

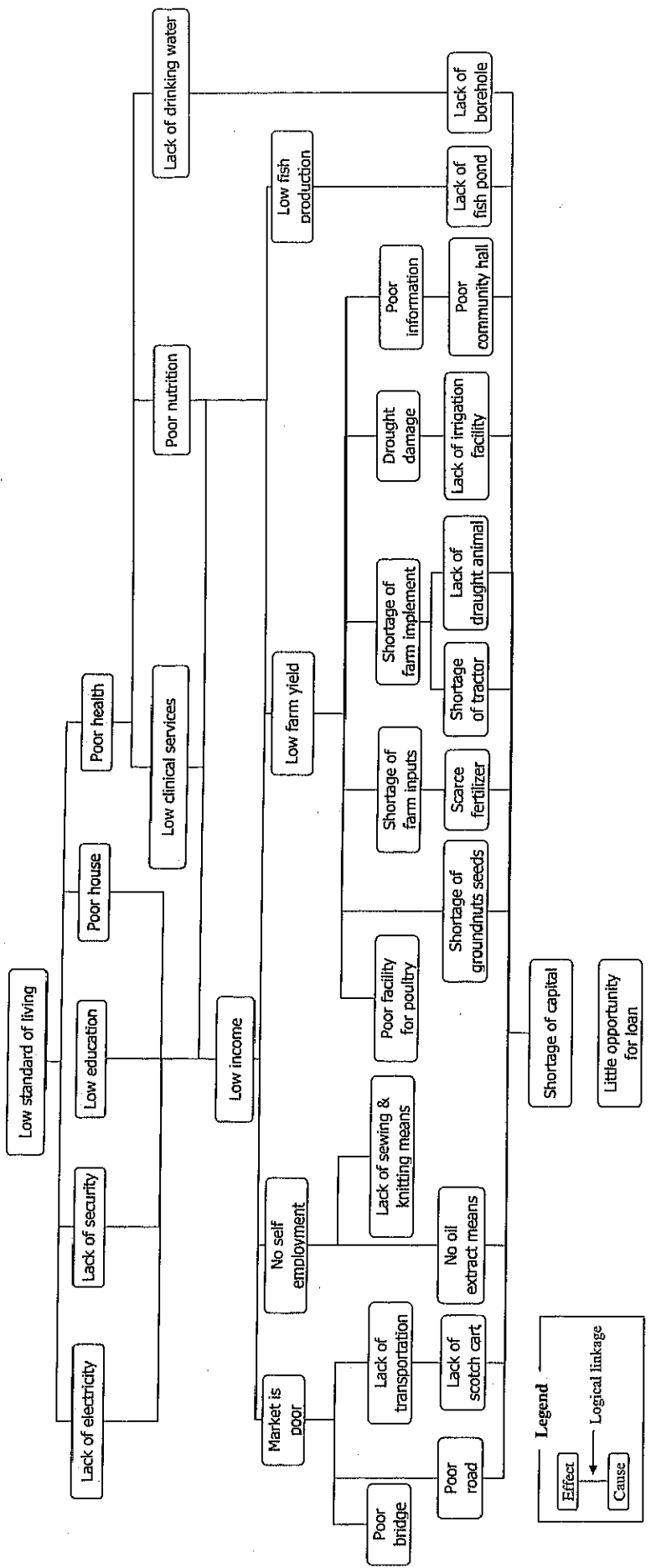
添付資料-4 活動工程表 (Plan of Operation) の事例

No	ACTIVITIES		SCHEDULE			EXPECTED RESULT (OUTPUTS)	RESPONSIBLE PERSON	INPUTS			CONDITIONS
	MAIN	SUB	DURATION	STARTING Day.	ENDING Day			PERSONNEL	GOODS	FUNDS (K)	
1.	Construction of community hall	1.Mobilisation of local material 2.Purchase of materials 3.Construction work	1 Week 1 week 3 Weeks	1-8-99 1-8-99 1-8-99	8-8-99 8-8-99 24-8-99	All necessary materials available	1.Chairman 2. C.E.O 3.Mr Fute	Community Chairman Community	R&B sand Stones Cement Iron sheets, nails etc	200,000 200,000 6,184,500	Availability of transport Availability of transport 315 md of villagers participation
2.	Construction of storage shade	1.Mobilisation of local material 2.Purchase of materials 3.Construction work	1 week 1 week 1 month	1-9-99 1-8-99 9-9-99	8-9-99 8-8-99 15-10-99	All necessary materials available	Gumbohl.Lazarous Mutinta 2.C.E.O 3.Chairman	labourCommunity Mr. L.Mutinta Community	R&B/sand stones, Cement, tools, iron sheets, nails etc.	200,000 250,000 5,716,000	Availability of transport Availability of transport Availability of community labour
3.	Construction of weir dam	1.Mobilisation of local material 2.Purchase of materials 3.Construction of weir	1 week 1 week 1 week	16-10-99 1-8-99 16-10-99	23-10-99 8-8-99 15-11-99	All necessary material available	Mukosi 2. C.E.O 3.Mr L.Mutinta	Community L. Mutinta Community	R/sand B/sand stones Cement, tools etc. Transport	100,000 150,000 850,000	Availability of transport Availability of transport 315 md of villagers participation
4.	1. Purchase of donkeys 2. Hiring and maintenance		1 week	25-8-99	30-8-99	Donkeys	1. C.E.O 2.Mr.Ndhlovu	Mr.Ndhlovu Committee	Allowance Donkeys	250,000 500,000 2,400,000	Availability of transport Stock permit Animal feed, water during transport

添付資料-4 活動工程表 (Plan of Operation) の事例

5.	1. Purchase of sewing machines, fertilisers and s/flower 2. Operation and maintenance of sewing machines 3. Distribution and recovery	2 weeks 3 years	16-10-99	30-10-99	Sewing machines, fertilisers, s/flower seed available	1. C.E.O 2. Mrs Ruzani 3. Mr Namukombo	Mrs Ruzani Women's committee Committee	Sewing machines fertiliser s/flower seed, Rumpress	200,000 1,550,000 3,200,000 410,000	Availability of transport
6.	1. Grading of road 2. Road maintenance	1 week	1-8-99	8-8-99	All roads graded in the village	1. Mr Ruzan 2. D. Mukosi	Community Committee & community		750,000	
7.	Training 1. Crop production 2. Care & management of donkeys 3. Care & maintenance of sewing machines 4. Care & maintenance of Rampress	4 days				1. C.E.O 2. C.E.O 3. C.E.O 4. C.E.O				

添付資料-5 ムクニヤ村における問題樹の事例



(注) 当PDMは最初の村、ムクニヤで作成された。正統なPDMから見れば多くの欠陥、矛盾を抱えている。しかし、重要な点は、当問題分析に参加した村民が、自分たちが分析した問題から開発事業を立ち上げたという自覚を持ち得たことである。村では完璧なPDMを作成するのが目的でなく、その過程でオーナーシップが醸成されることこそが最重要である。

添付資料-6 危機管理表の事例

Items	Risk Factors	Risk Reduction Measures	
		Countermeasures a priori (prior to project initiation)	Countermeasures a posteriori (during the implementation)
Villagers	1. Non-cooperation	1.Invite as many villagers as possible to PCM workshop 2.Persuade the village chief for the cooperation of villagers 3.Explain their benefit in prior meetings 4.Find opinion leader	1.Change project components 2.Change schedule 3.Explain again in the meeting 4.Reiterate the relevancy 5.Change the leader
	2. Group conflict	1.Analyze beneficiary groups and stakeholders 2.Coordinate at the Alternatives analysis of PCM workshop	1.Analyze original cause of the conflict 2.Seek as many means as possible
Village Committee	3. Low credibility	1.Have a management training 2.Select members based on the villagers' agreement 3.Set some mechanism to avoid corruption or abuse	1.Meeting with all the villagers to regain the credibility 2.Change the members
	4. Non-transparency	1.Set rule to open all documents 2.Set rule to periodical report to villagers	1.All documents be opened at villagers' meeting
	5. If no capable leader exists	1.P/C to take initiative to lead the committee 2.Change leader in turn 3.Foster young leader	1.Distribute the responsibility among several members
Meeting	6. Low attendance	1.Plan some items of amusement in each meeting 2.Set merit to attend meetings 3.Invite outsiders to meetings	1.Change the meeting time, place, topic, etc.
	7. Irregularity	1.Set regular schedule for meeting 2.Think of some factors to keep the villagers' interests	1.Give more interval time for each meeting 2.Change the meeting time, place, topic, etc.
	8. Non-availability of meeting place	1.Approach school, church, office buildings, etc. 2.Build new community hall by villagers' initiatives	

添付資料-6 危機管理表の事例

	9. Low efficiency at meeting	1. Give guidance about meeting methodology 2. Set time-frame in each meeting 3. Set decision-making mechanism	1. Change chairman by turns 2. Seek objective-oriented meeting
Construct- ion of infra- structure	10. Delay in implementation	1. Prepare plan of operation (PO) as realistic as possible 2. Prepare periodical monitoring system to check the progress 3. Clarify responsible persons for each operation in PO	1. Revise PO according to the delay 2. Change responsible persons 3. Analyze the real causes
	11. Low durability	1. Consult experts 2. Observe similar facilities 3. Give technical training for the concerned persons 4. Invite the experts to the construction sites	1. Change the materials, methodology, design, etc. 2. Invite the experts to the constructed sites
	12. Scarcity of materials	1. Consult experts 2. Conduct simple market research 3. Use only locally available materials wherever possible	1. Change priority of materials to others, which are abundant 2. Change the design
IGA	13. Low service delivery	1. Approach relevant offices and persons 2. Invite them to PCM workshop and village meeting 3. Consider their accessibility to the village	1. Analyze the problems 2. Consider some merit for those who deliver services
	14. Low productivity	1. Consult extension workers or related experts 2. Train field workers for each IGA 3. Obtain relevant information	1. Consult extension workers or related experts 2. Conduct problem analysis of PCM 3. Change the kind of IGA 4. Introduce new IGA

	15. Low profit	1.Study all the prices of products, materials, labour, marketability, etc., as well as costs in each season and market 2.Prepare individual financial plan with book keeping 3.Give training to beneficiaries about book keeping	1.Change the kind of IGA 2.Analyze the market 3.Analyze individual financial balance from his/her record book 4.Introduce new IGA
Seed money	16. Low repayment ratio	1.Set practical plan, conditions, interests, etc. 2.Set penalty for delay of repayment 3.Plan for periodic defaulter's meeting	1.Change the leader 2.Analyze the reasons for non-repayment 3.Discuss individual cases in the meeting
	17. No transparency	1.Set rule to open account book for the members	1.Open the account book at the meeting
	18. Bad management	1.Give book-keeping training 2.Select good leader and members of the village committee 3.Set periodical audit system 4.Observe other group management	1.Change personnel 2.Give special training 3.P/C be involved in the management
	19. Low revolving ratio	1.Prepare schedule for revolving fund 2.Set clear rules for seed money revolving 3.Set up periodical reporting system 4.Set clear responsibility for the committee 5.Have frequent meetings	1.Analyze the real cause of low revolving ratio 2.Discuss in the meeting for the best solution
	20. Misuse of the fund	1.Seek clarity of seed money book keeping 2.Select trustful manager 3.Set periodical audit system	1.Change the manager 2.Introduce stricter audit system 3.Suspend project

添付資料-6 危機管理表の事例

Others	21. Shift of P/C	1.Prepare PDM and PO which can be understood by anybody 2.Submit periodical progress report	1.Have a handing-over meeting at Implementing Agency 2.Visit project site together with the successor
	22. Delay of fund disbursement	1.Seek clarity in the Minutes of Understanding (MOU) 2.Confirm the budget allocation plan in it	1.Request contributor of the budget at the earliest opportunity
	23. Natural hazards or political & social turmoil	1.Consider them at preparation of PDM and PO 2.Give flexibility in schedule according to the possibility of those hazardous events	1.Change schedule according to the situation

添付資料-7 社会調査表一事例

I. General Information

- 1.1 Village name
- 1.2 Name of the house owner, age and sex (M or F)
- 1.3 Interviewee (name,sex, age, Relation with HH head and education)

II. House-hold (HH) Composition

- 2.1 Number of Family members
- 2.2 # adult males 16 years & up
- 2.3 # adult females 16 years & up
- 2.4 Highest education level (a.University, b. College, c. High Sch., d. Secondary, e. Primary)
- 2.5 # adults in permanent employment
- 2.6 Description of employment
- 2.7 # adults in casual/temporary employment
- 2.8 # children
- 2.9 Highest education level amongst children (same as 2.4)

III. House condition

- 3.1 House type, house number and number of bed-rooms in total
- 3.2 Latrine or toilet facilities of the house
- 3.3 Drinking water (source and cleanliness)
- 3.4 Electricity (Yes or No)
- 3.5 Roof materials (a. thatch b. slate c. iron tin)
- 3.6 Wall materials (a. adobe b. read c. wood d. concrete e. other)
- 3.7 Floor type (a. earth b. tyle c. wood d. concrete e. other)

IV. House Economy

- 4.1 Main income sources
- 4.2 Amount of main income per annum
- 4.3 Other sources of income
- 4.4 Amount of other income sources per annum (total of the family)
- 4.5 Savings at the moment
- 4.6 Credits
- 4.7 Debts
- 4.8 Expenditure on food per month
- 4.9 Main assets

V. Standard of Living in average of family member

- 5.1 Clothes (quality and quantity: 5 good pairs=good, 3 good pairs=fair, 1 good pair=poor)

- 5.2 Footwear (shoes=good, tropicals= fair, none=poor)
- 5.3 Health and frequency of ailments per annum (<2=good, <5= fair, >5=poor)
- 5.4 Food (3 meals per day=good, 2 meals = fair, 1 meal = poor)
- 5.5 Education (Secondary and up= good, primary=fair, None=poor)

VI. Farming

- 6.1 Land ownership (1) lease (2) own land (3) borrow from chief
- 6.2 Total land holdings in all types of ownership (ha)
- 6.3 Cultivated land for each main crops (ha) in the last season
- 6.4 Crop rotation system in main farm (e.g. maize-cotton-beans)
- 6.5 Irrigation facility
- 6.6 Farm machineries
- 6.7 Animal holdings (kind and number)
- 6.8 Animal traction (kind of animal, number and attachments)
- 6.9 Average Production (crops and number of bags or kgs)
- 6.10 Production at the last season (crops and bag number or kgs)
- 6.11 Fertilizer usage (1) chemical (2) organic or compost manure
- 6.12 Seed source
- 6.13 Other chemicals used
- 6.14 Total income from the cropping per annum
- 6.15 Total income from other agricultural activities per annum (livestock, fisheries, others)

VII. Needs in agriculture

List three most critical wishes such as; more extension services, higher product prices, need fertilizer, need better seeds, nearer market, irrigation facility, more veterinary services, etc.

VIII. Needs in daily life

List five most critical wishes such as; higher education to children, better food, clinical services in village, better road, better transportation, community hall, better furniture, better house, more job opportunities, more entertainment, electricity, good quality drinking water, sewage system, nearer market, etc.

IX. Future Aspects

Question; Is your life becoming better every year? (the reason and other special remarks)

著者略歴

二木 光（にき ひかる）

1947 年生まれ。66 年萩高等学校卒業、宇都宮大学農学部入学。70 年から在学のまま JICA 青年海外協力隊参加（フィリピン、2 年）。75 年宇都宮大学農学部修士課程修了。78 年から JICA 専門家としてスーダン（2 年）、ボリビア（5 年）、エジプト（3 年 8 ヶ月）、バングラデシュ（4 年）、ザンビア（3 年）、東チモール（半年）等に赴任。90 年より JICA 国際協力専門員、2002 年より 2 年間千葉大学園芸学部非常勤講師。現在、JICA 東南部アフリカ地域支援事務所勤務（ケニア）。農学博士。専門は農村開発、稲作。

古市 信吾（ふるいち しんご）

1963 年鹿児島県生まれ。82 年鹿児島中央高等学校卒業後、茨城大学農学部入学。90 年東京農工大学農学研究科修了。92 年青年海外協力隊参加（ガーナ、2 年）。2002 年まで JICA 筑波国際センター農業分野研修指導員（7 年）。その間 JICA 短期専門家として、モロッコ、ガーナ、マレーシアへ派遣。02 年から JICA 専門家としてマレーシアへ赴任（2 年間）。現在、JICA 東南部アフリカ地域支援事務所勤務（ケニア）。農学修士。専門は農業開発、農業機械、収穫後処理技術、農産物流通。

