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EVALUATION REPORT

ITN (Philippines)



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May, 1995

INGEKOMEN 21 SEP. 1995

FOREWORD

This report presents the findings, conclusions and recommendations of the evaluation mission of the ITN project in the Philippines.

Within the limited time-span of 14 days the mission has tried its level best to obtain a good overview of the many aspects and activities of the ITN project. This endeavour was largely accomplished mainly because of the great assistance to the mission by the staff of the NC and its advisors, the IHE, the NCC and the PIs. For all this assistance the mission wishes to express its sincere thanks.

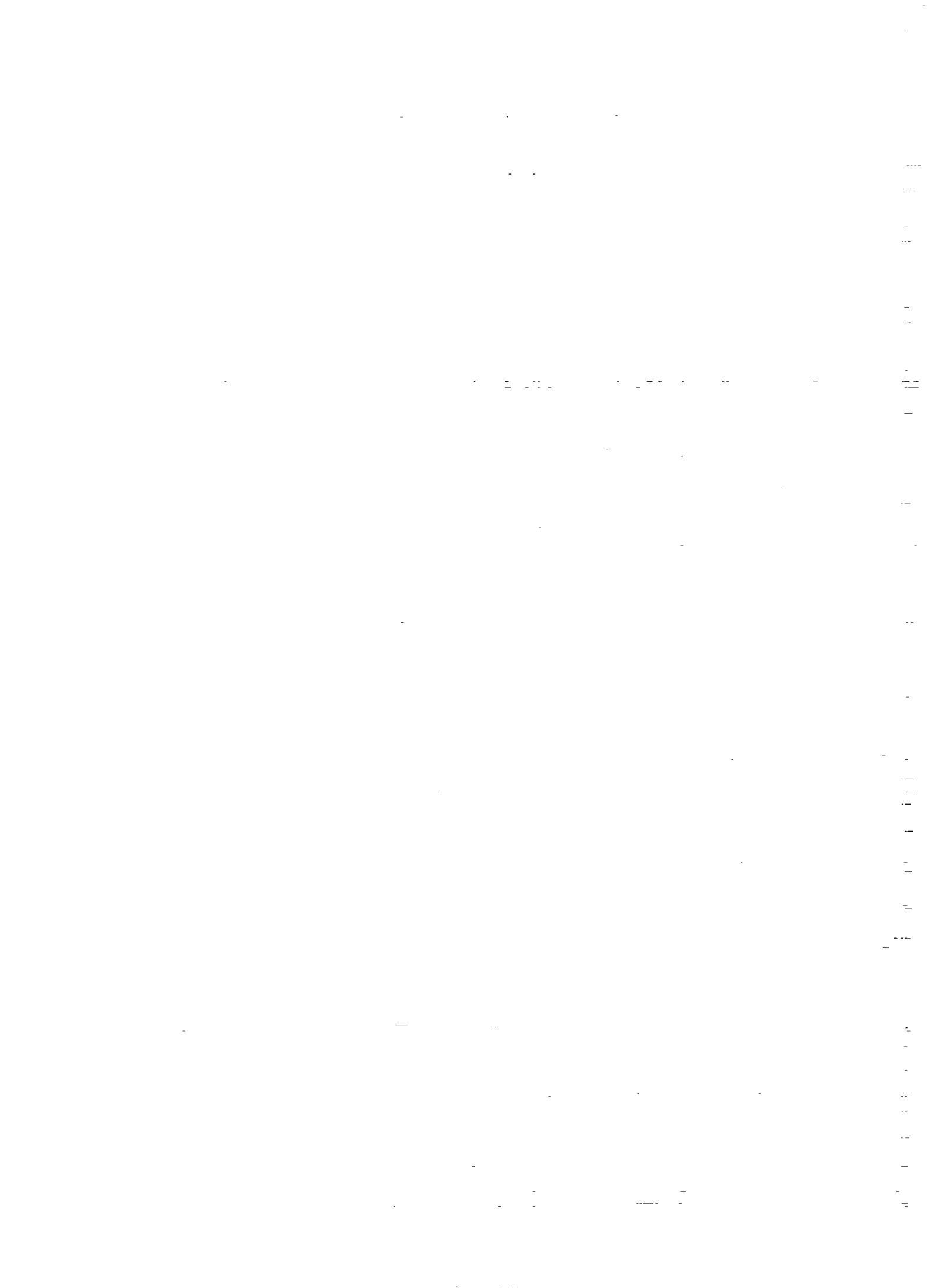
The report was written by the three members of the mission, each with a very unique and different background and experience built up in three continents. This gave a wide scope to the mission. To do justice to this wide scope in the team it was decided that the style of the individual authors should not be compromised into a uniform report style.

We realize that because of the great diversity in the project and the relatively short time for the mission plus the need to present its findings in a comprehensive and readable manner, this report may not do justice to all the aspects and activities as well as participants in the project. This comes wholly to the account of the mission.

Lastly, we wish to express our appreciation for the importance of the work undertaken in the project and our conviction of the need and importance of the Network as a service for sector development in the future. We wish therefore the present and future participants in the Network the inspiration and aspiration to carry the Network into the future.

Manila 6 May, 1995

Henk van Schaik
Soledad Aquino-Hernando
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MAILING LIST

1 - 3 DGIS
4 - 5 RNE
6 - 14 NCC members
15 - 18 NC
19 - 20 IHE
21 Soledad Aquino-Hernando
22 Eugene Larbi
23 RWSG
24 UNDP
25 Board of Directors RIVM, Bilthoven
26 - 27 Authors
28 Public Relations Department RIVM, Bilthoven
29 Project and report registration RIVM, Bilthoven
30 - 34 Secretariat RIVM/Bureau for International Cooperation
35 - 40 Reserve RIVM, Bilthoven



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ABBREVIATIONS

AI	Associated Institution
AIM	Asian Institute of Management
AM	Affiliate Member
BAD	Bilateral Associate Expert
BWSA	Barangay Waterworks and Sanitation Association
CDS/ISIS	Computerized Documentation System/Integrated Set of Information System
DOH-EHS	Department of Health, Environmental Health Service
DPWH-PMO/RWS	Department of Public Works and Highways, Project Management Office-Rural Water Supply
DENR-EMB	Department of Environment and Natural Resources-Environmental Management Bureau
DGIS	Directorate General for International Cooperation, The Netherlands
DILG-FW4SP	Department of the Interior and Local Government First Water Supply, Sewerage and Sanitation Sector Project
DOH-EHS	Department of Health, Environmental Health Service
ENSICNET	Environmental Sanitation Information Centre Network (AIT)
FW4SP	First Water Supply, Sewerage and Sanitation Sector Project
GoN	Government of The Netherlands
GoP	Government of Philippines
HRD	Human Resource Development
IDWSSD	International Drinking Water Supply and Sanitation Decade
IEC	Information, Education, Communication
IHE	International Institute for Infrastructure, Hydraulic and Environmental Engineering
IRC	International Reference Centre, The Netherlands
ISISPHIL	Integrated Set of Information Systems Philippines
ITN	International Training Network for Water and Waste Management
JVOFI	Jaime V. Ongpin Foudation, Inc
KKMK	Kapwa Ko, Mahal Ko Foundation, Inc
KPPF	Kabalikat ng Pamilyang Pilipino Foundation, Inc
LCWSS	Low-Cost Water Supply and Sanitation
LGA	Local Government Academy
LGU	Local Government Unit
LO	Liaison Officer
LWUA	Local Water Utilities Administration
MRBOLC	Mother Rita Barcelo Outreach and Livelihood Center
NC	Network Centre
NCC	Network Coordinating Council
NGO	Non-Governmental Organization
NU	National University
OECD	Overseas Economic Development Fund (Japan)
OOPP	Objectives Oriented Participatory (Project) Planning
PC	Project Coordinator
PDA	Population and Development Association

ABBREVIATIONS(cont'd)

PI	Participating Institution
PoO	Plan of Operations
RNE	Royal Netherlands Embassy
RWS	Rural Water Supply
RWSG	Regional Water Supply and Sanitation Group, Jakarta
SLU	Saint Louis University
SWOT	Strengths, Weaknesses, Opportunities, Threats (analysis)
TIP	Technological Institute of the Philippines
TNC	Training Network Centre
TSTF	Tulungan sa Tubigan Foundation, Inc
UNDP/WB	United Nations Development Programme/World Bank
UNICEF	United Nations Children's Fund
UP-E	University of the Philippines, College of Engineering
UP-PH	University of Philippines, College of Public Health
UP-SURP	University of the Philippines, School of Urban and Regional Planning
USC-WRC	University of San Carlos, Water Resources Center
WSS	Water Supply and Sanitation
WATSAN	Water and Sanitation
XU	Xavier University

EXECUTIVE SUMMARY

The evaluation of the ITN project (1990-1995) found that the efficiency, quality and effectiveness of the project outputs was in accordance with the project objectives, activities and inputs as described in the Plan of Operations for the project (1989).

The impact of the project could not be assessed in detail because the project had not systematically, on the basis of indicators, monitored the impact of project activities.

The 1992 mid-term evaluation mission recommended to work on the legal personality for the ITN and to orient the ITN towards the market. The mission found that although a number of activities were initiated upon these recommendations the vision about ITNs role in sector development, its structure and activities plus funding needs have not yet been clearly defined. As a result the legal personality for the Network is still under consideration, which handicaps contract awarding to the ITN by UNDP/DILG etc.

The mission regards implementation activities such as the UNDP/PHI and RWSG projects as vital inputs for the Network, and therefore linked the continuation of support for core activities under the Network (in training, research, info/doc and networking) to the conclusion of the discussions (expected June/July, 1995) about the active involvement of the Network in these projects.

On the assumption that these discussions will be concluded successfully for the Network, it is recommended that the Network prepares an extension proposal for GON support along the lines as outlined in the scope for the future for the network (section 6.2.).

The gist of the GON support should be to allow the Network to transform itself from the present project set up into an institutionally established Network for the sector, with a clear mandate, mission, structure, goals, membership, manpower plan, external support needs (both from Philippines and from Netherlands) and funding arrangements.

The mission expects that GON support for a period of 2 years will suffice to carry out this mainly institutionalization process.

1. INTRODUCTION

1.1 Assignment

On the request of the Directorate General of the Ministry of Foreign Affairs of the Government of The Netherlands the establishment of the International Training Network in the Philippines was evaluated. The evaluation was carried out from April 24 till May 8 on the basis of the Terms of Reference, which are found in Annex 1.

1.2 Team composition

The members of the evaluation team were:

Mr Henk van Schaik of RIVM/BIS, The Netherlands, team leader

Mrs. Soledad Aquino-Hernando, professor in the AIM, Center for Management Development, Philippines.

Mr Eugene Okai Larbi, Manager Training Network Centre, Ghana

1.3 Data gathering methods and evaluation framework

The mission

- a. studied project reports and other documents relevant to the project;
- b. discussed the project inputs, outputs, activities, constraints, impacts, sustainability and outlook with NCC members, PIs, NC, NC advisors including IHE, RNE and DGIS.
- c. conducted two focused group discussions for PC's of GO, NGO and Academe PIs on the benefits, effectiveness and use and the future views/expectations of the PIs from the ITN
- c. - paid visits to PIs in Manila and Baguio.
- visited a rural project site near Baguio and interviewed beneficiaries
- d. visited a project site (barangay Barihan, Malolos) under the FW4SP project.
- e. presented to and discussed with the NCC its findings, conclusions and recommendations.

The evaluation assessed:

- the efficiency of the project activities by evaluating the outputs viz a viz the project targets and inputs;

- the quality of the project outputs;
- the effectiveness of the project activities by evaluating the use of the outputs;
- the impact of the project by evaluating the achievements viz a viz the goals of the project;
- the sustainability of the ITN

1.4 Programme

On the 20'th of March 1995 mr van Schaik interviewed mr M. Blokland of IHE. On the 21'st of April mr Larbi and mr van Schaik were briefed by mrs Mingoen and mr Ankersmit of DGIS. On the 24'th of April the mission started off in Manila with kick-off meetings in the RNE followed by a meeting with the NCC. Annex 2 presents the activities of the mission from 24'th April till 5'th May. On the 4'th of May the mission debriefed the NCC, NEDA, RNE and UNDP. On the 6'th of May copies of the draft report were presented to the NCC members and the RNE. And on the 12'th of May Mr. van Schaik debriefed the DGIS and the IHE on the outcomes of the mission.

1.5 Report

The report has 7 chapters. Each chapter addresses an item of the terms of reference. Chapter 1 is an introduction and presents the scope for the assignment. Chapter 2 is a background with a short introduction about the Philippines, a profile of the water supply and sanitation sector in the Philippines, and main features about ITN and ITN/Philippines.

Chapter 3 presents the inputs, activities and outputs as presented in the Plan of Operations (1989), the outcome of the mid-term evaluation (1992) and the outcomes of the project to date majoring on the inputs, activities and outputs since the mid term evaluation of the efficiency in 1992. This information serves the assessment of the project.

Chapter 4 presents the outcomes of the evaluation of the project actors, activities, and overall programme. The evaluation looks into the efficiency of the project, the quality of the outputs, the effectiveness and use, the impact of ITN and its sustainability.

Chapter 5 presents a proposed scope for the ITN/Philippines, based on the findings of the evaluation mission.

Chapter 6 presents the requirements and recommendations for future GON support.

Chapter 7 is an epilogue presenting some lessons.

2. BACKGROUND

2.1 Country Profile: The Philippines Today, 1995

The Philippines is a country of 60 million people, 55% of whom live below the poverty line. (Poverty, Growth and The Fiscal Crisis, Philippine Institute for Development Studies, 1992). The Philippines now stands in Southeast Asia as the only country where in the 1980s the number of poor families actually increased relative to the 1970s and in which the incidence of poverty remains virtually unchanged. (Table I).

Table I

Changes in Poverty Incidence in Selected Countries

	Years Covered	Annual Reduction of Poverty Incidence
Indonesia	1970-87	2.34 %
Malaysia	1973-87	1.66 %
Thailand	1962-86	1.40 %
India	1972-83	1.04 %
Philippines	1961-88	.73 %
	1971-88	.38 %

Sources: World Development Report 1990; National Statistics Office for the Philippines.

The reasons for this widespread poverty are many. NEDA, the country's planning body, states that the principal reason has been the economy's failure to grow rapidly enough, sustain that growth and generate employment. Industry has failed to generate enough jobs to absorb a labor force that has grown at almost 4 % annually over the last decade.

Table 2

Sectoral Employment Shares

Sector	1960	1970	1980	1990
Agriculture	61.2	53.7	51.4	45.2
Industry	12.6	12.6	11.6	10.7
Manufacturing	12.1	11.9	10.6	9.7
Services	26.2	32.1	36.5	44.0

This situation is seen as the result of the failure over the long-term to restructure the economy to make it externally more competitive and allow broader participation by the many. Past growth strategies favoured privileged sectors, largely industries catering to the home market. Protected with high tariffs and quotas, supported by fiscal incentives and given access to cheap foreign exchange, the pattern of protection failed to generate expanding opportunities for either employment or entrepreneurship.

A second reason for poverty is the highly inequitable distribution of incomes. A 10-percent elite receives fully 36 percent of total income while the poorest 40 percent receive only 14 percent of total income. It has been recognized that the provision of social services focusing closely on the poor is an important redistributive tool in society. The country has thus embarked on a development strategy stated in the 1993-1998 Medium-Term Philippine Development Plan that is three-pronged: revival of economic growth to raise incomes for the majority; achieving this growth through action of market forces; upgrading the most basic social services for the poor as well as providing safety-nets to the most vulnerable groups. The strategy calls for a revision of monetary and fiscal programs currently enforced by agreements with multilateral creditors. It also calls for a basic reorientation of public spending in order to focus on the enhancement of productivity among poor people and in poor areas. The emphasis will be on productive infrastructures as well as on social services which are of immediate benefit and relevance to the poor.

The country is also characterized by a strong base of an enlightened civil society, the militant members of which alternately support, criticize or disobey public authorities, on the basis of positions taken by the national government on issues perceived to be of critical importance to the fate of the nation as it approaches the 21st century.

The recent enactment of the local Government Code (1992) which devolved responsibilities and power to local government is expected to shake off the inertia that has paralysed the countryside. This however calls for the development of the local governments' capacity to undertake planning, implementation & evaluation activities.

These new strategies are projected to bear upon the present conditions of the country in the next few years, hopefully reducing the massive incidence of poverty so that by the year 2000, a new era of prosperity can begin.

2.2 Sector Profile: Water Supply, Sanitation and Environmental Health Education in the Philippines, 1995

2.2.1 Sector Objectives and Policies

The objectives of the sector are: a) to provide reliable and safe water supply that is easily accessible to the majority of the household within the short time practicable in a cost-effective manner; b) to increase sanitation and sewerage service coverage; and c) to institutionalize the delivery of services.

Sector Policies include a) the promotion of self reliance in projects; b) organization of users into local water districts and barangay water and sanitation associations (BWSAs); c) emphasis on cost recovery and cost sharing; d) integration of water supply, sanitation and hygiene education; e) safeguarding water quality; and f) promotion of sanitary practices.

Data from the 1990 Census of Population and Housing show that safe water coverage improved from 65.7 % to 73 % from 1980 to 1990 and sanitary toilet coverage from 48.7 % to 58.1 % for the same period. The Department of Health Annual Report shows 1990 coverage of 80% & 70%, respectively for safe water and sanitary toilet. The discrepancy between the two citations stem from differences in definition of safe water sources and toilets between the two reporting agencies.

2.2.2 Policy Reform & Organization of the Sector

In the 1980's, responsibility for sectoral development was divided among several organizations:

- o The National Water Resources Board is responsible for coordination of water resources development and management including water supply.
- o The Department of Public Works and Highways provides basic level I service (point source system) to small rural communities.
- o The Local Utilities Administration supports water supply and sewerage development of provincial urban centers outside Metro Manila. The reorganization in 1987 tasked LWUA with the responsibility for larger rural communities with levels 2 (communal faucet) and 3 (house connections) service.
- o The Metropolitan Waterworks and Sewerage System is responsible for water supply and sewerage service in Metro Manila & adjoining towns.
- o The Department of Health (DOH) is responsible for the promotion of sanitation and monitoring of drinking water quality.
- o The Department of Interior and Local Government has the mandate of strengthening local autonomy and institutional capacity for the delivery of basic services, including water supply and sanitation.
- o Management of water supply facilities is the responsibility of local water districts or communities through the BWSAs.

This kind of sectoral organization resulted in fragmentation in the delivery of services in the sector.

In response to the clamour for much-needed reform in the sector, the President of the Republic convened a Water Summit in December 1994,

resulting in a new policy and strategy framework plan for water resources and sanitation development.

This sectoral plan lays down the following policy statements and strategy thrusts:

Policy 1:

Decentralized, coordinated and efficient management of water resources shall be pursued.

Main strategy:

A coordinating entity that will formulate policies on water resources development, regulation, utilization and conservation shall be created/strengthened at the shortest time possible. Planning, management and regulation shall be decentralized at the water regions/basin-wide levels.

Policy 2:

Investments in water resources and sanitation development would be based on demand and local initiative.

Main Strategy:

Greater participation of LGUs, NGOs and private groups in sector development will be facilitated.

Policy 3:

Environmental protection should be the prime consideration in water resources development.

Main Strategy:

Management of the resource shall integrate quality and quantity concerns.

These new policies and strategies shifted the locus of action in the sector from the national agencies to the local government units and the private sector.

2.2.3 Institutional Capacities in the Sector: Training, Information & Documentation, Dissemination and Research

The Development Plan for the International Training Network Philippines 1995-2000 describes and identifies opportunities for institutional capacity-building to deliver WSS services to unserved communities. The Plan underscores the need for institutional capacity-building in the sector, based on the following observations:

- While the mechanisms for coordination & consultation were provided for at the national offices level, these mechanisms seem not to work at the local implementing levels where they are most needed.
- The decentralized implementation of basic services programme under the local government levels highlights the need to develop implementation capacity at local government levels.
- The focus on the provision of physical facilities rather than services have led to less emphasis on the sustainability of projects particularly on operation, repair and maintenance.

- Funding for institutional support activities like community organization, training of local institutions IEC materials were not included in the Water Supply Sewerage & Sanitation Master Plan (1988-2000).

There have been several initiatives toward the promotion of a community- managed approach to rural water supply and sanitation projects. Support activities however have been confined to the provision of so-called "hardware" or water supply & sanitation facilities. The institutional development aspect of building such a structure has not been given due attention. Training, research and information on community organizing as well as on the operation and maintenance of the systems have been intermittent, isolated and inadequate. In the evaluation of the OECF-assisted RWs I & II, it was established that only 10 % of the sub-projects have organized BWSAs. With weak BWSAs, collection of contribution can hardly be sustained. ITN's Development Plan affirmed that there is a demand for training, research, information that will facilitate the installation and maintenance of community- managed Level I systems in unserved areas. It is this gap that ITN is addressing.

ITN's concept of capacity-building for community-managed water & sanitation systems is in line with sectoral policies & strategies. By building capacities of implementing organizations to institutionalize community-managed water & sanitation systems, ITN hopes to contribute to the operationalization of sector policies & objectives of providing services to unserved communities.

2.3 ITN

2.3.1 The international training network

The International Training Network for Water and Wastes Management within whose framework the ITN (Philippines) was established in 1984 is a joint initiative of the UNDP, the World Bank and a number of bilateral agencies in support of the goals of the International Water Supply and Sanitation Decade (IDWSSD). The programme aims at contributing to the improvement of the effectiveness and coverage of water and sanitation investments for low cost income population groups in urban fringes and rural areas of developing countries by focusing on the use of low-cost technologies that are cost effective, easily maintainable and culturally acceptable.

The original concept of the ITN envisaged a grouping of Centres, established in developing countries within carefully selected existing sector agencies or educational institutions. These ITN centres were expected to function not only as isolated national entities, but as a global network for the exchange of information and experience and mutual collaboration. ITN was established as a component of the UNDP-World Bank Water and Sanitation Programme. Eight Network Centres were established to serve as focal points of the ITNs. Four of these Centres were set up in Africa (Ghana, Kenya, Zimbabwe and Burkina Faso) and all are still in operation as at May 1995. An equal number of Network Centre were set up in Asia but only two (in India and Philippines) are still actively in operation. Centres that were established in Indonesia and Thailand have been inactive due to a lack of funding. Plans are advanced to establish a Centre in Bangladesh and several countries in Africa are making effort to establishment Network Centres.

A Network Coordinating Unit was established within the Headquarters of the Water and Sanitation Programme in Washington to promote networking among the Centres. Regional Water and Sanitation Groups in Africa and Asia were mandated to provide technical support and to assist with development of the network. All the Centres have received funding from various bilateral and multilateral agencies and most of the Centres are affiliated to development oriented institutions in developing countries referred to as associated institutions who provide technical and management support under twinning arrangements.

A comprehensive evaluation of the ITN Programme in 1994 revealed that the vision of a global/regional network did not materialise as envisaged at the conceptual stage of the ITN programme. Interactions between Centres have not developed. Instead, Centres have built their own client relationships and in several cases, established their own country and regional networks. The UNDP/World Bank Programme which had been very active in the establishment of the ITN network had de-emphasized support from its Headquarters in ITN Washington where a global coordinator position was established between 1991 until 1993. Support from the RWSGs had varied over time and by region and country and operational strategies of Centres have shown significant shifts from the original ITN strategy including:

- less emphasis on training toward a broader concept of capacity building including institutional development;
- less emphasis on technology in activity areas such as training, promotion and information dissemination and more attention to participatory approaches to project organisation;
- increasing reservation about the relevance of original ITN modules which focused heavily on low-cost technologies resulting in effort by Centres to develop new, more country specific materials;
- More emphasis on development of country and regional networks instead of global networking.

2.3.2 ITN/Philippines

ITN/Philippines was established in 1990 as a focal Centre of the ITN programme with objectives, institutional linkages and scope of activities that clearly reflected ITN ideals. Its immediate objectives at the time of establishment were:

- establishment of a Training Network Centre (TNC) and a network of participating institutions
- development and introduction of training materials and training of trainers in the Network centre and the participating institutions
- information documentation and dissemination
- promotion and support to relevant research activities

The Centre has since its establishment been hosted by the Local Water Utilities Administration (LWUA) which also provides the Philippine Government Counterpart funding. The Netherlands Government acts as the sponsoring Agency to the ITN/Philippines and has been providing financial support to Project operations since 1990-1994. The International Institute for Infrastructure, Hydraulic and Environmental Engineering (IHE) based in Delft, the Netherlands has been the Associated Institution since establishment, providing advisory and management support to the Project.

The ITN Philippines has 17 Participating institutions (PIs) who are involved in various ways in the water and sanitation sector. These include five line agencies (LWUA, DPWH/PMO-RWS, DOH-EHS, DENR-EMB, DILG/FWSP) implementing water and sanitation projects; eight academic institutions (UP-E, UP-PH, UP-SURP, TIP, NU, WC-USC, SLU, XU) doing research on water resources and sanitation, and training future sector personnel and four non-governmental organisations (TSTF, KPPF, KKMK, JVOFI) building awareness in the community and implementing projects based on community management principles.

At the helm of management issues is the Network Coordinating Council (NCC) which is chaired by the LWUA Administrator and has as members, the Director of EHS, the Director of DPWH/PMO-RWS, the Director of DILG/FW4SP, the Dean of UP-E, the Dean of UP-PH, and the Executive Director of TSTF. The last position has been vacated since the NGO scaled down their operations in 1994.

Under the NCC is the Network Centre which coordinates all the activities of the ITN Philippines. The internal structure of the ITN, their operations so far since establishments and their accomplishments are described later in this report.

3. ITN PROJECT

3.1 Introduction

This chapter presents the objectives, inputs, activities and outputs of the ITN project. Section 3.2. describes the objectives, activities, inputs and duration of the project as agreed between GON and GOP in 1989 and presented in the Plan of Operations. Section 3.3. recalls the major outcomes and recommendations of the mid-term evaluation mission of 1992. Section 3.4. presents the outputs of the project.

3.2 Plan of Operations

3.2.1 Objectives

The Plan of Operations of December 1989 formulates the long term objective for ITN as:

....to assist in the development of local capacity to increase the effectiveness and coverage of water supply and sanitation investments for low income population groups in the urban fringe and rural areas.

The Short term objectives were:

... to improve those training, education, information, dissemination and research capabilities of water supply and sanitation sector agencies and educational institutions that are related to the application of sustainable low-cost technologies

3.2.2 Activities

The Plan of Operations lists the following activities:

- establish a Training Network Centre (TNC) and a network of Participating Institutions (PIs)
- staff the TNC with experts from various involved disciplines
- design and implement courses for trainers from the PIs
- assist the PIs in the adaptation of existing and the design of new courses
- inventorize available training materials
- adapt existing and develop new training materials
- procure, reproduce and distribute training materials
- promote and support relevant research
- assist in the establishment of a documentation/information centre

3.2.3 Beneficiaries

And states that 'through the Network the project will direct itself at:

- decision makers and planners in sector agencies
- professional trainers in sector agencies
- university faculties
- practising engineers and other professionals

- engineering students
- community and first-line workers'

3.2.4 Participating institutions

The Plan of Operations identified the following institutions as participating institutions for the project:

6 GO's: Local Water Utilities Administration (LWUA)
 Department of Health, Environmental Health Service (DOH/EHS)
 Department of Public Works and Highways, Project Management
 Office for Rural Water Supply (DPWH/PMO-RWS)
 Department of Environment and Natural Resources, Environmental
 Management Bureau (DENR/EMB)

6 Academical: University of the Philippines, College of Engineering (UP/E)
 UP College of Public Health (UP/PH)
 UP School of Urban and Regional Planning (UP/SURP)
 Mapua Institute of Technology, College of Engineering (MIT)
 National University, College of Engineering (NU/E)
 Technological Institute of the Philippines, College of Engineering
 (TIP)

2 countrywide working NGO's
 Tulungan sa Tubigan, Inc (TsT)
 Kabalikat ng Pamilyang Pilipino Foundation, Inc (KPPF)

3.2.5 Inputs

- LWUA will host the TNC, which will have 22 staff after 1992, 16 from LWUA, 3 from GOs and 3 from NGOs.
- PIs (12 original and expansion after 2 years) will form NCC and contribute expertise and other resources
- IHE will provide visiting experts plus financial accounting about project to GON
- GOP will facilitate project with privileges and immunities etc
- GON will finance Dfl 2,118,420 plus a BAD (= bilateral associate expert).

The project was approved for GON funding for a period of 5 years for a total of Dfl 2,118,420 (exchange rate Dfl 1 = P 10). The Philippine contribution was agreed to making available training facilities, local staff and partial funding of equipment. This contribution was estimated to amount to an equivalent of Dfl 1,052,682¹.

¹Terms of reference Mid Term Evaluation ITN for Water and Waste Management Philippines, 1992

The PlanOp put the total GON annual budgets at:

	in Philippines (1000 P)	IHE (1000 Dfl)	TOTAL (1000 Dfl)
1990	2,594	190	472
1991	2,792	147	447
1992	2,165	154	389
1993	2,400	133	391
1994	2,567	142	419
Total	12,518	765	2118

3.2.6 GON appraisal

In its own appraisal document the GON estimated the project targets at:

training courses	156
course days	900
course participant days	15,000
course participants	3,300

making the Dfl unit costs:

training course	13,600
course day	2,350
course participant day	140
course participant	640

3.3 Mid-term evaluation (July 1992)

In July 1992 a Mid-Term evaluation was conducted. The terms of reference asked the evaluation mission to look into the activities and achievements of the ITN project.

The main findings and recommendations of the evaluation mission were that:

- TNC should be more autonomous.
- NCC needs to extend its membership and should play a role on policy and decision makers level.
- ITN capacity to develop new initiatives is limited; taking on training components for large scale projects should be resisted.
- The project established a network through the 'shared gifts' (training materials and equipment).
- The first project cycle has focused on design and implementation of a training programme. The use of the 10 year old WB training modules was questioned.

Adaptation of training materials and development of new materials should be given high priority.

- TNC should be initiator of applied research.
- ITN should improve its image.
- The union catalogue should link up with important inventories of existing training materials and research such as ENSICNET.
- The linkage to RWSG, Jakarta should be strengthened.
- The start-up stage has been successful.
- Collaboration among PIs must be intensified
- The core question for ITN is: "Is a network centre required"? should be answered.
- Mechanisms for evaluation of training courses and monitoring the use of ITN materials in libraries are in place.
- TNC started working on setting up measuring project's impact with a preliminary study on the subject.

The evaluation mission formulated the following 'targets' for *the new programme cycle*:

- analyze the strengths and weaknesses of the Network and its core (TNC). The SWOT (Strengths, weaknesses, opportunities and threats) analyze technique was recommended.
- Assess the sector requirements using the OOPP (objectives oriented participatory (project) planning) method.
- The Network should be considered an open ended programme, rather than a project. Funding should continue beyond 1994 for at least another 2 years.
- ITN should start mobilizing a 'third money flow'.
- Institutionalization of TNC deserves highest priority. The evaluation mission suggested a foundation.

The recommendations of the mid-term evaluation mission were accepted by the project as important pointers. But, the rather fundamental recommendations did not lead to a revision of the Plan of Operations, its budgeting set up or a new design for the 'second ITN cycle'..... The pointers of the evaluation were gradually, as seen fit, incorporated as activities/assignments in the Annual Workplans for the project. Since 1992 the ITN project did initiate:

- preparations (consultancies) for the transition of the Network to a legal personality.
- project proposal preparation for fund raising (FW4SP, PROWESS proposal and UNDP/PSI).

3.4 Achievements

The outputs of the activities of the ITN/Philippines project are listed in the annexes 3 A-H. for:

- A: NCC and PC meetings conducted
- B: Promotional materials
- C: Courses conducted and participants
- D: Fellowships/Staff development training courses
- E: NC research and development activities
- F: Special activities
- G: Library materials/equipment distribution to PIs
- H: Union catalogue database issues

In summary outputs are:

Annual Planning and progress reporting

ITN produced annual work plans and progress reports since the beginning of the project, starting with annual workplan 1990. The last annual plan is for 1995. It presents a long list of activities to be undertaken.

NC accomplishments

- courses 68
- participants 4,692
- the 17 PI libraries were equipped with a standard set of ITN library materials
- regular newsletters and catalogues were issued to the PIs and AMs
- 3 research investigations were conducted

Table 1: summarized training courses outputs and costs 1990-1992 (in Pesos):

	1990	1991	1992	TOTAL
TNC courses developed	7	8	5	20
ITN supported courses	9	20	15	44
Participants	414	1,341	806	2,561
costs/participant	2,169	1,705	2,979	
/ course	36,871	43,648	59,163	

The assessment 1) reported that "exposure-wise, the training courses were attended by participants from a wide range of institutions, all of the PIs and Ams, but also participants from a host of other institutions".

PI development

By the end of 1992 the number of PIs had reached 17, 5 GO's (new one DILG), 8 Academic institutions (new ones San Carlos University, Water Resources Center, Cebu; Xavier University, Cagayan de Oro, Mindanao and Saint Louis University) and 4 NGO's (new ones JVOFI in Baguio and KKMK). Of the 17 PIs 3 were thus located outside Manila Metropolis.

The project equated this number with the budget provision.

TNC staffing

The staff projection in the PlanOp was put at 22, 16 from LWUA, 3 from GO's and 3 from NGO's. By the end of 1992 the TNC had 13 staff members (excluding the BAD), 7 from LWUA, 2 from GO, 2 from NGO's and 2 of whom were direct hires. Presently the staff comes to 6. The PlanOp projected 22 staff for the NC. Presently the NC has no trainers/sector professionals. Since 1992 the Head of the NC changed hands 4 times. The staff decreased from 13 to 6 presently.

All TNC staff availed of training and other professional upgrading programs during first five years of the Network. In 1990, the TNC Head attended the International Course on Low Cost Water Supply at the IHE in Delft, followed by two trainers who attended the same course in 1991. One of the trainers stayed on to work for a masters degree in sanitary Engineering. In succeeding years, the trainers took turns attending various training programs in different countries: Kenn Altarejos was sent to Bangkok to attend a program on Community-Based Management of Small-Scale Water Resources Development Projects in 1992; Chuchi Potente attended an Advanced Trainers Training in Bangkok and Dianne Arboleda attended two courses held at IHE and IRC. In 1993, Lex Nesas was sent to the Leeds Metropolitan University in England to attend a course on Health Education. The rest of the TNC staff attended hands-on training as well as TNC or PI-sponsored training programs to enhance job-related skills. In 1994, all the TNC staff went through a Team Building session. TNC staff also participated in seminars and conferences such as a conference in Sri Lanka on Women's involvement in Water and Sanitation and Operations and Maintenance workshops in Geneva.

An in-house resource person was the IHE Project Coordinator who provided management and administrative guidance to the TNC management. The IHE Associate Expert, on the other hand, provided technical advice and expertise as needed.

A total of 20 staff development activities were offered and availed of by the TNC staff, resulting in high morale, concern for quality and a sense of achievement among the center personnel.

Other activities

Since 1992 ITN/Philippines has been actively pursuing the involvement of the network in implementation activities. ITN/Philippines succeeded in getting a contract for the implementation through the network (Tulungan) of the pilot project for community organization under FW4SP.

Presently ITN/Philippines is negotiating the contracts for the

- UNDP/PHI project on LGU training and community capacity development
- RWSG project to document the experiences under UNDP/PHI

Expenditures

The Workplan 1995 presents the expenditures over 1990-1995 in Dfl as:

	TNC	%	IHE	%	TOTAL	Cum	TOTAL	%
1990	151	44	190	56	341	341		72
1991	248	61	167	39	414	755		82
1992	216	57	160	43	376	1131		86
1993	200	62	121	38	321	1452		90
1994	251	66	120	34	371	1823		90
Expectation for 1995								
1995	153	66	81	34	234	2057		...

Remaining funds as from 1.1.1995: Dfl 295,420.

The GOP counterpart inputs into the project have not been worked out in the annual expenditures have not been accounted for in the progress reports

IHE inputs

The IHE provided various technical advisory and management support from the start of the project till mid 1992. IHE also made available specialist support from IRC. After the mid term evaluation the IHE support was mainly on project management and strategic level. From mid 1992 till November 1994 the IHE management changed hands from ir. Blokland to Drs. Maas.

LWUA inputs

LWUA provided the accommodation for the ITN/NC project staff and the chairman for the NCC.

3.5 Relations ITN/Philippines and IHE with RNE and DAL/CO

ITN/IHE forwarding the annual plans and progress reports to the RNE and DAL/CO. During its missions to the ITN, the IHE experts made it a point to report to the RNE. Up to 1992 the development specialist at the RNE was briefed. In return the development specialist commented on the annual plans and progress reports as being of too general a nature. These comments did improve the Annual Plans and Progress reports. Since 1992 the RNE has no development specialist. The RNE now forwards the annual plans and progress reports plus any other project related correspondence for DAL/CO to The Hague.

The IHE debriefed DAL/CO of its missions and discussed any relevant issues arriving e.g. on the extension of the project till December 1995. DAL/CO approved the extension.

3.6 ITN global support and RWSG relation with ITN Philippines

Mr. Digby Davies of the RWSG, Jakarta, who was a member of the mid-term evaluation mission, supported ITN substantially and recommended ITN involvement in the FW4SP.

4. EVALUATION

4.1 Introduction

The assessment (evaluation) of the project addresses its efficiency (outputs versus inputs), the quality of its outputs, the effectiveness (costs and use), the impacts (achievement of goals) and sustainability aspects (continuity of the goal oriented activities). Section 4.2. assesses the actors in the network. Section 4.3. assesses the product oriented activities of the ITN/Philippines. Section 4.4. discusses the process oriented activities. Section 4.5. is an overall programme assessment according to the evaluation criteria of efficiency, quality, effectiveness, impact and sustainability.

4.2 Actors

4.2.1 NCC Management

Findings and Conclusions:

The Mid-Term Evaluation Report (1992) stated among its findings the following:

"The Network Coordinating Council (NCC) has been playing the role of supervisory board. It is hardly playing the role of an intermediary between the Network's PIs and the policy makers and decision makers in the water sector. The role of the NCC is not very clear to many PIs, especially those which are not represented in the Council." (p.8)

It is clear from existing documents that in the past five years, the NCC has acted promptly on matters directly affecting the operational concerns of the Network. Records show that the NCC convened three times in 1990, 1991 and 1993; four times in 1992; and seven times in 1994. The NCC carried out functions such as:

- o review and approved Work Plans
- o review Progress Reports
- o formulate and institute policies governing ITN operations
- o review and approve systems and procedures developed by staff to ensure efficiency of network operations
- o hire and fire center staff
- o provide office accommodations

In addition to its governance function, the NCC was mandated to promote "the ITN way" among policy-makers and decision-makers. The 1991 Progress Report states that one of the aims of the Project is "to influence action towards the use of alternative technologies and accomplishment of this objective would require support from all quarters, particularly those who have enough clout to sway opinions of decision-makers and planners."

How has the NCC performed its management function of strategic positioning for ITN in the sector?

- o Progress Report 1993 chronicled NCC's move to work for ITN's registration as a non-profit private organization (Aug. 1993). This management decision marked the first step taken toward transforming ITN into a self-sustaining organization. It was not until September 1994, however, that the new ITN was launched.
- o Progress Report 1994 cited as an accomplishment the participation of the Network in regional consultation workshops in March 1994 to review roles of the local government units, nongovernmental organizations, sector agencies and other entities in the updating of the 1988-2000 Water Supply, Sewerage and Sanitation Master Plan of the Philippines. The same report cited involvement of ITN in sectoral policy-level activities such as the National Water Summit in December 1994 and the Development Cooperation Planning Workshop of the RNE, also in December 1994.
- o The NCC agreed in a July 1994 meeting, of a training school for well drillers. The school was envisioned to provide a strategic contribution to the sector while at the same time "sustain ITN after the Dutch fundings."
- o Mention is made in the 1993 Progress Report of the creation of an Executive Council tasked "to formulate policies and guidelines to attain the purposes and objectives of the project." Subsequent documents, however, carry no updates about this Council.

Recommendation:

The NCC has carried out its governance function at the operation level; It has however to move to position ITN at the strategic or sectoral level. It must, at every opportunity, push for the recognition of ITN as the institution that can provide capacity-building efforts in the sector.

4.2.2 Center Administration

Findings and Conclusions:

The Midterm Evaluation Report (1992) cited the TNC Head for the "remarkable accomplishment of being able to start building a highly potential network during the first 2 1/2 years of the ITN."

The same Report noted that TNC's staff consisting of 14 employees are highly motivated and appreciative of the challenges and opportunities offered by the Center. Progress Report 1994, however, noted that:

"the NC lacked a definite set of policies, guidelines and procedures. In the previous years, the NC formulated guidelines and procedures as the need arose. However, these were not compiled into one single manual which could have served as a basic reference document on matters concerning the obligations, rights, privileges, benefits and prohibitions of the NC management and staff."

The first draft of this operations manual was discussed in December 1994 and was scheduled to be finalized first quarter of 1995. Such a manual will put in place the administrative systems, rules and procedures developed over the years by the Center staff, with the assistance of the IHE consultant.

The size of the Center personnel has shrunk from 14 to 6, making it more important to finalize the Operations Manual as it becomes necessary to fall back on tested guidelines and procedures that can run on a minimum contingent.

Flexibility on the part of the donor agency (RNE) has been acknowledged as contributory to the Center's ability to quickly respond to the diverse and oft-unexpected operational requirements of running a fledgling network.

Recommendation:

Since in the past, the Center Administration Staff has developed a set of systems and procedures arising from needs, situations and problems in the workplace, it must now set up systems & procedures consistent with what the Network intends to do in the next 3 years.

4.2.3 Internal Monitoring and Evaluation

Findings and Conclusion:

The Annual Workplans and Progress Reports were the major M & E tools used by the project. These outputs set the targets for a given period of time and measured the degree of target accomplishment. The IHE Project Coordinator assisted the Center Staff accomplish both outputs which were then submitted to the NCC for approval.

No tools were however designed to measure Project impact. As early as the 1991 Progress Report, it was already noted that the Center "has no concrete indication of the effects the project has had on the sector."

In June 1992, a consultant (Matrix Consultants of Utrecht) produced a report entitled "Towards Project Impact Assessment (PIA) in the ITN/Philippines Project. This output, however, did not reflect an actual PIA, it merely provided a framework of PIA. The framework was not used to operationalize an Impact assessment system for ITN.

Another attempt was made in 1994. A consultant (Leverage International Inc.) was hired to conduct a PIA. The February 1995 Report submitted by said consultant was more of a factual presentation of data than an analysis of the Network's activities. Midterm Evaluation Report (1992) strongly recommended that the "TNC, NCC and IHE give due attention to the formulation of indicators for set tasks and objectives." (p.27) Subsequent reports do not mention any indicator-setting activity at NCC, TNC or PI levels. Because of this, annual workplan and progress reports in 1993-94 tended to be limited to maintain rather than steering ITN toward new directions.

The internal M & E system of an organization is incomplete if it is without indicators and tools to measure impact of activities and tasks. Lack of consensus of Impact indicators affected direction-setting efforts of the organization.

Recommendation: Immediate work must be done to complete the M & E system by developing an operational PIA model for ITN.

4.2.4 Staff Development

Findings and Conclusions:

The Progress Reports (1990 to 1994) carry a detailed inventory of training programs, here and overseas, attended by the Center staff. Aside from these structured and formal training programs, staff development opportunities also took the following forms:

- o Hands-on Training
- o Participation in Workshops and Conferences
- o Attendance in TNC or PI-sponsored training courses
- o Team-building Sessions
- o TNC/IHE partnering
- o Teamwork

Over the years, the impact of ITN's HRD efforts can be seen in the development of a multidisciplinary core of trainers and documentalists who can work as a team to design and deliver training information programs, projects and activities.

This pool of experts may have left ITN when it shrunk in size but they all have contributed to the production of the outputs now attributed to ITN.

Staff Development activities among Center staff have been converted into institutional outputs (training & information materials, project development processes, team approach), a strengthening of the Center's role as coordinator and leader in Network-building.

Recommendation: Staff Development activities will have to be aligned along priorities set by 1995-1997 Plans.

4.2.5 Participating Institutions (PIs)

Findings and Conclusions:

ITN's Participating Institutions are government, non-government and academic institutions which joined the network. The PIs are all directly involved in delivering support services in the sector.

- o Organizational Performance of the PIs may be measured in terms of members' capabilities to promote the ITN message within their mother agencies. The nature and degree of support each member institution can commit to ITN may also served as a gauge of the PI's stakes in the organization.
- o Several measures were taken in the past to keep the interest and involvement of the PIs at a high level. Project Coordinator (PCs) attended regular monthly meetings and participated in network activities.
Records show that during the period 1990-1992, PC meetings were held twice a year; in 1993 and 1994 the number increased to 6 and 13, respectively. So far, only one PI as been dropped from the roster for non-attendance in ITN activities. In the 1991 Progress Report, mention is made of the move to designate TNC Staff as Liaison Officers to look after the needs of the PIs. One Center staff was to take care of 2 -3 PIs.
- o In 1991, the NCC approved the policy to keep the Network open to all interested organizations. To distinguish the new entrants from the original members, they were referred to as "Affiliate Members (AM's)". The ITN has a total of 17 PIs and 25 AMs.
- o PCs served as committee members or task forces created to work on specific organizational tasks (e.g. Recruitment & Selection of NC Head, By-Laws of the new ITN).
- o Plans to expand Network membership have been shelved, pending a more thorough assessment of PIs' commitment to the Network. A new scope of activities will be drawn up to fit the network's thrust in the next three years. The need to develop some PIs to become regional hubs has likewise been recognized.

Recommendations:

- o Growth of TNC Membership should not be tied up with the Network's capability to provide the "package" that goes with the membership. A new criteria and set of procedures for membership should be adopted & implemented.
- o Involvement of PIs in organizational development of the network should go beyond participation in PC monthly meetings and committee work to include regular exchange of views on sectoral concerns & issues.
- o Incentives and sanctions for PI involvement in network-building should be developed (i.e., Register of Active members; Accreditation of Sector Professionals).

4.2.6 The UNDP/WB Regional Water and Sanitation Group

The RWSG based in the World Bank, Jakarta office has assisted and supported the ITN/Philippines over the years. With the departure of the key staff in the office it is not sure how this support will continue.

4.2.7 IHE and other technical advisors

Up till 1992 the IHE support was mainly on technical advisory aspects in connection with product development and on project planning and progress reporting.

Since 1992 the IHE support decreased substantially and changed gradually to become of a more strategic nature. However, the break in the continuity of the IHE support did not work out very well, and the inputs of the IHE could have been more structural e.g. for project planning and strategy development. Part of the weakness in the project strategy development may however also be attributed to the problems in the project management.

In the course of time since 1992 the external (Philippine) consultancies have increased and included consultancies on the legal status, impact assessment, marketing study, development plan (see Annex 3.H.). This development is logical, justified and supported by the mission. The outcomes of the external assignments has been of varied quality. This indicates that managing the external assignments to get a good product deserves attention in the NC. The position of policy advisor to the Head (Mr. W. Barreiro) is justified. Also from the policy advisor and the other advisors (legal, library) defined (in scope) and measurable (in quality) products should be expected.

4.2.8 RNE and DGIS

The support of the RNE was affected by the departure of the development specialist. Part of the project monitoring function was taken over by DAL/CO.

4.3 Product Oriented Activities

4.3.1 Training and Training Materials

Training of PIs and other sector trainers has been the most important activity of the Centre. Much effort has been devoted to developing capacity within the NC and within the PIs to design and implement training activities and outputs have exceeded original targets set by the Project.

Sixty eight 68 courses were designed. The NC directly trained 822 people, mostly from PIs and the trainees in turn trained 3810. This trend shows a clear multiplier effect and indications that the teachings of the ITN are being replicated. Generally courses designed show a good balance between technical issues, community mobilisation, health and hygiene and other institutional building aspects. Curricula reflect a high professional standard of the trainers. However courses designed have

not always reflected the demand and priorities of PIs and incidence were reported where courses designed were never implemented.

Materials development has been pursued only in the context of revising ITN audio visual modules. Even then, very little has been achieved. The module on Hygiene Education which is the most widely used module and whose revision was initiated by the Centre three years ago has still not been adequately developed for field testing. Many PIs have modified relevant modules to suit their own situation and are utilising the original versions in their training activities.

The Centre has developed extensive monitoring and evaluation tools for assessing the quality of training and the effectiveness of training activities. Workshops organised by TNC always end with a development of detailed action plans which the participants have to implement at his workplace. However no evaluation of the effectiveness and impact of training has been conducted and follow up to training activities has been weak.

The 1995 workplan indicates that future activities in training will completely exclude all non-income generating activities. The mission is of the opinion that core activities like Sector HRD assessments, course design and upgrading, training of PIs, materials development and action research will be required to promote coordinated and balanced development of training in the Sector, as well as help in maintaining the leadership profile of the NC in the network and in promoting the network.

Recommendations

- Training Activities should not be limited to contracted activities as indicted in the 1995 workplan. Core activities like curricula development, materials development and HRD assessment should continue in the context of sector development. The Proposed Organisational structure for 1995, which was designed in the context of the 1995 workplan is not adequate for the Centre to continue with these activities. A training coordinator for these core activities will be required and updating of computerised database of resource persons should be a priority.
- More attention should be devoted to training materials preparation. The completion of the module on hygiene education should be pursued but updating of other modules should no longer be considered a priority activity. Also a dire need was expressed by the NGOs involved in Project implementation for picture-based resource kits and artisan-focused manuals that could be directly applied in the field. The increasing involvement in Sector Projects should provide the network with a unique opportunity to pursue this line of activity.

4.3.2 Network Promotion

The information and dissemination unit is responsible for this aspect of the network's activities. A well trained core staff, an adequate in-house desk-top capacity and a well developed ITN-PI network for information gathering has underpinned the production of quarterly newsletter. With a circulation of 1000, the newsletter has served as the main vehicle for promoting the Centre since 1992. Articles are mostly produced in-house with nominal contributions from PIs and production quality and content has generally been good in the context of Centre promotion. Distribution has mostly been to the PIs and the Associated Members as well as some local and international organisations.

A readers survey was conducted in 1994. Feedback from this survey provided useful information for improving future issues of the newsletter. The Centre plans to expand scope of the features and expand the distribution list. In the absence of a comparable information dissemination tool for sector activities, there is every justification for ITN newsletter to cover national issues and to give the publication a truly sectorial perspective instead of just promoting the Centre as had been recommended to the market survey conducted in 1993. This would provide a strong justification for core funding for the sustained publication of this output.

An institutional video on the ITN has recently been produced. The documentary has been a useful tool in further exposing the Centre and plans are to make it more sharper in terms of portraying the new image of the Centre as a continuing self sustaining institution requiring sector support and financing. The mission endorses this effort.

Other tools for promotion have included a photo exhibition of the Centre's activities and accomplishments and a brochure. The exhibition is complemented by an orientation programme that is aimed at impression upon the audience, a greater awareness and deeper understanding of the ITN. The assumption of duty of a newly-appointed commercial/marketing Manager who will spearhead the development and implementation of a marketing strategy is expected to help ensure the sustainability and development of the Centre's promotional activities.

Recommendations

- The scope of the TNC newsletter and distribution list should be expanded to reflect activities of the sector from a national perspective and the distribution should be expanded to include Local Government Units (LGUs) and other relevant network sector organisations and individuals.
- Promotional materials should be revised to reflect the new image of the Centre as an income generating institution and more aggressive policy of promotion, including use of the mass media should be pursued in promoting the networks activities.
- Alternative options for funding the newsletter outside present core funds should be sought to ensure sustainability after expiry of GON funding.

4.3.3 Information services

A start to a long-term strategy of documentation and dissemination of sector activities was made with the establishment of the ITN library in 1992. The Centre received the support of the IRC Water and Sanitation Centre as part of the technical support package under the Project for the initial design, procurement of printed literature and the training of staff in information management. The library is appropriately located within the premises of the Library of the LWUA. An external information management consultant has been recruited on a retainer basis since 1993 to help evolve an information management strategy for the Centre, to provide support in the computerisation effort and in the systematic development of the library. Key accomplishments have included the following:

- A Union catalogue has become operationalized and nine issues, each consisting of 250 bibliographic entries have so far been released.
- A functional inter-library loaning system among the PIs has been established to encourage PIs to share information on inventory of available literature.
- A training programme involving training of librarians among PIs with weak capacity for information by those with well established libraries was initiated and successful carried out to ensure a minimum level of information management among all the PIs.
- Effort is ongoing in developing a database of experts, institutions and on-going sector activities including research.
- A qualified librarian with adequate experience has been recruited as a core staff to manage and continue upgrading the database.
- Staff have been adequately trained in the utilisation of library facilities and have been involved in training sector personnel in information management.
- The Centre has access to 6000 bibliographic data on water and sanitation from the Asian Development Bank's ENSICNET Project through the use of microfiche reader-printer as well as several volumes of reference materials like the interwater Thesaurus, bibliographic input manuals and ENSIC publications.

No doubt the library constitutes one of the successes of the Centre. It was confirmed that no parallel establishment serving the sector existed in the Philippines and the Centre could grow to become the hub of information in the Sector. Effort has also been put in to decentralise information dissemination by providing each PI with a basic set of sector literature and where a librarian existed, computerised facilities similar to those in the ITN. A policy of ongoing monitoring by the NCs documentation Centre has helped ensure continued updating and use of these PI facilities.

However there would also be the need to pay more attention to the gathering of unpublished grey literature, especially those generated within the Filipino context. It was also not too clear on how much the excellent facilities in place are being utilised and not much effort has gone into measuring the impact and the demand for the facilities. No clear indicators for measuring the effectiveness of the library utilisation are available.

A limited potential for income generation exist for marketing the products (union catalogues and ultimately, the on-line access on diskette) but these will not be enough to ensure continued development and sustainability of the library.

Recommendation

- Documentation and dissemination of literature from the Philippine experience has not been adequately pursued, most probably because the absence of research activities has led to a situation where there is not much information to document or share. Future efforts of the library should focus on expanding the documentation of Filipino experiences.
- There is the need to evaluate and document lessons on the use of ITN materials as a basis for deciding on future scope of activities.

4.3.4 Research

The Centre has developed the capacity for promotion and coordination of applied research:

- staff and PIs have been trained in applied research methods
- PIs provide a network for design, conduct and field testing of research activities
- The Centre has a clear research policy which aims at promoting research that addresses the immediate needs of the sector and has demonstrable value in the way outputs impact the sector.
- A clear framework for screening and selection of research topics for funding by the Centre has been drawn up and operationalised by the research sub-committee within the PCs.
- a general strategy of using PI's for direct implementation of research activities with the ITN playing a coordination and supervisory role has been pursued and has proved sustainable.
- The library has the capacity for cataloguing of research activities and has a database for assessing needed experts for this area
- establishment of a pool of resource persons including people from the academia is in progress

Modest gains have been made in the area of action research. Ten research proposals were received in 1993 from PI of which three were shortlisted. Implementation of these research activities involving two PIs started in 1994 are still on-going. The themes of the research topics range from evaluation of water and sanitation projects to design and field testing of new water storage technologies. The topics are relevant to the networks activities in training and information and dissemination of low-cost technologies. Expected outputs from these efforts will be in the form of marketable literature like packaged case studies and implementation manuals. The technology development has gone hand-in-hand with training of local artisans.

Generally, progress of field activities have been satisfactory, and reporting has been good. However involvement of the academic PIs has been low and fund raising for research had never been on the agenda.

Recommendations

- Research should no longer be perceived as a separate activities but should be seen as fundamental to the training, technical support and information dissemination activities of the Centre. Promotion of sector learning experiences should be seen as major goal in research activities.
- NC should continue in its role as facilitator of research activities and should focus on funding, supervision, quality control and publications. Centre staff should develop capacity for these activities.

4.3.5 Networking

Networking was perceived as an integral activity of the Project and the Project design incorporated a clear strategy for the growth and expansion of the ITN network. Networking has been pursued in accordance with the Project design. In quantitative terms, the target in terms of membership (currently seventeen decided on budgetary allowance) has been met. The Network Centre has playing the role of the implementation arm of the network and providing a focal point for leadership. The NCC has providing policy guidance and has played a key advisory role regarding the governance of the network. The NC has funded and promoted joint planning and implementation of activities among the PIs in the areas of information dissemination, training, materials development, and research to serve as the basis for promoting the network. Workplan targets have mostly been met and feedback from PIs indicate that these activities have helped in promoting the theme of the ITN.

The network has been dynamic and changes in the original concept and membership have been made to strengthen it. In accordance with the recommendations of the mid-term review mission, a one day seminar on management of networks was organised to serve as a booster for the intensification of networking among the PIs. But while interaction and collaboration between the NGO members have improved, linkages between NGOs and academic institutions are yet to develop and there was little history of interaction between the two groups outside the NCC.

There has still not been any detailed evaluation of the network's activities and effectiveness, and no clear indicators have been formulated for measuring the effectiveness and impact of networking despite the recommendations of the mid-term evaluation mission.

The 1995 workplan, the marketing study and the Development plan from 1995-2000 all advocate an expansion of the network PIs to a minimum of 40 PIs with an emphasis on the building of PIs at regional level. Though the concept of regional PIs will strengthen the position of the Centre a national institution, the mission cannot see any strategic importance of doing this at a time when the commitment of several PIs

is being questioned, and when funding for promoting joint activities between network members has dried up with no assurance for future activities. Future scope and structure of the network should aim at being more responsive to sector needs.

An evaluation of the ITN global programme in 1994 has acknowledged the failure of the idea of a global network, but the mission notes with concern the weakening of links with RWSG Office in Indonesia and recommends that steps should be taken to improve the level of collaboration.

Recommendation

Networking should continue to be a major activity. That is where the ITN has its uniqueness and comparative strength. But future strategy of expansion of expanding the PIs to forty PIs is not in consonance with current financial situation of the NC. Expansion should be considered more in the context of building partners for Project implementation as would happen in the case of the UNDP-PHI Project. In this regard it might be worth reconsidering the criteria for membership to allow the inclusion of even individual resource persons who play a role in Centre activities.

4.3.6 Other Activities

Generally provision of technical and advisory support to sector activities, covering such areas as project preparation, sector analysis and evaluation and institutional development has become a major area of activity in future activities of the Centre. Experiences in this new area of activity have included the following:

FW4SP Project: The TNC had its first experience with consultancy contracts with its involvement in the World Bank sponsored, DILG/DPWH/DOH implemented FW4SP. The NC's activities focused on selection of two partner NGOs and training them to provide services in the establishment and training of leaders Community groups in various technical, management and community mobilisation skills. The Project has brought recognition to the TNC as a institution with the relevant experience in training, community organisation, networking and promotion of appropriate technologies and approaches for water and sanitation projects. A detailed report of the Project has been prepared and the mission recommends that the contents should be repacked in a marketable form and the lessons learned dissemination to key sector actors.

UNDP-PHI Project: TNC is currently involved in preparations towards their involvement in another Project (the UNDP-PHI Project) which is also to be implemented by DILG.

In addition to these, Centre staff have actively participated in sector consultations including the updating of the 1988-2000 Water Supply, Sewerage and Sanitation Mater Plan of Philippines: Centre staff contributed to the water supply and sanitation sector.

Recommendations

- NC has to continue developing the capacity for technical/advisory support to the Sector and strong links with sector organisations have to be fostered. The NC has to maintain a profile as an independent group capable of providing support where capacity in organisation is insufficient or where an independent view is required .
- As a support organisation ITN should continue to contribute to debate within the sector and share its experience through participation in meetings, workshops at a means of boosting their image. But wherever inputs involve the offering of professional help, then the beneficiaries have to pay for services provided. This effort will be crucial to help achieve the desired financial sustainability of the Centre.

4.3.7. Annual planning and progress reporting

Although the annual plans present a long list of activities, they are missing clear targets and practical implementation plans. Many of the listed activities are ongoing concerns for the Network. Monitoring of the progress on the basis of clear indicators is therefore complicated.

The progress with the activities in the annual Plan 1995 brings this out, where factually many of the schedules activities have not started yet. In 1995 the ITN project has really been preparing itself for the evaluation.

4.4 Process Oriented Activities

4.4.1 Stages in transformation Process

The Network started as a Dutch-Government sponsored Project hosted in LWUA. The Centre experienced a period of relative stability and growth during which much of the expectations with regard to output was achieved until the mid-term evaluation of July 1992.

The mid-term evaluation recommended for the Centre to consider among other things: (i) the conduct of a market survey (ii) mobilisation of funds as a basis for self-sufficiency in the long term (iii) how to institutionalise the TNC (legal status) as a first step towards sustainability. The effort to meet these terms generated a flurry of activities as chronicled below.

July 1992	-	Mid-term evaluation mission
May 1993	-	Market study of the ITN conducted.
Dec-Apr.94	-	ITN gets involved in FW4SP
Feb 1993	-	Miss Enriquez resigns as NC Head, Ms Arboleda appointed as Acting Head
Aug. 1993	-	The Network is registered as a non-stock private organisation
June 1994	-	Mr B. Baquirin appointed Manager

April 1994	-	Development/Business plan is prepared
May 1994	-	Development plan and business plan is approved by NCC
Nov. 1994	-	new mission of TNC presented to network members
Nov. 1994	-	Mr B. Baquirin resigns as manager resigns. Miss Arboleda re-appointed as temporary NC Head
Nov. 1994	-	1995 workplan prepared based on new mission and reflecting budget provisions prepared
Dec 1994	-	new organisational structure presented to NCC by Head of NC
Jan 1995	-	New organisational structure theoretically became operational
March 95	-	Ms Ines Bagadion is appointed as new Head of NC
Apr/May 95	-	Terminal evaluation of the ITN Project

It is clear that the process of charting a future course and institutionalising the Network has not been a smooth process and the situation has been compounded by the instability of leadership. The recommendation of the market study was for the Centre to register as an NGO attached to a government agency. This recommendation was duly followed. However the proposed NGO status is yet to be operationalised and the realisation is that this model would not provide the right status for the Centre to enter into contracts. The legal advice is now is for the Centre to operate as a non-stock, quasi-public corporation. Discussions are on-going to find answers to various legal issues that will clear the way for the Centre to sign the UNDP-PHI Contract.

4.4.2 Local Stakeholders Views

The local stakeholders, namely the PIs, have expressed a preference for a new ITN that will have the following features:

1. A mandate that will remain faithful to the original mandate that the PIs responded to in 1990; this mandate emanated from a belief of the PIs that sectoral needs are so vast, no one institution can respond adequately to it. It is from this same mandate that the new ITN must derive its reason for being.
2. A membership that will capitalize on the collective strength of the different types of organizations in the sector - government, non-government, academic institution. Leadership must be vested in a policy-making board composed of heads of these organizations, serving in the Board in their official capacity as heads of their respective organizations.
3. An organizational structure that will allow the network to be involved in a broad range of concern simultaneously, on various fronts, at various levels. PIs must be allowed to operate a sub-units of the network, working independently of but in close coordination with the Center staff.

Based on these considerations, the PC prefer to keep the network as it is - a network attached to a government agency, deriving its mandate from the collective will of the members to service the sector. Time and again, the sector has been described as "chaotic", "fragmented", or "confused" by insiders who know the situation quite

well. The PCs believe that ITN can contribute significantly to the sector by proving that working together to deliver services is possible.

This position of the PIs as major stakeholders in ITN affirms that the ITN experience, in spite of the growing pains that marked its first few years of existence, has been perceived to be a positive experience by the PIs. The PIs' clear stand about the actual and potential impact of ITN on the sector as a neutral ground and hence a unifying force is a proof that ITN's five years of existence have not been in vain.

4.4.3 ESAs

The report of the market study and the development plan both give the impression that sector programmes are heavily supported by ESAs in the form of technical assistance, sector policy and management support, investment loans and grants for capital improvement. The biggest investors in the Sector include the Asian Development Bank, the World Bank, JICA, OECF of Japan, the Australian International Development Assistance Bureau (AIDAB), Danish International development Agency and the UNDP.

Despite all the effort towards financial autonomy, before December 1993, the NC had virtually no history of association with any other sector ESA besides the Dutch Government and the UNDP/World Bank Project. The mid-term evaluation report of 1992 and the market survey of 1993 both confirmed that the TNC did not have the right image within the Sector and had therefore not been considered in the planning of sector activities. The linkage with the UNDP/World Bank Programme had been good at the early stages of the Project. We were informed that the World Bank was instrumental in advocating for the involvement of the ITN in the FW4SP in 1993/94. However in the last year linkage with the RWSG had weakened to a minimal level of information exchange with virtually no collaborative activity due perhaps to the exit of the former HRD Expert in the Group. The mission noted however, that the Centre had taken a positive step toward improving this situation with the hiring of a Senior Management advisor, who is a prominent consultant in the Sector, who acts in an advisory role and will provide strategic advisory support to the management of the NC, including linkages with ESAs.

4.5 Overall Programme Assessment

4.5.1 Efficiency

ITN has been efficient to reach its targets in training, in networking and in establishing libraries and documentation centres. In research, 3 topics were investigated.

The assistance provided by IHE is justifiable and met its objectives. Expenditures have been within the budgets. Annual Plans and progress reports were produced in time. But the Annual Plan were lacking specific targets, making impact difficult to measure.

4.5.2 Quality

The mission is of the opinion that the quality of the ITN course design meets accepted standards. Feed back from course participants (post training evaluation questionnaires) indicated that the courses were qualitatively good, useful. More could have been done on course material development and post training follow up.

For research a selection procedure was developed and used to select 3 research topics.

Under info/doc the basic library materials were relevant and of good quality. The newsletter is comprehensive in disseminating network activities, attractive and timely.

4.5.3 Effectiveness

The project outputs (libraries, catalogues, training materials, promotion materials) were found to be used effectively. It is too early to assess the effectiveness of the research activities.

The ITN message was found to be consistent with sector views and policies.

4.5.4 Impact assessment

Working on impact assessment started early 1992 with a consultancy to prepare a framework methodology for impact assessment (MATRIX study). In July 1994 a consultancy to assess the impacts of ITN was started. The mission agrees with the NCC that the consultancy output is unacceptable, as it did not give any insight nor analysis of the project impacts.

The mission itself, through field visits and interviews, found that ITN has had an impact on the views and skills in community based WSS activities of NGO's and Academe. The ITN modules are being used for teaching purposes, the messages of ITN are brought out in seminars of NGOs and lectures in Academes. But, apart from the UP/CPH the ITN sector views have yet to reach curriculum level.

The NC developed initiatives to strengthen inter PI collaboration e.g. through liaison officers, through regular meetings of PCs and through creation of committees. The interactions between the NGOs have apparently improved. But, this seems not so for the interaction/collaboration between the GOs and the Academes.

The project set out to impact upon sector policies and approaches. The Local Government Code of 1991 and the present sector policies support the ITN concept. But, operationalization of these policies needs working on. The GOs are in need of coordination in the sector. The Academes need to be further oriented on the ITN concept. The NGO's, whilst committed to the concept, lack the means for implementation. Unless these three critical gaps are addressed the impact of the concept will remain unachieved.

The ITN organized seminars and discussions with DILG and in particular WB, UNDP and RWSG on the FW4SP project have facilitated the discussion among GO's and ESA's about project design and implementation.

4.5.5 Sustainability

The mid-term evaluation of 1992 advised to adjust the scope for the ITN project to work on establishing ITN. It was recommended to:

- look for a proper institutional legal personality
- orient towards the market

4.5.5.1 Legal personality

The legal status for ITN has not been finalized. The NCC is favouring to keep the present status, which is working within a Government setting plus maintaining the non-operationalized NGO legal personality which was acquired in 1993. The mission considers resolving the legal personality important to clear up ambivalences concerning the ITN status as expressed by the NGO PIs. The mission considers that in order to be able to clear up the perceived ambivalences a clear mission, set of activities, by-laws for the Network, including its organizational aspects and the funding is required. Thus, settling the legal personality is related with clarification on the Networks scope, activities and set up etc.

4.5.5.2 Market orientation

Since 1992 ITN has been discussing the two above and taken action e.g. marketing study (July 1993) and the Development Plan which was meant to be ready by June 1993 and was completed in December 1994, together with a business plan for 1995.

ITN conducted a pilot project under FW4SP, which showed up problems in implementation (need for synchronization between GOs in hardware delivery and NGOs with BWSA organization). Within the pilot project duration only 6 out of the 21 planned barangays were actually served with the facilities. The mission found in Bulakan good care and use of the handpump and the public toilet. The mission also found that external support for spares and O/M is not really required in Bulakan.

ITN is presently discussing funding for a role in implementation under UNDP/PSI with DILG and follow up research/action research for the UNDP/PSI project with RWSG, Jakarta. Both projects are not sure to go to ITN.

The mission found that although the project has carried out a number of activities to establish the Network in the 'market' (marketing study, development plan, business plan, and registration as an NGO etc), the sustainability of the Network is still very insecure; a lack of grasp for ITNs institutionalized role, an underestimation of the efforts required to establish the Network, the imminent end of the external funding (end 1994) and the leadership problems led to the persisting sense of insecurity among the NC staff since 1992. This contributed to a number of key staff leaving the NC and a diminishing interest in ITN among the PIs.

This observation is, with hind sight, born out by:

- * the path to establish the Network as an institution was never charted out in the Annual Plans and reported on in the Progress reports.
- * The Progress report 1993 reports on the staff insecurity but not on institutional establishment.
- * The Annual Work Plans for 1993, 1994 and 1995 continued to use the budgeting format and activities as were used during the first two years of the project. The project did not shift its focus, it was rather 'hanging on'.
- * Development Plan and the Business Plan for 1995 focused solely on marketing. In the opinion of the mission these Plans insufficiently picture the Networks justification, activities, membership, institutional requirements etc.

5. PROPOSED SCOPE

Section 5.1. starts with an introduction on the scope. Section 5.2. presents the scope proposed by the mission. This scope is based on the findings of the mission.

5.1 Introduction

ITN worked out its future scope in the Development Plan 1995-2000, the Business Plan 1995 and the Annual Work Plan 1995. ITN proposes a two pronged focus:

- a. core funding by GON for core activities e.g. networking, info/doc, brokering and advocacy (total up till end of 1997 Dfl 648,000 + Dfl 18,000 for a vehicle)
- b. project funding (from UNDP and RWSG) for implementation and research

Presently GON has agreed to an extension of the project duration up till the end of 1995 to expend the remaining budget of Dfl 295,000. The making available of the additionally required budget (Dfl 371,000) is subject to the outcome of the evaluation.

The funding of the 2 implementation activities is envisaged to come from:

UNDP/PHI for US \$ 300,000. Training and supervision of community BWSA establishment. This activity will be implemented between NC and a selected group of regional NGOs.

RWSG for US \$ 45,000. Research on implementation of UNDP/PSI project to be conducted with Academes.

ITN intends to implement the above activities through PIs with a clearing house function/secretariat function for the NC.

In the opinion of the mission the two implementation activities, despite their limited funding, are vital for the ITN to feed the network and the sector. The mission therefore recommends that the continuation of GON support to ITN is linked to the implementation of these 2 above projects.

The marketing study considered as one of the options for ITN NC to be a clearing house with a minimum staffing. The evaluation mission has considered this recommendation and considers that only a clearing house function of the NC for the PIs is not enough. The NC should also have a set of well defined core functions in the fields of:

- * training development
- * advocacy and sector promotion in the form of stimulating networking, newsletter, newsmagazines, info/doc information etc; some budget should be allocated for the procurement of literature to develop libraries.
- * identification of strategic research for the sector

5.2 Proposed scope

Under the following headings the mission presents its considerations about the future scope for the Network

- * Network mission
- * Network objectives/activities
- * NC activities, staffing and location
- * Network membership
- * NCC role and membership
- * External funding

5.2.1 Network mission

The visit to Baguio and discussions with NGO PIs convinced the evaluation mission that networking between GOs, Academes and NGOs to strengthen the institutional capacities for rural and peri-urban WSS facilities is still important. The actual service levels in remote rural areas are still low and the operational procedures for projects need improving, contrary to claims of an 80 % coverage in WSS facilities in national and regional Master Plans. And, the pilot FW4SP project learnt that synchronization of a community based approach by NGO's with top down GO-provided inputs (hardware) through 2 or more line ministries (DOH and DPWH) is a must, and requires working out appropriate procedures. Based on the FW4SP experience ITN can be used for the UNDP/PHI project.

Another mission of the network is to provide a sector platform for increased investments for capacity development activities at the community level.

Networking should therefore continue to serve institutional/community based strengthening in the sector, particularly for the least served in peri-urban and rural areas.

5.2.2 Network objectives/activities

Particular objectives/activities for the Network are proposed to contribute to the:

- synchronization between GO provision of hardware and NGO BWSA establishment, strengthening and monitoring
- monitoring/research/identification sector issues/geographical areas in need of strengthening/support

- advocacy/information/dissemination among sector stakeholders through a.o. newsletters, publications, catalogues, upkeep sector library, initiation/facilitation of sector seminars, conferences, sector consultations etc.
- setting up a sector register for network members and an accreditation system for qualified sector implementors, sector research institutions, sector professionals.
- assistance with proposal brokering/development and quality control on behalf of ESA's/ GOs and NGOs/Academes.

5.2.3 NC activities, professional staffing and location

The NC activities are proposed to include:

- facilitation and quality controller (as a consultant to a.o. for example DILG, LGU's, ESA's) for implementation activities (field level and research to support policy development and improved procedures) under the Network mission.

But, in FW4SP and the proposed UNDP/PHI the NC was and will be involved in direct implementation. Should NC continue to be involved in implementation as implementor, and does NC have capacity (staff and procedures/criteria) for these roles?

- advisory role and technical support to the PIs and the network on particular sector needs (e.g. training, materials development, research) requiring attention and advocacy, providing cues for policy makers, ESAs, NGOs, Academs.
- dissemination of lessons and experiences (documentation) of implementation activities to Network members.
- secretariat for networking activities to keep the line hot.

The permanent or part time (advisory) professional staffing of the NC is proposed to include:

- sector professionals in sector policies and sector needs analysis;
- sector professional on research and training;
- project proposal packaging/quality assessment with a knowledge of ESA/GO requirements concerning proposals to serve implementing NGOs and academes);
- promotion and publication specialist for newsletters etc.
- documentation and information dissemination specialist

All staff should be conversant with management, contracting and network procedures. A minimal level of support staff will be required to keep the documentation centre up to date, do the administration and logistics.

Concerning the location of ITN in LWUA

The location of ITN was chosen to be in LWUA for a set of practical and mandatory reasons. The mission reconsidered the options for the location of the ITN and came to the conclusion that ITN will also for the foreseeable future be best placed in LWUA because:

- * ITN is now established in LWUA, changing will disturb the activities of ITN NC.
- * LWUA has been a good host to ITN, providing good service and active support.
- * The mandate of LWUA covers the integrated scope of ITN concerning technical, institutional and financial matters

The present location for the NC is satisfactory.

5.2.4 Network membership

Membership should not be viewed in the context of PIs only. Network membership could in principle be open to any interested agency or even individual. Membership should not be exclusive. A minimum membership fee could be asked for. In return the participant receives issues of the newsletter and could be entered into the registrar. The costs for services of the NC should in principle be recovered.

Network members should receive the newsletter, should be entered into the membership registrar and should be allowed to attend training activities/seminars.

A second level of membership is that of accredited members. For accreditation the following requirements could be set:

1. entry process to acquire the qualifications to be able to apply for membership e.g. through training, capacity development etc
2. formalities (application, admission/selection procedure). For the extension of the Network of accredited members the following strategies are advised:
 - regional representation in the network
 - controlled growth

5.2.5 NCC role and membership

The marketing study brought out that collaboration in the sector deserves strengthening. The mission considers that the NCC could be the forum to address this issue. In this regard the mission presents the following recommendations:

- * The NCC membership and role should reflect the actual mission, tasks for the Network and the membership. The NCC is proposed to have officials and institutions from the main sector GOs (LWUA, DILG, DPWH, DOH), Academes and NGOs. But, membership could be extended to include main sector ESA's and prominent private individuals in the sector or supporting the Network mission.
- * The NCC establishes working groups e.g. for sector policy and investment issues. These working groups could draw on prominent sector professionals. If relevant the outputs of the working groups will be endorsed by NCC and presented to decision makers. The costs for the working groups should be born by the sector agencies.
- * The NC will be providing facilitating and secretarial support to the NCC and its working groups. For this function core funding will be required.

5.2.6 ESA support

The Network will provide a platform for advocacy/promotion of sector activities for the deprived areas and for fund raising.

The NC will act as a broker between ESAs and implementors. The NC will have to raise funds for its core activities. The funding of core activities can be obtained through project proposals, e.g. a 2 year support for the newsletter by for example UNICEF, or RWSG/DANIDA support for a seminar etc.

For the financing of these core functions it is foreseen that external grant funding will be essential for the foreseeable future. To acquire this core funding it is important that ITN looks for its natural allies under (external and local?) sector funding agencies. This activity should be given the highest priority. In order to be successful it is important the ITN has the core functions properly described and identified to be presented for funding to funding agencies. ITN also needs to have a good idea about the likely allies for ITN on these core activities. The manager of ITN may well benefit from external advisory services in this field. Needless to say, a good relationship with the ESAs will have to be developed to drum up external support.

5.2.7 Implications

The above recommendations imply that the present set up of the ITN should change considerably. Change points include:

- conceptual framework
development of a conceptual framework for the Network
- legal aspects:
new status (quasi public) and re-draft bye laws
- membership
development if new membership criteria and membership application/admission procedures
- NCC composition
development of new NCC mandates and composition

- NC organization
development of new NC set up, functions, staffing and job descriptions
- Network activity planning and assessments
development of new activity planning procedures, assessment procedures and fund raising mechanisms

The magnitude of the transformation task implies that a plan of action, adequate manpower and sufficient time as well as resources are required to carry out these activities. In the opinion of the mission the above can be completed in a period of 2 years.

Provided that the Network will be involved in the implementation of the UNDP/PSI and RWSG projects, which ensures inputs into the network, the mission recommends that GOP and GON will allow the ITN to present its transformation plan for support.

6. GON SUPPORT

If the UNDP/PHI and RWSG projects will be implemented under the network the mission recommends an appropriate and realistic extension of the GON support to the Network up till the end of 1997. This funding is to allow the Network and its NC to transfer from the present scope and funding arrangement to its future scope and future funding arrangements (cost sharing between members, implementing agencies and ESAs). It is expected that the sought GON support will exceed the earlier requested support.

The NC is preparing a revised project extension proposal to the GON. The mission recommends that this extension proposal by the NC/NCC will present:

- the contractual arrangements for the implementation for the implementation of the UNDP/DILG and RWSG projects, together with an indicative time schedule and workplan for the implementation of the activities;
- the revised workplan 1995
- the outcomes and recommendations on the scope and future of the network, NCC and the NC etc as written up in the debriefing notes of the evaluation mission
- indications for cost sharing proposals e.g. contributions of network members (Philippino and ESA's)
- a budget indication for requested GON funding up till the end of 1997.

In the course of the extension the Network and the NC should secure funding for the gradual expansion of its activities. Annual plans should draw up realistic expansion plans for the Network and the NC.

The mission noted in its debriefing notes the absence of specific technical knowledge about the sector in the present NC. The mission considers that the proposal packaging specialist of the NC and the NC Head who will finalize the UNDP/PHI and the RWSG proposals on the NC side will benefit from technical/field level expertise and recommends that the NC considers involving qualified NGO's (e.g. JVOFI and/or Tulungan for example) for this purpose.

The mission also advises advisory support to the Head of the NC by IHE for the preparation of the project extension proposal, in particular for the charting out of a revision of the Annual Workplan and budget for 1995 and the preparation of monitorable/assessable workplans and budgets for 1996 and 1997.

7. EPILOGUE (LESSONS LEARNED)

7.1 From delivery to 'learning by doing'; from products to process

ITN was perceived in the mid eighties in the WB as a delivery system of promotional training materials and training programmes to introduce the concept of low cost water supply and sanitation technologies plus community based organization to trainee engineers through a branching out supply system of mainly universities and training institutions.

The training materials were developed in the form of a set of modules and films. The WB did distribute these training materials to a good number of GOs, NGOs and Academes all over the world, a.o. to some 17 institutes in the Philippines through a combination of materials delivery and training of trainers.

The ITN Philippines achieved their objectives in the delivery of training materials and training courses about related subjects to the 17 participating institutions. ITN thus reached its short term goals. But did ITN so far achieve commitment from the participating institutions?

The long term goal of ITN was to influence/reform policies and have the ITN concept become policy. The ITN ran initially ahead of, but now parallel to sector policy in many developing countries, including the Philippines. The ITN concept is not any more revolutionary. Governments are moving in the direction of a facilitating role and the stakeholders are to take the lead more and more. Thus, GO policies are in line with the ITN concepts.

But, has ITN brought sector partners together in a 'structured learning' process (title of mid-term evaluation report ITN Philippines) to hammer out implementation procedures and arrangements to implement the policies of integrated water supply and sanitation together with capacity development at LGU level and community level? ITN did organize seminars on relevant topics concerning the implementation of its concept, and has also strived to contribute to 'learning by doing' through getting involved through its partners in implementation (FW4SP). A lot more can and should be done and that is the challenge now. But, it is realized how difficult and costly the implementation of the concept is, and this discourages the actors in particular GOs. Plus the Academes find little bread in spreading the message to their students. Academically it has little to offer. And NGOs depend on external funding for their activities. A lot more could and should be done if the sector is to make advancements on its concepts.

To realize this structured learning process it is required to work out in what way ITN or a Network can contribute. Should it be top down, first product development (e.g. implementation procedures, arrangements, mandates setting for LGUs and community organizational development) and followed by training through a network of institutions as the ITN started out itself. Or could it be a combination of practising and learning by doing (FW4SP, UNDP/PHI, RWSG project) together with structuring the lessons and feeding them into the network. 'Learning by doing' seems to be the answer. This will demand commitment from GOs, NGOs and Academes, commitment

which was not asked for in the ITN project so far. But, it also asks for an enormous effort in terms of creativity and flexibility, which may be alien to bureaucracies as it will be open for use and possibly mis-use as procedures and arrangements will not all be in place.

7.2 "Think Network !"

ITN had a temporary institutional role bringing training courses to sector professionals and training courses to sector professionals and training institutions; but it had another role to play: that of a unifying force in the sector that could make it possible for members to cross agency-drawn boundaries and work for common objectives.

Networking among GOs, NGOs and academic institutions is a new experience in the Philippines. Here, individuals tend to become very loyal and attached to their groups and organizations. Exposure to common activities do not guarantee building a network culture. This was ITN's main weakness. The programmed activities did not consciously result in creating a sense of membership in the Network, one that was different and distinct from the individual personalities/agencies that constituted the network.

PI-planned activities could have complemented Center-planned activities. Initiatives emanating from the members themselves should have been encouraged as these reveal the degree to which the Network has gained an identity of its own, apart and distinct from each of the individual agencies that make up the Network. "The total is larger than the sum of its parts". Most of ITN's activities seemed to have been driven by a desire to stay faithful to the Workplan.

7.3 From a "transplant" to a "homegrown" institution

The ITN, like many other institutions in the local scene, is a "transplant" having been conceptualized and introduced by external agents. As such, it had to go through the syndrome of thriving well under very artificial and controlled conditions (pretty much like a laboratory situation) and of floundering upon being slowly brought out of its "incubator" to fend for itself. The transition of ITN from being a "transplant" to one that has grown roots started as early as 1993. The process was aborted several times because of events that could not be avoided. These "false starts" have made succeeding attempts more difficult.

It will be to the credit of the men and women behind ITN, then and now, if they can truly transform this "transplant" into a institution that has its roots deeply embedded in local realities.

**TERMS OF REFERENCE
EVALUATION OF ITN PHILIPPINES
REFERENCE: PH88019/PH007502**

1. Background

During the eighties the UNDP/WB initiated the International Training Network (ITN) for water supply and sanitation. Under the umbrella of the global network of UNDP/WB Water and Sanitation Program 6 regional and national ITN networks have been established. ITN Philippines is the national network of 17 participatory institutions in the Philippines. The development of the ITN Philippines is financed by the Netherlands Government since January 1990 for the duration of four years. The Netherlands support to ITN was to end in December 1994. Remaining funds in the project allowed for a meantime approved budget-neutral extension until December 1995.

The total Netherlands support to the project amounts to f 2.118.420,- of which f 1.251.800,- for the project activities of the network in the Philippines, f 765.310,- for supporting and advisory services of the International Institute for Hydraulic and Environmental Engineering (IHE) in Delft and f 101.310,- for contingencies.

The present evaluation should focus on the progress of the ITN project to date (what has been done viz a viz the workplans and what has been achieved) as well as on the future, the sustainability of the project achievements and the further development of ITN in the Philippines.

The present evaluation should also take into account the recommendations of the mid-term evaluation which took place in July 1992, in particular the identified need to look beyond the funding and duration of the present project regarding the sustainability and institutional setting of the ITN. Following up on this recommendation ITN had a market study conducted to explore the need for the ITN in the Water and Sanitation sector and to identify sector requirements in the fields of documentation, training and research. The outcomes of this study were used in the formulation of the Development Plan 1995-2000 for the ITN Philippines. Also following up on the mid-term evaluation ITN Philippines was registered as a non-governmental organisation in mid-1993.

2. General objectives

The general objectives of the evaluation are.

1. To review the activities (efficiency) and assess the effectiveness of the accomplishments of the project as measured against the project's objectives, activities and resources, lessons learnt in the course of project implementation should be documented.
2. To review the institutional setting and set up of ITN Philippines, and to make recommendations concerning the institutional setting and set up of the ITN network. The evaluation will analyse the general and sector policies and policy directions, the present and evolving institutional settings and set up and will review the present and future sector requirements for documentation, advisory services and training/capacity development. In this respect the evaluation should also assess the feasibility of sustainability of ITN also beyond the Netherlands support, assess the demand for the

services of ITN and make recommendations for ITN's future.

- 3 Determine if, what kind, how much and for how long ITN Philippines still requires external support to become a self-financing sector serving network activity.
4. Assess what have been the contributions to and the impact of the ITN project activities since the mid-term evaluation in 1992 on.
 - training, information, dissemination and research
 - institutional networking and development
 - investments into the sector

3. Specific objectives

Specific objectives for the mission include under.

3.1. Training, information dissemination and research

- evaluate the relevance of TNC and PIs initiated training courses (course materials and curriculae, attendance, etc) by the PIs among the alumni and also the impact of the courses on the work of the alumni.
- review and assess the production of new training materials under ITN Philippines (e.g. training modules) viz a viz local needs and relevance, and document the lessons.
- assess the quality, relevance and use of the sector information dissemination activities (Newsletter, Union Catalogue, audio-visual documentation, library etc)
- assess the quality, relevance, outcomes and impact of conducted and ongoing research activities carried out by the PIs under the ITN.

3.2. Institutional setting and set up

- assess the setting, establishment, mandate and role of the ITN and in particular the Training Network Centre and the Network Coordination Centre In this regard:
 - review the feasibility of the Development Plan 1995-2000 viz a viz the sector requirements/developments and viz a viz the marketing study for the ITN Philippines,
 - review the feasibility of the PI's contributions to the implementation of the Development Plan;
 - review/assess the appropriateness of the NGO set up, the governmental set up or the combined set up in relation to:
 - ITN's role as a national network
 - the linkages it has at national and international levels
 - the long term objectives as stipulated in the Development Plan
 - the acquirement of contracts
- assess the management, administration, internal ITN monitoring and project monitoring as well as evaluation and human resource development efforts of the ITN project and formulate operational recommendations for improvement when required.

- assess the areas and the magnitude of collaboration and its development between the PIs. What have been the PIs contributions and the PIs benefits from the network and have all possibilities for networking been explored and efficiently used?
- assess the need, demand and actual coherence between the network PIs viz a viz the ITN objectives. Are there any other comparable networks in the sector in Philippines, and if so how does ITN relate to those networks, and with what results, positively and negatively?
- assess the efficiency and the effectiveness of the technical assistance provided by IHE and the relevance of the IHE technical assistance outputs.
- assess the position, relations and contributions of ITN Philippines as a member of the UNDP/WB ITN network regarding strategies and implementation related aspects, taking into account the findings of the 1994 internal UNDP/WB evaluation of the ITN centres.

3.3 Investment projects in the sector

- assess the role and contribution of ITN Philippines in stimulating or participating in investment/development activities and sector performance improvement activities (operation and maintenance) What lessons can be learned from this role and these contributions What has been ITN's specific linkage with the FW4SP project and what has been its outcome?

3.4 Project extension

Recommend on the terms for a feasible, self-financing, sustainable ITN Philippines to be established. Specify the required (if any) additional external assistance and the duration of this assistance in order for this sustainable and self-financing ITN Philippines network to be established. Formulate the activities to be undertaken by this external support and the task descriptions of external technical advice, if required.

4. Composition of mission

The team is composed of:

- Mr. Henk P J. van Schaik, the representative of DGIS and the team leader, who will review the project's institutional setting, the marketing aspects and the overall performance from a technical (water supply, water and waste management) point of view
- Mr Eugene Okai Larbi, representative of the UNDP/WB Water and Sanitation program, who will deal with the human resource development aspects and ITN product assessment
- Ms. Hernando Soledad Aquino, the local consultant recruited by DGIS for the evaluation, who will deal with the networking aspects and with the demand and need side for ITN activities in training, documentation, research.

5. Dates and duration

The evaluation is scheduled to start on April 24, for the duration of 2 weeks.

6. Working Programme

ITN Philippines has prepared (attached as appendix I) a working programme for the

evaluation team in consultation with the Netherlands Embassy in Manila which will be confirmed upon arrival of the evaluation mission.

7. Preparation

The mission will have studied the project related documents before starting the evaluation, especially the project's progress reports and other relevant information.

8. Reporting

The mission will report its findings, conclusions and recommendations to a wrap-up meeting to be organised by the Netherlands Embassy. A draft report will be presented to the Netherlands Embassy before leaving the country. The report is to be finalised and presented to DGIS by the mission team leader not later than three weeks after the evaluation.

Project Evaluation Mission Schedule
24 April - 05 May 1995

Annex 2

DAY	TIME	TOPIC	SUBJECTS	PARTICIPANTS
Mon. (24)	10:00 A.M.	RNE	Firm up TOR/Schedule/Arrangements	Mission, RNE, Ines, Maarten
	11:30 A.M.	(leave for lunch)	Prepare for NCC	Mission, Ines, Maarten
	2:00 P.M.	NCC - Chairman	Role NCC/Membership NCC/Awareness and Application of ITN approach/Effective Networking/Institutional Status ITN (GO/NGO)	Mission, NCC, Ines, Maarten
	3:00 P.M.	NCC - full		
	6:30 P.M.	Dinner hosted by NCC Chairman		Mission, NCC, Ines, Maarten
Tue. (25)	9:30 A.M.	NC: general	Meet staff, Role of NC/ITN, Operations & Organization (Centre & Network), Activities, Resources, Output	Mission, NC staff, Ines, Maarten
	1:30 P.M. (3 Parallel sessions)	NC: Accomplishment Training	Training Materials/Need/Development/Courses by NC and Pls/Trainees/ Seminar Reports/ Impact Study	1 Mission member ,Ines, Lex/Boyet
		Accomplishment Lib/Doc/Advoc.	Databases/Union Catalogue/Librarians Network/ITN Corner/ITN Video/Newsletter/Brochure	1 Mission member, Beth/Leah Vina Cruz
	Accomplishment Mat'l Dev./Research	Modules/Research projects	1 Mission member, Maarten, Chuchi/Egay/Jacky/Carmelo	
Wed. (26)	9:00 A.M. (2 Parallel visits)	PI visit (Local) - Kabalikat - UP/PH	See how PI work with ITN concepts/approaches/ materials, etc.	1 Mission member, Chuchi (KPPFI)/ Leah 2 Mission members, Elma (UP/PH), Nesty
	1:30 P.M. (2 parallel sessions)	NC: Accomplishments Projects Admin./Finance	Marketing activities, Linkages to investment projects, FW4SP, UNDP-PHI Budgetting & Accounting/Inventories/ Recruitment Procedures and other Personnel matters/Policies, Guidelines and Procedures	2 Mission members, Dianne, Ines, Maarten, Willy 1 Mission member, Bong, Nesty, Gloria Velasques (LWUA)

DAY	TIME	TOPIC	SUBJECTS	PARTICIPANTS
Thu. (27)	9:00 A.M.	PIs general	Impact of ITN on PIs, collaboration of PIs, PIs & the Development Plan, contributions of ITN & PIs to the WSS sector	Mission, PI coordinators Ines /Dianne/Maarten
	11:30 A.M. (3 Parallel Sessions)	PIs - Academic inst. - GOs - NGOs	Detailed discussions per group of PIs - same- - same-	1 mission member each/ relevant PIs/Maarten 1 mission member each/ relevant PIs/Ines 1 mission member each/ relevant PIs/Dianne
	9:00 A.M.	Institutional Status of ITN	Appropriate Status of ITN relative to objectives and activities of the network	Ines/Dianne/Maarten/Mission/ Atty. Espinas
Fri. (28)	2:00 P.M.	Future of ITN External Support	Marketing study, Development Plan, Business Plan Thrust 95/97 Nature, Effectiveness, Efficiency of external support by IHE, UNDP/WB and others; linkages to UNDP/WB Strategy and GoN Policies and Strategies	Ines/Dianne/Maarten/Willy/Mission
	6:30 P.M.	Dinner hosted by IHE		Mission/Ines/Dianne/Maarten/Willy
Sat. (29)/Sun. (30)		(Shopping)		(Ines/Bong/Leah)
Mon. (01)		(Public Holiday)	Travel to Baguio	Leah/Bong
Tue. (02)		PI/JVOFI (Baguio)	Potential for regional network development in Northern Luzon	Leah/Bong
Wed. (03)		Report writing		Staff available in Office
Thurs. (04)	10:00 A.M.	NCC	Presentation Mission Report	NCC/Mission/Ines
	2:00 P.M.	RNE	Presentation Mission Report	RNE/Mission/Ines
Fri. (05)	A.M./P.M.		Documents/last interviews/wrap-up/ presentation to NC staff	All NC staff/Mission
	6:00 P.M.	Dinner hosted by NC		Staff/Mission

<i>No. of Meetings Conducted</i> 1990-1994		
Year	PCs	NCC
1990	2	3
1991	2	3
1992	2	4
1993	6	3
1994	13	7

<i>Promotional Materials Development</i> 1990-1994				
Year	Newsletter	Brochure	Video	Poster
1990	1 issue			
1991	2 issues	first print-out		first print-out
1992	2 issues			
1993	1 issue			
1994	3 issues	revised print-out	Completed	

COURSES CONDUCTED BY THE NC

1990-1994

Year	Course Title	Date	No. of Pax
1990	S/W on ITN Project and Materials	4/25-27	14
	S/W on Low-Cost Sanitation: Tech. and Approaches	5/14-18	21
	S/W On Low-Cost Sanitation: Tech. and Approaches	6/18-22	14
	S/W on Course Designing	7/23-27	13
	S/W on Information Work	11/26-30	20
	S/W on Facilitation Skills	12/5-13	19
	Subtotal		
1991	S/W on Designing of Short Courses	2/25-3/01	21
	Decision-Makers Seminar	3/14	27
	S/W on Community Management	3/18-22	35
	S/W on Training Materials and Media Development	5/6-11	30
	S/W on Low-Cost Water Supply I	6/3-7	28
	ITN Project Orientation	8/16	15
	S/W on Wastewater Management in the Phils.	9/9-13	32
	S/W on Low-Cost Sanitation	10/7-11	18
	S/W on Solid Waste Management	11/25-29	30
	The Case Study Method: A Tool for Research and Training	12/9-13	20
Subtotal			256
1992	S/W on Basic Documentaton and Info. Networking	2/17-21	19
	S/W on Low-Cost Water Supply I: Technologies and Approaches	3/20-4/3	31
	S/W on Project Impact Assessment	4/20-24	23
	S/W on Hygiene Education in WS/S Programs	5/18-22	20
	S/W on Technical Writing	3/25-29	20
	S/W on Community Management (Dev't of Value Based Skills in CM)	11/9-13	33
	S/W on IEC Materials	11/16-20	29
	S/W on Short Course Designing	12/7-11	22
Subtotal			197
1993	S/W on the Role of Women in WS/S	2/15-19	32
	S/W on Appropriate Water Supply: Technologies and Approaches	3/08-11	13
	Comparative Study of Phil. WS/S	4/12-20	18
	S/W on Project Impact Assessment	5/10-14	13
	National NGO Consultation	5/24-26	26
	Trainers' Training on Participatory Techniques	6/14-22	30
	S/W on Facilitation Skills	8/9-13	19
	User Education Program	10/4-8	22
	Gender Orientation Workshop	10/27-29	22
	Appropriate Sanitation I: Technologies and Approaches	11/15-19	11
Subtotal			206

Courses Conducted by the NC (Cont)
 1990-1994

Year	Course Title	Date	No. of Pax
1994	S/W on Organization and Management of Networks	1/10-12	26
	S/W on Project Proposal Preparation	1/13-14;24-26	22
	S/W on Value Engineering	1/31-2/4	29
	S/W on Health and Hygiene	4/18-22	20
	S/W on Community Management	6/13-17	16
	S/W on Wells and Handpumps	7/4-9	16
	S/W on Marketing of Information Products and Services	7/18-22	26
	S/W on Project Development and Management	8/29-9/2	26
	S/W on Sustainability of WS/S Projects	11/7-11	13
Subtotal			194
TOTAL			954

Fellowships/Staff Development Training Courses
1990-1994

Year	Course Title	Party
1990	International Course on Low-Cost Water Supply and Sanitation IHE, Delft, The Netherlands	NC Head
	Hands-On Training on Desktop Publishing DPSI, Makati, Manila	NC Computer Operator NC Artist-Illustrator
	Philwater Conference Manila	Dutch Associate Expert NC Community Development Officer
1991	International Course on Low-Cost Water Supply and Sanitation IHE, Delft, The Netherlands	NC Trainers (2)
	Philippine Simulation and Gamung Association Manila	NC Head NC Trainer for Health and Hygiene
	National Congress for Women Manila	NC Trainer for Community Development NC Trainer for Sanitation IHE Socio-Economic Expert
	Training Course on Mini-Micro-CDS/ISIS Quezon City	NC Computer Operator NC Librarian
	ISISPHIL General Assembly Quezon City	NC Documentalist Dutch Associate Expert
	Training on Ferrocement Technologies	LWUA employee (PI)
1992	Training Management IHE, Delft, The Netherlands	NC Deputy Head
	Project Sustainability IRC, Hague, The Netherlands	NC Deputy Head
	Community-Based Management of Small-Scale Water Resources Supply Dev't. Projects Bangkok, Thailand	NC Trainer for Water <i>(sponsored by the Population and Community Development Association)</i>
	Advanced Training for Trainers Bangkok, Thailand	NC Social Researcher <i>(sponsored by the Population and Community Development Association)</i>

Year	Course Title	Party
1992	Training on Micro-CDS-ISIS Quezon City	KPPF Librarian LWUA Librarian
1993	IEC for Health and Hygiene Leeds Metropolitan University, England	NC Trainer for Health and Hygiene
	Operation and Maintenance Group Meeting Geneva, /Switzerland	NC Deputy Head (sponsored by WHO- WASSANCO)
	Expert Consultation on Methods to Involve Women in Rural Water Supply Sanitation and Water Resource Protection Projects Sri Lanka	NC Deputy Head KPPF Deputy Exec. Director (both sponsored by DGIS)
1994	S/W on Country Program for Children IV Imus, Cavite	NC Trainer for Health and Hygiene NC Trainer NC Deputy Head
	Operation and Maintenance of Urban and Rural Water Supply and Sanitation Geneva, Switzerland	NC Head (sponsored by the WHO- WASSANCO)
	Advanced Course for Trainers Bangkok, Thailand	NC Trainer for Health and Hygiene (sponsored by

NC Research and Development Activities
1990-1994

Year	Activity
1990	<p><i>Research</i></p> <p>A Survey Impact of TNC Courses on PIs was conducted to identify specific factors posing as constraints to a more active participation by the PIs in the seminar- workshops initially offered by the NC. Survey results revealed that although certain measures needed to be undertaken to improve the training programs from the viewpoint of both delivery and efficacy, the relative decrease in number of participants in ITN's training courses should be a cause for alarm. The decrease was traced to major transportation strike in Metro Manila, typhoon and floods and the involvement of most of the PIs in the rehabilitation work necessitated by the strong July 16 earthquake.</p> <p>Another survey, <i>Interest and Readiness of Engineering Schools Curricula to Incorporate LCWSS Subjects into the CE and SE Curricula</i>, was conducted to identify which aspects of WS/S are currently being taken up, how such subjects are being taught, ways by which the curricula may be adapted with facility to include LCWSS subjects. The study likewise evaluated existing capabilities and potentials for the desired changes in the academic programs. It was concluded, based on survey results, that the immediate need was to strengthen the capability of the present crop of university faculty to teach LCWSS concepts as part of the syllabi of the existing water supply and sanitation subjects.</p> <p><i>Course Development</i></p> <p>NC designed and developed the following courses:</p> <ul style="list-style-type: none"> Workshop on ITN Project and Materials Low Cost Sanitation: Technologies and Approaches Workshop on Course Designing Overview of Information Work (With Emphasis on Information Processing) Workshop on Case Study Development Workshop on Training Materials and Media Development
1991	<p><i>Course Development</i></p> <p>NC designed and developed the following courses:</p> <ul style="list-style-type: none"> Decision-Makers Seminar S/W on Community Management ITN Project Information S/W on Wastewater Management in the Philippines S/W on Solid Waste Management Case Study Method: A Tool for Research and Training

Year	Activity
1991	<p><i>Course Revision</i></p> <p>The NC revised the course designs of the following:</p> <p>S/W on the Designing of Short Courses Low Cost Water Supply: Technologies and Approaches Low-Cost Sanitation: Technologies and Approaches</p>
1992	<p><i>Research Project</i></p> <p>Tulungan sa Tubigan Foundation, Inc. (TSTF), in collaboration with the NC, initiated a research project on existing community management models in the Philippines.</p> <p><i>Course Development</i></p> <p>The NC designed and developed the following courses:</p> <p>S/W on Health and Hygiene S/W on Project Impact Assessment S/W on Development of IEC Materials for Water and Sanitation S/W on Technical Writing S/W on Basic Documentation and Information Networking</p> <p><i>Course Revision</i></p> <p>The NC revised the following courses:</p> <p>S/W on Low-Cost Water Supply: Technologies and Approaches S/W on Community Management S/W on Course Designing</p>
1993	<p><i>Course Development</i></p> <p>The NC designed and developed the following courses:</p> <p>S/W on the Role of Filipino Women in Water Supply and Sanitation S/W on the Comparative Study of Philippine Water Supply and Sanitation Systems Information Handling (With Emphasis on Printed Materials) Trainers' Training on Participatory Techniques User Education Program National NGO Consultation Workshop Gender Orientation Worksho</p> <p><i>Course Revision</i></p> <p>The NC revised the following courses:</p> <p>S/W on Appropriate Water Supply: Technologies and Approaches S/W on Project Impact Assessment S/W on Facilitation Skills S/W on Appropriate Sanitation I</p>

Year	Activity
1994	<p><i>Research</i></p> <p>Three research projects were funded by the NC. These were:</p> <p>Qualitative Case Study Documentation of Success and Failure Factors of Water Supply and Sanitation Project in the Philippines - <i>Kabalikat ng Pamilyang Pilipino Foundation, Inc.</i></p> <p>Field Test of Thai-originated Cement Water Tank Designs and Local Innovations - <i>Tulongan sa Tubigan Foundation, Inc.</i></p> <p>Design and Field Test of Polyethylene and PVC Sheet and Storage Tanks for Rainwater Systems - <i>Tulongan sa Tubigan Foundation, Inc.</i></p> <p><i>Course Development</i></p> <p>The NC designed and developed the following courses:</p> <p>S/W on Wells and Handpumps S/W on Marketing of Information Products and Services S/W on Project Development and Management S/W on Sustainability of Water Supply and Sanitation Project</p>

Special Activities Implemented by the NC

1990-1994

Year	Activity Title	Brief Description of Activity
1992	First Asian Human Resources Development Meeting July 13-16 Puerto Azul, Cavite	Fifty-one representatives from Bangladesh, China, Pakistan, India, Indonesia, Nepal, Papua New Guinea and Sri Lanka discussed the HRD challenges facing the water and sanitation sector in Asia. The activity was organized by ITN (Philippines) with the UNDP Headquarters and PROWESS providing financial support.
1993	National NGO Consultation Workshop on Water Supply and Sanitation May 24-26 PCED Hostel, Diliman Quezon City	ITN (Philippines), in collaboration with another NGO, Alliance of Appropriate Technology Practitioners (Approtech Asia), organized this three-day workshop participated by 26 participants from 20 NGOs and external support agencies. During the workshop, the importance of networking and building of linkages, sharing and pooling of resources and close coordination among various organizations working in the water supply and sanitation sector was given due attention. The activity was funded by the International Secretariat for Water and the UNDP-RWSG.
	Gender Orientation Workshop August 27-29 Imus, Cavite	Twenty-two participants attended this seminar workshop which addressed gender stereotyping, differences between sex and gender relationships in various structures and other concepts such as ideology, social control, sexism and gender bias. It was organized by ITN (Philippines) and funded by the National Commission on the Role of Filipino Women (NCRFW).
1994	Updating of the 1988-2000 Water Supply, Sewerage and Sanitation Master Plan	As part contribution to the water supply and sanitation sector, the ITN (Philippines) participated in the conduct of the regional consultation workshops facilitated by the Infrastructure Staff of NEDA and sponsored by the UNICEF. This was held for one week from March 21-25, 1994. The workshop aimed for LGUs, NGOs, sector line agencies and other institutions to review their roles in the updating of the national master plan.

Year	Activity Title	Brief Description of Activity
1994	Water Summit Pre-Conference November 22-23 LWUA Auditorium Quezon City	The Water Summit aimed to consolidate and integrate into a draft executive agenda the inputs from a series of regional multi-sectoral workshops on water resources development conducted by the Department of Public Works and Highways and the National Economic Development Authority.
	National Water Summit December 9 Malacanang Palace, Manila	
	RNE Development Cooperation Planning Workshop December 19 Makati, Metro Manila	ITN (Philippines) participated in the Development Cooperation Planning Workshop of the RNE which aimed to explore directions for mutually beneficial Philippine-Dutch development cooperation.
	ITN/NGO Involvement Pilot Project (FW4SP) 1993-1994	FW4SP is a \$53 Million loan of the Philippine Government from the World Bank. ITN (Philippines) was, among other services, the overall project management and assistance in the design of systems and procedures in the formation and development of 21 Barangay Waterworks and Sanitation Associations (BWSAs). The experience displayed a new dimension in the delivery of water supply and sanitation services and demonstrated that a GO-NGO collaboration is feasible.
	UNDP-PHI Project 93/010 -----	This 3-year project is part of UNDP's overall support program for the delivery of basic services. ITN's involvement will be in the organization and capacity-building of BWSAs. Negotiations have been taking place since 1994.

ITN (Philippines)
Library Materials/Equipment Distribution to PIs

PI	Materials/Equipment
UP/PH	Basic collection, training modules, VHS tapes, Mita DC-1205, AF Delux/Reflecta slide projector, circular tray and magazine, 204s Sony, Corkboard
DILG	Basic collection, training modules, cork board(36" x 48"), Sony CFS 204s Cassette Player/Recorder, AF/Delux/Reflecta slide projector, circular tray and magazine
DOH/EHS	Basic collection, VHS tapes, training modules, Mita DC1205, AF Delux/ Reflecta slide projector, circular tray and magazine, 204s Sony cassette player/recorder, corkboard
DPWH	Basic collection, training modules, Sony CFS 204s Cassette Player/ Recorder, Reflecta slides projector, reflecta slides circular tray, Reflecta slides magazine
DENR-EMB	Basic collection, VHS tapes, Sony CFS 204s Cassette Player/Recorder, AF Delux/Reflecta slide projector, circular tray and magazine
JVOFI	Basic collection, Sony CFS 204s Cassette Player/Recorder, AF Delux/ Reflecta slide projector, circular tray and magazine, corkboard
KKMK	Basic collection, training modules, Sony CFS 204s cassette player/ recorder, Reflecta slides projector, VHS tapes
KPPF	Basic collection, training modules, VHS tapes, Mita DC 1205 Photocopier, AF Delux/Reflecta slide projector, corkboard
LWUA	Basic collection, training modules, VHS tapes, personal computer with printer
NU	VHS tapes, training modules, Sony CFS 240s cassette player/recorder, AF Delux/Reflecta slide projector, circular tray and magazine, Admate 286 personal computer, Panasonic KX 1180 printer, corkboard
SLU	Basic collection, training modules, Sony CFS 204s cassette player/ recorder, AFDelux/ Reflecta slides projector, circular tray and magazine, Admate 286 personal computer, Panasonic KX 1180 printer
TIP	Basic collection, training modules, VHS tapes, Sony CFS 204s cassette player/recorder, Admate 286 personal computer, Panasonic KX 1180 printer, MITA photocopier, AF Delux/Reflecta slides projector, circular tray, and magazine, Italia AVR 500 watts, corkboard

materials/equipment distribution

PI	Materials/Equipment
TSTF	Basic collection, training modules, Sony CFS 204s cassette player/recorder, Reflecta slides projector, circular tray and magazine, corkboard
UP/CE	Basic collection, Mita DC1205 Photocopier, Sony CFS 204s cassette player/recorder, Reflecta slides projector, circular tray and magazine, corkboard
UP/SURP	Basic collection, VHS tapes, training modules, Sony CFS 204s cassette player/recorder, AF Delux/Reflecta slides projector, circular tray and magazine, Mita DC1205 Photocopier
USC-WRC	Basic collection, training modules, VHS tapes, Sony CFS 204s cassette player/recorder, AF Delux/ Reflecta slides projector, circular tray and magazines, overhead projector and screen
XU	Basic collection, VHS tapes, training modules, Mita DC 1205 photocopier

*ITN (Philippines) Library
Union Catalog Database Issues
1993-1994*

Year	Number of Issues	Entries Per Issue
1993	4 regular issues	250
1994	3 regular issues 1 issue of Filipiniana collection 1 issue of Subject Authority List	250 250 ---

Schedule of Activities 1995

1. Institutional Development

NCC Meeting

PCs' Meeting

TNC Staff Meeting

Staff Action Plans

Staff Assessment re: Action Plans

2. Expansion of Membership

Assessment of Current PIs

Review and Reformulation of
criteria for selection of new members

Screening of Applicants for Membership

Approval of Membership by the NCC

Orientation of New PIs

3. Networking

Sharing of Progress Reports

Communication/Coordination/
Liaison Activities

4. Promotions

Newsletter

Solicitation/Preparation of Materials

Production and Distribution

J	F	M	A	Remarks
		*		Held March 01
*	*	*	*	Held January 05, February 2, March 2, and April 6
*	*	*	*	Held January 3, February 7, March 7, March 20, April 18
*			*	Submitted and discussed during the January 3 meeting
			*	Done during the March 20 Meeting
*				Not yet done
*	*			Criteria incorporated in the revised Network by-laws
	*	*		Not yet done
		*		Not yet done
			*	No new PIs yet.
		*		PIs yet to submit 1st Quarter Progress Report
*	*	*	*	Continuing activity
*	*	*	*	Not yet done. However, the NC released two issues of Newsfeeds, a two-page bulletin containing updates on NC activities

	J	F	M	A	Remarks
Video					Planned activities for both video and poster have not been acted out because the NC is awaiting the PM for Marketing who is expected to conceptualize the products along ITN's new thrust.
Script Revision	*				
Footage Replacement and Editing		*			
Poster					
Preparation of Text, Design	*				
Final Production and Distribution		*			
Roving Photo Exhibit	*	*	*	*	NC has not identified a major activity during the first quarter where the exhibit may be installed
Press Releases	*	*	*	*	No press release was issued as the NC did not implement a major activity during the period which was worthy of a press coverage
Clipping and Filing of News on WS/S	*	*	*	*	Being done by the Librarian
Utilization of 2-Minutes KKMK spot			*	*	Also depends upon the PM for Marketing
5. PIs National Conference					
6. Library and Documentation					
Updating of Union Catalog Database	*	*	*	*	Continuing activity
Experts Database					System designed; some experts initially identified
Identification of Experts	*				
System Design	*				
Encoding and Editing of Data		*			
Updating of Experts Database			*	*	
Institutions Database					System designed, some institutions initially identified have submitted their organizational profile
Identification of Institutions	*				
System Design		*			
Encoding, Editing of Data		*			
Updating of Institutions Database			*	*	

	J	F	M	A	Remarks
Researches and Projects Database					System designed, gray literatures for inclusion still to be identified
Gathering of Data		*			
Cataloguing, Encoding and Editing		*	*		
Updating of Researches and Projects Database					
Interlibrary System Monitoring	*	*	*	*	NC Librarian conducts monthly visits to PI Libraries
Assessment of New PIs' Libraries					
Training of New PIs' Librarians					
7. Research					
Completion of Supported Researches		*			KPPF already submitted draft of the case-study report; TSTF is monitoring the performance of the constructed water tanks
Promotion of Proposals		*	*	*	These other proposals still have to be repackaged by the PM for Marketing
Research Implementation (on contract basis)					
8. Training					
Project Proposals	*	*	*	*	Not yet done; also one of the tasks of the PM for Marketing
Promotion of Proposals	*	*	*	*	
Training Implementation (on contract basis)				*	Not done although NC conducted S/W on Research Methodologies for which P500.00 was charged per participant
Training Modules (Adaptation)				*	Done
9. Implementation of UNDP-PHI Project	*	*	*	*	ITN's involvement in the implementation still to be finalized
10. Submission of Reports					
a. PIs to TNC					
Quarterly Progress Report			*		NC has not yet received any progress report from the PIs
Midyear Progress Report					

b. NC to NCC, IHE, RNE and DGIS)

Quarterly Progress Report
 Midyear Progress Report
 Workplan 1996

11. Personnel Complement

LWUA

Documentalist
 Finance Officer
 Computer Operator
 Driver/Messenger

DIRECT HIRES

NC Head
 Program Manager, Marketing Unit
 Project Officer, UNDP-PHI Project
 Information Officer
 Librarian

GoN

Associate Expert

IHE Missions

J	F	M	A	Remarks
		*		summary of first quarter activities was instead prepared but yet to be submitted
				The PM for Marketing (now Market Development Officer per March 01, 1995 meeting of NCC) will report on 02 May 1995. The PO for UNDP-PHI Project will be hired upon finalization of ITN's involvement in the Project implementation. The Documentalist position was replaced by Artist-Illustrator. The Associate Expert will still be sent by the IHE. All other positions are in place. IHE sent M. Blokland for the Evaluation period.
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For : Ma. Ines P. Bagadion
Head, Network Center

From : Atty. Arnaldo M. Espinas

Re : Advisory Legal Opinion

I. What is the advisable legal structure for ITN ?

It is best for ITN to exist and operate as a non-stock, quasi-public corporation.

A non-stock corporation is generally regarded as a corporation whereby no profits inure to the benefit of its members. However, the corporation is not precluded from generating income which are realized as an incident to its operations.

A quasi-public corporation, is a corporation which is technically private and performing public service and supplying public wants. By reason of its composition, as well as the purposes for which it is incorporated, the perception that ITN is a quasi-public entyey is well justified.

As a private corporation, ITN will have flexibility and autonomy with respects to its funds, personnel and operations. Unlike a government agency or corporation, it will not be subject to government rules and regulations as enforced by DBM, CSC and COA.

II. As a private corporation, will ITN compete with other parties to get contracts ?

It is a general principle in the procurement of services that the same be done through public bidding. But Executive Order NO. 301 allows the procurement of government contracts through negotiations. Quoted hereunder is the particular section of the said E.O.:

"Section 1.e. - In cases where it is apparent that the requisition of the needed supplies through negotiated purchase is most advantageous to the government to be determined by the Department Head concerned."

Furthermore, a foreign donor agency or entity may so indicate as a condition to the grant the engagement of ITN to render consulting and other specific services. Hence, this will be on direct negotiation with ITN.

III. Avoiding "conflict of interest".

Whenever a contract with a corporate member is under consideration and its official sits in the Board of Directors, it is advisable that said official (Director) inhibits himself, or take no part in the deliberations to avoid a possible charge of conflict of interest.

IV. Funding Sources for ITN.

As a corporate entity and on the perception that ITN is a quasi-public corporation it is qualified to be a recipient of government assistance, as well as from external sources.

Documentation

1. Plan of Operations, LWUA and IHE, 1989
2. BEMO, DGIS, 1990
3. DGIS Beleidsplan voor de periode 1992-1995, Filipijnen
4. Work Plans 1990, 1991, 1992, 1993, 1994, 1995.
5. Progress Reports Jan-June 1991, 1992, 1993, 1994
6. Towards Project Impact Assessment, Matrix, 1992
7. Mid Evaluation report ITN/Philippines, Febr. 1993
8. Marketing study
9. Development Plan for ITN (Philippines) 1995-2000
10. Project Impact Assessment, Leverage Consultants, February 1995
11. International Training Network for Water and Waste
12. Status Report and Recommendations for the Future, August 1994 (UNDP/WB)

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