水利組合が長年抱えていた問題に対処できる上流・下流を巻き込んだ包括的な手法を必要としていた。本プロジェクト手法は、灌漑管理能力の向上に向けて必要な活動を最大限取り入れ、水利組合の活動として機能するよう働きかけている。したがって、本プロジェクトは受益者のニーズに対応している。	
有効性	プロジェクト目標の達成度	プロジェクト目標はプロジェクト終了時まで達成可能か？現状の達成度はどの程度か？	作付率; (プロジェクト目標達成に関するグリッド参照)	成果1と成果2ともに達成した灌漑システムのうち、プロジェクト目標も達成した灌漑システムはマサリップとバダダのみ2つであった。一方、成果1と成果2ともに達成したにも関わらずプロジェクト目標が達成できなかったアンブラヤンとプカオは、ともに台風により灌漑施設が損壊したため、水配分/作付面積に大きな影響を及ぼした。また、マンサオヤとパロタック・ピエホーは豪雨・洪水の影響を受けて施設の一部の機能が損なわれ、雨期にも作付面積が減少した。自然災害の影響を受けなかったマサリップとバダダは、成果の達成がプロジェクト目標の達成を導いていることから、プロジェクトの手法は有効であったと考えられる。作付年度2008年までは作付率が増加する傾向があったことや、2つの灌漑システムでプロジェクトの活動の有効性が確認できたことから、大きな自然災害がなければ、作付年度2010年もしくは2011年には、再び作付率が増加する可能性は十分にある。
		どの程度外部要因 (e.g.灌漑施設が台風などで破壊されない) がプロジェクト目標の達成に影響を与えたか？	資料査読、インタビュー、質問表	作付年度2009年は自然災害や天候の影響が多く、プロジェクト目標の達成に影響した。2008年雨期と比較すると、2009年は雨期にも関わらず、作付面積が6つの灌漑施設で大幅に減少している。自然災害や天候の影響が大きく作付ができなかったと分析できる。また、リージョンVIではカウンターパートが大幅に変更/削減され、活動の質に影響があったと考えられる。そのため、成果1は未達成である。また、リージョンXIでは水田の30%以上がバナナ園に転換しており、組合の運営に影響を与えている。
	プロジェクト目標の達成を促進・阻害した要因	プロジェクト目標の達成を促進した要因があったか？	資料査読、インタビュー、質問表	本プロジェクトのほか、灌漑システムの改修と水利組合組織強化に関する投入が確認された。灌漑施設改修では、NIA独自の予算を使用して改修を実施した地区があった。また、LGUsの農業局による普及活動や、フィリピン稲作研究所、国際稲作研究所、フィリピン土地銀行、収穫後研究普及局などと協力して活動が同時に行われた地域があり、水利組合員の農業に関する意識を高めた。また、水利組合が法人格を得たことも大きい。SMCIにLGUsを巻き込んだことを含め、他機関の協力や投入を受けたことは、水利組合員の能力の強化につながったと考えられる。JICAはカウンターパート3名を本邦研修に派遣した。
		プロジェクト目標の達成を阻害した要因があったか？	資料査読、インタビュー、質問表	特に確認されなかった。
効率性	投入の質・量・タイミング	投入された日本人専門家の質・投入量・タイミングは適切だったか？	質問表、インタビュー	①チーフアドバイザー/水管理、②研修計画/モニタリング、③業務調整/組織強化の3つの担当に延べ4名が派遣された。しかしながら、最初に派遣されたチーフアドバイザーの任期終了から、次のチーフアドバイザーが決定し、派遣されるまでの7ヶ月間、チーフアドバイザーは不在となった。その間、他の2名やCPIに負荷がかかったり、重要な戦略の決定などに影響があった。
		投入された機材の質・量・タイミングは活動実施に十分だったか？	質問表、インタビュー	予定されていた機材はプロジェクト前半に供与された。しかし、供与時期に関しては、いくつかの機材で若干の遅れが見受けられた。プロジェクト後半には、追加で、ラップトップコンピューター、プロジェクトカメラ、デジタルカメラ、それぞれ8台が各灌漑システムに供与された。これらの追加機材は、灌漑システムレベルでの組織強化の活動で活用され、その他、供与されたすべての機材も適切に活用・管理されていた。
		投入されたカウンターパートの専門性、投入量は十分だったか？	質問表、インタビュー	プロジェクト開始時にはNIA中央事務所とNIA地方事務所を合わせて39名のカウンターパートが配置されたが、合理化政策の実行で転属や離職、再配属が相次いだ。人員が新たに配属されたポジションもあったが、プロジェクトはこうした新しいスタッフへのオリエンテーションに時間を割かなければならなかった。こうした追加的な時間の消費がいくつかの他の活動の実施に影響した可能性はある。
		貸与されたオフィススペースは十分だったか？	インタビュー、プロジェクトオフィスの確認	問題なく貸与された。スペースは十分である。
	コスト効率性	フィリピン側の現地業務費の投入は積極的で適切だったか？	質問表、インタビュー	プロジェクト開始から2008年12月までに、フィリピン側の負担として260万ペソが支出されているが、そのほとんどがプロジェクト対象地区の組織強化担当職員 (Institutional Development Officer) の雇用と、それにかかる交通費、日当宿泊費、会費などである。同様に、2009年には150万ペソ、2010年は6月までで76万ペソが費やされている。
		類似プロジェクトと比較して、費用対効果は高いか？	資料査読、インタビュー	小規模施設改修については、参加型アプローチを採用し、農民自らが実施することによってコストを抑えた。このことにより、通常NIAが実施する際に業務委託者に支払うコミッション、人件費・間接費・税金などを削減することができた。また、参加型で実施することにより、組合員の組合委員としての意識の向上につながり、正のインパクトをもたらした。よって、コスト面の効率性は高いと言える。

インパクト	上位目標の達成度	上位目標のプロジェクト対象国営灌漑システム内、および、近隣工営システム地域内で効率的な水配分の実施に向けた方策がとられている例があったか？もし「なし」であれば、なぜか？	資料査読、インタビュー	リージョンXIでは、節水灌漑技術やシステム管理委員会の設立がパイロット地域の近隣の州(ダバオ・デ・ノルテおよびダバオ・デ・スール)や他の国営灌漑システム(ダバオ・デ・オリエンタル州やコンポステラ・バレー州)でも確認され、プロジェクトが進めてきた地方行政を巻き込んだ灌漑システム管理の手法は他地域へも広がっている。しかし、その広がりはまだ限定的であり、さらなる広がりを期待するには、パイロット地域以外の国営灌漑システムがプロジェクトの手法を習得できるよう、プロジェクトの成果や好事例を取りまとめた成果事例集などの作成や、研修項目の標準化などの作業が必要である。
	波及効果	社会的、政策的、技術的、環境的、文化的、経済的、などの側面において、正のインパクトは見受けられたか？	インタビュー、質問表(ワークショップの結果)	ある地域では水利費徴収率が大幅に改善した。組織強化、小規模灌漑施設改修、節水技術などのプロジェクトの活動により、水配分が改善され、稲作農家の水利費支払いに対する姿勢の改善をもたらしたと考えられる。その他、水利組合長の強いリーダーシップに導かれて、O&M活動の遵守や水利費支払いへの意識が高まった地域もあった。多くの地域で、女性が水利組合活動の意思決定に携わるようになったと認められた。稲作農家とのインタビューでは、AWD技術を活用し、稲の分けつ芽の増加が見られた水田もあった。システム管理委員会の設立により、下流の組合と上流の協議が行われ以前の慣行であった上流先行取水を変更し、下流先行取水を実現する地域があった。これは、組織強化の活動やAWDを活用した展示会場によって、公平で効率的な水配分への意識が高まった結果。
	相乗効果	他のドナーとの協調等で、相乗効果は見られたか？	インタビュー、資料査読	世銀やADB、JICA/セクターローンなどが灌漑施設に投資している(今後していく)。現段階では正式なドナー協力は組まれていないが、プロジェクトレベルで、インフォーマルなミーティングやワークショップが行われ、経験が共有されている。
	悪影響	負のインパクトは無いのか？	資料査読、インタビュー	特に強い負のインパクトは確認されなかった。数名の農民は、展示会場の協力者の選定でねたんだり、インプットを求めたりした。小規模灌漑改修においても、数名の農民は、選定に関して不公平感を訴えたが、プロジェクトの選定基準は妥当であり、特段大きな負のインパクトは与えていない。
自立発展性	政策面	プロジェクトのコンセプトは、フィリピン側の政策に反映されていくか？	インタビュー、資料査読	O&M活動遵守のための水利組合の強化は、NIAが進めるIMT政策と合致している。NIAが今後IMT政策を推進していけば、それに伴って水利組合強化は引き続き実施されていくだろう。また、農業省は、2009年、農業省に属する関連機関に対して、節水灌漑技術の適応を促進するよう行政命令(Ordinance 25)を発したため、プロジェクトが進めるAWDはNIAのインセンティブのもと、今後も普及されていくと推測できる。
	組織面/財政面	プロジェクト経験の普及を支援する政策はあるか？	インタビュー、資料査読	NIAは灌漑施設管理の任務を任されており、今後も変わりない。また、組織育成部も今後も灌漑管理のための水利組合強化を実施していく。したがって、中央レベルでの組織面の自立発展性は担保されている。一方、フィールドレベルで活躍するIDOsは、プロジェクトの予算で雇用されたプロジェクト契約職員であり、プロジェクトの終了とともに離職する。したがって、フィールドレベルでの組織強化活動の継続性は危ぶまれる。灌漑システム管理事務所や灌漑管理事務所には、正規職員のシニアIDOsが活躍するが、広域を担当する正規職員のIDOsが水利組合レベルのきめ細かいサービスを提供するには限界がある。他の国際援助機関が支援する灌漑プロジェクトがあれば、IDOを継続して雇用する可能性も残されているが、終了時評価時には断定できなかった。
		2. 財政面-プロジェクトの活動を継続して行く予算は十分に確保されているか？	インタビュー、質問表、資料査読	組織強化に対する予算は少ない。NIAの灌漑改修の予算の2~3パーセントしか組織強化のための活動には配分されない。水利組合の組織強化活動を継続していくには、NIAに限られた予算を最大限効果的に活用するか、他の財政支援の可能性を探る必要がある。NIAの副官とのインタビューで、世界銀行が進める「参加型灌漑開発プロジェクト」や、アジア開発銀行の「灌漑地区管理効率改善プロジェクト」、JICAのセクターローンなどの特別プロジェクト予算が予定されており、それらのプロジェクト対象地域では、IDOsの雇用を含めた組織強化のための活動予算を捻出可能とのこと。
	技術面	プロジェクトでカウンターパートは十分な技術や知識を得たか？また、得た知識や技術を活用できる機会が与えられているか？	インタビュー、質問表	インタビューや質問表では、NIA中央事務所や灌漑システム管理事務所のカウンターパートは、本プロジェクトで習得した知識や技術は、IMT政策を推進するにあたって有用であり、今後も持続・向上させていくことに自信を見せた。灌漑システム管理事務所のスタッフの支援を受けて、水利組合員も多くの技術や知識を習得し、活用されている。しかし、1)多くのIDOsの継続雇用が不透明であること、2)研修を受けた多くの水利組合員は高齢で、近く退職する組合員も多いため、次の世代を育てて行く必要があること、という状況が技術面の自立発展性に影を落としている。このような状況下で技術面の自立発展性を確保するには、習得された技術や知識が個人のものとして蓄積されるだけでは不十分で、新しい職員や組合員がプロジェクトの手法や成果を引き継ぎ学ぶことができるよう、組織の経験として蓄積されることが必要不可欠である。現段階で、プロジェクトはこのような事例集を有していない。また、NIAが引き続き組織強化の研修を実施するための標準モジュールもまだ確立されていない。このような状況では、技術面の自立発展性は完全に担保されているとは言えない。
		研修を受けた組合委員は十分な技術や知識を得たか？また、得た知識や技術を活用できる機会はあるか？	インタビュー、質問表	プロジェクトの手法や成果、好事例をまとめた事例集はNIAがプロジェクトの手法を引き続き普及していくうえでも極めて重要な道具となるが、まだ作成されていない。プロジェクトが取りかかっているフィードバックを含めたモニタリング体制の構築も、技術面の自立発展性を確保する意味では有意義である。なぜなら、この一連のモニタリング体制では、フィードバックを通してNIA中央スタッフが得た知見や技術をフィールドスタッフへと受け継ぐことができるからである。終了時評価時点ではこのモニタリング体制は確立されておらず、技術面の自立発展性が確保されているとはいえない。
		プロジェクト対象外の灌漑システムやNIAの職員に、プロジェクトの手法や技術が普及/移転される仕組みが整っているか？	インタビュー、質問表、資料査読	プロジェクトの手法や成果、好事例をまとめた事例集はNIAがプロジェクトの手法を引き続き普及していくうえでも極めて重要な道具となるが、まだ作成されていない。プロジェクトが取りかかっているフィードバックを含めたモニタリング体制の構築も、技術面の自立発展性を確保する意味では有意義である。なぜなら、この一連のモニタリング体制では、フィードバックを通してNIA中央スタッフが得た知見や技術をフィールドスタッフへと受け継ぐことができるからである。終了時評価時点ではこのモニタリング体制は確立されておらず、技術面の自立発展性が確保されているとはいえない。
自立発展性を阻害する要因はあるか？	インタビュー、質問表	特になし。		

JOINT TERMINAL EVALUATION REPORT
FOR
THE TECHNICAL COOPERATION
ON
IRRIGATORS ASSOCIATION STRENGTHENING SUPPORT
PROJECT

Quezon City, 29 June 2010



Mr. Kenzo Iwakami
Team Leader (Japanese Side)
Joint Terminal Evaluation Team
Senior Representative
Japan International Cooperation Agency
Japan



Engr. Tomas Francia
Team Leader (Philippine Side)
Joint Terminal Evaluation Team
Manager, EOD, Region 5
National Irrigation Administration
Republic of the Philippines

Table of Contents

1. Outline of the Evaluation		
1-1 Background of the Evaluation	P1
1-2 Objectives of the Evaluation	P1
1-3 Methodology of the Evaluation	P1
	
2. Outline of the Project		
2-1 Background of the Project	P3
2-2 Summary of the Project	P3
3. Performance of the Project		
3-1 Inputs	P5
3-2 Performance of the Activities	P6
3-3 Achievement of the Outputs	P13
3-4 Achievement of the Project Purpose	P15
4. Implementation Process of the Project		
4-1 Technology Transfer	P17
4-2 Monitoring of the Project Activities	P17
4-3 Decision making	P17
5. Results of the evaluation based on the five criteria		
5-1 Relevance	P17
5-2 Effectiveness	P18
5-3 Efficiency	P20
5-4 Impacts	P21
5-5 Sustainability	P22
6. Conclusion	P23
7. Recommendations	P24
8. Lesson Learned	P26

ANNEX:

Annex 1 List of Dispatch of Japanese experts	
Annex 2 List of Equipment provided and its usage	
Annex 3 List of Counterparts of the Philippines side	
Annex 4 Indicators for IA strengthening support project	
Annex 5 Project Design Matrix (PDM) (current)	
Annex 6The List of Interviewees	
Annex 7 Plan of Operation (PO) (current)	
Annex 8 Plan of Operation (PO) (proposed)	
Annex 9 Evaluation Grid	
Annex10 Schedule of Review	
Annex 11 Location of Project Area	

Abbreviations

ADB	Asian Development Bank
AFMA	Agriculture and Fisheries Modernization Act
AWD	Alternate Wetting and Drying
AOI	Articles of Incorporation
BOD	Board of Directors
CD	Capacity Development
C/BL	Constitution and By-Laws
CIS	Community Irrigation System
CCPP	Cropping Calendar and Pattern of Planting
C/P(s)	Counterpart(s)
CY	Cropping Year
DA	Department of Agriculture
DF	Demonstration Farm
GOJ	Government of Japan
GOP	Government of the Philippines
IP	Implementation Plan
IDO	Institutional Development Officer
IMT	Irrigation Management Transfer
ISF	Irrigation Service Fee
ISF-CE	Irrigation Service Fee – Collection Efficiency
ISOEP	Irrigation Systems Operation Efficiency Improvement Project
IA	Irrigators Associations
JICA	Japan International Cooperation Agency
JCC	Joint Coordinating Committee
LGU	Local Government Unit
MR	Minor Rehabilitation
M&E	Monitoring and Evaluation
MTPDP	Medium Term Philippine Development Plan
NIA	National Irrigation Administration
NIA-CO	NIA Central Office
NIA-IDD	NIA-Institutional Development Division
NIA-IMO	NIA Irrigation Management Office

NIA-RIO	NIA-Regional Irrigation Office
NIS	National Irrigation System
NISO	National Irrigation System Office
OVI	Objectively Verifiable Indicators
O&M	Operation and Maintenance
PDM	Project Design Matrix
PIDP	Participatory Irrigation Development Project
PO	Plan of Operation
POT	Package of Technology
PMO	Project Management Office
RIS	River Irrigation System
SEC	Securities and Exchange Commission
SMC	System Management Committee
TEP	Technology Enhancement Program
TCP	Technical Cooperation Project
TSAG	Turnout Service Area Group
WB	World Bank
WDDP	Water Delivery and Distribution Plan
WST	Water Saving Technology
WRFT	Water Resources Facilities Technician

Cropping Season

Calendar Year	2007			2008												2009												2010												2011			
	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4
JICA Fiscal Year(JFY)	JFY2007			JFY2008												JFY2009												JFY2010															
Cropping Year (CY)	CY2007			CY2008												CY2009												CY2010															
	2008DRY			2008WET				2009DRY				2009WET				2010DRY				2010WET				2011DRY																			

Note: In this Project, the term "Board of Directors" or "BOD" refers to Board of Trustees (BOT) of Irrigators Associations (IAs)

1. Outline of the Evaluation

1-1 Background of the Evaluation

The National Irrigation Administration (NIA) of the Department of Agriculture (DA) and the Japan International Cooperation Agency (JICA) have been implementing a technical cooperation project (TCP) entitled "Irrigators Association Strengthening Support Project" (hereinafter referred to as "the Project") since October 2007 which aims for efficient water distribution in the eight (8) project sites in Region I, III, VI, and XI with the active participation of irrigators associations (IAs). In order to achieve the project purpose, the Project seeks the capacity development of (IAs) in carrying out sustainable operation and maintenance (O&M) works and the establishment of a cooperative mechanism between the NIA and IAs to jointly carry out efficient water management. Before the end of the technical cooperation in December 2010, a terminal evaluation is required to assess the progress, achievement and performance of the Project and recommend actions to be taken before and after the termination of the Project.

1-2 Objectives of the Evaluation

The objectives of the evaluation study are as follows:

- (1) To verify the level of achievement and performance of the Project based on the Record of Discussions (R/D), Project Design Matrix (PDM) and Plan of Operations (P/O).
- (2) To evaluate the Project in terms of the Five Evaluation Criteria.
- (3) To draw useful recommendations and lessons learned from the Project.

1-3 Methodology of the Evaluation

The evaluation was conducted jointly by members of Japanese and Philippine evaluation team. The evaluation team determined the achievement and progress of the Project by using the latest Project Design Matrix (hereinafter referred to as "PDM") revised in July 2009. It assessed the achievement of the Inputs, Activities, Outputs and Project Purpose and evaluated progress of the Project using the following five criteria.

1-3-1) Criteria of Evaluation

The five viewpoints of evaluation criteria are shown in Table 1 below.

Table 1: Definitions of five criteria

Criteria	Definition
Relevance	Relevance refers to the validity of the Project Purpose and the Overall Goal in relation to the development policy of the Philippine Government as well as the needs of the beneficiaries of the Project.
Effectiveness	Effectiveness refers to the productivity of the implementation process, and examines if the Inputs of the Project were efficiently converted into Outputs.
Efficiency	Efficiency refers to the extent to which the expected benefits of the Project have been achieved as planned, and examines if the benefit was brought about as a result of the Project.

Impact	Impact refers to the direct and indirect, positive and negative, intended or unintended impact caused by the Project and the extent to which the Overall Goal has been attained.
Sustainability	Sustainability refers to the extent to which the Philippine side can further develop the Project, and the extent by which the benefits generated by the Project can be sustained by the Philippine side.

1-3-2) The information sources

The following sources of information and data were used in the evaluation:

- PDM and Plan of Operation (PO) (see Annex 4 and 5)
- Documents prepared by the Project
- Data and statistics which indicate the degree of achievement of the Outputs and the Project Purpose (see Annex 10)
- Interviews and focus group discussion with Japanese experts, NIA counterparts (C/Ps), IA representatives (see Annex 11)
- Questionnaires to NIA C/Ps
- Observations of equipments and facilities, courses and textbook/training materials

1-3-3) PDM evaluation

PDM revised in July 2009 is attached in Annex 4

1-3-4) Members of the Joint Evaluation Team

(1) Japanese side

Mr. Kenzo Iwakami (Team Leader)	Senior Representative JICA Philippines
Mr. Eisaku Nomura (Agriculture and Irrigation)	Deputy Director Ministry of Agriculture, Forestry and Fisheries
Ms. Masako Tsuzuki (Evaluation Analysis)	Consultant IC Net Consultants
Mr. Nick Baoy (Evaluation Planning/Survey)	In-house Consultant JICA Philippines
Mr. Pablo Lucero (Cooperation Planning)	Program Officer JICA Philippines

(2) Philippine team

Engr. Tomas Francia (Team Leader)	Manager Engineering Operations Division, NIA Region 5
Engr. Cesar Pobre (Irrigation Agriculture)	Supervising Engineer Engineering Operations Division, NIA Region 4
Engr. Cristy Polido (Agriculture Planning)	Project Development Service, DA

1-3-5) Evaluation Period

31 May 2010 – 28 June 2010

2. Outline of the Project

2-1) Background of the Project

Under the Agriculture and Fisheries Modernization Act (AFMA) of 1997, NIA is mandated, among others, to implement the irrigation management transfer (IMT), which gradually transfers the operation and maintenance (O&M) of secondary canals and other tertiary facilities of national irrigation systems to the IAs. However, the IAs capacity to carry out such responsibility is not yet sufficient which poses a hindrance towards the successful implementation of the IMT. Farmers are oftentimes inactive in participating in IA activities and they lack the organizational and other skills necessary to efficiently manage their associations. This situation is coupled with factors such as inefficient irrigation water management, illegal water intakes, deterioration of facilities, lack of compliance to approved water delivery and distribution (WDD) plan and cropping calendar/pattern of planting (CCPP), and weak communication and coordination between NIA staff and IAs.

In order to address these issues, NIA and JICA implemented a Technical Cooperation Project (TCP) entitled "Irrigators Association Strengthening Project" (NIA TCP1) from April 2005 to September 2007, with the foremost objective of verifying the effectiveness of actively involving IAs and strengthening them to ensure sustainable O&M activities in the selected National Irrigation Systems (NISs).

After NIA TCP1, the Government of the Philippines (GOP) requested to the Government of Japan a TCP to assist in strengthening more IAs in a wider, nationwide scale and at the same time strengthen the capacity of NIA staff involved in institutional development. JICA conducted surveys and discussions with GOP authorities and agreed to support NIA in implementing a TCP entitled "Irrigators Association Strengthening Support Project." The Project started in October 2007 and will conclude in December 2010.

2-2) Summary of the Project

Overall Goal

"Necessary actions are taken to carry out efficient water distribution in other NISs."

Project Purpose

"Efficient water distribution is carried out in the project sites, with IAs' active participation in operation and maintenance works."

Outputs

- 1) Each of the target IA in the project sites is capacitated to carry out sustainable O&M activities.
- 2) The cooperative mechanism between NIA and IAs is established to jointly carry out efficient water management.

Activities

- 1-1 Conduct baseline survey on the current status and activities of the target IAs
- 1-2 Confirm and reformulate, if necessary, the members of the target IAs and Turnout Service Area Group
- 1-3 Rearrange the organizational settings, including the IA board members, constitution/by-laws, and IA O&M policy
- 1-4 Conduct trainings to IA members on IA strengthening, including IA management and O&M of irrigation facility
- 1-5 Establish demo-farm on efficient water management
- 2-1 Provide orientations to NIA staff involved with the project
- 2-2 Monitor IA's compliance to agreed WDD and CCPP, and their O&M policy with collaboration between NIA and IA
- 2-3 Conduct minor rehabilitation of irrigation facilities in the project sites, through the discussions between NISO and IAs
- 2-4 Establish system level organization settings for efficient resources management and for better coordination between NIA, IAs and other stakeholders.

3. Performances of the Project

3-1 Inputs

(1) Japanese Side

Dispatch of Japanese experts

Annex 1 shows the record of the dispatch of Japanese experts. The Japanese expert team consists of following three positions: 1. Chief Advisor/Water Management; 2. Training plan/Monitoring; and, 3. Project coordinator/Institutional Development. These three experts have been dispatched during the Project. However, from October 2008 to April 2009, the position of Chief Advisor was vacant due to the termination of the assignment of the former Chief Adviser and the long time it took for the selection and dispatch of the new Chief Adviser.

Provision of equipment

Annex 2 shows the provided equipment. Machinery and equipment were provided as planned. Some of the equipment were reported to be delayed in delivery. During the second half of the project, eight laptop computers, eight LCD projectors, and eight digital cameras were additionally provided to each target NISO. The additional equipment was necessary for activities on institutional development and monitoring. Said equipment have been used properly and are in good condition.

Expenses for the Project

Table 2 below shows the expenses on the Project by the Japanese side spent between October 2007 and June 2010.

Table 2: Local expenses borne by the Japanese side, in thousand pesos

Item	(Thousand Pesos)				
	JFY2007	JFY2008	JFY 2009	JFY2010 *1	Total
General local cost *2	1,081	5,438	3,445	1,277	11,241
Minor rehabilitation	0	7,929	23	0	7,952
Capacity development	0	2,099	2,313	0	4,412
Equipment cost	226	755	956	0	1,937
Total	1,307	16,221	6,737	1,277	25,542

Source: NIATCP2 PMO

*1: JFY: Japanese Fiscal Year (JFY2010 indicates budget liquidation for the first quarter of JFY2010)

Technical Enhancement Program in Vietnam

As part of capacity building for NIA staff, the project initiated a Technical Exchange Program to Vietnam from May 24-29, 2010 participated by the three (3) Japanese experts and 10 NIA counterparts from NIA-CO, NIA-RIO and NISO. This facilitated the sharing of experience between irrigation officers and staff of the Philippines and their counterparts in Vietnam with their respective irrigation projects.

(2) Philippine Side

Assignment of Counterparts (C/Ps) and other staff members

Annex 3 shows the assignments of C/Ps for the Project. Thirty-nine C/Ps from Central NIA staff and Regional Irrigation Office (RIO) were assigned to the project at the beginning. However, various reassignments and resignation of C/Ps took place since the Project started, particularly during the implementation of the rationalization plan of NIA.

Facilities

Office space, necessary facilities, electricity, telephone and an Internet lines were provided by the Philippines side.

Local cost

From October 2007 to December 2008, Philippine side spent PHP 2.6 million mainly to support the salaries of hired Institutional Development Officers (IDOs) assigned in the project sites as well as miscellaneous cost such as transportation, accommodation, meeting expenses, among others. In addition, the Philippine side released PHP 1.5 million in the year 2009 and PHP 0.46 million for the first half of the year 2010 to the project sites for the same nature of expenses. Table 3 below shows the fund releases from September 2007 to June 2010.

Table 3: Local cost borne by the Philippine side, in Pesos

Region	System	Sep, 2007- Dec, 2008	2009	Jan-,010 – Jun, 2010
I	Masalip Amburayan	635,000	375,000	190,000
III	Bucayo Nayom-Bayto	541,000	375,000	190,000
VI	Barotac Mambusao	501,000	375,000	190,000
XI	Saug-Libuganon Left Padada	481,000	375,000	190,000
NIA-Central Office		500,000	---	---
TOTAL		2,658,000	1,500,000	760,000

Source: NIA-IDD

3-2 Performance of the Activities

1-1 Conduct situation analysis on the current status and activities of project sites

This activity has been completed after the Project conducted a baseline survey in the eight project sites. The Project found that the initial survey in November 2007 was not enough to identify the needs of beneficiaries to develop a strategy for minor rehabilitation, capacity development plan, and demo-farming. It conducted follow-up surveys in February to March 2008.

1-2 Confirm and reformulate, if necessary, the members of the target IAs and Turnout Service Area Groups

It was found out during the surveys that a number of IAs are difficult to manage because of their size, The NISO, with the assistance of the Project, took the initiative of splitting and reformulating big IAs. As a result of the splitting and reformulation, the number of IAs increased from fifty-three (before the Project) to eighty-one as of the time of terminal evaluation. The achievement of reformulation of IAs of each of the targeted NISs is as follows:

Table 4: Result of IA reformulation in Target NIS

Name of NIS	Before the Project	Terminal Evaluation
Amburayan	13	14
Masalip	6	10
Bucaco	6 (inactive)	6
Nayom-Bayto	13	13
Barotac Viejo	2	7
Mambusao	3	5
Padada	4	6
Saug-Libuganon Left	12	20

Source: NIATCP2 PMO

1-3 Rearrange the organizational settings, including the IA board members, constitution/by-laws, and IA O&M policy

The Project's intervention in this activity has already been completed. All the IAs, including the newly-organized IAs, have duly ratified their Articles of Incorporation (AOI)/By-laws (BL) and Operation and Maintenance (O&M) policies. The NISOs assisted newly-established IAs in attaining their legal personality.

Some of the new IAs, however, obtained their SEC registration only in 2010 due to the long process of the ratification of AOI and C/BL needed prior to registration.

1-4 Conduct trainings to IA members on IA strengthening, including IA management and O&M of irrigation facility

Trainings and other capability building activities for IAs conducted by the Project were planned based on the results of the baseline surveys which included training needs assessment workshops and interviews with IAs and NIS offices.

Focus group discussions with target IAs conducted during this terminal evaluation revealed that the capability building activities generated a number of positive effects on IAs including: a) increased IA membership; b) closer working relationship between IAs and NIA; and c) acquisition of skills (e.g., leadership, record-keeping, financial accounting, etc.). Since the project could only provide training to selected IA officials, the need to develop the capabilities

of second-liners or new officials was raised by IA officials and IDOs during the interviews. NIA field staff involved in IA trainings also pointed out the need to review the IA training materials and standardize the training modules in order to achieve consistency of IA capability building programs in all systems.

Table 5. Summary of IA trainings and capability building activities under the Project

	Actual implementation	Main Subjects	Planned Implementation
First Round	August 2008 – February 2009	Organizational management of the TSAGs and IAs, consultation, organizational settings, workshops etc.	April 2008 – March 2010
Second Round	September 2009 – February 2010	Technical aspects, Financial management, Irrigation system management, TEP etc.	
Third Round	July 2010 (Planned)	System management, Communication skills, sustainable irrigation, etc.	

Source: NIA/CP2 PMO

1-5 Establish demo-farm on efficient water management

The Project, in collaboration with NIA field staff, set up demonstration farms (DF) to introduce the Alternate Wetting and Drying (AWD) method of saving irrigation water among selected farmer-cooperators in all target NISs. This activity started in the dry season of 2009 with the selection of host IAs and pilot TSAGs where the DF will be located. The selection of target area was based on the relative location of the minor rehabilitation component of the project as AWD demonstration required physical control of irrigation water.

In DRY2009, the Project started AWD in fifteen demo-farms with 322 cooperators. In the following DRY2010, the Project repeated AWD in new eight demo-farms with 282 cooperators. However, in Bucao RIS which is located in Region III, the entire NIS was seriously damaged by typhoon KIKO in Aug 2009. Due to the damage, the project could not continue this activity in Bucao.

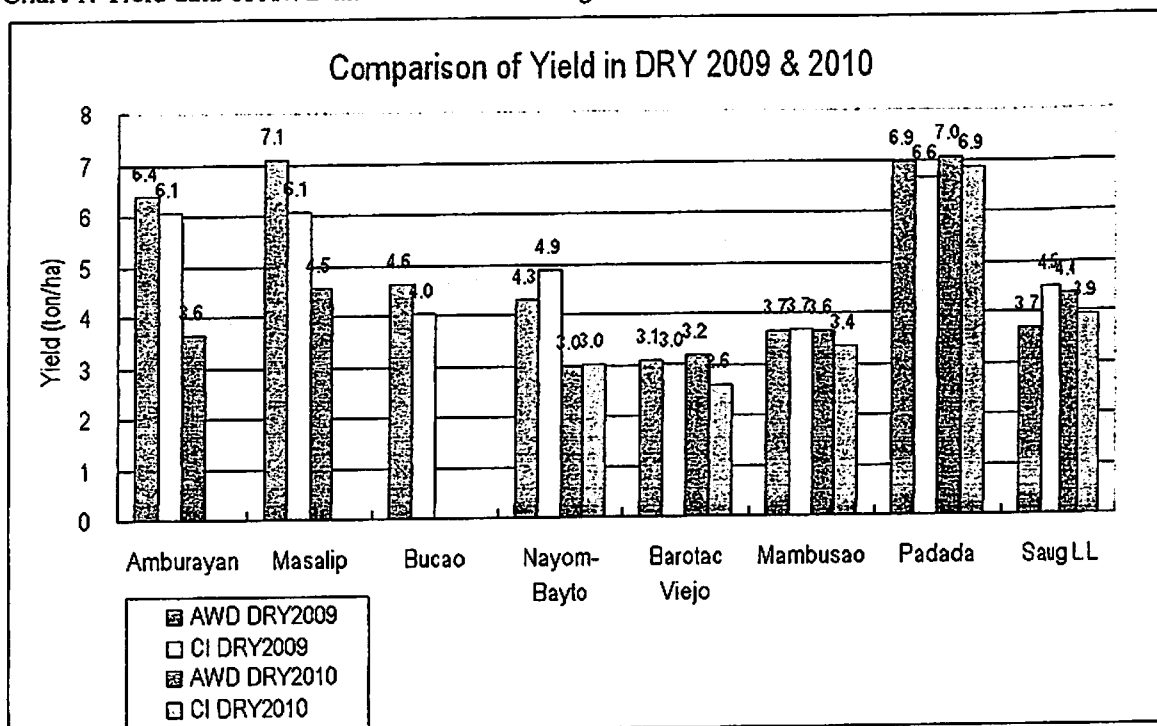
Table 6: Number and area of DF cooperators

Reg	Name of Target NIS	DRY2009					DRY2010				
		No. of Cooperators			Area ha.	No. of DF	No. of Cooperators			Area ha.	No. of DF
		AWD	CI	Total			AWD	CI	Total		
I	Amburayan	99	7	106	29.6	4	85	0	85	27.1	1
	Masalip	56	16	72	30.0	2	103	0	103	25.0	2
III	Bucao	16	5	21	20.5	1	Irrigation service suspended				
	Nayom-Bayto	26	9	35	30.0	2	15	2	17	14.2	1
VI	Barotac Viejo	19	3	22	28.0	1	13	2	15	20.6	1
	Mambusao	21	5	26	26.1	1	22	9	31	20.2	1
XI	Padada	15	5	20	30.0	3	9	5	14	31.1	1
	Saug	16	4	20	30.0	1	15	2	17	31.8	1
Total		268	54	322	15	224	262	20	282	172.2	8

Chart 1 below is showing the comparison between AWD and conventional irrigation in the yield.

The AWD results illustrated no significant difference in yield in some areas and slightly higher yield in other areas compared to conventionally irrigated areas. The process of demonstration farming and the results were shared to other farmers in the system during the Farmers' Field Day (during the Project, this activity was referred to as "Farmers Field School") which the Project organized for the dissemination of the AWD.

Chart 1: Yield data of AWD and Conventional Irrigation methods in DRY2009 and DRY2010



2-1 Provide orientations to NIA staff involved with the project

The Project provided NIA staff with the following orientations showed in Table 7.

Table 7: List of orientation meetings and workshops conducted for NIA staff

Kick-off meeting	Oct. 22, 2007
Strategic Meeting	Dec. 18, 2007
Project Implementers' Workshop	Jan. 31, 2008
Steering Committee Meeting	Aug. 27-28, 2008
Project Implementers' Workshop	Feb. 13, 2009
Review and Planning Workshop	Mar. 11-13, 2009
Project Implementers' Workshop	July 9, 2009
Water Flow Monitoring Orientation	Nov. – Dec. 2009
Project Implementers' Workshop	Feb. 12, 2010

Source: NIATCP2 PMO

During field visits of the JICA experts and counterparts, they also provided NIA field staff with orientations during the discussions for updating project activities. NIA staff were also provided with some trainings for technical capacity development.

2-2 Monitor IA's compliance to agreed WDD and CCPP and their O&M policy with collaboration between NIA and IA

In the first half of the project period, the PMO did not regularly monitor the progress of the Objectively Verifiable Indicators (OVIs) for Project Activities, Outputs and Purpose as priority was given to other important tasks that needed to be accomplished during the period. Monitoring of OVIs was started only in May 2009 to fulfill the data requirements of the Mid-term review.

In response to the Mid-term review recommendations, the Project has formulated a system for tracking OVIs and collecting data on compliance to agreed WDD, CCPP and O&M policy. Monitoring data generated from this system were useful in analyzing achievements of the Project during this evaluation. The review of effectiveness of existing procedures for monitoring IA and system O&M performance in NIS offices was ongoing at the time of the terminal evaluation.

2-3 Conduct minor rehabilitation of irrigation facilities in the project sites, through the discussions between NISO and IAs

Minor rehabilitation works such as manual desilting, repair of check gates and turn-outs, and canal lining were implemented with the participation of IA members under the supervision of NISO staff. The target areas and manner of rehabilitation were discussed and agreed upon through discussions between NISOs and IAs.

This exercise provided opportunities for NISOs and IAs to have frequent communication and interaction thereby promoting the strengthening of the cooperative mechanism between the NIA and IA to carry out joint O&M activities. Interviews with the IA representatives revealed that this activity contributed to the revival of the cooperative spirit ("bayanihan") among the IA members. In terms of water management, the rehabilitated facilities contributed to increasing the efficiency of water distribution as the repaired gates can be easily operated by the IA members and rehabilitated laterals improved the flow of irrigation water to the downstream areas and slight increase in irrigated area.

A slight delay in start of minor rehabilitation work was reported in some areas. But in majority of the pilot areas, this activity was implemented as planned.

2-4 Establish system level organization settings for efficient resources management and for better coordination between NIA, IAs and other stakeholders

In order to facilitate efficient resource management and better coordination between NIA, IAs and other stakeholders in the target systems, the project developed an improved guideline on the institutionalization of the System Management Committee (SMC) in target NISs taking off from Memorandum Circular No. 36 series of 1997 issued by NIA on the matter. Utilizing the project-initiated guidelines, System Management Committee Secretariat (SMCS) and SMC meetings in eight target NISs were either organized or revitalized (some systems with functional IA federations have been meeting like SMC even before the project started).

Regarding IA federations in the system-level, the Project has not yet completed the improvement of guidelines for the conduct of IA federation meetings as well as its establishment. This is due to the fact that most of the target NISs already have existing federations and the Project instead focused on the activities related to SMC establishment.

In WET2010, all the target NISs had SMCs, and had CCPP and WDD approved in SMCs. The SMC meetings conducted after the Mid-term evaluation is shown in Table 8.

Table 8: SMC meetings conducted under the project-initiated guidelines

Reg	Name of NIS	DRY2010			Dry/Wet2010	
		Secretariat	Pre-Season	Mid-season	Secretariat	Pre-Season
I	Amburayan Zone1	Nov.10, 2009	Jan.26, 2010	---	Mar. 9, 2010	Apr.27,2007
	Zone2			Jan.26, 2010		
	Masalip	Nov.27,2009	---	Jan. 29, 2010	Mar. 26, 2010	Apr.23,2010
III	Bucao	N/A	N/A	N/A	Apr. 14, 2010	Jun.10,2010
	Nayom-Bayto	Dec.14,2009	N/A	Dec. 18, 2009	---	Jun. 11, 2010
VI	Barotac Viejo	---	---	---	Mar. 27, 2010	Apr. 14, 2010
	Mambusao	---	---	---	---	Apr. 15, 2010
XI	Padada	---	Oct. 28, 2009	Feb.19, 2009	Apr. 7, 2010	Apr. 21, 2010
	Saug-Libuganon Left	Oct.12,2009	Oct. 27, 2009		Mar.23, 2010	Apr.20,2010

Source: NIATCP2 PMO

3-3. Actions taken on Mid-term Review Recommendations

Actions taken by the Project on the mid-term review recommendations are shown in Table 9 below.

Table 9. Actions taken on Mid-term review recommendations

Mid-term Review Recommendation		Action Taken
1.	Improvement of monitoring system	The PMO has examined existing monitoring procedures and prepared draft guidelines for O&M data collection and reporting as mentioned in Activity 2-2. This activity is on going and remaining tasks include the test-run of proposed monitoring procedure, conduct of monitoring and evaluation orientation for NIA counterparts, and formulation of recommendations for improving

		monitoring system in NIA.
2.	Improvement of training materials and standardization of training methods	The PMO compiled various materials used in IA capacity building activities from NIA offices last July 2009. A workshop was held in February 2010 among PMO and NIA staff involved in TCP2 and other donor-assisted projects (e.g., PIDP and SPISP) to standardize the training syllabus. This activity is ongoing and remaining tasks include test run, finalization of training modules, and sharing workshops.
3.	Establishment of functional IA Federation and SMC	As mentioned in Activity 2-4, SMCs have been established or revitalized in all target NISs. IA federations were either organized or re-activated during the project. The Project intends to improve the guidelines on the conduct of IA federation meetings.
4.	Exit strategy for input subsidy in demonstration farming	To lessen dependence of AWD farmer-cooperators on the Project for inputs, only certified seeds, perched tubes and meter sticks were provided by the Project to the farmer-cooperators in the second round of AWD demonstration activities. The Project intends to monitor the conduct of AWD in NISs without direct Project inputs.
5.	Technical support for NIA staff on irrigation management	Water flow meters have been provided to the system offices for use in water management. Training of NIS staff on use of the water flow device has been conducted in the four pilot NISs. Water flow measurements to determine H-Q curve is on-going and remaining activities include trainings on utilizing H-Q curve for efficient water management.
6.	Additional input on rehabilitation facilities	NIA has done partial rehabilitation in all target NISs using its regular budget and special fund for system rehabilitation works (e.g. Repair and Rehabilitation of Existing National Irrigation Systems).
7.	Sharing of lessons learned and experiences of the Project to other donors	Sharing of Project experiences with key staff from PMO of other projects (e.g., PIDP) are done informally during meetings and discussions.

3-4. Achievement of Outputs

The following describes the achievement of each output based on the indicators in the PDM.

Output 1:	Each of the target IA in the project sites is capacitated to carry out sustainable O&M activities.
Indicators:	3/4 of total number of IAs satisfy 5 out of 6 of the following criteria
	(1) Existence of written IA O&M policy
	(2) 70% in the attendance rate in BoD meeting
	(3) 50% in IA general assembly
	(4) Increase in timely accomplishment of O&M activity
	(5) Compliance to SEC report requirements
	(6) Increase in the IA membership

The number of IAs has increased since the beginning of the Project from 53 to 81 due to their reorganization and reformulation as stated in Activity 2-1. 55 out of 81 or 68 % of the total number of IAs satisfied five out of six criteria. Table 10 shows the number of IAs which meet with each criterion. While all IAs in four target NIS met all the six criteria, several IAs in Nayom-Bayto, Barotac Viejo and Saug-Libuganon failed to comply SEC reportorial requirements while more than half of the IAs in Mambusao and Barotac Viejo had low attendance rate in general assembly and BOD meetings.

The unmet target may be attributed to the following facts; 1) the series of training for IAs have just finished in February 2010, and some trainings have not been carried out yet; 2) several newly organized IAs may require some more assistance from NIA. Given the continuing institutional development activities of IDOs at the system level within the remaining project period, it is expected that Output 1 will be achieved.

Table 10: The number of IAs which has met each criterion

Reg	Name of NIS	Criteria						Number of IAs meeting more than 5 criterion out of 6 (*)	Accomplishment
		(1)	(2)	(3)	(4)	(5)	(6)		
I	Amburayan	14	14	14	14	14	14	14/14	○
	Masalip	10	10	10	10	9	9	10/10	○
III	Bucao	6	6	6	6	6	2	6/6	○
	Nayom-Bayto	13	6	8	7	0	4	3/13	×
VI	Barotac Viejo	5	4	3	6	4	5	4/7	×
	Mambusao	5	5	2	5	5	1	3/5	×
XI	Padada	6	6	6	6	6	5	6/6	○
	Saug-Libuganon Left	20	17	18	19	3	8	9/20	×
Total		79	68	67	73	47	48	55/81	×
		98%	84%	83%	90%	58%	59%	68%	

Source: NIATCP2 PMO

○: refers to accomplishment of the target
 ×: refers to accomplishment of the target

Output 2: The cooperative mechanism between NIA and IAs is established to jointly carry out efficient water management.

- Indicators:**
- (1) Existence of agreed WDD and CCPP in all target NISs
 - (2) Coordination meetings between NIA and IAs are regularly held (at least once a month)
 - (3) All NISO or IMO submit monitoring report to CO via RIO on time
 - (4) All NISs have established functional IA federation which meets every cropping season
 - (5) All NIS have established functional SMC which meets every cropping season

The Project achieved Output 2 based on the five indicators. All the target NISs met five criteria of Output 2 except for Nayom-Bayto and Saug-Libuganon Left which failed to achieve one indicator, timely submission of monitoring report to NIA-CO via RIO. The achievement of the Project relative to Output 2 is described by Table 11 and subsequent discussions about each indicator below.

Table 11: Level of achievement of Output 2

Reg	Name of NIS	Criteria					Total
		(1)	(2)	(3)	(4)	(5)	
I	Amburayan	Y	Y	Y	Y	Y	5/5
	Masalip	Y	Y	Y	Y	Y	5/5
III	Bucaao	Y	Y	Y	Y	Y	5/5
	Nayom-Bayto	Y	Y	N	Y	Y	4/5
VI	Barotac Viejo	Y	Y	Y	Y	Y	5/5
	Mambusao	Y	Y	Y	Y	Y	5/5
XI	Padada	Y	Y	Y	Y	Y	5/5
	Saug-Libuganon Left	Y	Y	N	Y	Y	4/5

Y= indicator met N = indicator not met

Source: NIATCP2 PMO

Indicator (1): Existence of agreed WDD and CCPP in all target NISs

All of the target NISs have achieved this indicator. They have established System Management Committees (SMC) which have the function of planning and finalizing the WDD and CCPP with the participation of farmers, NIA staff, and other stakeholders, such as the LGUs.

Although all the target NISs have agreed WDD and CCPP, the WDD and CCPP in some NISs were updated or revised on the basis of experiences of NISO staff or based on the preceding years' WDD and CCPP. In order to enhance the scientific reliability of the development of respective WDD and CCPP, the project is continuing the capacity development on the technical knowledge of NISO staff regarding water delivery, with the conduct of trainings such as water flow management.

Indicator (2): Coordination meetings between NIA and IAs are regularly held (at least once a month)

All target NISs hold coordination meetings at least once a month. These coordination meetings consist of IA conferences, General Assembly and Federation meetings. The IDOs played important roles in communication, facilitation, and documentation in these meetings.

Indicator (3): All NISO or IMO submit monitoring report to CO via RIO on time

The different NISOs and IMOs are required to submit to NIA-CO, via RIO, several reports, such as IA functionality survey reports, IA profiles, IA seasonal O&M performance reports, among others, which are required to be submitted regularly, either monthly, per season or annually. At the time of the terminal evaluation, only Nayom-Bayto RIS and Saug-Libuganon Left RIS were reported to not have submitted their monitoring report to NIA-CO on time.

During the interviews with NIA staff, it was found out that the efforts they put to ensure compliance to these requirements occupies a significant portion of their time. They also cited that the current monitoring system does not provide for feedback mechanism to the field staff.

Indicator (4): All NISs have established functional IA federation which meets every cropping season

All target NISs have established their respective IA federations and holds regular meetings. The project intends to refine the guidelines for establishment of IA federations and the conduct of federation meetings.

Indicator (5): All NISs have established functional SMC which meets every cropping season

All target NISs have SMCs as mentioned in Activity 2-4. Strengthening the SMCs enabled IAs to link with NIA, LGUs, and other line agencies to access to other services and resources. It is, however, too early to assess the functionality of SMCs since some of SMCs have been newly established and have yet to meet the criteria of meeting in every cropping season. Also, it remains to be seen how the established SMCs can sustain their meetings with minimal or no support from the Project.

The target NISs met all five criteria of Output 2, except Criteria (3) in Nayom-Bayto RIS and Saug-Libuganon Left RIS. Based on this finding, the Project's approach to establish a cooperative mechanism between NIA and IA is effective.

3-5. Achievement of the Project Purpose

Project Purpose:	Efficient water distribution is carried out in the project sites with IAs active participation in operation and maintenance works
Indicators:	(1) 3/4 of target IAs have increased Cropping Intensity
	(2) All target NISs have increased Cropping Intensity

Table 12 shows the results of the change in Cropping Intensity.

Table 12: Changes in cropping intensity in target NISs

Reg	Name of NIS	Cropping Intensity (%) *2				Total number of IAs where cropping intensity increased in CY2009
		Baseline*1	CY2007	CY2008	CY2009	
I	Amburayan	135	169	168	128	7 of 14
	Masalip	133	139	144	145	5 of 10
III	Bucaco	127	152	173	83	1 of 6
	Nayom-Bayto	182	179	195	178	2 of 13
VI	Barotac Viejo	115	(N/A)	149	112	5 of 6 *2
	Mambusao	148	115	127	100	2 of 5
XI	Padada	192	197	197	198	6 of 6
	Saug-Libuganon Left	164	(N/A)	143	166	9 of 20
						37/80

*1: The baseline is the average among year 2004, 2005, and 2006.

*2: One IA is excluding because the data is not available.

Source: NIATCP2 PMO

(1) 3/4 of target IAs have increased Cropping Intensity

In CY2008, 48 out of 78 target IAs (the data of three AI is not available) increased their cropping intensities compared to the baseline data. In CY2009, 37 out of 80 target IAs have increased their cropping intensities compared to their baseline data. In both CY2009 and CY2008, the number of IAs where cropping intensity increased does not reach the benchmark of the project purpose.

(2) All target NISs have increased Cropping Intensity

In comparison between the baseline data and CY2008, cropping intensity increased in six out of eight target NISs. In comparison with CY2009, it increased in three out of target eight NISs. In both CY2008 and CY2009, the indicator (2) has not been achieved yet.

Overall, the efficient water delivery could not be confirmed in CY2009 although there was an increase trend in the cropping intensity until CY2008.

This can be attributed to various factors such as the effect of the typhoons and drought which negatively affected most pilot areas; the short period of project intervention on institutional development; and, the uneven development of IAs within the target NISs which also affected, to some extent, the full dissemination of information relating to the results of AWD.

Due to the limited project implementation period, the NISs were unable to adjust to the damages resulting from the occurrence of natural calamities. However, the gains achieved in Output 2, the near accomplishment of Output 1, and the increasing trend in cropping intensity prior to CY2009 indicates that the project can possibly prove the effectiveness of its approaches in the

next cropping seasons, especially if no similar devastating natural calamities occur and adversely affect the target NISs.

4. Implementation Process of the Project

4-1 Technology Transfer

Technology transfer has been continuously carried out mainly through lecture trainings and on-the-job trainings. The communication between the Japanese expert and the Philippine side is timely and adequate. By utilizing existing NIA human resources who were trained in TCP1, the project was able to save time usually required for initial technical transfer. It also enabled the project to implement intensive trainings. Further technology transfer has been continuously given to C/Ps to adapt with new methods and technologies.

4-2 Monitoring of the Project Activities

Monitoring of the project activities is carried out by the PMO staff and regional staff. The communication between the regional staff and PMO staff was characterized as good and the PMO visited the target sites once in two months on the average. According to the interviews, the field visits of the PMO were sufficient to support the regional, IMO and system staff in implementing the activities.

4-3 Decision Making

The Joint Coordinating Committee (JCC) functions as a venue for decision making on matters and issues concerning the Project. The C/Ps, experts and the JICA Philippines office carried out regular JCC meetings to review the activities and approve the proposed activities of the project.

5. Result of the evaluation based on the five criteria

5-1 Relevance

(1) Relevance of the Project to the Philippine Government's Policy

The Project is still consistent with the policy of the government of the Philippines on IMT as mandated under the Agriculture and Fisheries Modernization Act of 1997 (AFMA). Capacitating IAs on irrigation management is a priority concern of the IMT policy. Furthermore, the Project remains consistent with the agriculture sector goal of the Medium Term Philippine Development Plan (MTPDP) for 2004-2010 to make food plentiful at competitive prices. One of the steps towards attaining the sector goal is by concentrating investments in irrigation development including implementation of IMT and capacity development programs for IAs. Thus, the Project is still in line with the government policy on agriculture development and irrigation management.

(2) Relevance of the Project to the Target Group

IAs have confronted the issues including (a) not well-disseminated organizational structure and

by-laws (b) weak capacity, and (c) inadequacy of training, complicatedly affecting the efficient water delivery system. There have been the needs of IAs for comprehensive approach involving a wide range of activities from the upstream area to downstream in irrigation system to address long-time insoluble issues. The Project had been designed to maximize the involvement of all those relevant activities to IA in its operational mechanism. Thus, the project is addressing the needs of target beneficiaries. Moreover, the approach of the project is considered to be highly comprehensive and practical to address the needs of beneficiaries.

(3) Relevance of the Project to Japan's Aid Policy

The Project has been consistent to the Japanese government's Country Assistance Strategy particularly in the Support of Economic Empowerment of the Poor in Rural Areas which stipulates that in order to secure improvement of income of the poor, there is a need to promote agriculture and strengthen the management of farmers associations. Thus the Project is still relevant to Japan's aid policy.

5-2 Effectiveness

Achievement of project purpose

The IAs in the targeted NISs have been activated and have become capable in handling O&M activities on their own with noticeable improvement in their management skills. The dynamism of target IAs activation or reactivation, coupled with the relative enhancement of their capacity, have resulted to awareness and enhanced participation of LGUs, Department of Agriculture (DA), and other stakeholders. It likewise led to the strengthening of SMCs which is the venue for the endorsement of agreed upon WDD and CCPP as well as other O&M activities resulting to equitable and efficient water delivery in both downstream and upstream areas of NISs.

However, based on the indicator of increased cropping intensity for target IAs and NISs and the indicators for IA capacity, the Project was unable to satisfy these indicators at the time of the Terminal Evaluation. Although there are indications that shows that the approach of the project was appropriate and effective to achieve the Project Purpose, the effectiveness was not observed in some target NISs for the reasons cited below:

(1) Contribution of Output

The Outputs of the Project are likely to be achieved at the end of the project period as mentioned in Section 3-3. Despite the expected achievement of the prescribed indicators of Project Outputs, the remaining period of the Project is deemed too short in terms of verifying the contribution of Outputs towards the attainment of Project Purpose considering that it takes some time for IA strengthening activities to generate its full effects on irrigation water delivery.

(2) Important Assumptions

Although there was an increasing trend in Cropping Intensity until CY2008 (see Table 10), some factors under the Important Assumptions negatively affected the accomplishment of project purpose in CY2009. For example, the irrigation facilities in Bucao and Amburayan were destroyed by typhoon. In addition, Mambusao suffered from flooding because of heavy rain.

Table 13: Irrigation facilities damaged by natural calamity

I	Amburayan	Typhoon PEPENG hit in 2009
	Masalip	Typhoon PEPENG hit in 2009
III	Bucao	Heavily damaged by flash flood (Typhoon KIKO) and lahar flow
	Nayom-Bayto	
VI	Barotac Viejo	
	Mambusao	Heavy rain and flood
XI	Padada	
	Saug-Libuganon Left	

Source: NIATCP2 PMO

It is assumed that devastating natural calamities such as drought, typhoon, flooding negatively affected the Cropping Intensity in CY2009. In fact, Actual Planted Area (ha) decreased in five target NISs in spite of a wet season, comparing with CY2008WET as shown in Table 14. In 2010DRY, Actual Planted Area (ha) drastically decreased in some target NISs.

Table 14: Actual planted Area (ha)

Reg	Name of NIS	Actual Planted Area (ha)				
		DRY SEASON			WET SEASON	
	Cropping Season	CY2008 DRY	CY2009DRY	CY2010DRY	CY2008 WET	CY2009WET
	Cropping Year	CY2007	CY2008	CY2009	CY2008	CY2009
I	Amburayan	2513	2512	1072	3011	1598
	Masalip	958	1023	929	1200	1038
III	Bucao	662	807	0	870	715
	Nayom-Bayto	1621	1629	1622	1950	1638
VI	Barotac Viejo	N/A	1271	958	1271	957
	Mambusao	729	806	875	944	508
XI	Padada	1920	2073	2103	1920	2105
	Saug-Libuganon Left	3084	2565	4751	3293	3362

Source: NIATCP2 PMO

Considering the fact that there was an increasing trend in cropping intensity until CY2008, there is still a possibility to increase Cropping Intensity in CY2010 and CY2011 if the Project sustain the gains in establishing cooperative mechanism between NIA and IA, as well as enhance its interventions for IA capacity development and information dissemination given there will be no or minimal natural calamities affecting the target NISs.

(3) Promoting factor

There were several inputs on facility rehabilitation and institutional development from NIA as well as agricultural development and extension works from other agencies such as the local government units (LGUs), Philippine Rice Research Institute (PhilRice), Bureau of Postharvest Research and Extension (BPRE), International Rice Research Institute (IRRI) and Land Bank of the Philippines, using these agencies' regular budget. JICA likewise provided additional training in Japan for three (3) NIA C/Ps in the field of Participatory Irrigation Management (PIM). These inputs have greatly contributed to enhancing the capacity of IAs, ensure good relationship among IAs, NIA and other agencies, thereby promoting effective water delivery and positive effect on efforts to increase of cropping intensity.

5-3 Efficiency

(1) Timing of some activities

Some of the activities were delayed or extended during Project implementation. Activity 1-2 and 1-3 on reformation and organizational framework of IAs took two (2) years to complete instead of eight (8) months as originally planned. Activity 1-4 on training was also extended to February 2010 while it was planned to finish in June 2009. To date, some trainings have not yet been conducted. Activity 2-3 on minor rehabilitation was slightly delayed. One of the main reasons for the delay of the training and the minor rehabilitation is because the Project had to avoid having conflict with the planting season of farmers. These delays affected to effectiveness of outputs.

(2) Allocation of Japanese Expert

As mentioned in 3-1(1), the position of chief advisor has been vacant from October 2008 until May 2009. The other two Japanese experts and other PMO members, during this period, shouldered the responsibilities of the Chief Advisor in managing and implementing the activities in all eight project sites.

(3) Counterpart Personnel Allocation

As mentioned in 3-1 (2), retirement, resignation and reassignment of the C/Ps occurred during the project period. Some of the vacancies were not yet filled because of the on-going rationalization of NIA. In addition, the project had to re-orient new staff which necessitated additional time and efforts on the part of the Project implementers. The additional time consumed for the change of staff also affected the implementation of the Project activities.

(4) Provision of Machinery and Equipment

Both the C/Ps and the Japanese experts felt that machinery and equipment provided by the Japanese side are adequate in terms of quantity and quality. Although there were delays in the

delivery of some equipment, it was found out during the interviews that the equipment met the requirements of the target areas and were properly used.

5-4 Impact

(1) Impact on Overall Goal

The Project has observed the effect of expansion of TCP2 activities in other NISs. For example, in Region XI, project activities, especially AWD and conduct of SMC meetings have been gradually applied to other NISs within the two (2) Provinces of Davao del Norte and Davao del Sur, as well as in NISs located in nearby Provinces of Davao Oriental and Compostela Valley. Although still limited, this indicates that efforts are already being made to effect positive impact on the Overall Goal. In order to accelerate the dissemination of project experiences to other NISs, the project should be able to document good practices through conduct of case studies and standardization of training modules.

(2) Positive Impact

- Irrigation Service Fee - Collection Efficiency (ISF-CE) has increased in some areas. Project interventions in capacity development, minor rehabilitation and water saving may have brought about a change in the attitude of farmers towards payment of ISF, especially with the improvement of water delivery in critical areas within the NISs. In other areas, the noticeable improvements on IAs' leadership capabilities and growing compliance to O&M policies boosted the awareness of IA members and may have brought about the increase in ISF collection efficiency.
- Greater participation of women farmers in IA activities particularly in the decision-making process was observed in some areas.
- Farmers' interviews revealed that they attribute the increase in the number of rice tillers to their application of AWD water saving technology.
- Some NISs are now implementing a "downstream first" policy in WDD, which shows the agreement of upstream area farmers for irrigation water to be delivered first in the downstream area, which can be attributed to the positive impact of institutional development activities and demonstration of water saving technology initiated by the Project.

(3) Negative Impact

There was no negative impact reported or observed during the implementation of the project.

5-5 Sustainability

(1) Policy Aspect

Strengthening of IAs to ensure their active participation in O&M of irrigation facilities is consistent with NIA's IMT policy and program. It is expected that the experiences of the Project in terms of IA strengthening will be sustained as NIA implements the IMT program. Additionally, the Department of Agriculture has issued Administrative Order 25 Series of 2009 which directs its offices, bureaus and attached agencies to promote water saving technology with NIA leading the technical working group.

(2) Institutional Aspect

NIA is likely to remain as the authority in the country in terms of irrigation administration and the Institutional Development Division of NIA will remain to be the responsible office to undertake institutional development activities for irrigation management.

On the aspect of institutional development in the field level, the IDOs assigned as counterparts in TCP2 at the system level occupy non-permanent positions that are co-terminus with the project. Continuity of institutional development activities will be affected if the services of these IDOs are terminated at the end of the Project. While there are permanent Senior IDOs that can provide institutional development support to the target NISs at the IMO level, such support is deemed limited as these IDOs are also in charge of institutional development in other NISs and Communal Irrigation Systems (CISs). Some NISs targeted for assistance by other donors in the future, such as Barotac-Viejo and Padada, may be able to retain their IDOs thereby sustaining the institutional support to target IAs.

(3) Financial Aspect

Most NIA staff expressed that the budget of NIA for institutional development is very limited. While NIA has a substantial budget for system rehabilitation over the last two years, only 2-3 percent of the budget is earmarked for institutional development. In order to ensure continuity of IA strengthening activities, NIA should be able to maximize the utilization of minimal resources and identify other possible sources of funding.

In the interview with key NIA officials, NIA is planning to keep additional budget through the collaboration with foreign-assisted projects like the PIDP of World Bank, the Japanese Sector Loan and ADB-ISOEIP which has funds allocated for institutional strengthening activities including hiring of IDOs.

(4) Technical Aspect

The NIA C/Ps both at the national level and the NISO level are confident that equipped

knowledge and technologies will be maintained adequately as the knowledge and technologies on the institutional development are needed for the further strengthening the IA's functions in line with the IMT program. Supported by the NISO staff, IAs gained technologies to maintain O&M activities. The following facts, however, cast a shadow on the sustainability of technical aspect; 1) the status of non-permanent IDOs are unstable; and 2) there is a needs to train second-liners in IA as some trained IA staff are about to retire. Under the given circumstances, technologies and knowledge gained as personal memory would be insufficient to secure the sustainability of technical aspect. It is essential that the project compile project approaches and case studies into project documents as institutional memory so that new NISO staff and other IA members can utilize project approaches and experiences from the documents. The project documents would be vital tools for NIA to further disseminate the project approach. Considering that the project has neither a project document regarding case studies nor a standard training modules on institutional development yet, the sustainability in the technical aspect would not be perfectly sufficient.

Additionally, the reinforcement of the monitoring system including feedback is also essential to the sustainability in technical aspect, on which the project has exerted much effort. The whole system of monitoring and feedback would be one of the mechanisms to spontaneously transfer the knowledge and technologies acquired by NIA staff onto the field level. Considering the intervention is still on going, it is unsure that the sustainability is fully secured.

6. Conclusion

At the time of the Terminal Evaluation, the Project already achieved the establishment of the cooperative mechanism between NIA and IA to jointly carry out efficient O&M activities of the system. Despite some target IAs not meeting a number of key indicators, the Project nearly achieved target IAs capacity development in terms of carrying out sustainable O&M activities.

Although most activities have generated planned outputs and led to the adaption of some project activities in other NISs, the full accomplishment of the Project Purpose was not observed mainly due to the occurrence of natural calamities and the limited duration of the Project.

However, considering the fact that there has been an increasing trend in terms of cropping intensity before CY2009, there is a high possibility of accomplishing the Project Purpose in the future by sustaining the gains of the Project and ensuring of the implementation of remaining activities including the enhancement of dissemination of project outputs.

7. Recommendation

• Recommendation to NIA and JICA

(1) Extension of project duration

Due to unforeseen natural calamities, some key indicators of project achievement such as increase in cropping intensity were not achieved. Moreover, some IA capacity development activities were just recently completed such that effects of these activities on IA performance are yet to be seen. It is recommended that the project be extended for nine months in order to complete the remaining project activities and maximize the effects of project interventions.

The suggested activities (*) and inputs during the extension period are shown in the Annex 8. As part of the project's exit strategy, it is recommended that NIA take on a greater role in carrying out the project activities while the Japanese side gradually is handing over its responsibilities to NIA.

(* Detail of activities should be determined by the Project in consultation with NIA and JICA.)

• Recommendation to the Project

(2) Tasks for the remaining period

The project should exert all its efforts to address the unmet targets of outputs within the remaining original six-month period and closely monitor progress of key project indicators. In order to maximize limited human resources, the project should identify specific tasks and responsibilities of the Project and concerned counterpart personnel in the NIA field offices. Moreover, the project should monitor the extent of adoption of water saving technology especially among the TSAGs where the technology was demonstrated.

(3) Updating of training materials and standardization of training modules

Capacity development activities done by the project utilized existing training materials developed by previous projects. These materials, however, have to be updated to meet the current needs of NIA and IAs, and compiled into standard training modules. Moreover, there is a need to standardize training modules being adopted in NIA field offices in order to facilitate replication of training activities in other systems and regions.

(4) Formulation of O&M monitoring and evaluation procedure

Currently, NIA's monitoring system requires collection and reporting of voluminous data by field offices. Interviews with NIA field staff reveal that the existing system is time-consuming and lacks the necessary feedback mechanism to make it useful to data users. In support of project objectives, the project needs to formulate and recommend to NIA a monitoring procedure that can effectively capture IA and system O&M performance data for use in irrigation system management. To facilitate the process of review and formulation of monitoring procedure, utilizing local monitoring and evaluation experts with good familiarity on the Philippine irrigation sector is recommended.

(5) Process documentation

The Project should document experiences related to IA capability building process and improving water distribution and irrigation O&M. It is recommended that process documentation be conducted with a view towards disseminating and sharing of project experiences to other NIA and donor-assisted projects aimed at strengthening IA participation in O&M. In order to ensure the accomplishment of process documentation within the limited period, it is highly recommended to the PMO to utilize local experts with adequate capacity on process documentation.

(6) Sharing of project experiences to other stakeholders

Sharing of project experiences should be pursued especially at the NIA CO in order to avoid duplication of efforts in providing assistance to NIA in the implementation of IMT and other technical programs and to promote collaborative activities such as standardization of training modules and methods used in IA and NIA staff trainings and improving NIA's monitoring and evaluation procedure. It is recommended for the Project to conduct workshops/seminars for sharing TCP2 outcomes including process documentation results not only among NIA staff at CO and field offices but also among donors and other relevant agencies.

• **Recommendation to NIA**

(7) Adoption of TCP2 approaches in IMT

The project was able to validate the effectiveness of some institutional development activities for strengthening IAs such as TSAG reformulation, IA splitting/reorganization and revitalization of IA federations and SMCs. It was also proven that minor rehabilitation and water saving technology using AWD were effective in increasing irrigated area at the TSAG level. It is recommended that NIA consider utilizing these TCP2 approaches in the nationwide implementation of IMT program.

(8) Ensuring continuity of institutional development among target IAs

In order to ensure continuity of the IA strengthening process, NIA should explore options to retain the IDOs until full implementation of IMT. In the long-term, the IDO functions may need to be transferred to the WRFTs after undergoing some training on institutional development. In this regard, the NIA may need to implement follow-up capability building activities such as training for WRFTs and newly-hired IDOs by using standardized training modules developed by the project.

8. Lessons Learned

• Project design

Agricultural projects with institutional development component may need to be designed with longer duration taking into account external factors such as disastrous effects of natural calamities. In this project, three years proved to be inadequate in generating the effects of institutional development activities on O&M and efficiency of water distribution. In addition, project design may need to consider alternative indicators for capacity development interventions which are not influenced by effects of natural calamities.

• Institutional development

In projects that involve component on institutional building at the community level, there are various aspects to be considered at the locality, including cultural norms, traditional values, climates, human relationships, local practices and so on. In such cases, it is important to utilize person (or persons), who have experiences working in the local community and familiarity with target beneficiaries. In this project, hiring of IDOs with previous experience in institutional development and good familiarity of the area facilitated the IA strengthening process.

• Participatory approach

Participation of farmer-beneficiaries in project activities facilitated O&M skills transfer and IA strengthening. In the process of their participation, they fully-appreciated the positive effects generated from project interventions such as minor rehabilitation, water saving technology demonstration, and conduct of capacity development activities which could promote technology adoption beyond the project period. The participatory approach was effective in instilling a sense of ownership, changing the behavior of farmers in terms of attending meetings, being involved in O&M activities, resolving conflicts and decision-making in irrigation management, among others.

• Synergy of Physical and Institutional Components

This project proved that minor rehabilitations integrated with activities on strengthening the capacity of IAs in system management significantly improved efficiency of water delivery, particularly in dry season. In order to implement effective minor rehabilitation in secondary canals and maintenance of main facilities (head-works and main canals), it is necessary to reinforce the project implementation system with capability building activities on project planning, supervision and budgeting in the concerned government agency. Involvement of LGUS, line agencies, other stakeholders is important and ensures appropriate O&M management and irrigation system sustainability.

• Integration of irrigation and other agricultural support services

The empowerment of the IAs, strengthening of the SMCs, and participation of national and local agriculture offices in the SMCs facilitated the IAs' access to agriculture-related services

such as seed subsidy, new package of Technologies (POTs), postharvest equipment and marketing opportunities. As a result, farmers were able to exercise better cultural management practices such as AWD is integrated with the use of high yielding seed varieties coupled with rational fertilizer application and other POTs. Drying and marketing of paddy during wet season, which is a perennial problem of farmers, were also addressed.

Annex 1: List of Dispatch of Japanese experts

POSITION	2007	DURATION	OFFICE	RESPONSIBILITY
Chief Adviser/ Water Management	Kuniyoshi ISHIZAKA Nariaki TAMURA	Oct. 1,2007 - Sept. 30, 2008 May 25, 2009 - Dec. 31, 2010	NIA CO, PMO	Provide necessary recommendation and technical expertise and advice in the overall Project implementation management.
Training Plan/ Monitoring	Takamitsu MATSUO	Oct. 1,2007 - Sept. 30, 2009	NIA CO, PMO	Provide necessary recommendation and technical expertise and advice .
Project Coordinator/Institutional Development	Hiromasa SUZUKI	Oct. 1,2007 - Sept. 30, 2009	NIA CO, PMO	Coordinate administrative matters of the Project and support the chief adviser in project management.

Annex 2: List of Equipment provided and its usage

Date of Registration in JICA Office D/M/Y	Description/Name of Equipment/Goods	Specification-Standard	Qty	Unit Price (Pesos)	User	Status	Reference
19/10/2007	Digital Camera	SONY DSC-W35/s	2	30960	Expert	good x1 broken x 1	Expert's office
16/10/2007	Copier	SHARP AR5320E	1	88404	Expert	good	Expert's office
26/10/2007	Aircon 2.5Hp	Idec	1	63,500	Expert	good	Expert's office
18/10/2007	Handicam	SONY DCR-SR62	1	44,099	Expert	good	Expert's office
18/4/2008	Printer	Canon IX4000	1	15,800	Expert	good	Expert's office
13/6/2008	Desktop PC Monitor	Lenovo M57	1	46,000	NIA-IDD	good	NIA-IDD
13/6/2008	Desktop PC Monitor	Lenovo M57	1	45,000	NISO	good	Amburayan
13/6/2008	Desktop PC Monitor	Lenovo M57	1	45,000	NISO	good	Masalip
13/6/2008	Desktop PC Monitor	Lenovo M57	1	45,000	NISO	good	Mambusao
13/6/2008	Desktop PC Monitor	Lenovo M57	1	45,000	NISO	good	Barotac Viejo
13/6/2008	Desktop PC Monitor	Lenovo M57	1	45,000	NISO	good	Bucao
13/6/2008	Desktop PC Monitor	Lenovo M57	1	45,000	NISO	good	Nayom-Bayto
13/6/2008	Desktop PC Monitor	Lenovo M57	1	45,000	NISO	good	Saug LL
13/6/2008	Desktop PC Monitor	Lenovo M57	1	45,000	NISO	good	Padada
13/6/2008	Printer	Canon IX4000	1	12,400	NIA-IDD	good	NIA-IDD
13/6/2008	Printer	Canon Pixma IP4500	1	6,000	NISO	good	Amburayan
13/6/2008	Printer	Canon Pixma IP4500	1	6,000	NISO	good	Masalip
13/6/2008	Printer	Canon Pixma IP4500	1	6,000	NISO	good	Mambusao
13/6/2008	Printer	Canon Pixma IP4500	1	6,000	NISO	good	Barotac Viejo
13/6/2008	Printer	Canon Pixma IP4500	1	6,000	NISO	good	Bucao
13/6/2008	Printer	Canon Pixma IP4500	1	6,000	NISO	good	Nayom-Bayto
13/6/2008	Printer	Canon Pixma IP4500	1	6,000	NISO	good	Saug LL
13/6/2008	Printer	Canon Pixma IP4500	1	6,000	NISO	good	Padada
27/6/2008	Flowmeter	global water	1	51,661	NIA-IDD	good	NIA-IDD
27/6/2008	Flowmeter	global water	1	51,661	RIO	good	Reg.1
27/6/2008	Flowmeter	global water	1	51,661	RIO	good	Reg.3

27/6/2008	Flowmeter	global water	1	51,661	RIO	good	Reg.6
27/6/2008	Flowmeter	global water	1	51,661	RIO	good	Reg.11
8/7/2008	Flatbed scanner	Canon LIDE90	1	4,900	Expert	good	Expert's office
26/1/2009	Fax Machine	Panasonic KX-FP362CX	1	9,350	Expert	good	Expert's office
15/7/2009	Printer	Canon MP198	1	3,300	Expert	good	Expert's office
29/7/2009	UPS 1000VA	GIANT 1000	2	7,600	Expert	good	Expert's office
27/1/2010	Flowmeter	global water FP211	1	88,000	NISO		Bucaos
27/1/2010	Flowmeter	global water FP211	1	88,000	NISO		Mambusao
27/1/2010	Flowmeter	global water FP211	1	88,000	NISO		Saug LL
1/2/2010	Laptop PC	eMachines- D726	1	39,400	NISO		Amburayan
1/2/2010	Laptop PC	eMachines- D726	1	39,400	NISO		Masalip
1/2/2010	Laptop PC	eMachines- D726	1	39,400	NISO		Mambusao
1/2/2010	Laptop PC	eMachines- D726	1	39,400	NISO		Barotac Viejo
1/2/2010	Laptop PC	eMachines- D726	1	39,400	NISO		Bucaos
1/2/2010	Laptop PC	eMachines- D726	1	39,400	NISO		Nayom-Bayto
1/2/2010	Laptop PC	eMachines- D726	1	39,400	NISO		Saug LL
1/2/2010	Laptop PC	eMachines- D726	1	39,400	NISO		Padada
1/2/2010	LCD Projector	Acer X1161	1	25,300	NISO		Amburayan
1/2/2010	LCD Projector	Acer X1161	1	25,300	NISO		Masalip
1/2/2010	LCD Projector	Acer X1161	1	25,300	NISO		Mambusao
1/2/2010	LCD Projector	Acer X1161	1	25,300	NISO		Barotac Viejo
1/2/2010	LCD Projector	Acer X1161	1	25,300	NISO		Bucaos
1/2/2010	LCD Projector	Acer X1161	1	25,300	NISO		Nayom-Bayto
1/2/2010	LCD Projector	Acer X1161	1	25,300	NISO		Saug LL
1/2/2010	LCD Projector	Acer X1161	1	25,300	NISO		Padada
1/2/2010	Digital Camera	Olympus TOUGH-6000	1	20,400	NISO		Amburayan
1/2/2010	Digital Camera	Olympus TOUGH-6000	1	20,400	NISO		Masalip
1/2/2010	Digital Camera	Olympus TOUGH-6000	1	20,400	NISO		Mambusao
1/2/2010	Digital Camera	Olympus	1	20,400	NISO		Barotac Viejo

		TOUGH-6000				
1/2/2010	Digital Camera	Olympus TOUGH-6000	1	20,400	NISO	Bucao
1/2/2010	Digital Camera	Olympus TOUGH-6000	1	20,400	NISO	Nayom-Bayto
1/2/2010	Digital Camera	Olympus TOUGH-6000	1	20,400	NISO	Saug LL
1/2/2010	Digital Camera	Olympus TOUGH-6000	1	20,400	NISO	Padada
TOTAL				1,937,416	Pesos	

Annex 3: List of allocated counterparts of the Philippines side

POSITION	2007	2008	2009	2010	OFFICE	RESPONSIBILITY
Project Director	Marcelino V. Tugaoen, Jr.	Carlos S. Salazar, OIC	Carlos S. Salazar	Alexander A. Reuyan, OIC	NIA Administrator	Overall responsible for the administration and implementation of the project
Joint Coordinating Committee (JCC)	Carlos S. Salazar	Antonio A. Galvez	Antonio A. Galvez	Antonio A. Galvez	NIA Assistant Administrator	Assist in the overall responsibility of project administration and implementation
Project Management Office (PMO)	Gregorio S. Dumandan	Gregorio S. Dumandan	Gregorio S. Dumandan	Gregorio S. Dumandan	NIA-CO, EMD	Work closely with the JICA Experts in the provision of technical advice to the Project Implementers.
PMO	Leonardo F. Balite	Augustrese Torres	Augustrese Torres	Augustrese Torres	NIA-CO, SMD	Work closely with the JICA Experts in the provision of technical advice to the Project Implementers.
PMO	Gene Ragodon	Gene Ragodon	Gene Ragodon	Gene Ragodon	NIA-CO, Special Project	Work closely with the JICA Experts in the provision of technical advice to the Project Implementers.
Project Manager	Enrique A. Sabio, Jr., OIC	Enrique A. Sabio, Jr.	Renato S. Gamboa	Renato S. Gamboa	NIA-CO, IDD Division Manager	Responsible for the overall project management and implementation by the field implementers of activities consistent with the plan of operation
PMO	Bayani P. Ofrecio	Bayani P. Ofrecio	Bayani P. Ofrecio	Bayani P. Ofrecio	NIA-CO, IDD Irrigators Development . Chief A	Work closely with the JICA Experts in the provision of technical advice and guidance in the management of the project implementation activities and programs
PMO	Heartie E. Navarro	Heartie E. Navarro	Heartie E. Navarro	Heartie E. Navarro	NIA-CO, IDD Regional Monitor for Region 1	Monitors the progress of the project implementation in close coordination with their field counterparts.

PMO	Loida C. Ofrecio	Loida C. Ofrecio	Elisa P. Jeciel	Elisa P. Jeciel	NIA-CO, IDD Regional Monitor for Region 3	Monitors the progress of the project implementation in close coordination with their field counterparts.
PMO	Corazon F. Pascua	Corazon F. Pascua	Heartie E. Navarro	Heartie E. Navarro	NIA-CO IDD Regional Monitor for Region 6	Monitors the progress of the project implementation in close coordination with their field counterparts.
PMO	Angelina A. Abalos	Angelina A. Abalos	Sonia V. Villarico	Sonia V. Villarico	NIA-CO, IDD Regional Monitor for Region 11	Monitors the progress of the project implementation in close coordination with their field counterparts.
Region 1 NIA	Leodencio Baraquio	John N. Celeste	John N. Celeste	John N. Celeste	Regional Irrigation Manager	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 1 NIA	Nieves M. De Guzman	Nieves M. De Guzman	Nieves M. De Guzman	Nieves M. De Guzman	Regional IDD Manager	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 1 NIA	-	-	-	Robert Abule	IMO La Union	Provides overall management and supervision of irrigation programs in the province.
Region 1 NIA	-	-	-	Gaudencio de Vera	Senior Engineer, La Union IMO	Provides overall management and supervision of irrigation programs in the province.
Region 1 NIA	Gaudencio de Vera	Gaudencio de Vera	Gaudencio de Vera	Discontinued Position	Irrigation Superintende nt Amburayan RIS	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.
Region 1 NIA	N/A	Renee Miranda	Renee Miranda	Renee Miranda	IDO, Amburayan RIS	Implements the project components according to the approved Implementation Plan and Plan of Operation.
Region 1 NIA	Frida L. Nidoy	Frida L. Nidoy	Frida L. Nidoy	Discontinued Position	Irrigation Superintende nt, Masalip RIS	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.

Region 1 NIA	Ricardo Lopez	Ricardo Lopez	Ricardo Lopez	Ricardo Lopez	SWRFT, Masalip RIS	Implements the project components according to the approved Implementation Plan and Plan of Operation.
Region 1 NIA	Ricardo Lopez	Ricardo Lopez	Ricardo Lopez	Ricardo Lopez	IDO- Masalip	Implements the project components according to the approved Implementation Plan and Plan of Operation.
Region 3 NIA	Manuel L. Collado	Manuel L. Collado	Manuel L. Collado	Manuel L. Collado	Regional Irrigation Manager	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 3 NIA	Emma S. Cruz	Emma S. Cruz	N/A	Discontinued Position	Regional IDD Manager	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 3 NIA	-	-	Emma S. Cruz	Emma S. Cruz	CRC- B, Section Chief. IDS	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 3 NIA	Virgilio Flores	Virgilio Flores	Virgilio Flores	Virgilio Flores	Agriculturist RIO	Provide technical and administrative advice and supervision to the NISO in project implementation
Region 3 NIA	Lorna Bitangcol	Lorna Bitangcol	Lorna Bitangcol	N/A	Supervising. IDO, RIO	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 3 NIA	-	-	Juan L. Anagaran	Juan L. Anagaran	OIC, TARZAM IMO	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.
Region 3 NIA	-	-	-	Rolando Espino	Principal Engineer C, OIC TarZam IMO	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.
Region 3 NIA	Denerio A. Meredor	-	Rolando Espino	Discontinued Position	Irrigation Superintendent, Nayom Bayto	Supervises the implementation of the project components according to the approved Implementation

					RIS	Plan and Plan of Operation.
Region 3 NIA	Fe Clara	Fe Clara	Fe Clara	Fe Clara	IDO, Nayom Bayto RIS	Implements the project components according to the approved Implementation Plan and Plan of Operation.
Region 3 NIA	Marcelino P. Manalo	Juan L. Anagaran	Juan L. Anagaran	Discontinued Position	Provincial Irrigation Manager	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.
Region 3 NIA	Jose Aguila	Jose Aguila	Jose Aguila	Jose Aguila	Engineer A Bucao RIS	Implements and supervise the project components according to the approved Implementation Plan and Plan of Operation.
Region 3 NIA	Marifina R. Montehermoso	Marifina R. Montehermoso	Marifina R. Montehermoso	Marifina R. Montehermoso	IDO-A, Bucao RIS	Implements the project components according to the approved Implementation Plan and Plan of Operation.
Region 6 NIA	Felix Razo	Edilberto Lomigo	Edilberto Lomigo	Edilberto Lomigo	Regional Irrigation Manager	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 6, NIA	Leo L. Gallego	Leo L. Gallego	Leo L. Gallego	Discontinued Position	Irrigators Development Chief A, RIO	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 6, NIA	-	-	Manolo Ramirez	Manolo Ramirez	CRC-B, Section Chief, IDS	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 6, NIA	-	-	Florencio F. Colorado	Florencio F. Colorado	IMO Iloilo-Guimaras	Provides overall management and supervision of irrigation programs in Iloilo.
Region 6, NIA	Renan S. Alberca	Renan S. Alberca	N/A	Discontinued Position	Irrigation Superintendent, Barotac Viejo RIS	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.

Region 6, NIA	Edger Soldevilla	Edger Soldevilla	Edger Soldevilla	Edger Soldevilla	Engineer A Barotac Viejo RIS	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.
Region 6, NIA	Edmundo Q. Mendoza, Jr.	Edmundo Q. Mendoza, Jr.	Ernie Balajadia	Ernie Balajadia	IDO, Barotac Viejo RIS	Implements the project components according to the approved Implementation Plan and Plan of Operation.
Region 6, NIA	-	-	-	Rizalo F. Concepcion	IMO Aklan- Capiz	Provides overall management and supervision of irrigation programs in Iloilo.
Region 6, NIA	Dionisio B. Asencio	Dionisio B. Asencio	N/A	Discontinued Position	Irrigation Superintendent, Mambusao RIS	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.
Region 6, NIA	Yvonne Q. Herbo	Yvonne Q. Herbo	N/A	Jocelyn Laurellia	IDO, Mambusao RIS	Implements the project components according to the approved Implementation Plan and Plan of Operation.
Region 11, NIA	Domingo Alcaraz	Felix M. Razo	Felix M. Razo	Felix M. Razo	Regional Irrigation Manager	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 11, NIA	Domingo Alcaraz	Edgardo Draculan	N/A	Discontinued Position	IDD & O&M Manager, RIO	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 11, NIA	-	-	Encarnacion Soriano	Encarnacion Soriano	Div. Manager, Section Chief for Engineering. and Operations Div.	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.
Region 11, NIA	-	-	Paz Felix	Paz Felix	CRC- B, Section Chief, IDS	Provide technical and administrative advice and supervision to the NISO in project implementation.

Region 11, NIA	Paz Felix	Paz Felix	N/A	Discontinued Position	Supervising. IDO, RIO	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 11, NIA	-	-	Lani Sumabat	Lani Sumabat	Sr. IDO, RIO	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 11, NIA	Luzvimind Aclao	Luzvimind Aclao	Luzvimind Aclao	Luzvimind Aclao	Sr. IDO, RIO	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 11, NIA	Alejandro L. Alberca	Alejandro L. Alberca	Alejandro L. Alberca	Alejandro L. Alberca	IMO Davao del Norte	Provides overall management and supervision of irrigation programs in Davao del Norte.
Region 11, NIA	-	-	Bonifacio Ysalina	Bonifacio Ysalina	Principal Engineer A, IMO Davao Norte O&M Chief, SALLE RIS	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.
Region 11, NIA	Lovie M. Franada, Sr.	Alejandro L. Alberca	N/A	Discontinued Position	Irrigation Superintendent, SALLE RIS	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.
Region 11, NIA	Eliseo Omila	Eliseo Omila	Eliseo Omila	Eliseo Omila	SWRFT, SALLE RIS	Implements the project components according to the approved Implementation Plan and Plan of Operation.
Region 11, NIA	N/A	Vincent Buenaventura	Vincent Buenaventura	Vincent Buenaventura	IDO, SALLE RIS	Implements the project components according to the approved Implementation Plan and Plan of Operation.
Region 11, NIA	-	-	Edgardo Draculan	Edgardo Draculan	IMO Davao del Sur	Provides overall management and supervision of irrigation programs in Davao del Sur.
Region 11, NIA	-	-	Manuel L. Rañeses	Manuel L. Rañeses	Principal Engineer A, IMO Davao Sur	Supervises the implementation of the project components according to the approved Implementation

					Padada RIS	Plan and Plan of Operation.
Region 11, NIA	Teodoro B. Abbot	Teodoro B. Abbot	N/A	Discontinued position	Irrigation Superintendent, Padada RIS	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.
Region 11, NIA	Benjie Nierre	Benjie Nierre	Benjie Nierre	Benjie Nierre	SWRFT, Padada RIS	Implements the project components according to the approved Implementation Plan and Plan of Operation.
Region 11, NIA		Saturnino Apiag	Saturnino Apiag	Saturnino Apiag	IDO-Padada RIS	Implements the project components according to the approved Implementation Plan and Plan of Operation.

Legend

Positions changed due to Rationalization Plan (RP)

Annex 4: INDICATORS FOR IA STRENGTHENING SUPPORT PROJECT (As of June 29, 2010)

Indicator	Amburayan		Masalip		NayomBayto		Bucao		Mambusao		BV		SLL		Padada		Total	
	Result	Percentage	Result	Percentage	Result	Percentage	Result	Percentage	Result	Percentage	Result	Percentage	Result	Percentage	Result	Percentage	Result	Percentage
Total number of IAs in the NIS	14		10		13		6		5		7		20		6		81	
Project Purpose																		
1. Number of IAs which have increased Cropping Intensity	9	64%	6	60%	4	31%	3	50%	2	40%	5	71%	6	30%	5	83%	40	49%
2. Annual Cropping Intensity of NIS																		
i) Basero 2007 (quoted from Prior Evaluation Report)	135%		133%		182%		127%		148%		115%		164%		192%			
ii) 2007 (2007WET-2008DRY)	169%		139%		179%		152%		115%		N/A		N/A		197%			
iii) 2008 (2008WET-2009DRY)	168%		144%		195%		173%		127%		149%		143%		197%			
iv) 2009 (2009WET-2010DRY)	128%		145%		178%		83%		100%		112%		166%		198%			
v) Ave. 2008-2009	148%		144%		186%		128%		114%		131%		155%		198%			
Output																		
1. Total number of IAs satisfy 5 out of 8 the following criteria	14	100%	10	100%	3	23%	6	100%	3	60%	4	57%	9	45%	6	100%	55	68%
a. Existence of written O&M policy	14	100%	10	100%	13	100%	6	100%	5	100%	5	71%	20	100%	6	100%	79	98%
b. 70% in the attendance rate in BoD meeting	14	100%	10	100%	6	46%	6	100%	5	100%	4	57%	17	85%	6	100%	68	84%
c. 50% in the attendance rate in IA general assembly meetings	14	100%	10	100%	8	62%	6	100%	2	40%	3	43%	18	90%	6	100%	67	83%
d. Increase in timely accomplishment of O&M activities	14	100%	10	100%	7	54%	6	100%	5	100%	6	86%	19	95%	6	100%	73	90%
e. Compliance to SEC report requirements	14	100%	9	90%	0	0%	6	100%	5	100%	4	57%	3	15%	6	100%	47	58%
f. Increase in the IA membership	14	100%	9	90%	4	31%	2	33%	1	20%	5	71%	8	40%	5	83%	48	59%
2. Existence of agreed WDD and CCPP in the NIS																		
a. WDD	Yes		Yes		Yes		Yes		Yes		Yes		Yes		Yes			
b. CCPP	Yes		Yes		Yes		Yes		Yes		No		Yes		Yes			
3. Coordination meetings between NIA and IAs are regularly held (at least once a month)																		
	Yes		Yes		Yes		Yes		Yes		Yes		Yes		Yes			
4. NISO or IAO submit monitoring report to CO via RDO on time																		
	Yes		Yes		N/A		Yes		Yes		Yes		N/A		Yes			
5. NIS has established functional IA federation which meets every cropping season																		
	Yes		Yes		Yes		Yes		Yes		Yes		Yes		Yes			
6. NIS has established functional SMC which meets every cropping season (as of June 29, 2010)																		
	Yes		Yes		Yes		Yes		Yes		Yes		Yes		Yes			
Yield/Prod'n in the NIS (cavayha) (not a PDM indicator)																		
a. 2007Wet	81		93		72		66		64		N/A		N/A		115			
b. 2008Dry	80		90		82		72		64		N/A		77		116			
c. 2008Wet	85		92		86		73		85		62		86		116			
d. 2009Dry	86		92		88		73		81		71		70		114			
e. 2009Wet	80		88		83		0		82		N/A		94		118			
f. 2010Dry	46		86		82		0		85		N/A		N/A		109			
ISF-CE rate in the NIS (not a PDM indicator)																		
a. 2007Wet	15%		43%		60%		59%		33%		N/A		68%		73%			
b. 2008Dry	21%		50%		45%		46%		27%		N/A		77%		77%			
c. 2008Wet	28%		50%		84%		57%		23%		N/A		73%		81%			
d. 2009Dry	27%		32%		43%		41%		31%		N/A		53%		82%			
e. 2009Wet	14%		21%		87%		0%		12%		39%		66%		83%			
f. 2010Dry (as of March 31, 2010)	10%		12%		12%		0%		31%		N/A		N/A		N/A			

Annex 5 : Project Design Matrix (PDM) (current)

Project Title: Irrigators Association Strengthening Support Project
 Duration: from October 1st, 2007 to December 31st, 2010
 Target Group: IA members in the project sites
 Target Areas: Region 1, 3, 6, 11

Date: July 7th 2009

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>Overall Goal</p> <p>Necessary actions are taken to carry out efficient water distribution in other NISs</p>	<ul style="list-style-type: none"> - Number of NISs adopting the experiences of the Project 	<p>NIS office report, Regional office report</p>	
<p>Project Purpose</p> <p>Efficient water distribution is carried out in the project sites, with IAs' active participation in operation and maintenance works</p>	<ul style="list-style-type: none"> - 3/4 of target IAs have increased Cropping Intensity - All target NISs have increased Cropping Intensity 	<p>Report submitted by NISO and IMO, Project Report</p> <p>Report submitted by NISO and IMO, Project Report</p>	<ul style="list-style-type: none"> - Budget and personnel of NIA for institutional development is not drastically decreased
<p>Outputs</p> <p>1 Each of the target IA in the project sites is capacitated to carry out sustainable O&M activities.</p> <p>2 The cooperative mechanism between NIA and IAs is established to jointly carry out efficient water management.</p>	<ul style="list-style-type: none"> - 3/4 of total number of IAs satisfy 5 out of 6 of the following criteria <ul style="list-style-type: none"> • Existence of written O&M policy • 70% in the attendance rate in BaD meeting • 50% in the attendance rate in IA general assembly meetings • Increase in timely accomplishment of O&M activities. • Compliance to SEC report requirements • Increase in the IA membership - Existence of agreed WDD and CCPP in all target NISs - Coordination meetings between NIA and IAs are regularly held (at least once a month) - All NISO or IMO submit monitoring report to CO via RIO on time. - All NIS have established functional IA federation which meets every cropping season - All NIS have established functional SMC which meets every cropping season 	<p>NIA's monitoring report</p> <p>IA Activity Report, NIA's monitoring report</p> <p>IA Activity Report, NIA's monitoring report</p> <p>IA Activity Report, NIA's monitoring report</p> <p>The financial report and General Information Sheet submitted to SEC</p> <p>NIA's monitoring report, Functionality survey, Project activity report</p> <p>Project activity report, IDP monitoring report</p> <p>Project activity report, IDP monitoring report</p> <p>IA functionality, IA profile, O&M performance, Project activity report</p> <p>Project activity report, IDP monitoring report</p> <p>Project activity report, IDP monitoring report</p>	<ul style="list-style-type: none"> - Irrigation facilities are not drastically damaged by typhoon or other accidents. - Flood and drought do not cause destructive effect on the water distribution in the project sites. - Both of IA and NIA implement their O&M/MT contract - Crops planted do not substantially change.
<p>Activities</p> <p>1-1 Conduct baseline survey on the current status and activities of the target IAs</p> <p>1-2 Confirm and reformulate, if necessary, the members of the target IAs and Turnout Service Area Groups</p> <p>1-3 Rearrange the organizational settings, including the IA board members, constitution/by-laws, and IA O&M policy</p> <p>1-4 Conduct trainings to IA members on IA strengthening, including IA management and O&M of irrigation facility</p> <p>1-5 Establish demo-farm on efficient water management</p> <p>2-1 Provide orientations to NIA staff involved with the project</p> <p>2-2 Monitor IA's compliance to agreed WDD and CCPP, and their O&M policy with collaboration between NIA and IA</p> <p>2-3 Conduct minor rehabilitation of irrigation facilities in the project sites, through the discussions between NISO and IAs</p> <p>2-4 Establish system level organization settings for efficient resources management and for better coordination between NIA, IAs and other stakeholders</p>	<p style="text-align: center;">GoJ</p> <p>Dispatch of Expert</p> <ol style="list-style-type: none"> 1 Chief Advisor/Water Management 2 Training Plan/Monitoring 3 Project Coordinator/Institutional Development <p>Expense for the project activities</p> <ol style="list-style-type: none"> 1 Trainings and Monitoring 2 Minor Rehabilitation of the Irrigation Facilities 3 Demo Farm on Water Saving Technology 	<p style="text-align: center;">GoP</p> <p>Assignment of Counterpart staff</p> <p>NIA-IDD</p> <p>NIA SMD</p> <p>Field staff</p> <p>Furnished Office Space</p> <p>Expense for Training, Monitoring, Personnel and Supervision Costs</p> <p>(Cost Sharing)</p>	<ul style="list-style-type: none"> - IA members who attend the training do not leave the association. - NIA staff who are provided with the training do not resign. <p>Pre-condition</p> <ul style="list-style-type: none"> - Target NIS offices commit themselves to play objective role in IA strengthening

* Irrigation Service Fee Collection Efficiency rate (ISF-CE) is an important indicator, but it is influenced not only by IA's capacity but also by the farmers' satisfaction on NIA's service or the price at which they sell the cropped rice. Therefore, this project does not adopt it as an indicator to measure the achievement of the project purpose and outputs, but only monitor ISF-CE as a reference data.

Annex 6: List of Interviewees
Terminal Evaluation Attendance
Region 1-Regional Office
23.Jun.10

No.	Name	Organization
1	Myrna C. Martinez	Regional Office
2	Luzviminda S. Caguioa	Regional Office
3	Dennis de Vera	NIA-IMO
4	Ricardo C. Lopez	NIA
5	Susimo S. Domingo	NIA-Regional Office
6	Heartie Navarro	NIA-CO
8	Tomas P. Francia	Div. Mngr. / NIA Reg. 5
9	Takamitsu Matsuo	JICA-NIA TCP2
10	Nariaki Tamura	JICA-NIA TCP2
11	Geralyn Rigor	JICA-NIA TCP2
12	Helsy S. Bermudez	NIA
13	Dolores C. Nicu	NIA-EOD
14	Roberto Q. Abule	Div. Mngr. / NIA, La Union IMO
15	John N. Celeste	RIM
16	Lelito G. Valdez	NIA-RIO
17	Nieves de Guzman	IDS- Chief
18	Randy F. Parayan	NIA-Reg. 1
19	Nelie C. Damian	NIA-Reg. 1
20	Lydia G. Japore	NIA-Reg. 1
21	Manuel Palomares	NIA-CO
22	A.D. Manzan	NIA-Reg. 1
23	A. Soriano	NIA-Reg. 1
24	Leo Gutierrez	NIA-Reg. 1

Terminal Evaluation Attendance

Saug-Libuganon RIS

2.Jun.10

No.	Name	Organization
1	Geralyn A. Rigor	NIA-JICA TCP2
2	Sonia V. Villarico	CDO III-IDD-NIA, Q.C.
6	Nariaki Tamura	NIA-JICA TCP2
8	Elias G. Sablas	SWRFT SALLE RIS
9	Eduardo V. Salazar	SWRFT SALLE RIS
10	Eliseo G. Omila	SWRFT SALLE RIS
11	Paz M. Felix	CRC-B
12	Bonifacio S. Ysalina	NIA-Saug RIS
13	Gia Marissa T. Corsame	IDO- A SALLE RIS
14	Lani M. Sumabat	Sr. IDO/NIA-RIO
15	Vincent Buenaventura	IDO-SALLE RIS
16	Carlito D. Hindoy Sr.	Pres. /BUCACAFIA
17	Erlinda S. Reyes	Sec. /BUCACAFIA
18	Eduardo F. Muelan	Sec. DDIA
19	Albert M. Omega	Pres./DDIA
20	Mary Lorelei S. Fernandez	Pres./ASIFIA
21	Nenita Alimes	Sec./ ANCFIA
22	Glenn O. Pareja	Pres./MCFIA
23	Estela D. Bardago	Pres./B2 Kitam
24	Patiadad Libertad	COBAFIA
25	Wimon V. Laquiores	Treasurer/ CAFIA
26	Isabelita S. Pabilona	Sec./ SADACAFIA
27	Rogelio P. Abariento	Pres. /SADACAFIA
28	Ignacio B. Igcasama	Pres./CAFIA
29	Silvino B. Matobato	Pres./ ASTFIA
30	Nolano C. Canda	Sec./ ASTFIA
31	Florentino B. Duque	Pres./ CASAFIA
32	Rowena B. Jordonero	Sec./Dadelmefia
33	Alfonso F. Visaya	Pres. /DADELMEFIA
34	Anita M. Jacquico	B2 Kitam
35	Ricardo Aucog	V. Pres./MCFIA

Terminal Evaluation Attendance

Padada RIS

3.Jun.10

No.	Name	Designation- Organization
1	Gil G. Valdez	SIDO-IMO-Davao Sur
2	Legardo T. Sarno	Pres./ SIA
3	Samuel J. Robles	Pres./SMIA
4	Luzvimind L. Aclao	Sr.IDO-RIO
5	Dexter Tinapay	Engr. A-IMO
6	Saturnino M. Apiag	IDO-A IMO-Davao Sur
7	Takamitsu Matsuo	NIA-JICA TCP2
8	Geralyn A. Rigor	NIA-JICA TCP2
9	Nariaki Tamura	NIA-JICA TCP2
10	Tomas P. Franzia	NIA Reg. 5 Div. Mngr.
11	Paz M. Felix	CRC-B
12	Sonia V. Villarico	CDO III-IDD-NIA, Q.C.
13	Alberto L. Largo	SWRFT IMO- Davao Sur
14	Leonila Flores	Sec./BASISFIA
15	Fe P. Padillo	Sec./BIA
16	Manuel Te	President/BIA
17	Fernando Tormis	President
18	Henry A.Valdez	Secretary
19	Delia R. Ochier	NIA
20	Ma.Alma L. Maravillas	Sec./UPSFIA
21	Gladys P. Draculan	President/ UPSFIA
22	John Peter Buenaventura	Driver
23	Benjie Nierre	SWRFT

Terminal Evaluation Attendance
Region 11-Regional Office
4.Jun.10

No.	Name	Organization
1	Sonia V. Villarico	CDO III-IDD-NIA, Q.C.
2	Takamitsu Matsuo	NIA-JICA TCP2
3	Gerilyn A. Rigor	NIA-JICA TCP2
4	Yolanda O. Razo	NIA
5	Bonifacio S. Ysalina	NIA-Saug RIS
6	Edgardo T. Draculan	IMO-Davao Sur
7	Gie G. Valdez	IMO-Davao Sur
8	Luzvimind L. Aclao	Sr.IDO-RIO
9	Lani M. Sumabat	Sr.IDO
10	Paz M. Felix	CRC-B
11	Margarita D. Forllosa	IDO-A
12	Maribel R. Blones	Sr.IDO
13	Arthur S. Paguaia	
14	Encarnacion S.Soriano	EOD Mngr.
15	Bernadette G. Robin	Sr. IDO

Terminal Evaluation Attendance

Barotac Viejo RIS

8.Jun.10

No.	Name	Designation- Organization
1	Nenita M. Panes	IA Secretary / CASANDEL
2	Nenita B. Peñol	IA Secretary / BMFIA
3	Romualdo Grate	Member
4	Joerito D. Boglosa	IA Pres./BMFIA
5	Bernard D. Bañas	WRFT O.B./NIA
6	Ernie T. Balajadia	IDO-B BVRIS
7	Ricardo P. Penaso	Jalao D Manager
8	Hiromasu Suzuki	NIA-JICA TCP2
9	Yvette M. Geroleo	NIA-JICA TCP2
10	Arlie P. Alasian	IA Pres./ LAFORMER
11	Ruby D. Balbon	IA V. Pres./ SALMIG
12	Nelia N. Danas	IA Secretary/ LIBU
13	Esther Y. Abaldo	IA Secretary / SALMIG
14	Merlyn Palabrica	IA Pres./ CASANDEL
15	Felecerio D. Natalio	IA Pres./ SAN LUGER
16	Generoso G. Basiya	IA Pres./ LIBU
17	Roberto S. Balayo	IA Pres./ HAMPAPRO
18	Joy A. Babiera	Supervising IDO-A
19	Rolando Jimenez	SAN LUGER
20	Heartie Navarro	NIA-CO
21	Manolo R. Ramirez	NIA- RO
22	Johnny Bolofinos	NIA-RO
23	Leizl G. Jarangue	SWRFT-NIA BVRIS
24	Joeden Balarido	NIA-RO
25	Abelardo P. Laiz	NIA-RO
26	Janice Engada	NIA-RO
27	Jeffrey Brillo	Driver
28	Juny Buenavista	IA Pres./ SALMIG
29	Eddie Desaran	IA Sec. / SALMIG

Terminal Evaluation Attendance

Mambusao RIS

9.Jun.10

No.	Name	Designation- Organization
1	Heartie E. Navarro	CDO-III-NIA CO
2	Yvette M. Geroleo	NIA-JICA TCP2
3	Kelyon B. Briones	WRFO Aklan/Capiz IMO
4	Salvador L. Arizo	SWRFT/Aklan/Capiz IMO
5	Efren A. Bigcas	Supervising Engr. A
6	Manolo R. Ramirez	NIA- RO
7	Nariaki Tamura	NIA-JICA TCP2
8	Julieta E. Gallardo	Sr IDO
9	Enrico V. Laurel	BOT (IA)
10	Delfin L. Bonite	BOT (IA)
11	Jose L. Maisillada	President
12	Salvador Capote	Cooperator (IA)
13	Napoleon V. Traje Jr.	BOT (IA)
14	Macasia V. Salvador	BOT (IA)
15	Jocelyn L. Laurilla	IDO-B-MRIS
16	John Teodoalo	V Worker (NIA)
17	Winifredo Binibini Jr.	V Worker (NIA)
18	Manuel Dualo Jr.	President (IA)
19	Jeffry Brillo	NIA Region
20	Charlie Fran	NIA
21	Joy A. Babiera	Supervising IDO
22	Mildred B. Villa	IDO-A-NIA
23	Moises L. Buenavista	Tatag-IA
24	Hiromasa Suzuki	NIA-JICA TCP2
25	Amalia Solina	Treasurer

Terminal Evaluation Attendance

Region VI-Regional Office

10.Jun.10

No.	Name	Designation- Organization
1	Nariaki Tamura	NIA-JICA TCP2
2	Ma. Cecilia S. Lataquin	Principal Engr. C-NIA
3	Ruth Cely Jamelo	Supervising IDO
4	Leizl G. Jarangue	SWRFT- BVRIS
5	Heartie E. Navarro	CDO-III-NIA CO
6	Joy A. Babiera	Supervising IDO
7	Edgardo P. Curioso	SRIDO- JALA-UR
8	Zoraida B. Seria	SrIDO- RO
9	Yvette M. Geroleo	NIA-JICA TCP2
10	Manolo R. Ramirez	NIA- RO
11	Samuel S. Japitana	Div. Manager A- RO
12	Jocelyn L. Laurilla	IDO-B-MRIS
13	Mildred B. Villa	IDO-A-NIA
14	Juan A. Lastierre	SIDO-NIA-RO
15	Rosalina M. Nigat	SIDO-NIA-RO
16	Michael Anthony Remodin	Research Assistant-RO

Terminal Evaluation Attendance

Nayom-Bayto RIS

17.Jun.10

No.	Name	Designation- Organization
1	Mario Montalla	Tatlongbi Chairman
2	Luisa B. Serrano	Tatlongbi Sec/Treasurer
3	Rita Morcillo	Treasurer/PAPADA
4	Dario Mertola	Sec. /DOLPOLAB
5	Crisanto M. Vidal	Vice Chairman/ PAPADA
6	Amado M. Movilla	Chairman/DOLPOLAB
7	Esmael Pocsiao	Chairman/NAISEM
8	Conrado S. Cruz Sr.	Vice Chairman/ NAISEM
9	Manuel T. Ayonan	Chairman/ CANOBAM
10	Hector S. Mannes	Secretary/ CANOBAM
11	Cruzaldo M. Corong	Secretary/BITSANDU
12	Ernesto M. Bucat	Chairman/ BITSANDU
13	Ricardo Manaog	Chairman/ BASAYON
14	Bryan V. Vallejos	CRA
15	Crizalyn M. Mapa	CRA
16	Francis Clara	SWRFT
17	Alex M. Marave	NAISEM
18	Andres S. Bartolome	NBRIS
19	Elsa M. Espino	NBRIS
20	Helen E. Rayas	NBRIS
21	Lito O. Cruz	NBRIS
22	Fely R. Masnili	NBRIS
23	Augusto B. Ebuec	NBRIS
24	Rogelio C. Dantes	NBRIS
26	Manuel Palomares	NIA CO
28	Hiromasa Suzuki	NIA-JICA TCP2
30	Yvette M. Geroleo	NIA-JICA TCP2
33	Cesar Pobre	NIA Reg. 4
34	Elisa P. Jeciel	NIA CO

Terminal Evaluation Attendance

Bucao RIS

18.Jun.10

No.	Name	Designation- Organization
1	Li Ng Jr.	Sec./MALIGHA
2	Guillermo Landero	Treasurer/ BOTZIA
3	Rafael D. Ferrer	V. Pres./ SANDATA
4	Prisco D. Benevidez	Chairman/ HIBIA-NOBIA
5	Leoncio Baluyot	Chairman/SMB
6	Donia F. Fachero	Sec./ NOBIA
7	Ceferino D. Merza	Sec./SMB
8	Clarito R. Discartin	Sec./HIBIA
9	Arturo D. Dologmandin	Pres./ MALIGHA
10	Virgilio E. Agages	Chairman
11	Rosendo Dologmandin Jr.	Chairman/ TIBIA
12	Jimmy S. Ronquillo	V. Pres./ SMB
13	Renato Dulhon	Chairman/ SOBIA
14	J. Dabe	CEBIA
15	Joseph C. Doble	Cairman/ SANDATA
16	Yvette M. Geroleo	NIA-JICA TCP2
17	Hiromasa Suzuki	NIA-JICA TCP2
18	Elisa P. Jeciel	NIA-CO-CDO-III
19	Daniel A. Villanueva	Pres./FIA BOT
20	Ramon D. Dolojan	
21	Marifina Montehremoso	
22	Jean Ramirez	
23	Myrna C. Encarnacion	NIA-CRA
24	Alvin Nalicat	Sec./BOTZIA
25	Warlito D. Dalipoza	SMB
26	Michael A. Encarnacion	
27	Juan L. Anagaran	NIA PIM
28	Ely Nalicat	
29	Edmon Mallari	
30	Manuel Palomares	NIA-CO
31	Rafael Erwin	NIA PMO
32	Arthur Manla	NIA PMO
33	Eliseo Resolme	NIA Engr.
34	Feliciano Gaspar	NIA.PIMO
35	Jose Aguila	O&M Chief
36	Ramon Blanco	
37	Arsenio Paorique	

Terminal Evaluation Attendance

Masalip

21.Jun.10

No.	Name	Organization
1	Takamitsu Matsuo	JICA-NIA TCP2
2	Nariaki Tamura	JICA-NIA TCP2
3	Gerilyn Rigor	JICA-NIA TCP2
4	Cynthia G. Panit	Sr. IDO
5	Susimo G. Domingo	Sr. Engr. A/ NIA-Reg'l. Office
6	Roberto Q. Abule	Div. Mngr. / NIA, La Union IMO
7	Rowena C. Danao	Acting IDO
8	Benjamin Cabalitaran	SWRFT
9	Dante R. Colcol	SWRFT
10	Nieves de Guzman	IDS- Chief
11	Bert Caldal	NIA RO I
12	Dennis de Vera	NIA-Amburayan RIS
13	Heartie Navarro	CDO-III- NIA CO
14	Gloria J. Casipit	Acting IDO
15	Larry T. Martinez	NIA
16	Manuel Palomares	NIA-CO
17	Ricardo C. Lopez	SWRFT-NIA
18	Rea M. Santiago	NIA-La Union
19	Herbert Boado	NIA- La Union
20	Lany Aspiras	NIA-IMO
21	Hilda Ronquillo	NIA-IMO
22	Rommel P. Coria	Driver, La Union IMO
23	Dominador B. Aquino	Pres./ GUMACBAO
24	Agustin R. Boado	IA Sec.
25	Antonio D. Dulay Jr.	Sec. /FMIA
26	Merlyn M. Cadorna	IA Sec.-Treasurer LBST
27	Alano R. Ordoña	Demo-Cooperator
28	Patricia U. Jacaban	Pres./FMIA
29	Anacleto L. Herrania	IA PEC/ TUBAO IA
30	Juanito G. Ninalga	Member/ SJSRIA
31	Ramon O. Alcayaga	Fed. Pres./LBFIA
32	Elpidio Mapa	TSAG Chairman
33	Benjamin Zandueta	Sec./ FIAST
34	Clatuto B. De Guzman	Pres./ MCAUMIA

Terminal Evaluation Attendance

Amburayan

22.Jun.10

No.	Name	Organization
1	Demetria L. Lumantes	Treas./LUSIRIS
2	Rodel Ordoñez	Pres./ RISINTAL
3	Catherine O. Ordoñez	Sec./ RISINTAL
4	Marinell N. Ortiz	Treas./ PANTAB CANTORIA
5	Juan Fonacion Valdez	Treas. / PANTAB CANTO RIA
6	Marcelino A. Bautista	TSAG Chairman BOD
7	Romeo F. Narito	IA Pres., ARAPAAP IA
8	Juan Rodrigo N. Nuesca	Sec./ GOLDEN MALUYO
9	Remegio R. Nuesca	Pres./ GOLDEN MALUYO
10	Floro A. Micua	Pres./ BASU NI AMBU
11	Florentino Maganisu	KALENGAT
12	Ricardo Sibayan	Pres./ LUSIRIS
13	Constante Millano	DEMO TCP2
14	Rey C. Maala	V. Pres./ AGNAFIA
15	Mariano A. Mostela	Pres./ AGNAFIA
16	Napoleon B. Marquez	AGNAFIA
17	Edelito Almazan	BASU NI AMBU
18	Arsenio C. Valdez Jr.	Sec. /BASU NI AMBU
19	Jhunflor Olpindo	AGNAFIA
20	Alejandro Arciaga	Bauan Lat. C
21	Constantino Aldrad	
22	Nariaki Tamura	JICA-NIA TCP2
23	Gerilyn Rigor	JICA-NIA TCP2
24	Cynthia G. Panit	Sr. IDO
25	Susimo G. Domingo	Sr. Engr. A/ NIA-Reg'l. Office
26	Nieves M. De Guzman	IDO-Chief
27	Heartie Navarro	CDO-III- NIA CO
28	Roberto Q. Abule	Div. Mngr. / NIA, La Union IMO
29	Bert Caldal	NIA RO I
30	Larry L. Martinez	NIA Agoo
31	Manuel Palomares	NIA-CO
32	Ricardo C. Lopez	SWRFT-NIA
33	Renee E. Miranda	IDO-A, NIA AMRIS
34	Franina M. Nerona	Acting IDO
35	Igmedio L. Baldonadi	Acting IDO
36	Jonathan R. Corpuz	Data Encoder- NIA
37	Dennis de Vera	NIA-Amburayan RIS

TCP IA Strengthening Support Project (TCP-2)
Plan of Operation

Date: July 7th 2009

	2007		2008				2009				2010			
	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	
Activity 1-1: Conduct baseline survey on the current status and activities of the target IAs														
Develop the SoW and Conduct the survey	■													
Analyze the result, and Finalize the target IAs and laterals		■												
Activity 1-2: Confirm and reformulate, if necessary, the members of the target IAs and Turnout Service Area Group														
			■											
Activity 1-3: Rearrange the organizational settings, including the IA board members and constitution/by-laws														
Board member election			■											
Constitution/By law			■											
IA O&M Policy			■											
SEC registration/SEC reactivation			■											
Activity 1-4: Conduct trainings to IA members on IA strengthening														
Curriculum development and Training needs assessment			■											
Conduct trainings to IA members on the operation and maintenance of irrigation facility					■									
Conduct follow-up activities on IA strengthening										■				
Activity 1-5: Establish demo-farm on efficient water management														
Design the demo-farm and Identify the technologies to introduce			■											
Operate the demo-farm and collect the data					■									
Documentation and Seminar			■				■							
Expand the technology to other places										■				
Activity 2-1: Provide orientation to NIA staff involved with the project														
Workshop for NIS and Regional office by experienced NIA staff										■				
Training on water management for NIA staff										■				
Activity 2-2: Monitor IA's compliance to agreed WDD and CCPP, and their O&M policy with collaboration between NIA and IA														
Reviewing the existing systems and implementation in the field			■											
Designing monitoring system			■											
Conducting monitoring					■									
Coordination meetings					■									
Reviewing implementation of the monitoring system												■		
Activity 2-3: Conduct minor rehabilitation of irrigation facilities in the project sites, through the discussions between NISO and IAs														
Diagnostic Assessment			■								■			
Discussion and Planning			■								■			
Construction Implementation					■							■		
Activity 2-4: Establishing system level organization settings for efficient resources management and for better coordination between NIA, IAs and other stakeholders														
Support to form IA federations and to make them functional										■				
Support to form SMCs and to make them functional										■				

* This Plan of Operation (PO) describes the overall implementation process of the project. NIA is to prepare the implementation plan for each target National Irrigation System, taking into account of their condition such as the IA's current situation and cropping/harvest schedule of each area.

■ ■ ■ It depends on availability of funds.

Activities	Calendar	2010												2011												
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
Activity 1-1: Conduct baseline survey on the current status and activities of the target IAs																										
<1-1-1>	Develop the SoW and Conduct the Survey																									
<1-1-2>	Analyze the result, and Finalize the target IAs and laterals																									
Activity 1-2: Confirm and reformulate, if necessary, the members of the target IAs and Turnout Service Area Groups																										
<1-2>	Reformulate the members of the target IAs and Turnout Service Area Group																									
Activity 1-3: Rearrange the organizational settings, including the IA board members, constitution by laws, and IA O&M policy																										
<1-3-1>	Board member election																									
<1-3-2>	Constitution/By-laws																									
<1-3-3>	IA O&M Policy																									
<1-3-4>	SEC registrations/SEC reactivation																									
Activity 1-4: Conduct trainings to IA members on IA strengthening, including IA management and O&M policy																										
<1-4-1>	Curriculum development and training needs assessment																									
<1-4-2>	Conduct trainings to IA members on the operation and maintenance of irrigation facility																									
<1-4-3>	Conduct follow-up activities on IA strengthening																									
<1-4-4-1>	Standardization of Training Modules & Update Materials																									
<1-4-4-2>	Test Run of the modules																									
<1-4-4-3>	Review & Finalization of the Module																									
<1-4-4-4>	Sharing with other donor																									
Activity 1-5: Establish demo-farm on efficient water management																										
<1-5-1>	Design the demo-farm and identify the technologies to introduce																									
<1-5-2>	Operate the demo-farm and collect the data																									
<1-5-3>	Documentation and Seminar for sharing																									
<1-5-4>	Expand the technology to other places																									
Activity 2-1: Provide orientations to NIA staff involved with the project																										
<2-1-1>	Workshop for NIS and Regional office by experienced NIA staff																									
<2-1-2>	Training on water management for NIA staff																									
<2-1-2-2>	Data Collection																									
<2-1-2-3>	Orientation on how to utilize H-Q curve																									
<2-1-2-4>	Documentation																									
Activity 2-2: Monitor IA's compliance to proposed WDD and CAPP, and their O&M policy with collaboration between NIA and IA																										
<2-2-1>	Reviewing the existing system and implementation in the field																									
<2-2-2>	Designing monitoring system																									
<2-2-3>	Conducting monitoring																									
<2-2-4>	Coordination meetings																									
<2-2-5>	Reviewing implementation of the monitoring system																									
<2-2-1-2>	Design the implementation procedure for M&E and format																									
<2-2-1-3>	Test Run & Monitoring including Feedback																									
<2-2-1-4>	Evaluate the result of test run and improve the design																									
<2-2-1-5>	Share with other relevant organizations																									
Activity 2-3: Conduct minor rehabilitation of irrigation facilities in the project sites, through the discussions between NISO and IAs																										
<2-3-1>	Diagnostic Assessment																									
<2-3-2>	Discussion and Planning																									
<2-3-3>	Construction Implementation																									
Activity 2-4: Establish system level organizational settings for efficient resources management and for better coordination between NIA, IAs and other stakeholders																										
<2-4-1>	Support to form IA federations and to make them functional																									
<2-4-2>	Support to form SMCs and to make them functional																									
<2-4-3>	Guideline for IA federation & SMC																									
<2-4-3-1>	Monitoring SMC and IA federation without TCP2																									
<2-4-3-2>	Documentation & Share with other relevant organizations																									

☐ = Activities in yellow part are main Activities in remaining & extended period.

■ = Japanese Experts □ = Counterparts
 * Detail of activities will be determined by the Project in consultation with NIA and JICA.

Annex 9: Evaluation Grid

1. Evaluation of Project Achievement

Narrative Summary	Objectively Verifiable Indicator	Required Data/Collection Method	Findings at Terminal Evaluation
<p>Overall Goal Necessary actions are taken to carry out efficient water distribution in other NISs</p>	<p>Number of NISs adopting the experiences of the Project</p>	<p>Number of NIS; Document review, Interview</p>	<p>Other NISs in Davao del Norte and Davao del Sur are adopting AWD technology with support from the provincial LGUs.</p>
<p>Project Purpose Efficient water distribution is carried out in the project sites, with IAs' active participation in operation and maintenance works</p>	<p>3/4 of target IAs higher Cropping Intensity (NEW); Number of IAs with increased Cropping Intensity (OLD)</p>	<p>Cropping intensity of IAs in target NIS; Document review</p>	<p>In CY2008, 48 out of 78 target IAs (the data of three IAs is not available) increased their cropping intensities compared to the baseline data. In CY2009, 34 out of 80 target IAs have increased their cropping intensities compared to their baseline data. In both CY2009 and CY2008, the number of IAs where cropping intensity increased does not reach the benchmark of the project purpose.</p>
	<p>All target NISs have increased Cropping Intensity (NEW) Number of IAs with decrease in the gap between planned irrigated area and actual irrigated area (OLD)</p>	<p>Cropping intensity in target NIS; Document review</p>	<p>In comparison between the baseline data and CY2008, cropping intensity increased in five out of eight target NISs. In comparison with CY2009, it increased in three out of target eight NISs. In both CY2008 and CY2009, the indicator (2) has not been achieved yet.</p>
<p>Outputs 1. Each of the target IA in the project sites is capacitated to carry out sustainable O&M activities.</p>	<p>1-1 3/4 of total number of IAs satisfy 5 out of 6 of the following criteria (NEW); Increase in the number of IAs which satisfies the following criteria (OLD)</p> <ul style="list-style-type: none"> - Existence of written IA O&M policy - 70% in the attendance rate in BoD meeting (NEW); and 60% in IA general assembly (OLD) - 50% in the attendance rate in IA general assembly meetings (NEW); 70% in the attendance rate in BoD meeting and 60% in IA general assembly (OLD) - Increase in timely accomplishment of O&M activities (NEW); 70% in the attendance rate in O&M activity (OLD) - Compliance to SEC report requirements - Increase in IA membership (NEW); Farmers' compliance to WDD and CCPP (OLD) 	<p>Data of each IA; Project Document review</p> <p>IA O&M policy; Document review</p> <p>Attendance rate in BoD meeting; Document review</p> <p>Attendance rate in IA general assembly; Document review</p> <p>Attendance rate in O&M activities, Interview, Document review</p> <p>Records of submission of the SEC reports, Document review, Interviews</p> <p>IA membership; Document review, Interviews</p>	<p>55 out of 81 or 68 % of the total number of IAs satisfied five out of six criteria. The benchmark of the indicator has not been achieved.</p> <p>79 out of 81 IAs or 98% of the total number of IAs duly have written O&M policy. Only two IAs in Barotac Viejo have not had written O&M policy.</p> <p>68 out of 81 IAs or 84% of the total number of IAs have achieved the target. The achievement in Nayon Bayto NIS and Barotac Viejo show comparatively low. The other NIS shows almost 100% achievement.</p> <p>67 out of 81 IAs or 83% of the total number of IAs have achieved 50% of attendance rate in IA general assembly. Mambusao NIS and Barotac Viejo shows comparatively low data.</p> <p>73 out of 81 IAs or 90% of the total number of IAs have increased in timely accomplishment of O&M activity. According to the interviews, some NISO observed active participation of IA members in O&M activities.</p> <p>47 out of 81 IAs or 58% of the total number of IAs have achieved 50% of attendance rate in IA general assembly. Mambusao NIS and Barotac Viejo shows comparatively low data. Some IAs took long time on their reformulation and just finished it. So Some IAs did not make their submission of SEC report in time. Also the completion of SEC report is heavy tasks for farmers. Farmers still need some help to complete SEC reports from the project.</p> <p>48 out of 81 or 59% of the total number of IAs have increased their memberships. According to the interviews, some farmers are still waiting & seeing whether the water is actually coming to them and whether they will receive some benefits from IAs. Those farmers reside particularly in downstream areas. Some NISOs said the dissemination of information may not be sufficient to invite more farmers to IAs.</p>
	<p>2-1 Existence of agreed WDD and CCPP in all target NISs (NEW); Existence of agreed WDD and CCPP (OLD)</p>	<p>WDD and CCPP of each NIS; Document review</p>	<p>All of the target NISs have achieved this indicator. They have established System Management Committees (SMC) which have the function of planning and finalizing the WDD and CCPP with the participation of farmers, NIA staff, and other stakeholders, such as the LGUs. Although all the target NISs have agreed WDD and CCPP, the WDD and CCPP in some NISs were updated or revised on the basis of experiences of NISO staff or based on the preceding years' WDD and CCPP. In order to enhance the scientific reliability of the development of respective WDD and CCPP, the project is continuing the capacity development on the technical knowledge of NISO staff regarding water delivery, with the conduct of trainings such as water flow management.</p>
	<p>2-2 Coordination meetings between NIA and IAs are regularly held (at least once a month) (NEW); Number of the coordination meetings between NIA and IAs (OLD)</p>	<p>Number of meetings between NIA and IA; Document review</p>	<p>All of the target NISs have achieved this indicator. They have established System Management Committees (SMC) which have the function of planning and finalizing the WDD and CCPP with the participation of farmers, NIA staff, and other stakeholders, such as the LGUs. Although all the target NISs have agreed WDD and CCPP, the WDD and CCPP in some NISs were updated or revised on the basis of experiences of NISO staff or based on the preceding years' WDD and CCPP.</p>

The cooperative mechanism between NIA and IAs is established to jointly carry out efficient water management.

<p>2-3 Attendance rate of each target IA in planning and finalizing WDD and CCPP (DELETED)</p>	<p>Attendance rate of each target IA in planning and finalizing WDD and CCPP</p>	<p>All target NISs hold coordination meetings at least once a month. These coordination meetings consist of IA conferences, General Assembly and Federation meetings. The IDOs played important roles in communication, facilitation, and documentation in these meetings. Some IA have weekly meetings and Assigned IDOs sometimes joined the meeting</p>	
<p>All NISO or IMO submit monitoring report to CO via RIO on time (NEW); Increase in the number of NIS offices which submit the monitoring report in time (OLD).</p>	<p>Submission of monitoring reports by NISO/IMO; Document review</p>	<p>At the time of the terminal evaluation, Noyon-Bayto RIS and Saug-Libuganon Left were reported to not have submitted their monitoring report to NIA-CO on time. The periodical reports were very complicated and hard tasks for NISO staff to fill out. Region I created its own format for monitoring report since the national standard is too complicated. Masalip and Amburayan think that the monitoring format should be simplified. Interview with Region I revealed that there is no feedback from the national level after the submission of the monitoring sheet.</p>	
<p>All NIS have established functional IA federation which meet every cropping season (NEW)</p>	<p>Functional IA Federation; Document review</p>	<p>All target NISs have established their respective IA federations and holds regular meetings. The project intends to refine the guidelines for establishment of IA federations and the conduct of federation meetings.</p>	
<p>All NIS have established functional SMC which meet every cropping season (NEW)</p>	<p>Functional SMC; Document review</p>	<p>All target NISs have SMCs as mentioned in Activity 2-4. Strengthening the SMCs enabled IAs to link with NIA, LGUs, and other line agencies to access to other services and resources. It is, however, too early to assess the functionality of SMCs since some of SMCs have been newly established and have yet to meet the criteria of meeting in every cropping season. Also, it remains to be seen how the established SMCs can sustain their meetings with minimal or no support from the Project, particularly in the finance aspect</p>	
<p>Achievement of Input</p>	<p>Analysis of gap between plan and achievement Planned <u>Experts</u> Chief Advisor/Water Management Training Plan/Monitoring Project Coordinator <u>Expense for the project activities</u> Trainings and Monitoring Minor Rehabilitation of the Irrigation Facilities Demo Farm on Water Saving Technology</p>	<p>Achievement of inputs; Document review; Survey questionnaire; Interview</p>	<p>Refer "Efficiency"</p>
<p>Are Inputs by Japanese side provided as planned?</p>	<p>Analysis of gap between plan and achievement Planned <u>Assignment of Counterpart staff</u> NIA-IDD NIA SMD Field staff <u>Equipment</u> Furnished Office Space <u>Expense for Training and Monitoring (Cost Sharing)</u></p>	<p>Achievement of inputs; Document review; Survey questionnaire; Interview</p>	<p>Refer "Efficiency"</p>

2. Implementation Process

Evaluation Item	Evaluation Question	Required Data/Collection Method	Findings at Terminal Evaluation
1-1	Has baseline survey been conducted as planned?	Baseline survey report; Document review	This activity has been completed. The Project conducted a baseline survey in the eight project sites followed by a more detailed survey in February 2008. In this baseline survey, the Project provided orientation to IAs and NIS offices (NISOs). After establishing mutual understanding with them, the Project team proceeded to gather data on the agricultural situation, institutional settings, and IA activities from the farmers by using questionnaires and interviewing the IAs.
1-2	Have the members of the target IAs and Tumoul Service Area Groups been confirmed and reformulated as planned?	The number of reformulated IAs and groups; Document review; Interview	The Project's intervention in this activity has been completed. 1. Ambarayan. The number of IAs increased from twelve (12) to fourteen (14) because of split of one (1). 2. Masafip. The number of IAs increased from six (6) to ten (10). The three (3) reorganized IAs were recently registered and one IA is on the process of registration. 3. Buczo. No reformulation was needed. The six (6) IAs are currently being reactivated because said IAs have been inactive for a number of years primarily due to the eruption of the Mt. Pinatubo. It took two years at maximum to activate some IAs. 4. Nayan-Bayto. No reformulation was needed. 5. Barolao-Vicja. When the Project started, the splitting/reformulation of IAs was already on-going. Currently, there are seven (7) IAs in the system. 6. Mambusao. There are now five (5) IAs in the system which resulted from the splitting of the three (3) original IAs. All of the five (5) IAs are already registered. 7. Padada. No reformulation was needed. 8. Saug-Libuganon Lct. A new IA was organized in 2008 increasing the number of IAs to twenty (20). 20 IAs now have ratified AOI, CBL and O&M policies.
1-3	Have the organizational settings, including the IA board members, constitution/by-laws, and IA O&M policy been rearranged as planned?	Plan and actual achievement of organizational settings; Document review; Interview	The Project's intervention in this activity has already been completed. All the IAs, including the newly-organized IAs, have duly ratified their Articles of Incorporation (AOI)/By-laws (BL) and Operation and Maintenance (O&M) policies. The NISOs assisted newly-established IAs in attaining their legal personality. Some of the newly-established IAs were only registered in 2010 with SEC due to the long process of the reformulation and ratification of Articles of Incorporation (AOI) and By-laws (BL) needed before the registration.
1-4	Have trainings to IA members on IA strengthening, including IA management and O&M of irrigation facility been conducted as planned?	Plan and actual achievement of trainings on IA strengthening; Document review; Interview	The initial part of capacity development activities focused on consultations, meetings and workshops on institutional setting and organizational management of the TSAGs and IAs. Some subjects of the trainings identified in the planned curricula were not completed in the first round. The training on the remaining curricula was carried out in the second round. The second round of capacity development activities was conducted from September 2009 to February 2010. It was provided to IAs officials, focusing on technical aspects, financial management, irrigation system management in accordance with the model of capacity development that the Project designed. Study tours to other systems lead by representatives of some target IAs were also included in the second round. Some subjects of the trainings of second round could not be completed within the planned period. Some subjects has not been conducted yet at the terminal evaluation. The interviews with target IAs in Regions 6 and 11, and 3 revealed that the capacity development activities resulted in a number of positive effects including: a) increased IA membership; b) closer relationship between IAs and NIA; and c) acquisition of skills by trained IA members (e.g., leadership, record keeping, financial accounting, etc.). However, it is unclear how effective the training was because the project did not carry out the prepost evaluation of the training. Regarding selection of target trainees, the project could only selected IA officials. As IA officials do not remain in their positions permanently, the need to develop the capabilities of second-liners was raised by IDOs and IA officials for the sustainability during the interventions. In addition, the number of IDOs tasked to conduct the trainings was decreasing under the rationalization plan. Furthermore, some of the trained IDOs resigned during the project period. The project lost important personnel to capacitate IAs, which hindered the implementation of the training across the training period.
1-5-1	Have demo-farms on efficient water management been established as planned?	Plan and actual achievement of demo-farms; Document review; Interview	The PMO in collaboration with NIA field staff set up demonstration farms (DF) to test, verify and showcase the effectiveness of AWD method of saving irrigation water among selected farmer-cooperators in all target NISs. This activity was started during the dry season of 2009 with selection of host IA and pilot TSAG where the DF on AWD will be located. The selection of target area was based on the relative location of the minor rehabilitation component of the project considering that AWD demonstration requires physical control of irrigation water. Farmer-cooperators were then selected based on their willingness to adopt the new water management method and to perform their roles and responsibilities in the DF activities. A total of 322 farmers participated in the first year of AWD demonstration activities. In the initial season of DF activities, the project provided farm inputs such as seeds, fertilizers and chemicals as incentive for the farmers' adoption of the new water management technology. In Regions 6 and 11, the NIS office in consultation with the IAs treated the incentive as loans which the cooperators had to repay after harvest. Collections were then used to support the input requirements of the next batch of farmer-cooperators within or from another IA in the succeeding seasons. Based on interviews with IAs that participated in the DF activities, AWD was found to be an effective method for saving irrigation water especially in the dry season when rotational irrigation is practiced in the system. Farmer-cooperators perceived that the AWD method resulted in more liters and better yields. On the other hand, the NIS staff and IA representatives in Region 6 observed that AWD was a contributing factor to the increase in yield of farmer-cooperators and to the expansion in irrigated area especially within the lateral where AWD was being demonstrated. All participating IAs reported that AWD was able to demonstrate through the use of perched basins that rice plants can survive even when the soil surface is dry and as a result farmers did not panic about the lack of irrigation water over extended periods. Farmers believed that if the AWD technology is demonstrated to all farmers within the system, illegal turn-outs and conflicts among water users will be minimized resulting to more efficient distribution of irrigation water especially in the dry season.
1-5-2	Situation and plan for fixing and expanding the results of demo-farms	Results of demo-farms; Plan for fixing and expanding the results; Document review; Interview	The project conducted several Field Farmer's School (FFS) to disseminate the technology. In some areas, the FFS were quite useful. Some non-pilot farmers showed their interest in the technology as they soon fit in FFS. In the workshops, many farmers said they learned AWD through FFS. The project develops a exit strategy. To lessen dependence of AWD farmer-cooperator on the Project for inputs, only certified seeds, perched basins and meter sticks were provided by the Project to the farmer-cooperators in the second round of AWD demonstration activities. The Project intends to monitor the conduct of AWD in NISs without direct Project inputs.
2-1	Have orientations to NIA staff involved with the project been provided as planned?	Plan and actual achievement of the orientations; Document review; Interview	The orientations to NIA staff were periodically conducted. Kick-off meeting, strategic meeting, workshops after JCC, Steering Committee Meeting, Review and Planning workshop. During field visits of the JCA experts and counterparts, they also provided NIA field staff with orientations during the discussions for updating project activities. The counterparts expressed in the questionnaires that the communication amongst Japanese experts, counterparts, and field staff were improved through the orientations and informal discussions.
2-2	If compliance to agreed WDO and CCPP, and their O&M policy are monitored with collaboration between NIA and IA?	Monitoring records (method, monitoring structure, monitoring sheet, etc); Document review; Interview	In the first half of the project period, the PMO did not monitor compliance of IA to the WDO, CCPP and O&M policy agreed upon with the NIA. Monitoring of PDM indicators including compliance to WDO, CCPP and O&M policy was initiated in May 2009 to fulfill the data requirements of the Mid-term Review. In response to the recommendations of the Mid-term Review, the PMO sent a set of questionnaires to system offices to gather data on status of PDM indicators in all project sites. For this terminal evaluation, the PMO was able to complete the status of OVs for Project Purpose and Outputs in the PDM as of May 2010.

Have the activities been implemented as planned?

2-3-1	Have minor rehabilitation of irrigation facilities in the project sites been conducted as planned?	Plan and actual achievement of the rehabilitation; Document review	<p>Minor rehabilitation works such as manual dosing, repair of check gates and turn-out channel lining were implemented with the active participation of IA members under the supervision of NISO staff. The target areas and manner of rehabilitation were discussed and agreed upon through discussions between NISOs and IAs. In some areas, minor rehabilitation was done intensively in one lateral. In other areas, it was done discretely in many laterals on the basis of the needs. This exercise provided opportunities for NISOs and IAs to have frequent communication and interaction thereby strengthening the cooperative mechanism between the NIA and IA to carry out joint O&M activities.</p> <p>Interviews with the IA representatives revealed that this activity contributed to the revival of the cooperative spirit among the IA members. In terms of water management, the rehabilitated facilities contributed to increasing the efficiency of water distribution as repaired gates can be easily operated by the IA members and rehabilitated laterals improved the flow of irrigation water to the downstream areas. A slight delay in start of minor rehabilitation work was reported in Saug-Libuganon but in general this activity was implemented in other systems as planned.</p>
2-3-2	Are there any negative influences about timing, period and quality of the minor rehabilitation of irrigation?	Observation and opinions of stakeholders; Interview	Concerning the timing of the rehabilitation, some systems started behind the planned schedule which affected the start of their cropping activities in the first half of the project. But, there is no negative influence confirmed in the terminal evaluation mission.
2-3-3	Are there any advantages and influences of the minor rehabilitation of irrigation on building up organizational setting of IA?	Actual achievement of the rehabilitation and actual achievement of organizational setting (for comparison of timing); Interview	<p>This activity provided opportunities for NISOs and IAs to have frequent communication and interaction thereby promoting the strengthening of the cooperative mechanism between the NIA and IA to carry out joint O&M activities. Interviews with the IA representatives revealed that this activity contributed to the revival of the cooperative spirit ("bayanihan") among the IA members. In terms of water management, the rehabilitated facilities contributed to increasing the efficiency of water distribution as the repaired gates can be easily operated by the IA members and rehabilitated laterals improved the flow of irrigation water to the downstream areas and slight increase in irrigated area. In combination with AWD demonstration, the field staff and IAs of target NIS perceived that minor rehabilitation contributed to the expansion in irrigated area.</p>
2-4	Are system level organization settings for efficient resource management and better coordination with NIA established as planned?	Actual achievement of system level organizational settings; Document review; Interview	SMCs were established in all NISs and they are having periodical meetings. The establishment of SMCs are supported by Memorandum Circular No. 36 series of 1997 issued by NIA on the matter. SMCs successfully enabled NIA and IAs to agree on the WDD which deliver the water to farmers in downstream fast. However, some SMCs expressed their worry about financial sustainability.
2-5	Were the recommendations made during the Mid-term Review implemented as agreed upon during the JCC?	Actions made on mid-term recommendations; Document review; Interview	<ol style="list-style-type: none"> 1. The PMO has examined existing monitoring procedures and prepared draft guidelines for O&M data collection and reporting as mentioned in Activity 2-2. This activity is on going and remaining tasks include the test-run of proposed monitoring procedure, conduct of monitoring and evaluation orientation for NIA counterparts, and formulation of recommendations for improving monitoring system in NIA. 2. The PMO compiled various materials used in IA capacity building activities from NIA offices last July 2009. A workshop was held in February 2010 among PMO and NIA staff involved in TCP2 and other donor-assisted projects (e.g., PIDP and SPISF) to standardize the training syllabus. This activity is ongoing and remaining tasks include test run, finalization of training modules, and sharing workshops. 3. As mentioned in Activity 2-4, SMCs have been established or revitalized in all target NISs IA federations were either organized or re-activated during the project. The Project intends to improve the guidelines on the conduct of IA federation meetings. 4. Water flow meters have been provided to the system offices for use in water management. Training of NIS staff on use of the water flow device has been conducted in the four pilot NISs. Water flow measurements to determine H-Q curve is on-going and remaining activities include trainings on utilizing H-Q curve for efficient water management. 5. NIA has done partial rehabilitation in all target NISs using its regular budget and special fund for system rehabilitation works (e.g. Repair and Rehabilitation of Existing National Irrigation Systems). 6. Sharing of Project experiences with key staff from PMO of other projects (e.g., PIDP) are done informally during meetings and discussions.
Project management	Have JCC (Joint Coordinating Committee) meeting been functioned well for smooth progress of the project activities?	Minutes of the JCC meetings	JCCs were held on Jan.31, 2008, on Feb.13,2009, July 9, 2009, Feb.12, 2010. This is the venue to discuss the progress on the project activities and future plans. The C/Ps, experts and the JICA Philippines office carried out regular JCC meetings to review the activities and approve the proposed activities of the project. The detail plan on activities were fixed in these venues.
	Are other periodical meetings held as planned and discussed necessary topics?	Minutes of the meetings	

3. Evaluation Grid

Five Evaluation Criteria	Questions on the Evaluation and Issues		Required Data/Collection Method	Findings at Terminal Evaluation
	Main Category	Sub-category		
Relevance	Relevance as necessity	Is the project consistent with the needs of the residents in the target area?	Need for irrigation/ Document review	The Project was designed to increase the capacity of IAs to undertake O&M of irrigation facilities for efficient water distribution. Specifically, the Project seeks to address the issues affecting IAs as follows: (a) defective membership structure (high incidence of absentee landowners, high degree inactive members from downstream users, voluntary nature of membership, multiple membership); (b) weak absorptive capacity (low level of skills, poor leadership, lack of supportive members, lack of financial resources); (c) defective by-laws; (d) inadequacy of training (absence of TNA, lack of trainers especially in IAs, low funding priority for training by NIA). The project was designed to address most if not all of the above issues.
		Is the project consistent with the needs of the related organizations implementing the project?	Needs of NIA and IA; Interview	
	Relevance as priority	Is the project consistent with the development plan of the Philippines?	Development policy of GOP; Document review	The Project is still consistent with the policy of the government of the Philippines on IMT as mandated under the Agriculture and Fisheries Modernization Act of 1997 (AFMA). Capacitating IAs on irrigation management is a priority concern of the IMT policy. Furthermore, the Project remains consistent with the agriculture sector goal of the Medium Term Philippine Development Plan (MTPDP) for 2004-2010 to make food <i>portada</i> at competitive prices. One of the steps towards attaining the sector goal is by concentrating investments in irrigation development including implementation of IMT and capacity development programs for IAs. Thus, the Project is still in line with the government policy on agriculture development and irrigation management.
		Is the project consistent with the Japanese foreign assistance policy and country programs by JICA?	Japanese ODA policy; Document review	The Project has been consistent to the Japanese government's Country Assistance Strategy particularly in the Support of Economic Empowerment of the Poor in Rural Areas which stipulates that in order to secure improvement of income of the poor, there is a need to promote agriculture and strengthen the management of farmers associations. Thus the Project is still relevant to Japan's aid policy.
Relevance of approach	Is the project's approach and selection of target areas appropriate strategy to achieve effects of development policy of the Philippines	Interview	The Project had been designed to maximize the involvement of all relevant activities to IA. The approach of the project is considered to be comprehensive and practical to address the needs of beneficiaries. The eight (8) target sites were selected based on the list of about 70 NISs which scored lower in IA functionality. Low IA functionality means inefficient irrigation management, lack of compliance to the approved WDD and CCPF, and weak communication and coordination between NIA staff and IAs. Thus, it is relevant that the Project is addressing and targeting systems with lower functionality.	
Effectiveness	Possibility to achieve the project purpose by the end of the project	Is the project purpose expected to be achieved by the end of the project?	Refer to Achievement Grid; Interview	The IAs in the targeted NISs have been activated and became capable in handling O&M activities by their own initiatives with noticeable improvement in their management skills. The cooperative mechanism between NIA and IAs are improving as confirmed in Output 2. However, the efforts of the project towards IAs institutional development will not reach the tangible indicators by the end of the project period. It is assumed that devastating natural calamities such as drought, typhoon, flooding negatively affected the Cropping Intensity in CY2009. In fact, Actual Planted Area (ha) decreased in five target NISs in spite of a wet season, comparing with CY2008WET as shown in Table 11. In 2010DRY, Actual Planted Area (ha) drastically decreased in some target NISs.
	Influence of the important assumptions	How much important assumptions (e.g. irrigation facilities are not drastically damaged by typhoons, etc.) have influence?	Document review; Questionnaire; Interview	NISs in Region 1 were affected by typhoon. The facility of NIS Bucaco in region 3 was critically destroyed by typhoon. Region 11, some lands were transferred to Banana plantation. Also CY2009 were affected by severe drought and El Niño phenomena. Particularly the typhoons largely affected the project sites and result of the activities.
	Encouraging and impeding factors	Are there any factors encouraging the achievement of the project purpose?	Document review; Questionnaire; Interview	There were several inputs on facility rehabilitation and institutional development from NIA as well as agricultural development and extension works from other agencies such as the local government units (LGUs), Philippine Rice Research Institute (PhilRice), Bureau of Postharvest Research and Extension (BPRE), International Rice Research Institute (IRRI) and Land Bank of the Philippines, using these agencies' regular budget. JICA likewise provided additional training in Japan for three (3) NIA CPs in the field of Participatory Irrigation Management (PIM). These inputs have greatly contributed to enhancing the capacity of IAs, create good relationship among IAs, NIA and other agencies, thereby promoting effective water delivery and positive effort on efforts to increase of cropping intensity.
Are there any factors impeding the achievement of the project purpose?		Document review; Interview	Not identified except for the assumptions.	
Efficiency	Quality, quantity and timing of the inputs	Are the number of Japanese experts dispatched, their fields of expertise, qualifications and the timing of the dispatch appropriate?	Questionnaire survey; Interview	In the original plan for expert dispatch, three (3) Japanese experts should be dispatched during the entire duration of the Project. These experts consist of one (1) chief advisor/water management specialist, one (1) expert on training plan/monitoring, and one (1) project coordinator. However, the position of chief advisor had been vacant from October 2008 until May 2009. The absence of the chief advisor meant additional tasks to the other two (2) Japanese experts and other PIMD members in managing and implementing the activities in all eight (8) project sites.
		Are the types, quantity, quality and timing of provided equipments and machinery appropriate?	Questionnaire survey; Interview	Machinery and equipment were provided as planned. Some equipment were reported to be delayed in delivery according to questionnaire. During the second half of the project, eight laptop computers, eight LCD projectors, and eight digital cameras were additionally provided to each target NISO for use in institutional development and monitoring activities. Said equipment have been used properly and are in good condition.
		Are the number of counterparts, their fields of expertise, qualifications and the timing of the dispatch appropriate?	Questionnaire survey; Interview	Thirty-nine CPs from Central NIA staff and Regional Irrigation Office (RIO) were assigned to the project at the beginning. However, various reassignments and resignation of CPs took place since the Project started, particularly during the implementation of the rationalization plan of NIA. The number of CPs decreased once, but it increased at the terminal evaluation. The frequent occurrence of resignation, reassignment, and transfers resulted in the redundancy of orientation to the staff.
		Are the office space and facilities provided for the experts adequate?	Direct observation; Interview	Office space for the Japanese experts, telephone lines and internet facilities were provided by the Philippine side.
		Is scale of cost sharing by the Philippines side appropriate?	Questionnaire survey; Interview	From October 2007 to December 2008, Philippine side spent PHP 2.6 million mainly to support the salaries of hired Institutional Development Officers (IOOs) assigned in the project sites as well as miscellaneous cost such as transportation, accommodation, meeting expenses, among others. In the latter half, PHP 2.28 million were spent on the project activities in regions. In addition to the expenses, several other expenses, such as transportation, meetings, monitorings were spent at the national level.

	Efficiency of the cost	Comparing with similar projects, how is the efficiency in terms of inputs-outputs relation?	Document review; Interview	Regarding the minor rehabilitation, the project minimize the cost on the rehabilitation by using participatory approach. Using participatory approach enabled the project to save the indirect cost such as overhead & supervision, commission/management fee), Tax, etc. In this sense, the project approach on minor rehabilitation is more cost-efficient.
Impact	Impact on Overall Goal	Are there any instances whereby necessary actions are taken to carry out efficient water distribution in the remaining areas of target NIS and other NIS? If none, what are the prospects that such actions will be carried out by NIA in other areas in the future?	Document review; Opinion of stakeholders; Interview	Some TCP2 approaches have been adopted in other NISs. For example, other NISs in Region XI are conducting AWD technology demonstration with the support of provincial LGUs of Davao del Norte and Davao del Sur. The provincial LGUs in the two other provinces of Region XI, namely, Davao Oriental and Compostela Valley, have also signified their interest in AWD demonstration in their respective jurisdictions. In addition, the modified guidelines for establishing SACs in target NIS have been used by some NIA-RIOs in re-organizing or organizing SACs in other systems. Although still limited, this indicates that the Project is able to generate some positive impact on the Overall Goal. In order to accelerate the dissemination of project experiences to other NISs, the project should document good practices through conduct of case studies and formulation of manuals.
	Ripple effects	Are there any positive or negative influence on society politically, technically, environmentally, culturally, socially or economically? (expectation)	Opinions of stakeholders; Questionnaire survey; Interview	<ul style="list-style-type: none"> • Irrigation Service Fee - Collection Efficiency (ISF-CE) has increased in some areas. Project interventions in capacity development, minor rehabilitation and water saving may have brought about a change in the attitude of farmers towards payment of ISF, especially with the improvement of water delivery in critical areas within the NISs. In other areas, the noticeable improvements on IA's leadership capabilities and growing compliance to O&M policies boosted the awareness of IA members in relating or organizing ISF collection efficiency. • Greater participation of women farmers in IA activities particularly in the decision-making process was observed in some areas. • Farmers' interviews revealed that they attribute the increase in the number of rice farms to their application of AWD water saving technology.
	Synergistic effect	Are there any synergistic effects with other donor's projects?	Plans of other donors; Document review; Interview	World Bank and ADB are formulated, and JICA sector Loan are currently being formulated. Although there is no formal donor coordination venue, it is confirmed that there were a couple of informal meeting workshops amongst donors on monitoring system and training modules.
	Fairness of impact	Is the impact of the project distributed to the beneficiaries equally?	Document review; Interview	In the final evaluation mission, strong negative reactions of farmers were not confirmed. All farmers showed their envy about the inputs of demo-farm and minor rehabilitation, and complained that they were not selected. However, the evaluation team observed that those farmers were exceptional because the FMD discussed the selection process with NIA office.
Sustainability	Policy	Will the project's concept be supported as a Philippines government policy in the future? Is there any policy to support the promotion of the project's experiences?	Opinion of stakeholders; Interview Opinion of stakeholders; Interview	The goal of the Project meets the objective of IMT policy on institutional development. As NIA is implementing IMT even beyond the Project duration, it is expected that NIA will sustain the experiences of the Project in terms of IA strengthening.
	Institution, organization and finance	Does NIA have sufficient capacity to accomplish its role after the completion of JICA cooperation? 1. Institutional aspect - Is there sufficient staff at NIA Central and Field Office level assigned to sustain the project activities after completion?	Opinion of stakeholders; Interview	NIA is likely to remain as the agency responsible for irrigation development in the country including the strengthening of IAs towards IMT. With the reduction of NIA staff as a result of the rationalization program, the implementation of IMT has become a big challenge especially in NIA field offices where manpower was drastically reduced. Under TCP2, the IDOs assigned as counterparts at the system level occupy non-permanent positions that are co-terminus with the project. Continuity of institutional development activities will be affected if the services of these IDOs are terminated at the end of the Project. While there are permanent senior IDOs that can provide institutional development support to the target NISs at the M&O level, such support is deemed limited as these IDOs are also in charge of institutional development in other NISs and Communal Irrigation Systems (CISs). Some target NIS are preparing WRFTs to eventually assume the functions of IDOs but acquiring IDO skills takes some time and not all WRFTs are qualified to the job. Some NISs targeted for assistance by other donors in the future, such as Bantao-Vejo and Padada, may be able to retain their IDOs thereby sustaining the institutional support to target IAs.
		2. Financial aspect - Is there an adequate budget allocated for sustaining the project activities after completion?	Opinion of stakeholders; Interview	Most NIA staff expressed that the budget of NIA for institutional development is very limited. While NIA has a substantial budget for system rehabilitation over the last two years, only 2-3 percent of the budget is earmarked for institutional development. In order to ensure continuity of IA strengthening activities, NIA should be able to maximize the utilization of minimal resources and identify other possible sources of funding. In the interview with the acting director of NIA, NIA is planning to keep additional budget through the collaboration with foreign-assisted projects like the PIDP of World Bank, the Japanese Sector Loan and ABS-ISCEP which has funds allocated for institutional strengthening activities including hiring of IDOs.
	Technical aspect	Do counterparts have: a) sufficient knowledge and technology and b) opportunity to apply knowledge and technology to sustain the project activities after completion?	Opinion of stakeholders; Questionnaire survey; Interview	According to the questionnaire and interviews, the NIA C/Ps both at national and regional acquired knowledge and technologies from the Project. The NIA C/Ps both at the national level and the NISO level are confident that equipped knowledge and technologies will be maintained adequately as the knowledge and technologies on the institutional development are needed for the further strengthening of the IAs functions in line with the IMT program. Supported by the NISO staff, IAs gained technologies to maintain O&M activities. The following facts, however, cast a shadow on the sustainability of technical aspect: 1) the status of non-permanent IDOs are unstable; and 2) there are the needs for the training of the second-line of IA staff as some trained IA staff are either. Under the given circumstances, technologies and knowledge gained as personal memory would be insufficient to ensure the sustainability of technical aspect. It is essential that the project compile project approaches and case studies into project documents as institutional memory so that new NISO staff and other IA members can utilize project approaches and experiences from the documents. Considering that the project has neither a project document regarding case studies nor a standard training modules on institutional development yet, the sustainability in the technical aspect would not be perfectly sufficient.
		Do trained IAs have: a) sufficient knowledge & technology and b) opportunity to use acquired knowledge & technology to sustain efficient water distribution after project completion?	Opinion of stakeholders; Questionnaire survey; Interview	
		Is there a mechanism for disseminating or transferring the technology to other NIA personnel or other IAs within and outside the project sites?	Opinion of stakeholders; Questionnaire survey; Interview	The project documents would be vital tools for NIA to further disseminate the project approach. The reinforcement of the monitoring system including feedback is also essential to the sustainability in technical aspect, on which the project has been exerting its effort. The whole system of monitoring and feedback would be one of the mechanisms to spontaneously transfer the knowledge and technologies acquired by NIA staff onto the field level. Considering the intervention is still on going, it is unsure that the sustainability is fully secured.
		Are there factors that promote or hinder project sustainability?	Opinion of stakeholders; Questionnaire survey; Interview	Not confirmed

Annex 10: Schedule of Terminal Evaluation

Date	Day	Tokyo	Mr. Inokuni	Mr. Nishimura	Philippines	Philippines side on election team	PSIO	Other
2010.07.21	Mon				Interview with NACTP/PMO	Interview with NACTP/PMO	Interview	
2010.08.1	Tue				AAE: Interview of NIA Control Office P.M.: Travel to Davao City Country call with NIA Region 11	AAE: Interview of NIA Control Office P.M.: Travel to Davao City Country call with NIA Region 11	AAE: Interview of NIA Control Office P.M.: Travel to Davao City Country call with NIA Region 11	Davao
2010.08.2	Wed				10:00-12:00: Travel to Zamboanga, Davao Region 12:00-13:00: Interview of NIA staff 13:00-14:00: Interview of NIA IA representatives 14:00-17:00: Travel back to Davao	10:00-12:00: Travel to Zamboanga, Davao Region 12:00-13:00: Interview of NIA staff 13:00-14:00: Interview of NIA IA representatives 14:00-17:00: Travel back to Davao	10:00-12:00: Travel to Zamboanga, Davao Region 12:00-13:00: Interview of NIA staff 13:00-14:00: Interview of NIA IA representatives 14:00-17:00: Travel back to Davao	Davao
2010.08.3	Thu				9:00-12:00: Interview of NIA Region 11 12:00-13:00: Interview of Davao Sur DMO 13:00-14:00: Interview of Davao Sur DMO	9:00-12:00: Interview of NIA Region 11 12:00-13:00: Interview of Davao Sur DMO 13:00-14:00: Interview of Davao Sur DMO	9:00-12:00: Interview of NIA Region 11 12:00-13:00: Interview of Davao Sur DMO 13:00-14:00: Interview of Davao Sur DMO	Davao
2010.08.4	Fri				AAE: Travel back to Manila	AAE: Travel back to Manila	AAE: Travel back to Manila	Manila
2010.08.6	Sun				Report writing	Report writing	Report writing	Manila
2010.08.7	Mon				AAE: Interview of Japanese experts P.M.: Travel to Davao City Country call with NIA Region 6	AAE: Interview of Japanese experts P.M.: Travel to Davao City Country call with NIA Region 6	AAE: Interview of Japanese experts P.M.: Travel to Davao City Country call with NIA Region 6	Davao
2010.08.8	Tue				10:00-12:00: Travel to Zamboanga, Davao Region 12:00-13:00: Interview of DV NIA staff 13:00-14:00: Interview with DV IA representatives 14:00-17:00: Travel back to Davao City	10:00-12:00: Travel to Zamboanga, Davao Region 12:00-13:00: Interview of DV NIA staff 13:00-14:00: Interview with DV IA representatives 14:00-17:00: Travel back to Davao City	10:00-12:00: Travel to Zamboanga, Davao Region 12:00-13:00: Interview of DV NIA staff 13:00-14:00: Interview with DV IA representatives 14:00-17:00: Travel back to Davao City	Davao
2010.08.9	Wed				9:00-12:00: Interview of AGRIS NIA staff 12:00-13:00: Interview of AGRIS IA representatives 13:00-14:00: Interview with AGRIS IA representatives 14:00-17:00: Travel back to Davao City	9:00-12:00: Interview of AGRIS NIA staff 12:00-13:00: Interview of AGRIS IA representatives 13:00-14:00: Interview with AGRIS IA representatives 14:00-17:00: Travel back to Davao City	9:00-12:00: Interview of AGRIS NIA staff 12:00-13:00: Interview of AGRIS IA representatives 13:00-14:00: Interview with AGRIS IA representatives 14:00-17:00: Travel back to Davao City	Davao
2010.08.10	Thu				9:00-12:00: Interview of NIA Region 6 12:00-13:00: Interview of Capat Alan DMO 13:00-14:00: Interview of DIVERSIFIED DMO	9:00-12:00: Interview of NIA Region 6 12:00-13:00: Interview of Capat Alan DMO 13:00-14:00: Interview of DIVERSIFIED DMO	9:00-12:00: Interview of NIA Region 6 12:00-13:00: Interview of Capat Alan DMO 13:00-14:00: Interview of DIVERSIFIED DMO	Davao
2010.08.11	Fri	Manila to Manila			Travel back to Manila	Travel back to Manila	Travel back to Manila	Manila
2010.08.12	Sat	Meeting with Philo and Nick			Meeting with evaluation consultant	Report writing		Manila
2010.08.13	Sun	Review of data gathered in Davao and Dulu			Review of data gathered in Davao and Dulu	Review of data gathered in Davao and Dulu		Manila
2010.08.14	Mon	National Holiday			National Holiday	National Holiday	National Holiday	Manila
2010.08.15	Tue	Interview with PMO			Interview with PMO	Interview with PMO	Interview	Manila
2010.08.16	Wed	9:00-10:00: Move to Davao 10:00-12:00: Country call and interview to NIA Region 3 13:00-14:00: Move to Sta. Cruz, Zamboanga 14:00-15:00: Interview of NCRIS NIA staff 15:00-16:00: Interview with NCRIS IA representatives 16:00-18:30: Move to Davao, Zamboanga			9:00-10:00: Move to Davao 10:00-12:00: Country call and interview to NIA Region 3 13:00-14:00: Move to Sta. Cruz, Zamboanga 14:00-15:00: Interview of NCRIS NIA staff 15:00-16:00: Interview with NCRIS IA representatives 16:00-18:30: Move to Davao, Zamboanga	9:00-10:00: Move to Davao 10:00-12:00: Country call and interview to NIA Region 3 13:00-14:00: Move to Sta. Cruz, Zamboanga 14:00-15:00: Interview of NCRIS NIA staff 15:00-16:00: Interview with NCRIS IA representatives 16:00-18:30: Move to Davao, Zamboanga	Zamboanga	
2010.08.17	Thu	9:00-12:00: Interview of Davao NIA staff 12:00-13:00: Interview with Davao IA representatives 13:00-14:00: Move back to Manila			9:00-12:00: Interview of Davao NIA staff 12:00-13:00: Interview with Davao IA representatives 13:00-14:00: Move back to Manila	9:00-12:00: Interview of Davao NIA staff 12:00-13:00: Interview with Davao IA representatives 13:00-14:00: Move back to Manila	Manila	
2010.08.18	Fri	Report writing	Report writing	Report writing	Report writing	Report writing		Manila
2010.08.20	Sun	Travel to Soligen, La Union	Travel to Soligen, La Union	Travel to Soligen, La Union	Travel to Soligen, La Union	Travel to Soligen, La Union	Travel to Soligen, La Union	La Union
2010.08.21	Mon	9:00-12:00: Interview of Amburyan IA representatives 12:00-13:00: Interview of Amburyan NIA staff 13:00-14:00: Move to Agon, La Union			9:00-12:00: Interview of Amburyan IA representatives 12:00-13:00: Interview of Amburyan NIA staff 13:00-14:00: Move to Agon, La Union	9:00-12:00: Interview of Amburyan IA representatives 12:00-13:00: Interview of Amburyan NIA staff 13:00-14:00: Move to Agon, La Union	La Union	
2010.08.22	Tue	9:00-12:00: Interview of Mandap IA representatives 12:00-13:00: Interview of Mandap NIA staff 13:00-14:00: Move to Urdaneta, Pangasinan			9:00-12:00: Interview of Mandap IA representatives 12:00-13:00: Interview of Mandap NIA staff 13:00-14:00: Move to Urdaneta, Pangasinan	9:00-12:00: Interview of Mandap IA representatives 12:00-13:00: Interview of Mandap NIA staff 13:00-14:00: Move to Urdaneta, Pangasinan	La Union	
2010.08.23	Wed	9:00-11:00: Country call with NIA Reg 1 11:00-12:00: Move back to Manila			9:00-11:00: Country call with NIA Reg 1 11:00-12:00: Move back to Manila	9:00-11:00: Country call with NIA Reg 1 11:00-12:00: Move back to Manila	Manila	
2010.08.24	Thu	Joint Meeting to draft Report	Joint Meeting to draft Report	Joint Meeting to draft Report	Joint Meeting to draft Report	Joint Meeting to draft Report	Joint Meeting to draft Report	Manila
2010.08.25	Fri	Joint Meeting to draft Report	Joint Meeting to draft Report	Joint Meeting to draft Report	Joint Meeting to draft Report	Joint Meeting to draft Report	Joint Meeting to draft Report	Manila
2010.08.26	Sat	Final report writing	Final report writing	Final report writing	Final report writing	Final report writing		Manila
2010.08.27	Sun	Final report writing	Final report writing	Final report writing	Final report writing	Final report writing		Manila
2010.08.28	Mon	AAE: Finalize report and sign P.M.: Briefing to JCA/PP	AAE: Finalize report and sign P.M.: Briefing to JCA/PP	AAE: Finalize report and sign P.M.: Briefing to JCA/PP	AAE: Finalize report and sign P.M.: Briefing to JCA/PP	AAE: Finalize report and sign P.M.: Briefing to JCA/PP	AAE: Finalize report and sign P.M.: Briefing to NIA and DA	Manila
2010.08.29	Tue	JCC and JMI signing	JCC and JMI signing	JCC and JMI signing	JCC and JMI signing	JCC and JMI signing	JCC and JMI signing	Manila
2010.08.30	Wed	National Holiday	National Holiday	National Holiday	National Holiday	National Holiday	National Holiday	Manila
2010.09.01	Thu	Manila to Japan		Manila to Japan				Manila

Annex 11: Location of Project Area

(A) Amburayan RIS

Location: La Union, Region 1
Service Area: 3,420 ha
No. of Beneficiaries: 7,270 farmers

(B) Masalip RIS

Location: La Union, Region 1
Service Area: 1,548 ha
No. of Beneficiaries: 2,972 farmers

(C) Nayom-Bayto RIS

Location: Zambales, Region 3
Service Area: 1,836 ha
No. of Beneficiaries: 1,453 farmers

(D) Bucao RIS

Location: Zambales, Region 3
Service Area: 1,240 ha
No. of Beneficiaries: 1,639 farmers

(E) Mambusao RIS

Location: Capiz, Region 6
Service Area: 1,420 ha
No. of Beneficiaries: 1,431 farmers

(F) Barotac Viejo RIS

Location: Iloilo, Region 6
Service Area: 1,747 ha
No. of Beneficiaries: 1,100 farmers

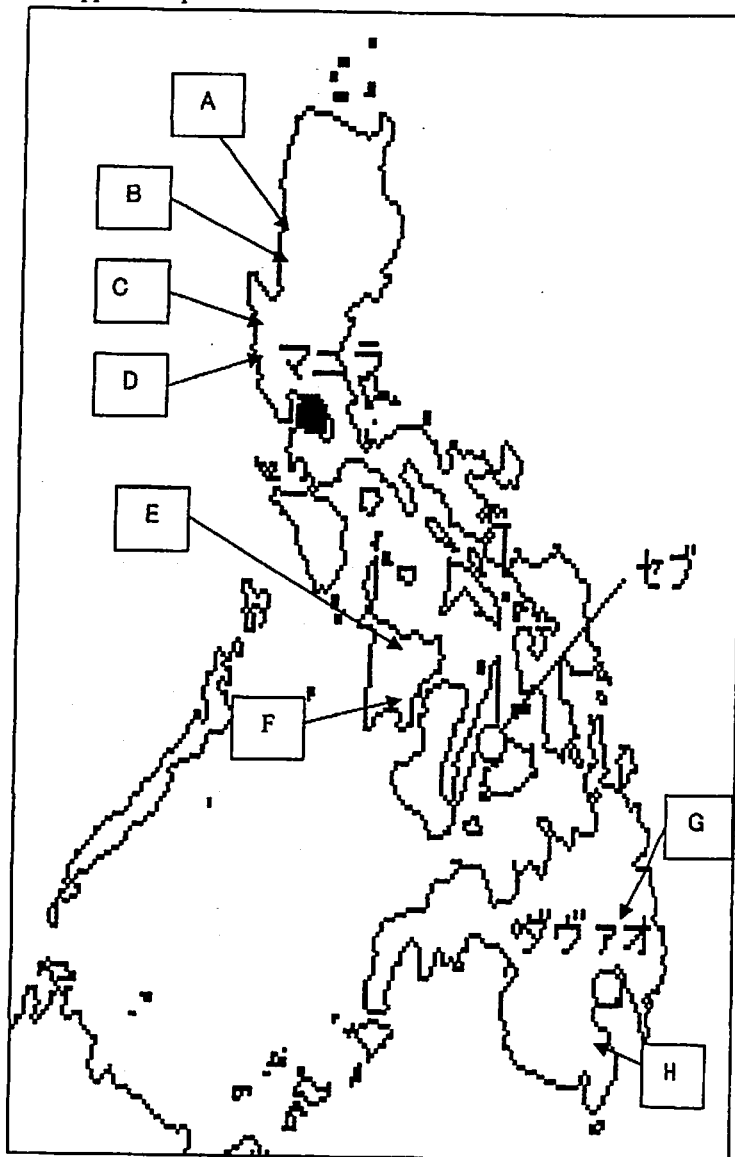
(G) Saug-Libuganon Left RIS

Location: Davao Norte, Region 11
Service Area: 4,674 ha
No. of Beneficiaries: 4,152 farmers

(H) Padada RIS

Location: Davao Sur, Region 11
Service Area: 2,078 ha
No. of Beneficiaries: 2,227 farmers

<Philippine Map>



添付 3: 供与機材リスト

JICA 登録日	機材名	詳細	数量	金額 (ペソ)	状況 (終了時評価 時点)	供与先
2007/10/19	デジタルカメラ	SONY DSC-W35/s	2	30,960	良好 x1 破損 x 1	NIA オフィス
2007/10/16	コピー機	SHARP AR5320E	1	88,404	良好	NIA オフィス
2007/10/26	エアコン	Idec	1	63,500	良好	NIA オフィス
2007/10/18	デジタルビデオカメラ	SONY DCR-SR62	1	44,099	良好	NIA オフィス
2008/4/18	プリンター	Canon IX4000	1	15,800	良好	NIA オフィス
2008/6/13	デスクトップ(モニター)	Lenovo M57	1	46,000	良好	NIA オフィス
2008/6/13	デスクトップ(モニター)	Lenovo M57	1	45,000	良好	アンブラヤン
2008/6/13	デスクトップ(モニター)	Lenovo M57	1	45,000	良好	マサリップ
2008/6/13	デスクトップ(モニター)	Lenovo M57	1	45,000	良好	マンブサオ
2008/6/13	デスクトップ(モニター)	Lenovo M57	1	45,000	良好	バロタックビエーホ
2008/6/13	デスクトップ(モニター)	Lenovo M57	1	45,000	良好	ブカオ
2008/6/13	デスクトップ(モニター)	Lenovo M57	1	45,000	良好	ナヨンバイト
2008/6/13	デスクトップ(モニター)	Lenovo M57	1	45,000	良好	サウグリブガノンレフト
2008/6/13	デスクトップ(モニター)	Lenovo M57	1	45,000	良好	パダダ
2008/6/13	プリンター	Canon IX4000	1	12,400	良好	NIA オフィス
2008/6/13	プリンター	Canon Pixma IP4500	1	6,000	良好	アンブラヤン
2008/6/13	プリンター	Canon Pixma IP4500	1	6,000	良好	マサリップ
2008/6/13	プリンター	Canon Pixma IP4500	1	6,000	良好	マンブサオ
2008/6/13	プリンター	Canon Pixma IP4500	1	6,000	良好	バロタックビエーホ
2008/6/13	プリンター	Canon Pixma IP4500	1	6,000	良好	ブカオ
2008/6/13	プリンター	Canon Pixma IP4500	1	6,000	良好	ナヨンバイト
2008/6/13	プリンター	Canon Pixma IP4500	1	6,000	良好	サウグリブガノンレフト
2008/6/13	プリンター	Canon Pixma IP4500	1	6,000	良好	パダダ
2008/6/27	流量流速計	global water	1	51,661	良好	NIA オフィス
2008/6/27	流量流速計	global water	1	51,661	良好	リージョナルオフィス I
2008/6/27	流量流速計	global water	1	51,661	良好	リージョナルオフィス II
2008/6/27	流量流速計	global water	1	51,661	良好	リージョナルオフィス VI
2008/6/27	流量流速計	global water	1	51,661	良好	リージョナルオフィス XI
2008/6/27	スキャナー	Canon LIDE90	1	4,900	良好	NIA オフィス

2009/1/26	ファックス	Panasonic KX-FP362CX	1	9,350	良好	NIA オフィス
2009/7/15	プリンター	Canon MP198	1	3,300	良好	NIA オフィス
2009/7/29	無停電装置 1000V	GIANT 1000	2	7,600	良好	NIA オフィス
2010/1/27	流量流速計	global water FP211	1	88,000	良好	ブカオ
2010/1/27	流量流速計	global water FP211	1	88,000	良好	マンブサオ
2010/1/27	流量流速計 r	global water FP211	1	88,000	良好	サウグリブガノンレフト
2010/2/1	ノートパソコン	eMachines- D726	1	39,400	良好	アンブラヤン
2010/2/1	ノートパソコン	eMachines- D726	1	39,400	良好	マサリップ
2010/2/1	ノートパソコン	eMachines- D726	1	39,400	良好	マンブサオ
2010/2/1	ノートパソコン	eMachines- D726	1	39,400	良好	バロタックビエーホ
2010/2/1	ノートパソコン	eMachines- D726	1	39,400	良好	ブカオ
2010/2/1	ノートパソコン	eMachines- D726	1	39,400	良好	ナヨンバイト
2010/2/1	ノートパソコン	eMachines- D726	1	39,400	良好	サウグリブガノンレフト
2010/2/1	ノートパソコン	eMachines- D726	1	39,400	良好	パダダ
2010/2/1	プロジェクター	Acer X1161	1	25,300	良好	アンブラヤン
2010/2/1	プロジェクター	Acer X1161	1	25,300	良好	マサリップ
2010/2/1	プロジェクター	Acer X1161	1	25,300	良好	マンブサオ
2010/2/1	プロジェクター	Acer X1161	1	25,300	良好	バロタックビエーホ
2010/2/1	プロジェクター	Acer X1161	1	25,300	良好	ブカオ
2010/2/1	プロジェクター	Acer X1161	1	25,300	良好	ナヨンバイト
2010/2/1	プロジェクター	Acer X1161	1	25,300	良好	サウグリブガノンレフト
2010/2/1	プロジェクター	Acer X1161	1	25,300	良好	パダダ
2010/2/1	デジタルカメラ	Olympus TOUGH-6000	1	20,400	良好	アンブラヤン
2010/2/1	デジタルカメラ	Olympus TOUGH-6000	1	20,400	良好	マサリップ
2010/2/1	デジタルカメラ	Olympus TOUGH-6000	1	20,400	良好	マンブサオ
2010/2/1	デジタルカメラ	Olympus TOUGH-6000	1	20,400	良好	バロタックビエーホ
2010/2/1	デジタルカメラ	Olympus TOUGH-6000	1	20,400	良好	ブカオ
2010/2/1	デジタルカメラ	Olympus TOUGH-6000	1	20,400	良好	ナヨンバイト
2010/2/1	デジタルカメラ	Olympus TOUGH-6000	1	20,400	良好	サウグリブガノンレフト
2010/2/1	デジタルカメラ	Olympus TOUGH-6000	1	20,400	良好	パダダ
合計				1,937,418	ペソ	

添付 4: カウンターパート配属リスト

2007	2008	2009	2010	配属先・ポジション	備考
NIA 中央オフィス					
Marcelino V. Tugaon, Jr.	Carlos S. Salazar, OIC	Carlos S. Salazar	Alexander A. Reuyan, OIC	NIA Administrator	プロジェクトディレクター
Carlos S. Salazar	Antonio A. Galvez	Antonio A. Galvez	Antonio A. Galvez	NIA Assistant Administrator	JCC ディレクター
Gregorio S. Dumandan	Gregorio S. Dumandan	Gregorio S. Dumandan	Gregorio S. Dumandan	NIA-CO, EMD	
Leonardo F. Balite	Augustrese Torres	Augustrese Torres	Augustrese Torres	NIA-CO, SMD	
Gene Ragodon	Gene Ragodon	Gene Ragodon	Gene Ragodon	NIA-CO, Special Project	.
Enrique A. Sabio, Jr., OIC	Enrique A. Sabio, Jr.	Renato S. Gamboa	Renato S. Gamboa	NIA-CO, IDD Division Manager	プロジェクトマネージャー
Bayani P. Ofrecio	Bayani P. Ofrecio	Bayani P. Ofrecio	Bayani P. Ofrecio	NIA-CO, IDD Irrigators Development. Chief A	
Heartie E. Navarro	Heartie E. Navarro	Heartie E. Navarro	Heartie E. Navarro	NIA-CO, IDD Regional Monitor for Region 1	
Loida C. Ofrecio	Loida C. Ofrecio	Elisa P. Jeciel	Elisa P. Jeciel	NIA-CO, IDD Regional Monitor for Region 3	.
Corazon F. Pascua	Corazon F. Pascua	Heartie E. Navarro	Heartie E. Navarro	NIA-CO IDD Regional Monitor for Region 6	.
Angelina A. Abalos	Angelina A. Abalos	Sonia V. Villarico	Sonia V. Villarico	NIA-CO, IDD Regional Monitor for Region 11	
リージョン I					
Leodencio Baraquo	John N. Celeste	John N. Celeste	John N. Celeste	Regional IDD Manager	
Nieves M. De Guzman	Nieves M. De Guzman	Nieves M. De Guzman	Nieves M. De Guzman	Regional IDO Manager	.
-	-	-	Robert Abule	IMO La Union	新設
-	-	-	Gaudencio de Vera	Senior Engineer, La Union IMO	新設
Gaudencio de Vera	Gaudencio de Vera	Gaudencio de Vera		Irrigation Superintendent Amburayan RIS	ポジション廃止
N/A	Renee Miranda	Renee Miranda	Renee Miranda	IDO Ambrayan RIS	
Frida L. Nidoy	Frida L. Nidoy	Frida L. Nidoy		Irrigation Superintendent, Masalip RIS	ポジション廃止
Ricardo Lopez	Ricardo Lopez	Ricardo Lopez	Ricardo Lopez	SWRFT, Masalip RIS	
Ricardo Lopez	Ricardo Lopez	Ricardo Lopez	Ricardo Lopez	IDO Masalip RIS	
リージョン III					
Manuel L. Collado	Manuel L. Collado	Manuel L. Collado	Manuel L. Collado	Regional Irrigation Manager	
Emma S. Cruz	Emma S. Cruz	N/A		Regional IDO Manager	ポジション廃止
-	-	Emma S. Cruz	Emma S. Cruz	CRC- B, Section Chief. IDS	新設
Virgilio Flores	Virgilio Flores	Virgilio Flores	Virgilio Flores	Agriculturist RIO	

Lorna Bitangcol	Lorna Bitangcol	Lorna Bitangcol	N/A	Supervising. IDO, RIO	
-	-	Juan L. Anagaran	Juan L. Anagaran	OIC, TARZAM IMO	新設
-	-	-	Rolando Espino	Principal Engineer C, OIC TarZam IMO	新設
Denerio A. Meredor	-	Rolando Espino		Irrigation Superintendent, Nayom Bayto RIS	ポジション廃止
Fe Clara	Fe Clara	Fe Clara	Fe Clara	IDO, Nayom Bayto RIS	
Marcelino P. Manalo	Juan L. Anagaran	Juan L. Anagaran		Provincial Irrigation Manager	ポジション廃止
Jose Aguila	Jose Aguila	Jose Aguila	Jose Aguila	Engineer A Bucao RIS	
Marifina R. Montehermoso	Marifina R. Montehermoso	Marifina R. Montehermoso	Marifina R. Montehermoso	IDO-A, Bucao RIS	
リージョンVI					
Felix Razo	Edilberto Lomigo	Edilberto Lomigo	Edilberto Lomigo	Regional Irrigation Manager	
Leo L. Gallego	Leo L. Gallego	Leo L. Gallego		Irrigators Development Chief A, RIO	ポジション廃止
-	-	Manolo Ramirez	Manolo Ramirez	CRC-B, Section Chief, IDS	新設
-	-	Florencio F. Colorado	Florencio F. Colorado	IMO Iloilo- Guimaras	新設
Renan S. Alberca	Renan S. Alberca	N/A		Irrigation Superintendent, Barotac Viejo RIS	ポジション廃止
Edger Soldevilla	Edger Soldevilla	Edger Soldevilla	Edger Soldevilla	Engineer A Barotac Viejo RIS	
Edmundo Q. Mendoza, Jr.	Edmundo Q. Mendoza, Jr.	Ernie Balajadia	Ernie Balajadia	IDO, Barotac Viejo RIS	
-	-	-	Rizalo F. Concepcion	IMO Aklan- Capiz	新設
Dionisio B. Asencio	Dionisio B. Asencio	N/A		Irrigation Superintendent, Mambusao RIS	ポジション廃止
Yvonne Q. Herbo	Yvonne Q. Herbo	N/A	Jocelyn Laurellia	IDO, Mambusao RIS	
リージョンXI					
Domingo Alcaraz	Felix M. Razo	Felix M. Razo	Felix M. Razo	Regional Irrigation Manager	
Domingo Alcaraz	Edgardo Draculan	N/A		IDD & O&M Manager, RIO	ポジション廃止
-	-	Encarnacion Soriano	Encarnacion Soriano	Div. Manager, Section Chief for Engineering and Operations Div.	新設
-	-	Paz Felix	Paz Felix	CRC- B, Section Chief, IDS	新設
Paz Felix	Paz Felix	N/A		Supervising. IDO, RIO	ポジション廃止
-	-	Lani Sumabat	Lani Sumabat	Sr. IDO, RIO	
Luzvimind Aclao	Luzvimind Aclao	Luzvimind Aclao	Luzvimind Aclao	Sr. IDO, RIO	

Alejandro L. Alberca	Alejandro L. Alberca	Alejandro L. Alberca	Alejandro L. Alberca	IMO Davao del Norte	
-	-	Bonifacio Ysalina	Bonifacio Ysalina	Principal Engineer A, IMO Davao Norte O&M Chief, SALLE RIS	新設
Lovie M. Franada, Sr.	Alejandro L. Alberca	N/A		Irrigation Superintendent, SALLE RIS	ポジション廃止
Eliseo Omila	Eliseo Omila	Eliseo Omila	Eliseo Omila	SWRFT, SALLE RIS	
N/A	Vincent Buenaventura	Vincent Buenaventura	Vincent Buenaventura	IDO, SALLE RIS	
-	-	Edgardo Draculan	Edgardo Draculan	IMO Davao del Sur	新設
-	-	Manuel L. Rañeses	Manuel L. Rañeses	Principal Engineer A, IMO Davao Sur Padada RIS	新設
Teodoro B. Abbot	Teodoro B. Abbot	N/A		Irrigation Superintendent, Padada RIS	ポジション廃止
Benjie Nierre	Benjie Nierre	Benjie Nierre	Benjie Nierre	SWRFT, Padada RIS	
-	Saturnino Apiag	Saturnino Apiag	Saturnino Apiag	IDO Padada RIS	

凡例： NIA の合理化政策のもと、変更になったポジション

SUPPLEMENTAL EVALUATION REPORT
Irrigators' Association Strengthening Support Project

1. Outline of the Project

1-1 Background of the Project

Under the Agriculture and Fisheries Modernization Act (AFMA) of 1997, NIA is mandated, among others, to gradually transfer the operation and maintenance (O&M) of secondary canals and other tertiary facilities of national irrigation systems (NISs) to the Irrigators' Associations (IAs) through the Irrigation Management Transfer (IMT) program. The implementation of IMT program, however, is hindered by the weak capacity of IAs to participate in O&M activities and eventually assume the responsibility for O&M of irrigation facilities. In support of the IMT, NIA and JICA implemented a Technical Cooperation Project (TCP) entitled "IA Strengthening Project" (TCP1) from April 2005 to September 2007 with the primary objective of verifying the effectiveness of actively involving IAs and strengthening them to ensure sustainable O&M activities in the selected NISs. After TCP1, the Government of the Philippines (GOP) requested to the Government of Japan a TCP to assist in strengthening more IAs on a wider scale while strengthening the capacity of NIA staff involved in institutional development. JICA conducted surveys and discussions with GOP authorities and agreed to support NIA in implementing a TCP entitled "Irrigators Association Strengthening Support Project" (TCP2) from October 2007 to December 2010. Based on recommendations of the terminal evaluation conducted in July 2010, however, the Joint Coordinating Committee (JCC) agreed to extend the implementation of TCP2 for nine months until September 2011 as the original three-year project period was deemed inadequate to fully verify the effectiveness of project interventions.

1-2 Project Overview

(1) Overall Goal

"Necessary actions are taken to carry out efficient water distribution in other NISs."

(2) Project Purpose

"Efficient water distribution is carried out in the project sites, with IAs' active participation in operation and maintenance works."

(3) Outputs

1. Each of the target IA in the project sites is capacitated to carry out sustainable O&M activities.
2. The cooperative mechanism between NIA and IAs is established to jointly carry out efficient water management.

(4) Activities

1-1 Conduct baseline survey on the current status and activities of the target IAs

1-2 Confirm and reformulate, if necessary, the members of the target IAs and Turnout Service Area Group (TSAG)

1-3 Rearrange the organizational settings, including the IA board members, constitution/by-laws, and IA O&M policy

1-4 Conduct trainings to IA members on IA strengthening, including IA management and O&M of irrigation facility

1-5 Establish demo-farm on efficient water management.

2-1 Provide orientations to NIA staff involved with the project

2-2 Monitor IA's compliance to agreed WDD and CCPP, and their O&M policy with collaboration between NIA and IA

2-3 Conduct minor rehabilitation of irrigation facilities in the project sites, through the discussions between NISO and IAs

2-4 Establish system level organization settings for efficient resources management and for better coordination between NIA, IAs and other stakeholders.

<See PDM in Annex 1>

(5) Inputs:

(Japanese side)

- Dispatch of 3 long-term experts
- Provision of equipment
- Local project costs

(Philippine side)

- Assignment of counterparts
- Local counterpart costs
- Office and utilities

2. Outline of the Evaluation

2-1 Objective of the Evaluation

The supplemental evaluation is being conducted to: (a) assess the achievement and performance of the project based on the approved plans; (b) evaluate the project based on the five evaluation criteria (namely: relevance, efficiency, effectiveness, impact and sustainability); and draw lessons from project implementation and recommend actions to be taken before and after the Project ends in September 2011.

2-2 Members of Evaluation Team

Evaluation Team Leader - Mr. Kazuhiko Ueno, Senior Representative, JICA Philippines

Evaluation Specialist - Mr. Nick Baoy, In-house Consultant, JICA Philippines

Evaluation Planning and Coordination – Mr. Pablo Lucero, JICA Philippines

2-3 Approach and Methodology

Following the JICA Evaluation Guidelines, the supplemental evaluation activities involved: (a) collection and review project related documents; (b) formulation of evaluation plan to include determination of evaluation questions, data to be collected and methods for data collection; (c) conduct of survey including interviews and focus group discussions (FGD) with key informants at the Project Management Office, NIA field offices and Irrigators' Associations; (d) consolidation and analysis of findings from review of project documents and reports, interviews and FGDs; and (e) preparation of supplemental evaluation report.

2-4 Period of Evaluation

June 27, 2011 to August 31, 2011

3. Review of Project Performance

3-1 Achievement of Activities

Findings:

All project activities identified in the PDM and targeted for implementation in the project's Plan of Operations will be accomplished by the end of the Project / September 2011 as planned. The project achievements in terms of activity are summarized below.

Table 3-1 Achievement of Activities

Activities	Status of Accomplishment as of July 2011
1-1 Conduct situation analysis on the current status and activities of project sites	◦ Completed in 2008
1-2 Confirm and reformulate, if necessary, the members of the target IAs and TSAGs	◦ Completed in 2009
1-3 Rearrange the organizational settings, including the IA board members, constitution/by-laws, and IA O&M policy	◦ Completed in 2009
1-4 Conduct trainings to IA members on IA strengthening, including IA management and O&M of irrigation facility	◦ IA trainings were completed in 2010; drafting of 20 capability building program manuals (CBPMs) and test-run of 13 training modules was conducted from January to July 2011; users' feedbacks will be gathered in the sharing workshop to be held in August 2011.
1-5 Establish demo-farm on efficient water management	◦ Demonstration of AWD was continued at the lateral level in 7* target NISs (with no farm input support from the project) covering a total of 561 hectares in DS 2011; a users' guide on AWD demonstration was

	<p>formulated and will be presented at the sharing workshop to be held in August 2011.</p> <p>* 1 out of 8 target NIS provides enough irrigation water because of weather condition. Thus, AWD technology is not required</p>
2-1 Provide orientations to NIA staff involved with the project	<ul style="list-style-type: none"> Trainings on water flow monitoring (WFM) were conducted for O&M staff of 8 NISs; conduct of WFM to determine H-Q curve is continuing in 8 NISs; six CBPMs for technical orientation of NIA O&M staff including WFM procedure were drafted by PMO with the participation of NIA counterparts..
2-2 Monitor IA's compliance to agreed WDD and CCPP, and their O&M policy with collaboration between NIA and IA	<ul style="list-style-type: none"> Monitoring of project OVIs was continued using the format prescribed by the PMO; a proposed system for monitoring and reporting O&M performance was drafted; feedbacks from users will be consolidated in a workshop to be held in August 2011.
2-3 Conduct minor rehabilitation of irrigation facilities in the project sites, through the discussions between NISO and IAs	<ul style="list-style-type: none"> Project-funded minor rehab works were completed as of 2009; NIA has done partial system rehab works in all target NISs using its regular budget and special fund for rehab works (e.g. RRENIS).
2-4 Establish system level organization settings for efficient resources management and for better coordination between NIA, IAs and other stakeholders.	<ul style="list-style-type: none"> Pre- and post-season SMC meetings were conducted in all systems without financial support from TCP2 during the period of 9 month extension; guidelines for the establishment of IA federation and implementation of SMC were finalized and disseminated to all target NISs.

3-2 Achievement of Outputs

Output 1:	Each of the target IA in the project sites is capacitated to carry out sustainable O&M activities
-----------	---

Findings:

Output 1 is deemed achieved as of June 2011 with 67 out of 80 IAs (84%) meeting 5 out of 6 criteria of the OVI for this output. Increasing the IA membership proved to be the most difficult criterion to achieve for some 35% of the IAs while compliance to SEC reportorial requirements is the next difficult criterion for 20% of all IAs. Conversion of rice lands to banana farms in Saug-Libuganon RIS resulted in decreasing IA membership as each banana plantation is represented by only 1 member.

Table 3-2.1: Achievement of Output 1

Indicator	At Terminal Evaluation (as of June 2010)	At Supplemental Evaluation (as of June 2011)
¾ of the total number of IAs satisfy 5 out of 6 of the following criteria: (1) existence of written IA O&M policy; (2) 70% in the attendance rate in BoD meeting; (3) 50% in IA general assembly; (4) increase in timely accomplishment of O&M activity; (5) compliance to SEC report requirements (6) increase in IA membership	<ul style="list-style-type: none"> 55 out of 80 IAs (68%) satisfied 5 out of 6 criteria based on Output 1 indicator Output 1 was projected to be achieved by December 2010 	<ul style="list-style-type: none"> 67 out of 80 IAs (84%) satisfied 5 out of 6 criteria of indicator for Output 1

Output 2:	The cooperative mechanism between NIA and IAs is established to jointly carry out efficient water management.
-----------	---

Findings:

Output 2 is deemed achieved as of June 2011 as all the target NISs were able to satisfy the five indicators for this output. Even during the terminal evaluation in June 2010, this output has already been achieved based on the compliance of all target NISs with the OVIs.

Table 3-2.2: Achievement of Output 2

Indicator	At Terminal Evaluation	At Supplemental Evaluation
(1) Existence of agreed WDD and CCPP in all target NISs	<ul style="list-style-type: none"> All NIS have agreed WDD and CCPP 	<ul style="list-style-type: none"> All NIS have agreed WDD and CCPP
(2) Coordination meetings between NIA and IAs are regularly held	<ul style="list-style-type: none"> All NISs hold coordination meetings with IAs at least once a month 	<ul style="list-style-type: none"> All NISs hold coordination meetings with IAs at least once a month
(3) All NISO or IMO submit monitoring reports to CO through RIO	<ul style="list-style-type: none"> Six out of eight target NIS submit monitoring reports to CO on time 	<ul style="list-style-type: none"> All NISs submit monitoring reports to CO through RIO on time
(4) All NISs have established functional IA federation which meets every cropping season	<ul style="list-style-type: none"> All NIS have functional IA federations 	<ul style="list-style-type: none"> All NIS have functional IA federations
(5) All NISs have established functional SMC which meets every cropping season	<ul style="list-style-type: none"> All NIS have functional SMCs 	<ul style="list-style-type: none"> All NIS have functional SMCs

3-3 Achievement of Project Purpose

"Efficient water distribution is carried out in the project sites with IAs active participation in operation and maintenance works."
--

Findings:

The project purpose is deemed achieved based on the level of indicator (OVI) achievement. As of June 2011, all target NIS increased their average CI during CY2008-2010 compared with baseline (CY2004-2006). As to the other OVI, more than 70% of total IAs increased their CI in CY2010 compared to the baseline (average CI of 2004-2006). Comparing average CI during 2008-2010 with baseline figure, however, showed that only 46 out of 80 IAs increased their CI. Apparently, the low CI of IAs in previous crop years due to destructive calamities brought down the average CI of most IAs. It is worthy to note that 22 out of 28 downstream IAs increased in CI in 2010 while 17 out of 28 IAs increased in average CI during CY2008-2010 compared with baseline. This finding indicates that the project succeeded in achieving a more efficient water distribution within the system through its key interventions such as minor rehabilitation, AWD adoption and other IA strengthening activities.

Table 3-3: Achievement of Project Purpose

Indicator	At Terminal Evaluation (as of June 2010)	At Supplemental Evaluation (as of June 2011)
1. All target NISs have increased cropping intensity (CI)	<ul style="list-style-type: none"> Only 3 out of 8 target NIS increased their CI in CY2009 compared with baseline 	<ul style="list-style-type: none"> All NIS increased in cropping intensity during CY2008-2010 compared with baseline data.

2. ¾ of target IAs have increased cropping intensity (CI)	<ul style="list-style-type: none"> ◦ 37 out of 80 IAs (46%) increased their CI from baseline (average of 2004-2006) 	<ul style="list-style-type: none"> ◦ 57 out of 80 IAs (71%) increased their CI in CY2010 compared with baseline data ◦ 46 out of 80 IAs (58%) increased their CI during CY2008-2010 compared with baseline data
---	--	---

< See details of Project Achievements in Annex 2 >

3-4 Actions Taken on Recommendations at Terminal Evaluation

Findings:

During the nine-month extension period, the PMO was able to address all the recommendations made during the terminal evaluation. Actions on two recommendations, namely, conduct of process documentation and holding of workshop for sharing project experiences and outcomes will be completed before the project ends in September 2011. The NIA, likewise, took positive actions on the recommendations to retain the IDOs and adoption of TCP2 approaches in other systems.

Table 3-4: Actions Taken on Recommendations at Terminal Evaluation

Recommendation	Actions Taken from September 2010 to July 2011
1. For PMO to update the training materials to meet current needs of NIA and IAs and standardize training modules	The PMO organized a working group (WG) consisting of 17 members including JICA experts and NIA counterparts. The WG reviewed and refined the existing training materials, conducted test-runs of the training modules and conducted five week-long work camps to standardize and finalize the training modules. Feedback from users of the manual will be gathered and consolidated in a workshop to be held in August 2011.
2. For PMO to formulate and recommend to NIA a monitoring procedure to capture IA and system O&M performance data for use in irrigation system management	After reviewing existing monitoring procedures, the PMO through WG drafted guidelines and forms for O&M monitoring and reporting at the IA and system level. The draft O&M monitoring guidelines and forms were disseminated to the target NISs for piloting. Feedback from users will be gathered and consolidated in a workshop to be held in August 2011.
3. For PMO to conduct process documentation to capture project experiences in the form of case studies and other technical documents	The PMO commenced the process documentation activity with the hiring of a technical assistant in September 2010. With the completion of most of the project activities, a process documenter with extensive knowledge and experience in IA institutional development was engaged in February 2011 to document the project experiences. An initial draft detailing the experiences of the project on a per activity basis was generated in June 2011. The final output will be completed by the end of the project.
4. For PMO to conduct workshops/seminars for sharing project experiences and TCP2 outcomes to NIA staff, donors and other stakeholders	A five-day workshop will be conducted in August 2011 aimed at sharing project outputs and experiences to NIA staff and representatives of relevant agencies. The workshop will also gather comments and feedbacks from the participants about major project outputs such as the training manuals, proposed monitoring procedure and user's guide on AWD demonstration.
5. For NIA to consider the adoption of TCP2 approaches in nationwide implementation of IMT	Guidelines on conduct of project activities such as establishment of SMC, conduct of AWD demonstration and IA strengthening have been disseminated to NIA field offices. Some regions have followed these guidelines and procedures in replication of TCP2 activities in other NISs.

7. For NIA to ensure continuity of institutional development in target NISs by maintaining the IDOs or training of WRFTs to assume IDO functions.	NIA retained the services of IDOs assigned to target NISs. Considering that most IAs are in the stage of transition to full IMT, NIA needs to maintain the IDOs to sustain the institutional capacity building activities in target NISs after project completion in September 2011.
---	--

4. Evaluation based on Five Criteria

4-1 Relevance

The relevance of the project is deemed high as its objectives are consistent with the GOP policy of IMT as mandated under the AFMA of 1997 and the Medium-Term Philippine Development Plan (MTPDP, 2004-2010). Likewise, the project is consistent with Japan’s aid policy in the Philippines particularly in the support of economic empowerment of the poor in rural areas. Moreover, the project is relevant to the needs of the target group as TCP2 interventions addressed the various institutional issues confronting IAs (e.g., defective membership structure and organizational policy, weak absorptive capacity and poor leadership, inadequacy of training, among others) and the need to assist NIA in strengthening its function of delivering irrigation services to its clients.

4-2 Efficiency

The efficiency of the project is deemed satisfactory considering that most of the inputs were adequately provided in terms of quantity, quality and timing. In general, project inputs were appropriately utilized in the conduct of activities thereby contributing to the achievement of Outputs. Delays in implementation of some training and minor rehabilitation activities were encountered during the first half of the project due to conflict of schedule with the planting season of farmers. These delays, however, did not affect the achievement of outputs as the project had ample time to complete all activities even before the extension period. Some counterpart personnel were either retired or reassigned due to the rationalization of NIA but this had only minimal effect on the implementation of project activities as the project was able to find qualified replacements to perform their assigned tasks. The existing knowledge and skills of NIA counterparts on IA strengthening methodologies greatly contributed to efficiency as the project saved time and resources for counterpart trainings. In fact, the NIA counterparts played a key role in the development of IA strengthening manuals and procedures.

4-3 Effectiveness

The effectiveness of the project is deemed satisfactory considering that the Outputs resulted in the achievement of Project Purpose. The nine-month extension of project duration has proven that IA strengthening activities can lead to improvement in O&M performance given a favorable weather and adequate time for newly-trained and re-organized IAs to develop into cohesive organizations. Key TCP2 interventions such as IA trainings, introduction of AWD and minor rehabilitation were found to be effective in improving water distribution and increasing cropping intensity particularly in the downstream areas of the system. However, it should be also pointed out that the same interventions were less effective in NISs whose facilities needed major rehabilitation at the outset.

4-4 Impact

The project’s prospect for generating impact after completion is quite high. Even prior to the terminal evaluation, it was already observed that the project has achieved some impact on the Overall Goal as a number of TCP2 approaches (e.g., AWD demonstration and SMC establishment) have been adopted in other NISs in Region I and Region XI. This finding remains valid in this supplemental evaluation as more NIA regional offices adopt TCP2 approaches in improving O&M of other systems within their jurisdictions. Greater impact on the overall goal can be expected in the future if NIA is able to develop a system for disseminating TCP2 experiences to all its regional offices. Aside from its impact on the Overall Goal, the project has generated several positive effects on its target groups. For instance, IA capability development activities were perceived to have brought about positive changes in farmers’ behavior as shown by increased attendance in meetings and more active participation in O&M activities. Skills of NIS staff were enhanced through the trainings and participation in project activities. Apart from improving water distribution, TCP2 enhanced the cooperative spirit among IA members and improved communication and relationship between IAs and NIS. SMC meetings initiated by the Project improved coordination among NISOs, IAs, LGUs and other relevant agencies with some target IAs in Luzon able to access grants such as flat-bed dryers from the DA and certified seeds from concerned LGUs.

4-5 Sustainability

Sustainability of the project is likely from the policy, organizational and technical aspects. With the full implementation of the IMT program, strengthening the capacity of IAs to ensure their active participation in system O&M will be sustained as a policy in line with the mandate of AFMA. Moreover, NIA will likely remain as the government organization responsible for irrigation development with the Institutional Development Division performing a key role in the implementation of the IMT program. Except for some project-hired IDOs based at the system level, most project counterparts occupy permanent positions. As such, they are expected to continue applying the technical knowledge and skills learned from their active participation during the conduct of project activities. The project outputs such as institutional development manuals and procedures will facilitate the application of skills acquired by project counterparts and replication of TCP2 approaches in other systems. Ensuring the continuity of institutional development program (IDP), however, is a key issue in most of target NISs considering the uncertainty of budget for salaries of project-hired IDOs. While NISs can secure funds for IDP from system rehabilitation programs (e.g., RRNIS), these funds are often limited and ad-hoc in nature. Training of WFRTs to assume the function of IDOs is being resorted to by most systems but skills acquisition takes time and not all WFRTs are qualified to do the job. Retaining the services of IDOs while IMT is not yet fully implemented in each system is viewed as a key factor for ensuring institutional sustainability.

5. Conclusion, Recommendations and Lessons

5-1 Conclusion

The nine-month extension of TCP2 implementation enabled the Project to complete its planned activities, generate its target outputs and achieve the purpose of improving the O&M performance of target IAs. As a result of TCP2 interventions, cropping intensity (CI) in all target NISs and in majority of the target IAs increased compared to their average CI before TCP2. Recognizing the effectiveness of TCP2 approach, some NIA field offices have taken steps to replicate some activities such as AWD demonstration and SMC establishment. As NIA proceeds with the full implementation of IMT, continuous strengthening of IAs towards greater participation in system O&M is deemed relevant. In this regard, sustaining the gains of the project through the formulation of a sustainability plan for each target NIS and an effective strategy for disseminating TCP2 outcomes and experiences to other systems is essential.

5-2 Recommendations

(1) Recommendations to NIA:

- (i) Retain the IDOs in order to ensure continuity of IA strengthening process and sustain the IDP until IMT is fully implemented in target NISs.
- (ii) Continuously update and refine the training and capability building manuals developed by the project in order to make them more responsive to the needs of NIA and IAs.
- (iii) Review the monitoring procedure formulated by the project with a view towards providing relevant and timely information and feedback for use in irrigation system management.
- (iv) Ensure replication of good practices developed from TCP2 with the NIA Operations Department taking the lead role in the dissemination of manuals and guidelines developed by the project to all regions and project offices.
- (v) Sustain system rehabilitation works in target NISs with the primary aim of improving water delivery and distribution.
- (vi) Before the project ends in September 2011, prepare a project action plan defining the key actions that need to be taken by NIA to ensure replication of TCP2 approaches and sustain the gains (benefits) of TCP2 in each target NIS beyond project completion.

(2) Recommendation to JICA:

- (i) Facilitate to NIA in developing a project action plan including the formulation of strategies for disseminating TCP2 experiences and outcomes prior to project completion
- (ii) Monitor the implementation of the action plan in close coordination with NIA.

5-3 Lessons Learned

- (i) Projects aimed at improving irrigation water delivery and distribution should not only be measured in terms of increase in CI of the entire system but also in terms of the benefits received by farmers in the downstream areas of the system. In this project, although overall increase in CI was insignificant in some target systems where baseline CI was already high, downstream farmers benefited from the improved efficiency of delivery and distribution of

irrigation water especially during the dry season.

- (ii) While IA strengthening is a major factor contributing to improvement of water distribution, adequate and timely provision of support for rehabilitation and maintenance of system facilities is very indispensable in achieving good O&M performance. In this project, the increase in CI was almost insignificant in some target systems whose facilities needed major rehabilitation at the outset of the project.

Annex 1: Project Design Matrix

Project Title: Irrigators Association Strengthening Support Project
 Duration: October 1, 2007 to December 31, 2010 (extended to September 31, 2011)
 Target Group: IA members in the project sites
 Target Areas: Region 1, 3, 6 & 11

July 7th, 2009

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>Goal</p> <p>Necessaary actions are taken to carry out efficient water distribution in other NISs</p>	<ul style="list-style-type: none"> - Number of NISs adopting the experiences of the Project 	<ul style="list-style-type: none"> - NIS Office Report, Regional office report 	
<p>Project Purpose</p> <p>Efficient water distribution is carried out in the prcjet sites, with IAs' active participation in operation and maintenance works</p>	<ul style="list-style-type: none"> - 3/4 of target IAs haveincreased cropping intensity - All target NISs have increased cropping intensity 	<ul style="list-style-type: none"> - Report submitted by NISO and IMO, Project Report - Report submitted by NISO and IMO, Project Report 	<ul style="list-style-type: none"> - Budget and personnel of NIA for institutional development is not drastically decreased
<p>Outputs</p> <p>1 Each of the target IA in the project sites is capacitated to carry out sustainable O&M works.</p> <p>2 The cooperative mechanism between NIA and IAs is established to jointly carry out efficient water management.</p>	<ul style="list-style-type: none"> - 3/4 of total number of IAs satisfy 5 out of 6 of the following criteria <ul style="list-style-type: none"> * Existence of written O&M policy * 70% attendance rate in BoD meeting * 50% attendance rate in IA general assembly meeting * Increase in timely accomplishment of O&M activities * Compliance to SEC report requiremnts * Increase in IA membership - Existence of agreed WDD and CCpp in all target NISs - Coordination meetings between NIA and IAs are regularly held (at least once a month) - All NISO or IMO submit monitoring report to CO via RIO on - All NIS have established functional IA federation which meets every cropping season - All NIS have established functional SMC which meets every cropping season 	<ul style="list-style-type: none"> - NIA's monitoring report - IA Activity Report, NIA's monitoring report - IA Activity Report, NIA's monitoring report - IA Activity Report, NIA's monitoring report - Financial Report and GI sheet submitted to SEC - NIA's monitoring report, Functionality survey Project Activity Record - Project Activty Report. IDP monitoring report - Project Activity Report, IDP monitoring report - IA functionality, IA [profile, O&M performance - Project Activity Report, IDP monitoring report - Project Activity Report, IDP monitoring report 	<ul style="list-style-type: none"> - Irrigation facilities are not drastically damaged by typhoon or other accidents - Flood and drought do not cause effect on the water distribution in the project sites - Both of IA and NIA implement their contract - Crops planted do not substantially change
<p>Activities</p>	<p>Input</p>		
<p>1-1 Conduct baseline survey on the current status and activities of the target IAs</p> <p>1-2 Confirm and reformulate, if necessary, the members of the target IAs and Turnout Service Area Groups</p> <p>1-3 Rearrange the organizational settings, including the IA board members, constitution/by-laws, and IA O&M policy</p> <p>1-4 Conduct trainings to IA members on IA strengthening, including IA management and O&M of irrigation facility</p> <p>1-5 Establish demo farm on efficient water management</p> <p>2-1 Provide orientations to NIA staff involved with the project</p> <p>2-2 Monitor IA's compliance to agreed WDD and CCpp, and their O&M policy with collaboration between NIA and IA</p> <p>2-3 Conduct minor rehabilitation of irrigation facilities in the project sites, through the discussions between NISO and IAs</p> <p>2-4 Establish system level organization settings for efficient resources management and for better coordination between NIA, IAs and other stakeholders</p>	<p>Japanese side</p> <p>Dispatch of experts</p> <p>1. Chief Advisor/Water Management</p> <p>2. Training Plan/Monitoring</p> <p>3. Project Coordinator/Institutional Development</p> <p>Expense for the project activities</p> <p>1. Trainings and monitoring</p> <p>2. Minor rehabilitation of Irrigation Facilities</p> <p>3. Demo Farm on Water Saving Technology</p>	<p>Philippine Side</p> <p>Assignment of Counterpart staff</p> <ul style="list-style-type: none"> - NIA-IDD - NIA-SMD - Field staff <p>Furnished office space</p> <p>Expense for training, monitoring, personnel and supervision costs</p> <p>(Cost Sharing)</p>	<ul style="list-style-type: none"> - IA members who attend training do not leave the association - NIA staff who are provided with the training do not resign <p>Pre-condition</p> <ul style="list-style-type: none"> - Target NIS offices commit themselves to play objective role in IA strengthening

*Irrigation Service Fee Collection Efficiency (ISF-CE) is an important indicator, but it is influenced not only by IA's capacity but also by the farmer's satisfaction on NIA's service or the price at which they sell the cropped rice. Therefore, this project does not adopt it as an indicator to measure the achievement of project purpose and outputs, but only to monitor ISF-CE as a reference data

PROJECT ACHIEVEMENT SUPPLEMENTAL EVALUATION FINDINGS

A. OVERALL ACHIEVEMENT

1. Project Purpose level

Project Purpose:	Efficient water distribution is carried out in the project sites with IAs active participation in operation and maintenance works
Indicators:	1. 3/4 of target IAs have increased Cropping Intensity 2. All target NISs have increased Cropping Intensity

Findings:

Indicator	At Terminal Evaluation	At Supplemental Evaluation
1. ¾ of target IAs have increased cropping intensity	<ul style="list-style-type: none"> 37 out of 80 IAs (46%) increased their CI from baseline (average of 2004-2006) 	<ul style="list-style-type: none"> 57 out of 80 IAs (71%) increased their CI in CY2010 compared to baseline data Comparing baseline with average of CY2008-2010, however, only 46 out of 80 IAs (58%) increased their CI
2. All target NISs have increased cropping intensity	<ul style="list-style-type: none"> Only 3 out of 8 target NIS increased their CI in 2009 compared with baseline 	<ul style="list-style-type: none"> All 8 target NIS increased in cropping intensity during CY2008-2010 compared with baseline data Comparing baseline CI with CY2010, however, showed 1 NIS (Nayom-Bayto) with slight decline in CI.
<p>Key observations:</p> <ul style="list-style-type: none"> Comparing CI between baseline (average of CY2004-2006) and CY2010, the project succeeded in increasing cropping intensity targets both at IA and NIS level. However, comparing CI between baseline and average of CY2008-2010, the project succeeded only in increasing CI at the NIS level. Low cropping intensities of IAs in previous crop years brought about by natural calamities affected the average CI at the IA level. In the case of Saug-Libuganon RIS, conversion of rice lands to banana plantations significantly affected CI of IAs. It is worthy to note that 22 out of 28 downstream IAs increased in CI in 2010 while 17 out of 28 IAs increased in CI during CY2008-2010 compared with baseline CI. This finding indicates that the project succeeded in achieving a more efficient water distribution within the system through its key interventions such as minor rehabilitation, AWD adoption and other IA strengthening activities. 		

2. Output Level

2.1 Output 1

Output 1:	Each of the target IA in the project sites is capacitated to carry out sustainable O&M activities
Indicators:	3/4 of the total number of IAs satisfy 5 out of 6 of the following criteria: (1) existence of written IA O&M policy; (2) 70% in the attendance rate in BoD meeting; (3) 50% in IA general assembly; (4) increase in timely accomplishment of O&M activity; (5) compliance to SEC report requirements (6) increase in IA membership

Findings:

Indicator	At Terminal Evaluation	At Supplemental Evaluation
¾ of the total number of IAs satisfy 5 out of 6 of the following criteria: (1) existence of written IA O&M policy; (2) 70% in the attendance rate in BoD meeting; (3) 50% in IA general assembly; (4) increase in timely accomplishment of O&M activity; (5) compliance to SEC report requirements (6) increase in IA membership	<ul style="list-style-type: none"> o 55 out of 80 IAs (68%) satisfied 5 out of 6 criteria based on Output 1 indicator o Output 1 was projected to be achieved by December 2010 	<ul style="list-style-type: none"> o 67 out of 80 IAs (84%) satisfied 5 out of 6 criteria of indicator for Output 1
<p>Key observations:</p> <ul style="list-style-type: none"> o Output 1 is deemed achieved as of June 2011 o Increasing the IA membership proved to be the most difficult criterion to achieve for some 35% of the IAs; compliance to SEC reportorial requirements is the next difficult criterion for 20% of all IAs. o Conversion of rice lands to banana farms in Saug-Libuganon RIS resulted in decreasing IA membership as each banana plantation is represented by only 1 member. 		

2.2 Output 2

Output 2:	The cooperative mechanism between NIA and IAs is established to jointly carry out efficient water management.
Indicators:	<ol style="list-style-type: none"> (1) Existence of agreed WDD and CCPP in all target NISs (2) Coordination meetings between NIA and IAs are regularly held (at least once a month) (3) All NISO or IMO submit monitoring reports to CO through RIO (4) All NISs have established functional IA federation which meets every cropping season (5) All NISs have established functional SMC which meets every cropping season

Findings:

Indicator	At Terminal Evaluation	At Supplemental Evaluation
(1) Existence of agreed WDD and CCPP in all target NISs	<ul style="list-style-type: none"> ◦ All NIS have agreed WDD and CCPP 	<ul style="list-style-type: none"> ◦ All NIS have agreed WDD and CCPP
(2) Coordination meetings between NIA and IAs are regularly held (at least once a month)	<ul style="list-style-type: none"> ◦ All NISs hold coordination meetings with IAs at least once a month 	<ul style="list-style-type: none"> ◦ All NISs hold coordination meetings with IAs at least once a month
(3) All NISO or IMO submit monitoring reports to CO through RIO	<ul style="list-style-type: none"> ◦ Six out of eight target NIS submit monitoring reports to CO on time 	<ul style="list-style-type: none"> ◦ All NISs submit monitoring reports to CO on time
(4) All NISs have established functional IA federation which meets every cropping season	<ul style="list-style-type: none"> ◦ All NIS have functional IA federations 	<ul style="list-style-type: none"> ◦ All NIS have functional IA federations
(5) All NISs have established functional SMC which meets every cropping season	<ul style="list-style-type: none"> ◦ All NIS have functional SMCs 	<ul style="list-style-type: none"> ◦ All NIS have functional SMCs
<p>Key observation:</p> <ul style="list-style-type: none"> ◦ Output 2 is deemed achieved as of June 2011. 		

B. SYSTEM LEVEL ACHIEVEMENT

AMBURAYAN RIS – Region I

1. Project Achievement

(a) Achievement of Project Purpose

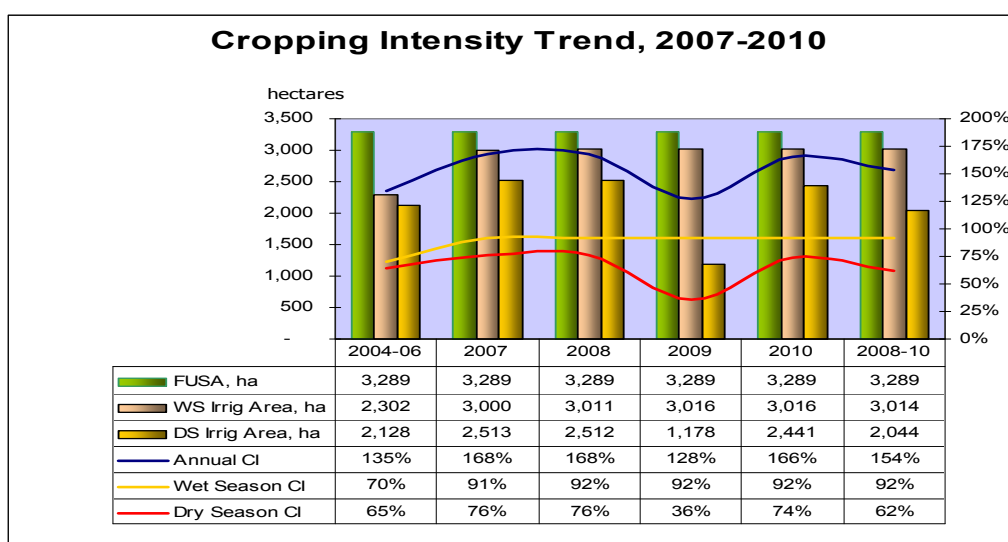
Project Purpose Indicators: (1) $\frac{3}{4}$ of target IAs have increased cropping intensity; (2) all target NIS have increased cropping intensity

Table 1: Trend in cropping intensity of NIS and IAs

Name of IA	Location	CY 2004-06	CY 2010	Trend	CY 2008-10	Trend
1. Upstream Lat A	Up	199	200	Inc	199	Inc
2. Basu ni Ambu	Up	177	200	Inc	194	Inc
3. Agna FIA	Up	177	150	Dec	158	Dec
4. Bangar Lat C	Up	152	188	Inc	181	Inc
5. Kalingat	Up	152	200	Inc	200	Inc
6. Lusiris IA	Mid	160	190	Inc	178	Inc
7. Risintal	Mid	125	159	Inc	144	Inc
8. United	Mid	196	191	Dec	161	Dec
9. Sarloana	Down	168	165	Dec	140	Dec
10. Pantar-Cantoria	Down	118	176	Inc	151	Inc
11. Arapaap	Down	86	86	Inc	105	Inc
12. Maluyo	Down	135	191	Inc	153	Inc
13. Cabuaan-San Pablo	Down	57	200	Inc	139	Inc
14. Nagtalna	Down	43	142	Inc	128	Inc
Average		135	166		154	
No. of IA with increased CI vs CY2004-06 average				11/14		11/14

Key Findings:

- Compared with baseline data (CY2004-2006), system CI increased in CY2010 and during CY2008-2010.
- 11 out of 14 IAs increased in CI in CY2010 and during CY2008-2010 compared with baseline data;
- 5 out of 6 downstream IAs increased in CI in CY2010 and during CY2008-2010 compared with baseline.
- Dry season irrigated area increased by 79 hectares in downstream IAs from 1,000 ha in DS 2008 to 1,079 ha in DS 2011.



(b) Achievement of Outputs

(b-1) Achievement of Output 1

Output 1 Indicator: ¾ of total number of IAs satisfy 5 out of 6 of the following criteria: (1) existence of written O&M policy; (2) 70% attendance rate in BoD meeting; (3) 50% attendance rate in IA general assembly; (4) timely accomplishment of O&M activity; (5) compliance to SEC reportorial requirements; and (6) increase in IA membership.

Table 2: IA performance relative to Output 1 indicators

Name of IA	Criteria						No of criterion met by each IA
	(1)	(2)	(3)	(4)	(5)	(6)	
1. Upstream Lat A	1	1	1	1	1	1	6
2. Basu ni Ambu	1	1	1	1	1	1	6
3. Agna FIA	1	1	1	1	1	1	6
4. Bangar Lat C	1	1	1	1	1	1	6
5. Kalingat	1	1	1	1	1	1	6
6. Lusiris IA	1	1	1	1	1	1	6
7. Risintal	1	1	1	1	1	1	6
8. United	1	1	1	1	1	1	6
9. Sarloana	1	1	1	1	1	1	6
10. Pantar-Cantoria	1	1	1	1	1	1	6
11. Arapaap	1	1	1	1	1	1	6
12. Maluyo	1	1	1	1	1	1	6
13. Cabuaan-San Pablo	1	1	1	1	1	1	6
14. Nagtalna	1	1	1	1	1	1	6
Total	14	14	14	14	14	14	
Number of IAs meeting 5 out of 6 criteria							14/14

Key Finding:

- All 14 IAs in Amburayan RIS met 5 out of 6 criteria of the indicator for Output 1.

(b-2) Achievement of Output 2

Output 2 Indicators: (1) Existence of agreed WDD and CCPP in all target NISs; (2) Coordination meetings between NIA and IAs are regularly held (at least once a month); (3) All NISO or IMO submit monitoring report to CO via RIO on time; (4) All NISs have established functional IA federation which meets every cropping season; (5) All NISs have established functional SMC which meets every cropping season.

Key Finding:

- Amburayan RIS satisfied 5 out of 5 indicators of Output 2.

2. Perceived Effects of Project Interventions

Feedback from IAs	Feedback from NISO staff
<p>Upstream IAs:</p> <ul style="list-style-type: none">○ Increase in irrigated area resulting from water savings○ Closer coordination between NIA and IAs○ Election of new set of officers○ Better planning and accounting procedures○ Formulation of CCPP/WDD○ Subsidies received from MAO-LGU <p>Midstream IAs:</p> <ul style="list-style-type: none">○ Better info dissemination○ Value formation among IA members○ IA members more aware of their roles and responsibilities	<ul style="list-style-type: none">○ Increase in irrigated area arising from better water distribution and management, compliance by farmers to WDD and CCPP, practice of AWD and minor rehab○ AWD demo convinced farmers to adopt the technology resulting in more efficient water distribution in dry season○ SMC was institutionalized resulting in better coordination among IA, NIA, LGU and other stakeholders

Findings – Project Achievement

<ul style="list-style-type: none"> o Formulation of cropping calendar o Better flow of irrigation water o Shortened irrigation time due to AWD o Higher yield due to more adequate water and AWD 	<ul style="list-style-type: none"> o Water flow monitoring is still ongoing but perceived to be useful in improving water management o Not all M&E forms were found to be useful; some of the forms are already being used by the system o Stronger partnership between IA and NIA was forged in the course of IDP o Need to train second-liners within the IA as TCP2 trained only the key officers
<p>Downstream IAs:</p> <ul style="list-style-type: none"> o Acquired new skills o Better water distribution o Saved time in water mgt in the field o Water reached the downstream portion of the system o Better water management o Increased irrigated area in the downstream o Minor rehab is better if farmers do it 	

MASALIP RIS – Region I

1. Project Achievement

(a) Achievement of Project Purpose

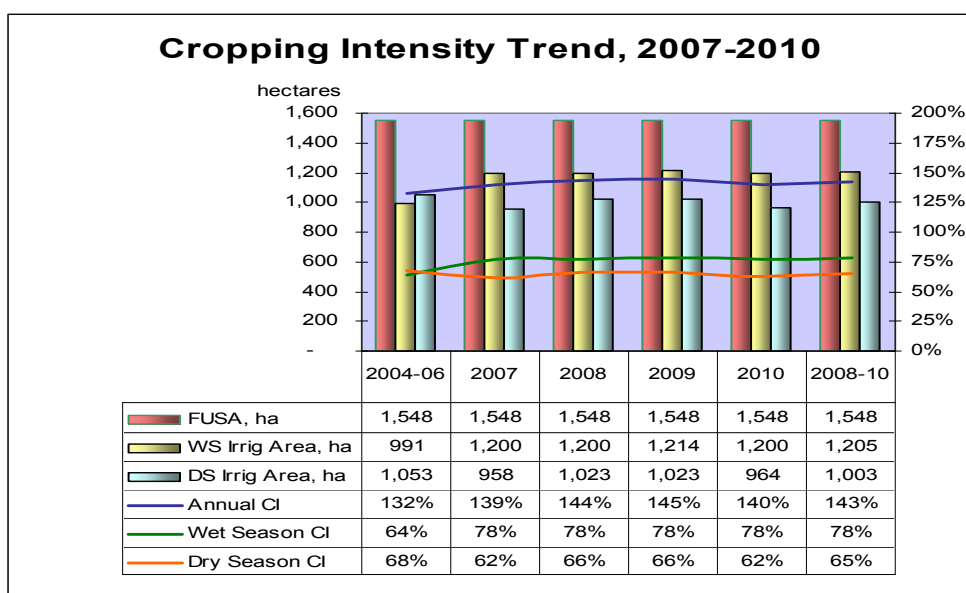
Project Purpose Indicators: (1) ¾ of target IAs have increased cropping intensity; (2) all target NIS have increased cropping intensity

Table 1: Trend in cropping intensity of NIS and IAs

Name of IA	Location	CY 2004-06	CY 2010	Trend	CY 2008-10	Trend
1. Tubao	Up	182	153	Dec	167	Dec
2. Gumacbao	Mid	151	143	Dec	140	Dec
3. Field Master	Up	130	125	Dec	129	Dec
4. LBST/SC	Down	124	94	Dec	100	Dec
5. Namboongan	Mid	165	188	Inc	185	Inc
6. SJSR	Mid	165	122	Dec	159	Dec
7. MCAUMIA	Mid	165	196	Inc	192	Inc
8. LBFIA	Up	165	146	Dec	152	Dec
9. FIAST	Down	43	175	Inc	110	Inc
10. Riverside	Down	43	93	Inc	92	Inc
Average		133	145		143	
No. of IA with increased CI vs CY2004-06 average				4/10		4/10

Key Findings:

- o Compared with baseline data (CY2004-2006), system CI increased in CY2010 and in CY2008-2010.
- o 5 out of 10 IAs increased in CI in CY2010 compared with baseline data; however, only 4 out of 10 IAs increased in average CI during CY2008-2010 compared with baseline figure.
- o 2 out of 3 downstream IAs increased in CI in CY2010 compared to baseline; likewise 2 out of 3 downstream IAs increased in CI during CY2008-2010 compared with baseline.
- o Not much improvement in CI was observed in the CY2011 (extension period) due to deterioration of system facilities resulting from inadequate O&M and reduced river discharge.



(b) Achievement of Outputs

(b-1) Achievement of Output 1

Output 1 Indicator: $\frac{3}{4}$ of total number of IAs satisfy 5 out of 6 of the following criteria: (1) existence of written O&M policy; (2) 70% attendance rate in BoD meeting; (3) 50% attendance rate in IA general assembly; (4) timely accomplishment of O&M activity; (5) compliance to SEC reportorial requirements; and (6) increase in IA membership.

Table 2: IA performance relative to Output 1 indicators

Name of IA	Criteria						No of criterion met by each IA
	(1)	(2)	(3)	(4)	(5)	(6)	
1. Tubao	1	1	1	1	1	1	6
2. Gumacbao	1	1	1	1	1	1	6
3. Field Master	1	1	1	1	1	1	6
4. LBST/SC	1	1	1	1	0	1	5
5. Namboongan	1	1	1	1	1	1	6
6. SJSR	1	1	1	1	1	0	5
7. MCAUMIA	1	1	1	1	1	1	6
8. LBFIA	1	1	1	1	1	1	6
9. FIAST	1	1	1	1	1	1	6
10. Riverside	1	1	1	1	1	1	6
Total	10	10	10	10	9	9	
Number of IAs meeting 5 out of 6 criteria							10/10

Key Findings:

- All 10 IAs within the system met 5 out of 6 criteria of the indicator for Output 1.

(b-2) Achievement of Output 2

Output 2 Indicators: (1) Existence of agreed WDD and CCPP in all target NISs; (2) Coordination meetings between NIA and IAs are regularly held (at least once a month); (3) All NISO or IMO submit monitoring report to CO via RIO on time; (4) All NISs have established functional IA federation which meets every cropping season; (5) All NISs have established functional SMC which meets every cropping season.

Key Findings:

- Masalip RIS satisfied 5 out of 5 indicators of Output 2.

2. Perceived Effects of Project Interventions

Feedback from IAs	Feedback from NISO staff
<p>Upstream IAs:</p> <ul style="list-style-type: none"> Increased irrigated area as water reached downstream sections of the lateral canals Less time needed by farmers for water tending in the field due to AWD and minimized illegal diversion Stronger partnership between NIA and IAs Facilitated annual registration with SEC Better coordination between IA and MAO thru SMC meetings Water supply is more sufficient and adequate 	<ul style="list-style-type: none"> Increased farmers compliance to AWD resulting in better water management especially during dry season No significant impact from minor rehab due to small budget; system requires major rehabilitation works (e.g., siltation at intake need to be addressed) Output achievements not enough to result in increased CI for entire system due to dilapidated facilities and reduced water intake (siltation at intake resulting from soil erosion upstream) IDP reorganized the TSAGs and IAs and established the IA federation SMC was formalized resulting in better coordination between NIA and other stakeholders More participation by LGUs in implementing O&M policy (e.g., SB of Agoo passed an ordinance penalizing garbage disposal in irrigation canals)
<p>Midstream IAs:</p> <ul style="list-style-type: none"> Increase in irrigated area Acquired more skills Slight increase in ISF collection Slight increase in yield Better coordination between IA and NIA Better cooperation among farmers Less water conflicts 	
<p>Downstream IAs:</p> <ul style="list-style-type: none"> IAs were able to formulate their own policies Learned how to keep financial records IAs were registered with SEC Flooding was minimized Water stealing and illegal diversions were minimized Water savings was promoted and AWD was expanded to other farms Increased membership WDD/CCPP are being followed by farmers 	

NAYOM-BAYTO RIS – Region III

1. Project Achievement

(a) Achievement of Project Purpose

Project Purpose Indicators: (1) ¾ of target IAs have increased cropping intensity; (2) all target NIS have increased cropping intensity

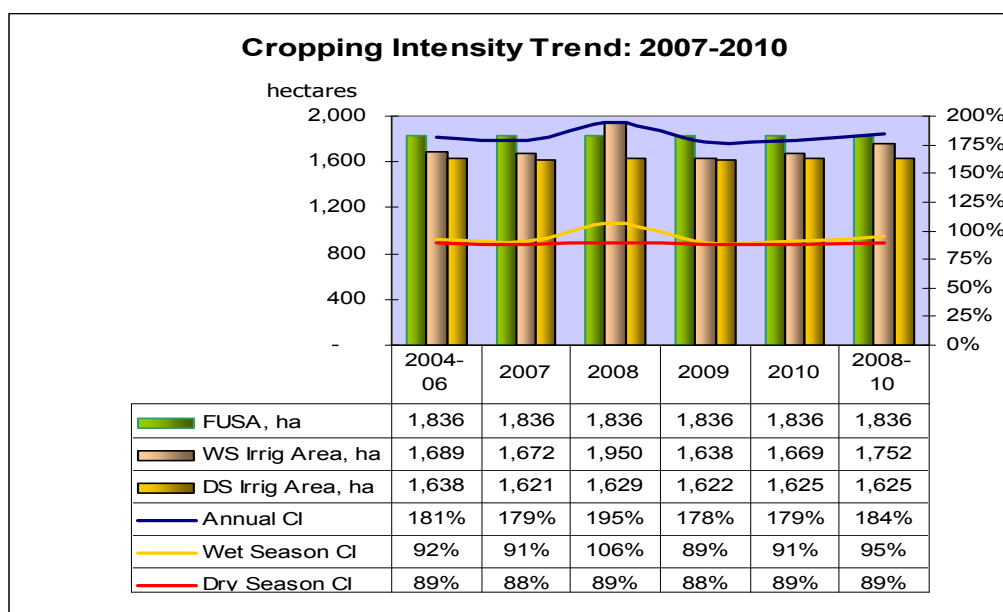
Table 1: Trend in cropping intensity of NIS and IAs

Name of IA	Location	CY 2004-06	CY 2010	Trend	CY 2008-10	Trend
1. Dolpolab	Up	185	181	Dec	212	Inc
2. Kalasag	Up	184	187	Inc	187	Inc
3. GSP	Up	199	200	Inc	193	Dec
4. Canaguls	Mid	195	192	Dec	193	Dec
5. GMCT	Mid	200	196	Dec	197	Dec
6. Canocbam	Down	174	172	Dec	175	Inc
7. Tabuca-Pama	Down	134	143	Inc	147	Inc
8. Padaglan	Down	145	137	Dec	140	Dec
9. Panudapam	Up	200	200	Inc	199	Dec

10. Bisandu	Mid	190	189	Dec	187	Dec
11. TatlongBi	Down	181	179	Dec	180	Dec
12. Basayon	Down	176	176	Inc	171	Dec
Average		182	179		184	4/5
No. of IA with increased CI vs CY2004-06 average				5/12		4/12

Key Findings:

- Compared with baseline data, system CI slightly decreased in CY2010 and significantly declined during the period CY2008-2010.
- 5 out of 12 IAs increased in CI in CY2010 compared with baseline data; only 3 out of 12 IAs increased in average CI during CY2008-2010 when compared with baseline figure.
- Only 2 out of 5 downstream IAs increased in CI in CY2010 compared to baseline; likewise 2 out of 5 downstream IAs increased in CI during CY2008-2010 compared with baseline.



(b) Achievement of Outputs

(b-1) Achievement of Output 1

Output 1 Indicator: ¾ of total number of IAs satisfy 5 out of 6 of the following criteria: (1) existence of written O&M policy; (2) 70% attendance rate in BoD meeting; (3) 50% attendance rate in IA general assembly; (4) timely accomplishment of O&M activity; (5) compliance to SEC reportorial requirements; and (6) increase in IA membership.

Table 2: IA performance relative to Output 1 indicators

Name of IA	Criteria						No of criterion met by each IA
	(1)	(2)	(3)	(4)	(5)	(6)	
1. Dolpolab	1	1	1	1	1	1	6
2. Kalasag	1	0	0	0	0	0	1
3. GSP	1	0	0	0	0	0	1
4. Canagul	1	1	1	1	1	0	5
5. GMCT	1	0	0	0	0	0	1
6. Canocbam	1	1	1	1	1	0	5
7. Tabuca-Pama	1	1	1	1	1	0	5
8. Padaglan	1	1	1	1	0	0	4
9. Panudapam	1	1	1	1	0	0	4
10. Bisandu	1	1	1	1	1	1	6
11. TatlongBi	1	1	1	1	1	1	6

12. Basayon	1	1	1	1	0	1	5
Total	12	9	9	9	6	4	
Number of IAs meeting 5 out of 6 criteria							7/14

Key Findings:

- Only 7 out of 14 IAs met 5 out of 6 criteria of the indicator for Output 1.
- Compliance to SEC reportorial requirements and increase in IA membership are two of the six criteria which majority of IAs find difficult to meet.

(b-2) Achievement of Output 2

Output 2 Indicators: (1) Existence of agreed WDD and CCPP in all target NISs; (2) Coordination meetings between NIA and IAs are regularly held (at least once a month); (3) All NISO or IMO submit monitoring report to CO via RIO on time; (4) All NISs have established functional IA federation which meets every cropping season; (5) All NISs have established functional SMC which meets every cropping season.

Key Findings:

- Nayom Bayto RIS satisfied 5 out of 5 indicators of Output 2.

2. Perceived Effects of Project Interventions

Feedback from IAs	Feedback from NISO staff
<p>Upstream IAs:</p> <ul style="list-style-type: none"> ○ Improved relationship between farmers and NIA ○ Improved water delivery through better compliance to WDD/CCPP by farmers ○ Farmers are better informed of the IA policies and their responsibilities ○ Acquired additional knowledge on farming and irrigation management ○ Establishment of IA federation and SMC 	<ul style="list-style-type: none"> ○ Better compliance by farmers to WDD and CCPP resulting in improved water delivery in downstream portions of laterals ○ Minor rehab restored some areas previously not reached by irrigation water ○ AWD was proven effective in implementing WDD as illegal water diversions by upstream farmers were minimized ○ Water flow monitoring needs to be completed in order to appreciate its value to system O&M ○ Proposed M&E forms are complicated and redundant; more laborious for NIS and difficult for IAs to fill up ○ IDP activities facilitated the implementation of IMT in 3 IAs ○ AWD is well appreciated by farmers as it resulted in more equitable water distribution within the lateral ○ More rehabilitation works are required by the system in order to improve O&M considering that no major rehabilitation was done in the system for many years ○ Effect of TCP2 on cropping intensity was affected by natural calamities and deterioration of system facilities
<p>Midstream IAs:</p> <ul style="list-style-type: none"> ○ Timely and more adequate water delivery ○ More members follow WDD schedule ○ IA records are more up to date ○ Increased IA membership ○ More active/participation from IA members ○ Less water conflicts ○ Improved water distribution due to repaired MTOs ○ More participation by barangay LGUs in irrigation O&M 	
<p>Downstream IAs:</p> <ul style="list-style-type: none"> ○ Better dissemination of info to IAs and members ○ Promoted cooperation through bayanihan system in O&M ○ Promoted water saving ○ Increased irrigated area as more adequate water reaches downstream especially in DS ○ Better coordination between LGU and farmers 	

BUCAO RIS – Region III

1. Project Achievement

(a) Achievement of Project Purpose

Project Purpose Indicators: (1) ¾ of target IAs have increased cropping intensity; (2) all target NIS have increased cropping intensity

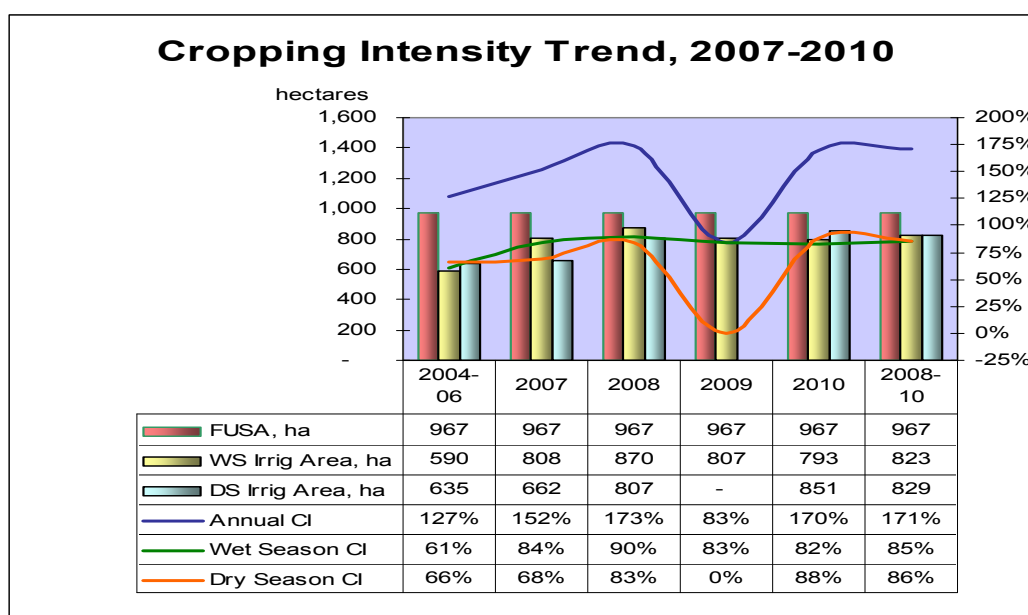
Table 1: Trend in cropping intensity of NIS and IAs

Name of IA	Location	CY 2004-06	CY 2010	Trend	CY 2008-10	Trend
1. Maligha	Up	133	144	Inc	163	Inc
2. Botzia	Up	162	182	Inc	183	Inc
3. Timog Botolan	Mid	156	188	Inc	185	Inc
4. SDT	Mid	98	171	Inc	168	Inc
5. Hilagang Botolan	Down	153	178	Inc	176	Inc
6. SMB	Down	62	157	Inc	160	Inc
Average		127	170		171	
No. of IA with increased CI vs CY2004-06 average					6/6	6/6

*Note: CY2008-2010 average CI excludes CY2009 when NIS had no operation while undergoing major rehab

Key Findings:

- Compared with baseline data, system CI increased in CY2010 and during CY2008-2010.
- All IAs increased in CI in CY2010 compared with baseline data; however, only 3 out of 6 IAs increased in average CI during CY2008-2010 compared with baseline figure.
- All 2 downstream IAs increased in CI in CY2010 compared with baseline while 1 out of 2 downstream IAs decreased in CI during CY2008-2010 compared with baseline.
- There was no system operation in CY2009 due to serious damage to the system brought about by typhoon.
- Dry season irrigated area increased by 189 ha from 662 ha in DS2008 to 851 ha in DS2011; while wet season irrigated area slightly decreased by 15 ha during the same period.



(b) Achievement of Outputs

(b-1) Achievement of Output 1

Output 1 Indicator: ¾ of total number of IAs satisfy 5 out of 6 of the following criteria: (1) existence of written O&M policy; (2) 70% attendance rate in BoD meeting; (3) 50% attendance rate in IA general assembly; (4) timely accomplishment of O&M activity; (5) compliance to SEC reportorial requirements; and (6) increase in IA membership.

Table 2: IA performance relative to Output 1 indicators

Name of IA	Criteria						No of criterion met by each IA
	(1)	(2)	(3)	(4)	(5)	(6)	
1. Maligha	1	1	1	1	1	1	6
2. Botzia	1	1	1	1	1	1	6
3. Timog Botolan	1	1	1	1	1	1	6
4. SDT	1	1	1	1	1	1	6
5. Hilagang Botolan	1	1	1	1	1	1	6
6. SMB	1	1	1	1	1	1	6
Total	6	6	6	6	6	6	6
Number of IAs meeting 5 out of 6 criteria							6/6

Key Findings:

- o All 6 IAs met 6 out of 6 criteria of the indicator of Output 1
- o No IA splitting was done in Bucao RIS; only re-naming of all IAs.

(b-2) Achievement of Output 2

Output 2 Indicators: (1) Existence of agreed WDD and CCPP in all target NISs; (2) Coordination meetings between NIA and IAs are regularly held (at least once a month); (3) All NISO or IMO submit monitoring report to CO via RIO on time; (4) All NISs have established functional IA federation which meets every cropping season; (5) All NISs have established functional SMC which meets every cropping season.

Key Findings:

- o Bucao RIS satisfied 5 out of 5 indicators of Output 2.

2. Perceived Effects of Project Interventions

Feedback from IAs	Feedback from NISO staff
<p>Upstream IAs:</p> <ul style="list-style-type: none"> o Acquired additional knowledge and skills o Provided IA officers with management skills o Information is now being disseminated by IA officers to members o WDD and CCPP are now being complied with by majority of IA members o Stronger bond and better cooperation among members o Promoted water saving thru the AWD o LGUs are now helping in enforcement of IA policy <p>Midstream IAs:</p> <ul style="list-style-type: none"> o TSAG and IAs were reorganized o IA federation was established o IA organization was strengthened as officers and members became aware of their roles and responsibilities o Learned how to prepare financial reports o Learned how to save water through AWD o Less conflicts in water distribution o More efficient flow of irrigation water 	<ul style="list-style-type: none"> o Close partnership between NIA and IA was forged through the frequent meetings and interaction with IAs o Leaders from among the IA members were identified and developed through the project o Implementation of IMT was facilitated through the IDP conducted by the project especially the formation of IA federation o Less conflicts were brought up to NISO level as conflicts were already resolved at the level of IA and the federation o SMC meetings were institutionalized providing the venue for disseminating information to other stakeholders (eg., WDD and CCPP) and resolving issues at the local level o TEP to IAs in Davao and UPRIIS challenged the IAs to achieve higher goals for their organizations

<ul style="list-style-type: none"> ◦ Promoted cooperation among NIA, IAs and LGU in enforcing water management policies ◦ Transferred system O&M to IA federation ◦ Improved ISF collection ◦ Learned from other IAs in Mindanao through the TEP 	<ul style="list-style-type: none"> ◦ Water flow monitoring will help in water distribution once the discharge curve has been finalized ◦ M&E forms require more time and effort from NIS staff as IAs still find difficult to accomplish some forms.
<p>Downstream IAs:</p> <ul style="list-style-type: none"> ◦ Improved water distribution as members follow WDD and CCPP ◦ Increased irrigated area due to compliance with WDD and implementation of AWD by upstream farmers ◦ Increased ISF collection efficiency ◦ Better coordination between NIA and IA ◦ Better cooperation among IA members and harmonious relationship among IAs ◦ Acquired skills on how to lead and deal with farmers 	

MAMBUSAO RIS – Region VI

1. Project Achievement

(a) Achievement of Project Purpose

Project Purpose Indicators: (1) ¾ of target IAs have increased cropping intensity; (2) all target NIS have increased cropping intensity

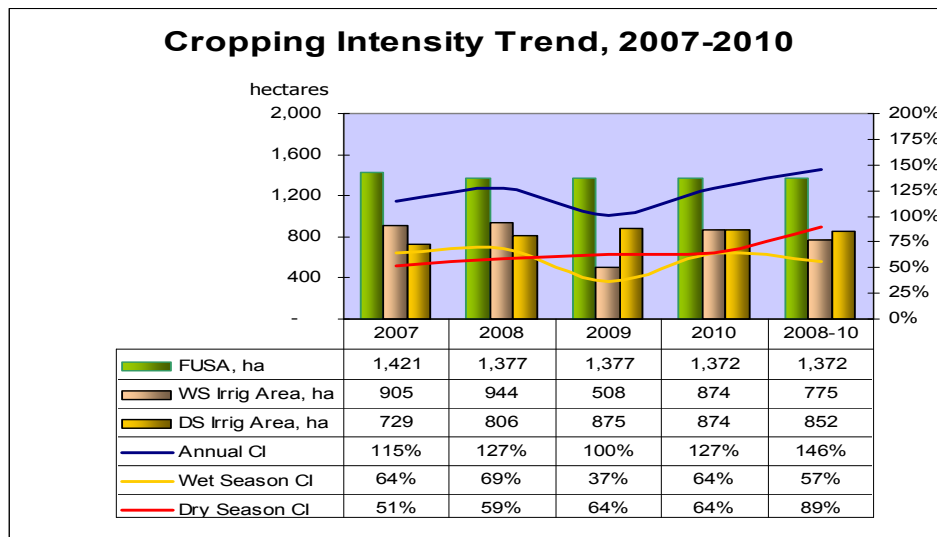
Table 1: Trend in cropping intensity of NIS and IAs

Name of IA	Location	CY 2007	CY 2010	Trend	CY 2008-10	Trend
1. PAMMARBA	Up	107	145	Inc	134	Inc
2. PAMPBU	Up	134	116	Dec	126	Dec
3. PASIMPUBA	Mid	134	141	Inc	118	Dec
4. TATAG	Mid	103	174	Inc	175	Inc
5. GUINTU	Down	103	96	Dec	84	Dec
Average		115	127		146	
No. of IA with increased CI vs CY2004-2006 average				3/5		2/5

*Note: CY 2007 CI figures were used due to insufficiency of CY2004-2006 data

Key Findings:

- Compared with CY2007 data, system CI increased in CY2010 and during CY2008-2010.
- Cropping intensity increased in 3 out of 5 IAs in CY2010 and in 2 out of 5 IAs during CY2008-2010 compared with CY2007 figure.
- No increase in irrigated area was observed in the downstream IA due to perennial flooding.



(b) Achievement of Outputs

(b-1) Achievement of Output 1

Output 1 Indicator: ¾ of total number of IAs satisfy 5 out of 6 of the following criteria: (1) existence of written O&M policy; (2) 70% attendance rate in BoD meeting; (3) 50% attendance rate in IA general assembly; (4) timely accomplishment of O&M activity; (5) compliance to SEC reportorial requirements; and (6) increase in IA membership.

Table 2: IA performance relative to Output 1 indicators

Name of IA	Criteria						No of criterion met by each IA
	(1)	(2)	(3)	(4)	(5)	(6)	
1. PAMMARBA	1	1	1	1	1	1	6
2. PAMPBU	1	1	1	1	1	1	6
3. PASIMPUBA	1	1	1	1	1	1	6
4. TATAG	1	1	1	1	1	1	6
5. GUINTU	1	1	1	1	1	1	6
Total	5	5	5	5	5	5	6
Number of IAs meeting 5 out of 6 criteria							5/5

Key Findings:

- All 5 IAs satisfy 6 out of 6 criteria of the indicator of Output 1

(b-2) Achievement of Output 2

Output 2 Indicators: (1) Existence of agreed WDD and CCPP in all target NISs; (2) Coordination meetings between NIA and IAs are regularly held (at least once a month); (3) All NISO or IMO submit monitoring report to CO via RIO on time; (4) All NISs have established functional IA federation which meets every cropping season; (5) All NISs have established functional SMC which meets every cropping season.

Key Findings:

- Mambusao RIS satisfied 5 out of 5 indicators of Output 2.

2. Perceived Effects of Project Interventions

Feedback from IAs	Feedback from NISO staff
<p>Upstream IAs:</p> <ul style="list-style-type: none"> o Better water control and minimized water losses due to improved turn-outs o Improved water management due to AWD and steel gates o Learned synchronized planting and CCPP o WDD is being followed o SMC provided venue for discussing issues and access to LGU resources o Developed strategy for allocating water through WDD and CCPP 	<ul style="list-style-type: none"> o Better water management resulted in slight increase in o Despite minor rehab, improved water distribution and other project interventions, increase in cropping intensity was slowed down by perennial flooding, siltation of canals downstream and lack of major rehab works within the system o Flood events in the last three crop years affected system performance
<p>Midstream IAs:</p> <ul style="list-style-type: none"> o Learned synchronized planting o Provided direction to IA thru formulation of VMG o Learned financial record-keeping o SMC provided venue for dialog with LGU re: problems/opportunities o Improved system mgt and water distribution 	
<p>Downstream IAs:</p> <ul style="list-style-type: none"> o Formulation of IA policies o Acquired skills on financial management and record-keeping o Acquired new knowledge and skills from TEP o Learned how to save water thru AWD o SMC provided venue for discussion of issues with NIA and LGUs o Better water scheduling and distribution thru WDD approved during SMC 	

BAROTAC VIEJO RIS – Region VI

1. Project Achievement

(a) Achievement of Project Purpose

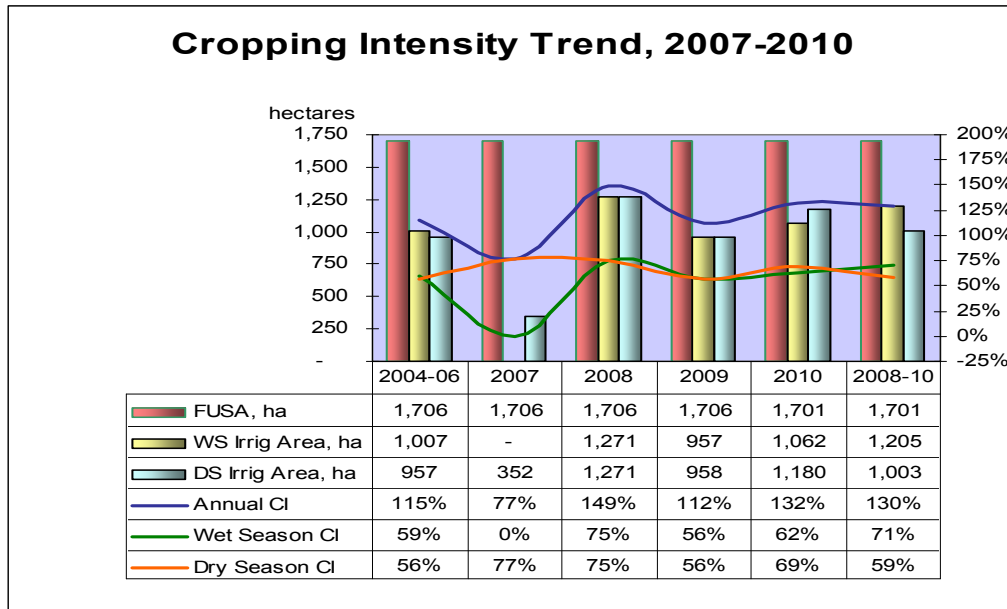
[Project Purpose Indicators: \(1\) ¾ of target IAs have increased cropping intensity; \(2\) all target NIS have increased cropping intensity](#)

Table 1: Trend in cropping intensity of NIS and IAs

Name of IA	Location	CY2004-06	CY 2010	Trend	CY 2008-10	Trend
1. Hampapro	Up	165	189	Inc	193	Inc
2. San Luger	Up	165	172	Inc	163	Dec
3. Salmig	Mid	165	206	Inc	196	Inc
4. Casandel	Mid	165	183	Inc	194	Inc
5. BMFIA	Mid	76	95	Inc	102	Inc
6. LibuIA	Down	76	186	Inc	165	Inc
7. Laformer	Down	76	72	Dec	n/a	n/a
Average		115	132		131	
No. of IA with increased CI vs CY2004-06 average				6/7		5/7

Key Findings:

- Compared with baseline data, system CI increased in CY2010 and during CY2008-2010.
- Except for Laformer IA, all IAs increased in CI in CY2010 compared with baseline data; however, only 5 out of 7 IAs increased in average CI during CY2008-2010 compared with baseline figure.
- 1 out of 2 downstream IAs increased in CI in CY2010 and during CY2008-2010 compared with baseline.



(b) Achievement of Outputs

(b-1) Achievement of Output 1

Output 1 Indicator: ¾ of total number of IAs satisfy 5 out of 6 of the following criteria: (1) existence of written O&M policy; (2) 70% attendance rate in BoD meeting; (3) 50% attendance rate in IA general assembly; (4) timely accomplishment of O&M activity; (5) compliance to SEC reportorial requirements; and (6) increase in IA membership.

Table 2: IA performance relative to Output 1 indicators

Name of IA	Criteria						No of criterion met by each IA
	(1)	(2)	(3)	(4)	(5)	(6)	
1. Hampapro	1	1	1	1	0	1	6
2. San Luger	1	0	1	1	0	0	3
3. Salmig	1	1	1	1	0	1	6
4. Casandel	1	1	1	1	1	1	6
5. BMFIA	1	1	1	0	0	1	4
6. LibuIA	1	0	1	0	0	1	3
7. Laformer	1	0	0	0	0	1	2
Total	7	4	6	4	1	6	
Number of IAs meeting 5 out of 6 criteria							3/6

Key Findings:

- Only 3 out of 7 IAs met 5 out of 6 criteria of the indicator of Output 1
- Compliance to SEC reporting requirement, 70% attendance in BoD meeting and increase in IA membership were difficult to satisfy for half of the IAs.
- Six out of 7 IAs were formed during the project after re-reorganization of two big IAs.

(b-2) Achievement of Output 2

Output 2 Indicators: (1) Existence of agreed WDD and CCPP in all target NISs; (2) Coordination meetings between NIA and IAs are regularly held (at least once a month); (3) All NISO or IMO submit monitoring report to CO via RIO on time; (4) All NISs have established functional IA federation which meets every cropping season; (5) All NISs have established functional SMC which meets every cropping season.

Key Findings:

- Barotac Viejo RIS satisfied 5 out of 5 indicators of Output 2.

2. Perceived Effects of Project Interventions

Feedback from IAs	Feedback from NISO staff
<p>Upstream IAs:</p> <ul style="list-style-type: none"> ◦ Better inter-agency coordination thru the SMC ◦ Improved water management ◦ Encouraged farmers to join IA ◦ Developed volunteerism among IAs ◦ IDP strengthened IAs ◦ Increased irrigated area due to AWD and minor rehabilitation ◦ Increased ISF collection 	<ul style="list-style-type: none"> ◦ IDP developed new leaders and improved capacity of IA to participate in O&M as evidenced by Type 1 & 2 O&M contracts forged recently between NISA and 2 IAs ◦ Minor repair and NIA-funded rehab works in 2010 (e.g., de-silting of main canal) improved water distribution within the system ◦ Increased collection efficiency ◦ Increase in irrigated area in downstream IAs due to improved O&M of facilities, sufficient water flowing in the canals and improved water management resulting from better compliance by farmers to WDD and as more farmers adopt water saving technology ◦ Proposed M&E procedure is more complicated ◦ Need to train other IA members
<p>Midstream IAs:</p> <ul style="list-style-type: none"> ◦ Enhanced leadership skills ◦ Developed leaders who are committed ◦ Learned how to handle financial records ◦ More efficient water distribution ◦ Better coordination with LGUs ◦ Increased ISF collection efficiency ◦ Need to trained other members of IA 	
<p>Downstream IAs:</p> <ul style="list-style-type: none"> ◦ Water reached the downstream areas ◦ Increase in irrigated area ◦ Promoted water saving in dry season ◦ Better water delivery and distribution ◦ Continuous flow of water in the canal due to minor rehab and WDD compliance ◦ Formulated WDD/CCPP ◦ Learned to keep financial records ◦ Developed leadership skills ◦ Minimized illegal turn-outs and water diversion from canals 	

PADADA RIS – Region XI

1. Project Achievement

(a) Achievement of Project Purpose

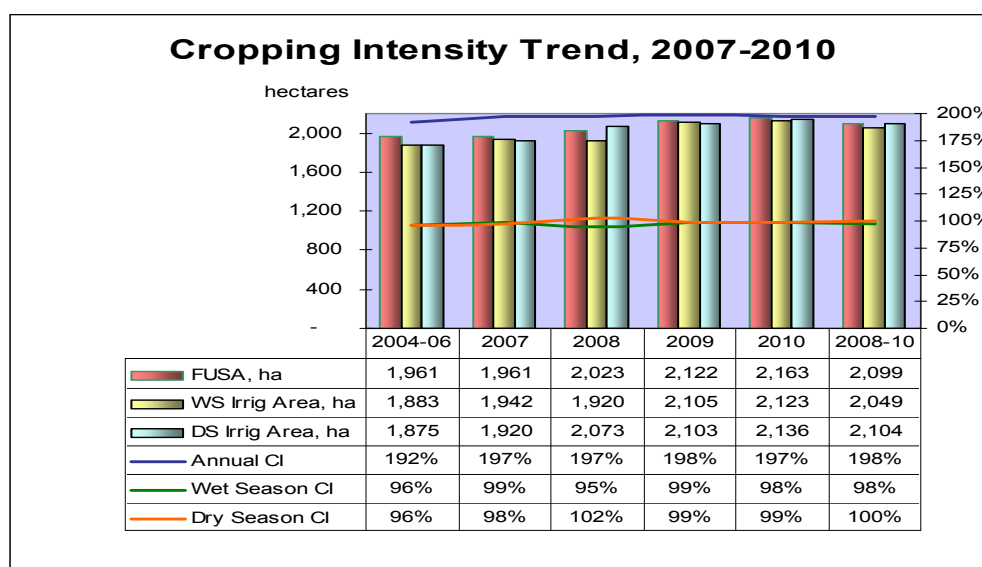
Project Purpose Indicators: (1) ¾ of target IAs have increased cropping intensity; (2) all target NIS have increased cropping intensity

Table 1: Trend in cropping intensity of NIS and IAs

Name of IA	Location	CY 2004-06	CY 2010	Trend	CY 2008-10	Trend
1. LAPOSA	Up	193	193	Inc	193	Inc
2. UPSFIA	Up	193	198	Inc	197	Inc
3. BIA	Mid	190	197	Inc	199	Inc
4. BASISFIA	Mid	197	198	Inc	198	Inc
5. SMIA	Down	200	200	Inc	200	Inc
6. SIA	Down	178	200	Inc	200	Inc
Average		192	197		198	
No. of IA with increased CI vs CY2004-06 average					6/6	6/6

Key Findings:

- Compared with baseline data, system CI increased in CY2010 and during CY2008-2010
- All 6 IAs increased their CI in CY2010 and during CY2008-2010 compared to the baseline figure.
- All downstream IAs increased their CI in CY2010 and during CY2008-2010
- Irrigated area increased by 216 hectares in DS and 181 hectares in WS between CY2007 and CY 2010.



(b) Achievement of Outputs

(b-1) Achievement of Output 1

Output 1 Indicator: ¾ of total number of IAs satisfy 5 out of 6 of the following criteria: (1) existence of written O&M policy; (2) 70% attendance rate in BoD meeting; (3) 50% attendance rate in IA general assembly; (4) timely accomplishment of O&M activity; (5) compliance to SEC reportorial requirements; and (6) increase in IA membership.

Table 2: IA performance relative to Output 1 indicators

Name of IA	Criteria						No of criterion met by each IA
	(1)	(2)	(3)	(4)	(5)	(6)	
1. LAPOSA	1	1	1	1	1	1	6
2. UPSFIA	1	1	1	1	1	1	6
3. BIA	1	1	1	1	1	1	6
4. BASISFIA	1	1	1	1	1	1	6
5. SMIA	1	1	1	1	1	1	6
6. SIA	1	1	1	1	1	1	6
Total	6	6	6	6	6	6	6
Number of IAs meeting 5 out of 6 criteria							6/6

Key Findings:

- All 6 IAs met 6 out of 6 criteria of the indicator of Output 1
- No IA splitting was done in Padada RIS.

(b-2) Achievement of Output 2

Output 2 Indicators: (1) Existence of agreed WDD and CCP in all target NISs; (2) Coordination meetings between NIA and IAs are regularly held (at least once a month); (3) All NISO or IMO submit monitoring report to CO via RIO on time; (4) All NISs have established functional IA federation which meets every cropping season; (5) All NISs have established functional SMC which meets every cropping season.

Key Finding:

- Padada RIS satisfied 5 out of 5 indicators of Output 2.

2. Perceived Effects of Project Interventions

Feedback from IAs	Feedback from NISO staff
<p>Upstream IAs:</p> <ul style="list-style-type: none"> ◦ Increased awareness by farmers on their roles and responsibilities ◦ Increase in membership ◦ Increase in ISF collection ◦ Closer relationship between NIA and IAs ◦ Maximized use of water in the area due to AWD 	<ul style="list-style-type: none"> ◦ Cropping intensity was further improved by project interventions such as minor rehab, AWD and IDP activities ◦ Increase in dry season irrigated area despite the effects of El Nino on water supply due to AWD and improved water management ◦ AWD may have contributed to the sustained increase in CI despite the El Nino in 2009 ◦ SMC promoted participation of LGUs and provided venue for discussion about LGU programs and issues affecting system O&M ◦ TCP2 enhanced skills of NISO staff thru their participation in project activities and special trainings on water flow monitoring ◦ Need to retain the IDOs until full implementation of IMT
<p>Midstream IAs:</p> <ul style="list-style-type: none"> ◦ Increased and firmed up IA membership ◦ Better awareness of roles and responsibilities by IA members ◦ Learned financial record keeping ◦ Learned to save water especially in DS ◦ Water can reach downstream due to canal lining 	
<p>Downstream IAs:</p> <ul style="list-style-type: none"> ◦ Farmers learned to save water thru AWD ◦ Officers learned to manage resources and keep financial records ◦ Increase in IA membership ◦ Increase in ISF collection ◦ Increased attendance in IA and BoD meetings ◦ Increased awareness by farmers of their duties ◦ Minimized illegal diversions and water stealing ◦ SMC membership expanded to include LGU officials and other stakeholders; can raise issues and disseminate info in SMC meeting 	

SALLE RIS – Region XI

1. Project Achievement

(a) Achievement of Project Purpose

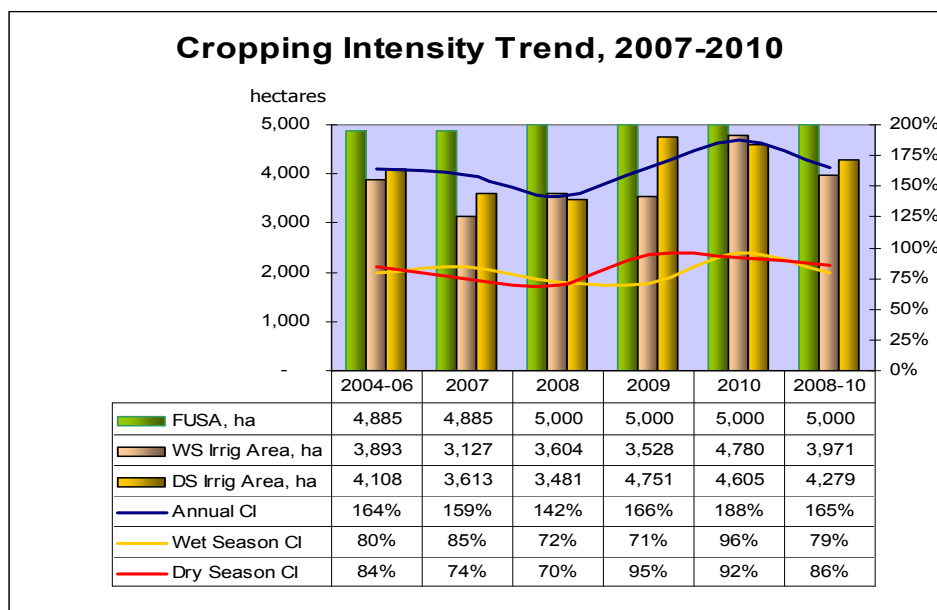
Project Purpose Indicators: (1) $\frac{3}{4}$ of target IAs have increased cropping intensity; (2) all target NIS have increased cropping intensity

Table 1: Trend in cropping intensity of NIS and IAs

Name of IA	Location	CY 2004-06	CY 2010	Trend	CY 2008-10	Trend
1. CAFIA	Up	194	199	Inc	191	Dec
2. SADACAFIA	Up	190	186	Dec	180	Dec
3. ASTFIA	Down	183	191	Inc	162	Dec
4. CASAFIA	Mid	198	194	Dec	190	Dec
5. B1B2 KITAM	Mid	195	194	Dec	196	Inc
6. MACASCVIA	Up	182	192	Inc	177	Dec
7. MACAPCA	Up	122	188	Inc	153	Inc
8. NABAPFIA	Down	167	179	Inc	147	Dec
9. PATAFIA	Down	167	199	Inc	188	Inc
10. LATESIA	Down	175	187	Inc	178	Inc
11. MEDELFA	Down	195	185	Dec	180	Dec
12. ELUFIA	Down	147	188	Inc	180	Inc
13. DDIA	Up	97	175	Inc	184	Inc
14. NECOLATESIA	Mid	81	207	Inc	186	Inc
15. BUCACAFIA	Mid	175	187	Inc	167	Dec
16. UCCFIA	Up	176	198	Inc	165	Dec
17. MODELCAFIA	Mid	176	252	Inc	207	Inc
18. DADELMEFIA	Up	167	191	Inc	166	Dec
19. MACSAFIA	Down	139	187	Inc	136	Dec
20. MCFIA	Up	167	200	Dec	128	Dec
Average		164	191		167	
No. of IA with increased CI vs CY2004-06 average				16/20		8/20

Key Findings:

- Compared with baseline data (CY2004-2006), system CI increased in CY2010 and during CY2008-2010.
- 15 out of 20 IAs increased in CI in CY2010 while only 8 out of 20 IAs improved their CI during CY2008-2010 compared to the baseline figure.
- 6 out of 7 downstream IAs increased in CI from baseline in CY2010 while only 3 out of 7 downstream IAs increased in CI during CY2008-2010 compared to baseline.
- Not much improvement in CI was observed in the CY2010 (extension period) due to conversion of rice lands to banana plantations
- Dry season irrigated area increased by 992 hectares from 3,613 ha in DS 2008 to 4,605 ha in DS 2011 with downstream IAs accounting for 389 ha or about 40% of total additional irrigated area.



(b) Achievement of Outputs

(b-1) Achievement of Output 1

Output 1 Indicator: ¾ of total number of IAs satisfy 5 out of 6 of the following criteria: (1) existence of written O&M policy; (2) 70% attendance rate in BoD meeting; (3) 50% attendance rate in IA general assembly; (4) timely accomplishment of O&M activity; (5) compliance to SEC reportorial requirements; and (6) increase in IA membership.

Table 2: IA performance relative to Output 1 indicators

Name of IA	Criteria						No of criterion met by each IA
	(1)	(2)	(3)	(4)	(5)	(6)	
1. CAFIA	1	1	1	1	1	0	5
2. SADACAFIA	1	1	1	1	1	0	5
3. ASTFIA	1	1	1	1	1	0	5
4. CASAFIA	1	1	1	1	1	0	5
5. B1B2 KITAM	1	1	1	1	1	0	5
6. MACASCVIA	1	1	1	1	1	0	5
7. MACAPCA	1	1	1	1	1	0	5
8. NABAPFIA	1	0	1	1	1	0	4
9. PATAFIA	1	1	1	1	1	0	5
10. LATESIA	1	1	1	1	1	1	6
11. MEDELFIA	1	1	1	1	1	0	5
12. ELUFIA	1	1	1	1	0	1	5
13. DDIA	1	1	1	1	1	0	5
14. NECOLATESIA	1	1	1	1	0	1	5
15. BUCACAFIA	1	1	1	1	1	1	6
16. UCCFIA	1	1	1	1	0	1	5
17. MODELCAFIA	1	1	1	1	1	1	6
18. DADELMEFIA	1	1	1	1	1	0	5
19. MACSAFIA	1	1	1	1	1	0	5
20. MCFIA	1	1	1	1	1	1	5
Total	20	19	20	20	17	7	
Number of IAs meeting 5 out of 6 criteria							19/20

Key Finding:

- Except for NABAPFIA, all IAs in SaLLE satisfied at least 5 out of the 6 criteria of the indicator for Output 1.

(b-2) Achievement of Output 2

Output 2 Indicators: (1) Existence of agreed WDD and CCPP in all target NISs; (2) Coordination meetings between NIA and IAs are regularly held (at least once a month); (3) All NISO or IMO submit monitoring report to CO via RIO on time; (4) All NISs have established functional IA federation which meets every cropping season; (5) All NISs have established functional SMC which meets every cropping season.

Key Finding:

- Salle RIS satisfied 5 out of 5 indicators of Output 2.

2. Perceived Effects of Project Interventions

Feedback from IAs	Feedback from NISO staff
<p>Upstream IAs:</p> <ul style="list-style-type: none"> ◦ Improved leadership skills of IA officers ◦ Water can reach high areas due to minor rehab ◦ Increase in irrigated area ◦ Learned financial record-keeping ◦ No fear about water shortage due to AWD and assured water delivery ◦ Learned about organic farming, vermiculture, multiple cropping and use of certified seeds thru TEP ◦ Formulated CCPP/WDD 	<ul style="list-style-type: none"> ◦ AWD expanded as farmers appreciated the benefits of water saving ◦ Better inter-agency coordination through the SMC; DA taps IAs in conduct of PalayCheck FFS ◦ Assurance in water delivery as farmers follow WDD ◦ Increase in number of outstanding IAs in the annual IA functionality survey ◦ Increase in irrigated area of some IAs as a result of minor rehab and subsequent desilting works ◦ Decline in irrigated area in CY2010 due to conversion of rice lands to banana plantations ◦ Faster water delivery to the down stream due to improved O&M of canals and strict compliance by IAs to WDD/CCPP ◦ M&E forms were burdensome on the part of field staff and needed more time to accomplish; some forms are redundant; additional manpower needed by NIS to gather/update O&M data; need to simplify the forms ◦ SMC was institutionalized and adopted in other systems
<p>Midstream IAs:</p> <ul style="list-style-type: none"> ◦ Proper water delivery ◦ Increased irrigated area ◦ Learned proper recording of finances resulting in transparency ◦ Learned about roles, functions and responsibilities of leaders ◦ Learned other farming techniques thru TEP ◦ Learned how to save water thru AWD ◦ Synchronized planting resulted in labor shortage 	
<p>Downstream IAs:</p> <ul style="list-style-type: none"> ◦ Less conflicts as a result of better water distribution ◦ WDD being followed in every FIG ◦ Learned WST ◦ Better water delivery due to compliance with WDD and minimized illegal water diversion ◦ Members became more active in canal clearing and O&M works ◦ Water stealing and illegal turnouts/diversions were minimized ◦ More skills acquired from trainings 	

Annex 4: List of Dispatch of Japanese experts

POSITION	NAME	DURATION	OFFICE	RESPONSIBILITY
Chief Adviser/ Water Management	Kuniyoshi ISHIZAKA	Oct. 1, 2007 - Sept. 30, 2008	NIA CO, PMO	Provide necessary recommendation and technical expertise and advice in the overall Project implementation management.
	Nariaki TAMURA	May 25, 2009 – Mar. 31, 2011		
	Takamitsu MATSUO	Apr. 1, 2011 – Sept. 30 2011		
Training Plan/ Monitoring	Takamitsu MATSUO	Oct. 1, 2007 - Sept. 30, 2011	NIA CO, PMO	Provide necessary recommendation and technical expertise and advice.
Project Coordinator/Institutional Development	Hiromasa SUZUKI	Oct. 1, 2007 - Sept. 30, 2011	NIA CO, PMO	Coordinate administrative matters of the Project and support the chief adviser in project management.

Annex 5: List of Equipment

Date of Registration in JICA Office D/M/Y	Description/Name of Equipment/Goods	Specification-Standard	Qty	Unit Price (Pesos)	User	Status	Reference
19/10/2007	Digital Camera	SONY DSC-W35/s	2	30960	Expert	good x1 broken x 1	Expert's office
16/10/2007	Copier	SHARP AR5320E	1	88404	Expert	good	Expert's office
26/10/2007	Aircon 2.5Hp	Idec	1	63,500	Expert	good	Expert's office
18/10/2007	Handicam	SONY DCR-SR62	1	44,099	Expert	good	Expert's office
18/4/2008	Printer	Canon IX4000	1	15,800	Expert	good	Expert's office
13/6/2008	Desktop PC Monitor	Lenovo M57	1	46,000	NIA-IDD	good	NIA-IDD
13/6/2008	Desktop PC Monitor	Lenovo M57	1	45,000	NISO	good	Amburayan
13/6/2008	Desktop PC Monitor	Lenovo M57	1	45,000	NISO	good	Masalip
13/6/2008	Desktop PC Monitor	Lenovo M57	1	45,000	NISO	good	Mambusao
13/6/2008	Desktop PC Monitor	Lenovo M57	1	45,000	NISO	good	Barotac Viejo
13/6/2008	Desktop PC Monitor	Lenovo M57	1	45,000	NISO	good	Bucao
13/6/2008	Desktop PC Monitor	Lenovo M57	1	45,000	NISO	good	Nayom-Bayto
13/6/2008	Desktop PC Monitor	Lenovo M57	1	45,000	NISO	good	Saug LL
13/6/2008	Desktop PC Monitor	Lenovo M57	1	45,000	NISO	good	Padada
13/6/2008	Printer	Canon IX4000	1	12,400	NIA-IDD	good	NIA-IDD
13/6/2008	Printer	Canon Pixma IP4500	1	6,000	NISO	good	Amburayan
13/6/2008	Printer	Canon Pixma IP4500	1	6,000	NISO	good	Masalip
13/6/2008	Printer	Canon Pixma IP4500	1	6,000	NISO	good	Mambusao
13/6/2008	Printer	Canon Pixma IP4500	1	6,000	NISO	good	Barotac Viejo
13/6/2008	Printer	Canon Pixma IP4500	1	6,000	NISO	good	Bucao
13/6/2008	Printer	Canon Pixma IP4500	1	6,000	NISO	good	Nayom-Bayto
13/6/2008	Printer	Canon Pixma IP4500	1	6,000	NISO	good	Saug LL
13/6/2008	Printer	Canon Pixma IP4500	1	6,000	NISO	good	Padada
27/6/2008	Flowmeter	global water	1	51,661	NIA-IDD	good	NIA-IDD
27/6/2008	Flowmeter	global water	1	51,661	RIO	good	Reg.1
27/6/2008	Flowmeter	global water	1	51,661	RIO	good	Reg.3

27/6/2008	Flowmeter	global water	1	51,661	RIO	good	Reg.6
27/6/2008	Flowmeter	global water	1	51,661	RIO	good	Reg.11
8/7/2008	Flatbed scanner	Canon LIDE90	1	4,900	Expert	good	Expert's office
26/1/2009	Fax Machine	Panasonic KX-FP362CX	1	9,350	Expert	good	Expert's office
15/7/2009	Printer	Canon MP198	1	3,300	Expert	good	Expert's office
29/7/2009	UPS 1000VA	GIANT 1000	2	7,600	Expert	good	Expert's office
27/1/2010	Flowmeter	global water FP211	1	88,000	NISO		Bucaos
27/1/2010	Flowmeter	global water FP211	1	88,000	NISO		Mambusao
27/1/2010	Flowmeter	global water FP211	1	88,000	NISO		Saug LL
1/2/2010	Laptop PC	eMachines- D726	1	39,400	NISO		Amburayan
1/2/2010	Laptop PC	eMachines- D726	1	39,400	NISO		Masalip
1/2/2010	Laptop PC	eMachines- D726	1	39,400	NISO		Mambusao
1/2/2010	Laptop PC	eMachines- D726	1	39,400	NISO		Barotac Viejo
1/2/2010	Laptop PC	eMachines- D726	1	39,400	NISO		Bucaos
1/2/2010	Laptop PC	eMachines- D726	1	39,400	NISO		Nayom-Bayto
1/2/2010	Laptop PC	eMachines- D726	1	39,400	NISO		Saug LL
1/2/2010	Laptop PC	eMachines- D726	1	39,400	NISO		Padada
1/2/2010	LCD Projector	Acer X1161	1	25,300	NISO		Amburayan
1/2/2010	LCD Projector	Acer X1161	1	25,300	NISO		Masalip
1/2/2010	LCD Projector	Acer X1161	1	25,300	NISO		Mambusao
1/2/2010	LCD Projector	Acer X1161	1	25,300	NISO		Barotac Viejo
1/2/2010	LCD Projector	Acer X1161	1	25,300	NISO		Bucaos
1/2/2010	LCD Projector	Acer X1161	1	25,300	NISO		Nayom-Bayto
1/2/2010	LCD Projector	Acer X1161	1	25,300	NISO		Saug LL
1/2/2010	LCD Projector	Acer X1161	1	25,300	NISO		Padada
1/2/2010	Digital Camera	Olympus TOUGH-6000	1	20,400	NISO		Amburayan
1/2/2010	Digital Camera	Olympus TOUGH-6000	1	20,400	NISO		Masalip
1/2/2010	Digital Camera	Olympus TOUGH-6000	1	20,400	NISO		Mambusao
1/2/2010	Digital Camera	Olympus	1	20,400	NISO		Barotac Viejo

		TOUGH-6000					
1/2/2010	Digital Camera	Olympus TOUGH-6000	- 1	20,400	NISO		Bucaio
1/2/2010	Digital Camera	Olympus TOUGH-6000	- 1	20,400	NISO		Nayom-Bayto
1/2/2010	Digital Camera	Olympus TOUGH-6000	- 1	20,400	NISO		Saug LL
1/2/2010	Digital Camera	Olympus TOUGH-6000	- 1	20,400	NISO		Padada
TOTAL				1,937,416	Pesos		

Annex 6: List of NIA counterparts

POSITION	2007	2008	2009	2010	2011	OFFICE	RESPONSIBILITY
Project Director	Marcelino V. Tugaoen, Jr.	Carlos S. Salazar, OIC	Carlos S. Salazar	Alexander A. Reuyan, OIC	Antonio A. Nangel	NIA Administrator	Overall responsible for the administration and implementation of the project
Joint Coordinating Committee (JCC)	Carlos S. Salazar	Antonio A. Galvez	Antonio A. Galvez	Antonio A. Galvez	Democratico Grana	NIA Assistant Administrator	Assist in the overall responsibility of project administration and implementation
Project Management Office (PMO)	Gregorio S. Dumandan	Gregorio S. Dumandan	Gregorio S. Dumandan	Gregorio S. Dumandan	Gregorio S. Dumandan	NIA-CO, EMD	Work closely with the JICA Experts in the provision of technical advice to the Project Implementers.
PMO	Leonardo F. Balite	Augustrese Torres	Augustrese Torres	Augustrese Torres	Augustrese Torres	NIA-CO, SMD	Work closely with the JICA Experts in the provision of technical advice to the Project Implementers.
PMO	Gene Ragodon	Gene Ragodon	Gene Ragodon	Gene Ragodon	Gene Ragodon	NIA-CO, Special Project	Work closely with the JICA Experts in the provision of technical advice to the Project Implementers.
Project Manager	Enrique A. Sabio, Jr., OIC	Enrique A. Sabio, Jr.	Renato S. Gamboa	Renato S. Gamboa	Renato S. Gamboa	NIA-CO, IDD Division Manager	Responsible for the overall project management and implementation by the field implementers of activities consistent with the plan of operation
PMO	Bayani P. Ofrecio	Bayani P. Ofrecio	Bayani P. Ofrecio	Bayani P. Ofrecio	Bayani P. Ofrecio	NIA-CO, IDD Irrigators Development . Chief A	Work closely with the JICA Experts in the provision of technical advice and guidance in the management of the project implementation activities and programs
PMO	Heartie E. Navarro	Heartie E. Navarro	Heartie E. Navarro	Heartie E. Navarro	Heartie E. Navarro	NIA-CO, IDD Regional Monitor for Region 1	Monitors the progress of the project implementation in close coordination with their field counterparts.
PMO	Loida C. Ofrecio	Loida C. Ofrecio	Elisa P. Jeciel	Elisa P. Jeciel	Elisa P. Jeciel	NIA-CO, IDD Regional Monitor for	Monitors the progress of the project implementation in close coordination with their

						Region 3	field counterparts.
PMO	Corazon F. Pascua	Corazon F. Pascua	Heartie E. Navarro	Heartie E. Navarro	Heartie E. Navarro	NIA-CO IDD Regional Monitor for Region 6	Monitors the progress of the project implementation in close coordination with their field counterparts.
PMO	Angelina A. Abalos	Angelina A. Abalos	Sonia V. Villarico	Sonia V. Villarico	Sonia V. Villarico	NIA-CO, IDD Regional Monitor for Region 11	Monitors the progress of the project implementation in close coordination with their field counterparts.
Region 1 NIA	Leodencio Baraquio	John N. Celeste	John N. Celeste	John N. Celeste	John N. Celeste	Regional Irrigation Manager	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 1 NIA	Nieves M. De Guzman	Nieves M. De Guzman	Nieves M. De Guzman	Nieves M. De Guzman	Nieves M. De Guzman	Regional IDD Manager	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 1 NIA	-	-	-	Robert Abule	Lelito G. Valdez	IMO La Union	Provides overall management and supervision of irrigation programs in the province.
Region 1 NIA	-	-	-	Gaudencio de Vera	Gaudencio de Vera	Senior Engineer, La Union IMO	Provides overall management and supervision of irrigation programs in the province.
Region 1 NIA	Gaudencio de Vera	Gaudencio de Vera	Gaudencio de Vera	Discontinued Position		Irrigation Superintendent Amburayan RIS	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.
Region 1 NIA	N/A	Renee Miranda	Renee Miranda	Renee Miranda	Renee Miranda	IDO, Amburayan RIS	Implements the project components according to the approved Implementation Plan and Plan of Operation.
Region 1 NIA	Frida L. Nidoy	Frida L. Nidoy	Frida L. Nidoy	Discontinued Position		Irrigation Superintendent, Masalip RIS	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.

Region 1 NIA	Ricardo Lopez	Ricardo Lopez	Ricardo Lopez	Ricardo Lopez	Ricardo Lopez	SWRFT, Masalip RIS	Implements the project components according to the approved Implementation Plan and Plan of Operation.
Region 1 NIA	Ricardo Lopez	Ricardo Lopez	Ricardo Lopez	Ricardo Lopez	Gloria Casipit	IDO- Masalip	Implements the project components according to the approved Implementation Plan and Plan of Operation.
Region 3 NIA	Manuel L. Collado	Manuel L. Collado	Manuel L. Collado	Manuel L. Collado	Manuel L. Collado	Regional Irrigation Manager	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 3 NIA	Emma S. Cruz	Emma S. Cruz	N/A	Discontinued Position		Regional IDD Manager	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 3 NIA	-	-	Emma S. Cruz	Emma S. Cruz	Emma S. Cruz	CRC- B, Section Chief. IDS	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 3 NIA	Virgilio Flores	Virgilio Flores	Virgilio Flores	Virgilio Flores	Virgilio Flores	Agriculturist RIO	Provide technical and administrative advice and supervision to the NISO in project implementation
Region 3 NIA	Lorna Bitangcol	Lorna Bitangcol	Lorna Bitangcol	N/A	N/A	Supervising. IDO, RIO	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 3 NIA	-	-	Juan L. Anagaran	Juan L. Anagaran	Lauro Ballesteros	TARZAM IMO	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.
Region 3 NIA	-	-	-	Rolando Espino	Rolando Espino	Principal Engineer C, OIC TarZam IMO	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.
Region 3 NIA	Denerio A. Meredor	-	Rolando Espino	Discontinued Position		Irrigation Superintendent, Nayom Bayto RIS	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.

Region 3 NIA	Fe Clara	Fe Clara	Fe Clara	Fe Clara	Fe Clara	IDO, Nayom Bayto RIS	Implements the project components according to the approved Implementation Plan and Plan of Operation.
Region 3 NIA	Marcelino P. Manalo	Juan L. Anagaran	Juan L. Anagaran	Discontinued Position		Provincial Irrigation Manager	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.
Region 3 NIA	Jose Aguila	Jose Aguila	Jose Aguila	Jose Aguila	Jose Aguila	Engineer A Bucao RIS	Implements and supervise the project components according to the approved Implementation Plan and Plan of Operation.
Region 3 NIA	Marifina R. Montehermoso	Marifina R. Montehermoso	Marifina R. Montehermoso	Marifina R. Montehermoso	Marifina R. Montehermoso	IDO-A, Bucao RIS	Implements the project components according to the approved Implementation Plan and Plan of Operation.
Region 6 NIA	Felix Razo	Edilberto Lomigo	Edilberto Lomigo	Edilberto Lomigo	Gerardo Corsiga	Regional Irrigation Manager	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 6, NIA	Leo L. Gallego	Leo L. Gallego	Leo L. Gallego	Discontinued Position		Irrigators Development Chief A, RIO	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 6, NIA	-	-	Manolo Ramirez	Manolo Ramirez	Manolo Ramirez	CRC-B, Section Chief, IDS	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 6, NIA	-	-	Florencio F. Colorado	Florencio F. Colorado	Florencio F. Colorado	IMO Iloilo-Guimaras	Provides overall management and supervision of irrigation programs in Iloilo.
Region 6, NIA	Renan S. Alberca	Renan S. Alberca	N/A	Discontinued Position		Irrigation Superintendent, Barotac Viejo RIS	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.
Region 6, NIA	Edger Soldevilla	Edger Soldevilla	Edger Soldevilla	Edger Soldevilla	Edgar Soldevilla	Engineer A Barotac Viejo RIS	Supervises the implementation of the project components according to the approved Implementation

							Plan and Plan of Operation.
Region 6, NIA	Edmundo Q. Mendoza, Jr.	Edmundo Q. Mendoza, Jr.	Ernie Balajadia	Ernie Balajadia	Ernie Balajadia	IDO, Barotac Viejo RIS	Implements the project components according to the approved Implementation Plan and Plan of Operation.
Region 6, NIA	-	-	-	Rizalo F. Concepcion	Rizalo F. Concepcion	IMO Aklan- Capiz	Provides overall management and supervision of irrigation programs in Iloilo.
Region 6, NIA	Dionisio B. Asencio	Dionisio B. Asencio	N/A	Discontinued Position		Irrigation Superintendent, Mambusao RIS	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.
Region 6, NIA	Yvonne Q. Herbo	Yvonne Q. Herbo	N/A	Jocelyn Laurillia	Jocelyn Laurilla	IDO, Mambusao RIS	Implements the project components according to the approved Implementation Plan and Plan of Operation.
Region 11, NIA	Domingo Alcaraz	Felix M. Razo	Felix M. Razo	Felix M. Razo	Felix M. Razo	Regional Irrigation Manager	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 11, NIA	Domingo Alcaraz	Edgardo Draculan	N/A	Discontinued Position		IDD & O&M Manager, RIO	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 11, NIA	-	-	Encarnacion Soriano	Encarnacion Soriano	Encarnacion Soriano	Div. Manager, Section Chief for Engineering and Operations Div.	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.
Region 11, NIA	-	-	Paz Felix	Paz Felix	Paz Felix	CRC- B, Section Chief, IDS	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 11, NIA	Paz Felix	Paz Felix	N/A	Discontinued Position		Supervising. IDO, RIO	Provide technical and administrative advice and supervision to the NISO in project implementation.

Region 11, NIA	-	-	Lani Sumabat	Lani Sumabat	Lani Sumabat	Sr. IDO, RIO	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 11, NIA	Luzviminda Aclao	Luzviminda Aclao	Luzviminda Aclao	Luzviminda Aclao	Luzviminda Aclao	Sr. IDO, RIO	Provide technical and administrative advice and supervision to the NISO in project implementation.
Region 11, NIA	Alejandro L. Alberca	Alejandro L. Alberca	Alejandro L. Alberca	Alejandro L. Alberca	Cornelio Bautista	IMO Davao del Norte	Provides overall management and supervision of irrigation programs in Davao del Norte.
Region 11, NIA	-	-	Bonifacio Ysalina	Bonifacio Ysalina	Bonifacio Ysalina	Principal Engineer A, IMO Davao Norte O&M Chief, SALLE RIS	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.
Region 11, NIA	Lovie M. Franada, Sr.	Alejandro L. Alberca	N/A	Discontinued Position		Irrigation Superintendent, SALLE RIS	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.
Region 11, NIA	Eliseo Omila	Eliseo Omila	Eliseo Omila	Eliseo Omila	Eliseo Omila	SWRFT, SALLE RIS	Implements the project components according to the approved Implementation Plan and Plan of Operation.
Region 11, NIA	N/A	Vincent Buenaventura	Vincent Buenaventura	Vincent Buenaventura	Gia Corsame	IDO, SALLE RIS	Implements the project components according to the approved Implementation Plan and Plan of Operation.
Region 11, NIA	-	-	Edgardo Draculan	Edgardo Draculan	Edgardo Draculan	IMO Davao del Sur	Provides overall management and supervision of irrigation programs in Davao del Sur.
Region 11, NIA	-	-	Manuel L. Rañeses	Manuel L. Rañeses	Manuel L. Rañeses	Principal Engineer A, IMO Davao Sur Padada RIS	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.

Region 11, NIA	Teodoro B. Abbot	Teodoro B. Abbot	N/A	Discontinued position		Irrigation Superintendent, Padada RIS	Supervises the implementation of the project components according to the approved Implementation Plan and Plan of Operation.
Region 11, NIA	Benjie Nierre	Benjie Nierre	Benjie Nierre	Benjie Nierre	Benjie Nierre	SWRFT, Padada RIS	Implements the project components according to the approved Implementation Plan and Plan of Operation.
Region 11, NIA	-	Saturnino Apiag	Saturnino Apiag	Saturnino Apiag	Saturnino Apiag	IDO-Padada RIS	Implements the project components according to the approved Implementation Plan and Plan of Operation.

Legend 

Positions changed due to Rationalization Plan (RP)

Annex 7. Schedule of Supplemental Terminal Evaluation

- July 3 (Sun) – Travel to Iloilo
- July 4 (Mon) – Meeting at NIA Region 6
 - Travel to Barotac Viejo, Iloilo
 - Interview to IAs and NIA staff of Barotac Viejo RIS
- July 5 (Tue) – Travel to Mambusao, Capiz
 - Interview with IAs and NIA staff of Mambusao RIS
- July 6 (Wed) – Travel to Davao
 - Meeting at NIA Region 11
- July 7 (Thu) – Travel to Asuncion, Davao del Norte
 - Interview with IAs and NIA staff of Saug-Libuganon Left RIS
- July 8 (Fri) – Travel to Hagonoy, Davao del Sur
 - Interview with IAs and NIA staff of Padada RIS
- July 9 (Sat) – Travel back to Manila

- July 11 (Mon) – Travel to Urdaneta, Pangasinan
 - Meeting at NIA Region 1
- July 12 (Tue) – Travel to Sudipen, La Union
 - Interview with IAs and NIA staff of Amburayan RIS
- July 13 (Wed) – Travel to Agoo, La Union
 - Interview with IAs and NIA staff of Masalip RIS
- July 14 (Thu) – Travel to Sta. Cruz, Zambales
 - Interview with IAs and NIA staff of Nayom-Bayto RIS
- July 15 (Fri) – Travel to Botolan, Zambales
 - Interview to IAs and NIA staff of Bucao RIS
- July 16 (Sat) – Travel back to Manila

- July 20 (Wed) – Meeting and interview with NIA-IDD staff and PMO

Annex 8: List of Interviewees
Supplemental Terminal Evaluation Attendance
NIA IDD Central Office
20-Jul-11

No.	Name	Organization
1	Jaycee Capalungan	NIATCP2
2	Karla Silayan	NIATCP2
3	Yvette Geroleo	NIATCP2
4	Geralyn Rigor	NIATCP2
5	Enrique Sabio	NIATCP2
6	Takamitsu Matsuo	JICA Expert
7	Hikomasa Suzuki	JICA Expert
8	Pablo Lucero	JICA
9	Nick Baoy	JICA
10	Sonia Villarico	NIA-CO IDD
11	Marivic Baligod	NIA-CO IDD
12	Bayani Ofrecio	NIA-CO IDD
13	Rosalina dela Cruz	NIA-CO IDD
14	Jeanette Ingaran	NIA-CO IDD
15	Manuel Palomares	NIA-CO IDD
16	Elisa Jeciel	NIA-CO IDD
17	Heartie Navarro	NIA-CO IDD

Supplemental Terminal Evaluation Attendance
 Amburayan
 12-Jul-11

No.	Name	Organization
1	Orlando Mitrado	Upstream Lateral A
2	Ricardo Sibayan	Lusiris IA
3	Poteno Carino	Sarioana IA
4	Florentino Maganisu	Kaligat IA
5	Valentin Collado	Kalingat IA
6	Rodel Ordonez	Risintal IA
7	Norman Bumaray	Nagtalna IA
8	Melchor Villa	Nagtalna IA
9	Armando Onato	Labua-an IA
10	Floro A. Micua	BASU NI AMBU
11	Mariano A. Mostela	AGNAFIA
12	Alejandro Arciaga	Lateral C
13	Bernardo Labio	Lusiris IA
14	Erano Rancas	United
15	Franco Maala	AGNAFIA
16	Juan Valdez	Pantar-Cantoria IA
17	Romeo Narito	Arapaap
18	Herminio Nuval	Arapa-ap
19	Edelito Almazan	BASU NI AMBU
20	Floro A. Micua	BASU NI AMBU
21	Cynthia G. Panit	NIA La Union IMO
22	Renee E. Miranda	NIA La Union IMO
23	Sozimo Domingo	NIA La Union IMO
24	Auguston Elegado	NIA Region1
25	Romil Cagas	NIATCP2
26	Feliciano Estonilo	NIA La Union IMO
27	Francisco Maquiling	Masalip RIS
28	Dennis de Vera	NIA Region1
29	Jaycee Capalungan	NIATCP2
30	Enrique Sabio	NIATCP2
31	Nick Baoy	JICA
32	Pablo Lucero	JICA

Supplemental Terminal Evaluation Attendance
Masalip
13-Jul-11

No.	Name	Organization
1	Anacleto Cabalitan	Tubao
2	Guillermo Padilla	SJSR IA
3	Jimmy Albay	Namboongan IA
4	Dominador B. Aquino	Federation Pres., Gumacbao
5	Arnel Fontanilla	Lateral B
6	Patricia U. Jacaban	FMIA
7	Francis Halog	Farmer
8	Merlyn M. Cadorna	LBST
9	Loreta Dulay	LBST
10	Hilda Ronquillo	Farmer
11	Antonion Dulay	FMIA
12	Elpedio Mapa	TSAG
13	Dante Colcol	NIA La Union IMO
14	Lelito Valdez	NIA La Union IMO
15	Augusto Elegado	NIA Region1
16	Romil Cagas	NIATCP2
17	Rowena Danaue	Masalip RIS
18	Gloria Casipit	Masalip RIS
19	Dennis de Vera	NIA Region1
20	Jaycee Capalungan	NIATCP2
21	Enrique Sabio	NIATCP2
22	Nick Baoy	JICA
23	Pablo Lucero	JICA

Supplemental Terminal Evaluation Attendance
 Bucao RIS
 15-Jul-11

No.	Name	Designation- Organization
1	Joel Dequina	Hibia
2	Paz Decena	MAO
3	Noli Josafat	IA auditor
4	Daniel A. Villanueva	IA auditor
5	Vincent Lastimoso	IA
6	Cesar Bulatao	MTU chairman
7	Renato Dulhon	TIBIA
8	Vicente Lauriano	TIBIA
9	Jaycee Capalungan	NIATCP2
10	Nick Baoy	JICA
11	Pablo Lucero	JICA
12	Alvin Nalicat	BOTZIA
13	Gary Barcase	BOTZIA
14	Edgardo Cunanan	BOTZIA
15	Enrique Sabio	NIATCP2
16	Virgilio Flores	NIA Region3
17	Conrado Flores	MTO chairman
18	Joel Daep	SDT
19	Rafael Ferrer	SDT chairman
20	Ceferino Merza	SMBIA
21	Edgardo Yap	HIBIA
22	Virgilio Agagas	Maligha
23	Raul de Padua	Farmer
24	Prisco Benamira	HIBIA
25	Paule de Padua	MTO chairman
26	Dennis Delamarca	TIBIA
27	Daniel de Vera	TIBIA
28	Joseph Doble	Sandata
29	Leoncio Baluyut	SMBIA
30	Juan Anagaran	PIM – Zambales PIMO
31	Abraham Anagaran	Zambales PIMO
32	Remegio Labasan	HIBIA
33	Warlito Daliposa	SMBIA
34	Eduardo Alcantara	SMBIA
35	Marifina Montehermoso	Bucao RIS
36	Felix Cruz	NIA Region3
37	Jesfer Lingat	NIA Tarzam
38	Frank Pascual	NIA Tarzam
39	Joy Coloma	Palag Hobol
40	Benjamin Ester	Palag Hobol
41	Eduardo Hebron	Palag Hobol
42	Josefino Padernal	Palag Hobol
43	Rodino Bautista	NIA Tarzam
44	Rolando Espino	NIA Tarzam
45	Joel Montehermoso	NIA Tarzam
46	Victor Reyes	SMBIA
47	Ricardo Dario	HIBIA
48	Mark Degollado	NIA Zambales PIMO
49	Anselmo Pedroque	NIA Tarzam
50	Jose Aguila	Bucao RIS
51	Myrna Encarnacio	Bucao RIS
52	Menchie Orianza	FIA
53	Manny Marquez	NIA Zambales PIMO
54	Ramon Blanco	NIA
55	Efren Encias	BAWI

Supplemental Terminal Evaluation Attendance
 Nayom-Bayto RIS
 14-Jul-11

No.	Name	Designation- Organization
1	Romulo Fernandez	Padaglan
2	Virgilio Flores	NIA Region3
3	Felix Cruz	NIA Region3
4	Manuel Ayawaran	Ganobam
5	Laureta Ayawaran	Ganobam
6	Amado M. Movilla	Chairman/DOLPOLAB
7	Mario Montalla	Tatlongbi
8	Leopoldo Molino	Tabuca-Pama
9	Rogelio Narila	PED Chairman
10	Ricardo Manaog	Basayon
11	Enrique Montejo	Bitsandu
12	Rufino Bautista	Tarzam IMO
13	Rolando Espino	Tarzam IMO
14	Lauro Ballesteros	Tarzam IMO
15	Roberto dela Cruz	NIA Region3
16	Jesfer Lingat	Tarzam IMO
17	Jimmy Gloria	NIA Region3
18	Jaycee Capalungan	NIATCP2
19	Pablo Lucero	JICA
20	Nick Baoy	JICA
21	Enrique Sabio	NIATCP2
22	Bryan Vallejos	Nayom-Bayto RIS
23	Fe Clara	Nayom-Bayto RIS
24	Crizalyn Mapa	Nayom-Bayto RIS
26	Perfecto Pulido	Nayom-Bayto RIS
28	Lito Cruz	Nayom-Bayto RIS
30	Silvestre Buclat	Nayom-Bayto RIS

Supplemental Terminal Evaluation Attendance
Mambusao RIS
5-Jul-11

No.	Name	Designation- Organization
1	Domingo Arayon	Pasimpoba
2	Ricardo Gumogda	Tatag-IA
3	Bobby Lanuza	Pammarba
4	Jose L. Maisillada	Pampbu
5	Manolo Ramirez	NIA-6
6	Julieta Gallardo	NIA-6
7	Pablo Lucero	JICA
8	Enrique Sabio	NIATCP2
9	Nick Baoy	JICA
10	Lemuel Estrella	NIA-6
11	Julius Villaruel	NIA
12	Salvador Arro	SWRFT - MRIS
13	Efren Bigcas	Supervising Engr. A - MRIS
14	Moises Buenavista	IA Vice Pres
15	Manuel Dualo Jr.	IA President
16	Relyon Briones	Aklan-Capiz IMO

Supplemental Terminal Evaluation Interviewees
Barotac Viejo RIS
4-Jul-11

No.	Name	Designation- Organization
1	Joerito Boglosa	BMFIA
2	Joel Gausing	SALMIG
3	Felecerio Natalio	San Luger
4	Roberto Balayo	HAMPAPRO
5	Generoso Basiya	LIBU-IA
6	Merlyn Palabrica	CASANDEL
7	Pablo Lucero	JICA
8	Nick Baoy	JICA
9	Enrique Sabio	NIATCP2
10	Ernie Balajadia	IDO BVRIS
11	Jose Castillo	IDO-BVRIS
12	Liezl Jarangue	SWRFT - BVRIS
13	Julius Villaruel	NIA
14	Samuel Japitana	NIA-6
15	Manolo Ramirez	NIA-6
16	Mildred Villa	NIA-6
17	Joy Babiera	NIA-6
18	Arlie Alasian	LAFORMER
19	Rolando Jimenez	SAN LUGER
20	Nilo Damas	Libu IA

Supplemental Terminal Evaluation Attendance
Padada RIS
8-Jul-11

No.	Name	Designation- Organization
1	Gladys P. Draculan	UPSFIA
2	Henry A.Valdez	LAPOSA
3	Manuel Raneses	Padada RIS
4	Matias Gomez	BASISFIA
5	Legardo T. Sanio	SIA
6	Enrique Sabio	NIATCP2
7	Pablo Lucero	JICA
8	Nick Baoy	JICA
9	Gil Valdez	NIA Davao del Sur IMO
10	Dexter Tinapay	NIA Davao del Sur IMO
11	John Peter Buenaventura	NIA Region 11
12	Benjie Nierre	Padada RIS
13	Alma Maravilla	UPSFIA
14	Saturnino Apiag	Padada RIS
15	Edgardo Draculan	NIA Davao del Sur IMO
16	Monico Gabahug	NIA Davao del Sur IMO
17	Ike Arqueza	NIA Davao del Sur IMO
18	Rodolfo Torrecampo	NIA Davao del Sur IMO
19	Manuel Te	BIA
20	Samuel Robles	SMIA
21	Alberto Lagro	NIA Davao del Sur IMO

Supplemental Terminal Evaluation Attendance
 Saug-Libuganon RIS
 7-Jul-11

No.	Name	Organization
1	Glenn O. Pareja	MCFIA
2	Rogelio P. Abariento	SADACAFIA
6	Ignacio B. Igcasama	CAFIA
8	Felisa Salcedo	MACASVIA
9	Magencio Dean	UCCSIA
10	Jerson Bardago	B2 Kitam
11	Carlito D. Hindoy Sr.	BUCACAFIA
12	Genaro Baguinong	MMCFIA
13	Alfonso F. Visaya	DADELMIFIA
14	Florentino B. Duque	CASAFIA
15	Reynald Ambag	MODELCAFIA
16	Glicerio Catubig	MEDELFIA
17	Milagros Doran	NABAPFIA
18	Daniel Sevilla	PATAFIA
19	Avelino Marfe	LATESIA
20	Patricio Laguida	NECOLATESIA
21	Felipe Asuncion	MACSAFIA
22	Renante Digal	ELUFIA
23	Silvino B. Matobato	ASTFIA
24	Bonifacio Ysalina	NIA-SALLE
25	Gia Corsame	NIA-SALLE
26	Josephine Berguila	NIA-SALLE
27	Elias Sablas	NIA-SALLE
28	Eliseo Omila	NIA-SALLE
29	Jun Manriquez	NIA-SALLE
30	Ma. Lourdes Ingay	NIA-SALLE
31	Josie Omot	NIA-SALLE
32	Ma. Sharon Orondon	NIA-SALLE
33	Eduardo Salazar	NIA-SALLE
34	Christopher Doromal	NIA-SALLE
35	Jose Lim	NIA-SALLE
36	John Peter Buenaventura	NIA Region 11
37	Paz Felix	NIA Region 11
38	Vincent Buenaventura	NIA Region 11
39	Lani Sumabat	NIA Region 11
40	Luzviminda Aclao	NIA Region 11
41	Nick Baoy	JICA
42	Pablo Lucero	JICA
43	Enrique Sabio	NIATCP2
44	Yolanda Razo	NIA Region 11
45	Felix Razo	NIA Region 11
46	Encar Cruz	NIA Region 11

