

Grant Assistance for Japanese NGO Projects Effect Measurement Program Report



September 2007

Ministry of Foreign Affairs

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1 Objectives of Effect Measurement Program and Overview of Field Work for Program Implementation

1-1 Objectives of Effect Measurement Program

Effect Measurement Program for Grant Assistance for Japanese NGO Projects aims to improve the effect measurement skills and project implementation skills of NGOs through joint assessment of projects under Grant Assistance by NGOs, Ministry of Foreign Affairs (MOFA) and intellectuals, and to contribute to quality improvement of Japanese NGO projects under Grant Assistance and strengthening of the accountability of MOFA and NGOs to the Japanese public (tax payers.)

- (1) Work with NGOs who have experiences in medium-scale or larger development projects in overseas countries (similar to the level of Japanese NGO projects under Grant Assistance) to devise and study tools (simple methodologies) necessary for measuring the effectiveness of projects.
- (2) As one of the above tools, create a standard template for effect measurement. Also, study effective indicators (yardstick) for measuring effects.
- (3) Establish a field task force consisting of NGOs, who had experiences of receiving Grant Assistance, and MOFA officials (such as embassy staffs) to validate the effectiveness and simplicity of the standard template and the indicators, and utilize the standard template in actual projects.
- (4) Based on results of the field work, confirm the effectiveness of the standard template and effective indicators described in (2) as effect measurement tools, and modify the template to further enhance its effectiveness. Also, exchange opinions regarding indicators, and present concrete examples of indicators used for effect measurement of projects in the fields of water supply and healthcare.
- (5) Summarize the above items into a report format, and provide NGOs and others with the results.

Prior to the implementation of this program, MOFA had a meeting with NGOs who were interested in the program to exchange opinions. During the meeting, MOFA briefly explained an outline of the program and its implementation plan, and NGOs expressed their opinions.

No objections were made from the NGO side about the entire process, the overview of the draft standard template for effect measurement (hereinafter referred to as

“the draft sheet”) (particularly about the facts that the five evaluation criteria of DAC (Development Assistance Committee, OECD) are used as basis for the standard effect measurement template and that measurement focuses on objectively verifiable indicators.)

Table 1 Organizations participated in the discussion

1 st discussion, June 8 th	2 nd discussion, June 21 st
JOICFP (Japanese Organization for International Cooperation in Family Planning) Bridge Asia Japan Plan Japan Japan NGO Center for International Cooperation (JANIC) Association for Aid and Relief, Japan Japan Center for Conflict Prevention	JOICFP (Japanese Organization for International Cooperation in Family Planning) Bridge Asia Japan Association for Aid and Relief, Japan

1-2 Projects in scope

In FY2007, three projects in the fields of water supply and healthcare implemented in Myanmar, where there are many restrictions on NGO activities, under Grant Assistance were used as case studies for confirming the effectiveness and problems of the draft sheet. The projects subject to field surveys are as follows;

Table 2 Projects in scope

	Project name	Organizations in charge	Agreement month	Agreement amount
1	Supply of domestic water through repair of existing wells in the central dry zone of Myanmar	BAJ	March 2004	9,082,752 yen
2	Healthcare facilities renovation project in Magway Division	JOICFP	August 2005	9,996,565 yen
3	Water supply through shallow groundwater development in the western region of Tuyin Hill, Nyaung-U in the central dry zone of Myanmar	BAJ	October 2005	9,633,300 yen

BAJ: Bridge Asia Japan

JOICFP: Japanese Organization for International Cooperation for Family Planning

In the sections below, Project 1 is called as “Repair of existing wells,” Project 2 as “Healthcare facilities renovation” and Project 3 as “Shallow groundwater development.”

1-3 Methodologies for program implementation

The field task force brought the draft sheet, which came out of the discussion, to project sites to measure effects of the actual projects as case studies.

In particular, after briefing of the projects from the respective organizations in charge, the task force visited the project sites to inquire project members, managers, beneficiaries about the current status, effects and problems of the projects. Then the task force members filled the results in the sheet. As a process for filling in the sheet for each of the projects in scope, discussions were held within the entire task force to fully reflect comments of task force members in the sheet, and the team finalized the documentation by incorporating comments from each of the organizations.

After conducting effect measurement, the field task force discussed items such as the problems of effect measurement implementation and improvements in the sheet, and summarized opinions emerging from the discussions in the last part of this report as issues and study items.

The field activities conducted this time did not aim to finalize effect measurement methodologies including the sheet. These field activities are only part of Effect Measurement Program, which is going to be implemented in the next several years, and this was the first attempt of the program.

2 Draft sheet for effect measurement

2-1 Methodologies for effect measurement

Effect measurement studied under this program is a set of activities, which organizations conducting development assistance projects review their projects after the completion of the projects. With regard to who conducts the measurement at which timing, ideally a person who has as much objective insight as possible is expected to measure effects after a certain period of time after the completion of a project, such as one year or five years. However, such process is difficult to put into practice as problems related to costs and human resources as well as respective backgrounds of organizations need to be taken into consideration. These problems were discussed among the task force members, but, considering that this fiscal year is the first year of the program, the task force eventually agreed to focus on the effectiveness of the sheet, to confirm the validity of effect measurement and to clarify items to be studied as objectives of their field surveys. The problems of effect measurement implementation are indicated in the last part of this report.

Also, an upper goal and project objective were extracted from Application form and Completion report of each project to document the sheet. With regard to the actual effect measurement, study must be held to determine whether projects were logically consistent with their upper goals and to review items such as its effectiveness and impacts. However, Application form used for Grant Assistance for Japanese NGO Projects, which is subject to this program, does not include a field for upper goals. This will be also addressed later in this report as a study item, and at the same time a plan and application form need to be laid out in light of effect measurement to promptly conduct effect measurement.

2-2 The entire structure of the draft sheet

Based on the results obtained from studies at home and field surveys, the field task force completed the draft sheet. As shown in 'the draft,' the sheet is only what has come out to date, and is expected to have many changes in the future based on the study items presented later.

The sheet largely consists of 'Basic Information,' 'Outline of Measurement,' 'Itemized Measurement' and 'Feedback information' and 'For Head office,' and 'Basic Information' is designed to incorporate data from existing documents such as Application form and Completion report.

Based on items confirmed during measurement, the results of effect measurement

will be filled in 'Outline of Measurement' and 'Itemized Measurement' in accordance with DAC's five criteria (Relevance, Efficiency, Effectiveness, Impact and Sustainability,) which are commonly used for confirming achievements of development assistance projects. Furthermore, the sheet was designed to contain feedback obtained from measurement results as reference for studying on-going projects and new projects.

Also, 'For Head office' contains insight of Head office based on results of field measurement and feedback information.

Instructions for How to fill in the Draft sheet

Name of Responsible Person	
Date	YYYY/MM/DD

**Grant Assistance for Japanese NGO Projects
EFFECT MEASUREMENT SHEET(DRAFT)**

Copy information written in Request Form and Report.

◆ Basic Information

Country/ Project Name	Copy the settled amount in Account Report. When a project is governed under special management, such as when part of a large project is implemented under cooperative (shared) responsibility, indicate its project cost that reflects the status as reference information.
Amount of Budget	
Date of Beginning & Date of Ending	Project start date (contract date) and completion date indicated in the final report.
Extension Period	Indicate “Yes” if the project is extended from the schedule shown in the request form. If possible, briefly describe its reasons.
Date of effect measurement (season)	
Period of Measurement	Dates (season) of implementing effect measurement (1. Interim evaluation, 2. Completion of project or 3. After completion). If it is 3, indicate time passed since the project completion date.

Upper Goal	Copy an upper goal stated in the request form or (if the goal was changed during implementation) the report. An upper goal covers broad areas as a result of fulfillment of the project’s direct objectives, or evolves with time passing. Also, it is a comprehensive objective that can be fulfilled through synergy effects with other projects. (With this goal, significance of the project will be clarified.)
Objectives of the Project	Copy a project objective stated in the request form or (if the objective was changed during implementation) the report. A project objective can be also called as project purpose, and is a direct result obtained through achievements (small objectives) that have strong correlation with activities within the framework of the project.

Outline of the Project	Using 5W1H, briefly explain project overview that includes its objective, achievements (if necessary) and activities.
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Indicator setting and numerical targets (Indicate several aspects as yardstick if such numerical setting is difficult)	<p>“Project objective” and “Impact” are items that can be shown numerically. Of the three columns, write ‘items that can be measured when its project objective is fulfilled’ in the left column, and ‘a numerical target at the time of project planning’ in the center and ‘an actual value obtained through achievement at the project completion’ in the right.</p> <p>Effect measurement is conducted based on these values. Since a project objective is fulfilled within the project schedule, its numerical value is less likely to be changed significantly during effect measurement. On the other hand, impact is likely to be changed either in the positive or negative direction when compared to the value obtained at the project completion.</p>
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Prerequisites	<p>In this field, explain potential obstacles that would bring fatal effects to project management and fulfillment of a project objective, such as “no occurrences of situation in which significant restrictions are imposed on the transfer of human resources due to deteriorating security,” “no occurrences of situation in which significant inflation on commodities, such as more than 30% of annual inflation increase during project implementation” and “free primary education is maintained regardless of a result of next election.”</p>
Role of other actors / Its positioning in a multi-year program	<p>Provide information that the evaluation side needs to know as basic information, such as when the project is implemented under strong partnership with other organizations including investment partnership, when the project is part of a bigger project and sharing responsibilities with other organizations or when the project aims to achieve short-term objectives of a multi-year program implemented under a categorized set of short-term objectives and long-term objectives.</p>

◎EFFECT MEASUREMENT◎

◆ OUTLINE OF MEASUREMENT

Date (Effect measurement date)	<p>Indicate a date when the measurement is conducted, when the team visited the measurement site.</p>
Name of Surveyor	<p>Members who conducted measurement</p>
Measurement Period	<p>Time between project completion and the measurement date</p>
Change of Budgetary Amount	<p>Comparison of project cost between planning and completion</p>
Indicated Achievement (Project Achievement)	<p>Provide results of confirmation for items indicated in Basic Information (Indicator setting and numerical targets)</p>
Remarks	<p>If the next table, “Itemized Measurement” does not contain an ABC ranking, provide reasons in this field.</p>

◆ Itemized Measurement

In this page, provide detailed conclusions stated in the “Outline of Measurement” and reasons behind the conclusions. While it is self-measurement, it is important to conduct measurement from a third-party perspective, providing a basis for constructive input to “Suggestions for future activities/ problem to be resolved” stated later.

Item	Result	Remarks
Effectiveness (Level of achievement of project objectives) (Judge from “Current Performance based on indicators”)		<p>This field is to assess whether achievement obtained in the project sufficiently contributed to fulfillment of the project objective. Strong correlation between the obtained achievements and project implementation aligned with the project objective is crucial. Since level of achievement of a project objective is substantially affected by existence and strength of such correlation, thorough study needs to be held along with external factors.</p>
Efficiency		<p>Discussions such as “whether the project input generates effects expected,” “whether activities employed for achievement is efficient when compared to other options of methodologies and activities from a budget perspective” and “whether local resources were fully utilized” are expected to be made.</p>
Impact		<p>Explain whether an upper goal can be achieved through achievement of a project objective, whether ripple effects were obtained as expected or more than expected. When a project is implemented under narrow scope of support due to the fact that the schedule is as limited as one year, it is possible to show a right direction in its contribution to the upper goal, but in many cases it is less likely to have significant impact on the level of achievement in theory. Therefore, it is also necessary not to excessively focus on “impact” as one of the measurement items.</p>
Sustainability		<p>Explain about “whether project effects are still obtained through spontaneous support from local residents even after the organization in charge of implementation left the site” or “any measures were taken to obtain these effects.”</p> <p>However, results obtained significantly are affected by project period, investment volume and type of activities etc. Also, if a project is completed within a year, confirming its sustainability in a verifiable manner is less likely. Hence, sustainability should be described from the latter perspective.</p>
Relevance		<p>Describe “whether a project objective was consistent with needs of local residents.” Also, assess whether activities they were engaged with were relevant to the regional needs for development assistance at grass-roots level (by comparing with other options.)</p>
Others	Social Impact / Environment Impact, etc.	<p>State various impacts observed under “changes emerged in the course of fulfillment of an upper goal” within the period between project completion and measurement, or describe methodologies and coordination they particularly focused and engaged with from development aspects.</p>

Suggestions for the head office's activities, and feedback to new projects

“Effect measurement” stated in this section is used for an NGO who is in charge of a project to measure results (positive/ negative changes in the course of fulfilling an upper goal) of its project. Hence, results of measurement are expected to generate learning and lessons for the organization. It is important to effectively generate learning and lessons accompanied with a certain level of objectivity, and to discuss them fully in this field as a way to provide feedback for subsequent organizational activities. It is also important to provide comments that are full of suggestions for the way in which an organization should function and handle a project.

INFORMATION

Measurement Method

This field describes methodologies used for obtaining information necessary for measurement and analysis tools utilized for measurement. An organization in charge of a project is given freedom to determine how much time should be spent for an “effect measurement” process, but appropriate volume of information is expected to be obtained within a short period of time from an efficiency perspective. Thus, the following methods can be used.

1. Mass meeting: Invite available residents at one place to have a Q&A session regarding benefits brought by a project and effects and changes after completion of the project. While the organizer is able to meet with many beneficiaries at once, they may not be able to listen to proactive opinions due to power relationships within the community and cultural and social restrictions.
2. Focus group interview: Interview a group of several (4-10) people who have relatively similar backgrounds. Since they know each other, it is possible to listen to their real opinions in a comfortable setting, and therefore it is more advantageous than 1. Also, another advantage is that one person’s opinion can be verified with opinions of others. Its weakness is that it is not easy to create an appropriate group for an interview purpose.
3. Individual interview: Select several people from project stakeholders or typical beneficiaries to conduct interviews individually. When time allows, it is possible to listen to their opinions in the form of a dialogue. However, one has to keep in mind that opinions tend to become subjective and be affected by status of interviewees.
4. Participatory Rural Appraisal (PRA): PRA tool is usually used for exploring needs and measuring its relevance, but it can be also used as an evaluation tool. For example, its Historical Analysis and Stakeholder Analysis can produce highly objective results compared to other interviews that are prone to one-sided opinions as they were designed not to ask straightforward questions for what they want to know.
5. Workshop: By inviting several beneficiaries to one place to conduct a workshop, it is possible to observe natural occurrences of positive and negative changes towards an upper goal during discussions and game processes. However, this requires fairness and high facilitation skills on the part of the facilitator.

Attendance List	Name	Title	Affiliation
	Indicate names of residents and project stakeholders who were deeply engaged with the above measurement process, such as providing important information.		



◆ For Head office

Suggestions for future activities / Problem to be resolved measurement to be taken	<p><i>Provide future direction, solutions for handling issues and feedback information based on effect measurement.</i></p> <p>In this field, provide ‘suggestions for future activities/ problem to be resolved, feedback information’ based on effect measurement.</p>
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3 Current status of target projects and effect measurement

3-1 Repair of existing wells

3-1-1 Project overview

The project aimed to improve livelihoods of 20 villages where residents face difficulties in accessing domestic water within Kyaukpadaung Township located approximately 500km north of Yangon, through the repair and maintenance of existing wells.

Kyaukpadaung Township, the project's targeted area, has approximately 300,000 inhabitants, in which approximately 90% live in rural areas of 337 villages in total. Its primary industry is agriculture with a great deal of cultivation of agricultural products such as coconut sugar, sesame, sunflower, corne and cotton which utilize the region's dry weather.

In 1980s, many wells were constructed in Myanmar's central dry zone under assistance of UN Children's Fund (UNICEF.) With additional wells constructed under UN Development Program (UNDP) and Myanmar government, Kyaukpadaung Township, the project's targeted area, now has 207 wells (villages) in total. Since many of them were malfunctioned due to obsolescence and lack of adequate maintenance, these villages have been dependent on domestic water obtained from ponds and purchased from nearby villages. After January¹, many of the villages experience running out of water from their ponds due to the dry season, and securing domestic water becomes difficult. Under these circumstances, it's not uncommon to see villagers taking hours to draw water.

Thus, water drawing has been a huge burden to livelihoods of the residents, and prevents them from being fully engaged with jobs for their earnings such as farm work and paid work. With regard to this, it is said that people often experience diarrhea, skin and eye diseases. It is extremely difficult for poor families who only have buckets and those consisting of only children and elderly people to travel a long distance for water drawing. Many of these families purchase water from families who possess bullock-carts (water transport tanks pulled by bullocks), but the price for such water is so high for income of those families.

With regard to water usage of this region, one family spends approximately 50 gallons (200liter) of water per day for drinking, laundry, cooking, bathing, cattle, farming etc. They utilize their own buckets (about 5 gallons 2 buckets) and bullock carts (about 50 gallons per tank) for water transport.

¹ Rainy season in the central dry zone is from June to October and dry season is from November to May.

3-1-2 Achievement

Of 207 wells in the region, 93 are deep wells (300 feet (about 100m) depth or above), and 114 are shallow wells (300 feet (about 100m) depth or less.) Water pumping for deep wells uses lifting pumps and drive machines that require complicated repair and maintenance, and, in many cases, those tools are left untouched after mechanical failures. Under the project, BAJ selected 20 villages where water shortage had been severe due to well failures, and conducted repair activities. Also, it provided lifting pump operators with technical trainings so as to enable villagers to easily maintain and manage wells by their own hands. The activities took place for one year from March 15th, 2004 through March 14th, 2005.

As a result of these activities, 18 wells in 18 villages out of 20 target villages were repaired, and safe and sufficient water were made available for supply. However, the remaining wells of the two villages were unable to recover due to severe damages. Direct beneficiaries from the repair activities are 18 villages (21,654 inhabitants) in total, and cattle (1400 bulls/ cows, goats, chickens and pigs-5,307 in total.) are also counted as beneficiaries.

While pumping volume for these wells varies by each well, the average volume is 1,400 gallons per hour. Considering that volume of water pumping made available through well repair is usually 1,000 to 1,500 gallons per hour, it is enough to say that the project generated sufficient achievements.

Also, three-day technical training provided for lifting facility operators in the village had a total of 40 participants from 20 villages. In the technical training, lectures and practical trainings on mechanisms, operation and inspection methods for lifting pumps and engines were provided to improve maintenance and management skills of villagers.

According to the interviews with villagers, the following effects were obtained from the well repair, and improved accessibility of domestic water within their villages;

- ◆ Water can be easily obtained.
- ◆ Time saved as long distance travels for water drawing are no longer necessary
- ◆ Sufficient water for laundry and bathing is available
- ◆ Burden of water drawing was huge for many women, but is now reduced.
- ◆ Watering vegetables and fruits in home gardens.
- ◆ Relationship among villagers improved, boosting village development
- ◆ With secured drinking water, children and students can concentrate on study.

- ◆ School sanitation can be improved as water became available for hand-washing and toilets.
- ◆ Watering school gardens and trees improves environments.
- ◆ Apart from water transport, use bull-carts for other purposes such as farming and transport of goods.
- ◆ With burden of water transport reduced, bullocks can be primarily used for farming.
- ◆ Cattle (bulls, cows, goats, chickens and pigs) can drink sufficient water, and become healthier and livelier than before.
- ◆ With increase of the number of cattle, income of villagers will also increase.

3-1-3 Effect measurement

For the field survey conducted this time, the survey team visited two villages (Linyawsan and Taung Zin) out of 20 target villages. Since those villages account for 10% of the entire project scope, the team concluded that descriptions on these villages would not reflect the entire project. For this reason, descriptions for “Itemized Measurement” only focused on these two villages, and contained concrete descriptions without an ABC ranking. The survey was primarily based on interviews they conducted when they visited the villages as a measurement methodology, and they conducted interviews by taking performance of given indicators into consideration.


For documentation of the sheet, the project’s upper goal was written as “improve livelihoods of villagers through making water obtainable within villages” based on its Application form and Completion report. While no significant issue was found on the entire project from this point, it was revealed that poor families were not direct beneficiaries of repaired wells since water prices were still high. The result of this hearing was indicated in the field, “For Head office,” and regarded as a follow-up item within the organization.

Case Study 1 Effect Measurement Sheet for Repair of Existing Wells

Name of Responsible Person	
Date	August 7 th , 2007

**Grant Assistance for Japanese NGO Projects
EFFECT MEASUREMENT SHEET(DRAFT)**

◆ BASIC INFORMATION

Country/ Project Name	Supply of domestic water through repair of existing wells in Kyaukpadaung Township of the central dry land of Myanmar	
Amount of Budget	(Amount) 9,082,752yen (Contract) (Grant 9,082,752 yen Own funds 0 yen)	
Date of Beginning & Date of Ending	March, 15 th , 2004~March 14 th , 2005	
Extension Period	No	
Date of effect measurement (season) / Period of Measurement	July 26 th -28 th , 2007 Rainy season (2 years and 4.5 months since the project completion)	
Upper Goal	Improve livelihoods of villagers through making water easily obtainable within villages (Reduction of time/ distance, improvement of sanitation)	
Objectives of the Project	Improve livelihoods of the villagers through repair and maintenance of existing wells in 20 villages where domestic water is hardly accessible to.	
Outline of the Project	<p>Repair wells in 20 villages inside Kyaukpadaung Township, built under UNICEF in 1980s and subsequently UNDP and Myanmar government, and provide pumping facility operators with technical trainings</p>  <p><i>Examination with bore-hole camera</i></p>	
Indicator setting and numerical targets (Indicate several aspects as yardstick if	(1)<Direct objectives> Number of wells repaired Water volume/ quality	Number of wells repaired 20 wells 20 villages→ 20 wells 20 villages Number of wells where domestic water with appropriate water volume/quality was made

such numerical setting is difficult.)		available 18 wells (90% recovered) Beneficiaries 20 villages 16,000 residents or above → 18 villages 21,654 residents+ bulls (1,400) + cows/ goats/ chickens/ pigs (5,307)
	(2)< Impact > Time/ distance reduction	Time/ distance for water drawing reduced (Lowering of opportunity cost)
	Improvement of sanitation	Increase of bathing and laundry frequencies
	(3)< Sustainability > Operation status of water management committees	Functioning water management committees 20 villages → 20 villages
	Mechanism of establishing well maintenance and management technologies	Providing pumping facility operators with technical trainings for a few days → 20 villages (40 participants) 3-day technical training
Prerequisites	No prerequisites	
Role of other actors / Its positioning in a multi-year program	Myanmar's water supply department, DDA, laid out a 10-year plan for water supply in rural areas, and the plan has been in process in the central dry region. Well construction and repair have been conducted in the region since 1999. 92 new wells have been constructed and 177 existing wells have been repaired to date.	

◎EFFECT MEASUREMENT◎

Linyawsan Village and Taung Zin , Kyaukpadaung T/S

◆ OUTLINE OF MEASUREMENT

Date (Effect measurement date)	July 28 th , 2007
Name of Surveyor	Grant Assistance for Japanese NGO Projects/ Effect Measurement Team(Suzuki, Tukamura, Tsutsui, Yamaguchi, Isozaki, Okuma, Kawajiri, Kimura, Mori)
Measurement Period	July 27 th , 2007(Period subject to measurement: 2 years and 4.5 months)
Change of Budgetary Amount	(Amount) 9,082,752yen (Contract) → 9,078,716yen (Settled)
Indicated Achievement (Project achievement)	(1) Of two villages measured this time; Taung Zin : Availability of adequate water volume confirmed Linyawsan: Currently under repair, adequate water volume expected (A failure occurred in 1 year and 5 months after the project completion. A root cause was identified with a bore-hole camera, and recovery through repair work was assured.)
	(2) Through interviews with residents, reduction of burden of water drawing was confirmed. As a result of hearing, reduction of time/ distance required for water drawing by residents and increase of bathing and laundry frequencies were both confirmed. Also, comments about improved sanitation were obtained from the interview.
	(3) Proper functioning of water management committees was confirmed, and instructions and training opportunities for committee management have been provided.
Remarks	Upon request from the host organization, the team selected a well that had been continuously performing well and, in contrast, a village that had experienced a failure since its project completion and conducted effect measurement for these villages. For this reason, indicators related to effectiveness and efficiency of the project were perceived to be low. However, it is important to note that this was a result of the arbitrary selection, and these results do not reflect the entire project status.

◆ Itemized Measurement

Item	Result	Remarks
Effectiveness (Level of achievement of Project objective) (Judge based on "Indicated Achievement")	—	<i>Analyze the contribution of the outcome of the project to planned objectives</i> The project objective was largely achieved. For the two villages visited this time, one village (Taung Zin) have received adequate water supply in terms of volume and quality. The other village (Linyawsan) is currently undergoing a diagnostic test for repair work. Water has not been taken from the well.

Efficiency	—	<p><i>Analyze whether inputs results in outcomes that was planned</i></p> <p>Input to the project has been properly done in accordance with the plan. Given that only two cases were confirmed during the survey, the project's efficiency was not measured. Still, in the case of project expenses, remarkable recovery was demonstrated with about 3/20 ≈ 15% of new wells, indicating considerably high efficiency.</p>
Impact	—	<p><i>Analyze whether the project achievements have reached the upper goals. Are there any greater impacts that were planned?</i></p> <p>In the two villages visited for measurement this time, most of the residents there answered that time needed for water drawing was greatly reduced since locations of their water supply prior to well repair were far away. (For Linyawsan, prior to the failure.) Improved water accessibility has contributed to the regional economy apart from improvement of livelihoods as there were comments from women, such as "bathing from three days a week to everyday," "diarrhea became less frequent," and "now that cows gained strength, we can focus on farming."</p>
Sustainability	—	<p><i>Whether project effects are still obtained through spontaneous support from local residents even after the organization in charge of implementation left the site, or whether any measures were taken to obtain these effects</i></p> <p>The project provided operators assigned by water management committees with basic technical trainings during the project period, and no issues concerning maintenance and management have emerged. Also, advanced technical trainings have taken place since the completion of the projects, and technical follow-up governance has been put in place for the wells. Water management committees are still functioning even after the project completion. Committees in the two villages surveyed this time have collected water charges from villagers to allocate the money to repair, maintenance and fuel costs, and the fee collection has been adequately managed also. In particular, Taugzin village introduced three types of prepaid tickets as a system to prevent failures in fee collection. The committee has saved 800,000 to 900,000 kyats to date, demonstrating high sustainability.</p>
Relevance	—	<p><i>Whether a project objective was consistent with needs of local residents or the country's policies, development plan/ strategy</i></p> <p>For this measurement, the team conducted interviews to primarily learn needs of residents, and availability of domestic water through well repair was also confirmed from comments made by both male and female residents. The project met needs resulted from water shortage during the dry season. Also, the project was implemented in line with the 10-year rural water supply program laid out by the water department of Myanmar government.</p>
Others	Social Impact (Gender, environment, community participation etc.	<p>—</p> <p>The team was told in the two villages they visited this time that it was difficult for poor families to spend their money to purchase water. On the other hand, while these poor families do not directly purchase water of the recovered wells, they find that ponds became more accessible as many of the residents who had flocked to the ponds during the dry season started to utilize well water. With regard to community participation, the team was told that residents spontaneously offered support when pump lifting during well repair required additional help.</p>

INFORMATION

Measurement Method	First, the effect measurement team received briefing on the entire project status from the resident staff. Subsequently, the team visited two villages they selected from a total of 20 villages subject to project implementation. They conducted interviews with water management committee members and residents, and confirmed status with visual observation.		
Attendance List	Name	Title, Number of persons and others	Affiliation
	Heads of water management committees and a few members	Villages: Linyawsan Taung Zin	
	A few female villagers	Taung Zin	
	Villagers from the poor group(Mawain、 Moun)	Villages: Linyawsan (female) Taung Zin(female)	

Suggestions for the head office activities, and feedback on new projects

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◆ For Head office

Suggestions for future activities / Problem to be resolved / Measurement to be taken	<p><i>Provide future direction, solutions for handling issues and feedback information based on effect measurement.</i></p> <p>It may be necessary to conduct a survey on well water usage by poor families and socially vulnerable people and to study items to be considered in the future.</p>
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3-2 Shallow groundwater development

3-2-1 Project overview

This project aimed to supply good domestic water to rural residents through development of shallow groundwater in the western region of Tuyin Hill, Nyaung-U in Mandalay Division located approximately 500km north of Yangon.

In Nyaung-U, deep wells have been constructed under Myanmar government's 10-year rural water supply program (2000-2010). However, some construction works had to end without success due to problems associated with insufficient water or saline water. Situation surrounding rural residents without adequate water supply is similar to the one described in the above well repair project. However, it is possible even for a region with unsuccessful deep well development to obtain adequate domestic water through shallow well development. BAJ conducted development of shallow wells with sufficient level of both water quality and volume by conducting electric exploration and survey boring, which are not common in Myanmar.

The project targeted the following three villages and constructed six shallow wells.

Table 3 Villages for "Shallow Groundwater Development"

Village name	No. of families	Population
Kongangyi	170	940
Tema	415	2,630
Kangyikone North	132	664
Kangyikone South	89	577
Total	806	4,811

Apart from construction of shallow wells, the project requested community participation for construction, and presented proof that even villages that failed in deep well development can conduct successful shallow well development, suggesting spontaneous participation from residents as well as technical feasibility and envisioning shallow well construction by the hands of rural residents. The project was implemented for one year, from October 20th, 2005 through October 19th, 2006.

BAJ has conducted projects for well construction and repair of existing wells in the central dry region since 1999, and has built 92 new wells and repaired 177 existing wells to date.

3-2-2 Achievement

Efficient excavation was made possible through sufficient groundwater survey prior to excavation and inspection of water quality/ volume during excavation. In addition, sufficient community participation helped the project to make more progress than it had planned. While repair of three wells in three villages was planned under the project, eventually six wells in four villages including Thepyintaw were constructed.

With regard to maintenance and management, ownership was built through establishment/ operation of Water management committee immediately after the project start. While the plan estimated as many as 240 residents for assistance of excavation activities, more than 800 residents in total participated in the activities, presumably reflecting increasing anticipation and resident awareness of new water resource development.

Construction of a deep well requires approximately 3 million yen of investment whereas construction of a shallow well requires approximately 500,000 yen, allowing relatively low-cost water resource development. With this as an assumption, the project was able to present proof as a future possibility that residents can develop a new source of water by their own hands to secure domestic water.

3-2-3 Effect measurement

The field task force visited all of the three villages that were initially planned under “shallow groundwater development” project (eventually, well excavation took place in four villages.) For this reason, unlike “Repair of existing wells” project, documentation of the sheet covered the entire scope of the project.

Effect measurement of this project took place based on its upper goal, “development of shallow groundwater by rural residents in the future” and its project objective, “supply good domestic water to rural residents through development of shallow groundwater in three villages” in reference to documents including its request form. As a result, more spontaneous actions were required on the part of rural residents than the ones under “Repair of existing wells” project whose objective was to “improve livelihoods through making water more obtainable.” However, the resident interest in shallow groundwater development was low at the time of the field survey, and this resulted in an unfavorable outcome in “Impact” field, which was particularly designed to confirm positions between the upper goal and current status of the project.

While the survey concluded that the project objective was fulfilled, the team observed some variances in water volume. Hence, necessity of monitoring on water volume


was indicated in the field, “Suggestions for the head office activities, and feedback especially on new projects” as an issue to be handled in the future.

Case Study 2 Effect Measurement Sheet for Shallow Groundwater Development

Name of Responsible Person	
Date	August 7 th , 2007

Grant Assistance for Japanese NGO Projects EFFECT MEASUREMENT SHEET

◆ BASIC INFORMATION

Country/ Project Name	Water supply through shallow groundwater development in the western region of Tuyin Hill, Nyaung-U in the central dry zone of Myanmar	
Amount of Budget	(Amount) 9,633,300yen (Contract) (Grant 9,633,300yen Own funds 0 yen)	
Date of Beginning & Date of Ending	October 20 th , 2005-October 19 th , 2006	
Extension Period	No	
Date of effect measurement (season) / Period of Measurement	July 26 th -28 th , 2007 Rainy Season (9 th months since project completion)	
Upper Goal	Development of shallow groundwater by the hands of rural residents in the future	
Objectives of the Project	Supply good domestic water to rural residents through development of shallow groundwater in three villages	
Outline of the Project	<p>Develop shallow groundwater in areas, where development of deep groundwater is difficult, by conducting electric exploration and geological survey boring. Based on these activities, the project aimed to construct wells with supply capacity of 500 gal/hr (37.8ℓ/min) to 800 gal/hr (60.5ℓ/min.)</p>  <p><i>Well at Kontangyi</i></p>	
Indicator setting and numerical targets (Indicate several aspects as yardstick if such numerical setting is difficult.)	<p>(1)<Direct objectives> Water volume(ℓ/min) Water quality (adequate as domestic water) Number of wells</p>	<p>- Number of wells (3 wells in 3 villages planned) → (6 wells in 4 villages) - No. of wells supplying adequate domestic water - 6wells - Daily supply volume and number of residents benefited (Plan 37.8 ℓ—60.5ℓ) 806 families, 4,811 beneficiaries in total) → (75.1ℓ/min at completion, 1,256 families 7,451 beneficiaries in total) → (2-150 ℓ/min, 4,701 beneficiaries in total during field survey) (4 villages surveyed) total 7,451 persons (2,750 direct users during survey)</p>

	(2)<Efficiency> Time/cost spent for completion of wells	- Rate of digging length for completed wells 50% → 69% (Depth of completed wells/ total digging length) - Manpower provided through resident participation No. of residents for excavation assistance 240 in total → 800 in total (approx.)
	(3)<Impact> Other resident initiatives on development of shallow groundwater	During project implementation, a request was made by a nearby village to conduct a survey for shallow groundwater. (The village was added as a target village for well construction during project implementation, and well construction was conducted.)
	(4)<Sustainability> Resident organizations in charge of well maintenance and management	- Establishment and continuous operation of water management committees 3 villages → 4 villages - One-year monitoring continued after project completion (once per village) → continued (twice per village) - Efforts on improvement of well management/ maintenance skills During planning: no efforts → Organizing two technical trainings for water pumps/engines through self-investment
Prerequisites	No prerequisites	
Role of other actors / Its positioning in a multi-year program	Myanmar's water supply department, DDA, laid out a 10-year plan for water supply in rural areas, and the plan has been implemented in the central dry region. Well construction and repair activities have been conducted in the region since 1999, 92 wells have been constructed and 177 existing wells have been repaired to date.	

◎EFFECT MEASUREMENT◎

◆ OUTLINE OF MEASUREMENT

Date (Effect measurement date)	July 26 th , 2007
Name of Surveyor	Grant Assistance for Japanese NGO Projects/ Effect Measurement Team(Suzuki, Tukamura, Tsutsui, Yamaguchi, Isozaki, Okuma, Kawajiri, Kimura, Mori)
Measurement Period	October 20 th , 2006-June 30 th , 2007 (8.3 months)
Change of Budgetary Amount	(Amount) 9,633,300yen (Contract) → 9,640,310yen (Settled)
Indicated Achievement (Project achievement)	<p>(1) The number of wells for construction increased from the plan. While water can be used as domestic water, there are significant variances in water volume due to changing groundwater veins.</p> <p>(2) With thorough preliminary survey and participation from about 800 local residents, domestic water was efficiently (1.3 out of 2 wells dug) made available.</p> <p>(3) Since a substantial amount of good water was obtained from a well dug from a shallow but relatively deep layer and lifted through power pumps, resident awareness of well development for fresh water was increased in villages where they thought only saline water could be obtained from wells. However, due to high construction cost, it may take some time for resident initiatives to become noteworthy. (The absolute amount of the construction cost is too high for the residents.)</p> <p>(4) Water management committees for wells were formed in all of the villages, and have also set aside some reserves. Operators who have used pumping facilities attended technical trainings for pinging facilities, and their maintenance and management skills improved.</p>
Remarks	

◆ Itemized Measurement

Item	Result	Remarks
Effectiveness (Level of achievement of Project objective) (Judge based on “Indicated Achievement”)	A	<p><i>Analyze the contribution of the outcome of the project to planned objectives</i></p> <p>A: Objectives of the project were completed, B: Either some parts of the objectives were completed or all of the objectives were completed but some problems, C: Objectives were hardly completed. (Provide reasons if necessary)</p> <p>The number of wells for construction increased from the plan. While water can be used as domestic water, there were variances in water volume due to changing groundwater veins. Since shallow groundwater is affected by land surface and seasons, its status for the whole year is unknown. The project objective seems to be achieved through demonstration of shallow groundwater development.</p>
Efficiency	A	<p><i>Analyze whether inputs results in outcomes that was planned</i></p> <p>A: Project was implemented efficiently, B: Some parts of the project were not efficient, C: Project was implemented inefficiently. (Provide reasons if necessary)</p> <p>With improvement of digging length for completed wells and promotion of spontaneous resident participation, the project constructed three more wells than it had planned without changes in the project cost. Hence, it is enough to say that efficient implementation of the project was realized.</p>
Impact	B	<p><i>Analyze whether the project achievements have reached the upper goals. Are there any greater impacts that were planned?</i></p> <p>A: Concrete changes/ actions (resident awareness raised) toward achieving upper goals were observed, B: Project objectives were completed without any influence on upper goals, C: Negative influence (Provide reasons if necessary)</p> <p>As a result of successful demonstration of water supply with sufficient volume and quality even from shallow layers, the project received a</p>

		construction request from a village close to well construction sites (already constructed.) However, it is not known whether or not residents understood that this was not just groundwater development and that there were technical implications for “shallow” groundwater development.	
Sustainability	A	<p><i>Whether project effects are still obtained through spontaneous support from local residents even after the organization in charge of implementation left the site, or whether any measures were taken to obtain these effects</i></p> <p>A: Maintenance system and sustainable operational governance work well and sustainability is reasonably expected, B: Management system and budget allocation is not enough, however, the project will continue in the immediate future. C: With many problems, sustainability is low. (Provide reasons if necessary)</p> <p>Water management committees were established in all of the project villages, and have assigned different responsibilities. In a village where they use power pumps, its committee collects usage fees of 0.5-0.75 kyats per liter without arrears, and allocates the income to fuel and equipment parts. Also, villagers who received trainings are engaged with regular power pump operation and maintenance work, guaranteeing continuity of their water supply systems.</p>	
Relevance	A	<p><i>Whether a project objective was consistent with needs of local residents or the country's policies, development plan/ strategy</i></p> <p>A: Relevance is highly recognized, B: Relevance is not high but recognized, C: No relevance (Provide reasons if necessary)</p> <p>DDA laid out a 10-year rural water supply program, and the project villages are areas where BAJ was requested to provide assistance for implementation of the program. Relevance is high as the residents of this region had had to spend a great amount of time to travel a long distance for water drawing and to obtain freshwater during the dry season.</p>	
Others	Social Impact (Gender, environment) community participation etc.	A	<p>A: Women or vulnerable groups are major participants/ primary beneficiaries. Sufficient care, consideration is found, B: No special attention to women or the vulnerable groups but no negative impact seen, C: No special attention to women or the vulnerable groups and negative impact seen,</p> <p>In conjunction with the shortened travel distance for water drawing with a carrying pole, which was considered as a woman's job, their labor work has been reduced. Even poor people without bullock carts can benefit from stable access to low-cost safe water in nearby locations.</p>

Suggestions for the head office activities, and feedback to the new projects

Follow-up monitoring is necessary to determine whether variances affected by water veins occur for the whole year.
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INFORMATION

Measurement Method	First, Effect measurement team received briefing on the entire project from the resident staff. Subsequently, the team visited three villages BAJ selected from a total of 4 villages subject to project implementation. They also confirmed a process of well excavation.		
Attendance List	Name	Title	Affiliation
	Heads of water management committees and their	Villages: Tema, Kontangyi Kangyikone	

	members		
	Female villagers	Kontangyi Village	
	Villages who came for water drawing	Villages: Tema(female) Kangyikone (female/ male)	



◆ **For Head office**

Suggestions for future activities / Problem to be resolved / Measurement to be taken	<i>Provide future direction, solutions for handling issues and feedback information based on this effect measurement.</i>
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3-3 Health Institution Renovation

3-3-1 Project overview

Through renovation of rural health centers (RHC) in rural areas of Myanmar, the project aimed to provide quality health and medical services including reproductive health (RH) and to improve accessibility of health services for women and men and young people.

Of Magway Division's 10 townships in where UNFPA has conducted its activities, the project targeted 4 townships with relatively good access, and provided renovation for 12 RHCs, which were selected from respective townships in consideration of their particularly high renovation needs due to building collapse associated with earthquakes and severe damage resulted from obsolescence.

The RHCs subject to renovation were as follows. The project was implemented from August 1st, 2005 through February 28th, 2007 with an extension of 1 year and 7 months.

Table 4 Names of villages under the project

Name of township	No. of institutions	Name of target RHC
Aunglan	2	Ta Lote Pin RHC , Yenangyi RHC
Taungtwingyi	3	Sutthwa RHC, Kan Pay Gyi RHC, Ko Pin RHC
Yenanchaung	3	Kan Gyi RHC, Kanma RHC, Ah Le Kone RHC
Chauk	4	Gway Pin RHC, Gway Cho RHC, Twin Latt RHC, Taungtha RHC

The project is considered mutually complementary to a country program implemented by UNFPA in Myanmar (JOICFP was entrusted by UNFPA for one of its component projects, "Information and Education for Behavior Change.")

Since UNFPA is not allowed to conduct construction and renovation of institutions, renovation of health institutions under this scheme enhanced UNFPA's "software" type of assistance and enabled comprehensive efforts for RH improvement.

3-3-2 Achievement

In addition to renovation of the 12 buildings planned, the project constructed toilets for 11 of the above 12 buildings, where they had no tanks, had severe damage on the bases

and walls. Temporary shut-down of access to the project sites due to the prolonged and intensified rainy season, lack of some of the building materials from the market, enforced transport restrictions on some of the wood materials resulted in a seven-month extension of the project.

Safe and sanitary health and medical services were made available through renovation of these institutions. With announcements by RHC staff, Village Peace & Development Committee (VPDC) and Village Health Committee (VHC) to nearby residents, renovation of the RHCs was broadly acknowledged by residents living inside operational areas of the respective RHCs. After project implementation, the monthly average number of visitors in each RHC increased from 129 to 165.

Furthermore, each of the RHCs has enhanced its activities by using various events in their villages and health educational activities to advocate promotion of RHC usage and hospitalized deliveries. Emergency transport activities for pregnant women have been enhanced in partnership with volunteers in villages and midwives in their sub centers. From interviews with local residents, it was revealed that renovation of the buildings helped to generate confidence among local residents regarding cleaner and safer health services as a synergy effect resulted from these circumstances.

With regard to service quality improvement, it was revealed that RHCs have made efforts in their own ways to enhance staff skills and communication/ cooperation among them and to provide stable low-cost medical supply through income generation activities and medical funds (revolving funds). Achievements of these activities need to be confirmed through follow-up monitoring.

For maintenance and management governance, apart from RHC personnel, VHC and VPDC are responsible for managing the facilities. It was also revealed that they have handled minor repair and improvement work by obtaining donations and manpower from their communities. Some RHCs were quick enough to demonstrate achievements of self-reliant efforts of their communities, such as installation of partitions for delivery rooms, purchase/ installation of electric cables and wire installation for security enhancement of pharmacies. Hence, sustainability of the project can be highly anticipated from these activities.

For further promotion of effective usage of the renovated institutions, JOICFP has requested UNFPA, who is providing assistance for supply of health/ medical materials and equipment to health centers, and Health Department of Health Ministry, who is in charge of allocation of these supplies, to expedite supply of materials and devices to these 12 health centers. The organization is also going to conduct follow-up monitoring on impacts and sustainability of the projects, such as building maintenance / management and RHC usage

status.

3-3-3 Effect Measurement

For this project, the team visited 4 renovated facilities, one third of 12 target facilities, for a field survey to make assessment of the entire project. While costs for remodeling greatly varied by severity of damage at respective health institutions, on average one health center was renovated with as much as 800,000yen. Hence, its cost advantage is remarkably high.

During the survey, although the team observed necessity of improvements in drainage facilities and water supply in some health centers, these issues are only indicated in the field, "Suggestions for the head office activities, and feedback to new projects."


The descriptions in this entire sheet were similar to the ones in the project's completion report. Usually a project's effect measurement sheet summarizes an outline of its completion report if its effect measurement is implemented shortly after the project completion. For this reason, if implementation of this effect measurement is to be recommended under Grant Assistance for Japanese NGO Projects, the relation between the current "Completion report" and the sheet need to be studied.

Case Study 3 Effect Measurement Sheet for Health Institution Renovation

Name of Responsible Person	
Date	August 7 th , 2007

Grant Assistance for Japanese NGO Projects EFFECT MEASUREMENT SHEET

◆ BASIC INFORMATION

Country/ Project Name	Magway Division-Health institution renovation project	
Amount of Budget	(Amount) 9,996,565yen	
Date of Beginning & Date of Ending	August 1 st , 2005-February 28 th , 2007	
Extension Period	Yes (August 1 st , 2005~February 28 th , 2007) Extended a total of 7 months due to unusually prolonged and intensified rainy season.	
Date of effect measurement (season) / Period of Measurement	July 29 th -30 th , 2007 Rainy season (Period of measurement: approx. 5 months)	
Upper Goal	Provide quality health and medical services including reproductive health (RH) and improve accessibility of health services for women, men and young people	
Objectives of the Project	Renovate 12 health institutions selected from 4 townships in Magway Division	
Outline of the Project	<p>Of Magway Division's 10 townships UNFPA has operated, the project targeted 4 townships with relatively easy access from Magway city- Aunglan, Taungtwingyi, Yenanchaung and Chauk, and renovated a total of 12 buildings which were selected from respective townships in consideration of their particularly high renovation needs.</p>  <p><i>Rural Health Center in Kanpaygyi</i></p>	
Indicator setting and numerical targets (Indicate several aspects as yardstick if such numerical setting is difficult.)	<p>(1) <Direct objectives> No. of RHCs renovated</p> <p>(2) <Impact> Quality improvement of functions and services of renovated RHCs</p> <p>(3) <Impact> Increase of the number of visitors in renovated RHCs</p>	<p>Plan: 12 buildings → Actual: 12 buildings</p> <ul style="list-style-type: none"> The health centers became safer and cleaner. Efforts are now being made at RHC level to improve their service quality <p>Before renovation: Average 129 visitors → After renovation: increased to 165</p>

	(4) <Sustainability> Maintenance and management governance	Maintenance/ management by RHC staff and residents and locus of responsibilities have been clearly shared among stakeholders
Prerequisites	<ul style="list-style-type: none"> • No policy changes made by Health Department of Health Ministry • No shut-down of access to the project sites or temporary suspension of material supply and construction due to prolongation and intensification of rainy season • Adequate supply of construction materials and equipments from the market • Smooth procurement and transport of construction materials and equipment without enforcement of restrictions on these activities • No significant price fluctuation in construction materials and equipment • No significant fluctuation in currency rates (yen→ dollar→ kyat) 	
Role of other actors / Its positioning in a multi-year program	<p>The program is part of UNFPA Country Program,* which aims at 1) improvement of health and medical services (supply of health and medical equipment (including consumable goods such as contraceptives) and skill improvement for health and medical personnel) and 2) promotion of access to health and medical services (educational activities through development/ production/ distribution of educational materials and training of grass-roots volunteers.) in the course of improvement of RH in Myanmar. These activities that focus on skill improvement of health and medical personnel and “software” type of educational activities have been already provided to the 12 target RHCs and residents living inside operational areas of these RHCs, but the project enabled them to make more comprehensive efforts to improve RH through its “hardware” type of enhancement.</p> <p>*2002-06 Program cycle (2006 is an extension) Total: 16 million dollars. The program covers 112 of 324 townships.</p>	

◎EFFECT MEASUREMENT◎

◆ OUTLINE OF MEASUREMENT

Date (Effect measurement date)	July 29 th -30 th , 2007
Name of Surveyor	Grant Assistance for Japanese NGO Projects/ Effect Measurement Team (Suzuki, Tukamura, Tsutsui, Yamaguchi, Isozaki, Okuma, Kawajiri)
Measurement Period	July 29 th -30 th , 2007(Period subject to measurement: approx. 5 months)
Change of Budgetary Amount	No
Indicated Achievement (Project achievement)	(1) No. of RHCs renovated: 12 institutions were renovated as planned, and the project objective was achieved.
	(2) Quality improvement of functions and services of renovated RHCs: <ul style="list-style-type: none"> • Since the buildings were refreshed and strengthened with the renovation, health and medical services at safe and sanitary institutions become available. • Concrete activities have taken place to provide more quality services.
	(3) Increase of the number of visitors in renovated RHCs: After project implementation, the monthly average number of visitors in each RHC increased from 129 to 165.
	(4) Establishment of maintenance/ management governance: Each RHC has established maintenance/ management governance for its building, RHC staff, VHC and VPDC (equivalent to a local municipality) are responsible for managing the facilities.
Remarks	It was revealed from the monitoring mission dispatched by JOICFP in March 2006 that toilets for 11 health centers excluding Sutthwa had no tanks, and had severe damage on the bases and walls. Under a favorable currency rate between USD and Myanmar kyat, a surplus from the remodeling cost was anticipated, and the project additionally remodeled toilets in the 11 health centers.

◆ **Itemized Measurement**

Item	Result	Remarks
Effectiveness (Level of achievement of Project objective) (Judge based on “Indicated Achievement”)	A	A: Objectives of the project were completed, B: Either some parts of the objectives were completed or all of the objectives were completed but some problems, C: Objectives were hardly completed. (Provide reasons if necessary) The team confirmed that renovation of 4 RHCs subject to effect measurement have been completed as planned. Based on descriptions and pictures in the completion report, the team assumed that renovation of the remaining eight RHCs were also completed without problems, and concluded that the project objective was achieved.
Efficiency	A	A: Project was implemented efficiently, B: Some parts of the project were not efficient, C: Project was implemented inefficiently. (Reasons) The project completion was delayed from the plan since renovation required more time due to unusually prolonged and intensified rainy season. Given that apart from renovation of 12 planned RHCs, additional 11 toilets (see the above “Remarks”) were renovated within the contract fee (the maximum grant,) the team concluded that the project was efficiently implemented. In particular, renovation of 12 buildings under 10 million yen is noteworthy in terms of efficiency.
Impact	A	A: Concrete changes/ actions (resident awareness raised) toward achieving upper goals were observed, B: Project objectives were completed without any influence on upper goals, C: Negative influence (Provide reasons if necessary) After renovation, the number of visitors in the four RHCs subject to measurement largely increased. In particular, Gway Cho RHC showed significant increase from 8 visitors per month on average before renovation to 115 visitors after renovation. Some RHCs showed slow growth in the number of visitors after renovation due to seasonally increased/ decreased diseases. In addition to improvement of its exterior through renovation, improved availability of health and medical services in the safer and sanitized health center contributed to the above increase in the number of visitors. Local volunteer activities with participation from young people and in partnership with UNFPA have also contributed to increase of local confidence and usage. According to midwives in Gway Pin RHC and sub-centers, referral of pregnant women from sub centers has been enhanced as RHC became safer and more sanitary through renovation, suggesting the project’s impacts on health of pregnant women. The team concluded that it still takes some time for these efforts to generate outstanding achievements in the course of service quality improvement and further increase of visitors.
Sustainability	A	A: Maintenance system and sustainable operational governance work well and sustainability is reasonably expected, B: Management system and budget allocation is not enough, however, the project will continue in the immediate future, C: With many problems, sustainability is low. (Provide reasons if necessary) The team confirmed that RHC personnel, VHC and VPDC shared responsibilities to maintain and manage the buildings. Also, they have handled minor repair and improvement work by obtaining donations and manpower from their communities.
Relevance	A	A: Relevance is highly recognized, B: Relevance is not high but recognized, C: No relevance (Provide reasons if necessary) <ul style="list-style-type: none"> 12 buildings subject to remodeling were initially built with bamboo and wood materials, and were not functioning properly as there were severe damage due to collapse associated with earthquakes and obsolescence. RHCs located in peripheral areas far away from

			<p>main roads and inaccessible to other villages and towns during the rainy season serve as a health refuge of residents, showing high renovation needs.</p> <ul style="list-style-type: none"> • This project is mutually complementary to UNFPA project. More comprehensive efforts for RH improvement were realized through renovation of health institutions under this project together with “software” type of enhancement under UNFPA. • Myanmar’s national health policies, which have served as a basis for the country’s health strategies and initiatives, primarily aim to realize “Health for all” through its primary health care. Since RHCs renovated under this project are considered as primary health care institutions for rural residents, it is enough to say that the project is in line with Myanmar’s health policies.
Others	Social Impact (Gender, environment,) Community participation etc.	—	<ul style="list-style-type: none"> • As shown in the number of deliveries and checkups before and after deliveries in the renovated RHCs, the project contributed to improvement of access to RHCs for women and socially vulnerable people. • With newly constructed toilets, environmental and sanitary improvements were observed. • Building materials presenting harmful effects to environments and health, such as asbestos, were not used. • Through instructions to renovation contractors, the project made efforts to use building materials that have durability for a longer period. • Establishment of RHC renovation management committee consisting of local residents prior to renovation work and securing of resident participation for the work helped residents to build a sense of ownership toward RHCs. This has contributed to self-reliant efforts of communities in both hardware (buildings) type and software (services) type of improvements including maintenance/ management and continuous improvements of renovated institutions.

Suggestions for the head office activities, and feedback to new projects

<ul style="list-style-type: none"> • In one RHC (Gway Pin RHC,) it was found that a drain pipe was not pulled out of the drainage. Ideally the community should make efforts to solve this problem. Also, if any projects similar to this project are to be implemented in the future, it is important for those projects to consult with the local side regarding level of maintenance for drainage facilities (whether to connect drain pipes to septic tanks of toilets to prevent wastewater from penetrating into soil without any protection.) • Water supply needs to be taken into consideration for more comprehensive efforts. This must be urgently handled from a perspective of sanitary improvement in health and medical services.

INFORMATION

Measurement Method	The team visited the following four RHCs they arbitrarily selected from 12 renovated RHCs, and conducted interviews with RHC staff consisting of health assistances (HAs,) lady health visitors (LHVs) and midwives, members from Village Peace & Development Committee (VPDC) and Renovation Supervisory Committee (RSC) and local residents, and, when necessary, confirmed actual status with visual observation.	
Attendance List Gway Cho RHC	Name	Title / Affiliation
	U Aung Moe	Chairman of Village Peace & Development Committee (VPDC)
	U Aung Myint Sein	Health Assistant (H.A.), Secretary of Renovation Supervisory Committee (RSC)
	(Other RHC staff)	Lady Health Visitor (LHV), Midwives (MW), Public Health Supervisors
	(Local residents)	Village Health Committee (VHC) members, Union Solidarity & Development Association (USDA) members, Myanmar

Gway Pin RHC		Women's Affairs Federation (MWAFF) members, Maternal & Child Welfare Association (MCWA) members, Beneficiary (Villagers (pregnant women))
	U Phone Myint Aung	Chairman of VPDC & RSC
	U Aung Soe (Other RHC staff)	H.A., Secretary of RSC
	(Local residents)	LHV, MWs, Public Health Supervisors
Sutthwa RHC		VHC members, USDA members, Police officers, Fire brigade members, MWAFF members, MCWA members, Beneficiary (Villagers (pregnant women))
	U Than Oo	Chairman of VPDC
	U Htein Win (Other RHC staff)	H.A., Secretary of RSC
	(Local residents)	LHV, MWs, Public Health Supervisors
Kan Pay Gyi RHC		VHC members, USDA members, Village influential people, Beneficiary (Villagers (pregnant women))
	U Khine Oo	Chairman of VPDC
	U Than Htoon (Other RHC staff)	H.A., Secretary of RSC
	(Local residents)	LHV, MWs, Public Health Supervisors
		VHC members, Village influential people, Beneficiary (Villagers (pregnant women))



◆ **For Head office**

<p>Suggestions for future activities / Problem to be resolved / Measurement to be taken</p>	<p><i>Provide future direction, solutions for handling issues and feedback information based on this effect measurement.</i></p>
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4 Conclusion from the Field Activities

4-1 Effectiveness of effect measurement

Effect measurement activities that utilize the sheet are effective when confirming correlations between a project objective and its activities as well as achievements for the objective. The sheet can be considered as a learning tool that can be, for example, used as a reference document for planning of next activities as it gives a project organization one perspective when they review their project. Reexamining the relation between project activities and the corresponding objective after project implementation and confirming how the organization perceives the relation will provide key ingredients for a better project.

On the other hand, while disclosure of the sheet to outside of a project organization is an item to be studied, the sheet gives a certain perspective for review of the project plan and feedback on the result as it enables donors including MOFA to clearly understand results of project implementation. As stated below, surveys on the three projects revealed both their effects and issues. Hence, better execution of a project can be realized through overcoming of these issues and planning/ implementation of a plan in light of effect measurement.

4-2 Issues and future study Items

4-2-1 Upper goal setting and effect measurement

Effect measurement is to confirm how much a project has achieved its goal and objective under the plan through checking its performance in comparison with the project's upper goal and objective. For this reason, setting an upper goal and a project objective during project planning is a crucial starting point.

For example, with regard to BAJ's two water supply projects validated under the survey, it seems that these two projects have similarity as the same organization has been continuously engaged with well development in areas that are very close to each other. However, the field task force interpreted that the project for "Repair of existing wells" had an upper goal to 'improve livelihoods of villagers through making water easily obtainable within villages,' and the project for "Shallow groundwater development" had an upper goal to, "develop shallow groundwater by the hands of rural residents in the future." Based on this understanding, measurement focused on questions about whether the former achieved "improvement of livelihoods" and whether the latter succeeded in letting "residents develop

(or make efforts to develop) shallow groundwater by their own hands.”

Unlike a project objective, many upper goals are expressed in words, such as “improve livelihoods” and “improve the educational environment,” that are relatively difficult to set objective indicators. Even if this is inevitable, at least the project needs to clarify positioning of the project objective under the upper goal. Also, unverifiable goal setting (the goal is so high that fulfillment of a project objective does not have any impacts on goal achievement) needs to be avoided, and it is expected to pursue logical consistency in upper goal setting at the project planning stage in full consideration of measurement activities conducted after project completion.

4-2-2 Implementation timing and cost for effect measurement

Effect measurement that utilizes the sheet is expected to take place after a certain period from project completion, such as 1 year and 5 years after project completion. In particular, ‘Impact’ and ‘Sustainability’ are measurement items, which by nature become evident as time progresses, and are hard to be measured immediately after project completion. From a project cycle perspective, it is realistic to conduct effect measurement after project completion as it is directly linked with the subsequent plan. In such cases, one needs to consider how to measure ‘Impact’ and ‘Sustainability.’

Also, there is an issue related to cost required for measurement. Only few NGOs continue their activities in the same areas or areas where they can conduct effect measurement of their past project after 1 year or 5 years from project completion, and it is thought that many NGOs are unable to conduct effect measurement after a certain period of time. Under these circumstances, when conducting effect measurement after 5 years from project completion, some organizations may need to dispatch a field task force from Japan for that purpose. This suggests necessity to study cost required for effect measurement activities.

4-2-3 Number of field survey sites

Under the effect measurement conducted this time, documentation of the measurement sheet was based on the entire project scope for “Shallow groundwater development” and the scope limited to two villages surveyed for “Repair of existing wells.” For a project that has many target sites, scope of measurement is inevitably limited to locations actually surveyed and such narrowing of the scope should be clearly stated in the sheet. Considering these restrictions, effect measurement is still interpreted as internal

learning for an organization, and more study needs to be done to use this as a tool for external reporting.

4-2-4 Multiple project objectives

Achievements of three projects subject to the survey conducted this time were transparent as they were about repair/ construction of wells and renovation of health centers. In the case of projects in the field of social development (vocational training, rural development,) indicator setting is difficult, and many of them have difficulties measuring direct achievements. Also, the survey conducted this time did not suggest a way to appropriately handle a project that has multiple objectives, and this issue is expected to be studied next time.

4-2-5 Indicator setting

With regard to indicators, a project needs to have indicators that can be expressed numerically. Indicators used this time were extracted from descriptions in application forms and reports of respective projects, and came out of discussions within the team.

Although the application form used for Grant Assistance for Japanese NGO Projects is expected to indicate achievements as numerically and quantitatively as possible, measurement like this time was not taken into consideration. If effect measurement is made as an assumption for project implementation, a project needs to consider having guidance and manuals for appropriate indicator setting and measurement.

4-2-6 Effect measurement under 5 criteria

The sheet used this time contained an A to C ranking in "Itemized Measurement," but some projects may have difficulties indicating ranks due to timing and scope of their effect measurement (the number of measurement sites etc.) For example, effect measurement may take place immediately before project completion under relatively reasonable conditions for measurement as a way to avoid problems associated with absence of resident staff and additional cost required for effect measurement, but its results are less likely to capture sufficient effects from the project at this stage. In such cases, it may be difficult to put a rank.

In some cases, concrete descriptions in plain words are more comprehensible than ranking, considering the nature of a learning tool. While 'Effectiveness' and 'Impact' can be

easily expressed numerically, measurement on 'Sustainability' needs to focus on whether signs of changes toward any direction can be observed without actual occurrence of such changes while they are based on concrete instances and to be expressed like 'positive signs are observed'. For this reason, ranking is not necessary considered as a requirement for effect measurement.

4-2-7 Enhancement of feedback information etc.

The sheet used this time did not incorporate measurement of an implementation process, and allocated only a small space for descriptions regarding performance of daily project management, coordination with related organizations and handover during staff replacement. In the case of well excavation, BAJ mandated all of the workers to wear helmets, which are not common in Myanmar, and excavation was done safely throughout project implementation. While such action needs to be highlighted and continued into future projects, there is no field apart from "Suggestions for the head office activities, and feedback to new projects" to indicate them in the current form. Further study needs to be held to determine what kinds of descriptions should be included in this field.

4-2-8 Sheet format

With time and investment, effect measurement can be as detailed and rich as it can be, and, as stated above, its effectiveness as a learning tool is discernible. Also, logical consistency between planning and effect measurement should be developed by each NGO as it will contribute to quality improvement of their projects. However, activities conducted by an NGO are significantly affected by its scale and skills, and increase in the volume of the sheet associated with inclusion of all the detailed information may lead to lowering of motivation for effect measurement.

From these reasons, the sheet should only contain basic descriptions in 2 to 3 pages, and effect measurement on the basis of autonomy of each NGO should be encouraged based on these premises.

4-2-9 Field survey in general

Although sufficient discussions were necessary prior to implementation given that this year is the first fiscal year of this effect measurement program, it seems that arrangement before the mission was not sufficient due to time constraints. Although the

team filled basic information of three projects in their respective sheets before the field survey, the survey started without sufficient study within the team. As a result, they had five meetings for more than 15 hours in total in the survey sites.

For future implementation of this program, it is indeed necessary for the measurement team to allocate sufficient time for internal discussions before conducting a field survey, and its schedule needs to take into account the time for exchange of feedback information within the team and opinion gathering in the survey sites.

REFERENCES

Reference- 1 Effect Measurement Sheet (Draft)

Name of Responsible Person	
Date	YYYY/MM/DD

**Grant Assistance for Japanese NGO Projects
EFFECT MEASUREMENT SHEET**

◆ BASIC INFORMATION

Country/ Project Name			
Amount of Budget	(Amount)	Yen(Grant	Own funds)
Date of Beginning & Date of Ending			
Extension Period			
Date of Effect Measurement (Season) Period of Measurement			
Upper Goal	<i>General, Long-medium term Goal</i>		
Objectives of the Project	<i>Direct goals or objectives of the Project (if the data of measurement is in one year after the end of the Project, you can use the objectives mentioned in the application form)</i>		
Outline of the Project	<i>Input and Activities (You can use the contents of the application form)</i>		
Indicator setting and numerical targets (Indicate several aspects as yardstick if such numerical setting is difficult.)	(1)		
	(2)		
	(3)		
Prerequisites	<i>Prerequisites which can affect the effects of project</i>		
Role of other actors / Its positioning in a multi-year program	<i>Describe if the Project is a part of a program, which corresponds to the upper goal.</i>		

◎EFFECT MEASUREMENT◎

◆ OUTLINE OF MEASUREMENT

Date	YYYY/MM/DD
Name of Surveyor	
Measurement Period	YYYY/MM to YYYY/MM
Change of Budgetary Amount	<i>Provide the amount, items and the reason of excess of expenses, if any</i>
Indicated Achievement (Project achievement)	(1)
	(2)
	(3)
Remarks	

◆ Itemized Measurement

Item	Result	Remarks
Effectiveness (Level of achievement of Project objective) (Judge based on “Indicated Achievement”)		<i>Analyze the contribution of the outcome of the project to planned objectives</i> A: Objectives of the project were completed, B: Either some parts of the objectives were completed or all of the objectives were completed but some problems, C: Objectives were hardly completed. (Reasons)
Efficiency		<i>Analyze whether inputs results in outcomes that was planned</i> A: Project was implemented efficiently, B: Some parts of the project were not efficient, C: Project was implemented inefficiently. (Reasons)
Impact		<i>Analyze whether the project achievements have reached the upper goals. Are there any greater impacts that were planned?</i> A: Concrete changes/ actions (resident awareness raised) toward achieving upper goals were observed, B: Project objectives were completed without any influence on upper goals, C: Negative influence (Reasons)
Sustainability		<i>Analyze whether project effects are still obtained through spontaneous support from local residents even after the organization in charge of implementation left the site</i> A: Maintenance system and sustainable operational governance work well and sustainability is reasonably expected, B: Management system and budget allocation is not enough, however, the project will continue in the immediate future, C: With many problems, sustainability is low. (Reasons)
Relevance		<i>Analyze whether the project objectives are efficient to achieve the upper goal, and influence on the policy making of the country.</i> A: Relevance is highly recognized, B: Relevance is not high but recognized, C: No relevance

		(Reasons)
Others	Social Impact (Gender, environment)community participation	<p>[Gender] A: Women or vulnerable groups are major participants/ primary beneficiaries. Sufficient care, consideration is found, B: No special attention to women or the vulnerable groups but no negative impact seen, C: No special attention to women or the vulnerable groups and negative impact seen,</p> <p>[Environment] A: Attention to the environment with sufficient care seen, B: No special attentions to the environment but no negative impact, C: No attention to the environment seen and negative impact seen</p>

Suggestions for the head office, and feedback to new projects

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INFORMATION

Measurement Method			
Attendance List	Name	Title	Affiliation



◆ For Head office

Suggestions for future activities / Problem to be resolved measurement to be taken	<i>Provide future direction, solutions for handling issues and feedback information based on effect measurement.</i>
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Reference- 2 Effect Measurement Sheet-Sample

Sample documentation for effect measurement of a school construction project

[(Sample) Application Form-Outline]

- Organization: Civilian Federation (Federation of Utilizing Civilian Power for ODA) Specified non-profit corporation
- Project name: Expansion of primary school facilities in [A] District of [B] State, [C] Country
- Project period: October 1st, 20X1-September 30th, 20X2 (Plan)
- Background: In 1992, [C] Country (Ministry of Education) laid out “5-year plan for primary education promotion” under “World Declaration of Education for All (1990),” and made efforts to enhance primary education and to improve its school enrollment rate. However, with stagnant budget allocation to education due to alternating occurrence of different natural disasters including drought and flood, effect measurement and evaluation conducted in 1999 revealed that about 60% of the plan was achieved. Given that the percentage of children who finished primary education (5 years) is still below 70%, achieving goals presented in “Millennium Development Goals (2000)” is becoming less likely.
- Upon request from Educational Department of [B] State, one of the country’s municipalities that have low school enrollment rates in primary education, Civilian Federation is going to expand and renovate two elementary schools with substantial degrees of obsolescence, and to undertake improvement of the local learning environment in partnership with the department.
- Beneficiaries: 500 school age children in [A] District and 350 Educational Department officials and PTA members (850 beneficiaries in total)
- Budget: 11,100,000yen (Grant 9,990,000 yen, Self-finance 1,110,000 yen)
- Upper goal: Improve school enrollment of school age children (7 to 11-year olds) in [A] District
- Project objective: Improve the learning environment of two elementary schools in [A] District.
- Achievements: To realize the above objective, the project is expected to generate the following three achievements;
1. Organizational enhancement of the existing PTAs
 2. Expansion and renovation of two school buildings
 3. Work with PTAs to create a framework of building maintenance and management
- Primary activities: The project is going to conduct the following activities to obtain the above achievements.
- 1-1. Conduct profiling of PTAs in the two areas
 - 1-2. Based on 1-1, organize workshops for PTA members
 - 1-3. Help PTAs to take initiatives in planning and implementation of activities

- 2-1. Work with PTAs to finalize planning of building expansion and renovation
- 2-2. Work with PTAs to select a constructor
- 2-3. Work with PTAs to monitor a building expansion/ renovation process
- 3-1. Before completion of expansion/ renovation, establish Building maintenance and management committee within PTAs.
- 3-2. Conduct monitoring on the above committee activities.

【Report outline】

Project name: Expansion of primary school facilities in [A] District of [B] State, [C] Country

Project period: October 1st, 20X1-March 31st, 20X2. (18 months: a 6-month extension)

Since education and organizational enhancement of PTAs took a lot of time, selection of a constructor and the expansion/ renovation process were slightly delayed. Under this year's rainy season, (A) District was damaged by floods due to its unusual rainfall, and the construction work had to be suspended, causing a delay in the construction schedule. In its bit to encourage the community to participate in the activities and to build a sense of ownership, the project relied on residents for procurement of gravel. However, due to the fact that much of their manpower was allocated to recovery from the water damage, the project was unable to proceed as planned.

Summary of achievements: With successful expansion and renovation of two elementary schools ([I] School: 150 children, [S] School: 120 children) located in [A] District of [B] State under the support from respective PTAs and offering of bigger and more comfortable spaces, the project objective was achieved.

In [I] School, three classrooms with partitions and ceilings damaged by obsolescence were renovated, and two new classrooms were added. In [S] School, two classrooms with damaged exterior walls and ceilings were renovated, and three new classrooms were added. From these activities, one-room per academic year was realized, and capacity restrictions were eliminated. After project completion, the number of students in [I] School increased from 150 before implementation to 180 students (20% increase), and the number of students in [S] School increased from 120 to 150 students (25% increase.)

When measuring its effects in floor size, [I] School expanded from 1.08m²/student (162 m²/150 students) to 1.50 m² (270 m²/180 students) and [S] School expanded from 0.9 m² (108 m²/120 students) to 1.44 m² (216 m²/150 students.)

On the one hand, workshops were held for 10 to 15 core members of PTAs. A total of 8 workshops (training) took place three times before construction and during construction respectively and twice after completion for both schools, to improve organizational skills. As a result, Building maintenance and management committee was established in the last workshop as planned (Activity 3-1,) and its original work plan was created.

Summary of measurement under 5 criteria

- Relevance:** The project addressed the basic educational policies of [C] Country and practical needs of [B] State, and is also consistent with international frameworks such as MDGs. These facts suggest that relevance is considerably high.
- Effectiveness:** The project was able to recover obsolete school buildings to provide a safe learning environment, and at the same time conducted building expansion, which resulted in providing students with a comfortable learning environment. Implemented through coordination with the local educational department and PTAs, the project can be considered highly effective.
- Efficiency:** Project funding was executed largely as planned, and two schools were successfully expanded and renovated despite a delay in construction start and an extension of the project period due to the unusual rainfall. These instances are enough to show that the project was highly efficient.
- Impact:** While benefits for the poorest group have not been clearly generated, significant increase in school enrollment for children from the middle income group to the poor group was observed (22.2% increase). One can certainly recognize its impact towards the upper goal.
- Sustainability:** Under the framework of the project, partnership with PTAs was addressed from the outset of the project. Since School building maintenance and management committee, which was formed during project implementation, is going to be responsible for maintenance and management of the school buildings even after completion of the project, it can be said that sustainability of the project was secured.

【Appendix】

Considerations for measuring project effects:

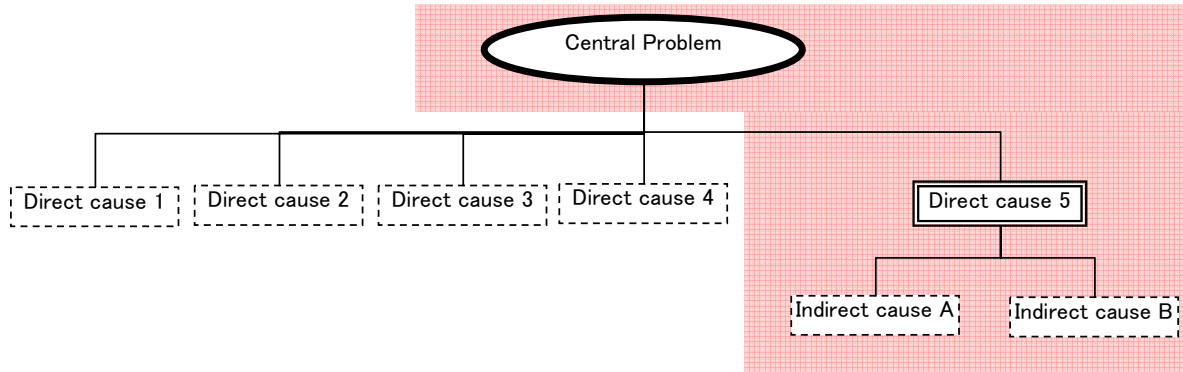
Within the given direct causes of the central problem, the project focused No. 5, and saw it as a way to solve the problem. While it is possible to measure effectiveness of the project, measurement of its impact may be greatly interfered by external factors and may be difficult due to the limited scale of intervention. As a solution, the organization needs to plan and execute a multi-year project, which can also address other direct causes to some degrees.

Central problem: Low school enrollment of school-age children (in elementary schools in [A] District)

- | | |
|-----------------------------|---|
| (Assumption) Direct cause 1 | Families of out-of-school children are poor (not able to pay fees related to education) |
| (Assumption) Direct cause 2 | School-age children have to be engaged with farming or other jobs. |
| (Assumption) Direct cause 3 | Access to the nearby school is bad, and an opportunity cost for school commute of a child who is supporting his/her family is high. |
| (Assumption) Direct cause 4 | Government budget is limited, and its support is insufficient. |
| (Assumption) Direct cause 5 | Appropriate scale and comfortable school facilities are not available. |

Indirect cause A
Indirect cause B

Classrooms are obsolete and not large enough.
Resident organizations engaged with educational
(enrollment) problems are not actively functioning.



Sample Sheet

Name of Responsible Person	John Smith
Date	May 20 th , 20X3

Grant Assistance for Japanese NGO Projects EFFECT MEASUREMENT SHEET

◆ BASIC INFORMATION

Country/ Project Name	Expansion of primary school facilities in [A] District of [B] State, [C] Country		
Amount of Budget	(Amount) 11,100,000yen (Grant 9,990,000 yen, Self-finance 1,110,000 yen)		
Date of Beginning & Date of Ending	October 1 st , 20X1-March 31 st , 20X3 (18 months)		
Extension Period	Yes (a six-month extension)		
Date of effect measurement (season) Period of Measurement	May 10 th , 20X3 (Rainy season) (Measurement period: 1month)		
Upper Goal	Improve school enrollment of school-age children (7 to 11-year olds) in [A] District.		
Objectives of the Project	Improve a learning environment of two elementary schools in [A] District.		
Outline of the Project	The project aimed to improve school enrollment in [A] District of [B] State, where the organization had conducted its activities for the past two years, through expansion of two elementary schools ([I] School: 3 classrooms to be renovated/ 2 classrooms to be added, [S] School: 2 classrooms to be renovated/ 2 classrooms to be added) with relatively low school enrollment rates of school-age children, under the partnership with the local educational department. For the development of a framework for expansion/ renovation, organizational enhancement of PTAs and building maintenance/ management to achieve the project objective, the project obtained more resident participation than it had anticipated, and one can see that this has assured sustainability of the project.		

Indicator setting and numerical targets (Indicate several aspects as yardstick if	(1)<Effectiveness>	162 m ² (3 classrooms)	270 m ² (5 classrooms)
	Enlargement of	([I]School)	(Both [I]School and
	classroom size	108 m ² (2 classrooms)	[S]School)
		([S]School)	

such numerical setting is difficult.)	(2)< Impact > The number of children who newly obtained learning opportunities	100 students ([I]School), 130([S]School) 230 students in total (Capacity for 250 students is planned for each school based on 50 students per classroom.)	30 students ([I]School), 30 students ([S]School) 60 students in total
	(3)< Sustainability > The number of PTAs functioning in each area	0	1

[Sample description]

Write down measurable items and target values for the project objective, “expansion/ renovation of facilities of two elementary schools” indicated in the case study.

Project objective (Effectiveness)	During planning		At completion
Schools that had successful expansion/ renovation	2 schools	→	2 schools
Change in classroom size ([I]School)	162 m ² (3 classrooms)	→	270 m ² (5 classrooms)
Change in classroom size ([S]School)	108 m ² (2 classrooms)	→	270 m ² (5 classrooms)
Floor size per student ([I]School)	1.08 m ²	→	1.50 m ²
Floor size per student ([S]School)	0.9 m ²	→	1.80 m ²
Percentage of enlarged floor size ([I]School)	—	→	67% increase
Percentage of enlarged floor size ([S]School)	—	→	150% increase

For Impact, write down indicators and values for measuring the upper goal, “improve the learning environment and school enrollment.”

Impact (Changes towards the upper goal)	During planning		At completion
The number of children who newly obtained learning opportunities (2 schools in total)	230 children	→	60 children
The number of children who can study in safer and more comfortable school buildings	500 children	→	330 children

With regard to other impacts (ripple effects) , (after project completion or during measurement) in the case when PTAs make efforts to open informal evening classes for children who cannot attend schools during daytime and its status was not provided in the report, it should not be indicated in [Basic Information] but in 'Impact' field of [Itemized Measurement.]

Sustainability/ Efficiency/ Relevance

In many cases, it is difficult to set quantitative indicators for sustainability, efficiency and project relevance, and instead qualitative information is incorporated into these criteria. However, the following attempt can be possibly made if indicators are defined at the time of project request.

Sustainability	During Planning		At completion
The number of PTAs functioning in each area	0	→	1
The number of PTA members who attend regular meetings	0	→	10
Frequency of regular meetings	None		Monthly
Reserve accumulated for building maintenance/ management	0 yen		20,000yen

Efficiency	During Planning		At completion
Level of financial contribution of residents to expansion	10%	→	15%

and renovation costs			
Cost comparison with new building construction	50%	→	45%

<u>Relevance</u>	<u>During Planning</u>		<u>At completion</u>
Floor size per student	1.5 m ² or less	→	1.5 m ² or larger
Percentage of out-of-school children	30% or above	→	Less than 20%

Prerequisites	Free primary education is maintained regardless of a result of next election
Role of other actors / its positioning in a multi-year program.	No information to be shared particularly

◎EFFECT MEASUREMENT◎

◆ OUTLINE OF MEASUREMENT

Date (Effect measurement date)	May 10 th , 20X3
Name of Surveyor	John Smith
Measurement Period	April 1 st , 20X3-April 31st 20X3 (Measurement period 1.0 month)
Change of Budgetary Amount	No
Indicated Achievement (Project achievement)	<p>(1) For the two areas the team visited for measurement, it confirmed that expansion and renovation of two schools were implemented as initially planned.</p> <p>(2) The measurement team confirmed through observation that there were 170 students in [I] School and 130 students in [S] School. According to PTAs, it was a busy time for farmers, and some of the children had to be engaged with farming to help their families. The team confirmed existence of student name lists, but could not examine inside of the lists due to time constraints. From the interview with PTAs, it was found that there have been as many as 60 children who newly obtained learning opportunities since the beginning of this academic year.</p> <p>(3) A PTA meeting took place on October 7th of the new academic year, and during the meeting the school explained about its operation including collection of maintenance and management fees.</p>
Remarks	—

◆ Itemized Measurement

Item	Result	Remarks
Effectiveness (Level of achievement)	A	<p>Analyze the contribution of the outcome of the project to planned objectives</p> <p>A: Objectives of the project were completed, B: Either some parts of the objectives were completed or all of the objectives were completed but</p>

<p>of Project objective) (Judge based on “Indicated Achievement”)</p>		<p>some problems, C: Objectives were hardly completed.</p> <p>(Reasons) From effect measurement conducted this time, the measurement team confirmed that expansion and renovation of two elementary schools were properly implemented in accordance with the plan under the coordination with the local education department and PTAs in villages subject to the project. This suggests that the project objective was achieved. From the interviews with residents, it was found that PTAs were hardly functioning before the project intervention. Also, it was confirmed that motivation and a sense of community have been developed among members through the workshops although the process took more time than initially planned. With regard to the actual construction for expansion and renovation of school buildings, resident participation under PTA initiatives played a key role for project completion. The fact that School building maintenance and management committee was formed in this process before project completion can be considered as a guarantee for sustainability of the project as stated later.</p>
<p>Efficiency</p>	<p>A</p>	<p><i>Analyze whether inputs results in outcomes that was planned</i> A: Project was implemented efficiently, B: Some parts of the project were not efficient, C: Project was implemented inefficiently.</p> <p>(Reasons) Expansion and renovation of two obsolete buildings within the budget (below 10 million yen) and successful enhancement of PTAs suggest that the project was highly efficient. In particular, the project cost was only a half of the cost required for new building construction. PTA initiatives in providing manpower and uniquely procuring gravel used as concrete materials to cover part of the construction cost contributed to further increase of its efficiency.</p>
<p>Impact</p>	<p>A</p>	<p><i>Analyze whether the project achievements have reached the upper goals. Are there any greater impacts that were planned?</i> A: Concrete changes/ actions (resident awareness raised) toward achieving upper goals were observed, B: Project objectives were completed without any influence on upper goals, C: Negative influence</p> <p>(Reasons) Through achievement of the direct objective, a safer and comfortable learning environment was made available in the two schools. As a result, it was confirmed that children of families who were not enthusiastic about learning started to come to schools every day, and a total of 60 children newly obtained learning opportunities by the time of project completion. However, the measurement team confirmed through observation that there were only about 40 students who newly obtained learning opportunities as the survey took place during the busy time for farmers. This implies that 170 children, more than 30% of 500 school-age children in total, are still unable to attend schools. Despite free school fees, families still have to pay for text books, school uniforms and other unofficial services, and it was confirmed that primary education is still inaccessible for children of families in the poorest group regardless of expansion and renovation of school buildings. This suggests that impact from expansion/ renovation of school buildings on the upper goal is limited. On the other hand, it is remarkable to note as a ripple effect that evening classes using batteries and florescent lights were made available for children who cannot attend schools during daytime under the initiatives exercised by the enhanced PTAs. There are still only a few students who attend evening classes, but it can be certainly recognized a positive change.</p>
<p>Sustainability</p>	<p>A</p>	<p><i>Analyze whether project effects are still obtained through spontaneous support from local residents even after the organization in charge of implementation left the site</i></p>

			<p>A: Maintenance system and sustainable operational governance work well and sustainability is reasonably expected, B: Management system and budget allocation is not enough, however, the project will continue in the immediate future, C: With many problems, sustainability is low.</p> <p>(Reasons) In its attempt to maintain an effect, "maintaining a safe and comfortable learning environment," the project enhanced PTAs, which had not been properly functioning prior to the intervention. In interviews with project staff, they explained that agreements and initiatives by PTAs were respected in each occasion of project management. From the status of their activities from project completion to measurement, proper maintenance of the school buildings under PTA initiative can be easily assumed. According to villagers, a PTA meeting is held once a month, and as many as 10 PTA members attend the meeting. Also, while there had been no reserves that could be called as funds apart from ones used for religious events, they currently accumulate about 20,000 yen as a reserve, which can possibly cover minor repair work.</p>
Relevance		A	<p><i>Analyze whether the project objectives are efficient to achieve the upper goal, and influence on the policy making of the country.</i> A: Relevance is highly recognized, B: Relevance is not high but recognized, C: No relevance</p> <p>(Reasons) The project encouraged the community with low school enrollment to offer primary educational opportunities as one of the basic education policies of the target country, and also adhered to MDGs which should be achieved by 2015. Hence, it can be considered highly relevant. The level of relevance can be also confirmed from the fact that [A] District of [B] State was selected as a project site through consultation with the local government. Given that the classroom floor size was smaller than other schools and that the expansion/ renovation option was preferred than new building construction from an efficiency perspective, one can conclude that implications and methodologies of the project intervention are also considered highly relevant.</p>
Others	Social Impact	A	<p>A: Women or vulnerable groups are major participants/ primary beneficiaries. Sufficient care, consideration is found, B: No special attention to women or the vulnerable groups but no negative impact seen, C: No special attention to women or the vulnerable groups and negative impact seen,</p> <p>From the visit to the two project sites, no critical or serious social/ environmental impacts were confirmed. However, it is important to note that girls accounted for more than half of the children who newly obtained learning opportunities, and their continuous attendance will lay an important foundation for their future. Furthermore, as a result of the project's call for female (mothers) participation in PTAs as members, two women in [I] village and 3 women in [S] village are currently engaged with PTA activities as core members. This can be certainly regarded as a reasonable achievement brought by gender considerations.</p>
	Environmental Impact	A	<p>A: Attention to the environment with sufficient care seen, B: No special attentions to the environment but no negative impact, C: No attention to the environment seen and negative impact seen No measurement has been take either. The project addressed organizational enhancement of PTAs and maintenance/ management of school buildings under PTA initiative as expected achievements. The report also confirmed that through its implementation the project addressed significance of a decision making process among PTA members and encouragement of resident</p>

		<p>participation under PTA initiatives.</p> <p>Also, it was found from the measurement that PTA members felt confidence in their central role in the project as representatives of residents. At this moment, there is no confirmation on evening classes, which were said to be made available (for children who cannot attend schools during daytime) after project completion, but one can assume that this is certainly a result (ripple effect) of resident participation.</p>
Coordination with Embassy	A	<p>Although there were significant delays in educational and skill enhancement processes for PTAs, repeated discussions between the local embassy and Minren under their good relationship resulted in deeper understanding and the granting of an extension of the project period, contributing to a success of the project. The fact that the project also received high appreciation from the local education department also helped the project to succeed. Minren is currently planning to offer a similar project targeting other areas to the embassy.</p>

Suggestions for the head office activities, and feedback on new projects

- While school enrollment was improved through enlargement of facilities and offering of a safer and more comfortable learning environment, it was found that its effects remain to be limited. In order to solve “the essential problem concerning children who cannot attend schools,” diversified intervention (activities) may be necessary. In particular, Civilian Federation needs to make efforts to bring comprehensive improvements for the learning environment by encouraging schools to provide families who have financial difficulties with some assistance measures similar to scholarships or employing an approach that boosts their earning.
- This project can be considered as a good example as the survey was able to confirm that project staff’s role to support independence and initiates of PTAs eventually enhanced sustainability of the project. Further development of PTA’s role and their commitment to solving the above problem will ensure effective and sustainable achievements towards goal fulfillment.
- The survey confirmed that PTA’s leadership and improvement of resident awareness of education were essential elements for generating sustainability of the project and creating impacts on goal fulfillment. Hence, it can be said that it is not necessary to urgently conduct “software” type of activities represented by organizational enhancement and education of PTAs and “hardware” type of activities represented by construction of school buildings within a year. It may be possible to implement a project by engaging the former in the first year and engaging the latter in the second year when preparation on the part of residents is complete.
- From the effect measurement process, it was confirmed that the project launched highly productive activities despite the fact that the entire project cost was set in the neighborhood of 10 million yen. Utilizing experiences gained from the project and obtaining larger scale funding, broader activities can be anticipated for regions that have similar needs.
- Since the project budget is limited, only one Japanese manager was assigned for project management. In order to expansively conduct other projects in the future, it is necessary for Civilian Federation to handover expertise it acquired this time to other members of its staff. Its local office should be operated under two Japanese staff control, and new resident personnel are expected to learn a great deal from the current project management. Also, it is necessary to pay attention to skill improvement and working conditions of local staff from a perspective of establishment, sustainment and development of good relations with local communities and governmental organizations.
- For some reasons on the side of Head office, this effect measurement took place in May, but the team was probably not able to conduct sufficient measurement since many of the residents in the project site who earn their living through farming were having a very busy time when the rainy season started. Next measurement or the one conducted in other countries should take into account such situation.

INFORMATION

Measurement	The measurement team visited two elementary schools to confirm status of buildings
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Method	including roofs and foundations. Also, they conducted interviews with school staff including heads of the schools. For PTAs, the team requested three members from each of the PTAs for interviews, and asked them about their current activities and issues.		
Attendance List	Name	Title	Affiliation
		Principal	[I] School
		Principal	[S] School
		Chairperson	PTA of [I] School
	Deputy chairperson	PTA of [S] School	



◆ For Head office

Suggestions for future activities / Problem to be resolved measurement to be taken	<p><i>Provide future direction, solutions for handling issues and feedback information based on this effect measurement.</i></p> <ul style="list-style-type: none"> • Measurement confirmed that the project generated certain level of achievements from construction of school buildings and organizational enhancement of PTAs in a bid to improve school enrollment in underpopulated areas of [C] Country. Also, the fact that the neatly renovated/ expanded buildings received praise is something to be proud of. In the future, with local resources, the organization should comprehensively expand our efforts into social development field beyond building construction. • Although there were some issues associated with its short period and timing, the project presented some proposals that contained full of suggestions, which the organization is willing to study seriously. Through discussions with MOFA and the local educational department, it intends to spread this project as a success story to broader areas in the near future.
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Reference- 3 Composition of Field Task Force and Survey Schedule

(1) Composition of Field task force

1) Participants from Japan

No.	Name of participants	Affiliation/ Title
NGO		
1	Shunsuke Suzuki	Commissioner of AMDA project
2	Tetsuo Tsutsui	Deputy Director of Head Office, Shapla Neer=Citizen's Committee in Japan for Overseas Support
3	Yasufumi Tsukamura	Supervision of overseas affairs, Bridge AsiaJapan
4	Etsuko Yamaguchi	Assistant Program Officer, JOICFP (Japanese Organization for International Cooperation in Family Planning)
Ministry of Foreign Affairs		
5	Masana Isozaki	Assistant Manager of Non-Governmental Organizations Cooperation Division, Ministry of Foreign Affairs
Secretariat		
6	Hidekazu Kawajiri	Assistant Project Manager, Japan International Cooperation System

2) Participants in Myanmar

No.	Name of participants	Affiliation/ Title
7	Takeshi Okuma	Second Secretary, Japanese Embassy in Myanmar
8	Mr. (Dr.) Win Aung	Project Coordinator, JOICFP Myanmar Office
9	Akiko Mori	Program Manager, BAJ
10	Nobuo Kimura	Expert, BAJ

(2) Schedule

No.	Date	Day	Itinerary	Stay
0	July 24 th	Tue.	Tokyo(TG641 1100)→Bangkok(1530 TG305 1810)→Yangon(1900)(Yamaguchi)	
1	July 25 th	Wed.	Tokyo(TG641 1100)→Bangkok(1530 TG305 1810)→Yangon(1900) Kansai (TG623 1145)→Bangkok(1535 TG305 1810)→Yangon(1900)(Suzuki)	Yangon
2	July 26 th	Thu.	(Embassy)Joined BAJ Mori Joined Yangon(W9-009 0615)→Nyaung-U(0710) BAJ Kimura Join Htantawyo Village, Kyaukpadaung T/S visited Tema Village, Nyaung Oo T/S visited Field Task Force Meeting	Bagan (Nyaung-U)
3	July 27 th	Fri.	Linyawsan Village, Kyaukpadaung T/S visited Taung Zin Village, Kyaukpadaung T/S visited Field Task Force Meeting	Bagan (Nyaung-U)
4	July 28 th	Sat.	Kontangyi Village, Nyaung Oo T/S visited Kangyikone Village, Nyaung Oo T/S visited Yangon(W9-116 1400)→Nyaung-U(1640)(JOICFP Win Aung) JOICFP Win Aung Joined BAJ Mori, Kimura left	Bagan (Nyaung-U)
5	July 29 th	Sun.	Nyaung-U(W9-009 0735)→Yangon(0930)(BAJ Mori) Nyaung-U→Magway(Vehicle) Gwaypcho RHC, Gwaypin RHC visited	Magway
6	July 30 th	Mon.	Sutthwa RHC, Kanpaygyi RHC visited Field Task Force Meeting	Magway
7	July 31 st	Tue.	Magway→Nyaung-U Field Task Force Meeting Nyaung-U(W9-116 1755)→Yangon(1915) JOICFP Win Aung left	Yangon
8	August 1 st	Wed.	Field Task Force Meeting Report to Embassy Yangon(TG306 2000)→Bangkok(2145 TG642 2310)→ Yangon(TG306 2000)→Bangkok(2145 TG672 2359)→(Suzuki)	Yangon Flight
9	August 2 nd	Thu.	Tokyo(0730) Kansai (0730)(Suzuki)	
10	August 3 rd	Fri.	Yangon(TG306 2000)→Bangkok(2145 TG642 2310)→(Yamaguchi)	
11	August 4 th	Sat.	Tokyo(0730)	

Reference- 4 Fieldwork Debriefing-Overview

(1) Overview

Under this program, a debriefing session was held to report results of effect measurement adopted by the field task force and to explain the standard sheet.

The session was started by an opening remark by Mr. Samukawa, Head of MOFA's Non-Governmental Organizations Cooperation Division, followed by program introduction made by Mr. Suzuka, Chief of the same division. Subsequently, a debriefing was provided by the field task force in accordance with contents of this report (presentation materials were attached to the next page and onwards.) After the debriefing from the field task force, the session moved to Q&A and discussions within each of the two groups.



Debriefing from the field task force



Group Discussion

(2) Date/ location

Date: August 31st, 2007 (14:00-16:15)

Location: Rm #666, Ministry of Foreign Affairs

(3) Participant organizations

1) Field Task Force

Name	Affiliation/ Title
Shunsuke Suzuki	Commissioner of AMDA project
Tetsuo Tsutsui	Deputy Director of Head Office, Shapla Neer=Citizen's Committee in Japan for Overseas Support
Yasufumi Tsukamura	Supervision of overseas affairs, Bridge AsiaJapan
Etsuko Yamaguchi	Assistant Program Officer, JOICFP (Japanese Organization for International Cooperation in Family Planning)

Masana Isozaki	Assistant Manager of Non-Governmental Organizations Cooperation Division, Ministry of Foreign Affairs
Hidekazu Kawajiri	Assistant Project Manager, Japan International Cooperation System (as secretariat)

2) Ministry of Foreign Affairs

Name	Affiliation/ Title
Fujio Samukawa	Head of Non-Governmental Organizations Cooperation Division
Koji Suzuka	Chief of Non-Governmental Organizations Cooperation Division
Keiko Ishihara	Assistant Manager of Non-Governmental Organizations Cooperation Division

3) Attendants

- International Peace Cooperation Headquarters, Cabinet Office
- The Society for Promotion of Japanese Diplomacy
- Plan Japan
- TICAD Civil Society Forum
- Construction Project Consultants, Inc.
- Bridge Air Japan
- Association for Aid and Relief, Japan
- GLM Institute
- Community Action Development Organization (CanDo)
- Daiyukai
- International Techno Center., Ltd.
- Services for the Health in Asian & African Regions (SHARE)
- International Development Center of Japan
- Japan Center for Conflict Prevention
- NGO-MOFA Joint Committee

Groups are listed in no particular order

32 participants in total

(4) Key Aspects for utilization of effect measurement

- 1) First aspect: Tool for internal evaluation/ learning/ organizational enhancement
Incorporating appropriate information into the effect measurement sheet helps readers to understand legitimacy, effectiveness and impacts (effects) of a project. Through measurement, one can evaluate the project from various perspectives, such as whether the project received appropriate funding, whether external factors were fairly taken into consideration, whether the project made efforts to secure certain level of sustainability, whether activities and objectives were reasonably set

for generating achievements or whether a realistic upper goal was set. With the simple format employed by the draft sheet, organizations having difficulties conducting evaluation are also expected to utilize effect measurement as a tool for their internal learning.

2) Second aspect: Tool for interactive learning among NGOs

While NGOs are expected to utilize effect measurement primarily for their learning, it is important to pay attention to who is the best person to conduct evaluation so as to secure objectivity and fairness and to maximize the organization's learning. For this matter, each organization can select a person who can make objective evaluation from its staff, or conduct measurement with other NGOs who are seasoned in field management. In those cases, the evaluator can be also benefited from learning. In the latter case, in particular, interactive learning among NGOs can be expected.

3) Third aspect: Tool used by MOFA (NGO Cooperation Div.) for managing NGO projects

Many NGOs have employed their own evaluation systems, and have already utilized similar measurement tools. On the one hand, some organizations have not employed such systems under various restrictions. Since this effect measurement sheet chose a three-to-four-page simple format that enables an evaluator to document without significant burden, it is possible even for organizations with little evaluation experiences to easily utilize the sheet. On the one hand, NGO Cooperation Division can be also benefited from utilizing the standardized sheet as a management tool to confirm effects of ODA projects.

4) Fourth aspect: Tool used by MOFA for understanding principles and assistance activities of NGOs and improving coordination methodologies

Through utilizing the sheet, MOFA will be able to understand achievements and effects of NGO projects, and to receive reports concerning difficult situations surrounding their field activities and project environments. Hence, the sheet can be used as a tool to determine whether synergy effects have been generated between NGO principles/ policies and achievements of ODA projects and how the project has actually given positive/ negative impacts on its target region. In the case when the project has not produced expected achievements, the sheet will be used as a tool for MOFA to carry out self-inspection to determine whether there were any

problems with its assistance scheme or coordination with the local embassy.

Also, external factors and prerequisites can be explained as below;

External factors: Several conditions that are important for bringing a project to a success, but are uncontrollable under the project. Their occurrence is unknown.

Prerequisites: Instances/ conditions met before project start. Unless these conditions are satisfied, a project cannot be started only with planned project funding.

(5) Key Comments made by Participants

- 1) When conducting effect measurement for a project, one should also consider social conditions and restrictions inherent in the concerned country.
- 2) Considering how to coordinate with United Nations and other NGOs is also an important issue for future development of NGOs.
- 3) Effect measurement under joint activities between MOFA and NGO has significant implications. Such activities should be incorporated into Grant Assistance for Japanese NGO Projects in the future.
- 4) Achieving an upper goal within one year is unrealistic. If positive effects are observed within one year, the activity should continue for a few more years.

Grant Assistance for Japanese NGO
Projects

Effect measurement Program Report

**Meeting for the Report of On-site
Operation Consequences**

Seeking for effective methods to measure effect of
development operations conducted by NGOs

August, 31st, 2007 At Foreign Ministry

**Objectives of Effect measurement
Program**

This program aims to improve the effect measurement skills and project implementation skills of NGOs through joint assessment of projects under Grant Assistance by NGOs, Ministry of Foreign Affairs (MOFA) and intellectuals, and to contribute to quality improvement of Japanese NGO projects under Grant Assistance and strengthening of the accountability of MOFA and NGOs to the Japanese public (tax payers.)

Operation Process

- ❑ Work with NGOs (experienced in development projects in overseas countries) to devise and study tools necessary for measuring the effectiveness of projects.
 - ❑ Create a standard template for effect measurement (study effective indicators (yardstick)).
 - ❑ Conduct on-site inspection in Myanmar.
 - ❑ Examine and revise the standard template for effect measurement (yardstick).
 - ❑ Summarize into a report format.
 - ❑ Report the project achievement and remarks at the meeting.
-

Standard template for effect measurement (1)

Basic Information

- ❑ Basic Information of the project
Upper Goal, Objectives of the Project, Outline of the Project, etc.
 - ❑ Indicator setting and numerical targets
Setting Indicator in accordance with DAC's 5 criteria as a foundation.
 - ❑ External factors, share roles with other factors, etc.
-

Standard template for effect measurement(2)

Effect Measurement

- Current Performance based on indicators
 - Itemized Measurement
 1. Effectiveness
 2. Efficiency
 3. Impact
 4. Sustainability
 5. Relevance
 6. Others (Social Impact, Environment Impact, Residents' participation, etc.)
-

Standard template for effect measurement (3)

Others

- Suggestions for the head and feedback.
 - Measurement Method, Attendance List and Comment for Head office.
-

Projects in scope

	Project Name	Operation period
1	Supply of domestic water through repair of existing wells in the central dry zone of Myanmar.	Mar. 2004 to Mar. 2005
2	Water supply through shallow groundwater development in the western region of Tuyin Hill, Nyaung-U in the central dry zone of Myanmar	Oct. 2005 to Oct. 2006
3	Healthcare facilities renovation project in Magway division	Aug. 2005 to Feb. 2007

Map of project sites



Case Study 1

Current Status of target project

(Supply of domestic water through repair of existing wells 1)



Case Study 1

Current Status of target project

(Supply of domestic water through repair of existing wells 2)



Case Study 1

Current Status of target project

(Supply of domestic water through repair of existing wells 3)



Case Study 1

(1) Upper Goal and Objectives of the Project

Upper Goal

Improve livelihoods of villagers through :
Making water easily obtainable within villages

Reduce...Time & Distance
Improve...Sanitation

Objectives of the Project

Improve livelihoods of the villagers through :

Repair & Maintenance of Existing wells
→ 20 Villages
In where domestic water is hardly accessible

Case Study 1

(2) Indicator and Current Performance 1

Indicator (1)

<Direct objectives>

No. of wells repaired
Water Vol./equality

Current Performance (1)

Taung Zin:
Availability of adequate
water Vol. confirmed

Linyawsan:
Currently under repair,
adequate water Vol.
expected

Case Study 1

(2) Indicator and current Performance 2

Indicator (2)

<Impact>

- Time/distance for water drawing reduced
- Sanitation improved

Current Performance (2)

Interviewed with residents

Confirmed : ↓
Reduction of burden of water drawing

Case Study 1

(2) Indicator and Current Performance 3

Indicator (3)

<Sustainability>

- Operation status
 - Water management committees
- Mechanism
 - Establishment of well maintenance & management technologies

Current Performance (3)

Confirmed:

- Proper functioning
 - Water management committees
 - Provision
 - Instructions & training opportunities for committee management
-

Case Study 2

Current Status of target project

(Water supply through shallow groundwater development 1)



Case Study 2

Current Status of target project

(Water supply through shallow groundwater development 2)



Case Study 2

Current Status of target project

(Water supply through shallow groundwater development 3)



Case Study 2

Current Status of target project

(Water supply through shallow groundwater development 4)



Case Study 2

(2) Upper Goal and Objectives of the Project

Upper Goal

Future



Development of shallow groundwater

By the hands of rural residents

Objectives of the Project

In 3 Villages:

Development of shallow groundwater



Supply good domestic water to rural residents

Case Study 2

(2) Indicator and Current Performance 1

Indicator (1)

<Direct objectives>

- Water Vol. (ℓ/min)
- Water quality
(adequate as domestic water)
- No. of wells

Current Performance (1)

Wells for construction

↓
Increased more than the
planned No.

Water can be used as domestic
water

↓ However...
Significant variance of water Vol.
in groundwater veins

Case Study 2

(2) Indicator and Current Performance 2

Indicator (2)

<Efficiency>

Time & Cost
spent for completion of wells

Current Performance (2)

Thorough preliminary
survey & participation:
approx. 800 local residents

↓
Domestic water
Made available efficiently

1.3 out of 2 wells dug

Case Study 2

(2) Indicator and Current Performance 3

Indicator (3)

<Impact>

Other resident initiatives
on development of shallow
groundwater

Current Performance (3)

Development of shallow
groundwater succeeded
→resident awareness increased

However:
Absolute amount of construction
cost
→too high for the residents

↓
Take some time for resident
initiatives to become noteworthy.

Case Study 2

(2) Indicator and Current Performance 4

Indicator (4)

<Sustainability>

Existence of:
Resident organizations
in charge of well
maintenance and
management

Current Performance (4)

All of the project villages:

- Established Water management committees
 - Prepare reserves
 - Operators of power pump received trainings
- improvement of sustainability of maintenance
-

Case Study 3

Current Status of target project

(Health Institution Renovation1)



Case Study 3

Current Status of target project

(Health Institution Renovation2)



Case Study 3

Current Status of target project

(Health Institution Renovation3)



Case Study 3

(1) Upper Goal and Objectives of the Project

Upper Goal

Providing good quality health and medical services including Reproductive Health(RH)and improve accessibility of health services for women, men and young people

Objectives of the Project

Renovating 12 health institutions selected from 4 townships in Magway Division

Case Study 3

(2) Indicator and Current Performance 1

Indicator (1)

<Direct objectives>

No. of renovated RHCs

Current Performance (1)

12 buildings were renovated to be carried out as planned

Case Study 3

(2) Indicator and Current Performance 2

Indicator (2)

<Impact>

Quality improvement of functions and services of renovated RHCs

Current Performance (2)

- The health centers became safer and cleaner.
 - Efforts are now being made at RHC level to improve their service quality.
-

Case Study 3

(2) Indicator and Current Performance 3

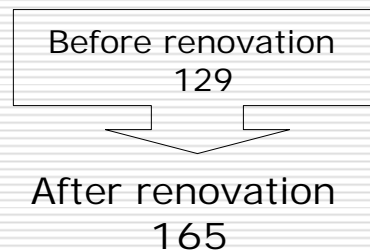
Indicator (3)

<Impact>

Increase of the number of visitors in renovated RHCs

Current Performance (3)

Average of the number of visitors at a RHC per month



Case Study 3

(2) Indicator and Current Performance 4

Indicator (4)

<Sustainability>

Maintenance and management governance

Current Performance (4)

Each RHC has own management system. The staffs of RHC, the members of health committee and other representatives of residents join the system.

Effectiveness of Effect measurement

- Confirming correlations between a project objective and its achievements
 - Learning tool for self-examination
 - Donors including MOFA give a certain perspective for review of the project plan and feedback
-

Issues and future study items

- Upper goal setting
 - Implementation timing and cost for effect measurement
 - Number of field survey sites
 - Multiple project objectives
 - Indicator setting
 - Effect measurement under DAC 5 Criteria
 - Enhancement of feedback information etc.
 - Work rate for a report of program written by NGO
-

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Assistant Project Manager, Japan International Cooperation System



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Official Development Assistance