

Japan International Cooperation Agency (JICA)

Guidelines
for
Identification and Formulation
of
Agriculture and Rural Development Projects
in
the Islamic Republic of Pakistan

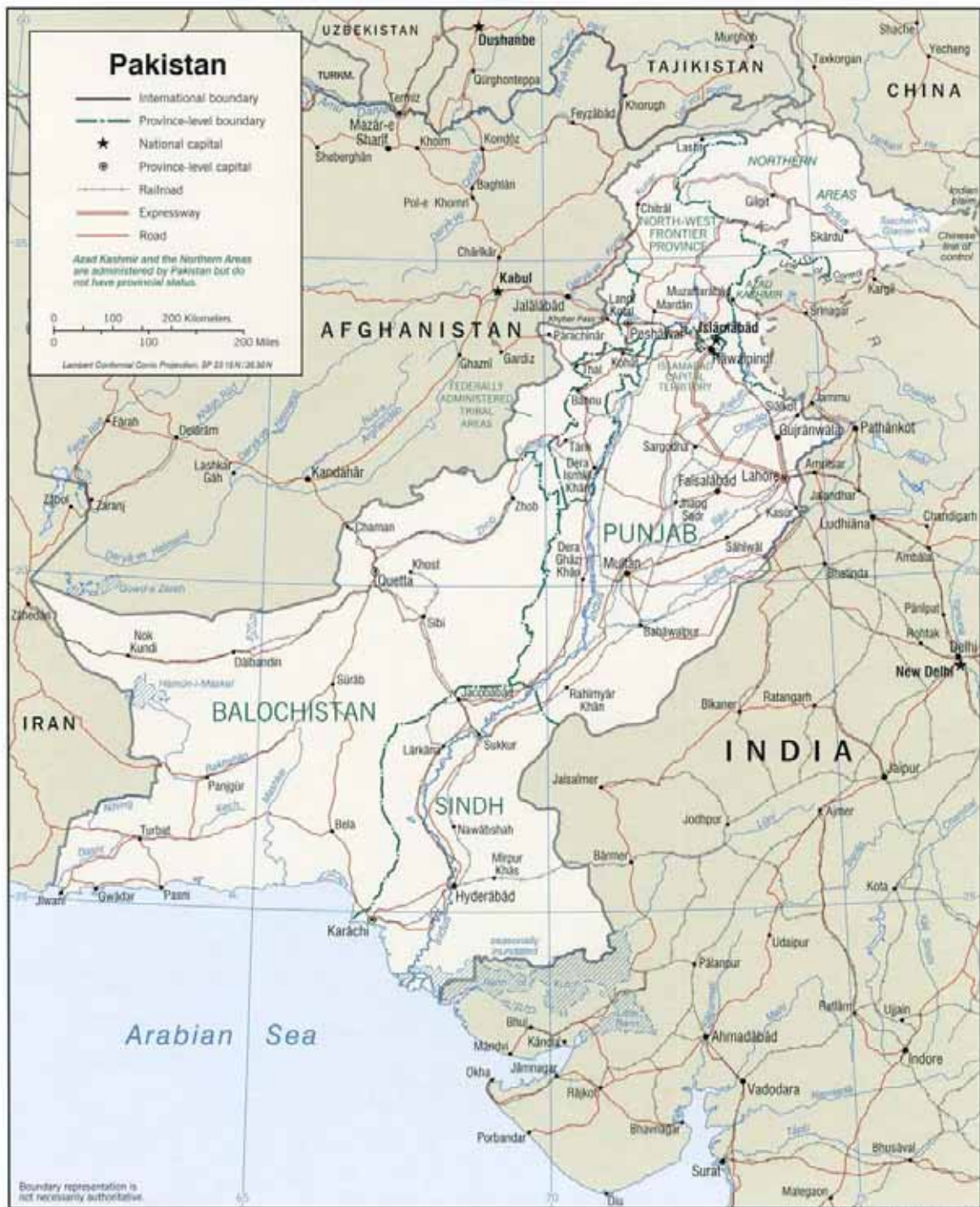
Final Report

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Map of Pakistan



Source: http://www.lib.utexas.edu/maps/middle_east_and_asia/pakistan_pol_2002.jpg.

Introduction

Level of “Guidelines” as “Reference Material for Project Formulation”

Depending on the specific circumstances of each country, the demand for “guidelines” as “a reference material for identification and formulation of agriculture and rural development projects” required by overseas JICA offices varies from one office to another. The target countries for the preparation of such guidelines are largely classified into the following four levels based on their specific circumstances. Pakistan falls under Level B. Therefore, the guidelines are prepared with an emphasis on “how to formulate a project”, while taking into consideration “what to implement” identified by the field ODA task force.

Table 1 Proposal for Weighting of Target Countries for Formulation of Guidelines

Level	Basis for Level Classification
A	Despite a strong need for assistance in agriculture and rural development, the field ODA task force is not active because of constraints on human resources of the embassy and the JICA office. Countries that require the renewal or review of assistance policies in this field.
B	Although the field ODA task force is working to formulate assistance policies and projects, the formulation of the guidelines in collaboration with the JICA headquarters should prove to be highly significant for the formulation of concrete projects.
C-1	Although the field ODA task force is involved in the formulation of individual projects and a high approval rate of these projects is achieved, the preparation of the guidelines as basic information to diversify assistance should prove to be highly significant.
C-2	Despite a strong need for assistance in the agriculture and rural development, the immediate needs are to conduct macroscopic analysis of the current situation based on the examination of existing information and to indicate the general direction for agriculture and rural development.

Note: It is assumed that the inputs by the JICA headquarters increase from Level C-2 to Level A.

Source: Reference material for the Second Meeting of the Advisory Committee for the Guidelines for the Identification and Formulation of Agriculture and Rural Development Projects by Country.

Assumed Beneficiaries of the Guidelines

“The poor whose main livelihood is agriculture and who live in a rural area (not an urbanized area)” are basically assumed to be the main beneficiaries of agriculture and rural development projects assisted by JICA. The present guidelines (hereinafter referred to as the Guidelines) are not primarily designed to examine the possibility of assistance limited to landless people as well as the urban unemployed among whom the ratio of the poor is said to be generally high, even though the importance of assistance for them is fully recognized and, therefore, such assistance may be considered depending on the circumstances of individual target areas.

How to Use the Guidelines

- The Guidelines constitute a guidebook to provide viewpoints and methods for staff members of the overseas JICA office who are responsible for identifying, formulating and implementing projects to identify and formulate agriculture and rural development projects.
- These staff members are expected to formulate realistic projects based on an understanding of the present situation of the target areas through field visits to the target areas to exchange opinions and information with related persons while making full use of their work experience in the overseas office.
- Once projects have been approved, the Guidelines should be used to examine whether or not these projects are being implemented as intended at their formulation stage so that they

can contribute to the sustaining and improvement of the livelihoods of people in the target area as well as in surrounding areas.

- The Guidelines should be revised at appropriate times to reflect the knowledge and experience accumulated by the overseas JICA office during the process of project formulation and implementation so that it becomes more practical to suit the specific circumstances of each country.

Valid Period of the Guidelines

In view of Japan's assistance policies (the Country Assistance Programs, the assistance policies formulated by the field ODA task forces, the JICA Country Program, etc.), the valid period is basically assumed to be approximately five years. However, the strengthening of measures (methods) to sustain and improve the livelihoods of people in the target areas often requires more than five years for completion. Accordingly, careful attention must be paid to the possible impacts of projects on the children's and/or grandchildren's generations in the target areas when efforts are made to identify and formulate cooperation projects.

About the Guidelines

Background and Objectives

In many developing countries, agriculture is the principal industry and the governments of these countries place special emphasis on agriculture for their economic development. As the rural population still accounts for a major proportion of the total population, the governments of many developing countries consider agriculture and rural development to be an important means for poverty reduction. Meanwhile, JICA also considers agriculture and rural development to be an important means of "eradicating extreme poverty and hunger", which is one of the Millennium Development Goals (MDGs) adopted by the United Nations in September 2000.

JICA has been intensifying its efforts by integrating the country/area-specific approach and the issue-oriented approach in view of the characteristics of agriculture and rural development that is considerably affected by the local natural conditions and socioeconomic conditions. As part of its efforts, JICA formulated the Approaches for Systematic Planning of Development Projects <Agricultural Development and Rural Development> (hereinafter referred to as the "Approaches for Systematic Planning") in August 2004, presenting comprehensive assistance policies for various issues as well as a general framework for development methods.

At the same time, JICA is now in the process of transferring the functions hitherto performed by the regional departments of the headquarters to the overseas offices for the purpose of swiftly implementing cooperation projects that are appropriate for the reality of each recipient country. Therefore, the overseas offices are expected to play increasingly a central role in the formulation and implementation of individual cooperation projects in the agriculture and rural development sector in the coming years. This situation has led to a need for concrete guidelines for development assistance work that should prove useful for the identification and formulation of projects fully based on the specific circumstances of individual recipient countries. The efforts of each overseas office should also be based on the Approaches for Systematic Planning and the JICA Country Program.

Under the circumstances described above, the Guidelines have been compiled to arrange the basic information necessary for the JICA office to identify and formulate agriculture and rural development projects in Pakistan in the future and also to provide viewpoints and methods for project identification and formulation.

Definition of “Agricultural Development” and “Rural Development”

In the Guidelines, “agricultural development” is broadly defined as development aimed at improving the production and income of the entire spectrum of the livelihoods, including small-scale fish culture using inland water bodies, social forestry, etc., of farming households instead of the narrow definition that only applies to farming activities. Equally, “rural development” is broadly defined as development aimed at improving the quality of life in rural areas, including improved access to basic education, health and medical care, drinking water, etc. for people (especially the poor) living in rural areas.

Aim of the Guidelines

Under the goals of “building and development of a sustainable society,” Japan’s Country Assistance Program for Pakistan (Draft) announced in August 2004 by the Ministry of Foreign Affairs stipulates “development of the agriculture and rural sector for expansion of labor absorption capacity and poverty reduction” as the direction of assistance strategy for agriculture and rural development. With this direction in mind, the Guidelines are based on the perception that all types of JICA’s cooperation in agriculture and rural development should adopt poverty reduction as the ultimate goal. Poverty is a problem that must be tackled from not only the economic aspect but also from the social, psychological and other various aspects. The Guidelines have been prepared based on the assumption that a comprehensive approach is necessary to reduce poverty.

The Guidelines, therefore, narrow down the development objectives and issues in a concrete manner while a number of issues in the agriculture and rural development sector in Pakistan are presented from various aspects. The Guidelines also propose draft programs and important points to be considered with a view to identifying and formulating agriculture and rural development projects that could effectively deal with the development objectives and issues.

Flow of Work to Formulate Agriculture and Rural Development Programs

The following chart shows the flow of work up the formulation of an agriculture and rural development program. Following this flow, the Guidelines first understand the national characteristics of agriculture and rural development and the aid trends of major donors including Japan. The Guidelines then present development objectives and issues and propose draft programs that could effectively cope with the development issues, taking up North-West Frontier Province as a case. If changes occur in the future in the socioeconomic trends and/or policies of Pakistan and North-West Frontier Province, or in the Country Assistance Program, draft programs are to be modified accordingly, following this flow. It should be noted that Step 7, i.e. examination of the important points to be considered in project formulation, and Step 8, i.e. examination of the monitoring and evaluation procedures and the establishment of indicators, should be carried out in parallel in the process of program formulation.

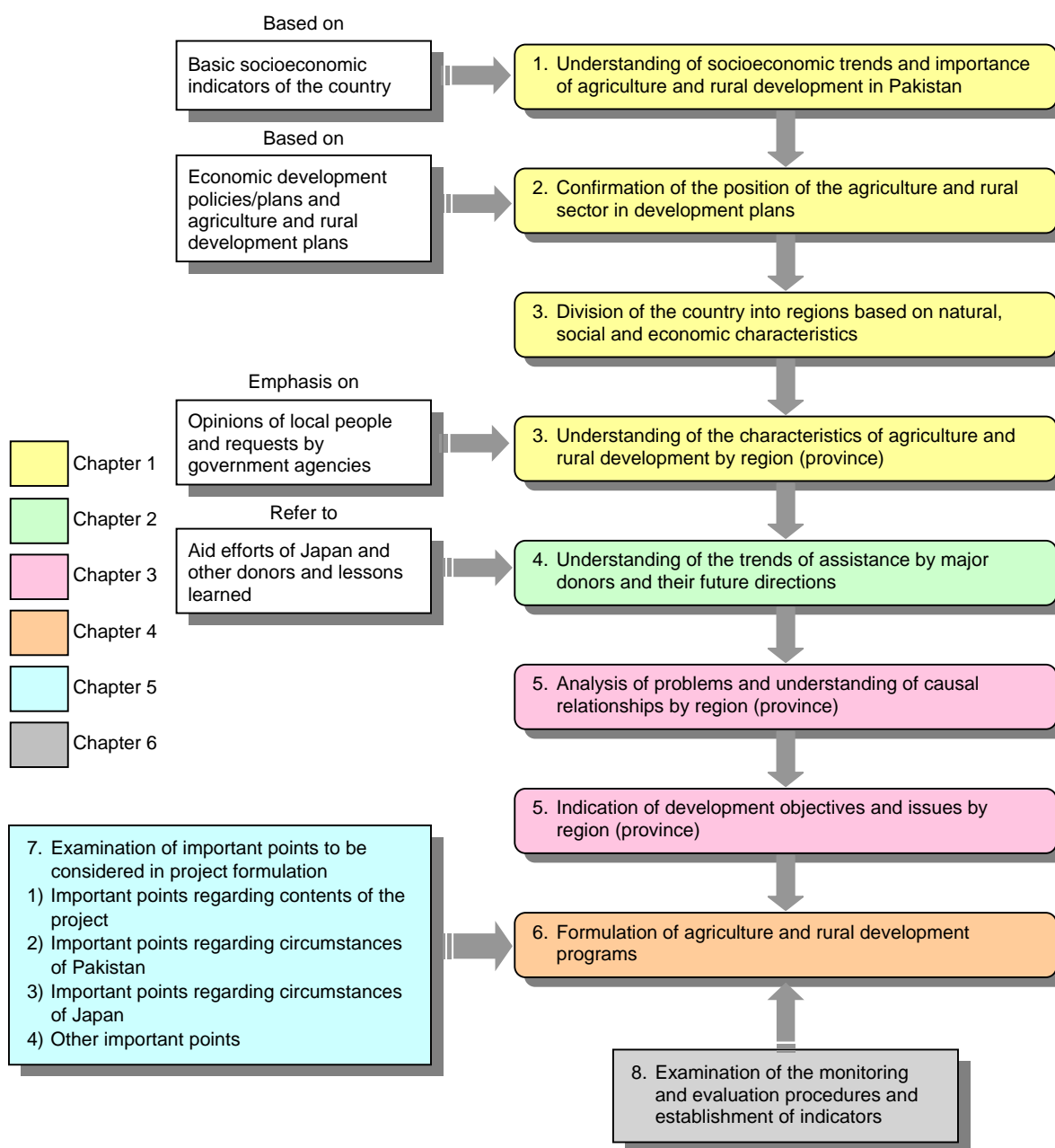


Table of Contents

Map of Pakistan	
Introduction.....	i
About the Guidelines	ii
Flow of Work to Develop the Direction to Respond to the Development Tasks	iv
Table of Contents	v
1. Importance and Characteristics of Agriculture and Rural Development in Pakistan .	PAK-1
1.1 Importance of Agriculture and Rural Development in Socioeconomy	PAK-1
1.2 Position of Agriculture and Rural Development in Development Policies.....	PAK-1
1.3 Characteristics of Agriculture and Rural Development	PAK-2
2. Trends of Assistance by Japan and Other Donors and Future Directions	PAK-8
2.1 Japan.....	PAK-8
2.2 Other Donors	PAK-10
3. Issues for Agriculture and Rural Development	PAK-12
3.1 Procedure for Specifying Development Issues.....	PAK-12
3.2 Approaches for Systematic Planning of Development Projects.....	PAK-12
3.3 Critical Problems and Objectives of Agriculture and Rural Development	PAK-15
3.4 Issues for Agriculture and Rural Development.....	PAK-15
4. Draft Programs Coping with Development Issues.....	PAK-19
4.1 Program for Agricultural Diversification in North-West Frontier Province ...	PAK-20
4.2 Program for Promotion of Small-Scale Agro-Processing in North-Wes Frontier Province	PAK-21
4.3 Program for Improvement of Rural Life in North-West Frontier Province	PAK-22
5. Important Points to be Considered in Project Formulation	PAK-23
5.1 Important Points Regarding Contents of the Project.....	PAK-23
5.2 Important Points Regarding Circumstances of Pakistan	PAK-25
5.3 Important Points Regarding Circumstances of Japan.....	PAK-27
5.4 Other Important Points	PAK-28
6. Monitoring and Evaluation Procedures and Indicators.....	PAK-29
6.1 Monitoring and Evaluation Procedures	PAK-29
6.2 Setting Up and Application of Indicators.....	PAK-30
6.3 Examples of Indicators.....	PAK-31
6.4 Examination of Availability of Indicator Data.....	PAK-32
Annex 1 Study on JICA’s Approach to Formulation of Agriculture and Rural Development Projects in the People’s Republic of Bangladesh and Its Applicability to Other Overseas JICA Offices: Summary	
Annex 2 Checklists for Preparation of Requested Project Information Sheets and Gathering Information Required for Project Formulation (by Need)	
Annex 3 Approaches for Systematic Planning of Development Projects <Agricultural Development and Rural Development>: Development Objectives Charts	

1. Importance and Characteristics of Agriculture and Rural Development in Pakistan

1.1 Importance of Agriculture and Rural Development in Socioeconomy

Agricultural activities in Pakistan are concentrated in the Indus River Basin where irrigation facilities are widely available. Most other areas of the country are arid areas with limited agricultural activities. Despite such geographical polarization, the agricultural sector still accounts for 24% of the GDP and absorbs 48% of the working population (Figure 1-1) and these figures have remained virtually unchanged since the early 1990s.¹ As agricultural and livestock products and their processed products account for more than 70% of the export earnings,² the agricultural sector plays an important role in the economy of Pakistan in terms of the earning of foreign currencies and the creation of non-agricultural employment opportunities.

Moreover, the ratio of the rural population in the total population showed little decline in the 20-year period from 71.7% in the 1981 census to 67.3% in the 1998 census.³ As the population

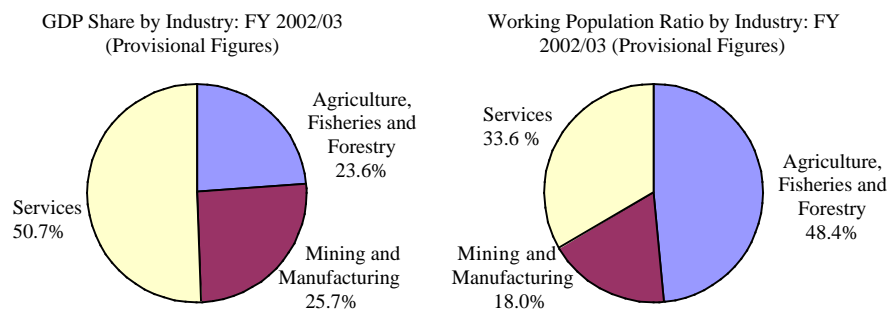


Figure 1-1 GDP Share and Composition of Working Population by Industry
Source: Economic Survey 2002/03.

increased at such a high average annual rate of 2.2% during this period, the absolute size of the rural population and working population in rural areas must have substantially increased. Setting aside the problem of poverty in rural areas, the importance of rural development in Pakistan is apparent from the viewpoints of providing public services (such as education, health and medical care and basic infrastructure) and creating employment opportunities for the ever increasing rural population.

1.2 Position of Agriculture and Rural Development in Development Policies

The Government of Pakistan fully recognizes the importance of the agricultural sector outlined above and has been actively intervening in this sector while emphasizing the promotion of the sector as one of the highest priorities of its development policy. Both military and socialist governments have strongly supported the agricultural sector with price support, production and protection policies to overcome the country's political instability. While the reform of these policies has been taking place in recent years, the price control policy is still applied to some important crops.

¹ Institute for International Cooperation, JICA, *Country study for Japan's official development assistance to the Islamic Republic of Pakistan: development toward a sustainable society: medium- and long-term perspectives*, 2003, p. 193. According to the Embassy of Japan in Pakistan, the GDP ratio of agriculture, fisheries and forestry in FY 2003/04 showed a considerable decline from the previous year.

² The shares of agricultural products in the total export value in FY 2001/02 were 59.4% for cotton products, 6.8% for leather products and 4.9% for rice. Among cotton products, cotton cloth accounted for 12.4%, cotton yarn for 10.5%, sheets for 10.0%, knitted cotton clothing for 9.2%, ready-made clothing for 9.7%, towels for 2.9% and cotton for 0.2% (Source: Economic Survey 2002/03).

³ *Country study for Japan's official development assistance to the Islamic Republic of Pakistan*, op. cit., p. 193.

Pakistan is currently implementing development activities in accordance with the Ten Year Perspective Development Plan 2001-2011 and the Three Year Development Programme 2001-2004.⁴ The main objectives of the Ten Year Development Plan are listed below.

- 1) Acceleration of GDP growth, reduction of unemployment and eradication of poverty
- 2) Increase of investment funds by using Pakistan's own resources
- 3) Improvement of government's income-expenditure configuration to contain domestic borrowing
- 4) Improvement of foreign exchange through exports by the private sector to contain external borrowing
- 5) Improvement of international competitiveness through the improvement of productivity, efficiency and quality
- 6) Development of human resources for long-term self-reliant growth
- 7) Development of infrastructure for sustainable development

The above development strategy basically aims at achieving poverty reduction through increased employment based on growth. The Ten Year Development Plan identifies four sectors⁵ leading to this growth and the agricultural sector is considered to be the highest priority sector with an expected annual growth rate of more than 4%.

The main objectives of the anticipated development of agriculture, fisheries and forests in the Ten Year Plan are: 1) to achieve self-sufficiency in agricultural products; 2) to ensure food security; 3) to strengthen export-oriented production through promotion of high value crops; 4) to substitute imports through the increased production of tea, milk and dairy products; 5) to enhance productivity of agricultural, fishery and forest products; and 6) to improve management methods. The components of the development strategy for agriculture, fisheries and forestry in the Ten Year Development Plan are outlined in the box on the next page.

However, the Ten Year Development Plan does not have a specific category for rural development and no clear strategies or programs aimed at improving the livelihoods and life of the rural populace are indicated in such fields as "poverty reduction", "employment", "education and training" and "health and nutrition", all of which are seemingly related to rural development, in the part entitled "Poverty Reduction and Human Development."

1.3 Characteristics of Agriculture and Rural Development

(1) Nationwide Characteristics

Agriculture in Pakistan once led the Green Revolution of Asian countries based on an extensive irrigation network even by global standards and active government assistance to provide agricultural inputs. The annual growth rate of agriculture in the 40-year period from independence to 1993 was 3.4% which was extremely high among Asian countries. Such growth of the agricultural sector stimulated the domestic demand for industrial products and various services and supplied raw materials to the country's two largest manufacturing industries, i.e. the textile and food processing industries, providing important stimulation for other related industries. Agriculture in Pakistan is characterized by a higher irrigated production rate as well as a higher rate of mechanization compared to other South Asian countries, resulting in a high labor productivity after Sri Lanka (Table 1-1).

⁴ In May 27, 2005, the Medium Term Development Framework (MTDF) 2005-10 was presented to and approved by the National Economic Council.

⁵ The identified priority sectors are agriculture, SMEs, IT and energy (oil, gas and coal).

**Development Strategy for Agriculture, Fisheries and Forestry in
Ten Year Perspective Development Plan 2001-2011 in Pakistan and Outline of the Plan**

- 1) Selection of appropriate crops: encouragement of crops requiring less water (increased planting of cotton and wheat and reduced planting of IRRI rice and sugar cane; introduction and expansion of tea and oil crops; encouragement of crops with a high added value (vegetables, fruits, flowers, tobacco, etc.)
- 2) Facilitation of import substitution: encouragement of the production of palm oil, sunflowers, tea and milk
- 3) Strengthening of export-oriented production: strengthening of the quality control and R&D of horticultural crops; development of export markets; construction of export processing zones
- 4) Improvement of productivity: improvement of the productivity of crop cultivation, livestock production and fisheries (development of high yield varieties; introduction of improved seeds; improvement of fertilizer application; IPM; improvement of business management; increased production of animal feed; establishment of feed factories; expansion of aquaculture and ocean fisheries; improvement of processing and distribution facilities)
- 5) Improvement of marketing infrastructure: improvement of market access (farm roads); development of an information system; introduction of product standardization; establishment of cooperatives
- 6) Improved linkage involving research, extension and education: integration of research, education and extension sections; increase of the budget for agricultural research
- 7) Credit facilities for small farmers: selective provision of credit for small farmers; integration of credit handling desks; relief for farmers hit by natural disasters
- 8) Encouragement and establishment of agricultural corporations: entry of private companies into the production, processing and export of agricultural and livestock products; leasing of national land; credit facilities by the agricultural development bank and commercial banks; assistance for crop-specific advisory committees to plan the production, distribution, processing and export of wheat, rice, sugar cane, horticultural crops and livestock, fishery and dairy products
- 9) Water resources development: construction of reservoirs; construction and widening of irrigation channels; improved efficiency of water use (strengthening of the monitoring and control of groundwater use; transfer of facilities to farmers organizations); institutional reform; water logging and salinization control measures; flood control and protection
- 10) Forest conservation: planting of devastated land; promotion of agroforestry and social forestry; promotion of forest and natural resources management by people; conservation and sustainable use of biodiversity

Source: Based on "Issues, Strategies and Programmes" in the agriculture, fisheries and forestry sector and the water resources development and environment sector in the Ten Year Perspective Development Plan 2001-2011 and the Three Year Development Programme 2001-2004 published by the Planning Commission in September, 2001.

Table 1-1 Comparison of Pakistani Agriculture with Other South Asian Countries

Country	GDP Share of Agriculture, Fisheries and Forestry (%)	Ratio of Agricultural Population to Working Population (%)	Productivity of Agricultural Labor (Added Value of Agriculture per Capita) (US\$)	Fertilizer Input per Ha (100 g/ha of Arable Land)	Input of Agricultural Machinery (No. of Tractors/100 km ² of Arable Land)	Irrigation Rate (Ratio of Irrigated Fields to Total Cultivated Area) (%)
	2000	2001	1999-01	1998-00	1997-99	1997-99
Bangladesh	25	54.7	311	1,593	7	46.1
India	25	59.2	402	1,063	92	33.6
Nepal	40	92.9	200	325	16	38.2
Pakistan	26	46.6	12	312	50	81.7
Sri Lanka	20	45.2	734	2,791	84	33.7

Source: The ratio of the agricultural population is based on FAO, *Production Yearbook 2001* while the other figures are based on the World Bank, *World Development Index*.

In recent years, however, the annual growth rate of agriculture has considerably declined (Table 1-2) due to the deterioration of irrigation facilities, water logging and salinization, decline of the usable water volume, etc. to the extent that the agricultural sector in Pakistan is said to "have exhausted the traditional reserves for growth".⁶ This situation illustrates the

⁶ Economic Intelligence Unit, *Country Profile*, 2002, p. 22.

urgent need for structural reform of the agricultural sector. The production of cotton, which is one of the most important cash crops, is largely affected by the natural conditions, causing instability of farm incomes. Meanwhile, the major inequality of land holding means that large landowners exert significant political and economic influence as “land-based powers”.⁷

Table 1-2 Real Annual Growth Rate of Agricultural Sector and Its Components

Year	Agriculture	Major Crops	Minor Crops	Livestock
1980-1989	5.4	3.4	4.1	5.3
1990-1999	4.5	4.1	3.9	6.3
2000/2001	-2.7	-10.3	-0.1	5.3
2001/2002	-0.1	-1.8	-1.8	3.7
2002/2003	4.2	5.8	0.4	2.9

Note: The major crops are wheat, rice, maize, cotton and sugar cane, accounting for 40% of the agricultural GDP in 2002/03. Other crops include other grains, vegetables, fruits, oil seeds, etc., accounting for 16% of the agricultural GDP in the same year.

Source: *Economic Survey 2002-03*.

In regard to rural development, the increase of the poor poses a serious problem. More than 60% of Pakistan’s total population live in rural areas with some 37% of the rural populace classified as poor (Table 1-3). Although the ratio of the rural population is showing a declining trend, the absolute number of the rural populace has been continually increasing. The ratio of the poor showed a declining trend in the 1970s and 1980s in both urban and rural areas. Since the 1990s, however, while the ratio has shown a leveling off or a slight increase in urban areas, the corresponding ratio in rural areas has been increasing, presumably most affected by landownership.⁸ The level of poverty and the inequality of income distribution in Pakistan are not particularly any worse than in other South Asian countries, but the gender gap in Pakistan is particularly large as many women are not in a position to be able to participate sufficiently in productive activities or decision-making, especially in rural areas.⁹

Table 1-3 Comparison of Poverty and Gender Indicators Between Pakistan and Other South Asian Countries

	Ratio of Rural Population (%)	Ratio of the Poor: Ratio of Households of Which Daily Income is 1 US\$ or less Based on PPP (%)	Poverty Gap Between Urban and Rural Areas: Ratio of People Below the Poverty Line (National Standard) (%)		Gini Coefficient (%)	Adult Literacy Rate (%)	Ratio of People with Malnutrition (%)	Access to Clean Water (Ratio of Total Population) (%)	Gender Ratio for Literacy	Gender Ratio for Labor Force
	(2000)		Rural	Urban		(2001)	(1998/00)	(2000)	(2001)	
Bangladesh	75	36	39.8	14.3	31.8	40.6	35	97	0.7	0.7
India	72	35	36.7	30.5	37.8	58.0	24	84	0.8	0.5
Nepal	88	38	44.0	23.0	36.7	42.9	19	88	0.6	0.7
Pakistan	63	13	36.9	28.0	33.0	44.0	19	90	0.6	0.4
Sri Lanka	76	7	n.a.	n.a.	34.4	91.9	23	77	1.0	0.6

Source: The ratio of the poor, Gini coefficient, ratio of people with malnutrition, access to clean water and gender ratios for literacy and the labor force are based on the World Bank, *World Development Index 2003*. The ratio of people below the poverty line is based on the *World Development Report 2003*. The ratio of the rural population is based on the *World Development Index 2002* and the adult literacy rate is based on UNDP, *Human Development Report 2003*.

⁷ Land-based powers means a group of people enjoying social and political power based on land ownership (*Country study for Japan's official development assistance to the Islamic Republic of Pakistan*, op. cit., p. 93).

⁸ *Country study for Japan's official development assistance to the Islamic Republic of Pakistan*, op. cit., p. 171 was referred to for the increase of the ratio of the poor. The World Bank, *Pakistan Poverty Assessment – Poverty in Pakistan: Vulnerabilities, Social Gaps and Rural Dynamics*, October 28, 2002, p. 34 was referred to for the relationship between poverty and land ownership.

⁹ The gender gap is partly caused by cultural influences. The labor ratio by sex in other countries is 0.2 (the lowest) in Oman, Saudi Arabia and the United Arab Emirates and 0.3 in Iraq, Jordan and Libya.

(2) Characteristics by Province

Pakistan adopts the federal system with four provinces, i.e. Punjab, Sindh, North-West Frontier and Balochistan, which are independent in terms of administration and finance. The differences between these four provinces are relatively clear in terms of the social customs, natural conditions, mode of farmland ownership, livelihoods, institutional systems, laws, etc. and the historical concentration of public investment in Punjab has resulted in a huge gap in the development level between Punjab and the other three provinces. Table 1-4 attempts to establish a comprehensive picture of the different regional characteristics from the viewpoint of five capitals.

Table 1-4 Basic Indicators by Province and Availability of Five Capitals

		Punjab			Sindh			North-West Frontier			Balochistan		
Basic Indicators	Population (1,000)	72,585			29,991			17,555			6,511		
	Total Area (km ²)	206,250			140,741			104,741			347,190		
	Poverty Ratio in the 1990s	Total	Urban	Rural	Total	Urban	Rural	Total	Urban	Rural	Total	Urban	Rural
	1990-1991	35.9	29.4	38.5	27.6	24.1	30.8	40.0	37.0	40.6	22.0	26.7	20.9
	1993-1994	28.2	18.4	31.9	23.4	13.9	31.5	37.9	26.5	39.8	35.2	16.5	37.5
	1998-1999	32.4	26.5	34.7	29.2	19.0	37.1	44.3	31.2	46.5	24.6	28.4	24.0
	Rural Unemployment Rate (%)	7.6			7.6			7.6			6.7		
	Ratio of Rural Workers in Agricultural Sector (%)	57.9			57.9			57.9			58.7		
	Similarities and Scope of Agricultural Areas	Agricultural Zone IVa. similarities in the northern and central parts of the irrigated northern plain			Similar agricultural practices in I. Indus delta plain, II. irrigated southern plain, IVa. southern part of the irrigated northern plain and X. irrigated areas in the piedmont of the Sulaiman Mountain Range			Similarities in IVb. irrigated northern plain, V. barani areas and VI wet mountainous areas			Similarities in IVb. irrigated northern plain, V. barani areas and VI wet mountainous areas		
	Groundwater:												
Number of Wells	525,000			50,000			13,000			24,000			
Use of Groundwater (million m ³)	49,339			9,251			2,467			987			
Groundwater Use Potential (million m ³)	53,286			22,696			3,824			2,590			
Rate of Groundwater Use (%)	92.6			40.8			64.5			38.1			
Average Water Demand (million m ³)	66,608			55,877			6,661			Water supplied by the irrigation system in Sindh is included in the figures for Sindh.			
Kharif	41,692			36,758			3,947						
Rabi	24,916			19,119			2,714						
Salt Damage	Large			Large			Small			Small			
Standing Water Damage	Large			Large			Small			Small			
Characteristics of Agriculture	<ul style="list-style-type: none"> - Granary of Pakistan due to rich water resources and a high irrigation rate - High usage rate of arable land - Progress of suburban type agriculture - Progress of the fractionalization of farmland - Development of industries related to agriculture 			<ul style="list-style-type: none"> - Maintenance of a high land productivity through the mode of agriculture relying on irrigation - Advantageous location due to proximity to Port Karachi - Development of industries related to agriculture, particularly the cotton industry 			<ul style="list-style-type: none"> - Relatively rich resources in the northern part and limited resources in the southern part - High usage rate of farmland in the northern part (intensive agriculture) - Potential for irrigation development in rain-fed farming areas - Smallest average size of land ownership in the country with the progressive fractionalization of farmland - Farming combined with stock raising in mountain areas - High level of dependence on non-agricultural income 			<ul style="list-style-type: none"> - Limited water resources despite rich land resources consisting of highland and plains - Lowering of the groundwater table due to excessive pumping - Limited crop production on highland due to less suitable land for irrigation - Large farming scale on the plains but the land usage rate is low - High level of dependency on non-agricultural income 			
Natural Capital													

Guidelines for Agriculture and Rural Development in Pakistan

Main Crop Production (2000)		Area (1,000/ha)	Yield (tons/ha)	Area (1,000/ha)	Yield (tons/ha)	Area (1,000/ha)	Yield (tons/ha)	Area (1,000/ha)	Yield (tons/ha)							
Rice		1,476	1.5	461	2.5	61	2.0	117	2.9							
Maize		393	1.9	6	0.6	541	1.7	3	1.1							
Wheat		6,102	2.4	857	2.4	747	1.2	334	1.9							
Sugar cane		657	28.0	241	47.0	102	47.0	1	5.0							
Cotton		2,526	0.5	547	0.8	2	0.4	40	0.5							
Stock Raising (% of Domestic Share)		50.3			22.1			18.7			6.6					
Cattle		71.0			20.5			8.1			0.4					
Water Buffalo		32.8			17.6			12.1			34.6					
Goat/Sheep		48.4			15.3			30.0			5.7					
Chicken																
Irrigation (%)		78.4			89.3			46.7			55.2					
Irrigated Fields		0.6			2.0			1.9			4.3					
Planned Irrigated Fields		21.0			8.7			51.9			40.5					
Rain-Fed Fields																
Social Characteristics		- The social structure significantly differs in the northern and southern parts. - The class and gender gaps are said to be relatively smaller than in other provinces in the northern part due to the development of commerce and industries in large cities. - In the southern part, the feudal land ownership system still remains as in the case of neighboring Sindh.			- Feudal large land ownership system - Highest ratio of large farmers			- Ethnic communities with a large number of small farmers; intensive farming with high productivity is observed in some areas. - Large number of poor farmers - The organization of farmers is relatively easy in the northern part (Aga Khan Foundation). - People are fairly organized due to many rural development projects of various donors.			- Based on the feudal large land ownership system and ethnic communities					
Mode of Farmland Ownership (%)		Owner	Owner/Share-Cropper	Share-Cropper	Owner	Owner/Share-Cropper	Share-Cropper	Owner	Owner/Share-Cropper	Share-Cropper	Owner	Owner/Share-Cropper	Share-Cropper			
		78.6	11.0	10.4	65.8	31.9	2.3	82.9	6.2	10.9	81.8	2.6	15.6			
Number of Farming Households (%) and Farmland Size (%)		Less than 2 ha (out of total area) 2-10 ha (ditto) 10 ha or more (ditto)			56.0 (16.3) 33.9 (46.1) 4.8 (36.5)			42.5 (8.2) 45.6 (35.7) 11.9 (56.1)			79.3 (25.6) 17.8 (32.8) 2.9 (41.6)			29.7 (3.3) 51.6 (27.9) 18.6 (66.8)		
Gender (Awareness, Women's Health, Agricultural Labor and Work Share, etc.)		- Women provide labor for the harvesting of cotton and the cultivation of vegetables. - Women play a larger role in agriculture in northern Punjab. - LHW: 36,484			- Purda constitutes a strong norm. - LHW: 18,008			- Some ethnic groups adopt purda as the norm but others are ambiguous. - LHW: 10,263 - In some areas, women provide nearly half of the agricultural labor or are responsible for natural resources management.			- Gender segregation is evident as purda constitutes a strong norm. - Maternity mortality rate: 500/100,000 - LHW: 4,306 - Number of doctors (including dentists) - F: 928, M: 2,334					
Water Use Charge Collection Rate (%)		32			22			38			12					
Change of Average Farmland Ownership Size (ha/household)		1990	2000	1990	2000	1990	2000	1990	2000	1990	2000					
		3.7	2.9	4.3	4.0	2.2	1.6	10.0	7.8							
Planting Intensity (%)		154.0			130.0			142.0			78.0					
Literacy Rate (Women) (%)	Urban	67.4 (60.5)			71.0 (61.8)			55.6 (41.3)			59.4 (42.3)					
	Rural	44.3 (31.7)			36.0 (16.3)			35.9 (15.9)			26.9 (9.4)					
Basic Education: Literacy Rate (%) (ADB 2002)		Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female			
		38.0	50.4	24.8	25.7	37.9	12.2	31.3	47.7	14.7	17.5	25.8	7.9			
Primary Education Enrolment Rate (%) (Pak. Appendix Fig. 1)		Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female			
		69	79	58	47	59	33	66	82	49	61	77	42			

Guidelines for Agriculture and Rural Development in Pakistan

Health	- Insufficient supply of and access to basic health services			- Insufficient supply of and access to basic health services			- Insufficient supply of and access to basic health services			- Extremely limited supply of and access to basic health services - Women's health is damaged by segregation and the restriction of activities.					
Vaccination Rate (%) (M/F)	57/58			49/40			56/57			24/24					
Population/Doctor	1/2,100			1/800			1/2,000			1/2,400					
Population/Nurse	1/2,700			1/18,400			1/6,900			1/17,800					
Total Rate of Special Births	4.7			4.7			5.1			5.4					
Provincial Share of Irrigated Area (%)	77.0			14.0			5.0			5.0					
Irrigation Rate by Planting Season (%)	Kharif	Rabi	Orchard	Kharif	Rabi	Orchard	Kharif	Rabi	Orchard	Kharif	Rabi	Orchard			
	89	80	96	99	92	100	55	48	91	83	81	95			
Irrigated Area (1,000 ha)	8,082			2,907			774			702					
	Irrigation Channels			1,761			2,659			403			282		
	Irrigation Channels + Pipe Wells			4,361			155			37			16		
	Pipe Wells			1,872			40			88			202		
	Karez, Spring Water and Other			87			53			246			202		
Public Irrigation Systems (Number)	23			14			10			2 ²⁾					
Provincial Share (%)	57.8			36.3			3.7			2.2					
Total Length of Irrigation Channels (km)	34,344			17,963			2,236			1,349					
Benefiting Area (million ha)	8.6			5.4			0.5			0.3					
Drinking Water (%)	Total	Urban	Rural	Total	Urban	Rural	Total	Urban	Rural	Total	Urban	Rural			
	Indoor	89		64			57			49					
	Water Pipe	20	49	8	32	64	7	38	62	34	25	77	18		
	Pump	75	49	85	42	26	54	20	24	19	8	5	9		
	Dug Well	3	1	4	8	2	13	18	13	19	38	13	42		
	River/Irrigation Channel	2	0	2	13	6	23	23	2	27	27	2	31		
	Sanitation Facilities (%)	Total	Urban	Rural	Total	Urban	Rural	Total	Urban	Rural	Total	Urban	Rural		
Flush Toilet	44	88	26	49	92	14	28	71	20	10	56	4			
Toilet	46	91	28	67	98	42	58	91	52	67	96	63			
Drainage Ditch	57	90	43	49	93	13	34	81	26	9	63	2			
Waste Collection	40	63	31	32	63	6	43	58	40	5	39	1			
Roads	Total Length (km)			99,668			77,294			29,093			40,849		
	Ratio of Paved Roads (%)			77			67			43			10		
	Road Density (km/km ²)			0.48			0.55			0.28			0.12		
	Road Length (km/1,000 persons)			1.4			2.6			1.4			6.3		
Income Sources of Farming Households (%)	Crops	Live-stock	Non-agri.	Crops	Live-stock	Non-agri.	Crops	Live-stock	Non-agri.	Crops	Live-stock	Non-agri.			
	89.3	0.6	10.1	88.1	2.5	9.3	71.6	1.4	27.0	61.1	9.6	29.3			
Top Three Sectors in Public Sector Development Plan (2003-04) (Excluding District/ Special Programs) (Ratio to Total Budget)	Education/Training: 19.7			Education/Training: 12.7			Water Resources: 19.9			Water Resources: 19.9					
	Water Resources: 14.3			Transportation and Communication: 12.4			Education/Training: 16.3			Education/Training: 16.3					
Communication: 9.4			Water Resources: 5			Rural Development: 13.2			Rural Development: 13.2						

Notes: 1) Because of the low population density, the reliability of the data for Balochistan is lower than that for the other provinces (Source: World Bank 2002, p. 21).

2) 431 small-scale irrigation schemes in Balochistan are not included because of the lack of detailed information.

Sources: *Pakistan Agricultural Census 2000*; FAO, *Nutrition Country Profile Pakistan*; UNDP, *Pakistan National Human Development Report*; WHO, *Country Profile*; WHO/UNICEF/UNDP, *Maternal Mortality 2000*; Asian Development Bank (ADB), *Women's Health Project, Investing in Women's Health: Delivering Better Health Care to All*, 1999; ADB, *Poverty in Pakistan Issues, Causes and Institutional Responses*, 2002; Federal Bureau of Statistics, *Pakistan Labour Force Survey 2001-02*; Ministry of Water and Power, *Pakistan National Water Policy, 2002*; Centre for Research on Poverty Reduction and Income Distribution (CRPRID), Planning Commission, UNDP and UNICEF, *Pakistan Education and School Atlas*, 2003; *Pakistan Health and Population Welfare Facilities Atlas 2003*; World Bank, *Pakistan Poverty Assessment – Poverty in Pakistan: Vulnerabilities, Social Gaps and Rural Dynamics*, 2002; Asian Population and Development Association, *Study on Agriculture and Rural Development Based on Population Issues – Pakistan* (title translated by the Study Team), 2004; Institute for International Cooperation, JICA, *Country study for Japan's official development assistance to the Islamic Republic of Pakistan*, 2003; JICA, *Basic Study on Agriculture in Pakistan* (title translated by the Study Team), paper presented at the back-to-office reporting session held at the JICA headquarters on April 20, 2004.

2. Trends of Assistance by Japan and Other Donors and Future Directions

2.1 Japan

(1) Past Trends

In the period of 1990 - 2002, Japan was the largest bilateral donor for Pakistan in terms of the amount of assistance, excluding debt relief. This situation has remained virtually the same in more recent years (Table 2-1). In the agriculture, fisheries and forestry sector, Japan has assisted 12 development studies, 12 grant aid projects, eight loan projects and one case of project type technical cooperation. Japan's assistance is characterized by the relative dominance of irrigation and drainage-related projects in the provinces of Punjab and Balochistan (Figure 2-1).

Table2-1 Major Donors for Pakistan (All Sectors)

	Donor/Aid Organization	Amount (US\$ million)
1	IDA (World Bank)	763
2	USA	494
3	Japan	256
4	ADB	236
5	IMF	222
6	Germany	66
7	UK	56
8	EC/EU	49
9	Arab Countries	28
10	Netherlands	22

Note: The figure for donors is the average of the total ODA amount for 2001 and 2002.

Source: OECD Home Page.

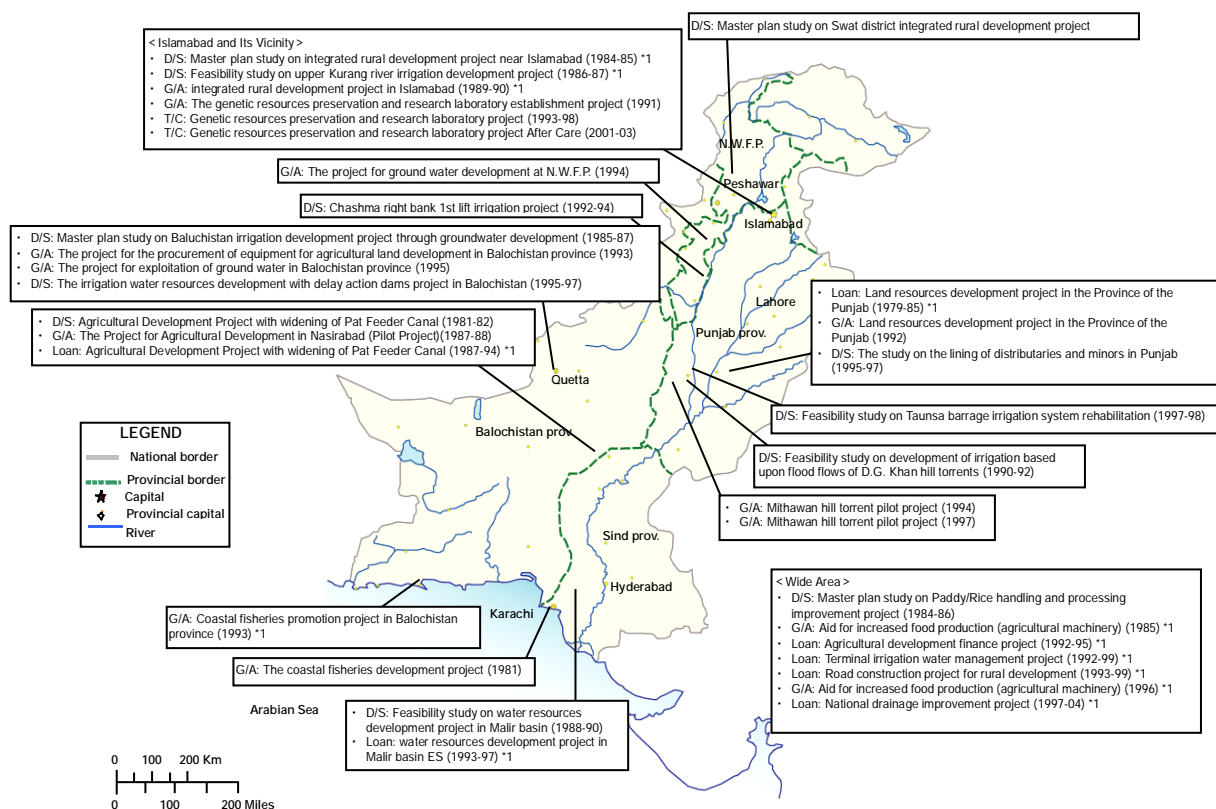


Figure 2-1 Past Japanese ODA Projects for Agriculture, Fisheries and Forestry in Pakistan

Type	Project Title	Period	Type	Project Title	Period
D/S	Agricultural Development Project with widening of Pat Feeder Canal	1981-82	Loan	Water resources development project in Malir basin ES *	1993-97
D/S	Master plan study on integrated rural development project near Islamabad *	1984-85	Loan	Road construction project for rural development *	1993-99
D/S	Master plan study on Paddy/Rice handling and processing improvement project	1984-86	Loan	National drainage improvement project *	1997-04
D/S	Master plan study on Baluchistan irrigation development project through groundwater development	1985-87	G/A	The coastal fisheries development project	1981

Guidelines for Agriculture and Rural Development in Pakistan

D/S	Feasibility study on upper Kurang river irrigation development project *	1985-87	G/A	The Project for Agricultural Development in Nasirabad (Pilot Project)	1987-88
D/S	Master plan study on Swat district integrated rural development project	1987-89	G/A	Integrated rural development project in Islamabad *	1989-90
D/S	Feasibility study on water resources development project in Malir basin	1988-90	G/A	The genetic resources preservation and research laboratory establishment project	1991
D/S	Feasibility study on development of irrigation based upon flood flows of D.G. Khan hill torrents	1990-92	G/A	Land resources development project in the Province of the Punjab	1992
D/S	Chashma right bank 1st lift irrigation project	1992-94	G/A	The project for the procurement of equipment for agricultural land development in Balochistan province	1993
D/S	The irrigation water resources development with delay action dams project in Balochistan	1995-97	G/A	Coastal fisheries promotion project in Balochistan province *	1993
D/S	The study on the lining of distributaries and minors in Punjab	1995-97	G/A	Mithawan hill torrent pilot project	1994
D/S	Feasibility study on Taunsa barrage irrigation system rehabilitation	1997-98	G/A	The project for ground water development at N.W.F.P.	1994
Loan	Land resources development project in the Province of the Punjab *	1979-85	G/A	The project for exploitation of ground water in Balochistan province	1995
Loan	Agricultural Development Project with widening of Pat Feeder Canal *	1987-94	G/A	Exploitation of ground water in province of Punjab	1996
Loan	Rural Electrification Project *	1988-93	G/A	Mithawan hill torrent pilot project	1997
Loan	Agricultural development finance project *	1992-95	T/C	Genetic resources preservation and research laboratory project	1993-98
Loan	Terminal irrigation water management project *	1992-99	T/C	Genetic resources preservation and research laboratory project After Care	2001-03

Note*: Project title translated by the Study Team.

Source: Based on *ODA White Paper* 1999 and *JICA Annual Reports* 2000, 2001, 2002 and 2003. JICA, *Basic Study on Agriculture in Pakistan* (title translated by the Study Team), paper presented at the back-to-office reporting session held at the JICA headquarters on April 20, 2004, pp. 2-15.

(2) Future Directions

The Country Assistance Program for Pakistan (Draft, Summary) announced in August 2004 stipulates the direction and priority issues for Japan's economic cooperation.¹ A systematic chart of the goal included in the Program indicates the following issues related to agriculture and rural development.

Goal of ODA	Direction of Assistance Strategy		Priority Issues for Economic Cooperation	Sector	Cross-cutting Issues
Building and development of a sustainable society	Development of a sound market economy	Development of the agriculture and rural sector for expansion of labor absorption capacity and poverty reduction	Securing of irrigation water resources, rehabilitation of irrigation facilities and sustainable water utilization and management	Agriculture/Irrigation	Gender Environment Governance
			Improvement of the agricultural extension system		
			Promotion of agro-processing and agro-based industries (including forestry and fisheries) associated with agricultural growth		

Source: Ministry of Foreign Affairs, Japan's Country Assistance Program for Pakistan.

In June 2004, the field ODA task force in Pakistan presented assistance policies and programs for Pakistan based on analysis of various sectors and extraction of development issues, taking the national development plan in Pakistan into consideration and also the Country Assistance Program for Pakistan (draft). These policies and programs are summarized below.

¹ Ministry of Foreign Affairs (<http://www.mofa.go.jp/mofaj/gaiko/oda/seisaku/kuni/enjo/pakistan-y.html>).

	Irrigation	Agriculture
Assistance Policies	From the viewpoint of efficient water utilization, projects aimed at achieving sustainable irrigation and drainage management will be implemented with financial assistance while the capacity building of the bodies involved in water use administration will be assisted by technical cooperation.	Capacity building will be assisted mainly by technical cooperation to tackle various problems in the agricultural sector in an appropriate manner while utilizing various assistance schemes in a systematic manner to provide model development cooperation to ensure sustainable agriculture. From this viewpoint, the focus will be placed on Balochistan Province where there is concern in regard to the very tight water supply situation and a model project to develop a farming system, including the efficient use of water resources, will be implemented. In North-West Frontier Province where no major industries other than agriculture exist, a rural development model will be examined with a view to diversifying local agriculture.
Assistance Programs and Projects	<p>[Improvement of Function of Agricultural Water Utilization System]</p> <ul style="list-style-type: none"> • Nationwide Drainage Channel Development Project (loan project; in progress) • Emergency Work Project for Taunsa Barrage in Punjab Province (loan project; BD currently in progress) • Experiment of Irrigation Water Utilization Model in Punjab Province (short-term expert; awaiting request) • Project to Conduct Three Small Dams in North-West Frontier Province (development study; preliminary study planned in FY 2004) • F/S for the Project to Construct Dams and DAD in Kohat and Other Areas in North-West Frontier Province (development study; conceptual stage) • M/P for Rehabilitation of Existing Small Facilities in North-West Frontier Province (development study; conceptual stage) <p>[Capacity Building of Water Utilization Administration]</p> <ul style="list-style-type: none"> • Water utilization advisor for the Federal Ministry of Water and Power (long-term expert; request being made) • Advisor for water utilization administration in Punjab Province (long-term expert in collaboration with JBIC; conceptual stage) • Capacity building of water utilization administration (country-specific group training; conceptual stage) 	<p>[Promotion of Extension of Farming Techniques]</p> <p>(1) Project to Promote Efficient Use of Agricultural Water in Balochistan Province</p> <ul style="list-style-type: none"> • Irrigation and water management (long-term expert; request being made) • Groundwater analysis (short-term expert; request being made) • River basin management (short-term expert; request being made) • Agriculture research and extension (short-term expert; request being made) • F/S for a water utilization efficiency improvement project (development study) <p>(2) Project for Agricultural Diversification Model in Central and Northern Parts of North-West Frontier Province</p> <ul style="list-style-type: none"> • Agricultural research and extension (short-term expert; request being made) • Livestock breeding (short-term expert; request being made) • Promotion of the formulation of a technical cooperation project designed for technical extension <p>[Improvement of Distribution and Processing Systems for Agricultural Products]</p> <ul style="list-style-type: none"> • Road construction project for rural development (loan; in progress) • Marketing of agricultural products (short-term expert; conceptual stage) • Project to improve the marketing of agricultural products (development study; conceptual stage) • Improvement of the quarantine management system (short-term expert; conceptual stage) • Assistance for the tea industry in North-West Frontier Province (senior volunteer; selection in progress) • Fruit processing technologies for Balochistan Province (short-term expert; conceptual stage) <p>[Strengthening of Farmland Improvement and O&M System]</p> <ul style="list-style-type: none"> • Nationwide Drainage Channel Project (loan; in progress) • Project to Strengthen Workshop for Farmland Improvement Equipment (loan; F/S planned in FY 2004)

Source: Field Task Force Assistance Policies for FY 2004 (Draft), June 7, 2004, pp. 25-33.

2.2 Other Donors

The international organization that has provided the most assistance for the agriculture, fisheries and forestry sector in Pakistan is the World Bank, followed by ADB. Other notable organizations providing assistance for this sector are UNDP, IFAD, FAO and WFP. Switzerland and the Netherlands have provided a relatively large amount of bilateral assistance each followed by Germany, Australia, the UK, the USA and Canada. The assistance of NGOs is mainly provided by local NGOs. They typically assist local people in organizing and are involved in extension and capacity building activities within bilateral and multilateral assistance projects. An exception is IUCN, which an international environmental NGO involved in the formulation of forest and environmental policies and implementing its own small projects. Table 2-2 shows the priority issues and geographical areas for the assistance of other donors in the agriculture and rural development sector.

Table 2-2 Trends of Assistance by Major Donors in Pakistan (Priority Sectors and Geographical Areas)

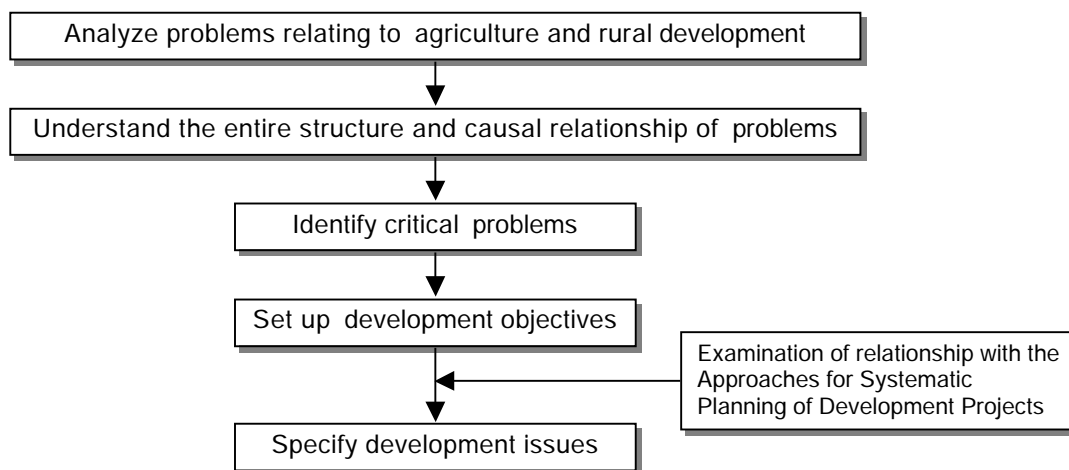
Donors	Priority Sectors and Strategy	Priority Issues in Agriculture and Rural Development	Priority Areas
ADB	<ul style="list-style-type: none"> - Good governance - Rural development - Integration of social development efforts - Decentralization - Regional cooperation with neighboring countries (establishment of development links with Afghanistan and Central Asian countries) 	<ul style="list-style-type: none"> - Improvement of small-scale infrastructure - Rural finance: microfinance - Improvement of productivity and profitability, targeting small farmers (fostering of the private sector: reduction of state intervention); extension of technologies to farmers (establishment of an agricultural extension system in the process of decentralization); post-harvest processing and marketing; product development in the livestock sector; utilization of water resources - Development led by provincial governments; improved delivery of social services by local governments 	Nationwide
World Bank	<ul style="list-style-type: none"> - Strengthening and stabilization of the macroeconomy; efficient government - Improvement of the investment environment - Poverty reduction and elimination of the gender gap (through assistance for education, health, community, infrastructure and gender policies) 	<ul style="list-style-type: none"> - Improvement of infrastructure based on communities - Policy assistance (rural markets; creation of non-agricultural employment opportunities) - Utilization of water resources - Agricultural production (technologies and input goods) - Sector survey/analysis (discovery of priority themes) - Technological development and extension; human resources development (with the private sector) - Agribusiness (quality control to assist the creation of added value/entrepreneurs, exports, processing/distribution and transportation) 	Nationwide
EU	<ul style="list-style-type: none"> - Human resources development in the education sector - Promotion of trade and businesses - Assistance via NGOs & CBOs 	<ul style="list-style-type: none"> - Microfinance - Improvement of small-scale infrastructure (water supply, roads, etc.) - Improvement of livestock production for a better livelihood (especially animal hygiene) 	Punjab N-W Frontier North
FAO	<ul style="list-style-type: none"> - Policy analysis and advice - Institutional strengthening at all levels (e.g. federal, provincial, community, etc.) - Household-level food security 	<ul style="list-style-type: none"> - Improved productivity/food security - Participation of communities - Human resources development - Women in development 	Nationwide
UNDP	<ul style="list-style-type: none"> - Personnel capacity building at organizations - Community development (personal and financial empowerment) 	<ul style="list-style-type: none"> - Natural resources management - Land and water resources management - Local development (improved productivity and income; gender; support for entrepreneurs; microfinance; vocational training, etc.) - Policy analysis and advice 	Nationwide North (Kashmir, etc.)
Netherlands	<ul style="list-style-type: none"> - Education - Reproductive health - HIV/AIDS - Environment and water resources management 	<ul style="list-style-type: none"> - Participatory forest management (social forestry) - Livestock production 	N-W Frontier Balochistan
UK	<ul style="list-style-type: none"> - Health - Education - Decentralization - Mobilization of communities 	<ul style="list-style-type: none"> - Social development in rural areas (including microfinance, support for the social safety net and assistance for governance, especially decentralization) - Natural resources management 	N-W Frontier
Switzerland	<ul style="list-style-type: none"> - Development of human capital/organizations - Human rights - Environment - Support for SMEs 	<ul style="list-style-type: none"> - Integrated rural development in remote areas (natural resources management, production, infrastructure, organizational development, etc., focusing on agriculture, forestry and livestock production) - Development of cash crops (vegetables) - Social development (community infrastructure) - NGO assistance 	N-W Frontier North (Kashmir, etc.)
USA	<ul style="list-style-type: none"> - Education - Health - Governance (democratization and decentralization) - Economic growth 	<ul style="list-style-type: none"> - Microfinance - Improved livelihood and food security (sustainable community-based land use in arid areas) 	Nationwide Balochistan (livelihood and food security)
Germany	<ul style="list-style-type: none"> - Primary health care - Education - Reusable energies - Cross-cutting issues 	<ul style="list-style-type: none"> - Natural resources management - Utilization of water resources (groundwater, irrigation) - Promotion of the participation of the vulnerable - Development of small-scale infrastructure and creation of income opportunities 	Northern Punjab N-W Frontier North
Aga Khan Foundation	<ul style="list-style-type: none"> - Health; Education - Rural development - Cross-cutting issues (human resources development, community participation, gender and development, the environment, etc.) 	<ul style="list-style-type: none"> - Rural credit - Natural resources management - Improvement of production infrastructure - Improvement of agricultural productivity and human capital - Capacity building of local NGOs 	Nationwide N-W Frontier (integrated rural development) Kashmir (ditto.)

Source: Prepared by the Study Team based on the home pages of donors and the results of interviews conducted during the field study.

3. Issues for Agriculture and Rural Development

3.1 Procedure for Specifying Development Issues

In this chapter, North-West Frontier Province where the Study Team conducted a field study is used as an example to identify critical problems through the analysis of problems relating to agriculture and rural development and the development objectives are set based on the critical problems. The development issues to be tackled to achieve the objectives are then specified. The procedure to specify development issues is shown below.



It must be noted that the procedure leading to the specification of development issues as shown here is an **example** of the procedure for the required work. Analysis of the problems by the Study Team does not necessarily cover all problems relating to agriculture and rural development in Pakistan in detail because of the limitations posed by the length of the field study. For the formulation of an actual project, analysis of the problems of the target area based on a literature review, interviews with stakeholders, field visits and the participation of stakeholders is essential so that the development issues can be identified for the formulation of a draft program dealing with the problems.

3.2 Approaches for Systematic Planning of Development Projects

In August 2004, JICA formulated the Approaches for Systematic Planning of Development Projects <Agricultural Development and Rural Development> (hereinafter referred to as the “Approaches for Systematic Planning”) aimed at strengthening the country-specific approach through strengthening of the issue-oriented approach to important development issues. This document assumes the following use.¹

- As a reference material for the preparation or revision of a development issue matrix for the JICA Country Program
- As a basic material for a project formulation study, project formulation and program formulation
- As a basic material for program evaluation and country assistance evaluation
- As a material to explain JICA’s ideas regarding development issues at meetings between staff members, study team members, experts, etc. working for JICA and recipient countries and other donors
- For sharing ideas on and approaches to development issues within JICA through issue-based databases

¹ JICA, Institute for International Cooperation, *Approaches for Systematic Planning of Development Projects <Agricultural Development and Rural Development>*, August 2004, p. 1.

The Approaches for Systematic Planning set three strategic development objectives, i.e. sustainable agricultural production, stable food supply and promotion of vigorous rural areas, and indicate mid-term objectives and sub-targets of mid-term objectives presenting policies and directions to solve various problems. The Approaches for Systematic Planning are characterized by its systematic indication of the basic development issues for agriculture and rural development in developing countries and the basic patterns of the relevant approaches. For this reason, listing of the issues for agriculture and rural development in Pakistan and the mid-term objectives under the Approaches for Systematic Planning side by side for the purpose of understanding the relationship between the said issues and the direction for agriculture and rural development pursued by JICA should prove effective.

Example of Development Objectives under the Approaches for Systematic Planning

Development Objectives	Mid-term Objectives	Sub-targets of Mid-term Objectives	Examples of Activities
1. Sustainable agricultural production	1-1 Improvement of the planning and implementation capacity for agricultural policies at the macroscopic level	Improvement of the planning capacity for agricultural policies	<ul style="list-style-type: none"> ⊙ Formulation of an agricultural development plan ○ Development of a legal system relating to agriculture ○ Promotion of agrarian reform
2. Stable food supply	2-1 Formulation of food supply and demand policies	Understanding of the nutritional status of the people	<ul style="list-style-type: none"> Implementation of a national nutrition survey Improvement of the capability to analyze the nutritional state Fostering and deployment of community workers
3. Promotion of vigorous rural areas	3-1 Promotion of policies related to rural development	Improvement of the coordination/ implementation capacity at the national level	<ul style="list-style-type: none"> ⊙ Fostering of capable administrators ○ Facilitation of the understanding of participatory development ⊙ Formulation of participatory village development plans

Note: ⊙: JICA has considerable experience; ○: JICA has certain experience; : JICA has experience as a component of projects; X: JICA has little experience.

Source: JICA, Institute for International Cooperation, *Approaches for Systematic Planning of Development Projects <Agricultural Development and Rural Development>*, August 2004, pp. v-viii.

Summary of Development Objectives under the Approaches for Systematic Planning

Development Objective 1: Sustainable agricultural production

Sustainable agricultural production is a precondition for a stable food supply and the promotion of vigorous rural areas. Under this approach, the following mid-term objectives are adopted.

- Accurately understand the situation of the agricultural sector of one's own country (the recipient country) at the macroscopic level and plan and implement appropriate policies in line with the situation (Mid-term Objectives 1-1: Improvement of the planning and implementation capacity for agricultural policies at the macroscopic level).
- Expand the agricultural production and improve the productivity through the development and operation and maintenance of production infrastructure, development and extension of technologies and improvement of the management capacity (Mid-term Objectives 1-2: Expansion of agricultural production and improvement of the productivity).
- Strengthen efforts to promote exports such as improvement of the export system and strengthening of the export competitiveness, when the earning of foreign currencies and economic development based on the promotion of exports are sought (Mid-term Objectives 1-3: Strengthening of export promotion measures).
- Provide essential care for the environment for consistent agricultural production over a long period of time (Mid-term Objectives 1-4: Improvement of environment care).
- Develop human resources through the enhancement of agricultural education at senior high schools, universities and graduate schools to ensure the sustainable development of the entire agricultural sector in the future (Mid-term Objectives 1-5: Enhancement of agriculture-related higher education).

Development Objective 2: Stable food supply

To ensure food security for the entire country, including urban areas, (i.e. at the macroscopic level), the basic requirement is to combine the secured sources for stable food imports and the storage of food at a reasonable level together with the stabilization and improvement of domestic agricultural production. For this reason, the following mid-term objectives are adopted.

- Formulate a strategy as to which level of food supply should be secured as a country based on the understanding of the current situation of the people and the productive strength of domestic agriculture (Mid-term Objectives 2-1: Formulation of food supply and demand policies).
- Improve the domestic food marketing system, mainly featuring inter-regional marketing and achieve the fair distribution of food at the macroscopic level (Mid-term Objectives 2-2: Improvement of the food distribution function).
- Improve the import system to substitute the domestic supply shortage of the necessary foods with imports from other countries (Mid-term Objectives 2-3: Improvement of the import system).
- Distribute supplied food in an appropriate manner when food aid is provided (Mid-term Objectives 2-4: Appropriate use of food provided as aid).

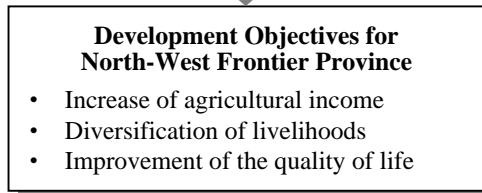
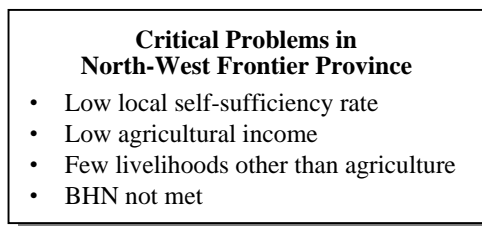
Development Objective 3: Promotion of vigorous rural areas

- The following activities are effective to eliminate hunger and poverty in rural areas and to promote vigorous rural areas: 1) Promote the formulation of rural development policies that reflect the actual conditions of the target area (Mid-term Objectives 3-1: Promotion of policies related to rural development); 2) Promote diverse economic activities other than agriculture, including handicrafts and small retailing activities, from the viewpoint of eliminating poverty and enhancing the economic strength in rural areas in addition to the improvement of agricultural production and the utilization/marketing of agricultural products (Mid-term Objectives 3-2: Increase of non-agricultural income); and 3) Promote the processing of familiar agricultural products to local people (Mid-term Objectives 3-3: Promotion of the agricultural products processing industry).
- For the improvement of the living standard in rural areas, the following activities are important: 1) Promote the development/improvement of rural infrastructure, including rural roads and water supply facilities (Mid-term Objectives 3-4: Improvement of rural infrastructure); 2) Conserve the environment in villages and surrounding areas (Mid-term Objectives 3-5: Conservation of the rural environment); and 3) Improve everyday technologies and the living environment (Mid-term Objectives 3-6: Promotion of the improvement of rural life).
- The empowerment of people through the following activities is also important: 1) Organize local people using traditional communities as groups established based on geographical linkage (Mid-term Objectives 3-7: Promotion of communal activities); 2) Improve the standard of health (Mid-term Objectives 3-8: Improvement of the health standard of people); and 3) Improve the educational standard (Mid-term Objectives 3-9: Improvement of the educational standard of people).

Source: JICA, Institute for International Cooperation, *Approaches for Systematic Planning of Development Projects <Agricultural Development and Rural Development>*, August 2004, pp. 13-69.

3.3 Critical Problems and Objectives of Agriculture and Rural Development

Analysis of the problems relating to agriculture and rural development in North-West Frontier Province (Figure 3-1) reveals the critical problems listed in the box on the right. While the “small production volumes of agricultural, livestock and forestry products” is the main cause of the “low local self-sufficiency rate”, it is also one of the main causes of the “low agricultural income” together with such causes as the “difficult marketing of products” and “inability to respond to price fluctuations of agricultural products”.



The three main causes of “few livelihoods other than agriculture” are “few employment opportunities”, “little processing of agricultural products” (which is part of the previous problem) and “difficult access to credit”. As many people living in rural areas of North-West Frontier Province make their living based on their own miscellaneous small businesses, easier access to credit should enable them to develop livelihoods other than agriculture. The direct cause of “BHN not met” is “poor access to social services”, such as education, health care and the supply of safe water, but the “low social status of women” is also an indirect cause of this problem.

Among the critical issues, the question of the “low local self-sufficiency rate” can be solved to a certain extent if the income of the local populace increases to allow purchase from such main production areas as Punjab and Sindh given the fact that Pakistan as a whole has almost achieved self-sufficiency in staple grains such as wheat and rice. For the other three critical problems, “increase of agricultural income”, “diversification of livelihoods” and “improvement of the quality of life”, can be set up as development objectives, respectively.

3.4 Issues for Agriculture and Rural Development

The development issues to be tackled to achieve the main objectives for agriculture and rural development in North-West Frontier Province are shown in Table 3-1. The “corresponding problems” in the table mean those problems that form the basis for the identified problems (see Figure 3-1).

Table 3-2 shows the correspondence of the development issues to be tackled to achieve the three objectives, i.e. “an increase of the agricultural income”, “diversification of livelihoods” and “improvement of the quality of life” to the development objectives and mid-term objectives of the Approaches for Systematic Planning so that the table can serve as a reference material for the examination of feasible concrete activities.

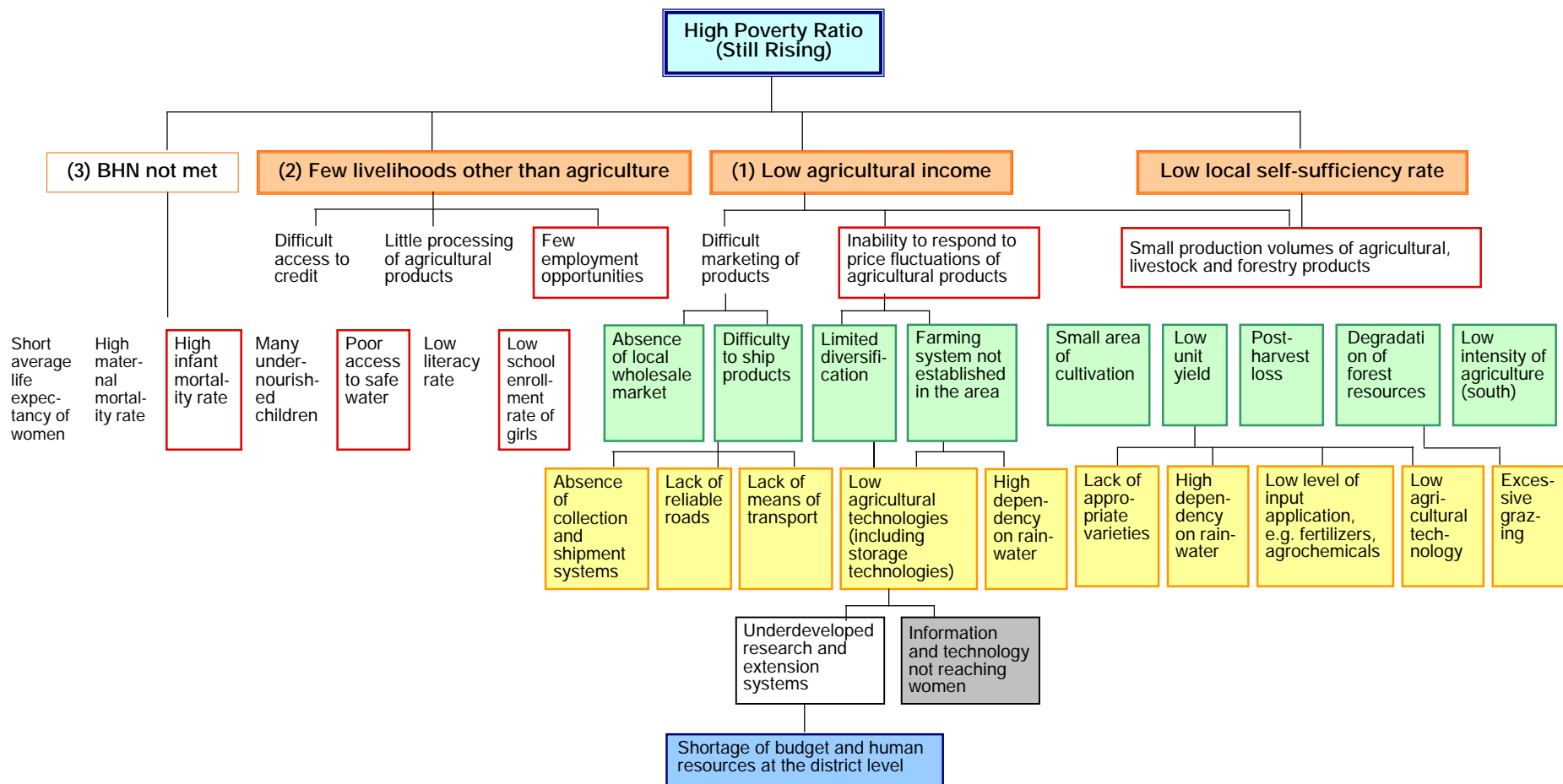


Figure 3-1 Problems of Agriculture and Rural Development in North-West Frontier Province and Their Causal Relationship

Note: The analytical framework of the problems shown here is an example of work procedure and does not completely cover all problems relating to agriculture and rural development in North-West Frontier Province. For the formulation of an actual project, analysis of the problems of the target area based on a literature review, interviews with stakeholders, field visits and the participation of stakeholders is essential so that the development issues to be tackled can be identified for the formulation of a draft program dealing with the problems.

Source: Prepared by the Study Team.

Table 3-1 Development Objectives and Issues for North-West Frontier Province

Objectives	Major Issues	Sub-issues	Problems (See Figure 3-1)	Remarks
1. Increase of agricultural income	1.1 Adaptability to price fluctuations	1.1.1 Improvement of the production system 1.1.2 Extension of water-saving irrigation techniques 1.1.3 Diversification of income sources for farm households	- Farming system not established - High dependency on rainwater - Limited diversification	For an increase of the agricultural income, it is important to ship products at the time of high prices through improvement of the production and marketing systems and crop diversification.
	1.2 Enhancement of productivity	1.2.1 Improvement of agricultural extension services 1.2.2 Appropriate water management through the fostering of irrigation associations 1.2.3 Improvement of postharvest practices 1.2.4 Promotion of livestock production with high productivity and marketability	- Low agricultural technologies - High dependency on rainwater - High postharvest loss - Low unit yield/shortage of appropriate varieties	While improved productivity is important to increase the agricultural income, the tight fiscal situation makes it difficult to spread the development of irrigation, which is the traditional measure, to a wide area. The required improvement should, therefore, be sought by the provision of extension services that mainly feature low cost technologies and the implementation of appropriate water management through the fostering of irrigation associations.
	1.3 Reduction of production costs	1.3.1 Establishment of appropriate input techniques 1.3.2 Reduction of input costs	- Low level of input application	This issue is important for small farmers to improve profitability in response to market liberalization. The use of low cost technologies and reduction of input costs through group purchase should be pursued.
	1.4 Improvement of marketing	1.4.1 Improvement of the marketing system 1.4.2 Improvement of rural roads (farm-to-market roads)	- Absence of local wholesale markets - Difficulty to ship products - Lack of reliable roads	The physical difficulties caused by poor marketing infrastructure, such as roads, and institutional difficulties in the form of the absence of wholesale markets demand an adequate response from both the distribution and marketing aspects.
2. Diversification of Livelihoods	2.1 Creation of employment opportunities	-	- Few employment opportunities	This problem is caused by a lack of industries other than agriculture and the relatively small scale of agriculture.
	2.2 Promotion of agro-processing	2.2.1 Promotion of agro-processing	- Little processing of agricultural products	The processing of agricultural products increases their added value and creates employment opportunities. This is also a priority issue of the Country Assistance Program (draft).
	2.3 Promotion of microfinance	2.3.1 Establishment of a savings and credit union 2.3.2 Establishment of the domestic institutional framework for finance	- Difficult access to credit	The promotion of microfinance is effective for the diversification of livelihoods in both the agricultural and non-agricultural sectors and also leads to the empowerment of small producers.
3. Improvement of the quality of life	3.1 Improvement of the social status of women	-	- Low social status of women	Although this issue is essential for improvement of the quality of life in rural area, it should form part of programs/projects featuring other issues due to the current gender situation.
	3.2 Reduction of work burden on women	-	- Heavy work burden on women	The excessive work burden is believed to be partly responsible for the short average life expectancy of women. This issue should be tackled in the manner described in 3.1.
	3.3 Improved access to social services	3.3.1 Improvement of literacy 3.3.2 Improvement of rural water supply 3.3.3 Development of rural roads 3.3.4 Improvement of nutrition 3.3.5 Improvement of primary health care	- Poor access to social services	Physical and institutional improvement of the access to education, health care, safe water, etc. is essential to improve the quality of life, especially for women. Assistance is believed to be feasible through participatory small-scale activities.

Source: Prepared by the Study Team.

**Table 3-2 Development Objectives and Issues for North-West Frontier Province:
Correspondence to the Approaches for Systematic Planning of Development Projects
<Agricultural Development and Rural Development>**

Objectives	Major Issues	Sub-issues	Problems (See Figure 3-1)	Approaches for Systematic Planning	
				Develop. Objectives	Mid-term Objectives
1. Increase of agricultural income	1.1 Adaptability to price fluctuations	1.1.1 Improvement of the production system 1.1.2 Extension of water-saving irrigation techniques 1.1.3 Diversification of income sources for farm households	- Farming system not established - High dependency on rainwater - Limited diversification	1. Sustainable agricultural production	1-2 Expansion of agricultural production and improvement of productivity
	1.2 Enhancement of productivity	1.2.1 Improvement of agricultural extension services 1.2.2 Appropriate water management through the fostering of irrigation associations 1.2.3 Improvement of postharvest practices 1.2.4 Promotion of livestock production with high productivity and marketability	- Low agricultural technologies - High dependency on rainwater - High postharvest loss - Low unit yield/shortage of appropriate varieties	2. Stable food supply	2-2 Improvement of the food marketing system
	1.3 Reduction of production costs	1.3.1 Establishment of appropriate input techniques 1.3.2 Reduction of input costs	- Low level of input application		
	1.4 Improvement of marketing	1.4.1 Improvement of the marketing system 1.4.2 Improvement of rural roads (farm-to-market roads)	- Absence of local wholesale markets - Difficulty to ship products - Lack of reliable roads		
2. Diversification of Livelihoods	2.1 Creation of employment opportunities	-	- Few employment opportunities	1. Sustainable agricultural production	1-2 Expansion of agricultural production and improvement productivity
	2.2 Promotion of agro-processing	2.2.1 Promotion of agro-processing	- Little processing of agricultural products	3. Promotion of vigorous rural areas	3-2 Increase of non-agricultural income
	2.3 Promotion of microfinance	2.3.1 Establishment of a savings and credit union 2.3.2 Establishment of the domestic institutional framework for finance	- Difficult access to credit		3-3 Promotion of agro-processing industries
3. Improvement of the quality of life	3.1 Improvement of the social status of women	-	- Low social status of women	3. Promotion of vigorous rural areas	3-4 Improvement of rural infrastructure
	3.2 Reduction of work burden on women	-	- Heavy work burden on women		3-6 Promotion of improvement of rural life
	3.3 Improved access to social services	3.3.1 Improvement of literacy 3.3.2 Improvement of rural water supply 3.3.3 Development of rural roads 3.3.4 Improvement of nutrition 3.3.5 Improvement of primary health care	- Poor access to social services		3-8 Improvement of the health standard of people 3-9 Improvement of the educational standard of people

Source: Prepared by the Study Team based on Table 3-1 and JICA, Institute for International Cooperation, *Approaches for Systematic Planning of Development Projects <Agricultural Development and Rural Development>*, August 2004.

4. Draft Programs Coping with Development Issues

Based on the priority issues of the Country Assistance Programs for Pakistan and the draft assistance policies prepared by the field ODA task force, draft programs are formulated to cope with the issues identified through the problem analysis for North-West Frontier Province. The issues and draft programs correspond to each other in the following manner.

Major Issue	Sub-Issue		
1.1 Adaptability to price fluctuations	1.1.1 Improvement of the production system	4.1 Program for Agricultural Diversification in North-West Frontier Province	
	1.1.2 Extension of water-saving irrigation techniques		
	1.1.3 Diversification of income sources for farm households		
1.2 Enhancement of productivity	1.2.1 Improvement of agricultural extension services		
	1.2.2 Appropriate water management through the fostering of irrigation associations		
	1.2.3 Improvement of postharvest practices		
	1.2.4 Promotion of livestock production with high productivity and marketability		
1.3 Reduction of production costs	1.3.1 Establishment of appropriate input techniques		4.2 Program for Promotion of Small-Scale Agro-Processing in North-West Frontier Province
	1.3.2 Reduction of input costs		
1.4 Improvement of marketing	1.4.1 Improvement of the marketing system		
	1.4.2 Development of rural roads (farm-to-market roads)		
2.1 Creation of employment opportunities	-		4.3 Program for Improvement of Rural Life in North-West Frontier Province
2.2 Promotion agro-processing	2.2.1 Promotion of agro-processing		
2.3 Promotion of microfinance	2.3.1 Establishment of saving and credit unions		
	2.3.2 Establishment of the domestic institutional framework		
3.1 Improvement of the social status of women	-		
3.2 Reduction of the work burden on women	-		
3.3 Improved access to social services	3.3.1 Improvement of literacy		
	3.3.2 Improvement of rural water supply		
	3.3.3 Development of rural roads		
	3.3.4 Improvement of nutrition		
	3.3.5 Improvement of primary health care		

The tables showing draft programs should be interpreted in the following manner.

Item	Description, Points to be Considered, etc.
Program title	The title should clearly indicate the objectives and contents of the program.
Direction of assistance strategy	This relates to the component of “direction of assistance strategy” shown on the systematic chart of the goal in the Country Assistance Program for Pakistan that corresponds to the draft program described here for the purpose of clarifying the compatibility of the draft program with the Country Assistance Program.
Development issues identified by the field ODA task force	These are issues to be tackled by the draft program in question among the issues identified by the field ODA task force through sector analysis and taking the national development plan of Pakistan into consideration.
Corresponding issues (as identified through the problem analysis shown in Chapter 3)	These are issues to be tackled by the draft program in question among the issues identified through the problem analysis shown in Chapter 3.
Program objective	-
Activities	These are activities assumed by the draft program in question. When development projects are formulated as a part of these activities, the concrete contents of the activities are decided based on the results of analysis of the present conditions of the target area for assistance.
Performance indicators (examples)	-
Expected counterpart agency	-
Important points to be considered in program formulation	Particularly important points to be considered in the formulation of the draft program in question are indicated.
Related mid-term objectives under the Approaches for Systematic Planning of Development Projects <Agricultural Development and Rural Development>	These list the mid-term objectives relating to the draft program in question from a list of mid-term objectives shown as various approaches to achieve the three development objectives set forth by JICA’s Approaches for Systematic Planning. Reference to the mid-term objectives, sub-targets of mid-term objectives and examples of project activities based on the draft programs would contribute to the formulation of feasible and effective projects.

4.1 Program for Agricultural Diversification in North-West Frontier Province

Program title	Program for Agricultural Diversification in North-West Frontier Province
Direction of assistance strategy	Development of a sound market economy: development of the agriculture and rural sector for expansion of labor absorption capacity and poverty reduction
Development issues identified by the ODA task force	Low agricultural productivity due to the delayed extension of farming techniques promotion of the extension of farming techniques
Corresponding issues (as identified through the problem analysis shown in Chapter 3)	1.1.1 Improvement of the production system 1.1.2 Extension of water-saving irrigation techniques 1.1.3 Diversification of income sources for farm households 1.2.1 Improvement of agricultural extension services 1.2.3 Improvement of postharvest practices 1.2.4 Promotion of livestock production with high productivity & marketability 1.3.1 Establishment of appropriate input techniques 1.3.2 Reduction of input costs 1.4.1 Improvement of the marketing system 1.4.2 Development of rural roads (farm-to-market roads)
Program objective	Promotion of sustainable and highly profitable agriculture
Activities	<ul style="list-style-type: none"> • Analysis of the present situation of the local socioeconomy, farming and related organizations • Understanding of agricultural technologies suited to the target area • Formulation of an agricultural productivity improvement plan • Capacity building of the administrative body responsible for extension • Capacity building of the private sector and NGOs complementing GOs • Strengthening of farmers organizations • Establishment of a production and marketing network between agriculture-related organizations and farmers • Development of infrastructure related to agricultural production and marketing
Performance indicators (examples)	<ul style="list-style-type: none"> • Formulation and implementation of a productivity improvement plan • Increase of the productivity of crops • Increase of the number of appropriate varieties and cash crops • Reduction of the postharvest loss • Increase of the shipment volume of agricultural products and group marketing • Increase of the income from livestock production and the number of livestock • Increased access to agricultural extension services; increase of the level of farmers' satisfaction and the level of technology application • Improvement of infrastructure for agricultural production and marketing
Expected counterpart (implementing) agency	Government of North-West Frontier Province (Department of Agriculture) and the district government of the target area for assistance
Important points to be considered in program formulation	<ol style="list-style-type: none"> 1) Although the development issue identified by the field ODA task force is "low agricultural productivity due to the delay of the extension of farming techniques", the objective at the program level is set as "sustainable and highly profitable agriculture". Improvement of extension services is considered to be one activity to achieve the said objective. 2) Given the facts that JICA has little experience of assisting agricultural diversification in Pakistan and that the current conditions of North-West Frontier Province are not fully understood, the formulation of an agricultural productivity improvement plan should be considered to be a principal pillar of development. The plan should include situation analysis, narrowing down of the priority areas and intended beneficiaries, understanding of appropriate technologies/techniques and examination of a suitable assistance approach. 3) The feasibility of the extension of technologies/techniques via the existing Farm Services Centers should be thoroughly examined at the planning stage.
Related mid-term objectives under the Approaches for Systematic Planning of Development Projects <Agricultural Development and Rural Development>	1-2 Expansion of agricultural production and improvement of productivity 2-2 Improvement of the food marketing system 3-1 Promotion of policies related to rural development 3-3 Promotion of agro-processing industries 3-4 Improvement of rural infrastructure 3-7 Promotion of communal activities

4.2 Program for Promotion of Small-Scale Agro-Processing in North-West Frontier Province

Program title	Program for Promotion of Small-Scale Agro-Processing in North-West Frontier Province
Direction of assistance strategy	Development of a sound market economy: development of the agriculture and rural sector for expansion of labor absorption capacity and poverty reduction
Development issues identified by the ODA task force	Delayed development of the marketing and processing systems for agricultural products development of the marketing and processing systems for agricultural products
Corresponding issues (as identified through the problem analysis shown in Chapter 3)	1.1.3 Diversification of income sources for farm households 1.2.1 Improvement of agricultural technology services 1.2.3 Improvement of postharvest practices 1.4.1 Improvement of the marketing system 1.4.2 Development of rural roads (farm-to-market roads) 2.1 Creation of employment opportunities 2.2.1 Promotion of agro-processing 2.3.1 Establishment of savings and credit unions
Program objective	Increase of agricultural and non-agricultural income through promotion of agro-processing
Activities	<ul style="list-style-type: none"> • Analysis of the present situation of the local socioeconomy, farming and related organizations • Analysis of markets for processed agricultural products (including forestry and fisheries products) in neighboring areas • Formulation of a plan to promote agro-processing • Formulation of a microfinance (including leasing) development plan • Building of the planning and implementation capability of the administrative body responsible for agro-processing and savings and credit unions • Capacity building of the private sector and NGOs complementing GOs • Strengthening of farmers organizations • Establishment of a production and marketing network between agriculture-related organizations and farmers • Development of infrastructure related to agricultural production and marketing
Performance indicators (examples)	<ul style="list-style-type: none"> • Formulation and implementation of a plan to promote agro-processing • Formulation and implementation of a microfinance development plan • Increase of the number of savings and credit unions; increase of the amount of savings and loans by such unions • Increase of the kind and volume of processed agricultural products and income from agro-processing • Expansion of the means of living (livelihoods) • Development of infrastructure related to agricultural production and marketing
Expected counterpart (implementing) agency	Government of North-West Frontier Province and the district government of the target area for assistance
Important points to be considered in program formulation	1) The target agricultural products for processing include forestry and fisheries products. 2) To start with, small-scale activities directly linked to production should be implemented.
Related mid-term objectives under the Approaches for Systematic Planning of Development Projects <Agricultural Development and Rural Development>	1-2 Expansion of agricultural production and improvement of productivity 2-2 Improvement of the food marketing system 3-1 Promotion of policies related to rural development 3-2 Increase of non-agricultural income 3-3 Promotion of agro-processing industries 3-4 Improvement of rural infrastructure 3-7 Promotion of communal activities

4.3 Program for Improvement of Rural Life in North-West Frontier Province

Program title	Program for Improvement of Rural Life in North-West Frontier Province
Direction of assistance strategy	Development of a sound market economy: development of the agriculture and rural sector for expansion of labor absorption capacity and poverty reduction
Development issues identified by the ODA task force	-
Corresponding issues (as identified through the problem analysis shown in Chapter 3)	3.1 Improvement of the social status of women 3.3.1 Improvement of literacy 3.3.2 Improvement of rural water supply 3.3.3 Development of rural roads 3.3.4 Improvement of nutrition 3.3.5 Improvement of primary health care
Program objective	Improved access to social services by rural people to improve the quality of life
Activities	<ul style="list-style-type: none"> • Analysis of the present situation of the local socioeconomy, farming and related organizations • Formulation of a plan to improve the rural living conditions • Capacity building of the competent administrative body • Capacity building of the private sector and NGOs complementing GOs • Social mobilization of the people of local communities • Strengthening of farmers organizations (operation and maintenance bodies) • Establishment of a network between private service providers and farmers • Improvement of infrastructure related to daily life
Performance indicators (examples)	<ul style="list-style-type: none"> • Improvement of the literacy rate • Improvement of the water supply rate • Reduction of the time required to fetch water • Reduction of the infection rate of water-borne diseases • Development of rural roads • Reduction of the malnutrition rate and under-weight rate; increase of the calorie intake • Reduction of the infant mortality rate; increase of the vaccination rate • Improvement of the participation rate in organized activities among people
Expected counterpart (implementing) agency	Government of North-West Frontier Province and the district government of the target area for assistance
Important points to be considered in program formulation	<ol style="list-style-type: none"> 1) Empowerment means that people enhance their social, economic and political status through actual participation based on understanding of the importance of their participation in social and organized activities. Improvement of their access to social services will not only meet the basic needs of their daily lives but will also strengthen the operation and maintenance capacity of the community. 2) As pointed out by those in charge of rural development programs at the Aga Khan Foundation and SDC, the prospect of sustained activities will increase if activities designed to improve daily life are linked to activities for income increase. This program should, therefore, be incorporated in 4.1 Program for Agricultural Diversification in North-West Frontier Province if this program is judged to be implementable. 3) Improvement of the status of women is essential to improve the general quality of life in rural areas. However, as activities that solely target women are believed to find it difficult to obtain acceptance from the social and cultural points of view at present, the empowerment of women should be attempted through activities that involve both sexes.
Related mid-term objectives under the Approaches for Systematic Planning of Development Projects <Agricultural Development and Rural Development>	1-2 Expansion of agricultural production and improvement of productivity 3-1 Promotion of policies related to rural development 3-4 Improvement of rural infrastructure 3-5 Conservation of the rural environment 3-6 Promotion of improvement of rural life 3-7 Promotion of communal activities 3-8 Improvement of the health standard of rural people 3-9 Improvement of the educational standard of rural people

5. Important Points to be Considered in Project Formulation

This chapter describes important points to be considered in the formulation of an agriculture and rural development project in four categories: contents of the project, circumstances of the recipient country, circumstances of Japan and others (those which cannot be classified in any of the three preceding categories). The related items on the requested project information sheet are also shown to provide references for the preparation of the information sheet.

5.1 Important Points Regarding Contents of the Project

Item	Related Item on Requested Project Information Sheet	Important Points to be Considered in Project Formulation
Background of Project and Problems	Present Situation and Problems	<ul style="list-style-type: none"> No special remarks. Refer to Annex 2: Checklist for Preparation of Requested Project Information Sheets.
Project Purpose (Why)	Project Outline: 1) Overall Goals, 2) Project Purposes and 3) Outcomes	<ul style="list-style-type: none"> The project purpose must be compatible with the development policies and programs of the federal and local governments on the Pakistani side and with Japan's Country Assistance Program (the outline of the draft program was announced in August 2004) and the JICA Country Program (not yet formulated) on the Japanese side. In the Guidelines, the program purposes are established based on the development issues identified by the Study Team through problem analysis, taking into consideration the assistance policies formulated by the ODA task force based on the Country Assistance Program.
Target Area (Where)	Present Situation and Problems; Project Outline: 1) Overall Goals, 2) Project Purposes and 3) Outcomes; Gender Consideration; Mode of Screening Based on the Guidelines for Environmental and Social Considerations	<ul style="list-style-type: none"> Each province in Pakistan has its own unique characteristics. Within the same province, the natural conditions and socioeconomic conditions may vary from one area to another. The selection of the target area and a cooperation method appropriate for the target area is important, taking the local characteristics into proper consideration. Japan's ODA for the agriculture, forestry and fisheries sector has traditionally focused on irrigation and drainage and many projects have targeted Punjab Province that has a large irrigation area. When the focus of assistance spreads to other provinces/areas in the coming years, recognition of the differences in local characteristics will be particularly important.
Beneficiaries (For Whom)	Present Situation and Problems; Project Outline: 1) Overall Goals, 2) Project Purposes and 3) Outcomes; Gender Consideration; Types and Size of Beneficiary Groups; Mode of Screening Based on the Guidelines for Environmental and Social Considerations	<ul style="list-style-type: none"> The formulation of an agriculture and rural development project from which poor farmers (the landless and tenant farmers) can also benefit is important. (When the expansion of production is the main purpose, it may be an idea to specifically target small or medium size independent farmers with a certain degree of productive strength.) Under the existing system in Pakistan, development activities tend to contribute to the power structure based on landownership. For example, the development of irrigation benefits landowners, particularly large landowners, more than others. It is possible for this type of development to result in reinforcement of the power structure in rural areas. For the poor to take the initiative in the sustaining and improving of their livelihoods in this social structure, facilitation of their access to necessary resources is essential. While improvement of the access to fixed resources, such as land, is difficult because of the need for fundamental institutional reform, assistance for improved access to information and credit may be feasible.
Contents of Assistance (What)	Project Outline: 4) Activities, 5) Inputs and 6) Important Assumptions	<ul style="list-style-type: none"> The availability of aid resources on the Japanese side, particularly accumulated experience and technical expertise (human resources) in the agriculture and rural development sector, constitutes an important precondition for examination of the contents of a project. The search

		<p>for technical expertise needs not be confined to Japan or Japanese experts, however, if widening of the scope makes it easier for the JICA office to recruit a local expert or consultant for the formulation and implementation of a project. A wider search for useful experience and human resources in the international community is also a good idea from the viewpoint of providing aid with stronger international competitiveness or higher efficiency and effectiveness. Moreover, efforts to tackle new sectors are important from the viewpoint of capacity building on the Japanese side.</p>
Lessons from Similar Projects	Related Assistance Activities; Feedback from Similar Projects	<ul style="list-style-type: none"> No special remarks. Refer to Annex 2: Checklist for Preparation of Requested Project Information Sheets.
Duplication or Collaboration with Other Donors	Related Assistance Activities; Feedback from Similar Projects	<ul style="list-style-type: none"> In the agriculture and rural development sector, many donors and NGOs have been providing assistance and each donor has sectors and geographical areas where it enjoys a technologically and empirically dominant position. For the formulation of a project, it is necessary to not only avoid overlapping with the programs being implemented by other development partners but also to examine the possibility of collaboration with them for the purpose of achieving the efficient distribution of development resources throughout the sector. The mutual utilization of the experience of donors and NGOs enhances the quality and effectiveness of the aid of all donors and also raises the level of contribution of aid to the development of entire Pakistan. For such mutual utilization to become a reality, the constant provision of the relevant information for and the exchange of opinions with other donors and NGOs are essential.
Collaboration with Private Sector	Project Outline: 4) Activities, 5) Inputs and 6) Important Assumptions	<ul style="list-style-type: none"> For agriculture and rural development, collaboration with the private sector (NGOs, private enterprises, etc.) should be encouraged. In the midst of the ongoing trade liberalization, the federal government and major NGOs are considering their development strategies with Pakistan's future membership of WTO in mind. For example, the assistance of the Aga Khan Foundation (AKF) for the establishment of food (fruit) processing plants and assistance for the establishment of small businesses by the Swiss Agency for Development and Cooperation (SDC) are some emerging examples of such thinking. Efforts are also being made to entrust technical and social services to private providers, including NGOs. In this context, examination of the concrete manner of collaboration in the process of project formulation while learning from the precedents of other donors is essential.
Approach to Gender Issue	Project Outline: 4) Activities, 5) Inputs and 6) Important Assumptions; Priority Ranking (Priority Ranking by Recipient Government); Mode of Screening Based on Guidelines for Environmental and Social Considerations	<ul style="list-style-type: none"> Pakistan has a relatively prominent gender gap. Based in the viewpoint that elimination of the gender gap will contribute to poverty reduction, it is extremely important to provide assistance for education, health and life improvement targeting women. According to the experience of SDC that systematically incorporates the gender issue in every project, however, an approach that solely targets women from the beginning provokes a negative reaction among traditional leaders and men. Accordingly, it is advisable to initially approach men and then to gradually target women through the process of the participation of both men and women. As long-term measures to eliminate the gender gap, it is conceivable to: 1) implement health education targeting women's groups; and 2) provide guidance on production techniques through marketing to secure sources of income for women. Projects in which both men and women can participate have a better chance of actual implementation.
Organization of Local People	Project Outline: 4) Activities, 5) Inputs and 6) Important Assumptions; Priority Ranking	<ul style="list-style-type: none"> In regard to access to resources, including external information, by the poor, even though such access is difficult for individuals, it may be facilitated by the grouping of people. The organization of local people for the purpose of conducting specific activities is one way of improving access. The grouping of local people as a part of activities

	(Priority Ranking by Recipient Government); Mode of Screening Based on Guidelines for Environmental and Social Considerations	<p>should be considered when formulating a project targeting the poor or small farmers.</p> <ul style="list-style-type: none"> The concrete methods used by AKF and other donors to organize local people are: 1) to dispatch a social organizer capable of speaking the local language to the target village(s) to obtain the consent of elders, farmers, teachers, chemists, etc. who could act as the core promoters for the project; 2) to design a project of which a specific activity forms the core; 3) to indicate concretely the anticipated benefits for the purpose of achieving visible short-term common benefits; and 4) to start with social mobilization to establish an organization (group) using a person who is interested in the activity in question and who can act as a core person as the catalyst.
From Pilot Project to Full-Scale Project	Project Outline: 4) Activities, 5) Inputs and 6) Important Assumptions	<ul style="list-style-type: none"> When formulating a new project, it is crucial to allocate sufficient time and energy to planning. For example, a pilot project can be implemented for 2-3 years to establish the direction for a project with a clear steering mechanism prior to the commencement of a full-scale project. As Pakistan has a project approval process based on the PC-1 and PC-2 forms to fit the idea described above, assistance for the project formulation process leading to the commencement of a pilot project is extremely important. To make the assistance effective, it is essential for the JICA office to develop a project planning implementation system (particularly the deployment of a person responsible for planning and the dispatch of a project start-up expert).
Establishment of System to Ensure Sustainability	Project Outline: 4) Activities, 5) Inputs and 6) Important Assumptions	<ul style="list-style-type: none"> To ensure the sustainability of a project, it is important for the individual activities of the project to be primarily led by rural people (the beneficiaries) and to be implemented on “a manageable scale”. The manageable scale means that rural people can implement the project with their own funds and self-help efforts and can also continue their activities after project completion. For this reason, all activities must be based on the needs of rural people. Meanwhile, rural needs are multi-faceted and financial difficulties are likely to occur if a project aims at meeting all rural needs. Accordingly, it is more realistic to start with “specific activities” for gradual expansion for higher sustainability. Another important point is the incorporation of activities involving higher-level government organizations (through regular joint M&E, etc.) to establish a support system in the project so that the communities and organizations subject to assistance do not weaken following project completion. In this way, the potential for the counterpart organization and group(s) of beneficiaries to continue and develop their activities is enhanced. The provision of fiscal measures where necessary is desirable.

5.2 Important Points Regarding Circumstances of Pakistan

Item	Related Item on Requested Project Information Sheet	Important Points to be Considered in Project Formulation
Policies and Development Plans of Federal and Local Governments	Present Situation and Problems (or Background)	<ul style="list-style-type: none"> One of the most important criteria to judge the “relevance” of assistance is the development policies and plans of the recipient country, for example, the Ten Year Perspective Development Plan (2001-2011) in Pakistan, which upholds the restoration of agriculture as the strategy for “growth, reduction of unemployment and elimination of poverty”. Although poverty reduction is indicated as a priority issue, no direct measures to reduce poverty, which is much more serious in rural areas than urban areas, are indicated, illustrating the weak focus on rural development. Meanwhile, the development plans of provincial governments list “education/training” and “rural development” as priority issues in addition to “water resources” (Table 1-4). When examining the feasibility of projects for each

		<p>province, therefore, it is essential to judge their importance and urgency in the light of the development plans of each province, as well of those of the federal government.</p>
Decentralization	Present Situation and Problems (or Background)	<ul style="list-style-type: none"> Decentralization has become a focal point for the formulation and implementation of assistance projects in the agriculture and rural development sector in many developing countries. The Government of Pakistan is proceeding with decentralization aimed at achieving the reflection of grassroots opinions on policies and participatory development. Administrative decentralization has much progressed as the authority for the provision of various public services (health and medical care, education, agricultural extension, etc.) has been transferred to the districts. However, the decision-making power regarding the finance still rests with the provincial assembly. Even though local public bodies at the district, <i>tehsil</i> and union levels request budget allocation reflecting local needs, not enough funds to support the intended activities are granted. While the future of decentralization has yet to be seen, any attempt to support rural communities must first examine the possibility of collaboration with the local government(s) while referring to the actual methods used by other donors to establish collaboration with local governments.
Shift to Market Economy	Present Situation and Problems (or Background)	<ul style="list-style-type: none"> Based on the Ten Year Development Plan, the Government of Pakistan is currently focusing on a new agricultural development program for the restoration of agriculture in the next five years. According to the Ministry of Food, Agriculture and Livestock and the Pakistan Agricultural Research Centre (PARC), the key points of this new program are: 1) increase of the agricultural production and assistance for poor farming households through an increase of the agricultural productivity; 2) promotion of the production of import substitution (especially for oil seeds and tea); 3) promotion of the exports of agricultural products; 4) establishment of technologies for sustainable agriculture; 5) environmental conservation and the utilization of local resources; and 6) promotion of the agro-industry. As emphasis on the impacts of economic globalization and trade liberalization on the agricultural sector forms the background for these priorities, assistance designed to enhance the capacity of small and poor farmers to deal with the market is important.
Counterpart Agency (With Whom)	Implementation System	<ul style="list-style-type: none"> As agriculture and rural development usually covers several sectors, the responsible government bodies of a recipient country are diverse. It is more efficient to nominate the body most closely related to the central activity as the counterpart organization so that this body can work with other related bodies (ministries, departments and others). As the ongoing decentralization in Pakistan has confused the command structure of local public bodies at different levels, it is difficult to deal with a variety of bodies. The project formulation and implementation capacity can vary from one district government to another even within the same province. The criteria for the selection of a target district from the viewpoint of the administrative capacity of the district are listed below: <ol style="list-style-type: none"> 1) Strong interest of the district <i>nazim</i> (governor) and the district coordination officer, both of which are leading figures in local politics, in the candidate project; 2) Deep understanding of development led by the district and the leadership for such development; 3) Good coordination between the administration and politicians; and 4) Sufficient capability of the accounting (finance) section. To start with, the target district and the principal counterpart in the target district should be decided with reference to previous experiences of other donors and other relevant matters, followed by efforts to establish an implementation system that incorporates the beneficiaries and the district government (through trial and error).

Fiscal Deficit and Debts	Present Situation and Problems (or Background)	<ul style="list-style-type: none"> Any attempt to formulate a project must take into consideration the capacity of the government of the recipient country. Capacity has three aspects: financial, institutional and technical. The fiscal situation is particularly important. Financial contribution by the government of the recipient country is important even for technical cooperation or grant aid projects and the funding capacity is extremely important to ensure self-reliant development following project completion.
Project Approval Process of Government of Pakistan	Priority Ranking (Priority Ranking by Recipient Government)	<ul style="list-style-type: none"> For approval by the Government of Pakistan, a PC-1 form for a technical cooperation project or a PC-2 form for a development study must be submitted. Not many technical cooperation projects have been implemented so far in Pakistan mainly because of the need for the submission of a PC-1 form that takes several months to be approved. Although a development study accompanied by some pilot projects has the advantage for JICA, the preparation and approval process of the PC-2 form still takes nearly six months. On the other hand, experts can be dispatched simply by submitting an A-1 form. The time-consuming preparation of the PC-1 and PC-2 forms means the input of manpower to assist the preparation, constituting an additional demand for aid efforts. This situation poses a major problem for project formulation in Pakistan.
Preferred Assistance by Government of Pakistan	Priority Ranking (Priority Ranking by Recipient Government)	<ul style="list-style-type: none"> As the Government of Pakistan considers that “Pakistan has technologies but not funds”, requests for assistance primarily feature grant aid and hardly any requests for technical cooperation projects have been made. Against this background, JICA focuses on technical cooperation projects in its Basic Study on Agriculture in Pakistan in FY 2003. Active efforts will be necessary to make the Government of Pakistan recognize the effectiveness of technical cooperation in the coming years so that candidate projects discovered by the said study can be implemented or new projects can be identified and formulated.
Security and Living Conditions	Security Situation	<ul style="list-style-type: none"> Because of problems of security and the living conditions, JICA does not dispatch JOCV members to rural areas and dispatches experts mainly to federal government offices. However, it is intended to assign personnel to local cities in the coming years to meet the local needs. To make such assignment feasible, careful attention must be paid to the possibility of securing the safety of dispatched personnel and to improving the living conditions.

5.3 Important Points Regarding Circumstances of Japan

Item	Related Item on Requested Project Information Sheet	Important Points to be Considered in Project Formulation
Assistance Policies	Consistency with Japan’s Assistance Policies; Relationship with Millennium Development Goals; Relationship with Japan’s Important Development Issues	<ul style="list-style-type: none"> No special remarks. Refer to Annex 2: Checklist for Preparation of Requested Project Information Sheets.
JICA Budget	Estimated Amount of Assistance	
Other Policies		<ul style="list-style-type: none"> In addition to the assistance policies, other policies possibly affecting assistance (for example, concern about a boomerang effect in Japan) must be understood.

5.4 Other Important Points

Item	Related Item on Requested Project Information Sheet	Important Points to be Considered in Project Formulation
Securing of Local Consulting Services		<ul style="list-style-type: none"> • Staff members of the JICA office are in a situation where they find it difficult to spend much time and labor on the formulation of program-type projects requiring collaboration with other sectors and donors mainly because of time constraints. Accordingly, the use of local expertise is extremely important for them for project formulation. • The JICA office believes that it is necessary to seek collaboration with local governments by using local consultants and NGOs under the decentralization policy of the Government of Pakistan. In this case, it is essential to find and secure the services of well-experienced and knowledgeable consultants and NGOs in Pakistan who can provide useful input from the project formulation stage.
Information Sharing between Headquarters and Overseas Office	General (Gathering and Sharing of Data Required for Evaluation of Requested Project Information Sheet)	<ul style="list-style-type: none"> • It is desirable for the JICA headquarters and the overseas office to share information on the conditions of assistance for Pakistan and to maintain close communication so that the project could be approved by the Government of Japan as intended by the overseas office. • For the smooth examination and approval of a project, it is essential for the overseas office to gather constantly the information required for examination of the requested project information sheet at the headquarters.

6. Monitoring and Evaluation Procedures and Indicators

6.1 Monitoring and Evaluation Procedures

Starting in April 2004, JICA is devolving responsibility for project management from its headquarters to overseas offices as part of the organizational reform aimed at developing a faster and more efficient decision-making system. While the headquarters has been the principal body in planning, procurement, management and supervision prior, the overseas offices are increasingly performing these functions. Monitoring and evaluation are two of the most important activities of the overseas offices together with the formulation of the JICA Country Program and project identification and formulation to ensure consistent project management. Figure 6-1 shows the assumed roles of overseas offices at each stage of project management after the transfer of the various functions mentioned above.

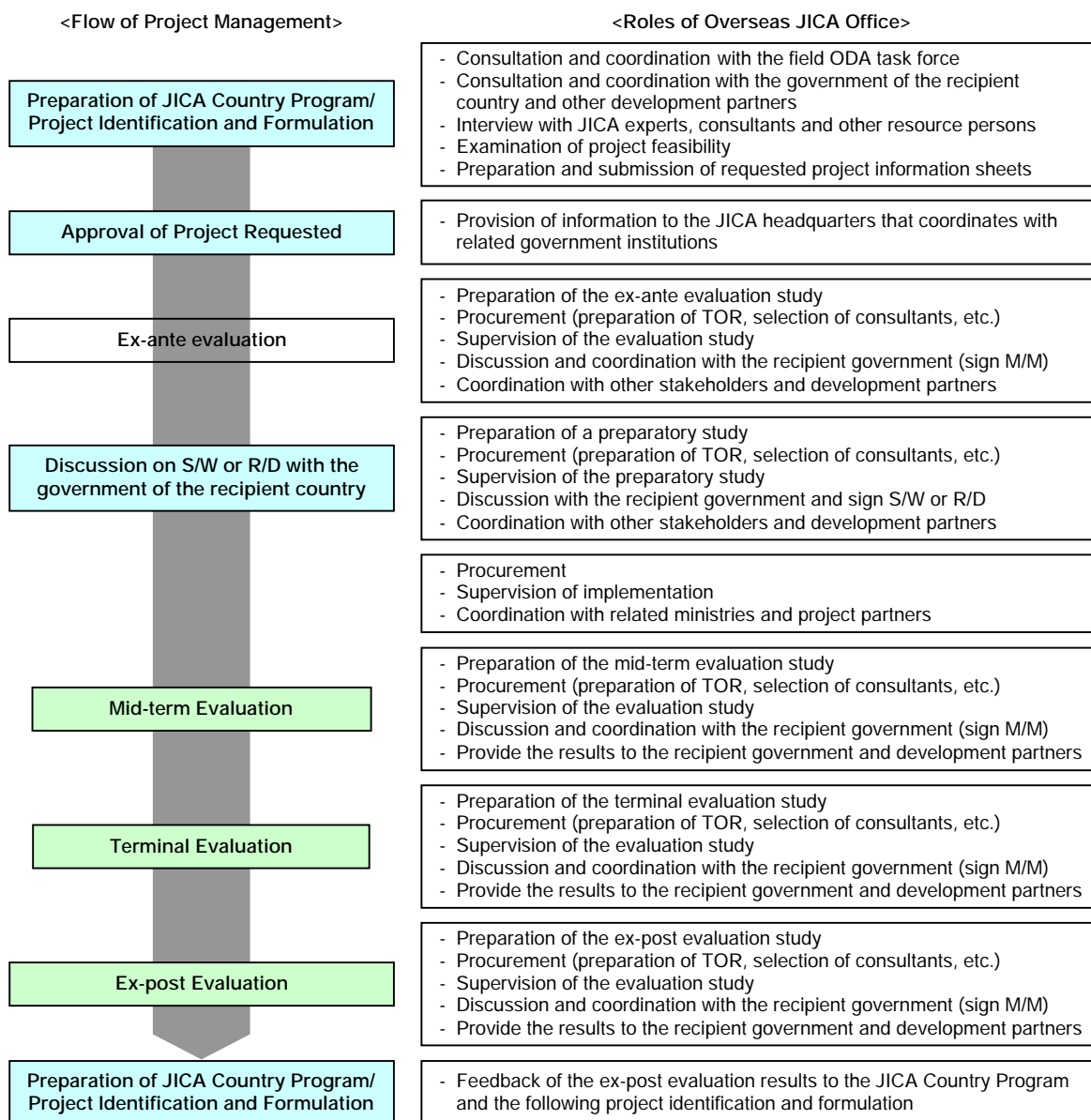


Figure 6-1 Project Management Flow and Roles of Each Overseas JICA Office

Source: Prepared by the Study Team based on JICA, Planning and Coordination Department, *JICA Guideline for Project Evaluation: Practical Methods for Project Evaluation*, September 2004. See this document for detailed important points to be considered in conducting the work at each stage.

6.2 Setting Up and Application of Indicators

Indicators are required to set up the goals to be achieved by a project and to measure the achievement toward the overall goal, project purpose and outputs during and after project implementation. In other words, indicators are set up to confirm the “effectiveness” of the project and are required to provide baselines prior to project implementation and to check subsequent changes from the baselines during and after project implementation. As indicators are used to compare the ex-ante and ex-post state of the target issues, the same indicators must be used throughout. For the selection of indicators, Annex 2: Checklist for Gathering Information Required for Project Formulation (by Need) should also be referred to.

Among the various stages of project management, indicators are mainly applicable at the project formulation stage as well as at the ex-ante, mid-term, terminal and ex-post evaluation stages. Figure 6-2 shows evaluation tools at each stage, the subjects to which indicators are applied and the person(s) applying the indicators.

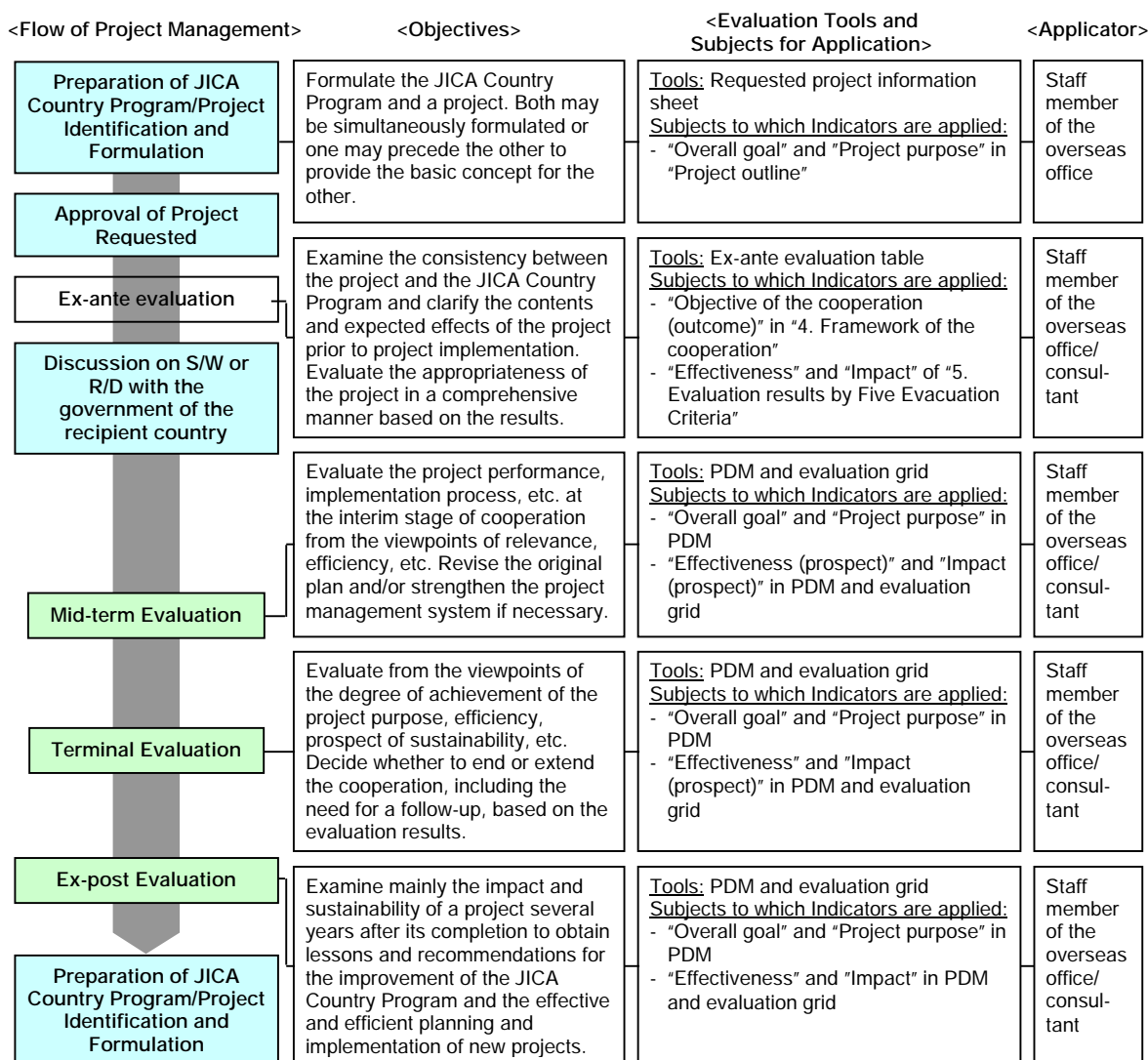


Figure 6-2 Application of Indicators in Project Management Flow

Notes: 1) The objectives of ex-ante, mid-term, terminal and ex-post evaluation are cited and summarized from JICA, Planning and Coordination Department, *JICA Guideline for Project Evaluation: Practical Methods for Project Evaluation*, September 2004.

2) For a detailed explanation of the ex-ante evaluation table, PDM and evaluation grid, see the publication under Note 1) above.

Source: Prepared by the Study Team based on JICA, Planning and Coordination Department, *JICA Guideline for Project Evaluation: Practical Methods for Project Evaluation*, September 2004.

6.3 Examples of Indicators

Table 6-1 shows examples of the principal indicators regarding the sub-issues for agriculture and rural development in North-West Frontier Province that are mentioned in Chapter 3.

Table 6-1 Examples of Indicators Regarding Agriculture and Rural Development Issues for North-West Frontier Province

Objectives	Major Issues	Sub-issues	Examples of Indicators
1. Increase of agricultural income	1.1 Adaptability to price fluctuations	1.1.1 Improvement of the production system	Productivity of the main crops Number of appropriate varieties Irrigation rate
		1.1.2 Extension of water-saving irrigation techniques	Area covered by water-saving irrigation Crop yield per unit area
		1.1.3 Diversification of income sources for farm households	Increase and stability of agricultural income Number of cash crops Self-consumption/cash sales ratio
	1.2 Enhancement of productivity	1.2.1 Improvement of agricultural extension services	Number of agricultural extension workers Access rate to agricultural extension service Degree of penetration of extended technologies/techniques
		1.2.2 Appropriate water management through the fostering of irrigation associations	Number of irrigation associations fostered Frequency of water management activities Crop yield per unit area
		1.2.3 Improvement of postharvest practices	Crop yield per unit area Rate of postharvest loss Feasible period of storage by crop
		1.2.4 Promotion of livestock production with high productivity and marketability	Income from livestock production Livestock production volume Number of animals by species
	1.3 Reduction of production costs	1.3.1 Establishment of appropriate input techniques	Production volume to input volume Expenditure on inputs per unit farmland area (seeds, fertilizer, agrochemicals and agricultural machinery) Consumption of inputs by unit farmland area (amount and number of the above-mentioned)
		1.3.2 Reduction of input costs	Production volume to input volume Expenditure on inputs per unit farmland area (seeds, fertilizer, agrochemicals and agricultural machinery) Consumption of inputs by unit farmland area (amount and number of the above-mentioned)
	1.4 Improvement of marketing	1.4.1 Improvement of the marketing system	Sales amount of agricultural products Shipment volume of agricultural products Access rate to market information on agricultural products
1.4.2 Improvement of rural roads		Total length of developed roads	
2. Diversification of Livelihoods	2.2 Promotion of agro-processing	2.2.1 Promotion of agro-processing	Number of processed products and their sales amounts Net profits of agro-processing businesses Number of agro-processing enterprises
	2.3 Promotion of microfinance	2.3.1 Establishment of a savings and credit union	Amount of lending in rural areas Amount of savings in rural areas Number of organizations with savings and credit facilities
		2.3.2 Establishment of the domestic institutional framework for finance	Availability of such a framework Recognition rate of such a framework among farmers
3. Improvement of the quality of life	3.3 Improved access to social services	3.3.1 Improvement of literacy	Literacy rate Literacy rate among women Frequency of women's participation in social activities
		3.3.2 Improvement of rural water supply	Water supply rate Shortening of the time required to fetch water Infection rate of water-borne diseases
		3.3.3 Development of rural roads	Total length of improved/developed rural roads
		3.3.4 Improvement of nutrition	Malnutrition rate Under-weight rate Calorific intake
		3.3.5 Improvement of primary health care	Infant mortality rate Vaccination rate Access rate to health workers

Source: Prepared by the Study Team.

6.4 Examination of Availability of Indicator Data

There are two methods to gather data: 1) use of secondary data provided by the government, international organizations, etc.; and 2) gathering of primary data through the project implementation process from the baseline onwards in a consistent manner. While the first method can contain the data gathering cost at a low level, verification of the data reliability may be difficult in some cases in addition to the limited availability of appropriately and continually gathered data. The second method allows the application of a sustainable data gathering method for a particular project, but the data gathering cost is relatively high. For this reason, it is essential to examine the suitability of paying a high cost in view of the importance of measuring the effectiveness of the project in question.

Figure 6-3 shows a flow of the examination and establishment (finalization) of the indicators, taking the availability of indicator data into consideration. Following this flow, the indicators are finally established after the examination of such matters as whether a qualitative or quantitative approach is suitable to measure the effectiveness of the project, the availability of suitable data, the size of obtainable budget and suitable data gathering methods.

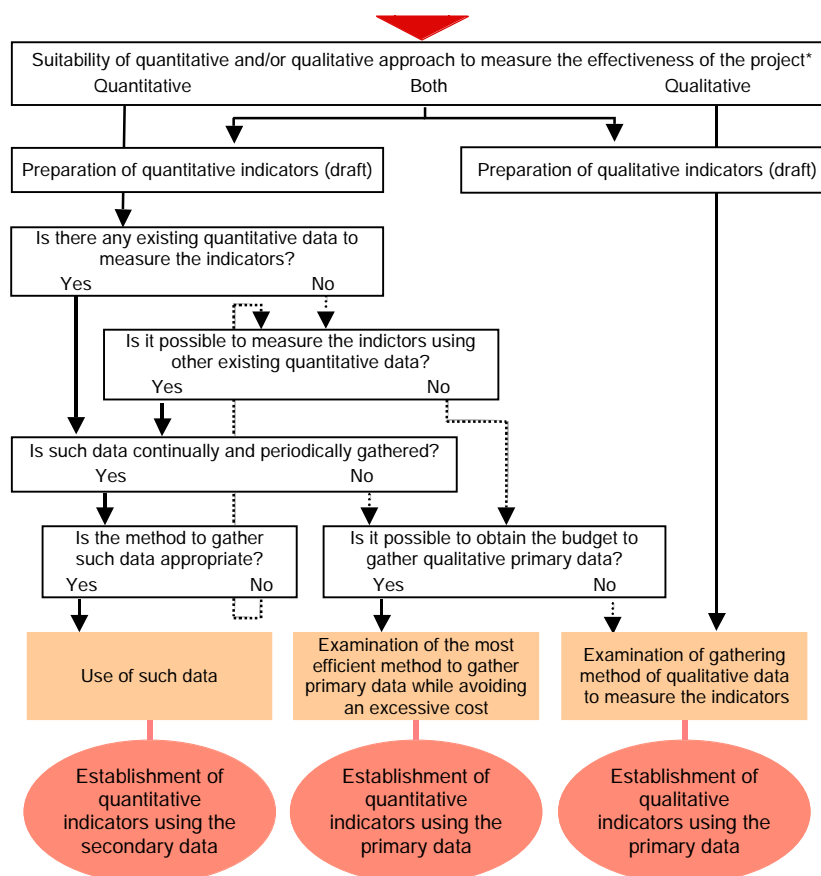


Figure 6-3 Chart to Examine Indicators (for Reference)

- Notes*:
- 1) This is determined depending on whether the objective (“development issues” in the present guidelines) is quantitative or qualitative. For example, if the objective is quantitative such as “increase of yield,” quantitative approach is suitable. If the objective is qualitative such as “improved awareness of rural people,” qualitative approach is suitable.
 - 2) Even when quantitative approach is considered suitable, qualitative approach is taken if appropriate quantitative data is not available.
 - 3) If available quantitative data is insufficient, qualitative data is also used to complement it. For example, if the objective is “improvement of nutrition,” it is desirable to gather not only necessary quantitative data such as underweight rate and malnutrition rate but also qualitative data such as changes in awareness of mothers regarding improvement of nutrition.

Source: Prepared by the Study Team.

Annex 1

**Study on JICA's Approach to Formulation of Agriculture and Rural
Development Projects in the People's Republic of Bangladesh and
Its Applicability to Other Overseas JICA Offices**

Summary

Table of Contents

1. Background and Purpose of the Study	A1-1
2. Roles of Overseas JICA Offices in Project Formulation and Approval Process	A1-2
3. Points of View of JICA Headquarters Officers for Project Appraisal	A1-2
4. Bangladesh Model and Its Significance for Project Formulation	A1-5
5. Lessons of the Bangladesh Model and Recommendations for Effective Formulation of Agriculture and Rural Development Projects.....	A1-7

**Annex 1: Study on JICA’s Approach to Formulation of
Agriculture and Rural Development Projects in the People’s Republic of Bangladesh
and Its Applicability to Other Overseas JICA Offices**

<Summary>

1. Background and Objective of the Study

- (1) In Bangladesh, the Embassy of Japan and the overseas offices of the Japan International Cooperation Agency (JICA) and the Japan Bank for International Cooperation (JBIC) have been attempting to establish an approach called “the Bangladesh Model” and its practical application since 2001. The approach, characterized as “selection, concentration and collaboration”, was adopted to realize more unified and coherent planning and implementation of ODA through the effective utilization of the limited resources of the ODA-related organizations. JICA’s Rural Development Department has taken note of the fact that the project approval rate (the percentage of projects evaluated as A or B) has improved as shown below, attributing the increased rate to the application of this model.

Table 1-1 Historical Changes of Project Approval Rate in Bangladesh^(*)

Fiscal Year		Total No.	A/B	C	D	% of A/B
2003	Entire JICA	51	10	6	35	20
	Rural Development Department	10	2	3	5	20
2004	Entire JICA	43	20	3	20	47
	Rural Development Department	6	2	0	4	33
2005	Entire JICA	43	26	2	15	60
	Rural Development Department	4	3	0	1	75

Note (*): See Chapter 4 for more details. Projects of which the evaluation results fall in category O (A/B) have been approved (those informed of their approval).

Source: Prepared by the Rural Development Department based on the requested project information database.

- (2) Meanwhile, the Rural Development Department has conducted a study to prepare the Guidelines for Identification and Formulation of Agriculture and Rural Development Projects (hereinafter referred to as “the Guidelines”) for some selected countries since April 2004. The Guidelines are to be used as a desktop reference material for the overseas JICA offices to identify and formulate highly feasible projects.
- (3) As part of the work to formulate the Guidelines, this Study aims at obtaining lessons for identification and formulation of agriculture and rural development projects by overseas JICA offices and the Rural Development Department by means of analyzing the approach and process adopted by the Bangladesh Model which is recognized as a pioneering case led by a local ODA task force (hereinafter referred to as “the ODA-TF”) to identify and formulate projects.
- (4) This report consists of: 1) presentation of the assumed roles of overseas JICA offices in project identification and formulation and the approval process for requested projects in view of the current shift to field-oriented management (Chapter 2); 2) presentation of various points of view as conceived by the JICA headquarters staff to examine requested projects (Chapter 3); 3) analysis of the significance and roles of the Bangladesh Model for project identification and formulation and presentation of its information collection methods (Chapter 4); and 4) discussion of the lessons learned from the model and recommendations for effect project identification and formulation in the field of agricultural and rural development (Chapter 5).

2. Roles of Overseas JICA Offices in Project Formulation and Approval Process

- (1) Following the move to strengthen the capacity of overseas JICA offices that commenced in FY 2004, the program/project management function is now being transferred from the headquarters to individual overseas offices. In this shift, the assumed roles of the overseas offices in the project identification and formulation stage are largely classified into five categories: 1) consultation and coordination with the ODA-TF; 2) consultation and coordination with the government of the recipient country and other development partners; 3) interviews with JICA experts, consultants and other resource persons to obtain information and their ideas; 4) examination of project feasibility; and 5) preparation and submission of requested project information sheets.
- (2) The projects identified and formulated based on the activities described in (1) above are compiled in requested project information sheets, which are then submitted to the headquarters. The requested projects are sorted into individual sectors by the relevant regional department. Meanwhile, the relevant department for the proposed development themes (the Rural Development Department in the present context) examines and evaluates them from sectoral and technical points of view, taking into consideration JICA's policies for agriculture and rural development indicated in the JICA Thematic Guidelines and the Approaches for Systematic Planning of Development Projects.

3. Points of View of JICA Headquarters Officers for Project Appraisal

- (1) In FY 2004, the evaluation of requested project information sheets was changed from the previous "O, and X" system to the "A, B, C and D" system as explained in Table 3-1.

Table 3-1 Evaluation of Requested Project Information Sheets and their Definitions

Evaluation Grade	Definition	Remarks
A (Approved)	To be implemented in the following fiscal year.	<ul style="list-style-type: none"> • Equivalent to the previous "O" grade (i.e., approved) • Relevance and feasibility of the project are judged high. • More information may be required for efficient implementation.
B (Subject to further examination)	To be implemented in the following fiscal year or later if funds are available.	<ul style="list-style-type: none"> • First introduced in JFY 2004. • Relevance and feasibility of the project are as high as A-projects. • Implementation depends on the availability of funds (budget). • More information may be required for efficient implementation.
C (Subject to further examination)	To be further examined based on additional information provided by the overseas office.	<ul style="list-style-type: none"> • Equivalent to the previous " " grade (i.e., to be further examined) • Information on critical issues, e.g., institutional setup and capacity of the government of the recipient country, is inadequate. • May be approved in the middle of the following fiscal year, depending on the availability of funds and additional information to be provided by the overseas office.
D (Not Approved)	Not to be implemented.	<ul style="list-style-type: none"> • Equivalent to the previous "X" grade (i.e., not approved) • Information necessary for the examination is inadequate. • Low priority by the overseas office and the recipient government.

Note: The definitions and remarks were provided by the Rural Development Department and are not necessarily unified views of the JICA headquarters.

Source: Prepared by the Study Team based on information obtained from the Rural Development Department.

- (2) The Study Team conducted interviews with the directors and officers of the Rural Development Department and the relevant regional departments with the intention of verifying a hypothesis that projects formulated by the Bangladesh Model fit their appraisal criteria. At the JICA headquarters, however, there exist no definite or unified criteria for selecting projects to be implemented with a view to allowing a flexible response to field-level needs. Nevertheless, the headquarters directors and officers

examine requested project information sheets from certain points of view that are largely classified into six categories as shown in Table 3-2.

Table 3-2 Points of View of JICA Headquarters Officers for Examination of Requested Project Information Sheets (Summary)

Category	Points of View expressed by JICA Headquarters Officers
(1) What is the problem to be tackled? – The problem and its background	It is important for the information sheet to include a concrete description of the problem. Description of the background is equally important so that the status of the problem in view of the economic development and/or agricultural and rural development of the country concerned can be determined.
(2) What should be achieved? – The objective/goal and expected outcomes	It is important for the goals of the project and the (expected) outcomes of its implementation to be clearly described. It is desirable for any program/project to focus on “people”.
(3) How can the objective/goal be achieved? – Activities and implementation methods	It is important to present clearly the steps to achieve the objective/goal, i.e., concrete activities, level of inputs (including the selection of a scheme), technical feasibility and planned procedures/methods, etc.
(4) Is the project feasible? – Technical, financial and institutional feasibility	For a requested project to be evaluated as a Grade A or Grade B project, it is essential to convince the evaluator at the headquarters of the feasibility of its implementation in accordance with the indicated steps. Understanding of the situation of the target area and the scope of jurisdiction as well as institutional and financial capacity of the expected implementing agency is important in addition to verification of the technical feasibility of the project.
(5) Is the project consistent with Japan's ODA policy?	First, the requested project must be consistent with: 1) poverty reduction and human security which are the principle policies for JICA's assistance (though points of view for examination may differ depending on the project objective); 2) the priority area established by the Country Assistance Program and the JICA Country Program and; 3) the sector program and assistance policies prepared by the ODA-TF. Moreover, the Rural Development Department emphasizes the dual viewpoints of agricultural development and rural development in line with the JICA Thematic Guidelines and the Approaches for Systematic Planning of Development Projects. For the implementation of an agricultural development project, the expected improvement of the life of rural people must be clearly indicated as in the case of a rural development project. It is also important to refer to a rough estimate of the budget allocation for the region and/or country prepared by each regional department of JICA in conformity with the ODA policies of the Ministry of Foreign Affairs.
(6) Is the project consistent with the development policy of the recipient country?	Consistency with the policies and development plans of the recipient country is also important. In some cases, the consistency of not only the project goals but also the implementation methods and inputs with the policies of the recipient country are examined.

Source: Prepared by the Study Team based on the results of interviews at the JICA headquarters.

- (3) Table 3-3 classifies the replies of the headquarters directors and officers to the question of “What is an excellent project?” asked by the Study Team. When a requested project information sheet is prepared by taking these definitions into consideration, the contents of the sheet could become clear enough to those evaluating the sheet.

Table 3-3 Definitions of “Excellent Project” provided by JICA Headquarters Officers

Category	Definition of “Excellent Project”
Project framework	<ul style="list-style-type: none"> • A project whose background, problem, objective and steps to achieve the objective are clearly defined. • A project formulated by taking into account various conditions of the recipient country, e.g., the development stage, fiscal situation and decentralization.
Policies and development plans	<ul style="list-style-type: none"> • A project that cope with major issues such as human security and poverty reduction. • A project consistent with the ODA-TF assistance policies and the JICA Country Program based on the Country Assistance Program of the Japanese government. • A project whose alignment with the program goal and relationship with other projects in the program are clearly indicated.

Approaches to achieve the project objective	<ul style="list-style-type: none"> • A project that focuses on rural people. For example, a project that aids primarily at improvement of the life of rural people rather than productivity increase. • A project that links the central government, local governments and rural communities. For a country where decentralization is in progress, for example, a project in which the central government plays a role in monitoring and disseminating the impact, local governments in implementation and rural communities as proactive beneficiaries.
Impacts and outcomes	<ul style="list-style-type: none"> • A sustainable project, i.e., a project that balances software (policy support, institution building, etc.) with hardware (improvement of infrastructure and facilities) so that its impacts will be sustained after completion. • A sustainable project, i.e., a project whose activities can be continued by using locally available resources (including human resources and institutions) in the target area. • A project whose impacts will be disseminated as a model outside the target area. • A project that requires less input but is expected to bring about a positive impact. • A project that can be completed without subsequent phases or follow-ups.
Project formulation process	<ul style="list-style-type: none"> • A project based on lessons learned from previous projects. • A project formulated through transparent discussions with the parties concerned from various points of view. • A project formulated through day-to-day contact with the government officials and stakeholders of the recipient country.

Note: These are not JICA's official views but personal views of the headquarters officers interviewed by the Study Team.
Source: Prepared by the Study Team based on interviews conducted at the JICA headquarters.

- (4) The series of interviews conducted at the JICA headquarters have established that the headquarters officers who are responsible for the examination of requested project information sheets need information as listed in Table 3-4. The required information is largely classified into three types relating to: 1) the project framework; 2) the situation of the recipient country and; 3) the situation of Japan. The information here may include the type of information to be obtained during the ex-ante evaluation study that follows project approval. However, it is desirable for the overseas offices to collect a wide range of information using consultants and national staff so that the information can be stored as reference materials therein to answer quickly enquiries made by the headquarters.

Table 3-4 Information Required for Project Appraisal at the JICA Headquarters

1. Project Framework	Types of Information Required by the Headquarters
The problem and its background	<ul style="list-style-type: none"> • The roles of agriculture and rural development in social and economic development of the recipient country • Complementarities among projects in the sector program • Problem analysis from the point of view of the farm economy (management) • The possibility of obtaining information necessary for formulation and appraisal of the project such as statistics, maps and references
Activities and implementation methods	<ul style="list-style-type: none"> • Examination results of activities and methods of widely benefiting the people of the target area
Target area	<ul style="list-style-type: none"> • Appropriateness of the target area (For example, it is advisable not to include several provinces in a federal state.)
Lessons learned from previous projects	<ul style="list-style-type: none"> • Existence of similar projects, completed and/or on-going, assisted by other donors and by JICA itself within the target area or the country • Lessons learned from those projects
Duplication or collaboration with other donors	<ul style="list-style-type: none"> • Significance of JICA's assistance if some other donor is assisting a similar projects • The possibility of collaboration with the donor assisting a similar project • The possibility of JICA's assistance for the project in a country with SWAp.
Consensus with the recipient government	<ul style="list-style-type: none"> • Consensus with the recipient government and the prospective implementing agency on the project objective, activities, input, methods, timing, etc.
2. Situation of the Recipient Country	Types of Information Required by the Headquarters
Policies and development plans	<ul style="list-style-type: none"> • Consistency with the national policy and development plan of the recipient country • Alignment of activities and input with the policy framework of the recipient country
Implementing agency (counterpart agency)	<ul style="list-style-type: none"> • Appropriateness of the prospective implementing agency in terms of its jurisdiction and capacity as compared to other possible institutions of the recipient country • Effects of the market economy, privatization and decentralization on the roles of the prospective implementing agency

	<ul style="list-style-type: none"> Priority issues of the implementing agency that may not be explicitly explained with the national policy and development plan of the recipient country The capacity (potential) of the implementing agency to disseminate the impacts of the project outside the target area
Fiscal situation	<ul style="list-style-type: none"> Appropriateness of the project scale with respect to the fiscal situation of the recipient country, i.e., can the government provide counterpart funds to the project? The amount of budget, recurrent costs in particular, to be allocated to the project
Project formulation and approval process	<ul style="list-style-type: none"> The process of project formulation, i.e., is it done through day-to-day contact with the government officials and stakeholders of the recipient country? Procedures for the project implementation after approval Conditions that could affect the project implementation, e.g., laws and public finance
Situation of the target area and beneficiaries	<ul style="list-style-type: none"> The socio-economic, cultural and political situation of the prospective beneficiaries (including the definition of "the poor" if necessary) Principal means of living in the target area Needs of the target area and beneficiaries and relevance of the project to the needs The perception of the prospective beneficiaries about the project and possible collaboration with them in the project implementation The natural and socio-economic conditions and security situation of the target area
3. Situation of Japan	Types of Information Required by the Headquarters
ODA Policy	<ul style="list-style-type: none"> Conformity with the Country Assistance Program and the JICA Country Program Consistency with JICA's policy, especially poverty reduction and human security Alignment with the assistance policy and sector program formulated by the ODA-TF Conformity with the priority areas set by the overseas office Utilization of the JICA Thematic Guidelines and the Approaches for Systematic Planning of Development Projects
JICA's budget	<ul style="list-style-type: none"> Incorporation of the budget information provided by the Regional Department Prioritization according to the budget constraints set by the headquarters
Other policies	<ul style="list-style-type: none"> Consideration of any boomerang effect on Japan's agriculture

Note: These are not JICA's official views but personal views of the headquarters officers interviewed by the Study Team.
Source: Prepared by the Study Team based on interviews conducted at the JICA headquarters.

4. The Bangladesh Model and Its Significance for Project Formulation

- (1) In the particular aid environment of Bangladesh where a large number of bilateral and multilateral donors provide various kinds of assistance, the Bangladesh Model aims at overcoming the constraints on planning and implementation of Japan's ODA and at providing assistance in a more unified and coherent manner by means of "selection, concentration and collaboration". The basic policies adopted by the Bangladesh Model are explained in Table 4-1.

Table 4-1 "Selection, Concentration and Collaboration" under the Bangladesh Model

Selection	<ul style="list-style-type: none"> Selection of high priority sectors and priority sectors for Japan's ODA taking into account the Country Assistance Program for Bangladesh, ongoing and past Japan's ODA to Bangladesh, the development strategies and plans of the Bangladesh government and the situation of assistance by other donors.
Concentration	<ul style="list-style-type: none"> In order to enhance the effectiveness and efficiency of ODA, the available aid resources for input, staff deployment and aid coordination, etc. are concentrated in the high priority and priority sectors. A sector working group (SWG) is established for each high priority or priority sector for the purpose of sharing and systematically building vital knowledge.
Collaboration	<ul style="list-style-type: none"> The Embassy of Japan, the JICA Office and the JBIC Office in Bangladesh assign personnel to each SWG cross-organizationally. The three organizations jointly participate in discussions with the Bangladesh government and aid coordination and share the obtained information among the organizations. Collaboration and communication with Japanese NGOs and private enterprises are strengthened through the Study Group on Development Assistance to Bangladesh. Efforts are made to share information with other members of the donor community through the website of the Embassy of Japan, mailing lists, study meetings, etc.

Source: Embassy of Japan in Bangladesh (<http://www.bd.emb-japan.go.jp/collab1.htm>).

- (2) The primary characteristic of activities under the Bangladesh Model is information sharing and the exchange of ideas with other Japanese people engaged in aid efforts in addition to collaboration involving the Embassy of Japan, JICA, JBIC and JETRO. Second, high priority and priority sectors have been selected in line with the development plan (I-PRSP) of Bangladesh. Third, a sector working group (SWG) is set up for each high priority or priority sector and a sector program is formulated for each high priority sector. Fourth, a correlation diagram for the ongoing and planned projects in each sector is prepared to establish the mutual relationship between projects while work is in progress to clarify the timing of introducing new projects and the prospective budgets for these projects through the formulation of a rolling plan.
- (3) Table 4-2 shows the major achievements of the Bangladesh Model in the agricultural and rural development sector up to March 2005.

Table 4-2 Achievements of the Bangladesh Model in the Agriculture and Rural Development Sector

Selection	<p>Narrowing down of the main components</p> <ul style="list-style-type: none"> • "Increase in income and productivity", "provision of rural infrastructure" and "empowerment of local government institutions and the poor" are set as the main components (priority areas within the sector) based on such development issues as "low agriculture productivity and poverty in rural areas", "insufficient rural infrastructure" and "weak local governance and participation" identified by the Agriculture and Rural Development SWG • Ongoing projects are reviewed to examine the relevance of Japanese assistance hitherto.
Concentration	<p>Concentration of resources in the components mentioned above</p> <ul style="list-style-type: none"> • The linkage among ongoing projects has been checked and ongoing and planned projects in the next five years have been examined for each of the main components for the unified and coherent implementation of assistance in the sector as a whole. • The preparation of a rolling plan is in progress as of March 2005 based on the sector program to determine the desirable timing for the introduction of new projects and their likely budgets.
Collaboration	<p>Collaboration between the Embassy of Japan, JICA and JBIC, discussion with the Bangladesh government and coordination with other donors</p> <ul style="list-style-type: none"> • All the three organizations have assigned representatives to the SWG to stimulate cross-organizational discussions. • Coordination between the main components has been promoted through the dispatch of a rural development (infrastructure) advisor to LGED and the assignment of a rural development program coordinator to the JICA office. • The Study Group on Development Assistance to Bangladesh has been formed to share and exchange information with other Japanese engaged in aid efforts. (The agriculture and rural development sector has been particularly active in cross-organizational discussions and study meetings on development assistance.) • An English version of the sector program has been prepared (a revised version is being prepared as of March 2005) to indicate the direction of Japanese assistance in the sector to the Bangladesh government and other donors. • The sharing of information is promoted by using websites, mailing lists, etc.

Source: Prepared by the Study Team based on the field study results and the Draft Agricultural and Rural Development Sector Programme (the final draft for FY 2004 published on January 19, 2005) prepared by the Embassy of Japan in Bangladesh, the JICA Bangladesh Office and the JBIC Representative Office in Dhaka.

- (4) Coordination between different organizations is vital for the implementation and promotion of the basic policies described above. What is particularly important for smooth coordination is for the parties involved to find sufficient advantages to justify the cost and for the incentives for coordination to be clearly recognized. Coordination between the participating members of the Bangladesh Model is believed to have progressed well because of the following advantages and incentives.

<ul style="list-style-type: none"> • As members discuss various issues with people of different organizations, they develop the ability to formulate and design projects from diverse points of view. • The emphasis on discussions on equal ground makes them both useful and pleasant. • "Better outcomes" and "higher evaluation results" can be achieved through coordination among projects.
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- Many members are aware of the importance of the Japanese government's policy of promoting field-oriented/led assistance.
- As the Bangladesh Model is attracting much attention from those engaged in Japan's ODA, participation in the model gives the members a sense of social satisfaction.

- (5) The present situation of the Bangladesh Model and the SWG for agriculture and rural development is that various associated activities are gradually taking root. These activities range from the reflection of the JICA's experience and knowledge on the formulation of assistance policies by the ODA-TF and the presentation of such policies to the Bangladesh government and other donors through JICA's activities to study meetings on development and the seeking of opinions from a much wider scope.
- (6) As reported in Chapter 3, the importance of gathering information (making it available upon the request of the JICA headquarters) required for the appraisal of requested projects was repeatedly stated during the interviews conducted at the headquarters. In the Bangladesh Model, the requirements of the headquarters for requested projected information sheets are met by the group effort of active information sharing and the exchange of views among the SWG members and with resource persons in Bangladesh and elsewhere, which is often beyond the capacity of individual officers.

5. Lessons of the Bangladesh Model and Recommendations for Effective Formulation of Agriculture and Rural Development Projects

- (1) The lessons learned from the Bangladesh Model in connection with project identification and formulation in the field of agriculture and rural development are compiled in Table 5-1. It is believed that these lessons will contribute to an increased approval rate of agricultural and rural development projects for other recipient countries. Among these lessons, the formulation of a sector program can be considered a key to effective project identification and formulation.

Table 5-1 Lessons of the Bangladesh Model Applicable to Other Overseas JICA Offices

5.1.1 Select high priority sectors and formulate sector programs
<ul style="list-style-type: none"> • The Bangladesh Model has set high priority sectors and priority sectors, taking into consideration the size of the aid resources available on the Japanese side and overall development needs. For the high priority sectors, the SWGs have formulated a sector program for their respective sectors ("selection and concentration"). Work is in progress to prepare a correlation diagram as well as a rolling plan of projects based on the sector programs. • The identification and formulation of projects based on such a sector program, correlation diagram and rolling plan will secure "the logical consistency of projects" possible, the preparation of requested project information sheets that are backed by rich background information and are, therefore, highly persuasive.
5.1.2 Collaborate with ODA-related Japanese and have transparent discussions
<ul style="list-style-type: none"> • A project that conforms to the policies set forth by the ODA-TF is highly persuasive vis-à-vis the JICA headquarters and is, therefore, likely to be evaluated as a Grade A or Grade B project. Discussions within the ODA-TF based on a strong awareness of the problems that face individual members of the task force not only signify the diversification of viewpoints but also create a sense of unity among the participants and the feeling that they are part of the efforts of "Japan as a nation" to develop valuable projects for the recipient country. • The positive effects described above can be achieved only through transparent discussions and a sense of trust and equality among the participants disregarding their official positions. The contents of the discussions at ODA-TF meetings should be disclosed as much as possible to ensure logical consistency without undue emphasis on the opinions of certain members.
5.1.3 Utilize rich knowledge of the socioeconomic situation of rural areas of the recipient country
<ul style="list-style-type: none"> • One reason for the successful formulation of the agriculture and rural development sector program by the ODA-TF in Bangladesh is the existence of rich knowledge of the socioeconomic situation and administrative mechanisms of rural areas of Bangladesh which has been accumulated through long-standing efforts such as the Joint Study on Agricultural and Rural Development (JSARD), the Joint Study on Rural Development Experiment (JSRDE) and the Participatory Rural Development Project (PRDP), all assisted by JICA.

<ul style="list-style-type: none"> For the effective utilization of field experience and knowledge for the formulation of a sector program, a significant factor is the involvement of knowledgeable persons of which a typical example is the expert assigned to the Bangladesh Rural Development Board (BRDB) as an advisor on participatory rural development administration. JICA's rural development program coordinator is also playing an important role in facilitating smooth coordination and transparent discussions of the Agriculture and Rural Development SWG.
5.1.4 Grasp clearly the jurisdiction and capacity of the implementation agency and establish of a good relationship with them
<ul style="list-style-type: none"> The jurisdiction and capacity of a government agency generally change when the policies, the organizational structure and/or the person in charge changes. In recent years, many governments have been making reform efforts, particularly in the field of agriculture and rural development, due to the shift towards a market economy, privatization and decentralization and attention must be paid to these changes. Constant information gathering from the relevant government officials in the recipient country is vital to understand properly the nature and extent of these changes. There are some cases in which the sustainability of a project is jeopardized due to the limited capacity of the implementing agency in terms of finance and personnel. When the capacity of the assumed implementing agency is questionable or uncertain, it is necessary to alter the purpose of the project to the establishment of a viable project implementation system and/or strengthening of the capacity of the implementing agency and its staff, or to re-examine the project framework, including reselection of the implementation agency and scaling-down of the project. In other words, project formulation through consultation with the prospective implementing agency can be considered to constitute a foundation for finding measures, or even a step itself, to strengthen the capacity of the agency. It is essential to note that there are needs for diverse areas in the field of agriculture and rural development. Accordingly, clarification of the responsibilities of the implementation agency is essential to determine how far the agency can implement the project.
5.1.5 Share continually information with other donors
<ul style="list-style-type: none"> Under the situation where donors are coordinating with each other to achieve unified goals, it is essential to express continually what Japan can do not only to the government of the recipient country but also to other donors in order to obtain their understanding and support so that assistance activities can be efficiently and effectively carried out. Clarification of the roles to be played by Japan/JICA in the donor community will lead to the identification and formulation of projects that can adapt to recent changes in the aid environment.

Source: Prepared by the Study Team based on the study results

- (2) Based on the above-mentioned points of view for the examination of requested project information sheets and the lessons learned from the Bangladesh Model, the Study Team proposes the four points shown in Table 5-2 by which other overseas JICA offices would be able to identify and formulate agriculture and rural development projects more effectively in collaboration with the headquarters.

Table 5-2 Recommendations for Effective Project Identification and Formulation in the Field of Agriculture and Rural Development

Recommendations	Relevant Lessons from the Bangladesh Model	Key Points
Recommendations regarding policy formulation		
5.2.1 Redefine "an excellent project" in the field of agricultural and rural development	5.1.1 Select high priority sectors and formulate sector programs 5.1.2 Collaborate with ODA-related Japanese and have transparent discussions	<ul style="list-style-type: none"> Present the definition of "an excellent project" as conceived by the Rural Development Department to the overseas offices Clarify the area to be dealt with by the Rural Development Department
5.2.2 Enhance the logical consistency of requested projects	5.1.1 Select high priority sectors and formulate sector programs 5.1.2 Collaborate with ODA-related Japanese and have transparent discussions 5.1.3 Utilize rich knowledge of the socioeconomic situation of rural areas of the recipient country 5.1.4 Grasp clearly the jurisdiction and capacity of the	<ul style="list-style-type: none"> Optimize projects by the overseas offices based on the definition of "an excellent project" by the headquarters Identify the needs of the target area Understand the intended direction for development of the recipient country Grasp needs that can be fulfilled based on the jurisdiction and capacity of the implementing agency Clarify the strategic position of each project in the aid trends (for example, donor coordination and SWAp) in the

	<p>implementation agency and establish of a good relationship with them</p> <p>5.1.5 Share continually information with other donors</p>	<p>recipient country</p> <ul style="list-style-type: none"> • Promote information sharing and exchange of views regarding the above points with other Japanese ODA-related institutions, the implementing agency of the government of the recipient country, other donors, etc.
Recommendations regarding the system and institution		
5.2.3 Strengthen the headquarters' support to the overseas offices	<p>5.1.2 Collaborate with ODA-related Japanese and have transparent discussions</p> <p>5.1.4 Grasp clearly the jurisdiction and capacity of the implementation agency and establish of a good relationship with them</p>	<ul style="list-style-type: none"> • Provide constantly the overseas offices with information and support by the headquarters • Describe "a good or bad requested project information sheet" and provide a checklist for preparing information sheets to the overseas office
5.2.4 Utilize external expertise and promote project formulation integrated with implementation	<p>5.1.2 Collaborate with ODA-related Japanese and have transparent discussions</p> <p>5.1.3 Utilize rich knowledge of the socioeconomic situation of rural areas of the recipient country</p> <p>5.1.4 Grasp clearly the jurisdiction and capacity of the implementation agency and establish of a good relationship with them</p>	<ul style="list-style-type: none"> • Select priority sectors and development issues compatible with the size of the specific overseas office • Utilize external expertise (i.e., non-JICA staff and experts) more effectively • Ensure consistency from program formulation to implementation and reduce the time and cost of these two stages (improvement of the cost performance by means of the consistent utilization of external human resources)

Source: Prepared by the Study Team based on the study results.

Annex 2

Checklists

- **How to use the Checklists/Questionnaire**
- **Checklist for Preparation of Requested Project Information Sheets**
- **Checklist for Gathering Information Required for Project Formulation (by Need)**
- **Example of Questionnaire to Understand the Target (Rural) Area**



How to Use the Checklists/Questionnaire

1. Purposes and Outline of the Checklists

(1) Purposes and Use of the Checklists

- To present the important points for routine information gathering and completing the information sheets for the purpose of making a “Requested Project Information Sheets” more likely to be approved.
- To check a letter of request by the government of a recipient country which addresses the actual needs of the country in question so that the checked contents of the letter can be written on the “Requested Project Information Sheets”
- Each checklist offers an exhaustive list of development items so that it can be used for any type of project. Therefore, some items may be irrelevant to a specific project and only the relevant items should be used for the purpose of checking the contents of a requested project.

(2) Composition of the Checklists

There are two types of checklists: “1. Checklist for Preparation of Requested Project Information Sheets” and “2. Checklist for Gathering Information Required for Project Formulation (by Need)”.

- 1) The *1. Checklist for Preparation of Requested Project Information Sheets* (hereinafter referred to as the “**Checklist for Information Sheets**”) lists the general items to be checked¹ for the purpose of completing the Requested Project Information Sheets.
- 2) The *2. Checklist for Gathering Information Required for Project Formulation (by Need)* (hereinafter referred to as the “**Checklist for Information Gathering**”) lists examples of the study items for each specific objectives (for example, Improvement of the Food Distribution System) in the agriculture and rural development sector. These objectives (items) have been set based on the “Mid-term Objectives” and “Sub-targets of Mid-term Objectives) of the Development Objectives Charts² of the *Approaches for the Systematic Planning of Development Projects <Agricultural Development and Rural Development>* with the addition of some other items.

¹ The check items have been extracted from the “Important Points for Project Formulation” of the present guidelines of 8 pilot countries and various types of information obtained by the Study on the Bangladesh Model such as “Points of View of JICA Headquarters Officers for Examination of Requested Project Information Sheets”, “Definitions of “Excellent Project” and “Information Required for Project Appraisal at the JICA Headquarters”.

² See the Institute for International Cooperation, JICA: *Approaches for Systematic Planning of Development Projects <Agricultural Development and Rural Development>*, August, 2004.

(3) Relationship Between the Checklists and the Guidelines (*Only Applicable to the Pilot Countries for the Study)

Of these two checklists, the **Checklist for Information Sheets** are used when the Requested Project Information Sheets are prepared for submission to the JICA Headquarters. Meanwhile, information gathering through regular interviews and field visits, etc. is essential for the formulation of an excellent project and the **Checklist for Information Gathering** is used for this purpose.

It is important to discuss the contents of a requested project with the various stakeholders in the recipient country and others based on the gathered information. The unique points of individual countries which must always be taken into consideration for the purpose of the said discussions are described in Chapter 5 “Important Points for Project Formulation” in the Guidelines. These points should be referred to along with the checklists when the Requested Project Information Sheets are prepared.

2. Use of the Checklists³

When a request for a project is made by a counterpart organization of a recipient country, whether or not certain conditions (A1)-(A3) are met must firstly be checked. If the conditions are met, the Requested Project Information Sheets are then prepared using B. the Checklist for Information Sheets and C. the Checklist for Information Gathering. It should be stressed here again that gathering information regularly is very important. If the conditions are not met, the government of the recipient country should be informed of the fact and requested for re-examination of the contents of the requested project.

A. Conditions

- (A1) Consistency of the contents of the request of the recipient country with the policies set forth by the local ODA-TF and the priority sector for Japanese assistance: If not, this should be explained to the government officials of the recipient country so that a project which is consistent with Japan’s aid policies can be submitted.
- (A2) Non-competition with past or ongoing projects of other donors and the JBIC, etc.: Information regarding existing JICA projects in the recipient country should also be checked: If there is an overlapping project(s), the government of the recipient country should be informed of the decline of the requested project or the need to formulate a different project (for example, a different approach to achieving the original purpose of the request).
- (A3) Relevance to JICA schemes: If not, the government of the recipient country should be advised to make a request to another donor or to modify the project to make it relevant to a JICA scheme (for example, when a request is made for financial assistance for credit unions run by farmers’ groups, the government of the recipient country will be informed that technology transfer regarding the capacity building of these unions and

³ Although these checklists are used by staff members of the JICA’s overseas offices to find and formulate projects, the actual approach to the government of a recipient country is jointly made by a team representing all of the relevant Japanese (aid) agencies/organizations (all-Japan approach).

the provision of equipment associated with such technology transfer may be arranged while the financial assistance is not provided by JICA).

After confirming that the preconditions (A1) through (A3) are met, the checklists are used in the manner described below to prepare the Requested Project Information Sheets.

B. Checklist for Information Sheets

- (B1) To classify the contents of the request made by the recipient country in accordance with the items of the Requested Project Information Sheets.
- (B2) Following the above classification, to complete each information sheet with reference to the “Subject Check Item For Description” of the Checklist for Information Sheets. It should be noted that it is not necessary to gather information regarding all items on the list. Rather, only items that are relevant and/or necessary to the country’s situation and the content of the project should be selected. In the case of items for which the information is insufficient, the necessary information should be obtained using information in the Guidelines and/or the Corresponding Information Gathering Method/Information Handling Methods of the checklist. If the code numbers of related items on the Checklist for Information Gathering are given in the column of “Corresponding Items on the Checklist for Gathering Information Required for Project formulation (by Needs)”, such items should also be referred to for information gathering. Another check item at the information gathering stage is if there are any differences regarding the concept and perception of the requested project, etc. between the counterpart persons of the recipient country and Japanese officials. If there are any differences regarding the concept, etc., the two sides should hold discussions to solve such differences with reference to the “Routine Information Gathering Method/Information Handling Method”
- (B3) O is marked for items, which JICA Headquarters requires for project appraisal. It is also desirable to collect information in advance regarding items, which O is not marked, in order to respond to JICA Headquarters’ further request after the submission of the Requested Project Information Sheets.

C. Checklist for Information Gathering/Questionnaire

- (C1) The Checklist for Information Gathering is used to gather information on the request made by a recipient country for the purpose of describing project-related activities in a more concrete manner. It is not necessary to collect all the information of the list, but those items, which are relevant to the request (i.e. needs), should be selected. It is assumed that information is collected both at the central government level as well as the target area level where project activities are conducted. In the target areas, related actors such as people, local government unit and village councils, etc. are assumed interviewees.
- (C2) Firstly, from the list of “1. Check Item”, items related to the needs of the recipient country are extracted from the Checklist for Information Gathering. The necessity of each of these items should be checked with reference to “2. Purpose of Confirmation”. When it is uncertain how to select the check items or when no concrete image emerges

after reading the Purpose of Confirmation, the main text of the *Approaches for Systematic Planning of Development Projects <Agricultural Development and Rural Development>* should be read to enhance understanding of the check items and the purpose of confirmation.

- (C3) It should be checked what kind of information needs to be gathered for the preparation of a Requested Project Information Sheet based on the “Study Item (Central)” and the “Study Item (Target Region)”.
- (C4) Information should be gathered from those organizations listed under “Source”. The Checklist for Information Gathering gives the Ministry of Agriculture and the Ministry of Finance as examples but each overseas JICA office should list the names of likely organizations from which information can be gathered to suit the specific circumstances of the country. By means of selecting those organizations appropriate for the gathering and checking of information for each study items with an O, new staff members will be able to use the same list. The Checklist for Information Gathering is to be distributed in a CD ROM. The preparation/use of a questionnaire relating to information gathering and checking for each source should, therefore, be possible by sorting the selected study items for each source using electronic data.
- (C5) For the gathering of information, which the necessity has been ascertained through the work described above, the preparation of a questionnaire is necessary. The contents of this question may vary from one project to another and it may be necessary to add new study items in addition to those core items shown on the Checklist for Information Gathering. If additional study items (or questions) are necessary, they should be determined with reference to existing projects of a similar type, etc. If there is any uncertainty regarding supplementary items, the Technical Advisor Committee of the Rural Development Department of JICA Headquarters may be able to provide useful advice. Examples of Questionnaire to Understand the Target (Rural) Area are attached for reference purposes.
- (C6) The Requested Project Information Sheets should be filled in based on the relevant items with the information gathered above.
- (C7) The Study Item of the Checklist for Information Gathering lists all types of information, which are believed to be necessary for the formulation of individual projects. However, even if projects share the same purposes, the types of information to be gathered differ depending on the specific target areas and the conditions of the beneficiaries of individual projects. The Study Item listed here is therefore, neither exhaustive nor permanent and are shown to evoke an image of the study to be conducted. It is essential for the person filling in the Requested Project Information Sheets to visit the target area to gather the information required for the implementation of the assumed activities.

3. Expected Merits of the Checklists

- (1) As the checklists provided here identify the types of information which must be checked for identification and formulation of projects and for the completion of the Requested Project Information Sheets, it is hoped that their repeated use will equip users with the

skill of writing the Requested Project Information Sheets which lead to approval of the project in question. As the overseas offices of the JICA will build up both experience and information through work involving these checklists, it is hoped that the work to prepare the said information sheets will incrementally become efficient.

- (2) CD ROM version of checklist is expected to have following merits.
- The distribution of the checklists to the target persons for information gathering and the processing of data after the collection of replies will be easier. The cost of obtaining information may, therefore, be reduced depending on the types of data.
 - The improved preservability and searchability of data should make the transfer of business at the time of personnel changes easier.
 - As one can retrieve the data, which is required for use, it will be easier to extract questions corresponding to the characteristics of the study target(s).
 - As the checklists are translated into English, French and Spanish, they can be used to create a TOR for field surveys to be conducted by local consultants, NGOs and universities, etc., making it easier to entrust local specialists to conduct field surveys.

4. Important Points for Use of the Checklists

- (1) The checklists indicate the viewpoints and methods to be referred to by the staff members of overseas JICA offices responsible for identification and formulation of agriculture and rural development projects.
- (2) When using these checklists, each staff member is requested to fully utilise his/her experience in the country of assignment and to visit the target area to promote greater understanding of the present situation in order to formulate feasible projects through interviews and exchanges of opinions with stakeholders.
- (3) Following project approval, the checklists should be used to examine whether or not the project is being implemented as planned at the formulation stage and also whether or not the project is contributing to the maintenance and improvement of the lives of people in the target area as well as the surrounding area. For example, the data for “1-2-1 Development and Maintenance of Production Infrastructure” on the Checklist for Information Gathering collected at the stage of examining a request may be used as baseline data. By gathering data on the same item after the commencement of the project and comparing it with pre-project data, such data can be used for quantitative monitoring, analysis and evaluation.
- (4) The items on the checklists should be revised as necessary to reflect the knowledge and experience accumulated by each overseas JICA office in the course of formulating and implementing many projects so that the checklists become more practical in line with the actual conditions of the country concerned.

5. Others

- (1) National level data, which can be obtained from the FAOSTAT and World Development Indicators, is listed under “Existing Source of Information” of the Checklist for Information Gathering. Other types of data should be gathered from the Ministry of Agriculture, Ministry of Finance and Ministry of Decentralisation, etc. at the central level and from local government unit, local offices of central ministries, people’s (farmers’) organizations and individual farmers, etc. at the local level.
- (2) For the purpose of the information gathering, the basic terms must be clearly defined to avoid any misunderstanding between the questioner and respondents. As these checklists are based on the Approaches for Systematic Planning of Development Projects <Agricultural Development and Rural Development>, the definitions of the basic terms given in the Approach (pp 5-6 and 176-182) should be referred to.
- (3) Reference Materials Used for Compilation of the Checklists
 - Institute for International Cooperation, JICA: *the Approaches for Systematic Planning of Development Projects <Agricultural Development and Rural Development>*, August 2004.
 - Institute for International Cooperation, JICA: *The Approaches for Systematic Planning of Development Projects <Rural Development>*, May 2002.
 - Hideyuki Kanamori, Institute for International Cooperation, JICA, *Study Methods and Project Formulation Study (First Manuscript)*, 2004.
 - Agricultural Development Cooperation Department, JICA: *Guidebook for Rural Studies: For Finding and Diagnosis of Problems in Agricultural Projects Combining Research and Extension (in Japanese)*, 2004.
 - JICA: *The Guidelines for Rural Development Methods for Africa, Main for a project-type study entitled “Preparation of Rural Development Methods for Africa”*, October 2001.

**Process of Preparation and Examination of Requested Project Information Sheets
(Mainly in the Case of Technical Cooperation Project*)**

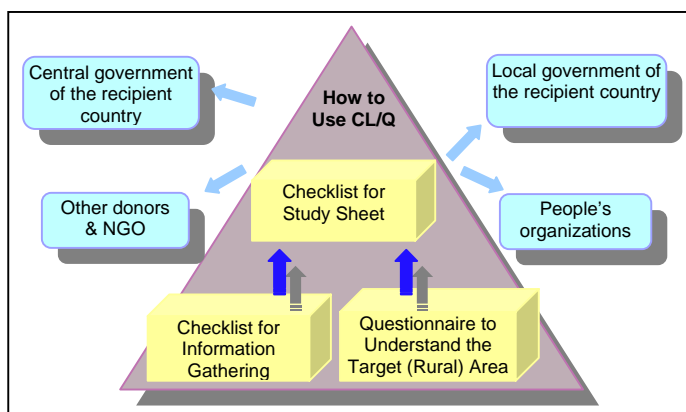
Month	Tasks		Remarks
	Headquarters	Overseas Offices	
Throughout the year		Collect Information and request project proposals from the recipient government.	<ul style="list-style-type: none"> - Information is constantly collected from various sources. - Informal project proposals prepared with assistance of JICA experts and consultants are submitted to the overseas office. - Prospective proposals are promptly examined by the JICA headquarters and the Ministry of Foreign Affairs of Japan. - Preparation of the Application Forms for Japan's Technical Cooperation and the information sheets is started.
June - July	Send forms of and instructions on requested project information sheets.		<ul style="list-style-type: none"> - The Ministry of Foreign Affairs sends forms of and instructions on the information sheets to the Embassy of Japan in June. - The instructions include points of consideration on procedures (e.g., explanation on new schemes) and operational policies.
		Request officially the recipient government to prepare the Application Form for Japan's Technical Cooperation.	<ul style="list-style-type: none"> - The ODA-TF explains the application procedures to the government of the recipient country (This is done apart from the annual policy conference.).
		Receive the Application Form from the recipient government.	<ul style="list-style-type: none"> - The government of the recipient country submits the Application Form for Japan's Technical Cooperation to the Embassy of Japan.
August		Examine and screen the projects requested.	<ul style="list-style-type: none"> - The ODA-TF examines, screens and prioritizes the projects requested by the government of the recipient country.
		Prepare and submit requested project information sheets.	<ul style="list-style-type: none"> - The Embassy of Japan sends requested project information sheets to the Ministry of Foreign Affairs in Tokyo. - The deadline is August 31.
Sep. - Oct.	Examine the requested project information sheets submitted by the overseas offices.		<ul style="list-style-type: none"> - At the JICA headquarters, the Regional Departments and the Planning and Coordination Department make a database of the requested projects and request the respective issue-based departments to examine each project. - The issue-based departments discuss and decide which department will take charge if the project is cross-sectoral. - The JICA headquarters presents the results of the examination to the Ministry of Foreign Affairs.
November	First inter-ministerial appraisal meeting		<ul style="list-style-type: none"> - The Ministry of Foreign Affairs appraises the requested projects individually in consultation with the concerned Ministry. - JICA's Regional Departments and Planning and Coordination Department participate in the inter-ministerial meeting if necessary. The issue-based Departments participate therein as an observer if necessary.
Nov. - Dec.	Early notification of the approval		<ul style="list-style-type: none"> - The Ministry of Foreign Affairs notifies the Embassy of Japan of the results of the appraisal.
		Early notification of the approval	<ul style="list-style-type: none"> - The Embassy of Japan notifies the recipient government of the results of the appraisal. - The Embassy of Japan starts to prepare the R/D.
December	Prepare a budget plan for the next fiscal year.		<ul style="list-style-type: none"> - The issue-based departments prepare a budget plan based on the regional budget allocated by the Regional Departments in December - February.
January	Second inter-ministerial appraisal meeting		<ul style="list-style-type: none"> - The Ministry of Foreign Affairs formally appraises the requested projects individually in consultation with the concerned Ministry. - JICA's Regional Departments and Planning and Coordination Department participate in the inter-ministerial meeting if necessary. The issue-based Departments participate therein as an observer if necessary. - Pending projects are re-examined at the meeting.
Jan. - Feb.	General notification of the approval		<ul style="list-style-type: none"> - The Ministry of Foreign Affairs notifies the Embassy of Japan of the results of the appraisal.
		General notification of the approval	<ul style="list-style-type: none"> - The Embassy of Japan notifies the recipient government of the results of the appraisal. - The Embassy of Japan starts to prepare the R/D.
February	Finalize the budget plan for the next fiscal year.		<ul style="list-style-type: none"> - Each Department at the JICA headquarters finalizes the budget plan for the next fiscal year based on the project approval.

Note (*): There are different application forms for development study programs, grant aid (general and fisheries) and dispatch of experts, but the appraisal procedures for these schemes are basically the same as those for technical cooperation.

Source: Prepared by the Study Team based on information obtained from the Rural Development Department.

Composition of the Methods of Study and Analysis for Agriculture and Rural Development (Checklists)

“1. Checklist for Preparation of Requested Project Information Sheets” can be used as the basis for preparing the Requested Project Information Sheets, together with relevant items in “2. Checklist for Gathering Information Required for Project Formulation (by Need)” and “3. Examples of Questionnaire to Understand the Target (Rural) Area” as reference. These checklists can also be utilized for daily information



collection and discussion with stakeholders (i.e. the central government and those in target areas) with a view to identify and formulate future projects.

The composition of the two checklists and the questionnaire is shown below.

- 1. Checklist for Preparation of Requested Project Study Sheets**

Requested Project Study Sheet 1

 - I. Present Situation and Problems
 - II. Compatibility with the Aid Policies of Japan
 - III. Project Outline
 - 1) Higher Goals
 - 2) Project Goals

Requested Project Study Sheet 2

 - 3) Outputs
 - 4) Activities
 - 5) Inputs
 - 6) Preconditions
 - 7) Cooperation period
 - 8) Implementation system

Requested Project Study Sheet 3

 - Related Aid Activities
 - Relationship with the Millennium Development Goals
 - Relationship with Important Development Themes of Japan
 - Gender Consideration
 - Feedback from Similar Projects
 - Types and Sizes of Benefiting groups
 - Security Situation

- 2. Checklist for Gathering Information Required for Project Formulation (by Need)**

0. Basic Items

1. Sustainable Agricultural Production

 - 1-1 Improvement of planning and implementation capacity of agricultural policies at macroscopic level
 - 1-2 Expansion of agricultural production and improvement of the productivity
 - 1-3 Strengthening of export promotion measures
 - 1-4 Improvement of environmental care
 - 1-5 Enhancement of agriculture-related higher education

2. Stable Food Supply

 - 2-1 Formulation of food supply and demand policies
 - 2-2 Improvement of the food distribution function
 - 2-3 Improvement of the import system
 - 2-4 Appropriate use of food provided as aid

3. Promotion of Vigorous Rural Areas

 - 3-1 Promotion of policies related to rural development
 - 3-2 Increase of non-agricultural income
 - 3-3 Promotion of agricultural product processing industry
 - 3-4 Improvement of rural infrastructure
 - 3-5 Conservation of rural environment
 - 3-6 Promotion of improvement of rural life
 - 3-7 Promotion of communal activities
 - 3-8 Improvement of health standard of people
 - 3-9 Improvement of educational standard of rural people

- 3. Examples of Questionnaire to Understand the Target (Rural) Area**

 - 1) Natural Capital
 - 2) Social Capital
 - 3) Human Capital
 - 4) Physical Capital
 - 5) Financial Capital

1. Checklist for Preparation of Requested Project Information Sheets

It should be noted that it is not necessary to gather information regarding all items on the list. Rather, only items that are relevant and/or necessary to the country's situation and the content of the project should be selected.

O is marked for items, which JICA Headquarters requires for project appraisal. It is also desirable to collect information in advance regarding items, which O is not marked, in order to respond to JICA Headquarters' further request after the submission of the Requested Project Information Sheets.

Subject Check Item for Description		Routine Information Gathering Method and Information Handling Method	Corresponding Items on "Checklist for Gathering Information Required for Project Formulation (by Need)"
Requested Project Information Sheet 1			
I. Present Situation and Problems			
(1)	O Are the roles of agriculture and rural development in the socio-economic development of the recipient country described?	To identify local resource persons and to interview them as part of the project identification and formulation exercise	A2 - A4
(2)	O Is the background of the problems clearly established in relation to the development plans/policies of the recipient country?	To check the relevance of the project from the broad viewpoint of local ODA-TF members and other related persons	A4 B1 O1 - O2
	How are the problems to be tackled by the project located in the higher plans of the recipient country, including the national development plan?	To agree on the desirable direction for and approach to development through regular meetings with the government of the recipient country	
	How are the problems considered in the agreements with international aid organizations such as the PRSP?	To participate in discussions designed to formulate a sector program based on the PRSP and other major policies of the recipient country	
	Relationship between the problems and such changes of the political and economic environment as market liberalisation, privatisation, decentralization and free trade agreement	To check the relevance of the project from the broad viewpoint of local ODA-TF members and other related persons	
(3)	O Are the problems properly understood from the viewpoint of both men and women in the target area?	To check the relevance of the project from a broad viewpoint by widely publicising the activities under a JICA project	• A1 - A3 • P3 • Use of the Questionnaire to Understand the Target (Rural) Area
	Understanding of the problems from the viewpoint of the social structure and systems of the rural community in the target area (*This information needs to be collected once the proposed project decides target areas in order not to waste time of local people whose areas are not selected as a project target, and not to make them expect so much.)	To understand the structure and systems of the rural community using tools like PCM and PRA, etc.	
	Understanding of the problems, taking the conservation/management methods for natural resources (land, forests, grassland and water, etc.) adopted by the community and people' groups in the target area into consideration (*This information needs to be collected once the proposed project decides target areas in order not to waste time of local people whose areas are not selected as a project target, and not to make them expect so much.)	To interview aid organizations which are already active in the target area To incorporate the outputs of a study, if any, which has been conducting participatory observation, etc. for a long time in the target area	
	Understanding of the economic and social linkage between direct beneficiaries and other rural people (*This information needs to be collected once the proposed project decides target areas in order not to waste time of local people whose areas are not selected as a project target, and not to make them expect so much.)	To interview aid organizations which are already active in the target area To incorporate the outputs of a study, if any, which has been conducting participatory observation, etc. for a long time in the target area	
	Understanding of the problems, taking accessible administrative services into consideration (*This information needs to be collected once the proposed project decides target areas in order not to waste time of local people whose areas are not selected as a project target, and not to make them expect so much.)	To interview the local government unit and people in the target area	
(4)	Are the urgency and priority of the problems indicated (are the priority issues narrowed down)?	To check the priority of the target area by the government of the recipient country and to analyse the problems using PCM and PRA, etc. in the area	(Gathering of the relevant information based on the project contents)
(5)	Are important concepts, such as the poor, defined in the context of the recipient country?		

Subject Check Item for Description		Routine Information Gathering Method and Information Handling Method	Corresponding Items on "Checklist for Gathering Information Required for Project Formulation (by Need)"
II. Consistency with the Aid Policies of Japan			
(1)	<input type="radio"/> Is the project consistent with the aid policies of Japan: i.e.; the Country Assistance Program of the Ministry of Foreign Affairs; and the JICA Country Program?	To enhance the understanding of the priority ranking by logically presenting the aid policies of Japan (project selection criteria based on the sector program) of the people concerned in the recipient country. Consistency with JICA's policy, especially poverty reduction and human security	A5
(2)	<input type="radio"/> Is the project mutually complementary to other projects/activities of the agriculture and rural development program formulated by the ODA-TF or JICA if such a program exists?	To discuss the issue within the ODA-TF (so that the issue is checked with the opinions of many people rather than a single person) To actively share information with the Headquarters at the responsible desk level	
(3)	<input type="radio"/> Is the project consistent with JICA Issue-oriented approach and the "Approaches for Systematic Planning of Development Projects <agriculture and rural development>"?		
(4)	<input type="radio"/> Is the selected scheme (e.g., technical cooperation, development study, dispatch of experts, grant aid, etc.) appropriate for meeting with recipient country's needs?		
(5)	<input type="radio"/> Does the project have a boomerang effect on Japanese agriculture?		
III. Project Outline			
1) Overall Goals: Goals of which the achievement is expected after the completion of cooperation			
(1)	<input type="radio"/> Are higher goals achievable by achieving the project goals?	To agree on the desirable direction for and approach to development through regular meetings with the government of the recipient country	B1
(2)	<input type="radio"/> Are these goals consistent with the national development plan and other higher plans of the recipient country?	Understanding of the main policies and higher plans, such as the PRSP, of the recipient country	B1, A4
(3)	<input type="radio"/> Are the goals consistent with the PRSP and sector program, etc. agreed with international aid organizations?	To discuss the issue at a donor meeting	B1 A5
(4)	<input type="radio"/> Are these goals consistent with the progress situation of market liberalisation, privatisation, decentralisation and free trade agreement of the recipient country?	To interview the relevant ministries To understand the current situation through interviews with other donors and NGOs, etc.	H1 ~ H4, L1 ~ L5 O1 ~ O2
(5)	<input type="radio"/> Are these goals comprehensive as well as universal in connection with poverty reduction and environmental conservation?	Understanding of the main policies and higher plans, such as the PRSP, of the recipient country	A5
(6)	<input type="radio"/> Are these goals determined to act as models for further dissemination to other areas?	Understanding of the main policies and higher plans, such as the PRSP, of the recipient country	E1 ~ E3, B4, B1
2) Project Goals: Outcomes at the end of the project: How has the present situation changed with the implementation of the project?			
(1)	<input type="radio"/> Are the background of the project, problems, outcomes and logic to achieve the outcomes clear?	To obtain the understanding of the priority ranking by logically presenting the aid policies of Japan (project selection criteria based on the sector program) of the people concerned in the recipient country	
(2)	<input type="radio"/> Are the contents (purposes) of the request consistent with the needs of people?	To interview the administrative organization and people in the target area	(Depends on the project contents) Use of the Questionnaire to Understand the Target (Rural) Area
(3)	<input type="radio"/> Are the beneficiaries clearly defined?	To interview the administrative organization and people in the target area	(Depends on the project contents) Use of the Questionnaire to Understand the Target (Rural) Area
(4)	<input type="radio"/> Are the assumed dissemination impacts feasible based on the capacity and roles of the implementation body within the period of cooperation?	To interview the relevant ministries To understand the current situation through interviews with other donors and NGOs, etc.	A4, B1 ~ B4, E1 ~ E3
(5)	<input type="radio"/> Is the use of the outcomes following the end of the project clearly indicated?	Agreement on the direction for development by both the Japanese side and the recipient country side through regular meetings with the government of the recipient country	
Requested Project Information Sheet 2			
3) Outputs: Short-term goals to be realised to achieve the project outcomes (activity results/outputs)			
(1)	<input type="radio"/> Are the project outcomes achievable after a series of project activity results/outputs?		

Subject Check Item for Description		Routine Information Gathering Method and Information Handling Method	Corresponding Items on "Checklist for Gathering Information Required for Project Formulation (by Need)"
(2)	<input type="radio"/> Are the project activities rationally considered to continue even after the the end of the cooperation period? Are the activity results set out without assuming a phase 2 project or follow-up activities?		B1 ~ W3
(3)	<input type="radio"/> Are outputs consistent with the capacity, functions and roles of the implementation body set out?	To apply the lessons learned from excellent projects (including the projects of NGOs and people' groups)	A4、 B1 ~ B4、 E1 ~ E3
(4)	<input type="radio"/> Does the project have a boomerang effect on Japanese agriculture?		
(5)	Is there a balance between software, i.e., institution that links the central government (dissemination of the model), local governments (implementation) and rural areas (beneficiaries), and hardware, i.e., infrastructure and facilities?		B1 ~ W3 (Depends on the project contents)
(6)	Are activity results/outputs consistent with the inputs set out?		
4) Activities: Clear indication of the JICA's tasks to create links between the higher/overall goals (policies) and the beneficiaries (improvement of people's standard of living)			
(1)	<input type="radio"/> Is the logical consistency among the identified issues and needs, the objectives and methods to achieving the objectives in requested project clearly demonstrated?	To learn lessons from existing (past) cooperation and accumulated study results	
(2)	<input type="radio"/> Is the significance of the implementation of the requested project for Japan's ODA clearly demonstrated?	To check the existence of the spatial dissemination impacts on the surrounding area and also of the working on various stakeholders (including the local administration and distributors, etc.) To clearly indicate the status of the target area in the country (for example, a poor area) To use existing (past) cooperation and accumulated study results To check whether the project activities would alienate/croud out/harm the private sector To check whether the project activities are managed by the implementation body	A4、 E1 ~ F3、 L1 ~ L5 A2
(3)	<input type="radio"/> Do the contents of the cooperation consider the stage of development of the recipient country?		
	Selection of an appropriate C/P: Selection of an appropriate C/P for the project taking the conditions of the recipient country, such as: the existence of administrative organizations (central and local) with good manpower and funding; and the availability of private sectors' or people' organizations' services in lieu of public services into full consideration	To compare with other similar organizations To check the implementation capacity and system of the candidate C/P with more than one donor and/or NGO	B1、 B2、 B4 E1 ~ E3 F1 ~ F3 O1、 O2
	Decentralisation Advancement: Has a local government unit instead of a central government office been considered as a possible C/P in a country with advanced decentralisation? Is a component for the capacity building of such a local government unit included in the project?		A4
	Examination of the project scale taking the income level into consideration: Has a project scale which is consistent with the JICA's budget size and cost-sharing ability of the recipient country been examined?		A2 ~ A3
	Industrial structure: In an advanced industrial country, has a special field of agriculture or a special technology been properly examined?	To analyse macroeconomic data	A2 D1 ~ D2
	Openness of the market: If the market is highly open, has the introduction of highly competitive crops in the international market been examined?	To analyse macroeconomic data To understand the marketing system	H1 ~ H4
	Mode of cooperation: Does JICA cooperate alone or search for collaboration potential with other donors within the framework of the sector program? In a country with a strong private sector, has the collaboration potential with the private sector been examined?	To interview related ministries To understand the current situation through interviews with other donors and NGOs	A5
	Duplication to neighboring countries: For a middle income country, has the duplication possibility of the project impact to neighbouring countries considered? Also has it consider the possibility of wide area cooperation and the dispatch of experts to third countries?		
(4)	<input type="radio"/> Are the planned activities technically feasible? (In the case of equipment supply, is equipment maintenance in the post-project period possible and will an activity enabling the establishment of a reliable maintenance system be included in the project?)		

Subject Check Item for Description		Routine Information Gathering Method and Information Handling Method	Corresponding Items on "Checklist for Gathering Information Required for Project Formulation (by Need)"
(5)	<input type="radio"/> In a country where aid collaboration among donors is proceeded, are the activities in line with the contents of the agricultural sector program for the recipient country?		A5
(6)	<input type="radio"/> Has a suitable cooperation scheme for the allocation of manpower and budget in line with the activity schedule been selected?		
(7)	Do the activities clearly produce an image of how the project will be ended?		
(8)	Has the project examined the suitability for filling the needs of the beneficiaries such as education and health care in addition to livelihoods and occupations?	To understand the structure and systems of the rural community using PCM and PRA, etc.	(Depends on the project contents) Use of the Questionnaire to Understand the Target (Rural) Area
(9)	Does the adopted approach benefit the entire population in the rural area?	To understand the economic and social linkage between the direct beneficiaries and other rural people	Use of the Questionnaire to Understand the Target (Rural) Area
(10)	Do the activities clearly indicate how to disseminate the development technologies/techniques to farmers?		E1 ~ E3
(11)	Is there a conscious attempt to promote collaboration between the implementing agency and other government institutions in the recipient country?		
(12)	Can the same outcomes be expected with fewer inputs?		
(13)	Are the activities based on the social structure and systems of the rural community in the target area?		E1 ~ 3 • Use of the Questionnaire to
(14)	Do the activities consider the conservation/management methods for natural resources (land, forests, grassland and water, etc.) adopted by the community and people' groups in the target area?		P3、O2、G5、c2 • Use of the Questionnaire to Understand the Target (Rural) Area
(15)	Do the activities consider the accessible administrative services for the target people?		12 ~ 3
5) Inputs: Required manpower, equipment, materials, facilities and funding to implement individual activities			
Japanese Side			
(1)	<input type="radio"/> Are such matters as "priority sector or not", "recruitment possibility of experts", "any significance for implementation by Japan" and "locations (places of assignment)" clearly demonstrated?		• the JICA Country Program
(2)	<input type="radio"/> Is an appropriate size of assistance examined? Are the rationale for the input amounts clearly indicated? (Compared to similar projects, is the planned budget size far too large? If so, are there any special rationale to justify such a large budget?)		A4、B1 ~ B2
(3)	<input type="radio"/> For a country proceeding with aid coordination, are the inputs aligned with the modalities agreed by the recipient country and donors?	To try to use knowledge and views originating from sources other than the ODA-TF by means of widely publicising the activities under JICA projects To gather information at meetings of donors	A5
(4)	<input type="radio"/> Is the selected scheme appropriate for a JICA project?	To discuss the JICA schemes and available assistance with the implementing agency of the recipient country	
(5)	<input type="radio"/> Are the inputs consistent with the activities, cooperation period, number of beneficiaries and project scale?	To examine the required inputs utilising the lessons learned from existing/past cooperation efforts of Japan and other donors/NGOs	
(6)	<input type="radio"/> Are the inputs examined based on next year's budget (estimate)?	To check the JICA's budget to be allocated to the agriculture and rural development sector in the recipient country from the next year onwards	
(7)	<input type="radio"/> Is Japan's provision of technical cooperation significant?	To compare with and examine existing/past technical cooperation (of Japan and other donors/NGOs, etc.) in the recipient country and neighbouring countries	

Subject Check Item for Description		Routine Information Gathering Method and Information Handling Method	Corresponding Items on "Checklist for Gathering Information Required for Project Formulation (by Need)"	
Recipient Side				
(1)	Are the purposes, activities, inputs, implementation method and implementation timing agreed with the government and the implementing agency of the recipient country?	To organize regular meetings To understand the process from project approval to implementation and the annual schedule in the recipient country (to check with national staff who are familiar with the circumstances of the recipient country)	B1 ~ B2	
(2)	Has the budget of the recipient government been secured for the project?	To check the project approval (prioritisation) criteria of the recipient country To check the budgetary arrangements of the Ministry of Finance In a country with a sector program, to establish the internal budget plan for the sector to check the availability of the budget applicable to the requested project	A4, A5, B1 ~ B2	
(3)	Relevance of the implementing Agency (Thorough checking must be conducted at the identification and formulation stage of the requested project as it will be difficult to change the implementing agency after project approval.)	To compare with other similar organizations To check the implementation capacity and system of the candidate implementing agency with other donors/NGOs To check the possibility of entrusting NGO to implement project activities if the recipient government requires approval in prior To check whether the prospective counterpart is motivated To check whether the government of the recipient country assign counterpart personnel and allocate recurrent budget to the project	B1	
6) Preconditions: Conditions which cannot be controlled by the project even if they have a decisive impact on the project				
Local Business Environment	Economy	Possibility of price fluctuations and feasibility of changes of the distribution system, etc when the project assumes economic activities	To obtain price information from government organizations and those involved in the market and distribution business, etc. to identify trends	K4, K5
	Policies/Regulations	Laws, political system, fiscal condition and government policies which could affect the implementation of the project	To check the current policies/systems and their planned changes, etc. through the C/P organization	B1
	(International)	Possibility of affecting free trade agreements (WTO and FTA, etc.), signing and progress of international agreements on the environment and activities/outcomes of the project	To understand likely future trends and reality of other ongoing projects through interviews with related international organizations (World Bank and WTO, etc.)	H1-H4
	(Domestic)	Impacts of the shift towards a market economy, privatisation and decentralisation on the project outcomes and assumed roles of the implementation body. What is the progress situation of decentralisation, etc.?		A4
	(Personnel changes)	Possibility of staff members of the C/P organization being moved to other positions or resigning	To check past examples regarding the stability of personnel	B4
	Other Projects	Existence of other related projects		
	Natural Environment	Are there any natural conditions which will affect the outcomes of the project?		
7) Cooperation period				
(1)	Is the cooperation period appropriate for the budget size, project scale and selected scheme?			
8) Implementation system				
(1)	Are the implementation method and implementation timing agreed with the government and the implementing agency of the recipient country?	To clearly establish who (which ministry, department, division, C/P, position and number) of the central government is responsible for what To check the essential C/Ps in the target area (local government unit and people' organizations, etc.)	B1 ~ B2, B4, O1 ~ O2	
(2)	Examination of the impacts of decentralisation on the implementation of agriculture and rural development projects	To request the implementation body to indicate the availability of budget allocated for the proposed project, manpower and office space which can be secured for the project and to try to enhance the ownership of the recipient side from the project finding and formulation stages	A4 O1 ~ O2	
	when the priority areas differ between related ministry (ministries) of the central government and local government levels: 1) Identification of the decision maker; and 2) examination of the implementation method are important.			

Subject Check Item for Description		Routine Information Gathering Method and Information Handling Method	Corresponding Items on "Checklist for Gathering Information Required for Project Formulation (by Need)"
	Identification of the organization which decides the distribution of resources (land and other natural resources) and examination of the project implementation method taking into account of the decision making process		
(3)	○ Check items relating to budget		B2
	Breakdown of the government expenditure relating to agriculture and rural development in the development budget and current budget	To obtain revenue and expenditure data from the Ministry of Finance To interview administrative organizations (those in charge of finance) in the target area	
	Total amount of grant for the target area from the central government (development budget and current budget), if any	To obtain revenue and expenditure data from the Ministry of Finance	
	Checking of the mechanism to formulate the budget for the target area (statutory system and its enforcement)	To understand the scope of jurisdiction of the implementation body To interview administrative organizations (those in charge of finance) in the target area	
	Understanding of the tax collection situation and expenditure for agriculture and rural development in the target area	To clearly understand the budget amount allocated for agriculture and rural development activities out of the total local government expenditure. When it is not available at the central government level, check at the local government unit level.	
(4)	In a country with advanced aid coordination, is the implementation system aligned with the method agreed by the government of the recipient country and donors?	To participate in discussions for the formulation of a sector program	A5
(5)	Does the implementation system incorporate a mechanism which can promote geographical dissemination of the project activities to the surrounding areas and co-working with various stakeholders?		E1 ~ E3
Requested Project Information Sheet 3			
Related Aid Activities			
(1)	○ Has any other donor formulated and implemented a project in the same area? If so, is there any competition between the projects or are they complementary?	To check the related activities within the ODA-TF To check at meetings with donors	
(2)	○ Checking of similar JICA projects (if a similar approach was made in a different country, the lessons learned from that project should be used for the formulation of the present project)	To interview other donors To interview the government organization in charge of aid in the recipient country	
Relationship with the Millennium Development Goals			
	* Selective input using a pop-up menu		
Relationship with Important Development issues of Japan			
	* Selective input using a pop-up menu		
Gender Consideration			
(1)	Is there any chance that the project will have a negative effect on such socially weak as women, children and the elderly?	To use the PCM technique as well as the lessons learned from completed projects (including those of other donors)	U1-U3
(2)	Consideration of possible changes of and impacts on the gender aspect due to the introduction of a new technology		Use of the Questionnaire to Understand the Target (Rural) Area
(3)	Is it necessary to pay attention to "whose voices" are reflected in the case of the formulation of the project by the participatory method?		Use of the Questionnaire to Understand the Target (Rural) Area
Feedback from Similar Projects			
(1)	Has a similar project been implemented by the JICA or another donor?	To develop a database of projects for the purpose of using knowledge acquired from past JICA projects	
(2)	Use of knowledge provided by projects of international organizations and the JBIC	To have the lessons (good or bad points) of preceding or existing projects been described? To have the analysis results of similar projects which did not reach the implementation stage or which failed to achieve the expected outcomes or impacts been reflected?	
Types and Sizes of Beneficiaries' Groups (Number of Groups and Population)			
(1)	○ Is basic information on the beneficiaries given (name of group, number of members, age profile, sex, educational background, organization(s) to which they belong, social and cultural characteristics, economic aspect and technical strength, etc.)?	To obtain information through government offices, farmers' organizations, primary and secondary schools and clinics, etc.	A1-A3 Use of the Questionnaire to Understand the Target (Rural) Area

Subject Check Item for Description			Routine Information Gathering Method and Information Handling Method	Corresponding Items on "Checklist for Gathering Information Required for Project Formulation (by Need)"
			To directly interview the beneficiaries. If the number of beneficiaries is too large, a statistical technique, such as random sampling (*1), should be used.	
Security Situation				
(1)	<input type="radio"/>	How do international organizations, other donors and embassies of other countries regard the security situation?	To exchange information with various related organizations	
(2)	<input type="radio"/>	Has there been any worrying situation regarding security in recent years?	To improve measures with reference to examples of other donors which are more advanced in regard to security measures	
(3)		Are any measures in place to deal with actual security problems?		
Others				
(1)	<input type="radio"/>	Has the project been formulated from diverse viewpoints through frank discussions with related people in the recipient country (central and target areas), those of the Embassy for Japan and the JBIC, Japanese project-related personnel and staff members of other donors and NGOs, etc.?		
(2)	<input type="radio"/>	Have efforts been made to make the government of the recipient country understand Japan's aid policies as much as possible?		
(3)		Has the project been formulated through routine working on the related people in the recipient country?		

*1 Refer to the following web address for random sampling: <http://www.oricom.co.jp/research/re2.1.html>

2. Checklist for Gathering Information Required for Project Formulation (by Need)

(1) Check Item	(2) Purpose of Confirmation	Study Item (Central)	Min. of Agriculture	Min. of Finance	Other Ministries	Existing Source of Information	Study Item (Target Region)	Local Office of Central Gov.	Local Government Unit	People's Organization	Individual Farmer	Others		
													(3) Study Item	(4) Source
0. Basic Items														
A1	Macroscopic Socio-economic Conditions	- Overview of the target country	A1-1	GDP				a1-1	Regional GDP					
			A1-2	GDP per capita				a1-2	Regional GDP per capita					
			A1-3	GDP growth rate				a1-3	Regional GDP growth rate					
			A1-4	GDP growth rate per capita				a1-4	Regional GDP growth rate per capita					
			A1-5	Area				a1-5	Area					
			A1-6	Population				a1-6	Population					
			A1-7	Population density				a1-7	Population density					
			A1-8	Population growth rate				a1-8	Population growth rate					
			A1-9	Gini Coefficient				a1-9	Regional Gini Coefficient					
			A1-10	Urbanization ratio										
			A1-11	Price inflation rate										
A2	Position of Agriculture and Rural Areas	- Confirmation of the significance of cooperation for agriculture and rural development in the country concerned	A2-1	Agricultural population/total working population			FAOSTAT	a2-1	Agricultural population/total working population					
			A2-2	Export value of agricultural products/total export value				a2-2	Export value of agricultural products/total export value					
			A2-3	GDP share of agriculture				a2-3	Agricultural share in RGDP					
A3	Characteristics of Agriculture	- Use of these characteristics for examination of the direction for cooperation - Understanding of the main livelihoods in rural areas	A3-1	Topography and geographical map				a3-1	Topography and geological map					
			A3-2	Agricultural population (by sex)			FAOSTAT	a3-2	Agricultural population (by sex)					
			A3-3	Agricultural GDP			FAOSTAT	a3-3	Agricultural Regional GDP					
			A3-4	Agricultural GDP growth rate			FAOSTAT	a3-4	Agricultural Regional GDP growth rate					
			A3-5	Land use			FAOSTAT	a3-5	Land use					
			A3-6	Number of households with own land /size of farmland				a3-6	Number of households with own land or not and by size of farmland					
			A3-7	Number of households by type of farmland ownership (own land and share cropping, etc.)				a3-7	Number of households by type of farmland ownership (own land and share cropping, etc.)					
			A3-8	Export and import values of agricultural products			FAOSTAT	a3-8	Export and import values of agricultural products					
			A3-9	Price index of agricultural products				a3-9	Price index of agricultural products					
			A3-10	Mean annual rainfall				a3-10	Mean annual rainfall					
			A3-11	Food self-sufficiency rate			FAOSTAT	a3-11	Food self-sufficiency rate					
A4	Reforms Affecting Agriculture and Rural Development	- Understanding of moves towards administrative, political and financial reforms	A4-1	Progress of decentralization				a4-1	Progress of decentralization					
			A4-2	Progress of other administrative, political and financial reforms				a4-2	Progress of other administrative, political and financial reforms					
A5	Understanding of Japan's Aid Stance	- Understanding of the power relationship between the recipient government and donors	A4-1	Degree of dependence on aid (total aid amount/total revenues)				a5-1	Activities of donors and NGOs in the region					
			A4-2	Aid coordination (status of the implementation of financial aid and the sector program)										
1. Sustainable Agricultural Production														
1-1 Improvement of Planning and Implementation Capacity of Agricultural Policies at Macroscopic Level														
B1	Agricultural Policy Planning and Implementation Capacity	- Judgement on the capacity to act as a C/P organization - Judgement on the feasibility of policies	B1-1	Outline and mutual links of existing agriculture and rural development policies and programs				b1-1	Outline and mutual links of existing regional development programs and agricultural development programs					
			B1-2	Evaluation of past agriculture and rural development policies and programs (achievement of numerical goals)										
			B1-3	Procedure and timing of formulation of agriculture and rural development policies and responsible offices										
			B1-4	Outline of the legal framework governing agriculture										

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		B1-5 State of observation and enforcement regime of agriculture-related laws and regulations										
		B1-6 Number, educational background and practical experience of those in charge of formulating policies/programs										
B2	Planning Capacity of Agricultural Fiscal Policies - Understanding of the mechanism to provide public funds for agriculture - Understanding of the extent of public intervention regarding the price control of agricultural products	B2-1 Agriculture and food-related budget (by type and amount)					b2-1 Revenues (subjects of taxation, type and amount)					
		B2-2 Subsidies (type, criteria and amount)					b2-2 Procedure and timing of budget formulation					
		B2-3 Revenues (subjects of taxation, type and amount)										
		B2-4 Outline of the price policy (procurement price, selling over price, and stock price) and its performance										
		B2-5 Difference between official prices and market prices										
		B2-6 Procedure and timing of budget formulation										
		B2-7 Capacity to forecast the domestic supply and demand (accuracy of past forecasts)										
		B2-8 Capacity to forecast trends of the international market (accuracy of past forecasts)										
B3	Planning Capacity of Policies Relating to Agricultural Statistics - Examination of the possibility of gathering data which forms the basis for a project	B3-1 Agricultural statistics (type, subject and publishing body)					b3-1 Types of statistics relating to individual regions (areas) and possessing bodies					
		B3-2 Method to arrange statistics					b3-2 Compilation method and processing of statistics for the region as part of the national statistics					
		B3-3 Timing (period of publication)										
B4	Capacity Development of Administrative Personnel - Understanding of measures designed to improve the implementation capacity of administrators	B4-1 Human resource development system (pre-service, in-service and OJT, etc.)					b4-1 Human resource development system (pre-service, in-service and OJT, etc.)					
1-2 Expansion of Agricultural Production and Improvement of the Productivity												
1-2-1 Development and Maintenance of Production Infrastructure												
C1	Farmland Development/Improvement - Has there been an adequate response to the need for land reclamation and development, changes of the land titles and crops and expansion of the irrigated area?	C1-1 Changes of land use and farmland use					c1-1 Changes of land use and farmland use					
		C1-2 Land system (legal system relating to ownership and leasing)					c1-2 Traditional land system in the region					
		C1-3 Historical changes of the demand for agricultural products					c1-3 Historical changes of the demand for agricultural products					
		C1-4 Planting area by crop					c1-4 Planted area by crop					
		C1-5 Irrigation and reclamation plans (potential area suitable for cultivation)					c1-5 Irrigation and reclamation plans (potential area suitable for cultivation)					
		C1-6 Irrigated cultivation area					c1-6 Irrigated cultivation area					
		C1-7 Average cultivation area by household					c1-7 Average cultivation area by household					
		C1-8 Presence and contents of a system to allocate size of cultivation area and production volume					c1-8 Presence and contents of system to allocate size of cultivation area and production volume					
C2	Farmland Conservation - Has a decline of the soil fertility and yield, etc. been taking place due to soil erosion and salinization? Have they been prevented?	C2-1 Policy, strategy and measures for farmland conservation					c2-1 Changes of land use					
		C2-2 Laws and regulations relating to farmland conservation					c2-2 Historical changes of the yield					

(1) Check Item	(2) Purpose of Confirmation	Study Item (Central)	Min. of Agriculture	Min. of Finance	Other Ministries	Existing Source of Information	Study Item (Target Region)	Local Government Unit	People's Organization	Local Office of Central Gov.	Individual Farmer	Others
							c2-3 Method to use sloping land c2-4 Amount of damage due to problems (soil erosion and salinization, etc.) c2-5 Conservation approaches to deal with individual problems (terracing and check dams, etc.)					
C3	Development of Irrigation and Drainage Facilities	- Has a decline of the irrigation capacity and drainage capacity been taking place? Is the construction of new facilities necessary?	C3-1 Strategy, plan and measures to develop irrigation C3-2 Laws and regulations relating to the irrigated area C3-3 Cultivated area/irrigated area				c3-1 Cultivated area/irrigated area c3-2 Yield of irrigated area/ non-irrigated area c3-3 Area/number of farm households by irrigation system c3-4 Number of farm households benefiting from irrigation c3-5 Water volume (irrigated area and the yield) c3-6 Life expectancy (year of construction) c3-7 Damaged places c3-8 Area and amount of damage by flooding/drought					
C4	Functioning of Water Users' Associations	- Do the farmers themselves manage the irrigation facilities and water?	C4-2 Number of farmers participating in water users' associations C4-3 Number of farm households paying the water users' charge C4-4 Participation rate by type of activity C4-5 Water use facilities under the management of central government agencies C4-6 Laws and regulations relating to water use and water rights				c 4-2 Collection rate of the water users' charge and maintenance charge c 4-3 Number of farmers participating in water users' associations c 4-4 Number of farm households paying the water users' charge c 4-5 Participation rate by type of activity c 4-6 Water use facilities managed by local government unit c 4-7 Background of water users' associations and relationship with existing associations c 4-8 Water distribution (water shortage and conflict over water)					
C5	Infrastructure for Livestock Production	- Is there any infrastructure to increase production, to change animal types and to allow new species in the livestock sector?	C5-1 Government intervention and support measures for livestock (price control system, business support and technical support) C5-2 Existence and contents of the livestock technique extension system				c5-1 Types and number of animals c5-2 Number of households and animals by type of raising (grazing and use of sheds, etc.) c5-3 Livestock management by size c5-4 Place, scale and number of meat processing plants c5-5 Place, scale and number of storage warehouses for livestock products c5-6 Supply, demand, imports and exports of livestock products (type, quantity and value) c5-7 Existence of feed (types of feed; scale and area size of grassland)					

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							c5-8 Existence of livestock materials (fencing and sheds)					
1-2-2 Strengthening of Testing, Research and Technological Development												
D1	Functioning of Research and Development Organizations	- Is there a sufficient number of research organizations and personnel to develop production, processing and preservation technologies?	D1-1	Budget (central and by zone)				d1-1	Budget (research and development organizations of local government unit)			
			D1-2	Research contents (central and by zone)				d1-2	Research contents (research and development organizations of local government unit)			
			D1-3	Research organizations (central and by zone)				d1-3	Research organizations (research and development organizations of local government unit)			
			D1-4	Researchers (number, area of expertise, academic background and qualifications (central and by zone)				d1-4	Researchers (number, area of expertise, academic background and qualifications) (research and development organizations of local government unit)			
			D1-5	Typical examples of useful technologies developed in the past (central and by zone)				d1-5	Typical examples of useful technologies developed in the past (central and by zone) (research and development organizations of local government unit)			
D2	Production Technologies	- Have appropriate technologies been developed by government organizations and outstanding farmers?	D2-1	Government organizations to improve production technologies and the contents of such technologies				d2-1	Yield by crop			
			D2-2	Dissemination of technologies developed by government organizations				d2-2	Inputs of production materials (per farm household and per area)			
							d2-3	Hours using cultivation machinery per farm household				
							d2-4	labor productivity				
D3	Conservation of Plant Genetic Resources	- Are plant genetic resources conserved for the future improvement of plants?	D3-1	Government organization responsible for the conservation of genetic resources and the contents of such resources				d3-1	Number of genetic specimens held by a research organization of the target local government unit			
			D3-2	Number of cases of genetic resources conservation by government organization				d3-2	Local varieties of crops in the target region (species, quantity and distribution)			
			D3-3	Domestic varieties (species, quantity and distribution) and species subject to conservation								
D4	Post-Harvest Technologies	- Are there any technologies to prevent post-harvest loss or a qualitative decline and to increase the added-value?	D4-1	Government organization to improve post-harvest technologies and the contents of such technologies				d4-1	Quantity and causes of post-harvest loss (storage, distribution, polishing (rice) and processing, etc.)			
			D4-2	Dissemination of post-harvest technologies handled by a government organization(s)				d4-2	Quality of target primary products (inclusion rate of foreign matters and quality preservation period, etc.)			
							d4-3	Existing processing technologies and processed products				
							d4-4	Price differences between raw materials and processed products				
D5	Livestock Technologies	- Are there any technologies to facilitate increased production and changes of the animals to be raised and to increase the added-value in livestock sector?	D5-1	Government intervention and support measures for livestock (price control system, management support and technical support)				d5-1	Production volume and value of livestock (per farm household; per unit area)			

(1) Check Item	(2) Purpose of Confirmation	Study Item (Central)	Min. of Agriculture	Min. of Finance	Other Ministries	Existing Source of Information	Study Item (Target Region)	Local Government Unit	People's Organization	Local Office of Central Gov.	Individual Farmer	Others
		D5-2 Number of research organizations and researchers and budget of testing and research organizations relating to livestock					d5-2 Distribution of households engaged in livestock by management size					
							d5-3 Technologies for each type of animal (for example, milking technologies in the case of dairy farming) and their levels (differences between ordinary and outstanding farmers)					
							d5-4 Animal diseases and amount of damage					
							d5-5 Number of veterinary surgeons; availability of medicines, etc.					
1-2-3 Intensification of Agricultural Extension												
E1	Agricultural Extension System	- Is there a system to disseminate improved agricultural technologies and farm management to farm households?	E1-1 Present situation of the extension organization of the central government				e1-1 Number of extension workers (per province; per farm household)					
			E1-2 Extension budget of the central government				e1-2 Ratio of settled extension workers (service length)					
			E1-3 Extension system of the central government									
E2	Agricultural Extension Method	- Have technologies and farm management techniques been rooted at farm households?	E2-1 Extension method used by the central government				e2-1 Frequency and number of participants of workshops					
			E2-2 Contents of technologies disseminated by the central government				e2-2 Frequency of visits by extension workers to rural areas					
							e2-3 Number of users (or those who have acquired) of introduced technologies					
							e2-4 State of improvement of technologies and farm management (increase of the yield and reduction of the production cost, etc.)					
E3	Capacity Building of Extension Workers	- Has the guidance ability of extension workers been improved as a result of appropriate training?	E3-1 Distribution of extension worker training institutions and competent ministry/agency (department)				e3-1 Experience of extension workers who have undergone training					
			E3-2 Curriculum, technical guidance items, number of trainees, number of instructors, budget and tuition fee for training of extension workers				e3-2 Application of technique expertise acquired by extension workers					
			E3-3 Background of extension workers (educational career and sex)									
1-2-4 Improvement of farm household Management												
F1	Management Capacity	- Has the farm management been expanded and improved?	F1-1 Availability of measures of the central government to improve the farm management of farm households				f1-1 Farm Management scale (area, production value and profit rate)					
							f1-2 Contents of farm household management (main cash crops, processed agricultural products and distribution channels)					
F2	Finance for Agriculture	- Have the agricultural finance facilities been used to expand and improve the farming business?	F2-1 Finance systems such as agricultural finance and micro credit, etc.				f2-1 Types and scale of agricultural finance					
							f2-2 Utilization rate and number of users					
							f2-3 Amount used and interest rate					
							f2-4 Repayment rate					

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							f2-5 Existence of a credit allocation					
F3	Farmers Organization	- Have farmers been organized to deal with problems which cannot be solved by individual farmers: Are there any measures to prevent a free ride?	F3-1	Central government system regarding farmers' organizations (agricultural cooperatives)				f3-1	Types, objectives and membership rates of organizations			
			F3-2	Laws and regulations relating to farmers' organizations (agricultural cooperatives)				f3-2	Participation rate of members in various activities			
							f3-3	Degree of satisfaction among members regarding the organization				
1-2-5 Improvement of the Securing/Utilization of Materials for Agricultural Production												
G1	Agricultural Machinery and Tools	- Do farmers easily obtain materials and equipment for agricultural production? Are they used at an appropriate level? Have there been any positive effects, such as an increase of yield, as a result of their input?	G1-1	Supply and demand condition of agricultural machinery				g1-1	Current situation of use and conditions of agricultural machinery and tools			
							g1-2	Availability and conditions of the leasing system for agricultural machinery				
G2	Stable Supply of Seeds	- Are seeds supplied in a stable manner or is there a system in place to supply seeds in a stable manner?	G2-1	Dissemination rate of improved seeds				g2-1	Types and characteristics of seeds (including traditional seeds in the region)			
			G2-2	Improved seed distribution policies (purchase of products; support/subsidy for the procurement of seeds)				g2-2	Criteria for use of seeds and quantity used by specific farmland conditions			
							g2-3	Quantity of use (per farm household and per ha) by type of seed (traditional or HYV)				
							g2-4	Yield by type of seed				
							g2-5	Price of seeds				
							g2-6	Supply sources of seeds (seed supplier, self-collection, unions and markets)				
G3	Appropriate Use of Agrochemicals	- Are agrochemicals used in an appropriate manner?	G3-1	Domestic production volumes and prices				g3-1	Frequency of outbreaks of diseases and pests and amount of damage			
			G3-2	Availability and contents of the technical extension service regarding the use of agrochemicals				g3-2	Characteristics of each agrochemical (subject diseases and pests, spraying method, timing and duration of effect, etc.)			
			G3-3	Laws and safety standards (for residuals) regarding the use of agrochemicals				g3-3	Application quantity of agrochemicals (per farm household and per ha)			
							g3-4	Prices and supply sources (suppliers, farmers' organizations and markets) of agrochemicals				
							g3-5	Efforts to reduce the use of agrochemicals (integrated pest management control and others)				
G4	Stable Supply and Appropriate Use of Fertiliser	- Is fertiliser supplied and used in an appropriate manner?	G4-1	Availability of domestically produced fertiliser; if yes, production volume and price by each type of fertiliser				g4-1	Types and inputs of fertiliser			
			G4-2	Support method and subsidies for fertiliser				g4-2	Supply sources (suppliers, home-made compost, farmers' organizations and markets) by type of fertiliser and prices			
			G4-3	International prices and import volume								

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													(3) Study Item	(4) Source	(5) Study Item
G5	Stable Supply of Materials for livestock	- Are the materials for livestock supplied in a stable manner?	G5-1	Scale, distribution and owners (government/private) of livestock facilities											
			G5-2	Types, manufacturers and prices of livestock materials											
			G5-3	Government support for the supply of livestock materials (subsidies and others)											
			G5-4	Distribution and area of pasture and grassland											
1-3 Strengthening of Export Promotion Measures															
H1	Improvement of Planning Capacity for Export Policies	- Are there any promising agricultural products for export? Do they have international competitiveness? Is there an adequate response to trends of the international market? Is vital information gathered and analysed?	H1-1	Import and export policies for agricultural products											
			H1-2	Trade volume of agricultural products (imports and exports)											
H2	Improvement of the Export System and Regime	- Has the export system/regime been improved to constitute a factor for export promotion?	H2-1	Import duty, export tax and quota for each agricultural product											
			H2-2	Export-related government agencies and approval/permit required for export											
			H2-3	Size and number of exporters by products handled											
			H2-4	Trends after structural adjustment											
H3	Strengthening of the Export Competitiveness	- Do agricultural products have export competitiveness? Is there any potential for domestically produced agricultural products to enter the international market?	H3-1	Types and export volumes of the main agricultural products for export											
			H3-2	Differences in terms of grade and price with foreign products in the international market											
			H3-3	Export destinations and import sources (country, share and quantity)											
			H3-4	International and domestic prices											
			H3-5	Distribution cost of export products											
H4	Improvement of Information Network for International Market Trends and Marketing Capacity	- Has the capacity to respond to the international market been improved? Is there a developed distribution network?	H4-1	Trends of the international market and prices											
			H4-2	Supply and demand trends (domestic and trade partners)											
			H4-3	Information system for distribution in countries traded with											
			H4-4	Trade agreements, such as FTA, tariffs, quotas and periods of preferential treatments											
1-4 Improvement of Environmental Consideration															
I1	Treatment and Effective Use of Agricultural Waste		I1-1	Environmental control laws and regulations											
			I1-2	Contents of environmental standards											
			I1-1	Treatment and recycling methods of agricultural waste (animal waste, etc.)											
			I1-2	Observance situation of environmental standards											

(1) Check Item	(2) Purpose of Confirmation	Study Item (Central)	Min. of Agriculture	Min. of Finance	Min. of Decentralization	Other Ministries	Existing Source of Information	Study Item (Target Region)	Local Government Unit	Local Office of Central Gov.	People's Organization	Individual Farmer	Others		
														(3) Study Item	(4) Source
I2	Reduction of Environmental Load of Fertiliser and Agrochemicals	What kinds of environmental problems have been caused by agricultural production? Conversely, how has agricultural production contributed to environmental conservation? Are the standards adequate to minimise any negative impacts? Have knowledge and technologies been disseminated?	I2-1	Subject areas and contents of environmental problems (existence, contents, degree and frequency of negative impacts on the environment and people)					i2-1	Fertiliser and agrochemical inputs					
			I2-2	Input and residual standards by type of fertiliser/agrochemical						i2-2	Examples of efforts, effects and profitability of farming with reduced agrochemical inputs or organic farming				
			I2-3	Contents of guidance on environmental consideration at the time of technical extension (regarding the use of agrochemicals and fertiliser, etc.)											
I3	Maintenance/Realization of Multi-Faceted Functions and Consolidation of Environmental Education		I3-1	Types and locations of functions recognised as multi-faceted functions (paddy fields and forests, etc.)						i3-1	Existence and contents of environmental measures of local government unit				
			I3-2	Nature reserves											
			I3-3	Desertification rate											
			I3-4	Concentration of water pollutants											
			I3-5	Forest depletion rate											
			I3-6	Frequency, targets (pupils and farmers, etc.), number of participants and contents of environmental education											
1-5 Enhancement of Agriculture-Related Higher Education															
J1	Educational Activities		J1-1	Curriculum						j1-1	Higher educational institutions for agriculture run by local government unit				
			J1-2	Number of teachers											
J2	Research Function		J1-3	Number of higher educational institutions for agriculture, number of students and career prospects of students											
			J2-1	Number of agricultural research institutions, number of researchers (types of degree) and budget						j2-1	Agricultural research institutions run by local government unit and contents of their research				
J3	Management	- Is there a link between agriculture-related educational institutions and agriculture and rural development?	J2-2	Technologies developed by research institutions											
			J3-1	Management system of agriculture-related higher educational institutions and research institutions						j3-1	Agricultural research institutions run by local government unit and contents of their research				
J4	Collaboration with Related Organizations and Local Authorities/Communities		J4-1	Existence and contents of joint projects and entrusted activities between agriculture-related higher educational institutions/research institutions and other organizations						j4-1	Collaboration of agricultural research institutions run by local government unit and other research institutions				
J5	Strengthening of Function as Extension Bases		J5-1	Relationship between agriculture-related higher educational institutions/research institutions and extension system (feedback systems)						j5-1	Use of agricultural research institutions run by local government unit and their research results				
2. Stable Food Supply															
2-1 Formulation of Food Supply and Demand Policies															
K1	Nutrition of the people	- Is the food demand met? Are there adequate food security policies/systems to meet the food demand?	K1-1	Existence of food security policies, strategies and systems and their contents											
			K1-2	Calorie intake per capita											
			K1-3	Population with malnutrition and the malnutrition rate											

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		K1-4 BMI (Body Mass Index) for children and adults										
K2	Improvement of Statistics on Food Production and Distribution - Are statistics to indicate the food demand available?	K2-1 Types and targets (agricultural products, etc.) of statistics										
		K2-2 Process, manpower and budget to collect statistical samples										
K3	Understanding of Supply and Demand Situation of Main Foods - Is the food demand met? Can the future food demand be met?	K3-1 Production volume of each agricultural product (past, present and future)										
		K3-2 Import and export volumes of each agricultural product (past, present and future)										
		K3-3 Demand for each agricultural product										
		K3-4 Population growth rate K3-5 Income increase rate										
K4	State of Development of Laws and Systems Related to Distribution and Markets - Have laws and systems to respond to the food demand been developed?	K4-1 Laws, regulations and permits, etc. related to import and export					k4-1 Influence of traders and distributors in the private sector on laws and regulations					
		K4-2 Laws, regulations and permits, etc. related to food distribution										
		K4-3 Purchase and sales methods and method to determine the price level										
		K4-4 Food distribution method from the central government to local governments										
K5	Price Control Policy for Agricultural Products - Is there any government intervention in the pricing and distribution of agricultural products to meet the food demand?	K5-1 Law related to the food control system and its outline					k5-1 Response of farm households to prices (changes of the planting area, production volume and selection of crop, etc.)					
		K5-2 Purchase and sales methods and method to determine the price level										
		K5-3 Food distribution method from the central government to local governments										
		K5-4 Relationship with structural adjustment and the WTO										
K6	Availability of Food Storage program - Are measures to respond to an emergency food demand in place?	K6-1 Appropriate level of storage and its basis					k6-1 Storage volume of the private sector					
		K6-2 Volume in stock					k6-2 Storage volume of farm households					
		K6-3 Net import volume										
		K6-4 Import system										
		K6-5 Ease of food import (value of food imports, total export value of goods and services and level of foreign currency reserves)										
		K6-6 System to purchase domestically produced food										
2-2 Improvement of the Food Distribution Function												
L1	Development of Distribution Market - Are agricultural products distributed between regions based on the market mechanism, causing no surplus or shortage? Is the smooth movement of these products possible? Does a quality decline or loss occur during distribution?	L1-1 Distribution channels by main agricultural product					I1-1 Distribution channels by main agricultural product					
		L1-2 Control of the distribution industry					I1-2 Distribution methods (distributors, farmers' organizations, individual farmers and public bodies)					
		L1-3 Structure of the distribution industry (scale, share and number of distributors by distribution channel)					I1-3 Price by distribution channel					
		L1-4 Distribution methods (distributors, farmers' organizations, individual farmers and public bodies)					I1-4 Distance to markets					

(1) Check Item	(2) Purpose of Confirmation	Study Item (Central)	Min. of Agriculture	Min. of Finance	Other Ministries	Existing Source of Information	Study Item (Target Region)	Local Government Unit	People's Organization	Local Office of Central Gov.	Individual Farmer	Others
		L1-5 Price by distribution channel										
L2	Management and Use of Distribution Facilities and Equipment - Do the distribution facilities and equipment function properly?	L2-1 Types and management bodies (public or private) of distribution facilities					I2-1 Types and management bodies (public, private or cooperative) of distribution facilities					
		L2-2 Number of users and user fee of each distribution facility					I2-2 Number of users, user fee and management system of each distribution facility					
L3	Development of Market Distribution System - Is market information to make the market mechanism function shared by producers?	L3-1 Method to convey prices					I3-1 Method to convey prices					
		L3-2 Contents of support provided by public bodies to promote the conveyance of market information on agricultural products					I3-2 Contents of support provided by public bodies to promote the conveyance of market information on agricultural products					
		L3-3 Method used by private distributors to obtain information										
L4	Development of Transportation System - Has the physical distribution system been developed?	L4-1 Development of the transportation infrastructure					I4-1 State of development by component of the transportation infrastructure					
		L4-2 Availability of a cold chain					I4-2 Availability of a cold chain					
L5	(Strategic) Reserve System - Is a national reserve system in place?	L5-1 Adequate reserve level										
		L5-2 reserve level in the last 10 years										
		L5-3 Changes of the supply volume per capita										
		L5-4 Food supplying the most calories										
2-3 Improvement of the Import System												
M1	Quarantine System - Are imports made based on adequate quarantine standards?	M1-1 Import volume, value and supplying countries by agricultural product										
		M1-2 Import restrictions by agricultural product (quota and tariff, etc.), importing bodies (other than private companies) and contents of the relevant permits, etc.										
		M1-3 Diseases and pests subject to control (agricultural products of which the import is prohibited for the purpose of quarantine), inspection methods, strength of inspectors and inspection equipment										
		M1-4 Diseases and pests of individual agricultural and livestock products (types and amount of damage)										
M2	Improvement of Infrastructure - Is there adequate distribution control of imported agricultural products in the market?	M2-1 Distribution channels for imported agricultural products										
		M2-2 Infrastructure development/improvement by distribution channel (warehouses, etc.)										
2-4 Appropriate Use of Food Aid												
N1	Establishment of System to Distribute Food Aid - Is food procurement and distribution adequately conducted at the time of an emergency? Does strategic reserve exist in preparation for an emergency? Can information on areas with a food shortage be adequately obtained?	N1-1 Volume of food aid										
		N1-2 Method and criteria for allocation of food aid to different areas										
		N1-3 Damage in the past										
		N1-4 Targeting method										
		N1-5 Food price control policy										
		N1-6 Level of reserve by region										
		N1-7 Conditions of transportation routes from nearby depots (distance, paving rate and traffic situation at the time of a disaster)										
		N2-1 Situation of damage to crops in the past					n2-1 Situation of damage to crops in the past					

(1) Check Item	(2) Purpose of Confirmation	Study Item (Central)	Min. of Agriculture	Min. of Finance	Other Ministries	Existing Source of Information	Study Item (Target Region)	Local Government Unit	Local Office of Central Gov.	People's Organization	Individual Farmer	Others		
													(3) Study Item	(4) Source
N2	State of Establishment of Monitoring System	- Has a monitoring system for food security been developed?	N2-2	Occurrence rate of starvation in the past (by region)				n2-2	Number, distribution and characteristics of households suffering from a chronic food shortage					
			N2-3	Food security indicators for vulnerable regions				n2-3	State of production of the main foods (grains)					
			N2-4	Level of strategic reserve by region				n2-4	Rainfall and other natural conditions					
			N2-5	Indicators which have been established				n2-5	Number of landless farmers					
								n2-6	Number of distribution of households which maintain their lives through the exchange of food; relative prices of food and goods exchanged for food					
3. Promotion of Vigorous Rural Areas														
3-1 Promotion of Policies Related to Rural Development														
O1	Coordination/Implementation Capacity at National Level	- Does the central government have a function to coordinate multiple ministries/agencies engaged in rural development activities?	O1-1	Existence and contents of policies/measures to promote rural areas				o1-1	Number of staff, deployment and budget of local offices of central ministries/agencies involved in the development of rural areas					
			O1-2	Matters for which central ministries/agencies have authority and the relevant policies				o1-2	Formulation method for local (regional) agriculture and rural development plans					
			O1-3	Organizational chart and manpower strength of each ministry/agency related to rural development				o1-3	Situation of use of the training system provided by the central government for human resources development in rural areas					
			O1-4	Recruitment method and salaries for staff members of ministries/agencies				o1-4	State of central government assistance for community-driven rural development					
			O1-5	Budget system of the central government regarding rural development (existence of a priority budget allocation system for poor regions and other arrangements)										
O2	Coordination/Implementation Capacity at Local Level	- Does the local government unit play an important role in the vitalization of rural areas?					o2-1	Authority of local government unit regarding rural development						
							o2-2	Number and deployment of staff, budget, revenue and expenditure of local government unit (recurrent budget and development budget)						
							o2-3	Formulation method for local (regional) agriculture and rural development plans						
							o2-4	Budget preparation method (those preparing the provisional budget, timing and person with the final decision-making power)						
							o2-5	Assistance of local government unit for community-driven rural development						
3-2 Increase of Non-Agricultural Income														
P1	Present Conditions of Commerce and Industries in Villages	- What are the present conditions of village-based commerce and industries?	P1-1	Distribution of village-based commerce and industries				p1-1	Distribution of village-based commerce and industries					
			P1-2	Business statistics by type of commerce and industry				p1-2	Business statistics by type of commerce and industry					
			P2-1	Availability and contents of a vocational training policy				p2-1	Number of vocational training schools, training areas covered and maximum number of trainees accepted					

(1) Check Item	(2) Purpose of Confirmation	Study Item (Central)	Min. of Agriculture	Min. of Finance	Other Ministries	Existing Source of Information	Study Item (Target Region)	Local Government Unit	Local Office of Central Gov.	People's Organization	Individual Farmer	Others					
													(3) Study Item	(4) Source	(5) Study Item	(6) Source	
P2	Availability of Vocational Training Opportunities	- Is the provision of vocational training sufficient to meet the demand?	P2-2	Vocational training/education system				p2-2	Likely employment sources and employment rate after completion of vocational training courses								
			P2-3	Demand for vocational training and number of training schools					p2-3	Other vocational training opportunities							
P3	Information on Rural Employment	- Are employment opportunities in rural areas sufficient to sustain a living?	P3-1	labor statistics (urban and rural areas)					p3-1	Understanding of livelihoods (including working away from home) in the target region							
			P3-2	Unemployment rate and the reasons (urban and rural areas)						p3-2	Income sources at the household level (breakdown of agricultural sources of income and non-agricultural sources of income)						
			P3-3	Main employment opportunities in rural areas							p3-3	Share and breakdown of non-agricultural income					
			P3-4	Income of farm households by region													
P4	Present Situation of Production Activities of Unique Products	- What are unique products at the national and regional levels? Is their production based on the actual demand?	P4-1	Unique products of the country (unique products for export)						p4-1	Production volume of unique products of the region and their shipment situation						
			P4-2	Production and export volumes of unique export products							p4-2	Shares of domestic sales and exports of unique regional products					
			P4-3	Share of unique products in the total export value of the country													
P5	Improvement of Rural Finance and Supply of Information	- Is there sufficient access to rural finance? Is such finance fully utilised?	P5-1	Existence of a system and laws regarding rural finance and their contents						p5-1	Availability of access to rural finance						
			P5-2	Existence of an information supply system regarding rural finance for farmers							p5-2	Repayment rate of rural finance					
											p5-3	Situation of use of micro finance by village groups, etc.					
3-3 Promotion of Agricultural Product Processing Industry																	
Q1	Degree of Introducing Processing Facilities	- Is there any government intervention to promote the introduction of processing facilities? What types of processing industries actually exist?	Q1-1	Existence of policies, plans and measures to promote the agricultural product processing industry						q1-1	Number of businesses (by processed product)						
											q1-2	Average production size					
												q1-3	Average number of employees				
												q1-4	Production equipment				
Q2	Degree of Development of Private Processing Companies	- How many private processing companies have been established and what are the incentives?	Q2-1	Existence of incentives for the private sector to invest in the processing industry						q2-1	Number of private processing companies (by headquarters, branches and factories)						
			Q2-2	Production volume, quality, price and market share of competitors							q2-2	Size of private processing companies					
Q3	State of Establishment of Safety Standards for Processed Products	- Is the quality control of processed products sufficient?	Q3-1	Existence of safety and hygiene standards for processed products						q3-1	Quality of processed products						
			Q3-2	State of application of safety and hygiene standards for processed products							q3-2	Processing technologies					
Q4	Marketing Capacity Regarding Processed Agricultural Products	- Are processed agricultural products based on the demand?	Q4-1	Related policies and systems						q4-1	Types, production volumes, shipment volumes and shipment destinations of processed agricultural products						
			Q4-2	Trends of the demand for processed agricultural products in the market							q4-2	Fund raising (amount raised, interest rate, repayment rate and repayment period)					

(1) Check Item	(2) Purpose of Confirmation	Study Item (Central)	Min. of Agriculture	Min. of Finance	Other Ministries	Existing Source of Information	Study Item (Target Region)	Local Government Unit	People's Organization	Local Office of Central Gov.	Individual Farmer	Others	
													(3) Study Item
3-4 Improvement of Rural Infrastructure													
R1	State of Improvement of Rural Roads	- Are rural roads sufficiently developed/improved?	R1-1	Total length of improved rural roads									
			R1-2	Number of vehicles using local roads									
R2	State of Improvement of Rural Electrification and Water Supply Facilities	- Do the people of rural areas have sufficient access to electricity and water?	R2-1	Electric energy generated and imported; total length of transmission and distribution lines									
			R2-2	Rural demand for electricity and water (those willing to pay)									
			R2-3	Number of participants in the maintenance union									
R3	State of Improvement of Communication Infrastructure, Including Telephone System	- Do the people of rural areas have sufficient access to information?	R3-1	Number of telephone subscribers									
			R3-2	Number of radios in possession									
			R3-3	Number of radio stations									
R4	State of Implementation of Public Works in Communities	- Is the development of rural infrastructure based on financial contributions by local people realistic?											
			r4-1	Existence of facilities built with the joint financial contribution of rural people and the state of their maintenance									
3-5 Conservation of Rural Environment													
S1	State of Environmental Conservation of Forests, Rivers and Coasts	- Do rural people understand the importance of environmental conservation? Are there incentives for them to commit to environmental conservation?	S1-1	Existence of an environmental protection law and regulations									
			S1-2	Existence of special environmental protection areas and budgetary measures									
			S1-3	Existence of subsidies for environmental protection and the state of their use									
			s1-1	Existence of an environmental protection ordinance of local government unit and the state of its enforcement									
			s1-2	Main environmental problems and efforts of rural people to solve them									
			s1-3	Incentives for rural people to commit to environmental conservation									
3-6 Improvement of Rural Livelihoods													
T1	Extension System	- Is there any potential for the extension of measures designed to improve rural livelihoods?	T1-1	Existence of a government policy designed to improve rural livelihoods									
			T1-2	Number of livelihoods improvement advisors and annual recruitment size									
			T1-3	Deployment situation of livelihoods improvement advisors									
			t1-1	Number of livelihoods improvement advisors									
			t1-2	Roles of livelihoods improvement advisors in rural areas									
			t1-3	Recognition of the importance of livelihoods improvement among rural people									
T2	Extension Method	- Are livelihoods improvement measures effectively extended?	T2-1	Training method for livelihoods improvement advisors									
			t2-1	Existence of collaboration between livelihoods improvement advisors and agricultural extension workers									
			t2-2	Frequency of visits of livelihoods improvement advisors to individual households in rural areas									

(1) Check Item	(2) Purpose of Confirmation	Study Item (Central)	(3) Study Item	(4) Source				(5) Study Item	(6) Source							
				Min. of Agriculture	Min. of Finance	Other Ministries	Existing Source of Information		Local Government Unit	People's Organization	Local Office of Central Gov.	Individual Farmer	Others			
3-7 Promotion of Communal Activities																
U1	Village Activities	- Can the project be implemented in line with the conditions of the target area? - What are the factors impeding the implementation of the project?	U1-1	Existence of a government agency to assist communal activities					u1-1	Number and types of existing community organizations and their objectives						
			U1-2	Contents of activities of the government agency to assist communal activities						u1-2	Participation rate of people in existing community organizations					
											u1-3	Historical background of community organizations (traditional organizations formed by external intervention and endogenous formation based on rural needs, etc.)				
U2	Cultural Base	- Can the cultural base in the target area accept the project?	U2-1	Domestic religious and cultural circles and geographical area of their influence						u2-1	Traditional power structure in the area					
			U2-2	Existence of special cultural zones or cultural zones subject to protection							u2-2	Traditional culture structure in the area				
											u2-3	State of co-existence between the traditional control regime and new culture				
U3	State of Progress of Various Proposed Projects	- Are the projects proposed by villages supported by the government?	U3-1	Government support for village-driven projects (subsidies and human resources development, etc.)						u3-1	Existence of a village development program					
			U3-2	Existence of an obligation to formulate a village development plan							u3-2	Roles of local government unit in the formulation process of village development programs				
											u3-3	State of budget allocation by the central government and/or local government unit for projects proposed by villages				
3-8 Improvement of Health Standard of People																
V1	Present Situation of Health/Medical Care Services	- Is the access of rural people to health/medical care services sufficient?	V1-1	Existence of a program for the health sector						v1-1	State of health of rural people (nutrition conditions of mothers and children and infection rate by disease, etc.)					
			V1-2	Health/medical care system							v1-2	Child health (vaccination rate, etc.)				
											v1-3	Level of access to primary health care				
V2	Spread of Health Knowledge	- Is there an established extension system for health knowledge	V2-1	Existence of a national extension system						v2-1	Number of health workers and livelihoods improvement advisors					
			V2-2	Number and recruitment situation of health workers and their roles in extension work							v2-2	Access to information on primary health care				
V3	Prevention and Control of HIV/AIDS	- Is there an established system to prevent HIV/AIDS	V3-1	Government measures to prevent HIV/AIDS						v3-1	Degree of awareness of HIV/AIDS among rural people					
			V3-2	Education to prevent HIV/AIDS and situation of the use of the media							v3-2	Situation of HIV/AIDS prevention efforts				
			V3-3	Situation of cooperation of the private sector for the prevention of HIV/AIDS												
3-9 Improvement of Educational Standard of Rural People																
W1	Basic Education	- Has basic education been sufficiently extended?	W1-1	Existence of a program for the education sector						w1-1	Net enrolment rate (NER) and gross enrolment rate (GER) for basic education among school-age children					
			W1-2	Formal education system							w1-2	Literacy rate of rural people				

(1) Check Item	(2) Purpose of Confirmation	Study Item (Central)	Min. of Agriculture	Min. of Finance	Other Ministries	Existing Source of Information	Study Item (Target Region)	Local Government Unit	People's Organization	Local Office of Central Gov.	Individual Farmer	Others
		W1-3 Informal education system (literacy education for adults, etc.)					w1-3 State of implementation of formal education in rural areas					
W2	Expansion of Educational Services - Are the educational needs in rural areas met?	W2-1 Sufficiency rate of educational facilities (classrooms and other school facilities)					w2-1 Sufficiency rate of primary education facilities (classroom to pupil ratio)					
		W2-2 Sufficiency rate of qualified teachers (teacher to pupil ratio)					w2-2 Sufficiency rate of educational services (pupil to textbook ratio and pupil to teacher ratio, etc.)					
		W2-3 Curriculum contents					w2-3 Existence of opportunities for informal education in rural areas and the situation of their use					
		W2-4 Supply situation of informal educational services										
W3	Understanding of Education - Is the importance of education fully understood in rural areas?	W3-1 Government measures to promote the understanding of education					w3-1 Existence of school committees or PTAs and the state of their activities					
							w3-2 Ratio of educational expenditure in the total household expenditure in rural areas					

3. Examples of Questionnaire to Understand the Target (Rural) Area

Purposes:

- Information gathering to examine whether or not the planned cooperation will adversely affect the existing resources management system in the target area
- Information gathering to predict how the benefits of the planned cooperation will be managed, distributed and accumulated

	Central	Target Area	Examples of Questions and Answers (Items Not Quantifiable by Numerical Values)
(1) Natural Capital			
	• Number of casualties by disaster	• Number of casualties by disaster	Refer to "2. - Checklist for Gathering Information Required for Project Formulation"
	• Frequency of disasters (flood, drought and bird damage, etc.)	• Frequency of disasters (flood, drought and bird damage, etc.)	
	• Rain (rainfall, duration, distribution and yearly changes)	• Rain (rainfall, duration, distribution and yearly changes)	
		• Temperature (maximum, minimum and mean)	
		• Elevation	
		• Relative humidity	
		• Topography (inclination)	
		• Groundwater	
		• Rivers and lakes	
		• Soil fertility	
		• Drainage situation	
		• Fuel (firewood and cow dung, etc.)	
		• Types of natural disasters	
		• Land use (existence of uncultivated land and/or fallow land, etc.)	
		• Distance to a town (market)	
		• Pasture	
		• Agricultural crops	
	• Stock raising		
	• Fish catch		
	• Area of farmland		
	• Area of planted land		
	• Area of grassland		
	• Area of forest		
(2) Social Capital			
1) Local institutional systems	• Situation of land allocation (land register)	• (Traditional) land management/allocation system	Confirmation through participatory observation (time-consuming)
	• Number of agricultural extension and information centres	State of provision of life improvement services featuring nutrition and health, etc.	<ul style="list-style-type: none"> • Have you ever received any kind of extension service? • Who taught what and when? • How often did the extension worker visit? • Was it free or charged? • What did you learn? • What do you do when you have a problem relating to agricultural production?
	• Number of households covered by each agricultural extension worker		<ul style="list-style-type: none"> • How many farm households are visited a day? What is the means of transportation (foot or bicycle, etc.)? • How many farm households are visited a week (by season)? • Is the wage of extension workers sufficient to sustain their lives? • Existence of other alternative sources of income (for example, farming)
2) Local systems in the target area		• General mutual help system	For example, check how "food shortages, fund shortages and/or labor shortages" are dealt with Q: What do you do when food, money or labor is insufficient? A : <ul style="list-style-type: none">• Borrow labor from a group of men of a similar age• Borrow labor from a group of women• Borrow grain from the traditional cereal bank in the village• Borrow money from a friend(s)
		• Mutual help system for the socially weak	Q: What do you do when a natural disaster (use the type of disaster frequently occurring in the target area) occurs? A : <ul style="list-style-type: none">• Seek the help of the village head• Seek the help of a rich relative• Seek the help of a local leader
		• Selection method of leaders	Q : <ul style="list-style-type: none">• Who are the main (formal and informal) leaders (of the target organization for the study and the local community, etc.)?• Why were they selected?• What are the roles of the leaders of their respective organizations?
		• Formation process of existing group	When a group formed by an existing project (similar to the proposed project) exists: • How were the group members selected (characteristics of the target community may emerge when villagers freely form a group without instruction by a project implementation body)? • Who is not in the group (example: an invisible social system may lay behind non-membership)?

	Central	Target Area	Examples of Questions and Answers (Items Not Quantifiable by Numerical Values)
		• Decision-making process of the community	Q: Who has decision-making power regarding the use of resources related to the project (for example, communal land and water)?
		Existence of a final decision-maker (group) for the village	Q: Whose permission is required to conduct activities (of the planned project)?
		• Information conveyance system	Q : How are the decisions of the village conveyed? A : • The senior member of each family conveys a decision to the rest of the family. • Through a group formed by an existing project • Notice board at the primary school
3) Social structure	• Number of households by income class	Wealth ranking (checking of the definition of "wealth" in the target area and understanding of any income gap based on this definition)	Q: Who are wealthy people in the target area and why? A : Number of oxen/cows owned, area of owned land, number of date palms owned (at oasis in Mauritania) and number of enset (southern Ethiopia)
	• Gender	• Ratio of farm households with women heads	• Number of households headed by a woman , total number of households
		Working situation of women (especially when men are absent)	• Checking of the daily schedule
		• Division of work between men and women	• What types of farming activities are mainly conducted by men or women? • Who conducts men's work when they are absent due to working away from home or other reasons?
	• Dominant religion in the target area • Land system	Persons engaged in farming (existence of landowners, tenants and farm workers, etc.)	During the field survey: Q : "Who cultivates this land?"; "Does the person cultivating this land own the land?"
		• Agricultural income and non-agricultural income	} Bureau of Statistics
		• Household composition (nuclear family/extended family; polygamy)	
	• Situation of population inflow/outflow		
(3) Human Capital			
		• Population suffering from malnutrition	Q : Who is suffering from malnutrition?
		• State of nutrition (food supply and demand situation throughout the year and other matters)	Q : • How many months of the year do self-produced grains last? • What do you do when the self-produced food runs out? (A: Work away from home; protection by families and relatives; purchase from a merchant on credit)
		• Infant mortality	Q : Is there any area or household with high infant mortality?
		• Average life expectancy	Bureau of Statistics
		• Main diseases	Q : Who suffers from such diseases?
		• Average disease incidence rate	} Bureau of Statistics
		• Population (total, by sex and by generation); population growth rate	
		• Ratio of HIV positive adults	
	• Adult literacy rate (by sex)		
	• School enrolment rate		
(4) Physical Capital			
Information with potential to contribute to prediction of the distribution of project benefits	}	• Access to electricity	Q : • What is the percentage of households with access to electricity in the target area? • Which types of households tend to fail to have access to electricity? (A: households headed by women; poor households, etc.) • Has the electricity service been improving? • To whom do you pay the electricity charge?
		• Access to clean water	Q : • What is the percentage of households with access to clean water in the target area? • Which types of households tend to fail to have access to clean water: (A: households headed by women; poor households, etc.) • Has the water supply service been improving? • To whom do you pay the water charge?
		• Access to public health facilities	Q : • What is the proportion of households using public health facilities targeted by the project in the target area? • Which types of households tend to fail to use such facilities? (A: households headed by women; poor households, etc.) • Have the services (provided by the public health facilities targeted by the project) been improving? • To whom do you pay the charge for use (of the public health facilities targeted by the project)?
		• Quality of housing	• Participatory observation (for example, a tin roof is proof of "wealth" in some areas)

	Central	Target Area	Examples of Questions and Answers (Items Not Quantifiable by Numerical Values)
		• Access to means of (tele) communication (telephone and postal services)	Bureau of Statistics Combined use with the Checklist for Individual Projects
		• Conditions of village roads and trunk roads throughout the year	
		• Means of transportation (access to public services and state of ownership at the household level)	
		• Schools	
		• Health care facilities	
		• Assembly hall	
		• Agricultural infrastructure	
		• Agricultural tools	
		• Fishing gear	
	• Production equipment/materials		
(5) Financial Capital			
		Savings at the household level (including domestic animals as moveable banks)	• What do you do when you earn some money? • Do you have any livestock? What are the types and number?
		• Opportunities to obtain a loan in the community (personal lenders and group finance project, etc.)	• Existence of a system under which money can be loaned or borrowed by a group
		• Access to external loan opportunities (formal financial institutions and others)	• Past experience of using a bank and/or a post office
		• Opportunities for side jobs	• How do you earn money when there are no farming prospects during the dry season, etc.?
		• Opportunities to work away from home	• Have you ever worked away from home (citing the name of the key local city or capital, etc.)? • When did you work there (dry season; which year)?
		• Remittance from outside	• Do you regularly receive money from outside? Who sends you the money?

Annex 3

**Approaches for Systematic Planning of Development Projects
<Agricultural Development and Rural Development>**

The Approaches for Systematic Planning of Development Projects <Agricultural Development and Rural Development>

Development Objectives Charts

Development Objectives	Mid-term Objectives		Sub-targets of Mid-term Objectives	Examples of Project Activities	
1. Sustainable agricultural production	1.1 Improvement of the planning and implementation capacity for agricultural policies at the macroscopic level		Improvement of the planning capacity for agricultural policies	<input checked="" type="radio"/> Formulation of an agricultural development plan <input type="radio"/> Development of a legal system related to agriculture <input type="radio"/> Promotion of agrarian reform	
			Improvement of the planning capacity for agricultural finance policies	<input checked="" type="radio"/> Formulation and management of an agricultural budget plan <input checked="" type="radio"/> Development of a taxation system related to agriculture	
			Improvement of the planning capacity for policies related to agricultural statistics	<input type="radio"/> Development of agricultural statistics	
			Fostering of administrative personnel	<input checked="" type="radio"/> Fostering of agricultural officers and engineers at the central and local levels	
	1.2 Expansion of agricultural production and improvement of the productivity	1.2.1 Development and maintenance of production infrastructure		Development and improvement of farmland	<input type="radio"/> Removal of gravel and other unwanted items <input type="radio"/> Improvement of farmland <input checked="" type="radio"/> Change of location
				Conservation of farmland	<input checked="" type="radio"/> Civil engineering work to ease the inclination <input checked="" type="radio"/> Implementation of contour farming
				Improvement of irrigation and drainage facilities	<input checked="" type="radio"/> Construction of agricultural dams and water channels and development of groundwater <input checked="" type="radio"/> Use of rivers and reservoirs <input checked="" type="radio"/> Repair of irrigation and drainage facilities <input checked="" type="radio"/> Removal of deposited sediment and plants in irrigation channels
				Fostering of irrigation associations	<input type="radio"/> Understanding of the incentives for farmers <input checked="" type="radio"/> Training of farmers <input type="radio"/> Formulation of guidelines
				Improvement of the production infrastructure for stock raising	<input type="radio"/> Improvement of grassland and pasture <input type="radio"/> Improvement of silos and other storage facilities for milk, etc. <input type="radio"/> Turning of unused resources into feed
		1.2.2 Strengthening of research and technological development		Strengthening of testing and research organizations	<input checked="" type="radio"/> Improvement of the facilities, equipment and human resources of testing and research organizations
				Improvement of production technologies	<input checked="" type="radio"/> Improvement of crop varieties (improvement of soybean seeds and grass seeds, etc.) <input checked="" type="radio"/> Improvement of cultivation techniques (fertiliser application, control of diseases and insect damage, weed control and rotation planting, etc.) <input checked="" type="radio"/> Improvement of agricultural machinery <input checked="" type="radio"/> Improvement of irrigation and drainage technologies <input checked="" type="radio"/> Prevention of soil loss and salt damage; study on soil improvement
				Conservation of the genetic resources of plants	<input checked="" type="radio"/> Discovery, collection, preservation, evaluation, data management and distribution of the genetic resources of plants <input checked="" type="radio"/> Study on productivity improvement using the genetic resources of plants
				Improvement of post-harvest technologies	<input checked="" type="radio"/> Improvement of grain threshing, drying and polishing technologies <input checked="" type="radio"/> Preservation of the quality and freshness of vegetables, fruit, meat and dairy products <input checked="" type="radio"/> Storage and processing of agricultural products <input type="radio"/> Study on sorting and packaging technologies <input checked="" type="radio"/> Formulation of quality standards and strengthening

Development Objectives	Mid-term Objectives		Sub-targets of Mid-term Objectives	Examples of Project Activities
			Development of stock raising techniques	<ul style="list-style-type: none"> ⊙ of the inspection regime ⊙ Study on and diagnosis of livestock resources and quarantine ⊙ Breeding of livestock by means of artificial insemination ⊙ Improvement of the management of stock raising ⊙ Improvement of breeding techniques ⊙ Improvement of the processing of livestock products
		1.2.3 Intensification of agricultural extension	Improvement of the agricultural extension system	<ul style="list-style-type: none"> ○ Extension of the extension policies and system of the central and local governments ⊙ Collaboration between agricultural extension organizations and testing and research organizations ⊙ Construction/improvement of agricultural extension centres
			Improvement of agricultural extension methods	<ul style="list-style-type: none"> ⊙ Understanding of the capacity and needs of farmers ○ Improvement of extension from farmers to farmers ○ Collaboration with NGOs and educational institutions ⊙ Development of extension manuals and materials ⊙ Arrangement of workshops and other training opportunities for farmers
			Establishment of the personal capacity of extension workers	<ul style="list-style-type: none"> X Securing of a sufficient number of agricultural extension workers ⊙ Improvement of the incentives for agricultural extension workers ⊙ Training of agricultural extension workers
		1.2.4 Improvement of farming household management	Improvement of the management capacity	<ul style="list-style-type: none"> ⊙ Improvement of the technical capability of individual farming households ○ Improvement of the management policies of individual farming households X Consolidation of various subsidy schemes and price guarantee systems
			Consolidation/strengthening of agricultural finance	<ul style="list-style-type: none"> ⊙ Consolidation of the financing schemes of public bodies ○ Consolidation of the financing schemes of informal bodies X Fostering of the capability of farmers as borrowers
			Organization of farmers	<ul style="list-style-type: none"> ⊙ Improvement of farmers' income through agricultural cooperatives, etc. ⊙ Implementation of appropriate water management by irrigation associations
		1.2.5 Improvement of the securing/ utilisation of materials for agricultural production	Agricultural machinery and tools	<ul style="list-style-type: none"> X Formulation of safety standards for agricultural machinery ○ Improvement of the agricultural machinery inspection system ⊙ Fostering of agricultural machinery maintenance engineers X Improvement of the spare parts distribution system
			Stable supply of seeds	<ul style="list-style-type: none"> ○ Improvement of the seed breeding system X Improvement of the seed distribution system
			Appropriate use of agrochemicals	<ul style="list-style-type: none"> ○ Formulation of safety standards for the use of agrochemicals ○ Implementation of education on the safe use of agrochemicals
			Stable supply and appropriate use of fertiliser	<ul style="list-style-type: none"> X Formulation of quality standards for fertiliser ○ Formulation of standards for the use of fertiliser X Improvement of the fertiliser distribution system
			Stable supply of materials for stock raising	<ul style="list-style-type: none"> X Formulation of quality standards X Formulation of standards for use X Improvement of the distribution system

Development Objectives	Mid-term Objectives	Sub-targets of Mid-term Objectives	Examples of Project Activities
	1.3 Strengthening of export promotion measures	Improvement of the planning capacity for export policies	<ul style="list-style-type: none"> ○ Assistance for the formulation of an export promotion plan and agricultural industry promotion measures, etc. ⊙ Fostering of administrators
		Improvement of the export system and regime	<ul style="list-style-type: none"> Improvement of the export-related legal system X Improvement of export-related financial organizations and financing system
		Strengthening of the export competitiveness	<ul style="list-style-type: none"> ○ Expansion of agricultural production and improvement of the productivity (see Intermediate Goal 1-2) Establishment of systematic standards, a certification system and standardisation ○ Improvement of the testing, inspection and quarantine techniques ○ Fostering of engineers and quarantine officers
		Improvement of the information network for international market trends and of the marketing capacity	<ul style="list-style-type: none"> ○ Strengthening of the functions of trade promotion organizations ○ Strengthening of the government support for the development of the private sector X Arrangement of marketing seminars, trade fairs and exhibitions ○ Gathering of information on foreign markets
	1.4 Improvement of environment care	Treatment and effective use of agricultural waste	<ul style="list-style-type: none"> ○ Projects to promote zero emission type agriculture X Increase of the environmental protection budget X Improvement of waste treatment facilities X Improvement of the awareness of farmers
		Reduction of the environmental load of fertiliser and agrochemicals	<ul style="list-style-type: none"> ○ Formulation of standards for the use of agrochemicals and fertiliser (see the relevant example under Intermediate Goal 1.2.5) ○ Guidance on appropriate use (see the relevant example under Intermediate Goal 1.2.5) ⊙ Environmental conservation type agricultural development projects (promotion of compound agriculture and others)
		Maintenance/realisation of multi-faceted functions and consolidation of environmental education	<ul style="list-style-type: none"> ⊙ Appropriate management of farmland X Promotion of environmental education
	1.5 Enhancement of agriculture-related higher education	Improvement of educational activities	<ul style="list-style-type: none"> ⊙ Technical guidance for teachers and improvement of the teaching techniques ⊙ Development/improvement of teaching materials and establishment of an appropriate curriculum ⊙ Improvement of such facilities as classrooms and laboratories and of equipment X Consolidation of the scholarship system
		Strengthening of the research function	<ul style="list-style-type: none"> ⊙ See Intermediate Target 1.2.2 – Strengthening of research and technological development ⊙ Fostering of researchers ⊙ Arrangement of seminars and workshops on the outcomes of the studies/research of universities
		Improvement of management	<ul style="list-style-type: none"> Formulation of guidelines for project implementation by higher educational institutions on agriculture X Improvement of the capability of administrative staff X Securing and deployment of the required number of teaching and administrative staff Establishment of a management/operation/maintenance system for equipment/laboratories
		Strengthening of the	○ Collaboration with the agriculture extension system

Development Objectives	Mid-term Objectives		Sub-targets of Mid-term Objectives	Examples of Project Activities	
			collaboration with related organizations and local authorities/communities		
			Strengthening of the functions as the centre of extension	X Collaboration with agricultural colleges in advanced countries and consolidation of the system to send people abroad for study purposes Strengthening of the collaboration with agricultural research institutes and the private sector Strengthening of the collaboration with local authorities/communities	
2. Stable food supply	2.1 Formulation of food supply and demand policies		Understanding of the state of nutrition of the people	Implementation of a national nutrition survey Improvement of the capability to analyse the state of nutrition Fostering and deployment of community workers	
			Improvement of statistics on food production and distribution	O See the relevant example under Intermediate Goal 1.1 – Improvement of agricultural statistics	
			Selection of staple foods	X Establishment of a food supply and demand model X Improvement of the capability to analyse statistics	
			Improvement of the laws and systems related to distribution and markets	X Assistance for the establishment/improvement of laws	
			Implementation of a price control policy for agricultural products	O Establishment of a system to stabilise the prices of agricultural products	
			Formulation of a food storage programme	O Formulation of a master plan for food storage	
	2.2 Improvement of the food distribution function			Improvement of the hard infrastructure for the distribution market	⊙ Improvement of trunk roads and railway lines O Improvement of feeder roads O Improvement of the food collection and shipment facilities and the retail as well as wholesale markets
				Management and use of distribution facilities and equipment	O Improvement of the management capacity of distribution facilities O Establishment of a maintenance system
				Improvement of the market distribution information system	X Establishment of a food inventory information gathering system O Establishment of a food price information system
				Improvement of the transportation system	X Formulation of a public transport system improvement plan X Fostering of private transporters
				Improvement of the storage system	O Improvement of storage warehouses
	2.3 Improvement of the import system			Improvement of the quarantine system	O Improvement of the testing and inspection facilities O Training of inspectors
				Improvement of infrastructure	O Improvement of coastal facilities and the road as well as railway networks Establishment of a maintenance system
	2.4 Appropriate use of food provided as aid			Establishment of a system to distribute food provided as aid	X Establishment of an emergency aid method to deal with natural disasters X Establishment of a food aid system for the relief of the poor X Establishment of distribution routes and means
Establishment of a monitoring system				X Establishment of a monitoring method	
3. Promotion of vigorous rural areas	3.1 Promotion of policies related to rural development		Improvement of the coordination/ implementation capacity at the national level	⊙ Fostering of capable administrators O Facilitation of the understanding of participatory development ⊙ Formulation of participatory village development plans	

Development Objectives	Mid-term Objectives		Sub-targets of Mid-term Objectives	Examples of Project Activities
			Improvement of the coordination/ Implementation capacity at the local level	<ul style="list-style-type: none"> ⊙ Fostering of capable local administrators ⊙ Demonstration of participatory village development
	3.2 Increase of non-agricultural income		Assistance for the fostering of village commerce and industries	<ul style="list-style-type: none"> ○ Fostering of cooperatives for each type of business X Improvement of the marketing facilities
			Provision of vocational training opportunities	○ Provision of vocational training opportunities
			Compilation and supply of information on rural employment	X Establishment of an information gathering and supply system
			Introduction and extension of the production activities of unique products	<ul style="list-style-type: none"> ○ Improvement of the production technologies of unique products ○ Introduction of the one village-one product movement Implementation of exhibitions (contests)
			Improvement of rural finance and the supply of information	○ (See the relevant example under Intermediate Goal 1.2.4)
	3.3 Promotion of the agricultural product processing industry		Introduction of processing facilities	○ Introduction/improvement of processing facilities
			Fostering of private processing companies	<ul style="list-style-type: none"> ⊙ Assistance for the development of processing technologies Training of engineers
			Establishment of safety standards for processed products	<ul style="list-style-type: none"> ○ Establishment of a safety system and standards for processed foods X Extension of the safety standards for processed foods
			Improvement of the marketing capacity of processed agricultural products	<ul style="list-style-type: none"> X Establishment of a market information supply system X Assistance for the introduction of IT at chambers of commerce and industry and their networking
	3.4 Improvement of rural infrastructure		Improvement of rural roads	<ul style="list-style-type: none"> ⊙ Design and construction of rural roads ⊙ Maintenance of rural roads
			Improvement of rural electrification and water supply facilities	<ul style="list-style-type: none"> ○ Improvement of the power supply system ⊙ Drilling of wells for service water; use of surface water as service water
			Improvement of communication infrastructure, including the telephone system	X Improvement of the telephone, postal and radio communication systems
			Implementation of public works in communities	<ul style="list-style-type: none"> ○ Improvement of health clinics and medical facilities in villages (see Intermediate Goal 3.2 under Poverty reduction) ⊙ Establishment of schools and village halls (see Intermediate Goal 3.1 under Poverty reduction) X Establishment/improvement of household waste treatment facilities
	3.5 Conservation of the rural environment		Promotion of the environmental conservation of forests, rivers and coasts	<ul style="list-style-type: none"> ○ Understanding of (survey on) the present conditions of farmland and the natural ecosystem and pursuit of sustainability (terraced field protection policy, etc.) ⊙ Incorporation of environmental protection in rural development policies X Study on the rural environment and training of researchers as a part of higher education X Enhancement of amenities and leisure opportunities (improvement of stock farmers, introduction of footpaths to enjoy nature and river improvement, etc.) ○ Rural tourism development projects

Development Objectives	Mid-term Objectives		Sub-targets of Mid-term Objectives	Examples of Project Activities
	3.6 Promotion of the improvement of rural life		Development of an extension system	<ul style="list-style-type: none"> ⊙ Improvement of awareness among agricultural extension workers ○ Training of agricultural extension workers and others
			Improvement of the extension method	<ul style="list-style-type: none"> ○ Development/improvement of manuals and teaching materials ○ Various types of participatory projects (strengthening of communities)
	3.7 Promotion of communal activities		Promotion of village activities	<ul style="list-style-type: none"> ⊙ Projects to strengthen various organizations (agricultural cooperatives, water associations and producers' unions, etc.)
			Handing down of cultural heritage	<ul style="list-style-type: none"> X Studies on traditional arts and culture in rural areas; projects to revitalise such arts and culture
			Promotion of various proposed projects	<ul style="list-style-type: none"> ○ Projects to vitalise the activities of youth groups and women's groups, etc. ○ One Village, One Product Movement ○ Micro finance and campaign to promote savings
	3.8 Improvement of the health standard of people		Consolidation of the health/medical care services	<ul style="list-style-type: none"> ○ See Intermediate Goal 3.2 under Poverty reduction
			Spread of health knowledge	<ul style="list-style-type: none"> ○ See Intermediate Goal 3.2 under Poverty reduction
			Prevention and control of HIV/AIDS	<ul style="list-style-type: none"> See the effective approach for HIV/AIDS control measures
	3.9 Improvement of the educational standard of people		Consolidation of basic education	<ul style="list-style-type: none"> ○ See the effective approach for basic education
			Expansion of educational services	<ul style="list-style-type: none"> See Intermediate Goal 3.1 under Poverty reduction
			Promotion of the understanding of education	<ul style="list-style-type: none"> See Intermediate Goal 3.1 under Poverty reduction

- ⊙ : In the case where there are at least five projects where any example of an activity is included as a project goal
In the case of the dispatch of individual experts and/or JOCV members, at least 10 experts/JOCV members have been dispatched.
- : In the case where a project incorporating any example of an activity as a project goal exists
: Although any example of an activity is not included as a project goal, it is included as an element of the project
- X : In the case where there is no precedence or only a short-term expert or project planner has been dispatched