

APPENDIX IX

MONITORING AND EVALUATION

APPENDIX IX
MONITORING AND EXALUATION

Contents

	<i>Page</i>
CHAPTER 1 INTRODUCTION.....	IX - 1
1.1 Objectives	IX - 1
1.2 Monitoring and Evaluation	IX - 2
1.3 Capacity Building.....	IX - 2
1.4 Direct Benefits of the V/S for Poverty Alleviation	IX - 3
 CHAPTER 2 PROGRESS OF POVERTY REDUCTION STRATEGY PAPER.....	 IX - 4
2.1 Interim PRSP (I-PRSP)	IX - 4
2.2 Donors’ Assessment	IX - 5
2.3 Other Analytical Comments	IX - 6
2.4 The Latest Movement Related to I-PRSP.....	IX - 7
 CHAPTER 3 GENDER STRATEGY	 IX - 8
3.1 Women’s Policy in Ethiopia	IX - 8
3.2 Gender Strategy in Oromia Region	IX - 8
 CHAPTER 4 MONITORING AND EVALUATION.....	 IX - 10
4.1 General	IX - 10
4.2 Project Design Matrix (PDM).....	IX - 11
4.3 Overview of Monitoring and Evaluation	IX - 12
4.4 Results of Monitoring and Evaluation.....	IX - 13
4.4.1 Program 1 on “Training of Analytical Methodology for Water Resources Development”	IX - 13
4.4.2 Program 2 on “ Establishment of Management Information System of the OIDA irrigation schemes”	IX - 14
4.4.3 Program 3 on “Environmental Monitoring - Irrigation Water Use in the Meki Area”	IX - 14
4.4.4 Program 4 on “Guideline for Formation and Operation of Water Users Associations (WUA)”	IX - 15
4.4.5 Program 5 on “ Community Resource Mapping”	IX - 16

4.4.6	Program 6 on “Preparation of Extension Tools and Research Program for the Meki Area”	IX - 16
4.5	Gender Issues	IX - 17
4.6	Preliminary Evaluation based on PDMs.....	IX - 17
4.7	Other Observation	IX - 20
CHAPTER 5	LESSON LEARNT	IX - 21
CHAPTER 6	RECOMMENDATION.....	IX - 22

Attachments

Attachment IX-1	Community Awareness Creation.....	IX - A - 1
Attachment IX-2	Monitoring with Farmers on Program 4.....	IX - A - 5
Attachment IX-3	Results of Questionnaire Survey for Counterparts.....	IX - A - 6
Attachment IX-4	Project Design Matrix (PDM).....	IX - A - 8
Attachment IX-5	Social Perspective of Community-based Irrigation Project.....	IX - A - 14

CHAPTER 1 INTRODUCTION

1.1 Objectives

Appendix IX presents the results of the monitoring and evaluation for the Study on the Meki Irrigation and Rural Development. The monitoring and evaluation provided basic information for elaboration of the proposed Master Plan as a whole.

The Master Plan was drafted up on the basis of the results of the Phase-I study from September to December 2000. The draft Master Plan with its background and procedures for plan formulation were presented in Interim Report, which was submitted at completion of the Phase-I study in March 2001. As well, the proposal of the Verification Study (V/S) was presented in Interim Report. The proposal was discussed between the JICA Study Team and the Counterpart Teams of both OIDA and OADB. The mutual agreement was made on the plan of operation for the V/S to execute the following six (6) programs in the Phase-II study.

Selected Verification Study Programs

No.	Verification Study Program	Agency
1.	Training of analytical methodology for water resources development	OIDA
2.	Establishment of management information system of the OIDA irrigation schemes	OIDA
3.	Environmental monitoring – irrigation water use in the Meki area	OIDA
4.	Preparation of guideline for formation and operation of water users associations (WUA)	OIDA
5.	Community resource mapping	OADB
6.	Preparation of extension tools and research program for the Meki area	OADB

The Study was directed mainly to the execution of monitoring and evaluation of the V/S. The monitoring and evaluation was carried out at the commencement, the mid-term stage (two months after commencement) and the final stage (after six months) with the following objectives.

- 1) Feed-back of valuable findings to the draft Master Plan for its elaboration
- 2) Execution of capacity building to train up counterparts to ensure the project activities after completion of the Study.
- 3) Evaluation of direct and indirect benefits of the V/S especially for contribution to poverty alleviation in the Meki area.

Appendix IX provides the preliminary analytical results to be incorporated into the

final evaluation the V/S in line with the above-mentioned three (3) viewpoints. The overall results are presented in Chapter 8 of Main Report on Verification Study.

1.2 Monitoring and Evaluation

The monitoring and evaluation was carried out throughout the study period. During the Phase-I study, the in-depth study was made on objectives and goals of the Project from the viewpoints of national policies and strategy on poverty reduction, gender and environmental conservation issues. In this regard, the reports, literatures and other information concerned were collected and reviewed. The direct interviews were also made the stakeholders including the government agencies, donors, NGOs and rural communities in the Meki area. In addition, the Rapid Rural Appraisal (RRA) was carried out in order to confirm the above-mentioned study results and collect the baseline data by employing ample knowledge of the local consultants within the framework of the Study.

The Phase-II of the Study aimed mainly at monitoring of the V/S for six (6) months from June to November 2001. The monitoring was intensively made twice in the said period, i.e. the interim appraisal in August 2001 and the final appraisal in November 2001.

1.3 Capacity Building

(1) Learn by Doing

The counterparts and participants of the V/S amounted to 96 persons, who were selected from OIDA and OADB. They participated in the activities under the V/S during six (6) months period from June to November 2001. The details of the training provided are mentioned in Appendix X.

(2) Project Cycle Management (PCM)

The JICA Study Team paid the special attention to the staff training, which will be essential for plan formulation as well as monitoring for implementation stage of the master plan after the Study. The Study Team provided the staff training of the Project Cycle Management (PCM) in terms of concepts and methodologies.

(2) Awareness Creation among Rural Community

Apart from the government staff, the rural communities were also involved in Participatory Rural Appraisal (PRA) and other related meetings. The total numbers amounted to 63 households of Shubi Gamo PA and some 100 households of three (3) PAs, namely Tuchi Sumeyan, Korke Adi and Sori Dolesa.

The village meeting was conducted for the purpose of community awareness creation in conjunction with the V/S. With and aid of a series of colored pictures showing village life and its environmental changes. The attendants had been gradually aware

the facts that their life is dependent highly upon limited natural resources and fragile environment. By knowing the relation of cause and effect, finally, peasants showed positive attitude development activities. It should be noted that significant number of female attended and stated their opinions to the meeting without hesitations.

1.4 Direct Benefits of the V/S for Poverty Alleviation

The V/S generated the benefits among the rural communities directly and indirectly. Three water users associations (WUA) were established in Shubi-Gamo PA of the Meki area under Program 4. Through this program, Participatory Rural Appraisal (PRA) verified needs and preference of the rural communities toward irrigation development. They actually participated in plan formulation and construction of the community-based irrigation schemes by introducing small pumps. During the study period, the WUAs embarked on the irrigation farming. Although the Study cannot monitor the schemes till their built-up stage and assess actual irrigation benefits by the end of the study period, the crop budget analysis was made on the basis of the expenditures at the initial operation and the price conditions of crops in recent years. The study results are presented in Appendix III on Agriculture and Appendix X on Verification Study.

CHAPTER 2 PROGRESS OF POVERTY REDUCTION STRATEGY PAPER

2.1 Interim PRSP (I-PRSP)

During the study period from September 2000 to November 2001, the Poverty Reduction Strategy Paper (PRSP) has been under preparation. The PRSP is the new initiative and recognized to be one of the most important statements governing the basic strategy for agricultural sector development. The Study has directed every effort to monitor the progress of PRSP and to analyze it.

“Interim Poverty Reduction Strategy Paper 200/01-2002/03 (I-PRSP)” was presented in November 2000, when the Phase-I study was completed. The I-PRSP aims to present a broad picture of the poverty reduction strategy that Ethiopia has pursued in recent years and intends to elaborate in its preparation of a full fledged PRSP in the coming months.

Coupled with the adjustment policies that have been taken, in cooperation with the Bretton Wood Institutions, since 1991 with the establishment of the transitional government under EPRDF, Ethiopia has been following a long term strategy of Agricultural-Development-Led Industrialization (ADLI) adopted in the mid-1990s. As ADLI envisages a growth process that is inherently poverty reducing, it is possible to assess the nexus between policies on one side and programs on the other side. The link between these two was indicated generally in this interim document, by looking at the performance of the economy in the 1990s, and explored further in the final PRSP. The I-PRSP consists of four (4) building blocks

(1) Agricultural-Development-Led Industrialization (ADLI)

ADLI is not simply about agricultural development, though this is meant to constitute the first stage of the economic development of the country. It is also about industrialization as the final goal of the country. Agriculture and industry are brought into a single framework of development, wherein the development of agriculture is viewed as an important vehicle for industrialization by providing a market base and not simply as a source of raw material and capital accumulation. There is thus a move away from the classical process of growth viewed historically.

(2) Judiciary and Civil Service Reform

Ethiopia has undertaken most of the economic policy reforms necessary for the establishment of a market economy and attainment of macro-economic stability. The policy measures that remain in this regard are relatively few and minor. Far greater in importance are second generation reforms. Judiciary and civil service reform falls outside the economic domain as it relates to the political transformation being undertaken under the process of democratization initiated in the 1990s. Fortunately, it meets a key purpose of second generation reforms for achieving economic development in the country. The same is true of decentralization and empowerment,

discussed below, which is the third building block of strategy for poverty reduction. In a way, these coincidences underline the significance of conducting economic and political transformations simultaneously.

(3) Decentralization and Empowerment

Decentralization is an outcome of the adoption of a federal system of government in Ethiopia. With the devolution of power to the regional governments, implementation of economic policies and development programs have, to a large measure, been shifted from the center to the regions. The application of fiscal federalism ensures a single system of taxation, allows some revenue collection by the regions and some revenue sharing with the federal government while putting the majority of the revenue under the central authority, provides budgetary subvention to the regions, and grants the regions full autonomy in budgetary expenditures. Consequently, considerable space has been created for effective decentralization and empowerment, which in turn creates room for tackling poverty directly at the grass root level.

(4) Capacity Building

A strategy for capacity building and program framework has been prepared by the government in December 1998. It is hoped that external assistance will be obtained and that it will be mostly implemented within the medium-term. The strategy and program framework of capacity building that has been formulated is designed to feed into ADLI, judiciary and civil reform, and decentralization and empowerment. Thus it fits properly the country's poverty reduction strategy being conceived of.

2.2 Donors' Assessment

In January 2001, staffs of the IMF and IDA presented the paper of "Interim Poverty Reduction Strategy Paper Joint Staff Assessment". According from this paper, the I-PRSP went through a few rounds of redrafting to incorporate comments as a result of consultations with various government agencies. They included the IDA, the IMF, the European Commission (EC), the African Development Bank (AfDB), and the broad group of United Nation (UN) agencies and represented in Addis Ababa. In this context, a written communication received by the Government, the IMF and the IDA from the EC suggests that in the full PRSP;

- i. The link between the ADLI strategy and poverty reduction be more explicitly developed;
- ii. The Government makes a specific effort on the issue of tracking poverty related expenditure;
- iii. The Government give more specificity to objectives of the sectoral development programs, their timetables, financial resources, and implementation plans; and

- iv. The indicators on malnutrition, vulnerability of the poor in general, and civil service/judicial reforms and capacity building be presented.

In addition, a written communication from the Development Assistance Group (DAG)*¹ further adds that the full PRSP should (i) examine whether overall vulnerability has worsened; (ii) indicate how to accelerate the implementation of the 1996 Food Security Policy and (iii) address in detail issues of private sector development.

This report summarized weakness and risks of the Poverty Reduction Strategy. The main weakness is that I-PRSP does not mention how it proposes to monitor the implementation of the poverty reduction strategy, how it will relate to ongoing monitoring systems, which institutions will be involved, whether there will be any participation by civil society, or how the results will be made available to the public. A monitoring strategy that sets out these elements will be necessary for the full PRSP. The major risks are also mentioned as follows.

Given the prevalence of poverty among the population engaged in agriculture (especially manifested in food insecurity), as well as the unrealized potential of the sector, the staff agrees with the government's emphasis on agricultural growth. However, there is a risk that the potential of agriculture will not be realized, unless further reforms (i) improve the functioning of agricultural input markets; (ii) overcome implementation constraints encountered in developing irrigation and improving rural infrastructure; and last but not least (iii) streamline the land lease policy and improve legislation of agricultural land (including rights to use land as collateral).

I -PRSP only briefly describes issues related to food security. Given the persistence of the structural food insecurity (affecting 2-3 million people every year), which is frequently exacerbated by severe drought conditions, the staff recommends that a comprehensive food security strategy be developed in the full PRSP.

2.3 Other Analytical Comments

According to the Addis Tribune (local newspaper)², IMF approved I-PRSP on March 22, 2001 and Ethiopia will receive \$110 million over three years. It also described analysis and made comments of I-PRSP. At first, ALDI has been focusing on the small-hold farmers through the diffusion of fertilizer and improved seeds. While, fertilizer can be dangerous both to farmers who often cannot read the instructions on how to properly use them and to consumers, as pointed out in a recent BBC report.

¹ *DAG members include: Austria, Belgium, Canada, Finland, France, Germany, Ireland, Italy, Japan, Netherlands, Norway, Spain, Sweden, Switzerland, United Kingdom (DFID), USAID, UNDP, ADB, IFC, IDA, IMF, ILO, EU, FAO, UNICEF and UNHCR.

² Source : allafrika.com

It is essential that these safety issues be addressed since development should not entail unnecessary health and other costs that have the potential to hinder development. Secondly, I-PRSP is lacking in environmental considerations and it is hoped this oversight will be addressed in the final draft.

From the political view point, one of the opposition party, Ethiopian Democratic Party (EDP) mentioned that I-PRSP would not be logical to make the society participate without reconciliation of the ruling party with all opposition parties.

2.4 The Latest Movement Related to I-PRSP

In mid-November 2001, IDA and IMF have agreed that Ethiopia has taken the steps necessary to qualify under the Heavily Indebted Poor Countries (HIPC) Initiative and Ethiopia is becoming the 24th country to qualify for debt relief under the Initiative's enhanced framework.³

HIPC debt relief from all of Ethiopia's credit will amount to approximately US\$1.3 billion in net present value (NPV) terms or 47 percent of Ethiopia's total official external debt after traditional debt relief (corresponding to \$1.9 billion in debt service relief over time). As a result, the NPV of debt to exports ratio will be cut from 350 percent to 150 percent (at decision point), and even further over the next decade.

The resources made available by relief provided under the HIPC Initiative will be allocated to key anti-poverty programs, which outlined in Ethiopia's I-PRSP. Poverty-targeted expenditures are projected to increase steadily, from 10.9 percent of GDP in 2000/01 to 14.7% in 2001/02 and 15.5% in 2002/03.

³ Source: World Bank / Press Release November 12, 2001

CHAPTER 3 GENDER STRATEGY

3.1 Women's Policy in Ethiopia

The national policy on women⁴ was announced in 1993 and the new constitution was promulgated in 1995. The objectives of Ethiopia's women policy are as follows.

- 1) Education : To make education for women a planned and sustained process, with a new value system emphasizing equality, mutual respect, and dignity for both sexes.
- 2) Health : To enhance health education for women and to improve women's access to health care.
- 3) Employment : To enhance women's employable skills and increase their rate of labor forces participation through various steps and incentives both in the formal and informal sector.

Article 25 of the constitution guarantees all persons equality before the law. It prohibits, inter alia, any discrimination on grounds of gender. In addition, Article 35 reiterates the principle of gender equality of access to economic opportunities, including the right to equality in employment, promotion, pay, and transfer of pension entitlements.

3.2 Gender Strategy in Oromia Region

The women's affairs department in Oromia has prepared a five-year development plan for women (1996-2000), which has been approved by the executive committee.

The long-term objective of the plan is to enable women to access development benefits, namely resources such as land and health and education services. The short-term objectives are concrete policy actions: providing credit to poor women, increasing training opportunities, deepening research on the socioeconomic status of women, collecting baseline data for further policy interventions, addressing harmful cultural practices, and using the media to trigger attitudinal changes, especially in rural areas.

To implement the National Women Affairs Policy, foundation Oromia Regional Government Women Affairs sector tried to carry out some programs and presented "1999/2000 Performance Report" on regular meeting of Prime Minister Office, Regional and Sectorial Offices Women Affairs in August 2000. These programs were mainly human resource development, such as education, advocacy and training, capacity building (saving and credit), some skills training. And this report remarked some problems; for instance negative attitudes towards gender issue by other office

⁴ Implementing the Ethiopian National policy for Women by The World Bank

became obstacle for coordinated work such as including gender issue in programs, plans and project formulation.

From the lessons learnt in previous year, Oromia Women Affairs presented “Action Plan 2000/2001”. The main activities are as follows.

- 1) Capacity building : To realize the constitutional right of women and capacity building for promoting women’s participation in all aspects.
- 2) Education and Advocacy : To enhance the understanding of different societies on gender and development.
- 3) Solving women’s Economic Problems : To avail credit facilities for women in order to solve their economic problems.
- 4) Consciousness, law promotion and developing family law.
- 5) Participating in development activities.

CHAPTER 4 MONITORING AND EVALUATION

4.1 General

The study applied the logical frame, i.e. PCM, to the monitoring and evaluation of the V/S. According to the PCM textbook namely Monitoring and Evaluation Based on the PCM Method/ FASID⁵ 2000, the terminology of “monitoring” and “evaluation” are defined as follows.

Monitoring:

An ongoing process designed to check the progress of a project against its plan and modify the plan if necessary.

Evaluation:

A process designed to ascertain the outcomes of a completed or ongoing project in terms of five criteria, namely efficiency, effectiveness, impact, relevance and sustainability, and provide recommendations on the future course of the project, as well as drawing lessons for the projects.

The FASID summarized that the purposes of monitoring and evaluations are to improve;

1) Quality of the current project

Improvement of the quality of an ongoing project through proper operation and management

2) Quality of other projects

Utilization of the experience gained in a project to improve the quality of new projects or other on going projects by drawing lessons from it.

3) Transparency

Clarification of the outcome of fund injection to fund providers and supporters

Public funds - Taxpayers

Private funds - Members of funding organizations and contributors

The V/S has six (6) programs, for which Project Design Matrix (PDM) was prepared at the planning stage, revised at mid-term evaluation period and finalized as PDM (E) at completion of the V/S.

⁵ Foundation for Advanced Studies on International Development: The Foundation for Advanced Studies on International Development (FASID) was set up in March 1990. Its primary functions are to conduct education and training of a new generation of Japanese development professionals, and research on international development. FASID was established as a non-profit organization with the legal status accorded jointly by the Ministry of Foreign Affairs, and the Ministry of Education, Science and Culture.

4.2 Project Design Matrix (PDM)

According to FASID, the project design is a process of elaboration the major project components and plans based on the approaches selected step. The frame of PDM is as presented bellow.

Project name:

Duration:

Project area:

Target group:

Date

<i>Narrative Summary</i>	<i>Objectively Verifiable Indicators</i>	<i>Means of Verification</i>	<i>Important Assumptions</i>
<i>Overall Goal</i>			
<i>Project Purpose</i>			
<i>Outputs</i>			
<i>Activities</i>	<i>Inputs</i>		
			<i>Preconditions</i>

In principle, PDM is designed from results and process of PCM, and it should be started from Stakeholders Analysis. However, due to time constraint, the JICA Study Team prepared and utilized PDMs only for the sake of monitoring of the V/S.

The monitoring and evaluation were carried out according to the PCM method, in which the projects are assessed on the basis of five (5) criteria, namely efficiency, effectiveness, impact, relevance, and sustainability. Their basic ideas are summarized below.

- 1) *Efficiency* : *To what extent have “inputs” been converted to “outputs”?*
- 2) *Effectiveness* : *Whether the “project purpose” has been achieved, and how much contribution did “outputs” make?*
- 3) *Impact* : *What positive and negative effects, either direct or indirect, has the implementation of the project had?*
- 4) *Relevance* : *Are the “project purpose” and “overall goal” still meaningful as objectives at the time of evaluation?*
- 5) *Sustainability* : *To what extent will the recipient country’s organizations be able to retain the positive effects of the project after the withdrawal of cooperation?*

To collect more information relating to the social, political and environmental aspects,

and to monitor and evaluate more comprehensively, the JICA Study Team distributed questionnaires to who participated the verification study directly and indirectly, also carried out the participatory workshops.

4.3 Overview of Monitoring and Evaluation

The Project Evaluation Expert was assigned twice, August and November 2001, during the Study. The interim appraisal in August was made on the basis of the performance of first two (2) months after commencement of the V/S. The direct interviews and questionnaire survey were carried out to all the stakeholders, who included the JICA Study Team, the OIDA and OADB counterpart teams, DAs, peasants and so on.

(1) Activities for Interim Appraisal in August 2001

- 1) Participated the meetings on Programs 4, 5 and 6
- 2) Carried out illustration workshop at the target area of Program 4.
- 3) Interviewed the JICA Study Team and distributed questionnaires to eight (8) counterparts, then analyzed those results.
- 4) Carried out the PDM training for the OIDA engineers on Program 4.
- 5) Presented the result of “Community Awareness Creation” at the Interim Appraisal Workshop in Addis Ababa. The details are presented in Attachment IX-1.
- 6) Revised PDMs at the planning stage accordance with the progress of verification programs and discussion with the JICA Study Team.

(2) Overview of Interim Appraisal

All the information obtained were analyzed, compiled and presented in the Interim Appraisal Workshop on 17th and 22nd August 2001. The overview of the Workshop is summarized as follows.

- 1) Regarding to the OIDA program (1 to 4), Interim Appraisal Workshop was carried out in Addis Ababa. Totally, 34 staff took place from Head office and 4 branch offices (only one female staff took place even on maternity leave) in the Workshop.
- 2) Each counterpart presented the progress of each program, it was very good opportunity to disseminate and exchange information among the OIDA staff.
- 3) After the presentation, the utilization of database, irrigation scheme and the procedure of programs (especially Program 4) from that time which came up for the discussion. The heated discussion showed us that participants were very interested in the verification study programs.

(3) Final Appraisal in November 2001

The comments arising from the Interim Appraisal were taken into consideration so as to improve and rectify the work procedure of the following V/S activities from September to November 2001. At the final stage, the monitoring and evaluation was intensively made in November 2001. The results of monitoring and evaluation of the V/S were presented in the Progress Report (2). The activities of the Expert are summarized below.

- 1) Participated the meetings on Programs 4 and 6.
- 2) Carried out illustration monitoring meeting at the target area of Program 4 as presented in Attachment IX-2.
- 3) Interviewed the JICA Study Team and distributed questionnaires to 23 counterparts and other staff in OIDA and OADB then analyzed those results. The results of the questionnaire survey are presented in Attachment IX-2.
- 4) Elaborated PDMs, which were prepared during the interim appraisal, to PDM(E)s through the discussion with JICA Study Team. The PDM(E)s are presented in Attachment IX-3.

4.4 Results of Monitoring and Evaluation

4.4.1 Program 1 on “Training of Analytical Methodology for Water Resources Development”

(1) Interim Appraisal in August 2001

- 1) The Program has completed in July 2001. The participants pointed out that the Program enabled them to use computer-aid analysis for water resources development studies, i.e. data management and checking, correlation and regression analysis, probability analysis, flood analysis, etc. The Program was very effective for their future works although the training period was too short.
- 2) The appraisal identified further intensive training required for both rainfall and runoff analyses, which are essential for the OIDA engineers.
- 3) Regard to sustainability, it is expected that the participants of the Program will be able to transfer these technologies to train of branch office staff in the future.

(2) Final Appraisal in November 2001

- 1) The Program was appreciated from the participants of OIDA. However, the sustainability is doubted from the result of questionnaire to the counterpart and interview to the General Manager of OIDA. The OIDA faces financial difficulties to allocate a budget necessary for further training even though the OIDA management understands its urgency.
- 2) The OIDA engineers continued the day-to-day operation with three (3) computer

facilities even after the Program. The number of the computers was not sufficient to meet their requirement. Moreover, dissemination of the knowledge and technology for the branch level has not been expected so far.

4.4.2 Program 2 on “ Establishment of Management Information System of the OIDA irrigation schemes”

(1) Interim Appraisal in August 2001

- 1) The questionnaire survey clarified that the Program Coordinator gained data management ability through data collection and formation of database.
- 2) The V/S has been implemented as scheduled. Computers and other equipment were utilized very well.
- 3) Further consideration is required for appropriate method of exchange of data and information between the OIDA head office and the branch offices. The branch offices are located in remote areas from Addis Ababa and their telecommunication conditions are not always in good conditions. Taking into consideration availability of computer facilities in the branch offices, data handling suitable for OIDA was carefully discussed by the JICA Study Team.
- 4) It was confirmed to collect more data and information about social aspects including present situation of WUAs in the existing schemes.

(2) Final Appraisal in November 2001

- 1) Program 2 achieved about half of outputs on the PDM. Instead of computer database, piles of data files were arranged in the OIDA head office with rich of information. Those are helpful for the branch office staff even without computer.
- 2) The Program Coordinator pointed out necessity of staff arrangement and inputs, e.g. vehicles, from the OIDA side as to maintain the database.
- 3) The Program Coordinator left the Study for the overseas training with short notice. It resulted in unavoidable interruption of Program 2.

4.4.3 Program 3 on “Environmental Monitoring - Irrigation Water Use in the Meki Area”

(1) Interim Appraisal in August 2001

- 1) OIDA is officially responsible for watershed management in relation with irrigation development. However, the organizational set-up for this particularly important task is not clear.
- 2) Assignment of the Program Coordinator was delayed resulted in late commencement of the V/S.
- 3) It was proposed to embark seven (7) activities for environmental monitoring.

The Program initiated three (3) activities, namely (i) river discharge measurements of Meki and Bulbula rivers, (ii) monitoring for irrigation water use by Meki-Ziway Project and (iii) inventory of small pumps for irrigation, have been carried out.

(2) Final Appraisal in November 2001

- 1) Despite of the shortage of OIDA wareda staff, the Program carried out inventory of small irrigation pumps and operation record keeping of the Meki-Ziway scheme.
- 2) The Program Coordinator left for the overseas training during the course of the Study. The new counterpart remarked against the questionnaire “the organization can interfere implementing the driven policies regarding environmental protection.”

4.4.4 Program 4 on “Guideline for Formation and Operation of Water Users Associations (WUA)”

(1) Interim Appraisal in August 2001

- 1) The Program was the most attracted to OIDA at that time.
- 2) The formulation of WUAs was in process at two communities, namely Shubi and Sombo Genet of Shubi Gamo PA.
- 3) The OIDA staff appreciated PRA method for establishment of WUA.
- 4) It was important to clarify the detailed construction plan to the rural communities at earlier stage.
- 5) Wide range of impacts were considered by execution of irrigation project. They include changes in land use, environment and inhabitants surrounding area.

(2) Final Appraisal in November 2001

- 1) As of November 9, 2001, one small pump has been installed and started irrigation in Shubi Water Users Associations’ site. Other two sites (Sombo Genet and Sombo Aleltu) have been under the construction.
- 2) During the interim appraisal, many negative impacts to social, environmental, structural aspects were assessed. Actually, on the progress there have been lots of complaints came out, for instance complains from the pump owner and outsiders, land exchange and so on. The JICA Study Team and the OIDA counterparts directed their efforts to accommodate these constraints among the community through PRA.
- 3) The most of the counterparts mentioned that they could learn participatory approach through PRA and so on, then they know those methods were very helpful to moderate their activities.

- 4) The village meeting was held to confirm the farmers' attitude to the irrigation development after the construction (Attachment 9-4). The irrigation water supply is not yet started. Frequent monitoring is required to identify unforeseeable constraints.

4.4.5 Program 5 on “Community Resource Mapping”

(1) Interim Appraisal in August 2001

- 1) At the commencement of the Program, the purposes of “Community Resource Map” were not deeply discussed among the JICA Study Team. Accordingly, the JICA Study Team could not properly directed to the OADB counterparts and DAs. Discussion with OADB is required to unify the program purpose at the interim appraisal workshop.
- 2) The CRM was expected to be applicable for several development activities in agricultural extension, cooperative activities, community activities, etc. The Program was initiated to apply CRM to the agricultural extension

(2) Final Appraisal in November 2001

- 1) The CRMs were prepared for all the PAs of Dugra Bora Wareda by deploying 27 DAs. The quality on CRMs was significantly influenced by the abilities of DAs. It was clarified that DAs could indicate rural access and agricultural information. They revised the DA maps by applying CRM and proposed to apply the CRM for EPP. In contrast, DAs could not verify other social information.
- 2) Due to the above-mentioned reason, the applicability of CRM was not fully examined through the V/S. Involvement of other agencies was indispensable for comprehensive study to examine full applicability of CRM. Other agencies included local administration, cooperative agents, health agents, etc.
- 3) For the capacity building, this program helped extension workers to know actual conditions of their assignment areas.

4.4.6 Program 6 on “Preparation of Extension Tools and Research Program for the Meki Area”

(1) Interim Appraisal in August 2001

- 1) The most serious issue was insufficient communication with OADB staff. If the working space for the JICA Study Team would be allocated in the OADB office, this condition could have been improved.
- 2) There were few females who had attended school in target area. In Sori Delsa community, 17 women attended the meeting and all of them did not have experience to attend school, en passant 10 out of 35 male farmers had attended school. In addition to this, female's educated period was shorter than male's. It

was found in Program 4 target area, too. Above those reasons, it was implied that low effectiveness by descriptive extension materials.

- 3) It became clear that the difference between male and female what they had interest in agricultural technology and crops in Sori Delsa. The female group had most interest in information of “Proper plant density” and “Onion” while the male group mentioned “Harvest” and “Broad bean”. It was expected that extension materials would be prepared by applying that information.

(2) Final Appraisal in November 2001

- 1) As of November 9, 2001, this program has not completed yet. Although the most outputs have been achieved, we must monitor the impact and effectiveness from the end- users.
- 2) The counterparts requested us to establish demonstration site or training site for the extension activities.

4.5 Gender Issues

- 1) According to the results from questionnaires, most of the participants know the word of “ gender” and also understood its meaning. However, only one out of eight counterparts seemed to have taken part the training on gender perspective.
- 2) In the rural area, women were not excluded more like unrecognized from men. For instance, when they had meeting, only male farmers were invited and took place. However, the DAs didn’t doubt this situation at all. When we dared to ask to invite female farmers, who were taking place the meeting. Moreover, we found that when we encourage female farmers to speak out, they could do it in front of male farmers.
- 3) From these findings, the JICA Study Team should not assert that female were not able to attend the meeting from the initial stage, the Team should encourage women to take place them as much as possible. In addition to this, the meeting was expected to facilitate after confirmation of male and female education level.
- 4) The JICA Study Team should not accept the actual condition that all counterparts were male, the team should encourage them to take place the “Gender” and “PRA” training supported by International Organizations and NGOs. Then it was expected that engineers would have capacity for gender and social perspective.

4.6 Preliminary Evaluation based on PDMs

First of all, we could not make accurate PDMs in Attachment 10-2 according to the theory for each V/S program, though as the trial, this section describe brief evaluation using PDMs and the five criteria, namely efficiency, effectiveness, impact, relevance

and sustainability.

(1) Program 1 on “Training of Analytical Methodology for Water Resource Development”

- 1) Efficiency : The total number 118 man-days participated this program including intensive training, and during office hours OIDA staff are using computers, which were provided from JICA. Therefore, the efficiency is high.
- 2) Effectiveness : The project purpose has achieved.
- 3) Impact : There is no special impact.
- 4) Relevance : This program very meets to “Five-Years Irrigation Development Plan in Oromia Region (2000- 2004)”
- 5) Sustainability : There is still question to sustain training program by OIDA only due to the budget allocation. It is required special efforts to train Wareda staff, too.

(2) Program 2 on “Establishment of Management Information System of the OIDA irrigation schemes”

- 1) Efficiency : To collect the data, the traveling cost was very high, but most of outputs have been achieved.
- 2) Effectiveness : The indicators of project purpose have been accomplished, though actually data files were arranged instead of database due to shortage of computer system.
- 3) Impact : It is expected that Warada office will also prepare the data files and monitor irrigation schemes by themselves.
- 4) Relevance : This program also very meets to “Five-Years Irrigation Development Plan in Oromia Region (2000- 2004)”
- 5) Sustainability : To collect the data from the every OIDA irrigation schemes, the cost estimation is very high, so it is very difficult to sustain by OIDA Head office without strong support from Wareda office.

(3) Program 3 on “Environmental Monitoring- Irrigation Water Use in the Meki Area”

- 1) Efficiency : Outputs have not achieved due to institutional constrains of OIDA.
- 2) Effectiveness : Project purpose has narrowed down from the planning stage, though the effectiveness is not satisfied due to the same reason of efficiency.
- 3) Impact : If OIDA will newly establish Environment Department and assign staff personnel, the impact can be very wide range from

Administration level to the field.

- 4) Relevance : Regarding to the environment, the relevance is very high from the global point of view and this program Environmental Action Plan (1997).
 - 5) Sustainability : As same as impact, enlightenment of OIDA administration staff is first step and establishment of department and budget allocation can be the precondition of this program.
- (4) Program 4 on “Guideline for Formulation and Operation of Water Users Associations (WUA)”
- 1) Efficiency : The efficiency was high because cost of construction and water pump was very reasonable due to the local procurement.
 - 2) Effectiveness : Most part of the project purpose has achieved except the opening bank accounts of WUA.
 - 3) Impact : There were many positive and negative impacts from OIDA to project sites as mentioned in Section 4.2. OIDA staff especially in Warada office made big efforts to solve negative impact among the project site peasants. In the future also, environmental and social (i.e. WUA and neighboring community), therefore systematical supporting system is required in OIDA Head Office.
 - 4) Relevance : This program also very meets to “Five-Years Irrigation Development Plan in Oromia Region (2000- 2004)” and I-PRSP.
 - 5) Sustainability : The key of sustainability is financial formation of WUA for operation and maintenance.
- (5) Program on “Community Resource Mapping”
- 1) Efficiency : Total number 1,435 man-days participated to this program, though the utilization of main outputs of the community resource maps has not been cleared.
 - 2) Effectiveness : The project purpose has been narrowed from one at the planning stage, then almost half of the purpose was accomplished.
 - 3) Impact : If the effectiveness of CMC were proved, there would be positive impact not only sector of agriculture, also health and education sectors.
 - 4) Relevance : There is a little relation with EPP.
 - 5) Sustainability : It is depending on the interest of OADB.

(6) Program 6 on “Preparation of Extension Tools and Research Program for the Meki Area”

- 1) Efficiency : Sufficient outputs have been achieved.
- 2) Effectiveness : The most project purpose has been accomplished, the next task is evaluation from the end users.
- 3) Impact : There was very positive impact that request came from Tigray region to make their language version of extension materials, after the press release of this program.
- 4) Relevance : This program very meets to REAC strategy and I-PRSP.
- 5) Sustainability : To sustain this program, collaboration with zonal level of REAC (RCB-REAC) is essential.

4.7 Other Observation

- 1) Programs 1 to 4 have been implemented and cooperated with OIDA. Since the JICA Study Team was allocated their office space in the OIDA head office, the frequent communication between the JICA Study Team and the OIDA staff was ensured resulting in smooth implementation of Programs 1 to 4. In contrast, the work progress of Programs 5 and 6 under OADB was affected by delay of allocation of the office space for the JICA Study Team in the OADB.
- 2) The equipment supplied by JICA including vehicles, computer facilities, photocopy machines, etc. are fully utilized as expected.
- 3) Participation of OIDA and OADB staff in the V/S activities was appropriate according to the plan of operation. The JICA’s budgetary arrangement for travel allowance secured the participation.
- 4) Only two (2) vehicles were available for the Study, in which six (6) programs were performed in parallel. Shortage of vehicles often affected the performance and progress of the V/S.
- 5) The matter of regret was assignments of counterparts, especially Program Coordinators of OIDA. Three (3) Program Coordinators out of four (4) have left during the final stage of V/S due to the overseas training programs. Two of them, i.e. Programs 2 and 3, will not come back to Ethiopia even after the completion of whole study. Due to the above reasons, two programs were carried out and accomplished only by the JICA Study Team. This means that JICA and OIDA could not sufficiently share the experience and results from the V/S and also this must be fatal to sustain those programs.

CHAPTER 5 LESSON LEARNT

(1) Staff Selection for Capacity Building

The performance of capacity building is highly susceptible to and influenced by the availability of the counterparts during the study period. The OIDA and OADB counterparts were not always available for the Study due to their various responsibilities attached to the cadres. As one of the risk factors, the positions of counterparts are subject to change by organization and staff structure. In addition, they have opportunities to participate in other duties including overseas training. In fact, three (3) Program Coordinators for the V/S left Ethiopia for overseas training during the study period. As a result, the work program of the V/S was interrupted until appointment of their successors.

The JICA Study Team recognized that the target groups of the capacity building program should be carefully selected. It is also important to confirm their availability during the study period. Alternatively, it would seem more appropriate for the JICA studies to place more emphases on institutional building program instead of individual staff training.

(2) Applicability of Project Design Matrix (PDM)

The log frame analysis ensured comprehensive and systematic monitoring of the V/S. The PDM is not a sole tool for this purpose. Although further attempts are required, the PDM enabled the JICA Study Team to follow up the project monitoring and evaluation during absence of the Project Evaluation Expert of the Team.

(3) More Attention to Gender Issues

Except for subordinate staff, female staff is limited in OIDA. At the field level, Branch and Wareda officers realized the importance of female participation in community-based development programs especially for irrigation farming. Special attention should be paid to encourage more females in the V/S and the following activities.

CHAPTER 6 RECOMMENDATION

6.1 Verification Study

(1) The number of Programs

Six-month was very limited to carry out all six programs, concerning the limitation of time, budget, human resources (counterparts). Some programs have not completed by Completion Appraisal Period. From the point of the view of the efficiency and effectiveness, the programs should have prioritized and narrowed down at the planning stage.

(2) The number of counterparts

To reduce the burden of counterparts and constrains of progress, more than two persons should be appointed for each program.

(3) Program selection

In the Phase-I study, the JICA Study Team carried out introduction of the PCM training program in OIDA. At that time, only Stakeholders Analysis and Problem Analysis were practiced. However, it was only two steps, it involved environmental problem (i.e., soda factory) and social problems around Meki area. The V/S programs should have based on that analysis's carefully. To select the optimum program, the process is also very important for feedback and integration of the each program.

6.2 Master Plan

(1) Overall remarks

To implement the master plan, there are some common remarks in all programs.

- 1) The master plan very meets to I-PRSP, but it is required to refer the assessments paper by donors', especially the majority of the risk (see Section 2.2).
- 2) Regard to the capacity building, we have learnt that institutional building is more practical than personnel capacity building in this country.
- 3) About extension program, speaking, reading and writing language ability of the target group must be surveyed carefully. Moreover, before distribution of the materials, intelligibility test is essential for both men and women.
- 4) To enhance gender perspective, collaborate with Oromia Women Affairs is required, and refer their Action Plan like presented "Action Plan 2000/2001". It is very helpful for capacity building of social workers in OIDA and OADB. For instance, the Action Plan noted " 3:1:5:5 In cooperation with the Agricultural Bureau of Oromia evaluating existing Home Economics situation and facilitating the way it will be successful".

(2) Irrigation Development Program

Land consolidation of irrigated area was implemented smoothly in the V/S sites because the ownership of the land is not so strong and the productivity of the land is not so difference. Yet, it will not be happened other sites easily due to the historical background of land tenure system and land productivity. Therefore the selection of project sites is one of the key factors for the success of the project.

(3) Capacity Building Program for OIDA and Wareda Staff

It is clear that the desk study of irrigation has a risk what we learnt in the V/S. It is recommended that OIDA staffs in head office visit project sites and talk with farmers, then they will get practical and appropriate technology.

(4) Environmental Conservation Program

The concept of this program is very important and closely relating to irrigation project. Yet, even I-PRSP was analyzed that not mention environmental aspect, the consciousness of environment is not keen in this government. Therefore, the first step of this program should establish environmental department in OIDA and assign staff personnel. They should start to disseminate information relating to the Environmental Action Plan and so on. Collaboration with Environmental Protection Authority (EPA) is essential to enlighten the OIDA staff.

(5) Rain-fed Agricultural Improvement Program

1) This program can be the supporting program for I-PRSP of ADLI. On the other hand, Sector Development Program (SDP) for agriculture remarked Extension Package Program (EPP) is key instrument to achieve the broad based equitable growth. According to the analysis of I-PRSP on the newspaper, it is essential to extent properly use of fertilizer, then this program should involve these safety issues for the farmers, consumers and environment. To implement this program linkage and coordination with Research Center Based Extension Advisory Council (RCB-REAC) is required in the early stage.

2) SDP for agriculture also mentioned food security strategy was adopted 1996. It offers a broad framework to guide developmental interventions in drought-prone food deficit areas. In addition to this, improve nutritional status is also involved in this strategy. To make relevance to SDP, the Master Plan of “2.Rain-fed Agricultural Improvement Program” and “6-3 Drinking Water and Nutritional Improvement Program” in “Community Development and Cooperative Promotion Program” can be combined in some parts.

APPENDIX IX
MONITORING AND EVALUATION

Attachments

Community Awareness Creation

1 Objectives

The meetings were organized at villages where the JICA Study Team undertook Program 4 on the WUA establishment. Attendants were peasants who were applying to be member of the new WUAs in both Shubi and Sombo Genet schemes.

The ultimate purpose of this meeting is advocacy for quality of life among peasants who are target people of Program 4. Most of them are illiterate, especially female. Their channels of communication seem limited and they seldom have opportunity to reflect their bottom-up opinions to improvement of village life under current condition of daily activities. In order to facilitate to the awareness creation among the community, the JICA Study Team prepared a series of colored pictures (illustrations), which show several scenes of daily village life and activities. According to the past experiences of the JICA Study Team, it was highly expected that these pictures would enable farmers to think and talk about their village life. In view of prominent gender imbalance in the Meki area, the JICA Study Team made attempts to provide equal opportunities to women and men in presentation of their opinions. Focus group discussion was also applied.

It was also expected that this meeting would contribute to the capacity building the OIDA counterpart personnel acting a facilitator for the meeting. Most of the OIDA engineers rarely have chances to observe and criticize their development projects from the sociological, social and cultural point of view. Therefore, the meeting was envisaged to provided chances to the OIDA engineers in organizing and leading the farmer's meeting. The opinions of the engineers attended in the meeting were to be important information to elaborate the capacity building programs of the OIDA staff, which were proposed within the framework of the draft Master Plan.

2 Tools and Techniques Applied

(1) Pictures (Illustrations)

The colored pictures were used in the present CAC. As seen in the following photos, they are simple without any caption.

The pictures show common village life with a sequence to the certain extent and, therefore, imply some scenarios. The contrast is obvious between pictures.

- 1) The first picture shows clean river with peaceful and healthy village life, for instance people are managing irrigated water and cultivating many kinds of crops.
- 2) The second picture shows the deteriorated scenes with dirty river implying as a

result from disorganized water use for washing and watering livestock in the river, also there is a water related conflict between peasants due to the poor harvest.

- 3) The third picture shows a woman applying a document to a group looking like a village committee.
- 4) The fourth picture shows a woman collecting money from villagers, and another woman keeping a record, near the river a small water pump is installed.
- 5) The fifth one shows villagers are working together for maintenance of a pump and cleaning a pump-house.

With aid of all these pictures, changing the order of pictures can imagine several scenarios.

(2) Techniques and Rules

The techniques applied to the meeting are simple and the following rules were explained prior to the meeting.

- 1) Peasants carefully observe a series of pictures relating to the irrigation project.
- 2) They think by yourself what is happening in your community.
- 3) And discuss among male and female group separately to make a story.
- 4) Each group changes the order of pictures.
- 5) They present their stories

The facilitators tried to moderate the meeting according to these manners.

- 1) Not explain and speak too much
- 2) Have gender perspective (listen from female and male equally)
- 3) Speak slowly and use easy words.
- 4) Be friendly

(3) Attendants

The attendants are summarized below.

Description	Shubi	Sombo Genet	Total
Date	August 9,2001	August 10,2001	-
Total Attendants	18	55	73
Male	12	33	45
Female	6	22	28

Quite considerable number of females participated in the meeting. Those peasants were target people of new WUAs under Program 4 and signed the agreement to join the

community-based irrigation development initiated by the V/S. All of them were highly interested in these meetings. The focal points at both meetings are summarized below.

3. Results and Conclusion

(1) Shubi

First of all, people stated to speak out what they saw on the picture one by one, and both male and female groups made similar stories on the basis of the pictures. It started from bad conditions to improved community. They mentioned that the pictures resembled their community life in environmental conditions.

The female group explained the importance to be organized not only to irrigate the farm land but also to maintain water quality for drinking. In addition, they explained cultivation of different vegetables by means pump irrigation. Finally women group discussion conducted and explained the importance of irrigation to change their life.

In the general discussion of male group, they explained why they set that priority order for those pictures. In this regard, they selected firstly selected the picture which shows the deteriorated environment as their current situation, and secondly they explained the need for their organization by referring to the picture showing something like committee meeting. The third picture was showing pump irrigation according to their intention. The fourth picture that shows maintenance of pump and they mentioned importance of pump operation and maintenance. They said the last picture shows the improved village life by irrigation water.

(2) Sombo Genet

In general, women who participated in this discussion understood the message from the pictures. They explained the cultivation of vegetables, pump irrigation. The female group put the picture of water pump first in order, and they said installment of the pump was the fundamental condition for improvement of their life. They pointed out the picture which showed their current situation that how people are drinking river water. Finally, they discussed over need to be organized and importance of irrigation development. Also, they explained the existing grain mill problem.

Contrast with the female group, the male group discussion could not reach the consensus to make order the pictures, finally it was decided by majority. The story was almost as same as meeting in Shubi, in addition to this; the Sombo male group pointed out the importance of education using the picture that shows like committee. In general discussion, they described and justified why they set this priority for the

pictures presented as teaching material.

(3) Conclusion

At the end of the meetings, facilitators wrap-upped the whole day activities and gave them homework that they would discuss with their family what they found from the meeting. During those activities, participants both male and female were very serious and active. In Sombo, it was notable that many children observed their parents' activities and school -boys supported meeting voluntary. Involvement of next generation is the key for sustainability of the project and the result implied good sign for the future situation in this community.

The facilitators recorded these activities and made a comment as follows. Generally both teams which conducted these discussions observed less experience of women of self-explanation.

Through these activities, not only farmers but also OIDA counterparts awoke rural life, their problems and future condition relating to the small pump irrigation project.

4 Recommendation for applying CAC for master plan

(1) How to prepare the meeting

- 1) To invite many farmers especially women, advanced information is very important for the attendance of the meeting. Also inform them, the meeting is very interesting like a game and they can come with children.
- 2) Time schedule is depending on the season, then select the convenient time and place for farmers.
- 3) If the meeting schedule is around noon -time, it is recommended that distribute some snacks for the light lunch.

(2) How to apply for programs

- 1) First of all, the experience of facilitator on CAC means of capacity building training for OIDA and OADB staff, not only social workers but also engineers.
- 2) Basically CAC is helpful for needs survey and finding problems of peasants, and this kind of meeting can be evolved to visioning workshop.
- 3) To implement the visioning workshop, leverage should be discussed among the group of peasants after CAC.
- 4) When peasants especially female accustom to speak in front of the people, they can be invited as the representative for PCM workshop.

Monitoring with Farmers on Program 4

1. Purpose and method

To know farmers' feeling under Program 4, small participatory monitoring meeting was implemented in Shubi on November 13. This project site completed construction work of pump house and irrigation canal and installed a small pump last week. Before monitoring session, Farmers and OIDA staff with JICA expert discussed current issues relating to operation and maintenance. After the farmers meeting, we had small monitoring time with using illustrates which shows five different faces. The question was "What is your feeling on this program?"

- 1) First picture shows very big smile face means very happy feeling.
- 2) Second picture shows smile face means happy.
- 3) Third picture is woodenly expressionless means no change.
- 4) Forth picture shows angry face means some problems
- 5) Fifth picture shows crying face means very sad.

After the explanation of each picture, farmers separated female group and male group, then they started voting one piece of paper to envelopment under the each picture without writing anything.

2. Results

	Very happy	Happy	No change	Angry	Very sad	Total
Female	2	0	0	0	0	2
Male	13	3	0	0	0	16
Total	15	3	0	0	0	18

From the result all of them voted to happy and very happy feeling. Maybe this number implied the very high expectation of farmers because the construction work completed last week. It is necessary to monitor their attitude in order to maintain their motivation and also to solve constraints in early stage.

If someone has angry or very sad feeling, OIDA sociologist should try to contact that person in- formally and listen to his/her opinion. Then the sociologist arranges this agenda to the next farmers meeting.

Project Design Matrix for Program No.1

Project name(Name of the recipient country):
Project area:

Training of Analytical Methodology
for Water Resource Management

Target Group: OIDA Engineers

Narrative Summary	Objectively Verifiable Indicators	Means of Indicators	Important Assumptions
Overall Goal Capability of OIDA engineers are improved on Methodology for Water Resource Management			
Project Purpose The training program of Water Resource Management is revised which is Training Program for OIDA engineers in Master Plan [5-1]	By November 2001, the training program of Water Resource Management is revised which is Training Program for OIDA engineers in Master Plan [5-1]	Final Report	OIDA engineers are not transferred
Outputs			
1 The capability and knowledge of OIDA water resource management engineers' are clarified	1 The gap is clarified between water engineers job description in OIDA and actual condition	Questionnaires before training program(twice)	Participants are dispatched from head office and 4branch offices
2 The necessity of unification and technical improvement of Analytical Methodology for Water Resource Management is recognized	2 The conditions are clarified that office automation apparatus, manuals, facilities in OIDA Head and Branch Offices	Observation during the truing program	Trainees can take part the whole training program
3 Capability of participants of the workshop is improved on water resource analysis	3 The knowledge and experience of computer are clarified	The record of participants' comments during the training program	
4 From the current situation, the achievable target for capacity building is established	4 The report is submitted that includes the needs and constraints of water engineers in OIDA	Final examination	
5 The number of computer and other equipment is clear which is installed for the Water Resource Management of Analysis	5 In the Exercise, correct answer is more than 70%	Report	
Activities	Inputs		
1 General Workshop 2 Microsoft Excel for data analysis 3 Intensive Training on Water Resource 1) Data collection(Meteorology, Water resources) 2) Data arrangement 3) Data process and verification 4) Frequency/Probability Analysis 5) Crop water Requirement 6) Water resource assessment	Japan Manpower JICA Study Team (Irrigation/Engineer, Hydrologist)	Ethiopia Manpower Program coordinator Interpreter for Oromifa	Preconditions There is no acquirement among trainees
7) Water balance calculation	Equipment & Facilities Computer, Printer, Computer software, Manuals, Transportation fee, Venue for workshop	Equipment & Facilities Training room for intensive training	

Project Design Matrix for Program No.2

Project name(Name of the recipient country):
Project area:

Establishment of Management Information System of the OIDA Irrigation Schemes

Target Group: OIDA Engineers

Narrative Summary	Objectively Verifiable Indicators	Means of Indicators	Important Assumptions
Overall Goal Operation of OIDA is managed properly on the schedule, and achieved the output of the project			
Project Purpose The monitoring method is established based on the database	1 By November 2001, the database of OIDA projects are formulated 2 90% of data is collected from 98 schemes in Oromia region	Database(inventory?) Data File	There is not structural change and personnel changes in OIDA
Outputs 1 Database of OIDA schemes is prepared and management structure is established 2 The problems of existent facility and irrigation are clarified. 3 The problems of WUA are clarified 4 The importance of unification of basic data management is recognized 5 Technology transfer is taken place to the database manager	1 Database is applied for the OIDA projects 2 The schedule of monitoring and evaluation is included in the annual plan of OIDA 3 The inventory is formulated on the existent OIDA irrigation facilities	Questionnaires and interview to both male and female OIDA staff Project plan and the record of renewed database Project report, the list of inventory of facilities Mid-term evaluation workshop	There is no structural change and personnel changes in OIDA
Activities 1 Enlightenment and progress report through workshop 2 Data collection of extent schemes 3 Information arrangement 4 Concept analysis 5 Format analysis 6 Data input, analysis, and evaluation 7 Plan of monitoring with JICA study	Inputs		
	Japan Manpower JICA Study Team (Irrigation/Engineer, Organization/ Operation)	Ethiopia Manpower OIDA staff Head Office, Branch offices)	Preconditions The extent benefecialies do not oppose the project
	Equipment & Facilities Computer, Printer, Scanner, Stationary, Shelves, Camera, Training room,	Equipment & Facilities Vehicles	

Project Design Matrix for Program No.3

Project name(Name of the recipient country):
Project area:

Environmental Monitoring- Irrigation Water Use in Meki Area

Target Group:OIDA Engineers

Narrative Summary	Objectively Verifiable Indicators	Means of Indicators	Important Assumptions
Overall Goal The environmental monitoring system is established in OIDA to clarify irrigation water use diagnosis			
Project Purpose The environmental monitoring system is established in OIDA to clarify irrigation water use diagnosis, which is modified Meki river area	1 Operational condition of small pumps Meek-Ziway area 2 Daily water consumption of Meki-Ziway project	The detail study on small pumps The operation records of Meki Ziway project	
Outputs 1 The monitoring system is established on the small pump irrigation in Meki area 2 The monitoring system is established on water consumption of Meki-Ziway project 3 Keep the operation record of water level of Meki and Blubla rivers by auto recorders which were newly installed by JICA 4 The capacity of OIDA and Wareda staff are improved on data collection and analysis 5 The actual condition of reforestation project around Meki river is clarified	1 The data is collected which clarify the actual condition 2 By February 2002, monitoring files arranged 3 The environmental monitoring system is established in OIDA	The record of detail study on small scale irrigation The operation record of Meki-Ziway project The record of automatic water level recorders and water flow The record of activities and distribution on nursery centers Organization chart of OIDA, staff appointment and job description of environmental monitoring	The consciousness on environmental conservation maintain in OIDA staff The number of Warada staff is not decreased There is no big change of job description in Wareda OIDA office
Activities 1 Detail study of small pump irrigation around Meki river and Ziway lake, and observation of pilot area 2 Data collection of operation record on Meki-Ziway irrigation project 3 Arrangement of water level record of Meki and Blubla rivers 4 Data input, analysis and evaluation 5 The study of reforestation project around Meki river	Inputs Japan Ethiopia Manpower Manpower JICA Study Team Operator of recorder (Irrigation/Engineer, Hydrologist) Equipment & Facilities Equipment & Facilities Computer, Printer, Vehicle, Bicycle for OIDA Wareda Office, Transportation cost, Per diem		Preconditions

Project Design Matrix for Program No.4

Project name(Name of the recipient country):

Guideline for Formation and Operation of Water Users Association(WUA)

Target Group: OIDA Social workers
WUA members in Shubi, Sombo Genet, Sombo Aleltu

Project area:

Narrative Summary	Objectively Verifiable Indicators	Means of Indicators	Important Assumptions
<p>Overall Goal Strengthened the operation of WUA by small pump irrigation which is organized by farmers in Meki area</p>			<p>There is no big structural change of OIDA</p> <p>The laws relating water, land is not established nor revised</p>
<p>Project Purpose Establish the supporting system for organizing and operating WUA by small pump irrigation in Meki area</p>	<p>1 By November 2001, all the participants can understand the concept of guidelines</p>	<p>Questionnaires to the participants</p>	
<p>Outputs</p> <p>1 Gender and participatory development perspective are created in public servants and farmers</p> <p>2 The process of agreement for handing over small pump is established</p> <p>3 The process of financial formulation by farmers is established</p> <p>4 The process of participation for construction work is established</p> <p>5 Project monitoring and evaluation method is established in OIDA</p> <p>6 The guidelines for establishment of WUAs is revised</p>	<p>1 All participants of verification program understand the process of PRA and awareness creation</p> <p>2 Reach to the agreement with farmers according to the process on the guidelines</p> <p>3 The farmers open bank accounts and start financial formation according to the process on guidelines</p> <p>4 By November 2001, farmers complete the construction work according to the process on guidelines</p> <p>5 OIDA start project monitoring and evaluation according to the process of guidelines</p> <p>6 By November 2001, the revised guidelines for establishment of WUA is presented</p>	<p>Questionnaires to the participants</p> <p>The agreement with farmers</p> <p>The bank accounts in WUA's name</p> <p>The voucher for handing over a pump to WUA</p> <p>Monitoring Report</p> <p>Revised guidelines</p>	<p>Participants attend PRA and training continuously</p> <p>The trained facilitator are not transferred</p>
<p>Activities</p> <p>1 Clarify the awareness and need of the social workers</p> <p>2 Draft guidelines</p> <p>3 Verify draft guidelines to farmers who applied the small pump irrigation</p> <p>1) Process of PRA and awareness creation</p> <p>2) Process of agreement for handing over pumps</p> <p>3) Process of construction work by farmers participation</p> <p>4) Process of financial formation by farmers</p> <p>5) Process of project monitoring by OIDA</p>	<p style="text-align: center;">Inputs</p> <p>Japan Manpower</p> <p>JICA Study Team</p> <p>(Irrigation/Engineer, Agronomist, Monitoring/Evaluation)</p> <p>Equipment & Facilities</p> <p>Small pump, Pump house, Accessories, Spare parts, Payment for farmers, Vehicle, Machinery</p>	<p>Ethiopia Manpower</p> <p>OIDA engineers(Head, Branch, Wareda), OIDA social worker(Head, Branch)</p> <p>Equipment's & Facilities</p> <p>Machinery</p>	<p>Preconditions</p> <p>1 PRA does not disturb farmers activities(especially female)</p> <p>2 Neighbors do not oppose the organizing farmers</p>

Project Design Matrix for Program No.5

Project name(Name of the recipient country):
Project area:

Community Resource Mapping

Target Group:DA s in Wareda Office

Narrative Summary	Objectively Verifiable Indicators	Means of Indicators	Important Assumptions
Overall Goal Agricultural and rural development is promoted by practical use of Community Resource Maps			
Project Purpose Making CRMs in Meki area, which are applied for agricultural extension program	1 By the end of 2001, CRMs in Meki area are made 2 By November 2001, the usefulness of CRMs for agricultural extension is verified	1 CRMs 2 Verification study and subject maps based on CRMs 3 Final Report	OADB does not sit by using CRMs
Outputs 1 Meki area CRMs are made. 2 CRMs application for the agricultural extension activities(data collection, EPP, providing unified information, bottom up needs, annual extension plan) are verified 3 The actual condition of information dissemination and decision making in rural community are clarified	1 By the end of 201, CRMs in Meki area are made 2 By November 2001, 80% of DA s in Meki approve the usefulness of CRMs	1 CRMs 2 RRA 3 Questionnaires to DA s 4 Requests and comments on the workshop 5 Questionnaires to community leaders 6 Subject maps based on the CRMs 7 Information file (community file) 8 Mid term evaluation workshop	
Activities 1 Make CRMs draf in Meki area 2 RRA for clarification of information dissemination and decision making in rural community 3 Rural infrastructures and social information are added in CRMs pro re nata. 4 Make lists of communités and community leaders 5 Make subject maps(HH numbers, dominant crops, EPP, soil type, crops by irrigation, and so on) 6 Workshop for application of CRM with OADB staff and D A s	Inputs		
	Japan Manpower JICA Study Team (Agricultural extension, Agronomist)	Ethiopia Manpower SMS, DA	
	Equipment & Facilities Vehicle, Computer, Printer, Scanner, Bicycles, transportation fee, Per diem, Training room	Equipment & Facilities Machinery	Preconditions 1 Wareda office does not oppose to data collection by OADB 2 Rural people do not oppose to data collection of agriculture and rural information by OADB

Project Design Matrix for Program No.6

Project name(Name of the recipient country):
Project area:

Preparation of Extension Tools and Research Program for the Meki Area

Target Group: SMS, DA s in Wareda Office and farmers

Narrative Summary	Objectively Verifiable Indicators	Means of Indicators	Important Assumptions
<p>Overall Goal Agricultural extension tools appropriate for semi-arid zone in Oromia region are made under consideration of gender issue, and agricultural research for the region is implemented</p>			
<p>Project Purpose The optimized extension tools for semi-arid zone including Meki area with consideration of gender issue, and plan of verification research necessary for the Meki area are proposed</p>	<ol style="list-style-type: none"> 1 By November 2001, extension materials which meet the natural and socio-economic conditions in the Meki area are distributed to DA s 2 80% of DAs and both male and female farmers can understand the extension material (poster) 3 By December 2001, formulate the upland farming research program in the semi-arid zone. 	<ol style="list-style-type: none"> 1 Extension materials 2 Statistics of literacy rate 3 Intelligibility test of extension materials (final version) for both male and female farmers 4 Progress report 	<p>The proposed research program is compatible to the research direction advocated by the zonal level of Research Extension Advisory Counsel</p>
<p>Outputs</p> <ol style="list-style-type: none"> 1 Current conditions of extension service and application of extension tools are clarified 2 Agricultural research subjects for the future in Meki area are clarified 3 Insufficient subject of which does not cover needs of Meki area in the existing extension materials and issues are clarified 4 The basic conditions of extension materials in the Meki area are clarified with consideration of gender and local language issues 5 [2-1]Upland farming Improvement Program in semi-arid zone on the Master plan is reviewed 	<ol style="list-style-type: none"> 1 By end of November 2001, collect existing extension materials which are used in East Shoa 2 By end of 2001, make lists of donors, NGOs, extension materials and agricultural research information in East Shoa 3 By November 2001, make the list of proposed research programs 4 By November 2001, it is clarified that the pre-conditions of poster for extension service which is understood by 70% of both male and female farmers. 5 By November 2001, collect research output generated by the concerned research organization in East Shoa 	<ol style="list-style-type: none"> 1 Extension materials 2 Intelligibility survey (RRA) of extension materials for both male and female farmers 3 List of agricultural research subject 4 Intelligibility test of extension materials in workshop 5 List of reports 	
<p>Activities</p> <ol style="list-style-type: none"> 1 Collect and assort the existing extension materials(leaflets and pamphlets) 2 Explain progress of Program 6 to OADB 3 Discuss with concerned agricultural research organization, zonal agriculture 4 Collect and arrange the data and information of existing agricultural research output 5 Discuss the basic concept of extension materials with farmers, and identify their needs of extension materials 6 Organize workshop to grasp DA s' needs 7 Analyze production constraints of rain fed farming improvement in Meki area 8 Make appropriate extension materials(leaflets and posters) for the rural area in semi-arid zone of Oromia Region 	<p style="text-align: center;">Inputs</p> <p>Japan</p> <p>Manpower</p> <p style="padding-left: 20px;">JICA Study Team</p> <p style="padding-left: 20px;">(Agricultural extension, Agronomist)</p> <p>Equipment & Facilities</p> <p style="padding-left: 20px;">Computer, Printer, Scanner, Copy machine, transportation fee, Per diem,</p>	<p>Ethiopia</p> <p>Manpower</p> <p>OADB C/P, SMS, DA</p> <p>Equipment & Facilities</p> <p style="padding-left: 20px;">Training room</p>	<p>Preconditions</p> <p>1 Cooperation of OIDA and OADB is confirmed</p>

Social Perspective of Community-Based Irrigation Project

1. Objectives

In the Meki area, several approaches have been undertaken to promote the community-based irrigation development by NGOs as well as OIDA in association of financial supports from ESRDF. Therefore, the conditions for financial and technical supports are different by scheme. This directly or indirectly affected magnitude of community participation and their responsibilities at construction and O&M stages. With reference to past experiences mainly by NGOs and the funds, i.e. IFAD and ESRDF, the JICA Study Team carried out in-depth study on optimum conditions to ensure project sustainability of schemes from technical, financial and sociological viewpoints.

On the basis of the above-mentioned study, the Verification Study (the V/S) made attempts to standardize approaches and procedure for establishment of the community-based irrigation development in the Meki area. Under Program 4, the PRA was carried out to verify constraints, needs and prospects among the communities for the community-based irrigation development in the Meki area.

The V/S actually approached the communities in Shubi-Gamo PA by applying PRA techniques in July 2001. By the joint efforts of the JICA Study Team and the OIDA counterparts, Water Users Associations (WUA) were established at three communities, namely Shubi, Sombo Genet and Sombo Aleltu, composed of 63 households. In parallel to the community mobilization, the physical plan formulation and construction were carried out by OIDA and WUA with technical and financial assistance from the JICA Study Team. Finally, construction of three (3) schemes with a total coverage of 16.75 ha was completed in November 2001.

In December 2001, the WUAs embarked on the irrigation farming with horticultural crops. Through the day-to-day operation, the WUAs will face technical and financial problems. In this regard, it is recommended to continue the project monitoring to identify problems at O&M stages so as to take necessary action at earliest phase of the project. In addition, there are also some possibilities of social negative impacts, which would be raised from the irrigation development, e.g. financial gaps between irrigation farmers and others, expanding gender imbalance, etc. Therefore, it is crucial to assess unknown negative impacts of the irrigation development. The preliminary assessment was made taking past experiences through similar projects into consideration. The results are summarized below.

2. Gender Perspective

(1) Continuous assistance to women's households

The WUAs consist of the following members.

WUA	Male	Female	Total
Shubi	13	2	15
Sombo Genet	21	7	28
Sombo Aleltu	14	6	20

Most of women's households face shortage of labor force. In fact, women's households could not fully participate in the construction work under Program 4. The special attention should be paid to friction and discrimination due to less contribution of women's household. Although these issues are to be accommodated and settled among the community, it is necessary for OIDA to continue assistance to WUAs to avoid further development of problems. Otherwise, women's householders can not sustain their daily life and membership in WUA. In stead of heavy physical activities, those members can compensate other activities for instance cleaning of pump house and weeding around canal sometimes. Some kinds of affirmative action will also be applied for selection of committee. Such kinds of regulation should be written on agreement of WUA.

In general, the average income level of women's households is lower than one of men's households. Therefore, women's participation is susceptible to be disqualified or dropped out resulting in disparity in wealth in the project area. It is necessary for OIDA to ensure stable participation of women by setting special conditions, e.g. reduced membership fee according to the income of that harvest season, during initial years after commencement.

(2) Disseminate accurate information equally to both men and women

During the verification study, neighboring pump-owner set a rumor afloat that government would take irrigated land. Old woman who is mother of WUA member believed it and up set very much. To protect from such kind of conflict, dissemination of information is key for managing WUA, especially for illiterates and old people. OIDA and chairperson of WUA must continue the regular meeting and establish the regular communication network. Not only the information relating irrigation project, regarding to the market price and cultivation technology must be

involved in the network system.

(3) Appropriate meeting place and schedule

According to the season and agricultural activities, men and women roles are different. Therefore, male and female representatives should discuss and arrange the meeting place and schedule. Sometimes, the meeting can be organized separately men and women. Then the result will be reported to the committee and coordinated by the member. If women's households share about half of WUA, it can be possible to establish women's committee in WUA.

3. Impact to the Project area

(1) Land consolidation

The 1975 land reform legislation of the previous government made all lands as a public property and prohibited private ownership. Farmers have been given only usufructuary rights up to 10 ha per household. The Constitution endorsed in December 1994 explicitly states that all rural and urban land including natural resources belongs to the government shall not be sold or exchanged. However, there are cases of illegal land leasing.

The land consolidation was successful under Program 4. land tenure is actually different by region with particular historical background. Most of Oromo people were tenant farmers under the ownership of Amhara people in feudal regime before the previous regime. Due to the above reasons, fortunately, however, other places' conditions are different from project sites. So, before implement the similar project in different area, detail of land tenure system is required to survey. And in stead of the land consolidation, other approach must be carried out in order to enhance irrigation performance.

(2) Relation to the neighboring people

To avoid the negative impact to the local residents in sounding area of the project, sometimes WUA and OIDA must explain and introduce the progress to the neighboring people, as the occasion demands WUA and OIDA organize the meeting with them to protect from conflicts. Moreover, if possible open the door for other people who want to apply the member of WUA.

(3) Institute the overall goal of the project

When the WUA gain some benefit from the project, the overall goal is essential to improve their rural life. For instance, WUA can contribute for preparation of the rural infrastructures.

Especially, road maintenance is very effective to the many rural people. Directly and indirectly, the residents of the project sites and sounding area will get benefit from the WUA's profit, then neighboring people will also have interest about WUA's activities and positive impact. If possible the profit from the project should be used of poverty alleviation in the project area. In this concept, overall goal of the project can be prepared.

(4) Marketing

It is also prospected that the market price is falling down due to the bumper of same crops in the project area. To avoid from WUA should have meeting for the crop rotation among the project member and project sites with OADB extension workers. Cultivating many kinds of crops is very helpful for de-concentrations of the risk, not only counter measure market price, also the protection from diseases and insects and maintain the soil fertility.

4. Impact to the other area

(1) Construction materials

During the verification study, there was a small trouble between OIDA staff and residents in the other site where OIDA was collecting soil for the canal construction. In the future the similar problems are prospected under the project implementation. Therefore, it is essential to make agreement between WUA and affected community. If the community request money or some compensation, WUA and OIDA need to negotiate with them until to reach the agreement, which must be written on the document. Unfortunately, the negotiation is broken off, WUA must find other alternative for the construction.

(2) Network with NGOs

Through OIDA Head and Wareda office, each WUA can exchange information for their progress. On the other hand, to find solutions several kinds of issues relating to the irrigation and rural development projects, establishment the network with local and international NGOs effective if they have similar experience and case study. Representative of WUA and OIDA staff can organize the study tour for observe and learn the case study, and they are able to discuss with farmers in the different project sites which is carried out by NGOs. WUA also invite and show their activities for others.