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3. プロジェクト投入実績
4. プロジェクト実施体制図ーカウンターパート配置図
5. Embrapa Cerrados の予算分類（マクロプログラム分類）表
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6. トカンチンス州政府多年度計画
7. PDM ver.3（和）

MINUTES OF DISCUSSIONS BETWEEN
THE JAPANESE MID-TERM EVALUATION TEAM
AND
AUTHORITIES CONCERNED OF
THE GOVERNMENT OF THE FEDERATIVE REPUBLIC OF BRAZIL
ON JAPANESE TECHNICAL COOPERATION
FOR STRENGTHENING THE AGRICULTURAL TECHNICAL SUPPORT SYSTEM TO
SMALL SCALE FARMERS IN TOCANTINS STATE PROJECT

The Japan International Cooperation Agency (hereinafter referred to as "JICA") dispatched the Mid-term Evaluation Team (hereinafter referred to as "the Team"), headed by Mr. Kazuo NAGAI, to the Federative Republic of Brazil from October 20 to November 3, 2004, for the purpose of conducting the joint mid-term evaluation for Strengthening the agricultural technical support system to small scale farmers in Tocantins State Project (hereinafter referred to as "the Project").

The Joint Evaluation Committee (hereinafter referred to as "the Committee"), which consists of members from JICA and members from the Government of Brazil, was jointly organized for the purpose of conducting mid-term evaluation and preparation of necessary recommendations to the respective governments.

After intensive study and analysis of the activities and achievements of the Project, the Committee prepared the Mid-term Evaluation Report (hereinafter referred to as "the Report") and presented it to the Joint Coordinating Committee.

The Joint Coordinating Committee discussed the major issues pointed out in the Report, and agreed to recommend to their respective governments the matters referred to in the document attached hereto as necessary measure taken accordingly towards the smooth and successful implementation of the Project.


The minute is made in duplicate in English and Portuguese. Each text is considered to be equally authentic, in case of any divergence of interpretation, the English text shall prevail.

Palmas (TO), October 29, 2004



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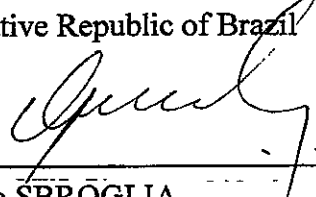
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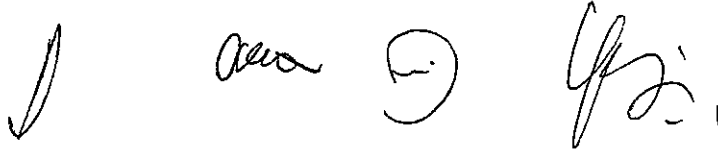
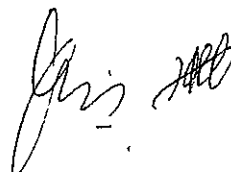
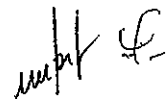
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ATTACHEMENT

1. The Joint Evaluation Committee, which was jointly organized by JICA and the Federative Republic of Brazil, has presented the Report to the Joint Coordinating Committee.
2. The Joint Coordinating Committee has accepted the Report and taken note of its recommendations for successfully implementing the Project and achieving the Project's purpose in remaining term of cooperation.
3. The Joint Coordinating Committee has accepted the revised Project Design Matrix (PDM) proposed by the Committee as shown in ANNEX 2 of the Report.

Four handwritten signatures in black ink, arranged horizontally. From left to right: a stylized 'J', a signature that appears to be 'Alex', a signature that appears to be 'G.', and a signature that appears to be 'G. J.'.A handwritten signature in black ink, consisting of several overlapping loops.A handwritten signature in black ink, appearing to be 'Gris' followed by some initials.A handwritten signature in black ink, appearing to be 'M. J.'.

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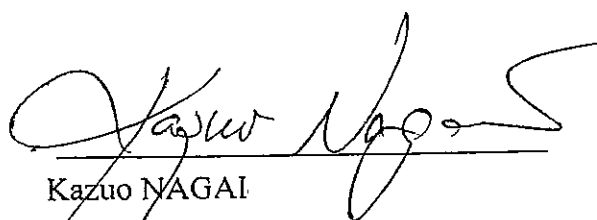


JOINT MID-TERM EVALUATION REPORT
ON
STRENGTHENING THE AGRICULTURAL
TECHNICAL SUPPORT SYSTEM
TO SMALL SCALE FARMERS
IN TOCANTINS STATE PROJECT

Palmas

October 29, 2004

JAPAN-BRAZIL JOINT EVALUATION COMMITTEE



Kazuo NAGAI
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LIST OF ABBREVIATION

FORTER	Strengthening Rural Extension
EMBRAPA	Brazilian Agricultural Research Corporation
RURALTINS	Institute of Rural Development of State of Tocantins
UNITINS	Foundation University of Tocantins
CPAC	Cerrados Agriculture Research Center
SEAGRO	Secretariat of Agriculture and Supply
SEPLAN	Secretariat of Planning and Environment
Evaluation Committee	Japan-Brazil Joint Evaluation Committee
PRONAF	National Program for Strengthening of Familiar Agriculture
TOR	Terms of Reference



INTRODUCTION

1. Objectives of the Evaluation

Evaluation study was conducted with the purpose of:

- (1) Evaluating the level of achievement, overall effects and strategies based on the Record of Discussions (R/D), Plan of Operations (PO), and the Project Design Matrix (PDM),
- (2) Evaluating the Project in terms of the five criteria that are shown below, and
- (3) Reviewing the Project design and strategy through the joint study and meeting with experts and their counterparts for the improvement of the Project implementation.

2. Members of the Joint Evaluation Team

2-1. Japanese side

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- (4) Ms Hiromi NAI

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2-2. Brazilian side

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- (2) Mr. José Luiz FERNANDES ZOBY

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(5) Mr. Djalma PEREIRA LIMA

Cabinet Chief,

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Government of the State of Tocantins

(6) Ms Maria Regina T. ROCHA

Researcher,

Foundation University of Tocantins,

Government of the State of Tocantins



3. Schedule of the Evaluation

No	Date	Day	Activities		
1	Oct.21	Thu	Japanese team arrived in Brazil and started to collect information. Courtesy call to JICA Brazil Office, Embassy of Japan		
2	Oct.22	Fri	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> Nagai & Nai AM: Courtesy call to ABC PM: Courtesy call to EMBRAPA Cerrados </td> <td style="width: 50%; vertical-align: top;"> Minami & Kemmotsu Interview with President of RUALTINS, Extensionists of Pium, collecting answers to questionnaires. </td> </tr> </table>	Nagai & Nai AM: Courtesy call to ABC PM: Courtesy call to EMBRAPA Cerrados	Minami & Kemmotsu Interview with President of RUALTINS, Extensionists of Pium, collecting answers to questionnaires.
Nagai & Nai AM: Courtesy call to ABC PM: Courtesy call to EMBRAPA Cerrados	Minami & Kemmotsu Interview with President of RUALTINS, Extensionists of Pium, collecting answers to questionnaires.				
3	Oct.23	Sat	AM: Leaving Brasilia, Arriving Palmas		
			PM: Meeting with Japanese Experts		
4	Oct.24	Sun	Field Survey in Pium (Join Mr.Sahium and Ms.Rocha)		
5	Oct.25	Mon	AM: Courtesy call to Tocantins State Government, interview with Dean of UNITINS, extensionists from Natividade, Research counterpart staffs. PM: 1st Joint Evaluation Committee Meeting		
6	Oct.26	Tue	Presentation by Brazilian Counterparts and Discussion with them		
8	Oct.27	Wed	Field Survey in Natividade		
9	Oct.28	Thu	AM: Discussion with Tocantins State Government, Ruraltins, Embrapa and Unitins PM: 2nd Joint Evaluation Committee, Draft Joint Evaluation Report		
10	Oct.29	Fri	Signing the Joint Evaluation Report Discussion with Joint Coordinating Committee of the Project Signing the Minutes of Meeting		

I . OUTLINE OF THE PROJECT

1. Background of the Project

The Government of Brazil has put attention to the high potential of the agricultural productivity in Cerrado area which covers about 25% of the country and amounts to 2 hundred million hectares of the total land. The Government of Japan and the Government of Brazil have implemented various development projects for the purpose of increasing the agricultural productivity in this area. As a result, many technologies were developed through the Brazilian research institutes.

However, the technical extension to the farmers is insufficient. Only a few activities for large and medium scale farmers are executed by the nursery or fertilizer companies in cooperation with the examine/research institution, there aren't functional extension system. Especially the technical assistance to the micro and small scale farmers who can not access to useful information doesn't exist and the economic situation gap among farmers is expanding increasingly because of the lack of improvement.

Under such circumstances, the Government of Brazil shows the policy to support micro and small scale farmers in the plural year plan and requested to the Government of Japan the project with the purpose of technical development and extension for those farmers. The target area became Tocantins state which is the forefront of the Cerrado Development and the small scale farmer rate reaches 60% of total farmers in the area. According to the request, the Government of Japan dispatched various missions to study the proposal further more in detail and draw up an overall plan. Both Governments signed the R/D in 2003, and the Project began at the period of three(3) years starting from April 1, 2003 in order to strength the agricultural technical extension system premised on the cooperation of technical research institute, extension institute and university for the micro and small scale farmers.



2. Summary of the Project

2-1. Objectives of the Project

(1) Overall Goal

An agricultural technical support system to small scale farmers is established in Tocantins State.

(2) Project Purpose

The agricultural technical support system to small scale farmers is established through reference farms in Pilot areas in Tocantins State.

2-2. Outputs of the Project

(1) *Capability of extensionists is enhanced.*

(2) Farmers' associations are strengthened.

(3) Agricultural technologies, which meet farmers' needs, are developed.

(4) The methodology for extending agricultural technology and information is improved.

2-3. Activities of the Project

(1) Capability of extensionists is enhanced.

(1-1) Prepare job-profile for extensionists.

(1-2) Plan the training program for extensionists.

(1-3) Conduct a training program for extensionists.

(1-4) Evaluate the results of training program.

(2) Farmers' associations are strengthened.

(2-1) Conduct the seminar on the group activities of farmers' associations.

(2-2) Form the theme-specific group(s) in farmers' associations according to their respective needs.

(2-3) Formulate the action plan for each group.

(2-4) Conduct training and give technical guidance to farmers along the action plan.

(3) Agricultural technologies, which meet farmers' needs, are developed.

(3-1) Conduct a survey on the farming situation of small scale farmers through workshops and observations under the collaboration of extensionists and researchers.

(3-2) Specify the necessary technologies based on the results of 3-1 activities.

(3-3) Develop the appropriate technologies.

(4) The methodology for extending agricultural technology and information is improved.

- (4-1) Analyze existing approach to convey technology/information to the farmers.
- (4-2) Set up reference farms and demonstrate developed technology.
- (4-3) Introduce the new approach to convey technology/information to the farmers.
- (4-4) Summarize and analyze lessons learned through activities 4-1 to 4-3.

II. METHODOLOGY OF THE EVALUATION

Evaluation activities were conducted by the Evaluation Committee, which was composed of the Japanese Evaluation Team and Brazilian Evaluation Team in accordance with the R/D, PO, and the PDM. These activities included report analysis, field survey, and discussions with official staff members concerned based on the five evaluation criteria listed below:

(1) Relevance

Relevance refers to the validity of the Project purpose and the overall goal in connection with the development policy of the Brazilian Government as well as the needs of beneficiaries.

(2) Effectiveness

Effectiveness refers to the extent to which the expected benefits of the Project have been achieved as planned, and examines if the benefit was brought about as a result of the Project (not as that of external factors).

(3) Efficiency

Efficiency refers to the productivity of the implementation process, and examines if the input of the Project was efficiently converted into the output.

(4) Impact

Impact refers to direct and indirect, positive and negative impact caused by implementing the Project, including the extent to which the overall goal has been attained.

(5) Sustainability

Sustainability refers to the extent to which Brazil can further develop the Project, and the benefits generated by the Project can be sustained under Brazil's policies, technologies, systems and financial state.

III. PROJECT PERFORMANCE AND IMPLEMENTATION PROCESS

The performance of the Project, compared to the plan shown in the PDM, and its implementation process is shown in the Performance Grid (Annex 3). The followings are the summary of it.



1. Inputs to the Project

Inputs to the Project by both Brazilian side and Japanese side were made generally in accordance with the plan and have been well utilized for the project activities. But following points were noticed.

- (1) The following inputs were made several months after the starting date of the Project, April 1, 2003. This caused inconvenience to the project activities at the initial stage.
 - a. Japanese inputs: dispatch of long-term experts and provision of equipment
 - b. Brazilian inputs: assignment of counterpart personnel and provision of offices with facilities.
- (2) Counterpart personnel were originally assigned as shown in PDM, namely as follows:
 - 1) Project Director
 - 2) Project Manager
 - 3) 4 Fulltime Counterparts for Central Project Office; 1 EMBRAPA-Researcher, 1 RURALTINS-Extensionist, 1 RURALTINS-Clerk, 1 UNITTINS-Researcher
 - 4) 10 Fulltime Counterparts for two Local Offices; 2 EMBRAPA-Researchers, 4 RURALTINS-Expensionists, 2 RURALTINS-Clerks, 2 UNITINS-Researchers

However, under the decision made by the Project and approved by the Joint Coordination Committee in June, 2004, 2 EMBRAPA researchers at local offices were shifted to the EMBRAPA office in Palmas and RURALTINS extensionists at local offices were increased. Current assignment of personnel to the Project is as follows:

1. Headquarters of counterpart organizations

EMBRAPA 2(Director of CPAC, Technical coordinator), RURALTINS 2(President, Coordinator), Unitins 2 (Dean, Director of research)

2. Central Office of the Project

Counterpart personnel 3(1 each from EMBRAPA, RURALTINS and UNITINS)

Auxiliary staff 3 (2 secretaries and 1 driver)from RURALTINS

(Ref. Japanese side at the central office: 2 long-term experts and 1 interpreter)

3. Two Local offices

At Pium, 2 full-time counterparts, 4 part-time counterparts and 1 secretary.

At Natividade, 3 full-time counterparts, 2 part-time counterparts and 1 secretary.



2. Activities of the Project

The activities of the project in the first year were behind the planned schedule, partly because of the delay of the inputs by both parties. Another reason for the delay was the lack of common understanding among the project partners in the approach and methodology to achieve the project purpose. The intensive discussions were made within the project during April and May of 2004 to reach the agreement among partners and the Joint Coordination Committee approved the agreement June, 2004. It is expected that the delay will be largely recovered in the second year and the third year.

3. Outputs of the Project

Output 1. Capability of extensionists is enhanced.

Indicator 1-1 The numbers of the farm households consultations per extensionist a year are 500 and 400 for Pium and Natividade, respectively.

Finding: During the months from April to August, the numbers of the farm households consultations per extensionist are 297 and 161 for Pium and Natividade, respectively. It is likely that the target will be achieved by the end of the project.

Indicator 1-2 70% of the farm households to which the extensionist of the Project Pilot offices offer the service are proved to be satisfied by the result of the questionnaires.

Findings: Survey for the satisfactory level of the second year will be conducted in March, 05. Whether this will be achieved or not depends largely on the activities from now on and it is too early to judge.

Output 2. Farmers' associations are strengthened.

Indicator 2-1 At Pium Project Pilot office, 3 existing associations are to be strengthened, 1 association is to be newly established and total 8 farmers groups are to be organized. At Natividade Project Pilot office, 6 associations are to be newly established and total 12 farmers groups are to be organized.



Findings: 1 association and 9 interest groups in Pium and 4 associations and 11 interest groups in Natividade were formed and activities for strengthening are on the way.

In Natividade, the fifth association is not formed yet because of lack of farmers' consensus. One existent association showed interest in additional activity of manioc processing and the project decided to support this new interest group.

Indicator 2-2: 70% for respective communities are unionized.

Findings: Current level of participation is more than 50%. The target of 70% will be achieved in Pium, where there are many new settlements. But in Natividade, where the communities are relatively isolated, they distrust and have less interest to join an association or interest group because of lack of information. Therefore, it may be difficult to create association during the Project period. Achievement of the target depends on the future activities of the project.

Indicator 2-3: 6 attempts per association are implemented.

Findings: Associations are newly formed and activities are not so many yet. Achievement of the target depends on the future activities of the project.

Outputs 3. Agricultural technologies that farmers' needs are developed.

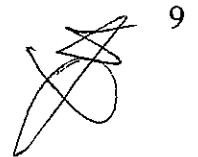
Indicator 3: 21 technical examples are newly developed or improved for Pium and Natividade, respectively.

Findings: In the first year, three technologies in Pium and only one in Natividade were on the process of validation. The meaning of this indicator is not clear. And it will be difficult to develop or improve 21 new technologies because of the delay in the first year and that the result of the third year is difficult to be verified during the project period. The definition of this indicator must be clarified and the target figure should be changed to the realistic level under the clarified definition.

Output 4: The methodology for extending agricultural technology and information is improved.

Indicator 4-1: 70% of the farm households to which the Project Pilot offices can offer the service are proved to be satisfied by the result of the questionnaires.

Findings: It is too early to judge the achievability yet but the definition of this indicator is also not clear and needed to be clarified.

 9

Indicator 4-2: 15 technical examples to be *adopted for Pium and Natividade, respectively (*In case a developed / improved technical example is adopted by more than the half of the targeted farmers who utilize the technology, it is regarded as “adopted”.)

Findings: This will be difficult to be achieved within 3 years as no technology was adopted in the first year and the third year result cannot be verified. The definition of this indicator is also not clear and needs to be clarified and the target should be set at a realistic level.

Overall achievability of outputs

Some progress is observed but it may be difficult to achieve all the targeted figures of the indicators, though not impossible, due to the delayed progress in the first year and difficulty of verifying the results of the third year. Meaning of the indicators for several outputs is not clear and needed to be clarified.

4. Achievability of the Project Purpose

Indicators for the project purpose:

1. The number of the farm households to which the Project Pilot offices can offer the service is 109 and 83 for Pium and Natividade, respectively.
2. Government of Tocantins State approves the agricultural extension system through reference farm.

Findings:

The Project provided services to 153 farmers in Pium and 122 farmers in Natividade during the months from April to August of 2004. The target figure of indicator 1 is likely to be achieved. The meaning of the indicator 2, especially the word “Approve” is not clear and needed to be clarified. However, if the Project obtains a good result, the Government of the Tocantins State will surely acknowledge the system developed by the project as effective and adopt it throughout the Tocantins State.

5. Achievability of the Overall Goal

Indicator: Eight Local offices of RURALTINS apply the improved agricultural extension system by



the end of March 2010.

Findings: SEAGRO and RURALTINS have made a multi-year plan for the expansion of the Project, titled "Ampliação do Projecto FORTER" in October 2004. This plan includes the following.

Year of 2004

- three offices start activities, Central Office in Palmas, Local Offices in Natividade and Pium

Year of 2005

- Natividade office expands activities to 4 more new communities and Pium Office expands activities to 5 more new communities
- Open two new offices in new municipalities, Itaguatins and Guarai
- Budget for FORTER will be R\$993,500 to RURALTINS, R\$1,500,000 to SEAGRO and R\$80,000 to UNITINS AGRO.

Year of 2006

- Expand to three new municipalities, Porto Nacional, Xambioa and Alvorada do Tocantins
- Budget for FORTER will be R\$1,521,974 to RURALTINS, R\$2,520,000 to SEAGRO

Year of 2007

- Budget for FORTER will be R\$1,721,780 to RURALTINS

Year of 2008

- Expansion of activities to 4 municipalities in Guarai region, 6 municipalities in Itaguatins region.

Year of 2009

- Expansion of activities to 4 municipalities in Porto Nacional region, 5 municipalities in Xambioa region and 6 municipalities in Alvorada do Tocantins region.

Overall Goal is consistent with the above-mentioned multi-year plan of the Government of the State of Tocantins. If the result of the Project is good, then it is more than likely that more than 8 regional offices will apply the improved system. However, continuous efforts toward a common understanding of FORTER Project participatory approach among the persons concerned is very critical to achieve Overall goal and it also depends on the approval of multi-year budget by the State congress.

6. Implementation Process



In the first year, the implementation of the Project was delayed due to the reasons mentioned in Chapter 3.3. Outputs of the Project.

In October 2003, JICA dispatched a Project Consultation Team, headed by Mr. Toshifumi Egusa, to the Project with the purpose of promoting smooth implementation of the Project. They tried to solve the problem and reached an agreement about PDM and PO revisions. But the formation of consensus on the approach and methodology of the project implementation was not enough among institutions concerned.

At the time of the review of the first year's activities and making the plan for the second year activities, the formation of consensus among the institutions concerned was high-lighted and through the intensive discussions during the months of April, 2004 and May 2004, an agreement about structure of the Project, role of each institutions and Plan of Operation of second year was achieved under the frame of the PDM and was registered.

IV. RESULT OF THE EVALUATION BY FIVE CRITERIA

The basis of the evaluation by 5 criteria is shown in the Evaluation Grid (Annex 4), The following are the results from the above-mentioned grid study.

1. Relevance

- (1) Support to small farmers is one of the priority issues of the Federal Government of Brazil, as well as the Government of the State of Tocantins. The project is aiming the same direction with the policies of the Federal and State Government.
- (2) Small farmers in Tocantins are one of the poorest among all farmers in Brazil. Their agriculture methods are still very primitive and productivity is much lower than the average of Brazil. Some of them are still using slash-and-burn system. The State of Tocantins is a new state and their system to support small farmers is still weak.

The Project Purpose of "strengthening technical support system to small farmers in Tocantins" is not only meet the needs of the targeted society, but also consistent with Japanese ODA policy as well as conforming to the global issues such as environmental protection, poverty reduction, human security etc. The Relevance of the Project is kept high.

2. Effectiveness

In spite of the delay of activities in the first year, the Project Purpose is likely to be achieved, though not so easy. This highly depends on the activities of the project in latter half.



Effectiveness likely to be high but cooperation and effort by all related personnel and organizations are required to achieve the Project Purpose.

3. Efficiency

Because of inputs delay and the difference of understandings among the project implementation institutions, the efficiency of the activities in the first year was low. Effort in the latter half of the Project period is very important to secure the total efficiency.

4. Impacts

- (1) As seen in Chapter 3, the Overall Goal is likely to be achieved, with the condition that the Project itself will successfully achieve its own objective.
- (2) There are several issues where the Project can have positive impacts, such as institutional, social, technical and environmental. Gender and poverty reduction are other possible impact issues. But to get such impacts, the Project success is essentially needed.

(3) Sustainability

Overall Goal is a priority issue for the State Government, which is planning to strengthen RURALTINS. If the project is successful, then the strong support from the State Government is expected. Sustainability depends whether the project can show effective outcomes or not.

V. CONCLUSION

The Relevance of the Project is high. But due to the lack of the common understanding on the approach and methodology, the progress of the project in the first year was not smooth. This causes negative effect on Effectiveness and Efficiency. With the common understanding built through the intensive discussions during the months of April and May, 2004, it is expected that the Effectiveness and Efficiency will be recovered.

Impacts and Sustainability heavily depend on the Project outcomes itself. Good cooperation among related personnel and organizations and continued effort is expected.

VI. RECOMMENDATIONS AND LESSONS LEARNED

1. Recommendations to the Project



1-1 Avoid leading question and answer at needs survey

The first step of the extension activity is to get true opinion of the farmers. In the Project, both researchers and extensionists should avoid leading farmer's opinion when they ask farmer's participation. Without getting the true opinion of the farmers, the Project will not be successful.

1-2 Focusing on Agricultural Technology

It is understood that rural problems are not limited to the agricultural issues. There are others, such as social and infrastructure problems, etc., which need solutions. As the resources and especially the time available is limited it is recommended to focus on the issue of strengthening the "agricultural technical support system" during the of project activities.

Nevertheless, under the participatory approach, organizations might indicate problems that are not directly related to agriculture but can difficult the achievement of Project Objectives. In this case, the Project will stimulate farmers' organization to find solution by themselves throughout participatory planning.

1-3 Implementation based on the common understanding among stakeholders.

For the smooth implementation of the project, common understanding among the stakeholders, especially among project implementers, is very important. The lack of common understanding in approach and methodology of the project upsets the members of the project implementation and hampered the smooth implementation of the project in the first year. Every member of the project implementation and related organizations shall respect the understandings approved by the Joint Coordination Committee in the implementation to achieve the Project Purpose.

1-4 Revision of verifiable indicators of PDM

Some verifiable indicators of PDM should be revised according to the actual situation of the Project. The reasons are (1) some expressions of indicators are not clear or not adequate. It makes confusion among institutions concerned (2) some indicators are not practical considering the actual progress of the Project. The new recommendable indicators are as follows.

At the time of revising of PDM, it is also necessary to check both Japanese and Portuguese version. There are some differences in those versions so as all the contents of PDM should be same as English one.



① Indicator 2 of the Project purpose

2. From: Government of Tocantins State approves the agricultural extension system through reference farm.

→ To: Government of Tocantins State adopts the agricultural extension system through FORTER Project.

② Indicator 1-1 of the Project Output 1

1-1. From: The numbers of the farm households consultations per extensionist a year are 500 and 400 for Pium and Natividade, respectively.

→ To: The numbers of the farmers consultations per extensionists a year are 500 and 400 for Pium and Natividade respectively in the third year of the Project.

※500 and 400 households, counting repeated farmers.

③ Indicator 2-2 of the Project Output 2

2-2. From: 70% for respective communities are unionized.

→ To: 70% of association members join interest group(s) in the community where association exists.

④ Indicator 2-3 of the Project Output 2

2-3. From: 6 attempts per association are implemented.

→ To: 6 group activities per association are implemented every year.

⑤ Indicator 3 of the Project Output 3

3. From: 21 technical examples are newly developed or improved for Pium and Natividade, respectively.

→ To: Technologies that can be used by extensionists are validated, 14 technologies in Pium and 12 technologies in Natividade.

※ The reasons for decrease the number of technologies are as follows:

①The outputs of validation in the first year were not enough.

②Only few harvests will happen until March, 2006. Therefore the technologies that can be validated are also limited.

The target figure is based on the number of validation field. A technology involving several factors shall be counted as 1 technology.

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⑥ Indicator 4-1 of the Project Output 4

4-1. From: 70% of the farm households to which the Project Pilot offices can offer the services are proved to be satisfied by the result of the questionnaires.

→ To: 70% of the farmers to which FORTER Project provide the services are proved to be satisfied.

⑦ Indicator 4-2 of the Project Output 4

4-2. From: 15 technical examples to be *adopted for Pium and Natividade, respectively.

→ To: 10 technologies to be *adopted in Pium and Natividade, respectively.

※ The outputs of validation in the first year were not enough, and only the technologies demonstrated in the second year will be possible to be adopted by farmers.

2. Lessons Learned from the Project

2-1 Role of each organization

In the case that many organizations are involved in the implementation of a project, it is important that the role of each member should be clearly shown in the basic agreement so that every member can share the same understandings.

2-2 Translation of important documents

One of the reasons which caused delay in the progress of the project was gap of understanding of PDM between Brazilian side and Japanese side. Brazilian members read Portuguese version of PDM and Japanese member read its Japanese version and there are many gaps on meanings in two versions and some of them are critical. More attention shall be paid in translating the important documents. In case one part cannot understand the other, then it would be necessary to check the translations.

※THIS REPORT IS MADE IN DUPLICATE IN ENGLISH AND PORTUGUESE. EACH TEXT IS CONSIDERED TO BE EQUALLY AUTHENTIC. IN CASE OF ANY DIVERGENCE OF INTERPRETATION, THE ENGLISH REPORT SHALL PREVAIL.

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ANNEX 1 Project Design Matrix, version 2 (PDM2)

Duration 2003-4-1 - 2006-3-31

PDM Version 2

Date October 29, 2004

Narrative Summary	Objectively verifiable indicator	Revised objectively verifiable indicator	Means of Verification	Important Assumption
Overall Goal An agricultural technical support system to small scale farmers is established in Tocantins State.	Number of Regional RURALTINS office which applied the improved agricultural extension system	Eight Local offices of RURALTINS apply the improved agricultural extension system by the end of March, 2010	RURALTINS Annual Report	
Project Purpose The agricultural technical support system to small scale farmers is established through reference farms in Pilot areas in Tocantins State	1 Number of farm household RURALTINS Regional office provide the service to 2 Government of Tocantins State approve the agricultural extension system through reference farm	1 The number of the farm households to which the Project Pilot offices can offer the service is 109 and 83 for Pium and Natividade respectively 2 Government of Tocantins State approve the agricultural extension system through reference farm	Result of interviews (Project report)	Agricultural policy of National/State Government doesn't change Strengthened agricultural extension system is applied to other areas in Tocantins State in the context of the actual situation of the ground.
Project Outputs 1 Capacity of extensionists is enhanced 2 Farmers' associations are strengthened 3 Agricultural technologies, which meet farmers' needs, are developed 4 The methodology for extending agricultural technology and information is improved	1-1 Number of farm household per extensionist 1-2 Number of consultation affairs from farmers 2-1 Number of farmers' associations newly established or strengthened 2-2 Ratio of unionized farmers 2-3 Number of implemented group activities 3 Number of technical examples newly developed or improved 4-1 Degree of satisfaction of targeted farmers 4-2 Number of technical examples applied to farmers field	1-1 The numbers of the farm households consultations per extensionist a year are 500 and 400 for Pium and Natividade respectively 1-2 70% of the farm households to which the extensionist of the Project Pilot offices offer the service are proved to be satisfied by the result of the questionnaires 2-1 At Pium Project Pilot office 3 existing associations are to be strengthened 1 association is to be newly established and total 8 farmers groups are to be organized At Natividade Project Pilot office 6 associations are to be newly established and total 12 Farmers groups are to be organized 2-2 70% for respective communities are unionized 2-3 4 attempts per association are implemented 3 2) technical examples are newly developed or improved for Pium and Natividade respectively 4-1 70% of the farm households to which the Project Pilot offices can offer the service are proved to be satisfied by the result of the questionnaires 4-2 15 technical examples to be "adopted for Pium and Natividade respectively" *In case a developed / improved technical example is adopted by more than the half of the targeted farmers who utilize the technology it is recorded as "adopted"	Project report Survey questionnaire (Project report) Notification of Associations' activities Project report Notification of Associations' activities Project report/Notification of extensionists' activities Survey questionnaire (Project report) Project report	Extensionist doesn't change offices frequently
Activities 1-1 Prepare job-profile for extensionists 1-2 Plan the training program for extensionists 1-3 Conduct a training program for extensionists 1-4 Evaluate the results of training program 2-1 Conduct the seminar on the group activities of farmers' associations. 2-2 Form the theme specific groups in farmers' associations according to their respective needs 2-3 Formulate the action plan for each group 2-4 Conduct training and give technical guidance to farmers along the action plan 3-1 Conduct a survey on the farming situation of small scale farmers through workshops and observations under the collaboration of extensionists and researchers. 3-2 Specify the necessary technologies based on the results of 3-1 activities 3-3 Develop the appropriate technologies. 4-1 Analyze existing approach to convey technology/information to the farmers. 4-2 Set up reference farms and demonstrate developed technology 4-3 Introduce the new approach to convey technology/information to the farmers 4-4 Summarize and analyze lessons learned through activities 4-1 to 4-3	Inputs Japanese Style *Long term experts 1) Chief Advisor/Agricultural Extension 2) Training/Coordinator *Short-term experts (when necessary arises) *Training of Brazilian counterpart personnel in Japan *Equipment 1) Personal computers 2) Photocopy machine(s) 3) Audio and Visual Equipment 4) Vehicle(s) 5) Other necessary Equipment *Local cost Portion of expenditure for training/workshop activities related to the project	Brazilian Style *Personnel 1) Project Director 2) Project Manager 3) Counterparts for Central Project Office (4) EMBRAPA - Researcher (1) RURALTINS - Extensionist (1) RURALTINS - Clerk (1) UNITINS - Researcher (1) 4) Counterparts for two Pilot Offices (11) *Land buildings and facilities necessary for the implementation of the Project	Portion of expenditure for activities related to the project 1) Salaries and necessary expenditure for counterparts 2) Allowances and expenditure for trainees. 3) Necessary expenditure for repairment of the Equipment	1) Motivation for skill-up continue among extensionists. 2) Farmers can receive ongoing services (of fertilizer and provision of fertilizer etc) by municipal Government 3) Appropriate agricultural technologies for small-scale farmers are introduced by EMBRAPA and UNITINS Pre-conditions 1) No organizational transformation of related agency 2) Budget for salaries and expenditure for activities related to the Project is promptly implemented 3) Farmers can receive enough/proper financing service by ongoing PRONAF when necessary arises

ANNEX2 Project Design Matrix, version 3 (PDM3)

Duration 2003 4 1 - 2006 3 31
Date October 29, 2004

Strengthen the Agricultural Technical Support System to Small Farmers in Tocantins State Project				
Narrative Summary	Objectively verifiable indicator	Revised objectively verifiable indicator	Means of Verification	Important Assumption
Overall Goal An agricultural technical support system to small scale farmers is established in Tocantins State.	Eight Local offices of RURALTINS apply the improved agricultural extension system by the end of March, 2010		RURALTINS Annual Report	
Project Purpose The agricultural technical support system to small scale farmers is established through reference farms in Pilot areas in Tocantins State.	1 The number of the farm households to which the Project Pilot offices can offer the service is 109 and 83 for Pium and Natividade, respectively. 2 Government of Tocantins State approve the agricultural extension system through reference farm	1 The number of the farm households to which the Project Pilot offices can offer the service is 109 and 83 for Pium and Natividade, respectively. 2 Government of Tocantins State adopts the agricultural extension system through FORTER Project	Result of interview(Project report)	Agricultural policy of National/State Government doesn't change. Strengthened agricultural extension system is applied to other areas in Tocantins State in the context of the actual situation of the ground.
Project Outputs				
1 Capability of extensionists is enhanced	1-1 The numbers of the farm households consultations per extensionist a year are 500 and 400 for Pium and Natividade, respectively 1-2 70% of the farm households to which the extensionist of the Project Pilot offices offer the service are proved to be satisfied by the result of the questionnaires	1-1 The numbers of the farmers consultations per extensionists a year are 500 and 400 for Pium and Natividade respectively in the third year of the Project ※500 and 400 households, counting repeated farmers. 1-2 70% of the farm households to which the extensionist of the Project Pilot offices offer the service are proved to be satisfied by the result of the questionnaires.	Project report Survey questionnaire (Project report)	Extensionist doesn't change offices frequently
2 Farmers' associations are strengthened.	2-1 At Pium Project Pilot office, 3 existing associations are to be strengthened, 1 association is to be newly established and total 8 farmers groups are to be organized At Natividade Project Pilot office, 6 associations are to be newly established and total 12 farmers groups are to be organized. 2-2 70% for respective committees are organized 2-3 6 attempts per association are implemented.	2-1 At Pium Project Pilot office, 3 existing associations are to be strengthened, 1 association is to be newly established and total 8 farmers groups are to be organized. At Natividade Project Pilot office, 6 associations are to be newly established and total 12 farmers groups are to be organized. 2-2 70% of association members join interest group(s) in the community where association exists 2-3 6 group activities per association are implemented every year	Notation of Associations' activities Project report Notation of Associations' activities	
3 Agricultural technologies, which meet farmers' needs, are developed.	3 21 technical examples are newly developed or improved for Pium and Natividade, respectively	3 Technologies that can be used by extensionists are validated, 14 technologies in Pium and 12 technologies in Natividade.	Project report/Notation of extensionists' activities	
4 The methodology for extending agricultural technology and information is improved.	4-1 70% of the farm households to which the Project Pilot offices can offer the service are proved to be satisfied by the result of the questionnaires. 4-2 15 technical examples to be *adopted for Pium and Natividade, respectively *In case a developed / improved technical example is adopted by more than the half of the targeted farmers who utilize the technology, it is regarded as "adopted"	4-1 70% of the farmers to which FORTER Project provides the services are proved to be satisfied 4-2 10 technologies to be *adopted in Pium and Natividade, respectively *In case a developed / improved technical example is adopted by more than the half of the targeted farmers who utilize the technology, it is regarded as "adopted"	Survey questionnaire (Project report) Project report	
Activities	Inputs			
1-1 Prepare job-profile for extensionists 1-2 Plan the training program for extensionists 1-3 Conduct a training program for extensionists. 1-4 Evaluate the results of training program. 2-1 Conduct the seminar on the group activities of farmers' associations. 2-2 Form the them-specific group(s) in farmers' associations according to their respective needs. 2-3 Formulate the action plan for each group. 2-4 Conduct training and give technical guidance to farmers along the action plan. 3-1 Conduct a survey on the farming situation of small scale farmers through workshops and observations under the collaboration of extensionists and researchers. 3-2 Specify the necessary technologies based on the results of 3-1 activities 3-3 Develop the appropriate technologies 4-1 Analyze existing approach to convey technology/information to the farmers. 4-2 Set up reference farms and demonstrate developed technology 4-3 Introduce the new approach to convey technology/information to the farmers 4-4 Summarize and analyze lessons learned through activities 4-1 to 4-3	Japanese Side *Long-term experts 1)Chief Advisor/Agricultural Extension 2)Training/Coordinator *Short-term experts(when necessary arises) *Training of Brazilian counterpart personnel in Japan *Equipment 1)Personal computers 2)Photocopy machine(s) 3)Audio and Visual Equipment 4)Vehicle(s) 5)Other necessary Equipment *Local cost Portion of expenditure for training/workshop activities related to the project.	Brazilian Side *Personnel 1) Project Director 2) Project Manager 3) Counterparts for Central Project Office(4) EMBRAPA - Researcher (1) RURALTINS - Extensionist (1) RURALTINS - Clerk (1) UNITINS - Researcher (1) 4) Counterparts for two Pilot Offices(10) *Land, buildings and facilities necessary for the implementation of the Project Portion of expenditure for activities related to the project. 1) Salaries and necessary expenditure for counterparts. 2) Allowances and expenditure for trainees 3) Necessary expenditure for repairment of the Equipment	1) Motivation for skill-up continue among extensionists. 2) Farmers can receive ongoing services (cf. Tractor rent, provision of fertilizer, etc) by municipal Government. 3) Appropriate agricultural technologies for small-scale farmers are introduced by EMBRAPA and UNITINS Pre-conditions 1) No organizational transformation of related agency 2) Budget for salaries and expenditure for activities related to the Project is promptly implemented. 3) Farmers can receive enough/proper financing service by ongoing PRONAF when necessary arises	

Performance Grid (1) Inputs

Description of Inputs	Planned Inputs	Results	* Results compared to Plan	* * Apropriateness
<i>a. Japanese Inputs</i>				
1 Dispatch of long-term experts	1) Chief Advisor/Agricultural Extension 2) Training/Coordinator Total 2 experts, 72M/M	<p>Following two long-term experts were dispatched so far . 1) Chief Advisor/Agricultural Extension. 03.05.21-05.05.20. 24M/M 2) Training/Coordinator. Total 2 experts, 72M/M</p> <p>The dispatch of long-term experts were delayed (by 28 days for Training/Coordinator and by 50 days for Chief Advisor/Agricultural Extension. If the role of Japanese experts is only to support Brazilian team, then the number and period of Japanese experts is sufficient. However, if it is more than mere support for establish and strengthen the technical support system to small scale farmers, then two experts for three years is not enough.</p> <p>CPE comments: Os peritos chegaram em Palmas no início de maio/03 (Sr. Yamanaka) e no final de maio/03 (Sr. Hattori) e o Projeto teve data de início em abril/03. Caso eles tivessem chegado antes teria sido importante, pois eles poderiam tomar maior conhecimento do conteúdo do projeto e mesmo da realidade local antes do início dos trabalhos. Pelo fato da diferença de idioma, algumas vezes a comunicabilidade ficou prejudicada. Isso pode também ter dificultado a leitura de materiais a respeito do projeto Forter e mesmo de outros projetos semelhantes já desenvolvidos no Brasil e em andamento. Talvez por isso a compreensão do projeto difira um pouco entre os peritos e alguns contra-partes brasileiros. Além disso, a comunicabilidade com a pesquisa é bem menor se comparada com a comunicabilidade com a extensão rural.</p> <p>CPU comments: Devido o Projeto Contemplar compra de equipamentos para execução do mesmo, em especial para as atividades, tais como: diagnósticos das comunidades, definição das comunidades a serem trabalhadas pelo projeto e montagem da rede de fazendas de referência em cada município, a época mais indicada do envio dos peritos de longa duração seria no mês de janeiro 2003.</p>	A-(T)	A-(T)
2 Dispatch of short-term experts (when necessity arises)	when necessity arises	<p>Following three short-term experts were dispatched so far Farm management plan I 04.01.31-04.02.22 23 days Extension methodology 04.03.06-04.03.28 23 days Farm management plan II 04.07.01-04.07.31 31 days Total 3 experts 2.57M/M</p> <p>EXT comments: Foi muito útil para nos o treinamento sobre gestão rural aqui no Brasil. CPU comments: Os treinamentos realizados foram direcionados a extensão rural (Ruraltins), no entanto, os pesquisadores participaram de alguns momentos. Devido esse direcionamento fica limitado uma avaliação desse item.</p>	A	A

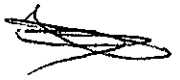
Description of Inputs	Planned Inputs	Results	* Results compared to Plan	** Appropriateness
3. Training of Brazilian counterpart personnel in Japan	One to three trainee in a year	<p>Following C/Ps were trained in Japan so far</p> <p>First year Extension 2 (RURALTINS) and Extension/Research 2 (UNTINS, EMBRAPA) each 28 days (03.09.24-03.10.21) Total 4 trainees 112M/D.</p> <p>Second year Extension Research 3 (SEAGRO, RURALTINS, UNTINS) each 13 days (04.07.11-04.07.23) Total 39M/D. Extension 1 (RURALTINS), Extension/Research 1 (UNTINS, EMBRAPA) each 38 days (04.09.08-04.10.15) Total 76 M/D</p> <p>Total 9 trainees 227 M/D (7.57 M/M)</p> <p>So far, 9 trainees were dispatched but all of them are either researchers or managers. The extensionists, who shall take the principal role in the field, were not yet dispatched.</p> <p>CPU comments: Poderia ter mais vagas para treinamentos no Japão, a fim de aumentar a capacidade dos técnicos envolvidos no Projeto.</p>	A	A
4. Provision of Equipment	1) Personal computers 2) Photocopy machine(s) 3) Audio and Visual Equipment 4) Vehicle(s) 5) Other necessary Equipment	<p>Following equipment were provided. Total amount is about 900,000 Reals.</p> <p>1) Personal computers 2) Photocopy machine(s) 3) Audio and Visual Equipment 4) Vehicle(s) 5) Other necessary Equipment</p> <p>CPE comments: As três caminhonetes Ranger foram doadas na época adequada, no entanto, a maioria dos veículos e equipamentos só chegaram em outubro/03, ou seja, 6 meses após o início do projeto. Isso dificultou a execução de algumas atividades.</p> <p>EXT comments: Hoje temos condições de fazer um bom trabalho, porque temos equipamentos adequados</p> <p>CPU comments: A UNITINS por ser o órgão responsável pela pesquisa estadual e o compromisso de expansão da metodologia preconizada no FORTER aos demais municípios,</p>	A-(T)	A-(T)
5. Operating expenses Portion of expenditure for training/workshop activities related to the project.	Local cost Portion of expenditure for training/workshop activities related to the project.	<p>First year (2003.04-2004.03) 15,795,000 yen</p> <p>Second year (2004.04-2004.08) 4,700 thousand yen</p> <p>Total up to August 2004 20,495 thousand yen</p>	A	A
b. Inputs by Brazilian Side				

Performance Grid (1) Inputs

Description of Inputs	Planned Inputs	Results	* Results compared to Plan	* * Appropriateness
1. Personne	1) Project Director 2) Project Manager 3) Counterparts for Central Project Office (4) EMBRAPA-Researcher (1) RURALTINS-Extensionist (1) RURALTINS-Clerk (1) UNITTINS-Reseracher (1) 4) Counterparts for two Pilot Officers (10) EMBRAPA-Resarcher (2) RURALTINS-Expensionist (4) RURALTINS-Clerk (2) UNITINS-Reseracher (2)	<p>Current allocation of personnel is as follows;</p> <p>1. Headquarters of counterpart organizations EMBRAPA 2(Director of CPAC, Technical coordinator), RUARTINS 2(President, Coordinator), Unitins 2 (Dean, Director of research)</p> <p>2. Central Office Counterpart personnel 3(1 each from EMBRAPA, RUARTINS and Unitins) Auxiliary staff 2 (1 each secretary and driver) (Ref. Japanese side: 2 experts and 1 interpreter)</p> <p>3. Local offices At Pium and Natividade, 6 each of counterpart staff and 1 each of secretary In the first year, research C/P as well as extension C/P were assigned to local offices as planned. But in the second year research staff were withdrawn from local offices. As for the research staff, understanding by Brazilian side and Japanese side was different. Japanese understood that research C/P means researcher for agricultural technology, while Brazilian side interpretation was that the research include not only agricultural technology but also research socio-economic side.</p> <p>CPE comments: Acredito que o lado brasileiro pudesse ter investido em mais pessoas para aturarem no projeto. Em um projeto de desenvolvimento rural a formação de equipes multidisciplinares é de grande importância, no entanto, no projeto há uma grande concentração de especialidade na área técnica, ficando a área social em defasagem. As equipes nos escritórios locais seriam compostas por dois pesquisadores e dois extensionistas, em cada município. No entanto, particularmente em Natividade, a equipe ficou boa parte do ano de 2003 apenas com 3 componentes, faltando um extensionista.</p> <p>CPU comments: Nem todos os técnicos envolvidos no Projeto possuem experiência de trabalhos com agricultura familiar o que dificulta um pouco as ações.</p> <p>EXT comments: O tempo de permanência é muito curto ou seja o convívio de apenas 3 anos, quase não dar para mostra os resultados, uma vez que é um projeto de longa duração.</p>	A- (T)	A- (T)
2. Land, buildings and facilities necessary for the implementation of Project		<p>Land, buildings and facilities necessary for the implementation of Project were basically provided by Brazilian side, although, there are some comments that</p> <p>(1) local offices have no conference room and parking space (2) facilities were usable only after June.</p> <p>CPU comments:</p>	A- (T)	A- (T)

Performance Grid (1) Inputs

Description of Inputs	Planned Inputs	Results	* Results compared to Plan	** Appropriateness
3. Portion of expenditure for activities related to the project	1) Salaries and necessary expenditure for counterparts 2) Allowances and expenditure for trainers 3) Necessary expenditure for repairment of the Equipment	Budget of UNITINS: 2003.11-2004.04: 2,793,410 yen Budget of RURALTINS 2004.01-06: 7,527,200 yen (Personnel expenses-wages/salaries etc. 4,243,720 yen, electricity, water, telephone 526,710 yen fuel 718,100 yen rent, car maintenance, etc.)	A	A
Inputs in General	Inputs to the Project by both Brazilian side and Japanese side were made generally in accordance with the plan and have been well utilized for the project activities. But following points were noticed. (1) The following inputs were made several months after the starting date of the Project, April 1, 2004. This caused inconvenience to the project activities at the initial stage. a. Japanese inputs: dispatch of long-term experts and provision of equipment b. Brazilian inputs: assignment of counterpart personnel and provision of offices with facilities. (2) Counterpart personnel were originally assigned as shown in PDM. However, under the decision made by the Project and approved by the Joint Coordination Committee in June, 2004, 2 EMBRAPA researchers at local offices were shifted to the EMBRAPA office in Palmas and RURALTINS extensionists at local offices were increased. EXT comments. Conteúdo do investimento: Motivo do baixo aproveitamento: Todos os investimento foram muito bem aproveitados e aplicados.			
* Results compared to Plan				
A As planned. M: More than the plan in quantity. S: Less than the Plan in quantity Q: Not as planned in quality. T: Did not made in planned time.				
** Appropriateness				
AA: Very appropriate (Necessary and enough). A: Almost appropriate M: Some inputs are not utilised well because too many/much or unnecessary. S: Hampered the activities because inputs were short Q: Quality of inputs is not appropriate. T: Timing of Inputs was not appropriate.				



Performance Grid (2) Activities

Annex 3

Activity Plan	Contents Oof activities	Results	* Achievement Degree
Activities for "Output 1 Capability of extensionists is enhanced.."			
1-1 Prepare job-profile for extensionists.		Profile of 9 extensionists were made in October, 2003 and reviewed and added in August, 2004.	3(A)
1-2 Plan the training program for extensionists.		June, 2003 training for immediate plan of methodology June, 2004. Investigation of training needs August, 2004. Plan for all 2nd and 3rd year June, 2005. Will be reviewed	3(A)
1-3 Conduct a training program for extensionists.	1-3-1 Methodology for project implementation	Following were executed; PEP (August 03, December 03) 18 extensionists DRD (October, 03) 2 extensionists Extension methodology (March 04 by ST expert) 24 extensionists	4
	1-3-2 Technology for agricultural production	Soil survey (June, 03) Pium 5 extensionists, Ntividade 4 extensionists, 6 days	3
	1-3-3 Obtain market	Plan was made during February/March, 2004. Report was sub,itted but not analyzed yet.	3
	1-3-4 Methodology for extension	Sheduled to be done in March 2005 by ST expert	3
	1-3-5 Methodology of farming plan	Held in February 04 (15 extensionists) and July 04 (10 extensionists) by ST expert. Farm plans for 8 farmers were made. Additional training will be made in 2005.	3
	1-3-6 other necessary training	Training in Japan: 3 times total 4 extensionists Training in El Salvador: (March 04) 4 extensionists Visit to Unai, Sylvania(Minas Gerais) (June, 03) 5 extensionists	3
1-4 Evaluate the results of training program.	1-4-1 Individual evaluation	Questinnaire survey for each of 11 trainings	3
	1-4-2 Self evaluation by extensionists	Scheduled to be done in the later half of the project	3
	1-4-3 Overall evaluation	Scheduled to be done in the later half of the project	3

*Achievement Degree
Forcast as of end of the Project (%). Current achievement in brackets

Activity Plan	Contents Of activities	Results	* Achievement Degree
Activities for "Output 2. Farmers' associations are strengthened."			
2-1 Conduct the seminar on the group activities of farmers' associations.	2-1-1 Explanation of the Project to Community leaders and members.	1. Explanation to community leaders was held at Piun and Natividade 2. Community meetings were held at 7 communities at Piun and 11 communities at Natividade.	4
	2-1-2 Selection of communities	4 communities in Piun and 6 communities in Natividade were selected (July/August, 03 and revised January, 04)	4
	2-1-3 Farmers meeting on the importance of associations	Conducted the seminar on the group activities of farmers' associations at selected communities (September, 03). Explained repeatedly from time to time after the seminar.	4
2-2 From the theme-specific group(s) in farmers' associations according to their respective needs.	2-2-1 Formation of association in unassociated communities	Explanation to communities (January, June to August, 04). Including documentation and procedures. 1 association in Natividade was formed January, 04. 1 in Piun and 3 in Natividade were formed June-August, 04. 1 community could not get the concensus to form and activate the group activity for the time being.	3
	2-2-2 Formation of theme-specific group	Farmers meeting on theme specific group on the specific crop (June-July, 04). 8 groups in Piun and 10 groups in Natividade were formed. Total 20 groups including 2 existing groups in Piun will be supported by the Project.	4
	2-2-3 Association for manioca	Explanation June-July, 04, 1 each in Piun and Natividade were formed.	4
2-3 Formulate the action plan for each group		Target and actual activities were discussed at leaders meeting and community meetings (June-July, 04) Annual activity plan will be made in September, 04	
2-4 Conduct the training and give the technical			
	2-4-1-1 support to management of each group	Mnagement guidance to manioca processing group (April, August, 04). Managers meeting; twice each for two groups. Guidance through the implementation of the action plan.	3



*Achievement Degree

Forcast as of end of the Project (%). Current achievement in brackets

Performance Grid (2) Activities

Annex 3

Activity Plan	Contents Of activities	Results	* Achievement Degree
guidance to farmers along the action plan. 2-4-1 Support to each group activity	2-4-1-2 suport to obtain finance for technology improvement	Support to obtain finance (June-August, 04) This activity is scheduled to be completed in September 04.	3
2-4-2 Conducting technology guidance	2-4-1-3 Support to marketing activities of agricultural and pastoral	Not done yet. Scheduled to start support of manioca products from September	3
	2-4-2-1 Conduct seminars	First year: Not many seminars were conducted as groups were not formed. Seminars of soil survey and manioc processing were conducted. Seminars on planting were planned to be conducted in September-November	3
	2-4-2-2 Visit agricultural shows	Visit to agricultural shows held in Tocanchins were organized.	3
	2-4-2-3 Conduct monitoring of activities	Not conducted yet. Will be done after obtaining the result of the second year.	3
Activities for "Output 3 Agricultural technologies that farmers' needs are developed."			
3-1 Conduct the survey on farming situation of small scale farmers through workshops and observations under the collaboration of extensionists and researchers.	3-1-1 Collecting information		3
	3-1-1-1 federal and State Agricultural information	Not conducted yet. Will be done in the later half of the second year.	3
	3-1-1-2 Collecting socio-economic information of two cities.	Conducted at the start of the project (June-July, 03). Will be analyzed at the later half of the second year.	3

*Achievement Degree

Forcast as of end of the Project (%). Current achievement in brackets

Activity Plan	Contents Of activities	Results	* Achievement Degree
	3-3-4 Evaluation of technology	Record of the first year results was made in June 04. One technology(specie of banana) was especially good.	3
	3-3-5 Analyze the results	Planned to be done in August 05	3
Activities for "Output 4. The methodology for extending agricultural technology and information is improved."			
4-1 Analyze existing approach to convey technology/information to the farmers.		Survey and evaluation of past technology, information transfer aproach was made in December 03.	
4-2 Set up the reference farms and demonstrates the developed technology.	4-2-1 Selection of demonstration technology	1st year: selection of technology was delayed till December. Number of technology was limited due to the shortage of finance. One technology was demonstrated in Piun. 2nd year: technology will be selected in September 04.	3
	4-2-2 Set up reference farm	3 reference farms with one technology were set up	3
	4-2-3 collection of data	1st year: information was obtained through the monthly monitoring of pilot farm:	3
	4-2-4 Economic evaluatrion	1st year: Result report was made June 04. Demonstrated technology(use of lime) was very effective.	3
4-3 Introduce the new approach to convey technology/information to the farmers.	4-3-1 examine new aproach	After the seminar by ST expert, new aproach has been introduced and utilization of ilustration, photographs figures and chart, etc has been increaased.	3
	4-3-2 technical information will be published	pamphlets for principal crops(rice, maize and manioca) and cattle were under prepartation and will be completed in September 04.	3

*Achievement Degree
Forecast as of end of the Project (%). Current achievement in brackets

Performance Grid (2) Activities

Activity Plan	Contents Of activities	Results	* Achievement Degree
	4-3-3 Preparation of manual for new approach	Will be done in the later half of the second year.	3
4-4 Summarize and analyze the lessons learnt through activities 4-1 to 4-3.	Sumarize the result of activities	Not done yet. Will be done in the later half of the third year.	3
	Evaluation of technology/information transfer approach	Not done yet. Will be done in the later half of the third year.	3




*Achievement Degree
Forecast as of end of the Project (%). Current achievement in brackets

Target	Indicators	Means of Verification	Findings	Current degree of Achievement(%) and forecast *
Achievement of Overall Goal Goal (Forecast)				
Is the Overall Goal "An agricultural technical support system to small scale farmers is established in Tocantins State" likely to be achieved?	Eight Local offices of RURALTINS apply the improved agricultural extension system by the end of March, 2010.	RURALTINS Annual Report	<p>The Overall Goal is consistent with the multi-year plan of the Government of the State of Tocantins. It is likely that more than 8 regional offices will apply the improved system but it is too early to judge how strong it will be.</p> <p>CP(EMBRAPA) comments: No projeto Forter há duas compreensões de sistema de suporte técnico e do objetivo do projeto. Os peritos de longa duração e os colegas extensionistas entendem suporte técnico como extensão rural, enquanto a pesquisa entende sistema de suporte técnico como a integração produtores, extensionistas e extensão rural. A pesquisa entende o projeto como de desenvolvimento rural, em que se trabalha vários níveis: social, econômico, ambiental e técnico (incluindo a transferência de tecnologia). Os peritos e os extensionistas vêem o projeto mais sob o âmbito da transferência de tecnologias apenas. Dessa forma, é preciso ler um pouco mais sobre os bons trabalhos que existem no Brasil relacionados com desenvolvimento rural de pequenos produtores para observar que a tendência nacional é nesse enfoque de integração e desenvolvimento rural em todos os níveis (principalmente no social e envolvendo a orgar</p> <p>EXT comments: Sim: já se pensa em começar a introduzir em outros municípios apartir do ano que vem.</p> <p>CPU comments:Para que isso ocorra é necessário que os extensionistas envolvidos no projeto passem a se apropriar de maneira mais efetiva dessa metodologia, reconhecendo os objetivos das redes de Fazendas de Referência e dos resultados que a mesma proporciona nos trabalhos de responsabilidade da extensão rural. Além disso, e preciso que haja momentos de capacitações para outros técnicos sobre essa ferramenta, em especial aqueles que estão lotados nos escritórios previstos para a expansão</p>	0% A/B
Achievement of Project Purpose(Forecast)				
Is the Project Purpose "The agricultural technical support system to small scale farmers is established through reference farms in Pilot areas in Tocantins State." likely to be achieved?	The number of the farm households to which the Project Pilot offices can offer the service is 109 and 83 for Pium and Natividade, respectively.	Result of interview (Project report)	<p>Project offered to 153 farmers in Pium and 122 farmers in Natividsade during the months from April to August of 2004.Target number of farmers might be reviewed.</p> <p>EXT comments:Sim: Queremos e multiplicar esse atendimeno para mais familias.</p>	60% A

* Achievement forecast

A. Will be achieved B:May be achieved
 C. Difficult to be achieved

Performance Grid (3) Objectives

Target	Indicators	Means of Verification	Findings	Current degree of Achievement (%) and forecast *
	Government of Tocantins State approve the agricultural extension system through reference farm.	Result of interview (Project report)	<p>It is unpredictable whether this target will be achieved or not, as the harvest is once a year only.</p> <p>CP(EMBRAPA) comments: Com a reestruturação iniciada no projeto em maio de 2004 pelos peritos de longa duração houve a definição das atribuições da pesquisa e da extensão rural. Dessa forma, as fazendas de referência ficaram como uma ação conjunta da pesquisa e da extensão rural, sob responsabilidade da pesquisa. No entanto, talvez até mesmo devido às outras atividades da extensão, os extensionistas não estão fazendo os acompanhamentos com os pesquisadores. Assim, é preciso que a extensão rural participe mais das atividades das fazendas de referência (acompanhamentos, discussões, tratamento dos dados, etc.) e se aproprie dessa metodologia que será extremamente útil para o trabalho da extensão rural, seja no projeto Forter ou mesmo no trabalho do Ruraltins, de forma mais geral.</p> <p>EXT comments: Com certeza nos conjuntamente com a pesquisa vamos multiplicar a rede de fazendas de referencias. Depende da capacitação dos técnicos e políticas públicas dos governantes.</p> <p>CPU comments: Para que isso ocorra é necessário que os extensionistas envolvidos no projeto passem a se apropriar de maneira mais efetiva dessa metodologia, reconhecendo os objetivos das redes de Fazendas de Referência e dos resultados que a mesma proporciona nos trabalhos de responsabilidade da extensão rural. Além disso, é preciso que haja momentos de capacitações para outros técnicos sobre essa ferramenta, em especial aqueles que estão lotados nos escritórios previstos para a expansão do Projeto.</p>	
Overall Achievement of Project Purpose(Forecast)			SEAGRO and EURALTINS have made a multi-year plan for the expansion of the Project, titled "Ampliação do Projecto Forter", Overall Goal is consistent with the multi-year plan of the Government of the State of Tocantins. If the result of the Project is good, then it is more than likely that more than 8 regional offices will apply the improved system.	A/B
Achievement of Project Outputs				
1 Capability of extensionists is enhanced.	1-1 The numbers of the farm households consultations per extensionist a year are 500 and 400 for Pium and Natividade,	Project report	During the months from April to August, the numbers of the farm households consultations per extensionist are 297 and 161 for Pium and Natividade, respectively.	60% A

* Achievement forecast
A: Will be achieved B: May be achieved
C: Difficult to be achieved

Target	Indicators	Means of Verification	Findings	Current degree of Achievement (%) and forecast *
	1-2 70% of the farm households to which the extensionist of the Project Pilot offices offer the service are proved to be satisfied by the result of the questionnaires.	Project report	Survey for the satisfactory level of the second year will be conducted in March, 05. JE comments: However, the project period of three years is too short to get the clear satisfaction as the ceop is only one a year. EXT comments: Sim: Porque os extensionistas bem capacitados vai com certeza melhorar a vida dos pequenos produtores do nosso estado.	A/B
2 Farmers' associations are strengthened.	2-1 At Piun Project Pilot office, 3 existing associations are to be strengthened, 1 association is to be newly established and total 8 farmers groups are to be organized. At Natividade Project Pilot office, 6 associations are to be newly established and total 12 farmers groups are to be	Notation of Associations' activities	1 association and 9 theme groups in Piun and 4 associations and 11 theme groups in Natividade were formed but activity for strengthening was not done yet. In Natividade, it was planned to form an association for four small communities but farmers consensus was not obtained. One association already formed showed interest in additional activity of manioca processing and the project decided to support the new group for that pupose. Accordingly the target number of forming a new association in Natividade should be reduced to 5. CP(EMBRAPA) comments: Existe uma comunidade, Casa de Telha, em Natividade que não tem demonstrado interesse em criar uma associação formal. No momento a participação em reuniões não é tão expressiva. Com os resultados e exemplos positivos de outras associações pode ser que o interesse aumente no futuro. EXT comments: Sim: hoje estamos fortalecendo as associações através das fazendas de referencias e também através dos grupos de interesses. CPU comments: Em Natividade a meta não será atingida devido a desistência de uma comunidade que estava sendo trabalhada diretamente, passando de seis comunidade para 5 trabalhadas diretamente	70% A/B
	.2-2 70% for respective communities are unionized.	Project report	Current level of unionization is more than 50%. The target of 70% will be achieved in Piun, where there are many new colonies, but in Natividade, where the communities are basically old traditional one, may be difficult. EXT comments: Sim: através de uma boa participação dos produtores temos mais poder de negociação.	70% A/B
	2-3 6 attempts per association are implemented.	Notation of Associations' activities	Associations are newly formed and attempts are not so many yet.	20% A

* Achievement forecast

A: Will be achieved B: May be achieved
C: Difficult to be achieved

Performance Grid (3) Objectives

Annex 3

Target	Indicators	Means of Verification	Findings	Current degree of Achievement (%) and forecast *
	Overall achievement of Output 2			
3 Agricultural technologies that farmers' needs are developed.	3 21 technical examples are newly developed or improved for Pium and Natividade,	Project report/Notation of extensionsits' activities	In the first year, three technical examples in Pium and only one in Natividade are introduced. To develop 21 will be difficult but To improve 21 will be achieved. CPU comments:Numero alto de tecnologia para serem melhoradas ou desenvolvidas em 3 anos de Projeto.	20% A
4. The methodology for extending agricultural technology and information is improved.	4-1 70% of the farm households to which the Project Pilot offices can offer the service are proved to be satisfied by the result of the questionnaires.	Survey questionnaire (Project report)	satisfaction level of farmers will be surveyed in March, 2005 EXT comments: Sim: Já se pensa em começar a multiplicar essas tecnologias para outros municípios apartir de 2005 pelo Ruraltins.	20% A
	4-2 15 technical examples to be *adopted for Pium and Natividade, respectively (*In case a developed / improved technical example is adopted by more than the half of the targeted farmers who utilize the technology, it is regarded as "adopted")	Project report	This will be difficult to be achieved within 3 years. CP(EMBRAPA) comments: Particularmente em Natividade, os sistemas de produção, até então, não envolvem a adoção de tecnologias. O poder aquisitivo dos produtores é muito baixo e o acesso ao crédito, no momento, é pouco expressivo. Dessa forma, fica difícil ter uma definição. CPU comments:Este indicador esta diretamente ligado a avaliação pelos agricultores e comunidades dos resultados das UDs e Uvs em 2005.	0% B

* Achievement forecast
A Will be achieved B May be achieved
C. Difficult to be achieved

Performance Grid (4) Process of Implementation

Verification Questions	Information Sources	Findings	Contribution to the Project Purpose*
<p>1. Have Activities been executed as planned?(In case the plan was revised, the revised plan) (Conclusion of the Activities Grid)</p>	<p>Project record, Japanese experts, Brazilian counterpart s</p>	<p>Progress was delayed in the first year because ①The start of the project activities was delayed about 3 months ② The role of researcher and extensionist was not clearly defined. It is recovering in the second year. CPE comments: Não foi possível cumprir algumas ações planejadas, como exemplo cita-se o acompanhamento das UD's de 2003 em Pium (em Natividade também houve alguns prejuízos) e o Planejamento Estratégico Participativo (PEP) nos dois municípios. Isso se deve, principalmente, às reestruturações que o Forter passou, levando à paralisação das atividades por praticamente dois meses em 2004 (abril e maio). Após a reestruturação está se executando as atividades planejadas, mas ainda há deficiência na forma, pois a integração pesquisa e extensão ficou bastante prejudicada, o que leva à execução das atividades de forma mais individual, mesmo em ações em que se havia combinado que seriam em conjunto entre a extensão e a pesquisa. CPU comments: As ações em sua maioria estão sendo realizadas, embora houve alguns atrasos nas execuções de determinadas atividades. Isso se deve ao grande período de paralisação das atividades de campo, ocorrido</p>	
<p>2. Are there any problems in the methods of technical transfer?</p>		<p>Problem was observed in the first year, but it is improving in the second year. In the first year, there existed discrepancy of understanding within the Project on technology development/improvement and demonstration farm/pilot farm. Also finance source for introducing new technology was not enough. With the clarification of the role of demonstration farm and pilot farm plus support to farmers to apply financing, it was improved in the second year. CPE comments: No primeiro ano do projeto (2003) a transferência de tecnologias não de forma que pudéssemos obter bons resultados. O período efetivo de atividades no campo do Forter se iniciou em junho/03 e isso acarretou um grande acúmulo de atividades para o final do ano. Assim, faltou tempo para se fazer um bom planejamento nos métodos de transferência de tecnologias. Nesse ano de 2004 está se corrigindo essa falha e o planejamento das transferências de tecnologias está sendo conduzido de forma a obter bons resultados. CPU comments: Alguns produtores inadimplentes com empréstimos anteriores ao início do Projeto FORTER, tem encontrado dificuldades em desenvolver as atividades, trazendo problemas ao Projeto. Houve problemas, principalmente devido a extensão não ter compreendido os fundamentos bem como os pr</p>	
<p>3. Are there any problems in the Project management?</p>		<p>CPU comments: Houve, em alguns momentos a gestão deixou de exercer suas devidas funções.</p>	
<p>(1) Monitoring system</p>		<p>CPE comments: O acompanhamento normalmente se dá por envio de relatórios semanais ao escritório central e mesmo por reuniões envolvendo o escritório central e locais.</p>	

Contribution * . .
~~AA~~ Greatly facilitated . A:Facilitated B:Neutral
 C.Hampered CC Hampered a lot.

Performance Grid (4) Process of Implementation

Verification Questions	Information Sources	Findings	Contribution to the Project Purpose*
1) How the Project has been monitored?		<p>1. Monthly meeting by C/Ps of the Central Office, representatives from local offices and J/E to review the monthly progress and establish the activity plan of the following month.</p> <p>2. Annual monitoring to review the annual progress and formulate the activities plan for the following year. the Anual P/O was submitted to the JCC for their approval.</p> <p>3. Review the progress and P/O at the visit of Japanese consulting team (October 2003) and Mid-term Evaluation (November, 2004)</p> <p>CPE comments: Nesse ponto cabe um comentário, pois no ano de 2003 as discussões dos acompanhamentos das ações ocorriam de forma mais democrática no escritório central. Em 2004 com a saída do pesquisador da Embrapa Cerrados e do técnico do Ruraltins, as ações passaram a ser coordenadas pelos peritos de longa duração e o espaço de discussões ficou mais restrito, sendo que algumas das decisões não envolviam todas as instituições parceiras.</p> <p>CPU comments:O acompanhamento e realizado mensalmente nas fazendas de referência, no qual são coletados dados, como. informações estruturais (situação patrimonial) e informações de funcionamento (fluxo de caixa, itinerários técnicos dos cultivos, uso da mão-de-obra, manejo do rebanho e chuvas). Este a</p>	
2) Was the result of monitoring reflected to the activities of the Project?		<p>Based on the monitoring, PDM and PO were reviewed. Especially the role of researcher and extensionist were clarified and details of the activities plan was reviewed.</p> <p>CPE comments: Houve ajustes no conteúdo das ações que algumas vezes trouxeram resultados positivos mas outras não.</p> <p>CPU comments: Sim. Estava havendo uma duplicidade de ações levando a um desgaste do grupo. Com os ajustes ficaram distribuídas as tarefas.</p> <p>EXT comments: Foram feitos alguns ajustes e adequação das ações para o ano de 2004.</p>	
(2).Decision making process		<p>Decision making process was not clear in the first year. Executing Committee consisting of the representatives of implementing agencies was formed.</p> <p>CPE comments: Os peritos de longa duração apresentaram uma proposta aos contra-partes. Esses discutiram entre si e com os peritos, propondo algumas modificações, no entanto alguns pontos que ficaram acordados nesse documento não vem sendo cumprido da forma como está lá (um exemplo: definição e planejamento conjunto dos treinamentos dos técnicos do Forter)</p> <p>EXT comments: Com base no P.D.M as instituições envolvidas no projetos sentaram para discutir as ações para o ano de 2004 com base nos quatros pilares do projeto: (organização social , introdução de novas tecnologias, transferências dessas novas tecnologias e capacitação dos extensionista e produtores).</p> <p>CPU comments: Após varias reuniões com representantes das instituições que participam do Projeto, chegaram a um plano de ação para o segundo ano do FORTER, onde ficaram definidas as atribuições da pesquisa e da extensão.</p>	

Contribution * .
 AA Greatly facilitated . A.Facilitated B Neutral
 C Hampered CC Hampered a lot.

Performance Grid (4) Process of Implementation

Annex 3

Verification Questions	Information Sources	Findings	Contribution to the Project Purpose*
Who and how made decisions among the Project?		Executing Committee became the decision making committee. CPE comments:	
(3) Function of JICA headquarters and the Brazil Office.		CPE comments:Não foi marcado nada com relação à Matriz da Jica e Jica de Brasília por falta de meu conhecimento CPU comments: É difícil responder	
1)Did they corresponded well to the results of 2) Did they provided appropriate advices/supports when needed?		almost good almost good CPE comments: Não foi respondido pois não tenho conhecimento da ação da Jica de Brasília e da Matriz da Jica	
3) Was the communication with the Project Team good?		almost good CPE comments:Não tenho muito conhecimento a esse respeito, pois o contato com a Jica de Brasília e da Matriz é muito pequeno. CPU comments: Em determinados momentos foram ruins	
4) Was the linkage with the domestic supporting agencies good?		good CPU comments: Em alguns momentos houve controversas por parte dos extensionistas	
5) genral situatiuon of supporting/cooperating		almost good	
(4).Communication system within the project (joint cooperation of Japanese experts and Brazilian counterparts in trouble shpooting, etc.)		EXT comments: Muito boa, sempre estamos enviado relatório semanal das atividades para o escritório central.	
How was the comunication between Japanese experts and Brazilian counterparts?		EXT comments:Sim: Todas as ações e discutidas conjuntamente.	B
1)Situation of regular meetings		Weekly meeting within the central office. Monthly meeting by members of the central office and the representatives from local offices. Specific theme meetings, such as demonstration farm, manioca processing etc., as needed. CPE comments: Nas reuniões se discutia bastante sobre os trabalhos do Forter e isso era bem positivo, entretanto, algumas vezes as decisões já tinham sido tomadas e assim as reuniões eram mais para se fazer uma comunicação e não para se ter uma discussão e tomada de decisão em conjunto. CPU comments: Reunião Semanal do Escritório Central (peritos e representantes das 3 Instituições) No escritório central sempre tem reuniões semanais Nos locais (Natividade) quando a os pesquisadores estavam lotados nos municípios, as reuniões eram frequentes (Semanais) EXT comments:Sim: sempre existe reuniões para planejamso as ações da semana.	

Contribution * .

AA Greatly facilitated : A.Facilitated B:Neutral
C Hampered CC Hampered a lot

Performance Grid (4) Process of Implementation

Verification Questions	Information Sources	Findings	Contribution to the Project Purpose*
2) Daily communication		<p>Almost good. Communication between researcher and Japanese expert and between researcher and extensionist are needed to be improved.</p> <p>CPE comments: A comunicação entre peritos de longa duração e extensão rural é bem freqüente, no entanto, com a pesquisa ela precisa melhorar.</p> <p>CPU comments: As informações diárias são muito lentas entre as unidades participantes do projeto.</p>	
3) Are there common understanding of the Project purpose? Was the joint effort made in trouble shooting, plan making, etc.?		<p>In the first year, more effort was taken to proceed activities and effort with this regards was not so much made.</p> <p>CPE comments: Antes da reestruturação, se fazia discussões freqüentes e se realizava as tarefas mais em conjunto. Após a reestruturação essa prática foi dificultada e é necessário nos esforçarmos para retomar o ambiente de discussões e compartilhamento que tínhamos antes.</p> <p>CPU comments: Após o ajuste com as definições das atribuições, o trabalho tem apresentado melhor rendimento.</p>	
4) Were the mutual trust established?		<p>it was improved among extensionists, and between extensionists and JEs.</p> <p>CPE comments: Muitas vezes os problemas que surgem dificultam um pouco a confiança mútua. É necessário tentar vencer essas barreiras e buscar esse valor para se poder desenvolver melhor os trabalhos.</p>	
5) Do the Brazilian counterpart staffs recognize this project as their own project? How was their ownership?		<p>JE comments: The motivation of extensionists was not so high in the first year but improved in the second year.</p> <p>CPU comments: Alguns técnicos principalmente da extensão precisam ter mais comprometimento, dedicação e participação sobretudo nos momentos em que estão sendo discutidas ações a serem implementadas no Projeto FORTER.</p>	
6) Any other comments		<p>CPU comments: No 1º ano foi um pouco difícil a interação. Com a mudança de alguns membros da equipe, distribuição de tarefas e reuniões entre as partes, a compreensão do objetivo do projeto foi esclarecido.</p>	
(5) How are the communications between the Project and the related Brazilian organizations?			
(1) RURALTINS		<p>JE comments: Good, but more understanding to the project is desired.</p> <p>CP(EMBARPA) comments: A comunicação, o relacionamento entre os técnicos dos escritórios locais sempre foram muito bons, ela deixa a desejar nos níveis hierárquicos mais elevados. A maior dificuldade está relacionada a diferenças de compreensão da metodologia do Forter, como já comentado no item D1</p> <p>CPU comments: O fato de trabalhar direto com a comunidade facilita a comunicação entre extensionistas e produtor.</p>	

Contribution * ..
 AA: Greatly facilitated A: Facilitated B: Neutral
 C: Hampered CC: Hampered a lot.

Performance Grid (4) Process of Implementation

Verification Questions	Information Sources	Findings	Contribution to the Project Purpose*
(2) EMBRAPA		JE comments: Good, but because the director is in Brasília, mutual understanding is not so good compared to those in Tocantins. CPU comments: As vezes há uma certa dificuldade de comunicação do pesquisador com produtor, não sendo via extensionista.	
(3) UNITINS		JE comments: No specific problem. The involvement is less compared to other two organizations CPU comments: Apesar de se tratar de pesquisadores, a Instituição procura ter um caráter de ensino-pesquisa-extensão, o que facilita a comunicação entre as partes.	
(4) Others		JE comments: The government of the state of Tocantins is friendly but more involvement is desired. CPU comments: Se trata de apoio político/administrativo e não diretamente ao produtor.	
4. Is the ownership of the Counterpart organizations established?		CP comments: Quanto à participação acredito que seja alta por parte dos CPs, no entanto quanto à independência há necessidade de melhorias. A pesquisa trabalha com independência, mas a extensão rural trabalha seguindo, em muitas situações, o que é definido pelos peritos de longa duração. CPU comments: Deveria ter disponibilizado veículos para UNITINS, pois a falta do mesmo dificulta e até impossibilita algumas ações de pesquisa e apoio aos extensionistas nos municípios.	
(1) Participation of the management of counterpart organizations to the Project.		JE comments: EMBRAPA is high. Other two is not bad. CPE comments: Quanto à participação acredito que seja alta por parte dos CPs, no entanto quanto à independência há necessidade de melhorias. A pesquisa trabalha com independência, mas a extensão rural trabalha seguindo, em muitas situações, o que é definido pelos peritos de longa duração. Quanto ao número 1 foi respondido pensando nos representantes do escritório central e apenas no ano de 2003 para Embrapa e Ruraltins, pois em 2004 a estrutura do escritório central foi modificada com a saída do pesquisador da Embrapa e do técnico do Ruraltins, como já citado. No número 2 a resposta se deve, principalmente, ao atraso nos pagamentos de diárias (3 instituições) e manutenção de alguns materiais e equipamentos (no caso do Ruraltins) Quanto ao número 3 faltaram técnicos na área social. CPU comments: all 3 are high. EXT comments: very high.	
(2) Allocation of budget necessary for the Project activities.		JE comments: No serious problem CPE comments: Qualquer colocação ou comentário nesse documento visa buscar a melhoria do andamento das atividades do Forter para que possamos ter bons resultados e nos orgulharmos desse projeto. Dessa forma as críticas têm caráter construtivo e também se aplicam, em determinadas situações, a nós próprios. CPU comments: RURALTINS is high, other two are medium	
(3) Appropriate of counterpart personnel (number, quality, specialties, etc.)		JE comments: Extensionists are appropriate. Total balance should be studied. CPU comments: good	

Contribution * :
 AA: Greatly facilitated : A. Facilitated B Neutral
 C Hampered CC. Hampered a lot.

Performance Grid (4) Process of Implementation

Verification Questions	Information Sources	Findings	Contribution to the Project Purpose*
(4) Smoothness of equipment delivery and facilities preparation		CPU comments: RuALTINS high, EMBRAPA medium, UNITINS low	
(5) Is the recognition to the project by implementing organizations, counterpart staff, target group and other related organizations high?		The expectation to the project is high but understanding is not good enough. The project is required to pay more effort in communications and public relations.	
5. How was the participation of farmers and associations of farmers in the targeted areas?			
(1) Situation of introduction of participatory method		Farmers were invited to participate in seminars, meetings, etc., in making the activity plan, formation of association and group, selection of technology to be extended, etc., CPE comments: A pesquisa utilizou-se de métodos mais participativos, definindo com os agricultores os temas que eles acreditam ser necessários para a transferência de tecnologias, no entanto, a extensão rural deixou a desejar nesse ponto, acreditando já saber o que os agricultores precisam. CPU comments: Serão instaladas Unidades Demonstrativas, através das quais serão difundidas novas tecnologias de produção. EXT comments: Bem: Toda decisão e tomada conjuntamente com os produtores.	
(2) How was the situation of promoting the understanding to the Project?		Explanation to farmers were conducted at various occasions, farmers meetings/seminars etc., at the initial explanation meeting at the time of the start of the project, soil survey, social survey, selection of technology, formation of association, action plan making, etc., CPE comments: Houve várias reuniões com os agricultores em que foi explicado tudo a respeito do projeto Forter e sempre está se reforçando seus princípios, objetivos e fundamentos junto aos agricultores. CPU comments: : Foram realizadas várias reuniões com os produtores mostrando a importância das atividades técnicas e melhoria da qualidade de vida, sem interferência política partidária. Em todas as etapas do projeto foram utilizadas ferramentas participativas, desde a escolha das comunidades até a definição das tecnologias a serem introduzidas nas fazendas de referência. Foram boas. EXT comments:Muito boa: Existe grande participação dos produtores nas decisões tomadas pela extensão e pesquisa.	
(3) Any other comments			
6. Were the preconditions to commence the Project met? If not met, how were the countermeasures?			

Contribution * :
 AA. Greatly facilitated A:Facilitated B:Neutral
 C:Hampered CC. Hampered a lot

Performance Grid (4) Process of Implementation

Verification Questions	Information Sources	Findings	Contribution to the Project Purpose*
(1) No organizational transformation of related agency.		UNITIS was transferred from the state government to the federal government. But this did not affect the project much. CP(EMBARPA) comments: Esses problemas não chegam a ser o principal impecilio das ações do projeto mas, em algumas situações, afetam as ações. No caso da Embrapa e do Ruraltins tiveram mudanças no escritório central em janeiro de 2004 com a saída dos técnicos. O Ruraltins substituiu com mais facilidade seu técnico e a Embrapa teve algumas dificuldades. Isso prejudicou as discussões, pois o novo colega do Ruraltins levou um tempo para se inteirar do projeto e a Embrapa ficou com sua participação bem restrita, assim, algumas decisões foram tomadas apenas por algumas partes.	
(2) Budget for salaries and expenditure for activities related to the Project is promptly implemented.		No particular problem was observed with this regards. CP(EMBARPA) comments: Esses problemas não chegam a ser o principal impecilio das ações do projeto mas, em algumas situações afetam as ações. Em alguns casos há problema de manutenção de veículos e equipamentos, mais relacionado ao Ruraltins, que é o responsável por isso e também há problemas relacionados a atrasos de diárias dos técnicos, relacionados a todas as instituições. Quanto à disponibilização de recursos humanos temos carência de técnicos na área social.	
(3) Farmers can receive enough/proper financing service by ongoing PRONAF when necessity arises.		It was planned to utilize PRONAF(finance to small farmers) system for building the demonstration farms. But many small farmers have already borrowed money and cannot use this system. The plan is modified to make small demonstration farm, which cost is small and finance is not necessary. CPE comments: Os problemas são mais relacionados a questões do próprio banco, como a greve dos bancários. CPU comments: Os Bancários brasileiros entraram em greve, dificultando um pouco o andamento da	
7. Actions after the Japanese Project Consultation Team of October, 2003			
(1) Are the TORs of respective organizations, Coordinator and Local Leaders well understood and functioned well?		through the meetings held among japanese experts and the representatives from three implementing organizations three times during january to April, 2004, the following decision was made. (1) TOR of each organization was clarified. (2) Extensionist shall be in charge of Demonstrative Farm, where the developed technology is demonstrated and researches shall be in charge of Experimental Farm, where technology is developed or improved. (3) Researchers are withdrawn from local offices to the Central Office. (4) All of Extensionist at local office of RUALTINS shall be extension counterpart staff	

Contribution * .
 AA Greatly facilitated A Facilitated B Neutral
 C Hampered CC Hampered a lot

Performance Grid (4) Process of Implementation

Annex 3

Verification Questions	Information Sources	Findings	Contribution to the Project Purpose*
		CP(EMBARPA) comments. Na missão de outubro de 2003 ficou estabelecido que "gradativamente e com a proximidade do término do projeto, aumentasse a importância, responsabilidade e autoridade do papel do Ruraltins e da Unitins". Dessa forma há necessidade, principalmente da extensão rural, se capacitar dentro desse novo enfoque proposto pelo Forter (integração produtor, pesquisa e extensão; desenvolvimento rural em seus vários níveis, etc.) e também que a extensão se aproprie dessa metodologia para poder passar a ter um papel mais importante. Essa é uma condição de extrema importância, que as instituições estaduais se capacitem dentro dessa nova metodologia (Ruraltins e Unitins) para poderem disseminar o projeto ao estado do Tocantins. Para isso, a participação da Embrapa na fase inicial, que para mim corresponderia em torno dos 3 anos do projeto, se torna essencial, pois a Embrapa já tem experiências de sucesso com a metodologia do Forter (Projeto Silvânia, Projeto Unai, etc.) e tem todo o interesse em capacitar o maior número de pessoas para que, em última análise, o pequeno agricultor possa se beneficiar.	
		EXT comments. Sim: Estar sendo cumprido as atribuições de cada instituição. CPU comments: Os extensionistas passaram a se dedicar mais as atividades, porem acredito que os mesmos precisam se apropriarem melhor da metodologia e aumentar mais na dedicação no Projeto.	
(2) Were the necessary measures for the expansions			
1) Future planning by the Government of Tocantins		CPU comments: Deverá ser de acordo com as características da agricultura familiar dos municípios mais	
2) Allocation of budget by Tocantins State		CPU comments: Deverá ser destinado recursos dentro do PPA – Plano Pluri Anual.	
3) Reinforcement of the functions of UNITINS		CPU comments: A Universidade tem grande responsabilidade na transmissão dos conhecimentos e revalidação das pesquisas, assim como procurar trazer para si as demandas do agricultor procurando atende-lo e interagindo com outros órgãos.	A
(3) Market survey for the agricultural products to be produced by small scale farmers shall be conducted		Survey is conducted February to March, 2004. The project, especially extensionists, is studying how to utilize the survey. Further survey is planned to be done for manioca processed products.	
8. What are factors facilitated or hampered the achievement of the Project Purpose?			
(1) Facilitating factors:			A

Contribution * . .
 AA Greatly facilitated A Facilitated B:Neutral
 C Hampered CC.Hampered a lot

Performance Grid (4) Process of Implementation

Verification Questions	Information Sources	Findings	Contribution to the Project Purpose*
1) Activities done by the project		(1) Clarification of the role of each organization (2) Plan of Operation is made through the discussion between central office and local offices. (3) Extension Team is formed within the Project and discussion among extensionists were encouraged. CPE comments: O trabalho da pesquisa, buscando a participação dos agricultores e o interesse da integração com a extensão sempre foram buscados, pois sabe-se que assim teremos mais chance de sucesso. CPU comments: - criação e fortalecimento de Associações - implantação da casa de farinha - fazenda de referência	
2) Outside factors which resulted positively to the Project		Former president of RUALTINS was promoted to the Director of Agriculture CP(EMBARPA) comments: O acesso ao crédito agrícola está mais fácil, pois se reduziram as exigências que dificultavam os agricultores poderem adquirir o crédito (exemplo. título da terra, etc.) e os investimentos em agricultura familiar estão mais elevados, o que tem favorecido às ações do Forter direta	
(2) Hampering factors:		CPU comments. - falta de tradição e interesse de alguns produtores de assentamentos.	
1) Factors within the Project		(1) Role of each organization was not clear in the first year (2) Discrepancy of understanding the meaning of pilot farm. Now introduced two different farm. One is what EMBRAPA understood and now called experimental farm. The other is what Japanese side understood and now called demonstrative farm. CPU comments: A pouca comunicação entre os pesquisadores e extensionistas, e entre central e pesquisadores após a reestruturação prejudicaram as ações de campo.	
2) Factors outside of the Project		There are two different status for extensionists, one is permanent staff of RUALTINS and the other is contracted and the status of the later is unstable. CP(EMBARPA) comments: Os problemas que mais têm atrapalhado ao Forter são em níveis hierárquicos mais elevados. A ação do escritório central precisa ser melhorada, pois nos escritórios locais, e eu falo até mesmo me referindo mais no local onde eu trabalho (Natividade) sempre tivemos um bom entendimento e as discussões eram frequentes. Como já citado, é necessário que alguns colegas passem a buscar ler mais sobre o projeto, sobre metodologias participativas, o trabalho da rede de fazendas de referência, a integração entre produtores, extensionistas e pesquisadores, para assim descobrirem, como a pesquisa já descobriu, que trabalhar com agricultura familiar, em que há uma grande complexidade, exige uma mudança de postura dos técnicos e um comprometimento incondicional. O meu desejo é que mais e mais colegas se apropriem dessa metodologia que é a base dos principais trabalhos com desenvolvimento rural no Brasil.	
(3) Issues to be solved			

Contribution *
 AA: Greatly facilitated : A: Facilitated B: Neutral
 C: Hampered CC Hampered a lot

Performance Grid (4) Process of Implementation

Annex 3

Verification Questions	Information Sources	Findings	Contribution to the Project Purpose*
1) Role of researcher and extensionists			
2) Delay of proving technology at pilot farm 3) Finance to small-scale farmers		Related Parties agrees that the Reference farm is a strong tool to attend farmer demands on technology in real conditions and to capacity farmers, individual and grupal forms on farm administration. However it is noticed that there are strong difference in understanding of the role and method to be applied at the pilot farm among parties concerned. This is a hamperign factor for smooth implementation of the project to attain the goal efficiently and effectively.	
Others		CP(EMBARPA) comments: Devemos atentar para que todas as partes entendam o conteúdo do projeto e assim passem a buscar o mesmo objetivo a partir de uma compreensão única Obrigado pela cooperação, caso tenha outras opiniões/sugestões, favor mencionar: Eu agradeço a oportunidade de poder tentar contribuir para a melhoria do Projeto Forter. Espero que minhas respostas tenham produzido esse efeito, pois de forma alguma há intenção de prejudicar pessoas ou instituições, afinal de contas somos todos parceiros	C
Overall assesment of implementation process:		In the first year, the implementation of the Project was delayed partly due to the delay of inputs. Another reason of delay was that the common understanding on the aproach and methdology was not established. In October 2003 JICA dispatched a Project Consultation Team to the Project with the purpose of promoting smooth implementation of the Project. They tried to solve the problem but they were successful to reach the agreement on the revision of PDM and PO but the formation of consensus on the approach and methodology of the project implementation was not successful enough. At the time of the review of the first years activities and making the plan for the second year activities, this issue was high-lighted and through the intensive discussions during the months of April, 2004 and May 2004, some matters agreed were made into papers, including plan of operations for the second year, TOR of each member organization of the project participants, some reformations to the project implementation structure, etc.	B

Contribution * .
AA: Greatly facilitated : A:Facilitated B:Neutral
C Hampered CC: Hampered a lot.

EVALUATION GRID BY 5 CRITERIA

Evaluation Criteria	Evaluation Questions	Necessary information/data (indicator)	Information Source (other than project reports, JE)	Findings	Evaluation *	
Relevance	Necessity	Are the Project Purpose and the overall Goal consistent with the needs of the society of the target		In order to meet the needs of the area, the government of Tocantins has a multi-year plan to diffuse the project outcomes to all over the State. This conforms to the Project Plan.	A	
		Are the Project Purpose consistent with the needs of the target group?		Ratio of small-scale farmers in Tocantins is 60%, higher than other states. In the past, support to small-scale farmers was not enough in Brazil. They expect that the Project will meet their needs to obtain technology to increase agricultural income.	A	
	Priority	Is the Project consistent with the National Development Policy of Brazil?				
		Is the Project consistent with Japan's ODA Charter		Japan's ODA charter includes followings: Basic Policies (3) Assurance of fairness This should be achieved by giving considerations to the socially vulnerables and to the gap between the rich and the poor as well as the gap among various regions in developing countries. Priority Issues (1) Poverty Reduction Japan will give high priority to providing assistance to such sectors as educations, health care and welfare, water and sanitation and agriculture. The Project purpose and the Overall goal are consistent with the above.	A	
	Appropriateness as the means	Is the Project appropriate as the means to the development issues in the agricultural sector of				
		Is the project design appropriate? Is the target area appropriately selected?				
		Is the selection of three organizations, EMBRAPA, RURALTINS and UNITINS, as counterpart organization appropriate?		Selection was appropriate. But TOR of each organization was not clearly understood commonly by all the parties concerned. Japanese expert thinks that RUALTINS shall take the major responsibility because this is a state project, while Brazilian side thinks that EMBRAPA, a federal organization shall take the major responsibility because they have most experience and knowledge. CPE comments: Mesmo que estejamos enfrentando problemas, a parceria dessas três instituições do ponto de vista de desenvolvimento rural de pequenos agricultores é extremamente importante. Entretanto, só é preciso que a extensão rural se aproprie dessa metodologia que pode ser muito útil a todos os seus trabalhos.	B-	

* based on followings:

AA: Very positive. A: Positive. B: Neutral. C: Negative. CC Very negative.

A4-1

EVALUATION GRID BY 5 CRITERIA

Evaluation Criteria	Evaluation Questions	Necessary information/data (indicator)	Information Source (other than project reports, JE)	Findings	Evaluation *
				CPU comments: Os órgãos envolvidos são relacionados com pesquisa e/ou extensão, assim, sendo: EMBRAPA: pesquisa a nível nacional; RURALTINS: extensão a nível estadual; UNITINS: pesquisa e extensão a nível estadual. EXT comments: Sim: Porque temos órgão oficial de extensão fortalecido e duas instituições de pesquisa também fortalecidas uma a nível nacional Embrapa e outra a nível estadual Unitins. A vontade dos produtores de terem um vida melhor.	
		Consistency with other projects under cooperation of Japan and other donors Synergy or Offset/Overlap with other projects			
		Is the selection of target group appropriate?(area, size, gender ratio, etc.)		Can be said appropriate, although the size of target group may be too big (out of 10 groups, 4 groupes are consisting of more than 50 farmers) But, this is inevitable.	A-
		Will the benefit of the Propject can be enjoyed by those other than the target group?			
		Is the benefit and cost bearing fairly distributed?			
		Do the technology of Japan meets the needs?			
		Other comments			
	Others	Are there any changes which makes relevance higher or lower in last tw years? (government policy, economy, social conditions, role of counterpart organizations, etc.)		UNITINS was transferred from the State government to the Federal government. But, this did not affect a lot to the project. CPE comments: A saída do pesquisador da Embrapa e do técnico do Ruraltins, em janeiro de 2004, provocou uma desestruturação na equipe do escritório central que refletiu negativamente nas ações do projeto EXT comments. Contratação de mais extensionistas e pesquisadores com dedicação exclusiva para o projeto, reforma dos escritórios locais etc. Mundanca de comportamento das comunidade(criacao de associacoes, grupos de interesses e tambem pretendem adquirir credito rural).	B

* based on followings:

AA: Very positive. A: Positive. B: Neutral. C: Negative. CC Very negative.

A4-2

EVALUATION GRID BY 5 CRITERIA

Evaluation Criteria	Evaluation Questions	Necessary information/data (indicator)	Information Source (other than project reports, IE)	Findings	Evaluation *
	Overall Relevance	(1) Support to small farmers is one of the priority issues of the Federal Government of Brazil, as well as the Government of the State of Tocantins. The project is aiming the same direction with the policies of the Federal and State Government. (2) Small farmers in Tocantins one of the poorest among all farmers in Brazil. Their agriculture methods are still very primitive and their productivity is much lower than the average of Brazil. (Some of them are still using slash-and-burn system. The State of Tocantins is a newly independent state and their system to support small farmers is still weak. The Project Purpose of strengthening "technical support system to small farmers in Tocantins" is not only meet the needs of the targeted society, but also consistent with Japanese ODA policy as well as conforming to the global issues such as environmental protection, poverty reduction, human security etc. The Relevance of the Project is kept high.			A
Effectiveness	Is the Project Purpose (The agricultural technical support system to small scale farmers is established through reference farms in Pilot areas in Tocantins State) likely to be achieved?	The number of the farm households to which the Project Pilot offices can offer the service is 109 and 83 for Pium and Natividade,		Project offered to 153 farmers in Pium and 122 farmers in Natividsade during the months from April to August of 2004. Target number of farmers might be reviewed.	A
		Government of Tocantins State approve the agricultural extension system through reference farm.		It is unpredictable whether this target will be achieved or not, as the harvest is once a year only.	B
		Overall attainability of the project Purpose		The project purpose will be attained, as the system will be established. However the strength of the system is to such extent that can be attainable in three years. CPE comments: Em um projeto de desenvolvimento rural 3 anos se torna muito pouco, o processo é mais longo. Assim, muitas metas serão cumpridas, mas o trabalho precisará continuar porque ainda se terá muita coisa a fazer para melhorar a qualidade de vida dos nossos pequenos agricultores.	A-
	Cause and Effect (Outputs of the Project)	Are the Outputs adequately (necessary and enough) set to achieve the Project Purpose?		Design is good. Outputs obtained through the various activities increased motivation and confidence of extensionists in technology transfer to the farmers and contribute effectively to the achievement of the project purpose. CPE comments: Como já citado, é necessário que as pessoas se capacitem dentro da metodologia do Forter e que haja uma mudança de postura por parte dos técnicos envolvidos.	A
	(Important assumptions)	Extensionist doesn't change offices frequently.		Employment of new permanent staff is limited and many of extensionists is working on a un stable status of contract basis	A-
		Are there any other outside conditions that could affect the achievement of the Project Purpose?		The project is designed on the assumption that PRONAF finance system can be used to cover the cost of introducing new technology. Actually many of small farmers already owes considerable debt and it is difficult for them to get additional finance.	B-

* based on followings:

AA: Very positive. A: Positive. B: Neutral. C: Negative. CC Very negative.

EVALUATION GRID BY 5 CRITERIA

Evaluation Criteria	Evaluation Questions	Necessary information/data (indicator)	Information Source (other than project reports, JE)	Findings	Evaluation *
	What would facilitate or hamper the achievement of the Project purpose_?	Facilitating factors		CPE comments: O bom relacionamento entre os técnicos locais é um fator que interferiu positivamente nas ações do projeto. Temos condições de discutir em conjunto todas as ações que precisam ser feitas no Forter. Nesse ano, após a reestruturação, o relacionamento continua o mesmo, somente os momentos de discussões é que foram reduzidos. CPU comments: - Facilidade de deslocamento até às Comunidades. - Proximidade com Escritório Central.	
		Hampering factors		JE comments: main actor is extensionists and researchers shall be by-players, while Brazilian side thinks that researchers shall be the leader and instruct extensionists in all aspects. CPE comments: Já citados anteriormente CPU comments: No 1º ano faltou estruturação nas atividades de campo e havia certo	
	Overall Effectiveness	In spite of the delay of activities in the first year, the Project Purpose is likely to be achieved, though not so easy This highly depends un the activities of the project in later half. Effectiveness would become high but cooperation and effort by all related personnel and organizations are required to achieve the Project Purpose.			B
Efficiency	Achievement of Outputs	Are Outputs likely to be achieved appropriately?		Most of the planned outputs are likely to appear by the end of the project period, although some may not be. CPE comments: O fortalecimento das organizações rurais, que tem interferência mais forte em todos os outros pontos do Projeto, pode se concretizar após os 3 anos. Isso implica também em várias outras ações. Mas o que foi planejado dentro dos 3 anos ser á cumprido. Entretanto, nós pensamos que um projeto de desenvolvimento rural não pode ficar restrito apenas a esse período. EXT comments: Sim: porque esse ano com a introdução das UDS E UVS o resultado vai ser muito grande.	
	Cause and Effect (Activities Plan)	Are Activities planned appropriately to achieve the Outputs?		Activities are generally planned appropriately to achieve the Outputs CPE comments: Temos alguns itens importantes que não foram citados, como exemplo, que os extensionistas estejam capacitados na metodologia do Forter e em condições de disseminá-la. CPU comments: Devido ao período em que as atividades ficaram paralisadas em função o da reestruturação, comprometeram as atividades que estavam planejadas.	A

* based on followings:
AA: Very positive. A: Positive. B: Neutral. C: Negative. CC Very negative. A4-4

EVALUATION GRID BY 5 CRITERIA

Evaluation Criteria	Evaluation Questions	Necessary information/data (indicator)	Information Source (other than project reports, JE)	Findings	Evaluation *
	(Inputs plan)	Are Inputs set appropriately in quality, quantity and timing to execute the planned activities?		Inputs are generally set appropriately in quality, quantity and timing to execute the planned activities. Number and period of long-term experts is appropriate if their role is only a support but not enough to obtain sufficient result. CPE comments:Esse item já foi comentado na primeira parte EXT comments: pouco aproveitamento em relação às ações do projeto, Motivo do baixo aproveitamento: Os equipamentos da área fotográfica :GPS e Teodolito devido não haver treinamento e alguns programas dos mesmos (GPS- Programa = AU-CARD). Faltou contato outros técnicos nas áreas de desenvolvimento social e na área de pecuária.	A-
	Timing	Were Inputs made appropriately as planned?		Delay of dispatch of long-term experts (1-2 months), assignment of counterpart staff (2-3 months), provision of equipment (6 months), provision of land, building and facilities(2-3 months) CPE comments:Já citado anteriormente a respeito da existência de alguns problemas	A-
		Were Activities done at appropriate time as planned?		Delay of inputs and discrepancy of understanding resulted delay of activities in the first year. CPE comments:Esse item já foi comentado na primeira parte EXT comments: Mudança de comportamento das comunidade(criação de associações, grupos de interesses e também pretendem adquirir crédito rural).	A-
	Important Assumptions	1) Motivation for skill-up continue among extensionists.		Extensionists have high motivation but their status is unstable. CPE comments:Como já comentado, é necessário que a extensão se aproprie do Forter e isso precisa ser melhorado. Há necessidade de mudança de postura, de forma de trabalhar, de comprometimento, e isso também precisa ser melhorado CPU comments: Os extensionistas devem se dedicar mais as atividades.	A-
		2) Farmers can receive ongoing services (cf. Tractor rent, provision of fertilizer, etc) by municipal Government.		This assumption is not so important for the project activities CPE comments:Os produtores não receberam e ainda não vêm recebendo serviço contínuo. Há deficiência no número de tratores, extensionistas, qualidade do trabalho, recursos, etc. CPU comments: Não existe no Estado um sistema público de mecanização agrícola. Diante da situação atual de precariedade em que os pequenos produtores se encontram, principalmente em Natividade, seria necessário. EXT comments: O Governo não subsidia adubos mais existe financiamento para compra de adubos.	B

* based on followings:

AA: Very positive. A: Positive. B: Neutral. C: Negative. CC Very negative.

A4-5

EVALUATION GRID BY 5 CRITERIA

Evaluation Criteria	Evaluation Questions	Necessary information/data (indicator)	Information Source (other than project reports, JE)	Findings	Evaluation *
		3) Appropriate agricultural technologies for small-scale farmers are introduced by EMBRAPA and UNITINS.		So far, only fundamental technology is introduced and no problem was observed. Various technologies will be required in future. CPE comments: Algumas tecnologias ainda não estão validadas na condição (social, econômica, ambiental, técnica) do pequeno agricultor Grande parte das tecnologias desenvolvidas pela EMBRAPA e outras instituições necessitam de ajustes no meio real, para que se tornem adequadas as características dos nossos agricultores. EXT comments: Hoje a Embrapa possuem varias tecnologias que podemos adequar aos pequenos produtores.	-
		Are there any other outside conditions that could affect the achievement of the Outputs?		If the needs for supporting the documentation of finance increases, then extensionist will be occupied with such help and may not have enough time for introducing technology.	-
	Facilitating and hampering factors	•What factors facilitated the achievement of the Outputs?		EXT comments: Vontade de ter uma vida melhor, produtores motivados.	
		•What factors hampered the achievement of the Outputs?		1. Due to the delay of inputs, the start-up was delayed and kick-off meeting by all members was not held till July, 2004. 2. Concensus on the role of each organization was not formed in earlier stage and efficiency of implementation was lowered. EXT comments: demora na liberação dos créditos para os produtores.	
				•Role of researchers and extensionists •delay of proving technology at demonstrative farm	
	Cost efficiency	Are the achievement of the Project Purpose and the Outputs reasonable compared to the amount of inputs?		As many organizations are involved and TOR of each organization was not clear, coordination among organization required effort and consumed time and lowered efficiency of implementation. CPE comments: Acredito que não seria necessário tanto recurso para desenvolver um trabalho como esse Temos projetos de sucesso que foram desenvolvidos com menos recurso. Entretanto, o recurso aplicado no Forter está sendo bem aproveitado.	
		Were there any alternative method to obtain higher results with same Were there any alternative method to obtain outputs with less cost?		CPU comments: Com o mesmo investimento no Projeto, porem se tivesse ocorrido uma pré-seleção dos técnicos para trabalhar no FORTER, talvez tivéssemos melhores	
	Overall Efficiency	Because of the late arrivals of inputs and the difference of understandings among the project implementation units, the efficiency of the activities in the first year was lowered. Effort in the later half of the project period is very important to secure the total efficiency.			B

* based on followings:
 AA: Very positive. A: Positive. B: Neutral. C: Negative. CC Very negative. A4-6

EVALUATION GRID BY 5 CRITERIA

Evaluation Criteria	Evaluation Questions	Necessary information/data (indicator)	Information Source (other than project reports, JE)	Findings	Evaluation *
Impacts (forecast)	Overall Goal	Eight Local offices of RURALTINS apply the improved agricultural extension system by the end of March, 2010.	RURALTINS Annual Report	CPE comments: Conforme comentado anteriormente, muita coisa será cumprida, mas haverá ações que precisarão continuar EXT comments:	
	(Attainability)	Based on the results of Inputs, Activities and Outputs, is the Overall Goal likely to be achieved by May 2010? (Is it verifiable after 5 years?)		RURALTINS have now 79 offices and have plan to increase this to cover all 139 cities of Tocantins. They also have plan to open 8 local offices in 2004 and 10 in 2005, where the improved technologies will be applied. If this project is successful, then the technologies proven by the Project will be introduced to the Plan. If the project is successful, the attainability of the Overall Goal is very high.	A
	(Impact of Overall Goal)	Will the achievement of Overall Goal give impact on the national Development Plan of Brazil?		If the Overall Goal is attained then the strong impact is expected. CPE comments: Cumprindo-se a meta superior o impacto será grande e positivo, pois esse tipo de projeto tem a característica fundamental da sustentabilidade e as condições dos nossos pequenos agricultores é de muita carência. Qualquer ação visando a busca da melhoria de vida deles terá grande impacto EXT comments: Não entendi a pergunta.	A
	(Cause and Effect)	Is the Project designed in such a way that the Overall Goal will be achieved if the Project Purpose is achieved and the Important Assumptions are met?			
	(Important Assumptions: Important Assumptions as shown in next column was set in PDM. Are such assumptions appropriate as of now? Will such assumptions come to reality?)	Strengthened agricultural extension system is applied to other areas in Tocantins State in the context of the actual situation of the ground.		If it is a strengthened system, it will be applied to other areas. CPE comments: Como já comentado, há necessidade de maior capacitação na metodologia e apropriação dela para sua posterior disseminação EXT comments: Sim: porque esse modelo será o ideal.	A
		Agricultural policy of National/State Government doesn't change.		Agricultural policy of National/State Government is not likely to be changed. CPE comments: A política nacional não tem grandes impactos, no entanto, a estadual pode interferir um pouco, mas esperamos que de forma positiva EXT comments: Devido as políticas que temos ser muito paternalista	A
	(Facilitating and Hampering factors)	What could hamper the achievement of Overall Goal, other than the above important What could facilitate the achievement of Overall Goal?			

* based on followings:

AA: Very positive. A: Positive. B: Neutral. C: Negative. CC Very negative. A4-7

EVALUATION GRID BY 5 CRITERIA

Evaluation Criteria	Evaluation Questions	Necessary information/data (indicator)	Information Source (other than project reports, IE)	Findings	Evaluation *
	Are there any impact, positive or negative, other than the achievement of the Overall Goal?	*Impact on the government policy, laws, regulations, standards, norms, etc.		It is too early to judge CPE comments: Maior facilidade de acesso ao crédito.	B+
		Impact on cultural/social aspect, such as gender, poverty, human right, etc.,		There is a possibility that increase of income and strengthened activity of unionization could cause positive impact. But premature to see. CPE comments:	B+
		*Impact on personal affairs, organizations, budget, etc., of counterpart organizations		Possible but premature CPE comments: Algumas dificuldades financeiras enfrentadas por todas as instituições executoras interferem um pouco em algumas ações, principalmente quando relacionadas à motivação, manutenção de equipamentos, reposição de materiais, etc.	B+
		Impact on Environmental protection		Possible but premature CPE comments: Os técnicos tentam viabilizar alternativas e estão sempre buscando a conscientização dos agricultores para a preservação do meio ambiente, mas é preciso melhorar esse ponto	B+
		*Impact on social/cultural aspect, such as gender, human right, poverty, etc.		Possible but premature CPE comments: Alguns planos sociais do Governo Federal, exemplo: bolsa escola, bolsa cidadão, vale gás têm ajudado um pouco o orçamento da família dos pequenos	B+
		*Impact on Technical aspect		Possible but premature CPE comments: Está se buscando tecnologias mais apropriadas ao pequeno agricultor e tendo atenção com outros fatores relacionados: sociais, econômicos, ambientais, organizacionais, etc.	B+
		*Impact on counterpart personnel, motivation, work load, income, etc.		Motivation of extensionists was increased. CPE comments: Acredito que a mentalidade dos pesquisadores mudou muito, pelo menos falando por mim. Hoje tenho uma visão mais sistêmica, buscando analisar os fatos por todos os lados. A visão dos extensionistas mudou também, mas não na mesma proporção dos pesquisadores. Ainda restam visões mais tecnicistas, no entanto, tenho otimismo que logo nossos colegas compartilharão conosco do mesmo	B+
		*Any impact which acted negatively to specific people by race, religion, gender social status, etc.		Neither observed, nor expected. CPE comments: O trabalho do Forter é voltado à família, no entanto, ações mais técnicas envolvem, essencialmente, os homens. Assim, esses têm maior acesso às informações. É necessário desenvolver mais trabalhos relacionados às mulheres,	B+
		*Any negative impact such as contamination of water and air, noise, increase of work load of female population, etc.		Neither observed, nor expected. CPE comments: Até o momento não surgiram problemas desse tipo	B+
Overall Evaluation of Impacts	(1) As seen in Chapter 3, the Overall Goal is likely to be achieved, with the condition that the Project itself will successfully achieve its own objective. (3) There are several possibility field that the project would give positive impacts, in such field as institutional, social, technical, environmental, of gender issues, of poverty reduction, etc. But to get any of such good impact, the success of the project itself is essentially needed.			A	

* based on followings:

AA: Very positive. A: Positive. B: Neutral. C: Negative. CC Very negative.

A4-8

EVALUATION GRID BY 5 CRITERIA

Evaluation Criteria	Evaluation Questions	Necessary information/data (indicator)	Information Source (other than project reports, JE)	Findings	Evaluation *
Sustainability	Policy and legislation aspect	•Will the political support be continued after the end of the Project?		If the outcome of the project is good, then the political support will be continued.	A
		•Are the related laws and regulations well established or likely to be established?		Government started studying CPE comments: As instituições manifestam o interesse em continuar o trabalho do projeto após os 3 anos. Falta as instituições sentarem para discutirem melhor essa etapa e fazer o planejamento de como se dará essa disseminação	A
		Is the scheme to expand from the pilot site to whole State of Tocantins made?		The State Government have the plan and is asking the support to the federal government.	A
	Institutional and financial aspect	•Institutional strength of counterpart organizations to continue the activities(personnel assignment, decision making process, etc.)		Linkage between organizations is very important CPE comments: Como citado acima, é necessário discutir melhor esse ponto EXT comments:Com certeza esse projeto vai ser modelo para o nosso estado do Tocantins e que sabe para o Brasil. CPU comments: Sim.	A
		Is the ownership of the counterpart organizations well secured?		Relation among organization shall be well established. CPU comments: Sim.	A
		Was the budget sufficiently allocated for the activity?		Is planned to be included in multi-year plan CPE comments: Os recursos para gestão no momento estão garantidos, embora o projeto tenha passado por mudanças que deixaram as equipes com alguma defasagem. É necessário agora mudar a forma dessa gestão e que todos cumpram seus respectivos papéis EXT comments:Espero que sim. CPU comments: Não tenho como responder. Provavelmente apenas os dirigentes saberiam responder esta pergunta	A
		How is the possibility that the expenses for the activities will increase in future? Will there be enough financial sources to cover it?		Agricultural department is requesting the increase of budget. It is possible that the budget will be increased but it depends on the result of the outcome of the project. CPE comments: O aumento dos gastos seriam com contratação de novos profissionais e montagem de estrutura para condução dos trabalhos. Quanto aos preparativos para obtenção dos recursos eu não tenho conhecimento do andamento dessa ação EXT comments:Sim. Devemos qualificar mais extensionista e pesquisadores para serem agentes multiplicadores. CPU comments: Não tenho como responder. Provavelmente apenas os dirigentes saberiam responder esta pergunta	A

* based on followings:

AA: Very positive. A: Positive. B: Neutral. C: Negative. CC Very negative.

EVALUATION GRID BY 5 CRITERIA

Evaluation Criteria	Evaluation Questions	Necessary information/data (indicator)	Information Source (other than project reports, IE)	Findings	Evaluation *
	Technical aspect	•Are the methods of technical transfer used in the Project accepted? (technical level, social/traditional customs, etc.)		This depends on the project activities of the later half. CPE comments: Sim CPU comments: Somente nos municípios de Natividade e Pium	
		•Are the maintenance of equipment done appropriately?		Maintenance is generally done appropriately CPE comments: Sim CPU comments: Sim.	
		Is the diffusion mechanism of technology established ?		This is the target of the project activities from now on. CPE comments: Já comentado anteriormente. Sendo que há necessidade de uma maior apropriação da metodologia do Forter pela extensão rural EXT comments: Sim. Apartir desse ano com os resultados das UDS E UVS vamos aumentar mais a extensão. CPU comments: Sim.	
		•Can the counterpart organizations maintain the diffusion mechanism?		This is the target of the project activities from now on. CPU comments: Sim.	
		•Is the technology applied for the pilot site suitable for other areas also ?		Yes, but it must be studied how it is suitable. CPE comments: Algumas sim, outras necessitam de alguns ajustes. EXT comment: Sim. E construída em conjunto com as demandas da comunidade. CPU comments: Não tenho como responder, provavelmente apenas os dirigentes saberiam responder esta pergunta.	
Social, cultural and environmental aspect		•Are there any possibility that the lack of consideration to gender, poverty, socially vulnerables, etc., hamper the sustainability?		It is necessary that the project shall widen its activities not only for production technology but also social and daily life aspect. CPE comments: Sim. Pois é necessário trabalhar todas as questões envolvidas em projetos de desenvolvimento rural: sociais, gênero, econômicas, etc. EXT comments: não: as mulheres temos um carinho por elas e existe hoje linhas de créditos específicos para as mulheres. CPU comment: Nenhuma	
		•Any possibility that the lack of consideration to the environment hamper the sustainability?		Not seen at this stage CPE comments: Impedir a continuidade não, mas pode ser que a falta de atenção a questões voltadas ao meio ambiente possam dificultar o pleno sucesso do projeto EXT comments: o meio ambiente e vida, devemos ter toda atenção quanto a sua conservação. CPU comment: Nenhuma	



* based on followings:

AA: Very positive. A: Positive. B: Neutral. C: Negative. CC Very negative. A4-10

EVALUATION GRID BY 5 CRITERIA

Evaluation Criteria	Evaluation Questions	Necessary information/data (indicator)	Information Source (other than project reports, JE)	Findings	Evaluation *
	Others	What are the main worries for the sustainability?		<p>CPE comments: Problemas are</p> <ol style="list-style-type: none"> 1. Falta de compreensão e apropriação da metodologia do Forter 2. Recursos humanos 3. Recursos financeiros <p>CPU comments: Mudança Política Administrativa.</p> <ol style="list-style-type: none"> 1. Capacidade técnica. 2. Recursos financeiros. 3. Mudanças nas políticas institucionais <p>EXT comments: Contratação de mais extensionistas e pesquisadores com dedicação exclusiva para o projeto, reforma dos escritórios locais etc.</p>	
	Overall Sustainability	Overall Goal is the priority issue of the State Government and the State Government is planning to strengthen RURALTINS. If the project is successful, then the strong support from the State Government is expected. Sustainability depends whether the project can show effective outcomes or not.			A-



* based on followings:

AA: Very positive. A: Positive. B: Neutral. C: Negative. CC Very negative. A4-11

Attainments of Activities

ANNEX 5

Plan of activities		Goal of Activities	Progress	Achievement	Level of Achievement	Reasons of Delay	Future Plan
Item	Activities						
1 Capability of extensionists is enhanced.	1-1 Prepare job-profile for extensionists.	Job-profile is made.	Made in Oct. 2003. Complemented and supplemented in Aug.2004.	The Job-profiles of 9 extensionists were made.	3		To be supplemented by Sep.
	1-2 Plan the training program for extensionists.	The plan is made.	Tentative trainings for the methodology of the project were planned in Jun.2003. The Project surveyed the needs for training in Jun.2004 and made the overall plan for the 2 nd and 3 rd year in Aug.	The training plan for the 1 st year was made in Jun.2003. The training plan for the 2 nd and 3 rd year was made in Aug.2004.	3		To be reinforced in Jun.2005
	1-3 Conduct a training program for extensionists.						
	1-3-1 Methodology for implementing the project.	The methodology is understood.	PEP (Aug. & Dec. 2003), DRD (Oct.2003), and extension method (Mar.2003, by the short term expert) were conducted.	PEP (18 extensionists) DRD (2 extensionists) Extension method (24 extensionists)	4		

Plan of activities		Goal of	Progress	Achievement	Level of	Reasons of	Future Plan
Item	Activities	Activities			Achievement	Delay	
	1-3-2 Training for agricultural production technology	The technology is up-graded.	Soil survey (Jun. 2003)	Pium (5 extensionists), Natividade (4 extensionists) Conducted for 6 days in 2 areas.	3		
	1-3-3 Acquisition of Market Information	The information is utilized.	The report is made from Feb. to Mar.2004	Though the report is made, its analysis has not been done yet.	3		
	1-3-4 Methodology for planning extension	The methodology is understood			3		Training by a short-term expert is planned in Mar.2005.
	1-3-5 Methodology for planning rural management	The methodology is understood	Conducted by short-term experts in Feb. & Jul.2004.	Rural management plans for 8 households were made. Feb.(15 extensionists) Jul.(10 extensionists)	3		Additional training is planned in 2005.
	1-3-6 Other necessary trainings	Various techniques	Training in Japan: Conducted 2 times	3 extensionists	3		Sep.-Oct. 2004

Plan of activities		Goal of Activities	Progress	Achievement	Level of Achievement	Reasons of Delay	Future Plan
Item	Activities						
		are enhanced.	Training in El Salvador: Conducted in Mar.2004 Observation of Unai & Sylvania: Conducted in Jun.2003	4 extensionists 5 extensionists			
	1-4 Evaluate the results of training program.						
	1-4-1 Evaluation of each training	Evaluation is conducted.	Conducted survey by questionnaires for each training.	Surveyed 11 trainings	3		
	1-4-2 Self evaluation by extensionists	Evaluation is conducted.			3		To be conducted in the latter half of the project period.
	1-4-3 Overall evaluation	Evaluation is			3		To be conducted in

Plan of activities		Goal of Activities	Progress	Achievement	Level of Achievement	Reasons of Delay	Future Plan
Item	Activities						
		conducted.					the latter half of the project period.
2 Farmers' associations are strengthened.	2-1 Conduct the seminar on the group activities of farmers' associations.						
	2-1-1 Conducting the orientation of the Project	The project purpose is understood.	Orientations for the community leaders were conducted in the 2 cities. Then orientations for each and all the communities were conducted in Jul. & Aug. 2004.	The orientation for the leaders was conducted once for each city. For the communities, 7 times in Pium and 11 times in Natividade were conducted.	4		
	2-1-2 Selection of the target communities	The target areas are selected.	The garget areas of the Project were selected by the criteria such as typical ness, interest in the community, strategy of the Project, etc. in Sep.2003.	4 communities in Pium and 6 communities in Natividade were selected.	4		

Plan of activities		Goal of Activities	Progress	Achievement	Level of Achievement	Reasons of Delay	Future Plan
Item	Activities						
			<p>Later, 1 community in Natividade was changed because of the inconvenience of the community.</p> <p>In Jan.2004, an association was formulated in the new community.</p>				
	2-1-3 Conducting the meeting to explain the importance of community organization.	The importance of unionization is understood.	The importance of unionization was explained in the selected target communities in Sep.2003. After that, it was stressed again and again each time the project staff met farmers.	The necessity of unionization was gradually understood through the several explanations.	4		
	2-2 Form the theme-specific group(s) in farmers' associations according to their respective needs.						

Plan of activities		Goal of	Progress	Achievement	Level of	Reasons of	Future Plan
Item	Activities	Activities			Achievement	Delay	
	2-2-1 Formation of associations in the un-organized community	1 association in Pium and 5 associations in Natividade are formed.	The Project held meetings to explain the necessity of an association and its requirements to form the consensus of forming an association. Also, the Project supported the documentation and procedure to formalize the association.	1 association in Natividade was formed in Jan.2004. 1 association in Pium and 3 associations in Natividade were formed from Jun. to Aug. 2004.	3	1 community in Natividade could not reach a consensus, thus any association is not formed yet.	In the un-organized community, the Project tries to reinforce the community mind through the activities of the interested groups for the time being.
	2-2-2 Formation of interested group(s).	8 groups in Pium and 12 groups in Natividade are formed.	The project collected questioners from the farmers in meetings, and formed the groups according to the products of higher interests .(Jun. -Jul.2003)	8 groups in Pium and 10 groups in Natividade were formed. In Pium, 2 groups which had been formed before the start of the Project are also going to be supported by	4		

Plan of activities		Goal of Activities	Progress	Achievement	Level of Achievement	Reasons of Delay	Future Plan
Item	Activities						
				the Project, thus 10 groups in total will be targeted.			
	2-2-3 Formation of the organizations for processing cassava	2 organizations for processing cassava are formulated	The project conducted orientations for explaining the intention, formed preparation committees, and held meetings for formation to formulate the processing organizations. (Jun.-Jul.2004)	1 processing organization for each of Pium and Natividade was formed.	4		
	2-3 Formulate the action plan for each group.	The action plan for each group is formulated.	Meetings of either the leaders or the whole group members were held and the purpose and details of the activities were discussed. (Jun.-Jul. 2004)	The action plan for the time being was formulated.	3	Because the formation of interested groups delayed.	The annual plan will be made by Sep.
	2-4 Conduct training and give technical guidance to farmers						

Plan of activities		Goal of Activities	Progress	Achievement	Level of Achievement	Reasons of Delay	Future Plan
Item	Activities						
	along the action plan.						
	2-4-1 Support of the activities of each groups						
	2-4-1-1 Supporting the management of each groups	Capability of independent management is increased.	The Project gave guidance to the management members of the processing organizations of cassava. (Apr., Aug. 2004)	2 meetings of the management members were held in each of the 2 processing organizations.	3	No delay	Continue the support of the management through the implementation of the action plan.
	2-4-1-2 Supporting the introduction of rural credit	Rural management utilizing rural credit is conducted.	The Project encouraged to introduce rural credit and supported the procedure to make loans.	Number of farmers introducing rural credit is increased.	3	No delay	The support will be finished by Sep. for this year.
	2-4-1-3 Supporting	Collective	Not started yet.		3	No delay	Sales of the

Plan of activities		Goal of	Progress	Achievement	Level of	Reasons of	Future Plan
Item	Activities	Activities			Achievement	Delay	
	the sales activities of agricultural products	sales are started.					processed cassava will start from Sep.
	2-4-2 Giving Technical Guidance						
	2-4-2-1 Conducting trainings	The knowledge and techniques of farmers are upgraded.	In the 1 st year, as interested groups were not formed yet, only a few trainings were conducted. In the 2 nd year, necessary technical guidance at timing was given. (Jun.-Aug.2004)	All the target communities: Pre/post- guidance for soil diagnoses was conducted. Cassava processing organization: Technical guidance for mechanical operation, hygienic management and processing techniques was given.	3	Because the formation of interested groups delayed.	From Sep. to Nov., the Project strengthens the activities of technical guidance for planting.
	2-4-2-2 Conducting observation training	The farmers' viewpoint is broadened.	Project let the representatives of farmers to attend the agricultural expositions held in the state. (Apr., Jun.2004)	Farmers from 2 cities attended an agricultural festival in Palmas. 23 farmers from Natividade attended an	3	No delay	The Project going to propose in the action plan.

Plan of activities		Goal of Activities	Progress	Achievement	Level of Achievement	Reasons of Delay	Future Plan
Item	Activities						
				agricultural fair.			
	2-4-2-4 Conducting study meeting on the achievement	Farmers understand the achievement of the activities of a year.	Not yet conducted.		3	No delay	It will be conducted as soon as the outcomes of the 2nd year production gather up.
3	3-1 Conduct a survey on the farming situation of small scale farmers through workshops and observations under the collaboration of extensionists and researchers.						
	3-1-1 Collecting relevant information						

Plan of activities		Goal of	Progress	Achievement	Level of	Reasons of	Future Plan
Item	Activities	Activities			Achievement	Delay	
	3-1-1-1 Collecting agricultural information of state and nation.	The information materials are compiled.	Not yet done.		3	No delay	It will be done in the latter half of the 2 nd year.
	3-1-1-2 Collecting social and economic information of the cities.	The information materials are compiled.	Compiled at the start of the Project. (Jun.,Jul,2003)	Information of the 2 cities was assembled.	3	No delay	It will be done in the latter half of the 2 nd year.
	3-1-1-3 Collecting weather information	The information materials are compiled.	Observation equipments were installed in Pium and Natividade in Mar.2003.	The information has been collected since May 2003.	3	No delay	The research will be continued till the end of the Project.
	3-1-2 Research of rural management of target areas						
	3-1-2-1 Surveying the situation of rural management	The actual situation and the	Surveys by the questionnaires were conducted at the time of orientation and other occasions.	Surveyed 135 households in Pium, and 140 households in Natividade.	3	No delay	It will be conducted again in the

Plan of activities		Goal of	Progress	Achievement	Level of	Reasons of	Future Plan
Item	Activities	Activities			Achievement	Delay	
		needs of the target area become clear.	(Aug., Sep.2003)				latter half of the 2 nd year.
	3-1-2-2 Compilation of farmers' records	The farmers' records are compiled in the target area.	The records were tentatively compiled in the form of Rural tins. The revision of the format is also under consideration now. (Jul.,Aug,2004)	The tentative records were compiled for 243 households in Pium, and 75 households in Natividade.	3	No delay	Continue the compilation by fact-finding on the spot at the time of field activities.
	3-1-3 Research of the monitoring farmers.	The present situation of farmers becomes clear.	Research has been conducted every month since Nov.2003.	A midterm report was compiled from Jul. to Aug. 2004.	3	No delay	It will be continued till the end of the Project.
	3-2 Specify the necessary technologies based on the results of						

Plan of activities		Goal of Activities	Progress	Achievement	Level of Achievement	Reasons of Delay	Future Plan
Item	Activities						
	3-1 activities.						
	3-2-1 Specifying the technical needs	The reaction to the needs is specified	The Project assembled the needs according to the research of the rural management situation, and discussed how far to react to the needs. (Nov. 2003) Based on the activities of the 1 st year, the Project discussed the techniques of which the extension is promoted. (Apr.-May, 2004)	The techniques to be verified in the 1 st year were specified. The techniques of which the extension is promoted in the 2 nd year were specified.	3	No delay	The Project will specify the needs in Sep.
	3-2-2 Information collection on the promoting techniques	The technical information necessary for the area is collected.	The researchers provided technical information in accordance to the necessities of the extensionists.	Materials of basic products were provided by the researchers. The manual for processing cassava was made.	3	No delay	The requests for technical information are expected to increase in the future.
	3-3 Develop the appropriate						

Plan of activities		Goal of Activities	Progress	Achievement	Level of Achievement	Reasons of Delay	Future Plan
Item	Activities						
	technologies.						
	3-3-1 Discussion and decision of the verifying techniques	The verifying techniques are selected.	For the 1 st year, selection of the verifying techniques delayed till Nov. and Dec. Now the Project is discussing the 2 nd year's verifying techniques. (Aug. 2004)	2 techniques were verified in the 1 st year.	3	For the 1 st year, it was because the start of the Project had delayed. There is no delay in the 2 nd year.	The Project continues the discussion on the verifying techniques of the 2 nd year.
	3-3-2 Installation of verifying farms	Verifying farms are installed.	The installation in the 1 st year was done from Dec. to Jan.	In the 1 st year, the verifying farms were installed as follows: 2 techniques at 4 places in Pium and 1 technique at 5 places in Natividade.	3	For the 1 st year, it was because the start of the Project had delayed.	For the 2 nd year, the installation will be Nov. and Dec.
	3-3-3 Collection of data	The data necessary for evaluation is collected.	In the 1 st year, the monitoring of the farmers of the verifying farms was conducted every month.	Information of the farmers was obtained in the 1 st year.	3	No delay	For the 2 nd year, necessary research will be conducted

Plan of activities		Goal of	Progress	Achievement	Level of	Reasons of	Future Plan
Item	Activities	Activities			Achievements	Delay	
							after the installation.
	3-3-4 Conducting technical evaluation	The techniques useful for small-scale farmers are verified.	The report on the 1 st year's result was made. (Jun. 2004)	1 technique (a breed of banana) was especially useful.	3	No delay	To be continued in the 2 nd year.
	3-3-5 Conducting study meeting on the result	Information on the verifying farms is shared among the concerned people.	Not yet conducted.		3	No delay	To be conducted in Aug. 2005.
4	The methodology for extending agricultural	4-1 Analyze existing approach to convey technology / information to the farmers.	The points for improvement of the past approach	Investigated the approach of technique and information in the past and evaluated. (Dec. 2003)	The points for improvement of the past approach were drawn out in order.	4	

Plan of activities		Goal of Activities	Progress	Achievement	Level of Achievement	Reasons of Delay	Future Plan
Item	Activities						
technology and information is improved.		are drawn out in order.					
	4-2 Set up reference farms and demonstrate developed technology.						
	4-2-1 Discussion and decision of demonstrating techniques	The demonstrating techniques are selected.	For the 1 st year, selection of the demonstrating techniques delayed till Nov. and Dec. Besides, there were no resources, the number of the introduced techniques were limited. In the 2 nd year, the discussion was made 3 times since Jun. 2004 and the demonstrating techniques are almost decided.	In the 1 st year, 1 technique in Pium was demonstrated.	3	For the 1 st year, it was because the start of the Project had delayed. There is no delay in the 2 nd year.	The demonstrating techniques for the 2 nd year will be decided in Sep.
	4-2-2 Installation of demonstrating	The demonstrati	For the 2 nd year, the Project is now negotiating with the	In the 1 st year, the demonstrating farms on 1	3	No delay	Confirm the farms by the

Plan of activities		Goal of Activities	Progress	Achievement	Level of Achievement	Reasons of Delay	Future Plan
Item	Activities						
	farms	ng farms are installed.	prospecting farmers.	technique at 3 places were installed. For the 2 nd year, negotiations with more than half of the farmers have finished so far.			end of Sep. and install in Nov. and Dec.
	4-2-3 Collection of data.	The data is collected according to the schedule.	In the 1 st year, the monitoring of the farmers of the reference farms was conducted every month.	Information of the farmers was obtained in the 1 st year.	3	No delay	For the 2 nd year, the Project will collect the data according to the design after the installation.
	4-2-4 Conducting economic evaluation	The evaluation is conducted.	The report on the 1 st year's result was made. (Jun. 2004) For the 2 nd year, it has not been conducted yet.	Demonstrated technique (lime) was tremendously useful.	3	No delay	To be conducted after the research of 2005 harvest.

Plan of activities		Goal of	Progress	Achievement	Level of	Reasons of	Future Plan
Item	Activities	Activities			Achievement	Delay	
	4-3 Introduce the new approach to convey technology/information to the farmers.						
	4-3-1 Study of new approach	New approach is introduced.	After the training by the short-term expert in Mar. 2003, new approach has been gradually introduced.	More illustrations, photos and charts are used in the materials for meetings.	3	No delay	Continue the introduction and improvement.
	4-3-2 Making technical materials	Technical materials are made.	Technical brochures on basic 3 products (rice, corn, cassava) and cow are now under production. (Aug. 2004)	The draft of technical materials on basic products was made.	3	No delay	The technical materials on basic products are to be completed in Sep.
	4-3-3 Making manuals on new approach	The manuals on approach are made.	Not yet done.		3	No delay	To be made in the latter half of the 2 nd year

Plan of activities		Goal of Activities	Progress	Achievement	Level of Achievement	Reasons of Delay	Future Plan
Item	Activities						
	4-4 Summarize and analyze lessons learned through activities 4-1 to 4-3.				3		
	4-4-1 Assembling the achievements of activities	The achievements are assembled	Not yet done.		3	No delay	To be done in the latter half of the 3rd year.
	4-4-2 Evaluation of the approach of technical/information transfer.	Its report is made.	Not yet done.		3	No delay	To be made in the latter half of the 3rd year.

ANNEX 6 Japanese Inputs (1) Dispatch of Experts

(1) Japanese expert despach

	name	area	duration	former organization
Long term expert (2personel)	Hattori HIROSHI	Cheaf advisor/extension	2003.05.21-'05.05.20	Hokkaido
	Yamanaka SATOSHI	Training/coordinator	2003.04.28-'05.04.27	non
Short term expert (3personel)	Kanagawa MIYOJI	Rural management I	2004.01.31-'04.02.22	Hokkaido
	Taniguchi TETSUO	Method of technology transfer	2004.03.06-'04.03.28	Hokkaido
	Saito YASUYUKI	Rural management II	2004.07.01-'04.07.31	Hokkaido

ANNEX 6 Inputs by Japanese Side

(2) Training in Japan

	Name	organization	duration	cooperation area	training term and received organization	title of trainee	present position
1	ARLETH CARNEIRO NEPOMUCENO	RURALTINS	2003.09.24-2003.10.21	EXTENSION	Methodology of rural society development and agriculture extension	Natividade local office manager	Extesionist
	ROSANGELA BRAGA BARROS	RURALTINS	2003.09.24-2003.10.21	EXTENSION	Methodology of rural society development and agriculture extension	Pium local office manager	Pium local office manager
	ROSILENE NAVES DOMINGOS	UNITINS	2003.09.24-2003.10.21	EXTENSION and RESEARCH	Methodology of rural society development and reality of food processing area	professor	professor
	FLÁVIA CRISTINA DOS SANTOS	EMBRAPA	2003.09.24-2003.10.21	EXTENSION and RESEARCH	Methodology of rural society development and reality of food processing area	researcher	researcher
2	ROBERTO JORGE SAHIUM	SEAGRO	2004.07.11-2004.07.23	EXTENSION and RESEARCH	Establishment system of agriculture extension and research to aplicate on local area	Agriculture secretary	Agriculture secretary
	RAIMONDO DIAS DE SAUZA	RURALTINS	2004.07.11-2004.07.23	EXTENSION and RESEARCH	Establishment system of agriculture extension and research to aplicate on local area	Ruraltins president	Ruraltins president
	ERICH COLLICCHIO	UNITINS	2004.07.11-2004.07.23	EXTENSION and RESEARCH	Establishment system of agriculture extension and research to aplicate on local area	director of researcher	director of researcher
3	MARLOS AFONSO CAVALCANTE PEREIRA	RURALTINS	2004.09.10-2004.10.15	EXTENSION	Strengthening of agriculture extension system to develop regional agriculture	Extesionist	Extesionist
	RITA DE CÁSSIA CUNHA SABOYA	EMBRAPA	2004.09.10-2004.10.15	EXTENSION and RESEARCH	Strengthening of agriculture extension system to develop regional agriculture	researcher	researcher

ANNEX 6. Inputs by Japanese Side (3) Provision of Equipment

Strengthening the Agricultural Technical Support System to Small scale farmers in Tocantins State

¥34,028,182

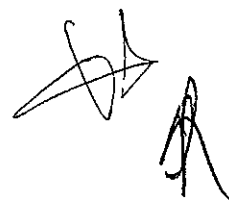
No	Set up date	name	model	maker	quantity	price (YEN)	main user	disposition office	Frequency high/low	in case of no appropriation period and reason
1	2003 04	pick up truck	Ranger	Ford	3	7,992,601	EMB	central 1 UEP2	high	
2	2,003.10	micro bus	Modelo W8	Marcopolo	1	4,442,901	RURALRINS	central 1	high	
3	2003 10	pick up truck	Modelo.Frontier XE	Nissan Modelo	2	5,732,266	RURALRINS	Pium 1 Natividade 1	high	
4	2003.10	laggedge cover	glassfiber	Willian	2	184,801	RURALRINS	Pium 1 Natividade 1	high	
5	2003 10	vehicle	Modelo.Santana	Wolkswagen	1	1,347,501	EMB	central 1	high	
6	2003.10	desk top PC	Modelo Linha Premium AMD - Athlon XP 2000+	Micro	11	1,268,807	RURALRINS	central 5 Pium 3 Natividade 3	high	
7	2003 10	lap top PC	Modelo.Satelite 1130-S155 Celeron 2.0Ghz	Toshiba	3	864,403	RURALRINS	Central 1 Pium 1 Natividade 1	high	
8	2003 10	Jet printer	Modelo.Deskjet 5550A	HP	5	151,113	RURALRINS	Central 1 Pium 2 Natividade 2	high	
9	2003.10	No break	Modelo.Special 06 Kva Bivolt	SMS	17	137,446	RURALRINS	Central 9 Pium 4 Natividade 4	high	
10	2003 10	highend model copy machine	Mod 2727Z	Gestetner	2	1,617,001	RURALRINS	Central 1 Natividade 1	high	
11	2003.10	copy machine convencional	Mod:2913Z	Gestetner	1	308,001	RURALRINS	Pium 1	high	
12	2003.10	faximile	Modelo.FX540 Termico	Olivetti	3	102,796	RURALRINS	Central 1 Pium 1 Natividade 1	high	
13	2003 10	protter	16OMB RAM,6Gb color of 2400x1200dpi,maximum printer size 150feet	HP	1	1,159,813	RURALRINS	central 1	high	
14	2003 10	scanner	Modelo:Desinjet 42" A 0	HP	3	95,058	RURALRINS	Central 1 Pium 1 Natividade 1	high	
15	2003 10	DVDdeck	Modelo:DVD Philips 615	Philips	3	78,541	RURALRINS	Central 1 Pium 1 Natividade 1	low	for farmer training

16	2003 10	video deck	Modelo SC431B	LG	3	60,061	RURALRINS	Central 1 Pium 1 Natividade 1	high	
17	2003 10	monitor	Modelo: 463a 29"	Philips	3	160,645	RURALRINS	Central 1 Pium 1 Natividade 1	high	
18	2003 10	screen	Modelo.Tripe 1.800X1.80 Standat	IEC Visograf	3	41,580	RURALRINS	Central 1 Pium 1 Natividade 1	high	
19	2003 10	over head projector	Modelo.CS2250	IEC Visograf	3	65,952	RURALRINS	Central 1 Pium 1 Natividade 1	high	
20	2003 10	data show	Modelo:XL1XU 1100 ANSE Lumens	Mitsubishi	3	1,037,769	RURALRINS	Central 1 Pium 1 Natividade 1	high	
21	2003 10	digital camera	Modelo:DSC P72	Sony	5	359,398	RURALRINS	Central 1 Pium 2 Natividade 2	high	
22	2003 10	recoding device	128MB	Sony	10	114,345	RURALRINS	Central 2 Pium 4 Natividade 4	high	
23	2003 10	camera	Modelo EOS 3000N	Canon	3	228,690	RURALRINS	Central 1 Natividade 1	high	
24	2003 10	GPS	Modelo: Etrex 12 canais	Gamm	4	129,823	RURALRINS	Pium 2 Natividade 2	high	
25	2003 10	digital video camera	Modelo.TRV 118	Sony	3	209,056	RURALRINS	Central 1 Pium 1 Natividade 1	high	
26	2003.10	tent	Araguaia Tur Modelo. 6X3	Araguaia	20	537,461	RURALRINS	Pium 10 Natividade 10	high	
27	2003.10	generator	Modelo BD 4500	Branco	4	714,561	RURALRINS	Pium 2 Natividade 2	low	for farmer training
28	2003 10	engeneering level gauge	Modelo:AX-2S 20X	Nikon	2	315,701	RURALRINS	Pium 1 Natividade 1	low	om set up reference farm
29	2003.10	antena and reciever	Modelo:Parabola 2,30 Receptor ET 5000L	Telesonic	2	43,583	RURALRINS	Pium 1 Natividade 1	high	
30	2004 03	unit of manjoca proccesing machine		MT Metalurgica	2	1,746,515	RURALRINS	Pium Pericatu Natividade Jacubinha	high	
31	2004 03	building		non	2	1,155,484	RURALRINS	Pium Pericatu Natividade Jacubinha	high	
32	2004 03	automatic meteological station	Compacto ETC907C	AGROMET	2	1,624,509	RURALRINS	Pium agri. school Natividade agri.school	high	

(4) Operating Expenses
04.2004 to 09 2004

total 20,495 thousand Yen

Annex 6 Inputs by Japanese Side (4) Operating Expenses

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ANNEX 7 Inputs by Brazilian Side

(1) Assignment of Personnel

	institute	specialty	Period
Project director (3perssonels)			
Carlos Magno Campos da Rocha	Embrapa	research	2003. 4~2003. 7
Jamil Macedo	Embrapa	research	2003. 7~2003. 12
Roberto Alves Teixeira	Embrapa	research	2003. 12~2004. 10
Project manager (2perssonels)			
Roberto Jorge Sahium	Ruraltins	extension	2003. 4~2004. 4
Raimundo dias de souza	Ruraltins	extension	2004. 4~2004. 10
Counterpart Personnel			
Marcelo Nascimento de Oliveira	Embrapa	research	2003. 4~2004. 1
Divonzil Cordeiro	Embrapa	research	2004. 2~2004. 7
Rita de Cassia C. Saboya	Embrapa	research	2003. 4~2004. 10
Flávia Cristina dos Santos	Embrapa	research	2003. 4~2004. 10
Suzinei Silva Oliveira	Embrapa	research	2004. 7~2004. 10
João Gomes Barbosa	Ruraltins	extension	2003. 4~2004. 1
Marlos Afonso Cavalcante Pereira	Ruraltins	extension	2004. 1~2004. 10
Rosangela Braga Barros	Ruraltins	extension	2003. 4~2004. 10
Edmilson R. de Sousa	Ruraltins	extension	2003. 4~2004. 10
Olivaney Cruz Lima	Ruraltins	extension	2003. 4~2004. 10
Mauriceia Pereira Santos	Ruraltins	extension	2003. 7~2004. 10
Genilda Viana Maracaípe	Ruraltins	extension	2004. 3~2004. 10
Jose Cavalcante	Ruraltins	extension	2004. 7~2004. 10
Wilson Nunes de Carvalho	Ruraltins	extension	2003. 4~2004. 10
Arléth C. Nepomuceno	Ruraltins	extension	2003. 4~2004. 10
Dirsomar Viana da Silva	Ruraltins	extension	2003. 4~2004. 10
Valdivo Iris de Souza	Ruraltins	extension	2003. 4~2004. 10
Vilmar Pereira Lima	Ruraltins	extension	2004. 3~2004. 10
Rosilene Naves Domingos	Unitins	research	2003. 4~2004. 10
Brunno Lang F. de Moraes	Unitins	research	2003. 4~2004. 10
Norton Rodrigues de Lellis	Unitins	research	2003. 4~2004. 5
Maria Regina T. Rocha	Unitins	research	2003. 4~2004. 10

ANNEX 7 INPUTS BY BRAZILIAN SIDE

(2) PROJECT BUDGET

1) RUALTINS PROJECT BUDGET 2004(JAN-JUN)

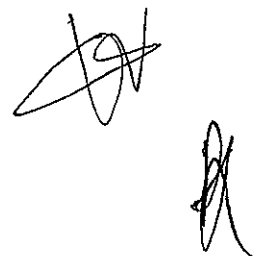
(¥)

1.telephone	3 2 5, 0 0 0
2.erecility	1 8 3, 0 0 0
3.water	1 8, 7 1 0
4. salary	2, 8 9 6, 8 7 0
5.fuel	7 1 8, 1 0 0
6.a daily allowance	1, 3 4 6, 8 5 0
7.maintenance of vehicle	1 3 5, 2 8 0
8.rental	1, 1 2 4, 4 2 0
9.others	7 7 8, 7 9 0
Total	7, 5 2 7, 2 0 0

2)UNITINS PROJECT BUDGET 2003(Nov)-2004 (Aug)

(¥)

1. salary	2, 6 6 9, 6 7 0
2.a daily allowance	1 2 3, 7 4 0
Total	2, 7 9 3, 4 1 0



ANNEX 7 INPUTS BY BRAZILIAN SIDE (2) PROJECT BUDGET EMBRAPA, Year 2003/2004

EMBRAPA, Year 2003/2004
 (8) EMBRAPA, Anos 2003/2004

Item de dispêndio	Total Solicitado (R\$)	Total 2003	1º trimestre	2º trimestre	3º trimestre	4º trimestre	Total 2004	1º trimestre	2º trimestre	3º trimestre	4º trimestre
Custeio											
Material de consumo	265650,00	88550,00	22137,50	22137,50	22137,50	22137,50	88550,00	22137,50	22137,50	22137,50	22137,50
Diárias	87480,00	29160,00	7290,00	7290,00	7290,00	7290,00	29160,00	7290,00	7290,00	7290,00	7290,00
Passagens	91920,00	30640,00	7660,00	7660,00	7660,00	7660,00	30640,00	7660,00	7660,00	7660,00	7660,00
Terceiros (Pessoa física)											
Terceiros (Pessoa jurídica)											
Consultoria Especializada											
Bolsas											
Sub Total	445050,00	148350,00	37087,50	37087,50	37087,50	37087,50	148350,00	37087,50	37087,50	37087,50	37087,50
Capital											
Obras civis											
Equipamentos/Material permanente/Bens											
Sub Total											
Total Geral	445050,00	148350,00	37087,50	37087,50	37087,50	37087,50	148350,00	37087,50	37087,50	37087,50	37087,50

ANNEX 7 INPUTS BY BRAZILIAN SIDE (2) PROJECT BUDGET
 (3) EMBRAPA, Year 2005

Quadro de Desembolso ANO 2005

Item de dispêndio	Total 2005	1º trimestre	2º trimestre	3º trimestre	4º trimestre
CUSTEIO					
Material de consumo	88.550,00	22.137,50	22.137,50	22.137,50	22.137,50
Diárias	29.160,00	7.290,00	7.290,00	7.290,00	7.290,00
Passagens	30.640,00	7.660,00	7.660,00	7.660,00	7.660,00
Terceiros (Pessoa física)					
Terceiros (Pessoa jurídica)					
Consultoria Especializada					
Bolsas					
Sub Total					
CAPITAL					
Obras civis					
Equipamentos/Material permanente/Bens					
Sub Total					
TOTAL GERAL	148.350,00	37.087,50	37.087,50	37.087,50	37.087,50