

**MINUTES OF MEETINGS
BETWEEN
THE JAPANESE TERMINAL EVALUATION STUDY TEAM AND
THE AUTHORITIES CONCERNED OF
THE GOVERNMENT OF THE ROMANIA
ON
JAPANESE TECHNICAL COOPERATION
FOR
THE IMPROVEMENT OF FARM MANAGEMENT BY
DEVELOPING AGRICULTURAL COOPERATIVES**

The Japanese Terminal Evaluation Team (hereinafter referred to as “the Team”) organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”) and headed by Mr. Yukio Yokoi, visited the Romania from 22 September to 3 October 2008, for the purpose of the terminal evaluation for the Improvement of Farm Management by Developing Agricultural Cooperatives (hereinafter referred to as “the Project”).

During its stay in Romania, the Team exchanged views and had a series of discussions with the Romanian authorities.

As a result, both Japanese and Romanian sides agreed upon the issues referred to in the document attached hereto.

On the recommendation in the Terminal evaluation report, the authorities concerned agreed with the items in the attached document to be implemented.

Bucharest, 3 October 2008



Mr. Yukio YOKOI
Leader
Terminal Evaluation Study Team
Japan International Cooperation Agency



Ms. Mihaela Claudia LUCA
Undersecretary of State
Ministry of Agriculture and Rural Development



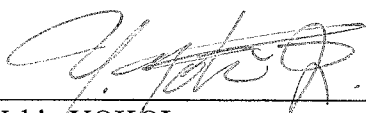

Mr. Fumio MIYAGAWA
Resident Representative
JICA/JOCV Romania Office
Japan International Cooperation Agency



Dr. Viorel MORARESCU
General Director
National Agency for Agricultural Consulting

**JOINT TERMINAL EVALUATION REPORT
ON JAPANESE TECHNICAL COOPERATION
FOR THE IMPROVEMENT OF FARM MANAGEMENT
BY DEVELOPING AGRICULTURAL COOPERATIVES**

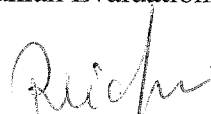
3 October 2008



Mr. Yukio YOKOI
Leader
Japanese Evaluation Team



Mr. Florin BEIU
Leader
Romanian Evaluation Team



Dr. Ruxandra CIOFU
Agricultural Cooperatives
Romanian Evaluation Team



Mr. Bogdan ALECU
Evaluation Management
Romanian Evaluation Team

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1. OUTLINE OF THE PROJECT

1-1. Background of the Project

In Romania, agriculture is the one of the major branches of the economy, accounting for 13% of GDP and approximately 36% of the population is engaged in the sector. “National Agriculture and Rural Development Plan 2000-2006” is aiming to improve the income imbalance between urban area and rural area through improvement of production technique, and consolidating the system of agricultural market and land use efficiency.

After the revolution in 1989, the Production Agricultural Cooperative (CAP) has been disorganized and privatization of farmland ownership was promoted. As the result, it created over 4 million of small landowner producers holding 2.3ha farmland in average. However, many producers have not found the proper access to the agricultural market and their financial situation has been getting worse.

To address these issues, the Government of Romania (GOR) requested support of the Government of Japan (GOJ) under the form of technical cooperation. Responding to the request, JICA dispatched a long-term expert and short-term experts to National Agency for Agricultural Consulting (ANCA) to improve farm management through developing the agricultural cooperative system by conducting seminar and technical trainings since 2001 to 2004. In addition, the country-focused training course on “Organization and Business of Agricultural Cooperative” was conducted from 2002 to 2004 for the participants from Ministry of Agriculture and Rural Development (MARD), ANCA and County Office for Agriculture Consulting (OJCA). With such a series of cooperation, the foundation for promotion of agricultural cooperatives in Romania was established.

GOR enacted Agricultural Cooperative Law on 22 January 2005, supporting to establish agricultural cooperatives operated democratically, which is broadly perceived as a fruit from Japanese cooperation. GOR further requested GOJ a technical cooperation project to improve farm management through developing agricultural cooperatives and training instructors necessary to strengthen them.

The Record of Discussion of the Project was signed on 23 May 2006 and the Project which is for two and a half years commenced in June 2006.

1-2. Summary of the Project

The Project design is stipulated as follows:

(1) Overall Goal

Agricultural income of farmers belonging to model type agricultural cooperative increases through appropriate services.

(2) Project Purpose*

Agricultural activities in model type agricultural cooperatives are rationalized.

(3) Outputs

- 1) The personnel for the establishment and management of agricultural cooperatives are improved in their capacity.
- 2) The policy and rules for the establishment and management of agricultural cooperatives are made.

3) The services of agricultural cooperatives are established.

*See Annex-1 for the modified Project Design Matrix (PDM), which includes more detailed description such as project activities and indicators.

*Project Purpose was modified to clarify the definition of area at Mid-term evaluation.

2. EVALUATION OF THE PROJECT

2-1. Objectives of Evaluation

The objectives of the Terminal Evaluation are:

- (1) To examine the degree of achievement, overall effects and strategies of the Project based on the R/D, the PDM, and the PO;
- (2) To evaluate the Project in terms of the five criteria mentioned below;
- (3) To make recommendations on necessary arrangements to be conducted for i) the successful completion of the Project and ii) the sustainable development after the Project completion.

2-2. Methods of the Evaluation

The Project was evaluated by the Romanian and Japanese evaluation teams (hereafter referred to as “the Joint Evaluation Team”). It was conducted through the report analysis, field survey, and discussions with officials/staff members concerned based on the five Evaluation Criteria listed below;

(1) Relevance

Relevance measures the extent to which the Project is consistent with the priorities and policies of the target group, recipients and donor.

(2) Effectiveness

Effectiveness measures the extent to which the activities achieve its purpose, or whether this can be expected to happen on the basis of the outputs.

(3) Efficiency

Efficiency measures the output - qualitative and quantitative - in relation to the inputs. This generally requires comparing alternative approaches to achieving the same outputs in order to see whether the most efficient process has been used.

(4) Impact:

Impact indicates whether the Project has had effects on its surroundings in terms of technical, economic, socio-cultural, institutional, and environmental factors.

(5) Sustainability:

Sustainability measures the extent to which the objectives of the Project will continue to be accomplished after the completion of the Project, in other words, the extent to which the groups affected by the Project intend to and/or are able to take charge by themselves to continue accomplishing its objectives.

2-3. Members of the Joint Evaluation Team

(1) Japanese team

Mr. Yukio YOKOI	Leader Deputy Director General, Rural Development Department, Japan International Cooperation Agency (JICA)
Mr. Yukio ABE	Advisor on Agricultural Cooperatives Manager, Training Department, The Institute for the Development of Agricultural Cooperation in Asia (IDACA)
Mr. Hiroyuki TANAKA	Evaluation Management Senior Program Officer, Field Crop Based Farming Area Group, Rural Development Department, JICA
Ms. Junko SAIKAWA	Evaluation Analysis Consultant, KRI International Corporation

(2) Romanian team

Mr. Florin BEIU	Leader Counselor, General Directorate for the Implementation of Agricultural Policies, Ministry of Agriculture and Rural Development
Dr. Ruxandra CIOFU	Agricultural Cooperatives Professor, Dean of Horticulture Faculty, University of Agronomic Sciences and Veterinary Medicine Bucharest
Mr. Bogdan ALECU	Evaluation Management Counselor, General Directorate for Rural Development, Ministry of Agriculture and Rural Development

2-4. Schedule of the Evaluation

The Evaluation was conducted from 22 September to 3 October 2008 for carrying out the following activities:

<i>Date</i>		<i>Activities</i>
22 nd Sep.	Mon	Meeting w/ Japanese Expert Meeting w/ JICA Romania
23 rd	Tue	CC to Embassy of Japan CC to and meeting w/ State Secretary of MARD CC to and meeting w/ General Director of ANCA (Project Director)
24 th	Wed	1st Joint Evaluation Committee meeting - Evaluation framework and procedure - Presentation by C/P Meeting w/ ANCA
25 th	Thu	Move to Salaj
26 th	Fri	Meeting w/ OJCA and a pilot agricultural cooperative (Transilvania Ovicarn Cooperative, Salaj) - Explanation of evaluation framework - Interview based on questionnaire Move to Suceava
27 th	Sat	Meeting w/ OJCA and a pilot agricultural cooperative (Tarina Cooperative, Suceava) Move to Brasov
28 th	Sun	Preparation of draft evaluation report
29 th	Mon	Meeting w/ OJCA and a pilot agricultural cooperative (Escarprod Cooperative, Brasov) Move to Focsani
30 th	Tue	Meeting w/ OJCA and a pilot agricultural cooperative (Plaiul Faraoane le Cooperative, Vrancea)

1 st Oct.	Wed	Meeting w/ a pilot agricultural cooperative (Agroecologica 2002, Ilfov) 2nd Joint Evaluation Committee meeting - Discussion about draft evaluation report
2 nd	Thu	3rd Joint Evaluation Committee meeting - Finalization and Signing of evaluation report
3 rd	Fri	Joint Coordination Committee Report to Embassy of Japan Report to JICA Romania

2-5. List of Personnel Visited by the Joint Evaluation Team

<MARD>

Ms. Cornelia Mihai Secretary of State
Dr. Mihalcea Teodor Director General

<ANCA>

Dr. Morarescu Viorel Director General
Mr. Mihalache Mihail Director, Vocational Training and Producers Association
Directorate
Mr. Oancea Bogdan Gabriel Counsellor
Mr. Deciu Mircea Counsellor
Ms. Monica Staicu Counsellor

<OJCA>

Mr. Zsigmond Alexandru Director Executive, OJCA Salaj
Mr. Seichei Silaghi Dorez Deputy Executive Director, OJCA Salaj
Ms. Georgeta Danila Deputy Executive Director, OJCA Suceava
Mr. Rosu Ion Executive Director, OJCA Vrancea

<Agricultural Cooperatives>

Mr. Ardelean Dumitru President, Transilvania Ovicarn, Salaj
Mr. Olariu Vasile President, Tarina, Suceava
Mr. Marcel Macris President, Escarprod, Brasov
Mr. Stanescu Constantin President, Plaiul Faraoanele, Vrancea
Mr. Alexandru Ion Vice President, Agroecologica 2002, Ilfov

<Embassy of Japan>

Mr. Yoshinobu Higashi Ambassador of Japan
Mr. Shinichiro Baba First Secretary

<JICA Romania Office>

Mr. Fumio Miyagawa Resident Representative
Mr. Faure Agachi Senior Program Officer

<Japanese Expert>

Mr. Hiroshi Terunuma Expert

3. ACHIEVEMENTS OF THE PROJECT

3-1. Achievement of Inputs

See as attached in Annex-2.

3-2. Achievement of Activities

The Project has undertaken several activities for generating the following outputs:

- 1) Output 1: The personnel for the establishment and management of agricultural cooperatives are improved in their capacity.
- 2) Output 2: The policy and rules for the establishment and management of agricultural cooperatives are made.
- 3) Output 3: The services of agricultural cooperatives are established.

Planned activities and those which have been undertaken are summarized as in Annex-3 and as follows.

3-2-1. Activities for Output 1

(1) Guidelines/Manuals

Several guidelines and manuals on establishing and managing agricultural cooperatives have been prepared, distributed, and utilized at seminars/trainings (Refer to Annex-4 (1) for details). While most of them are the results of Japanese expert's own work, Romania counterparts have made partial contribution to a few materials.

Manual for directors of agricultural cooperatives and textbook of farmers' bookkeeping will be published shortly.

While most of them are the results of Japanese expert's own work and voluntary services from an accounting consultant, C/Ps made partial contribution to these materials.

(2) Seminars/Trainings

Series of seminars and trainings were undertaken by the Project for OJCA staff and producers (potential initiators/core members for agricultural cooperatives) as follows (Refer to Annex-4(2) for details):

1) Seminars on Establishment and Management of Agricultural Cooperatives (November and December 2006): establishment procedures, management of agricultural cooperatives, and Japanese experiences of agricultural cooperative business.

2) Seminars on Financial Management and Accounting of Agricultural Cooperatives (October 2007): Japanese experiences on agricultural cooperatives, financial management of agricultural cooperative, and accounting system of agricultural cooperative.

3) Seminar on marketing of fruits/vegetable and livestock products and food safety (February 2008): marketing of fruits/vegetables/livestock products and opportunities for discussing establishment of branch unions.

4) Seminar on current situation of agricultural cooperatives in Romania and relevant issues (June and July 2008): lessons learned from Japanese experiences and discussion for revision of Agricultural Cooperative Act.

5) Technical seminars for directors and members of agricultural cooperatives

In order to assure the proper understanding of financial statements for core members of agricultural

cooperatives, seminars are to be held at 3 local sites by the end of the Project. A textbook of farmers' bookkeeping will be prepared for the seminars shortly.

3-2-2. Activities for Output 2

(1) Support for registration process

Preparation of profile as well as by-law is required for establishment of an agricultural cooperative and its registration. Japanese experts and ANCA staff as well as respective OJCA staff have given guidance to initiators for registration through manuals/guidelines and seminars/trainings, as well as actual visits to them. Records of visits are shown in the Annex-4 (3).

(2) Support for preparation of business and management plans

Japanese experts and ANCA counterparts, together with respective OJCA staff have visited agricultural cooperatives, mainly pilot cooperatives to help preparation of their business and management plans through discussion and provision of comments on draft ones if any.

Records of visits are shown in the Annex-4 (3).

3-2-3. Activities for Output 3

(1) Inventory of service needs for farmers and cooperatives

While specific inventory has not been prepared for this purpose, the Project (Japanese experts and ANCA counterparts) have provided proper occasions for market issues including new business ideas through seminars/trainings (e.g. seminars on marketing of fruits/vegetable and livestock products and food safety) as well as actual visits to them. Records of visits are shown in the Annex-4 (3).

(2) Support for implementation of business and management plans

In order to facilitate the implementation of business and management plans, the Project (Japanese experts and ANCA counterparts) have supported directors of agricultural cooperatives to prepare their internal regulations on joint activities of marketing, purchasing, and facility use, through seminars/trainings (e.g. seminar on current situation of agricultural cooperatives in Romania and relevant issues) and provision of advices at the time of their visits to the cooperatives.

Aside from the Project activities, ANCA itself has conducted seminars for OJCA staff on procedures of applying for funds through NRDP. Then, OJCA staff have provided the corresponding agricultural cooperatives with the relevant information and advices on how to apply for funds through NRDP and other funds.

(3) Provision of information of market channel, suppliers of input and services

As their regular activities, respective OJCA staff provide information on market channel and suppliers of inputs and services to agricultural cooperatives on request basis. Also, some occasions have been provided by Japanese experts to arrange the visits of foreign companies (Japanese and European) to Romanian agricultural cooperatives.

(4) Monitoring of agricultural cooperatives

Monitoring efforts have been made for activities of agricultural cooperatives, but the situations are yet to be improved. For example, the monthly monitoring by respective OJCA staff on agricultural cooperatives

has started in response to the recommendations of the Mid-term Evaluation, the system has not properly functioned. In addition, the information obtained from actual visits to the cooperatives have not been systematically compiled and shared among the personnel concerned.

(5) National Conference of Agricultural Cooperatives

First national conference of agricultural cooperatives was held on 26-28 June 2008 at Sibiu with the following objectives:

- To confirm the basic direction of agricultural cooperatives and to enhance recognition on agricultural cooperatives by appealing its existences to inside and outside the country
- To facilitate establishing branch unions and a national union to promote agricultural policy activities necessary for protecting the benefits of their members
- To promote joining in the International Co-operative Alliance (ICA) to obtain international backup supports for agricultural cooperative activities in Romania

The conference was attended by a director from MARD, 4 staff from ANCA, 2 Japanese experts, 28 representatives from 22 OJCA, and 28 representatives from 26 agricultural cooperatives. Details of participants as well as of agendas are shown in the Annex-4 (2).

(6) Advisory Meeting for Promotion of Agricultural Cooperatives

In order to promote establishing an advisory group for sustainability of future activity, a meeting was held on 13-14 July 2008 at Constanta. The core participants are those who received trainings in Japan including the ones prior to the Project. In addition, there were participants from universities, ministries, and agricultural cooperatives, who can give advices on further developing agricultural cooperatives to ANCA, OJCA and agricultural cooperatives after completion of the Project.

The meeting was also attended by 2 staff from MARD, a Japanese expert, a JICA officer, 2 ANCA staff, 9 OJCA staff, and 4 representatives from agricultural cooperatives. In the meeting, members of a preparatory committee were selected for the establishment of the advisory group, and it was decided that a secretariat office would be established in ANCA to this end.

3-3. Achievement of Outputs

3-3-1. Output 1: The personnel for the establishment and management of agricultural cooperatives are improved in their capacity.

As mentioned above, the Project has undertaken several activities such as preparation/distribution of guidelines/manuals, provision of trainings/seminars, and actual visits to agricultural cooperatives to give guidance, for enhancing capacity of the personnel concerned. Extent of achievement of output 1 in terms of indicators in the PDM could be confirmed as follows:

- Several manuals/guidelines covering important issues were prepared and distributed by the Project.
- Series of seminars/trainings were provided to ANCA counterparts, OJCA staff, and core members of agricultural cooperatives.
- ANCA counterparts: According to interview with some of them, they recognize that their knowledge and capacity have been enhanced through the Project activities.
- OJCA staff: According to questionnaire survey (see Annex-5 (1) (2)), most of them responded that they were satisfied with seminars/trainings and manuals/guidelines, and obtained new knowledge

which have been utilized for their work. ANCA counterparts observe that capacity of OJCA staff have been enhanced in dealing with problems, which leads to speedy procedures. Their capacity enhancement is proven, for example, by an OJCA staff who has made substantial contribution in establishing 7 agricultural cooperatives in two years.

- Directors of agricultural cooperatives: According to questionnaire survey (see Annex-5 (1) (2)), most of them responded that they were satisfied with seminars/trainings and manuals/guidelines, and obtained new knowledge which have been utilized for their work. During ANCA counterparts' visits to agricultural cooperatives as well as seminars/trainings, they observed enhancement in understanding level of cooperative directors.

Therefore, it could be thought that capacity of the personnel concerned have been enhanced, thus this output has been achieved.

3-3-2. Output 2: The policy and rules for the establishment and management of agricultural cooperatives are made.

According to information of the ANCA, 173 agricultural cooperatives have been so far registered, 124 out of which have received at least some guidance by respective OJCA's. All these cooperatives prepared their own by-laws as required prior to the registration. In addition, 86 out of these 173 cooperatives have prepared their business and management plans (Please refer to Annex-6).

"Level of understanding by directors of agricultural cooperatives on making financial statements" is set as an indicator for output 2 in the PDM. Self-evaluation of directors of some pilot agricultural cooperatives as well as comments from a Japanese expert and ANCA counterparts prove that directors' understanding level for making financial statements have been enhanced through the Project activities, especially provision of "textbook of financial management of agricultural cooperatives and accounting system" and related seminars.

Judging from these facts, it could be said that the rules for establishing and managing agricultural cooperatives have been established to certain extent.

3-3-3 Output 3: The services of agricultural cooperatives is established.

As far as the ANCA grasps, 75 agricultural cooperatives have already started implementing their business and management plans. Table in Annex-7 shows the current status of pilot agricultural cooperatives. Though progress differs depending on respective pilot projects, most of them have formulated their internal regulations, and started providing services such as joint purchasing, joint marketing, and joint use of facilities (agricultural machinery, packaging facility, processing facility) to their members.

Therefore, it could be thought that the services of agricultural cooperatives, especially of the pilot ones, have been established to certain degree, thus this output has been achieved.

3-4. Achievement of Project Purpose

The selected pilot agricultural cooperatives have prepared and implemented business and management plans, and started providing several services to their members. Their activities on joint purchasing and joint marketing seem to have contributed to ensuring access to supplier as well as markets, improving

purchasing and marketing prices, increasing sales volumes, and accordingly obtaining profits, as can be observed in the following cases as examples:

- Cooperative Agricola Transilvania Ovicarn is constructing a sheep slaughter house with SAPARD-II fund, which will start its operation this coming December. Currently, sheep-raising farmers have the only option to sell their live sheep to middlemen at relatively cheaper prices, but when the slaughter house starts its operation, the farmers could benefit from higher and more stabilized sale prices.
- Tarina Coopeativa Agricola, dealing in vegetables, installed packaging and processing facilities with fund through APIA. This cooperative has concluded contracts to sell their vegetables directly to public child shelters, which have stabilized prices and ensured sale volume. Actually, total sale volume of this cooperative has shown substantial increase since its establishment.

Judging from these situations, it could be said that services/activities of the pilot agricultural cooperatives have contributed to rationalizing farm and business activities of their member farmers, thus the project purpose will be achieved by the end of the project period.

3-5. Implementation Process

Several problems regarding the project implementation process were pointed out at the Mid-term evaluation (December 2007). The changes and current situation can be observed as follows:

- Selection of the pilot agricultural cooperatives, which took time at early stage, was finalized, meaning that the solid and necessary basis for undertaking project activities in the remaining period was established.
- The activities for the pilot agricultural cooperatives were not clearly distinguished in relevant documents from those for other cooperatives, which impaired effective evaluation to some extent.
- Certain improvement has been made in involvements of the Romanian counterparts with the project activities through the increase in number of counterparts, specification of responsibilities for each as well as establishment of regular meetings in ANCA.
- Although regular meetings made considerable contribution for project management purpose, plans/schedules of the project activities and their achievements are not sufficiently documented and shared among the concerned personnel. In some occasions, the important information was not shared even between Japanese experts and ANCA counterparts although it happened unintentionally.
- Information sharing among related entities (MARD, OJCA, agricultural cooperatives) on their roles/responsibilities as well as decision making is yet to be improved, especially in a written form.

4. RESULTS OF THE EVALUATION

4-1. Relevance

Project is still relevant in view of consistency with Romanian development policies, Japanese ODA policies, and the needs of the target group, as follows:

(1) Relevance to Romanian Development Policy

“*National Rural Development Program 2007-2013*” of GOR stipulates that collaborative works through producer groups including agricultural cooperatives should be enhanced to increase competitiveness of agricultural products in markets and thereby result in increase in producers’ income.

Since Romania joined in EU in January 2007, the EU agricultural policy funds became major financial support to Romanian farmers. Formation of associative forms increases the eligibility for these EU funds, even though it is not strict requirement.

(2) Relevance to Japanese ODA Policy

Promotion of agricultural cooperatives in the Project is in line with one of the development issues of “agriculture development” as recognized in “*JICA Country Program for Romania (December 2005)*”.

(3) Consistency with Needs of the Target Groups

After disorganization of former agricultural structure (i.e. State Agricultural Enterprises and Production Agricultural Cooperatives) in Romania due to the revolution in 1989, peasant farmers had difficulties to enhance their agricultural productive efficiency. Though many farmer associative forms were established, most of them were weak in institutional and financial management. Since staff of ANCA and OJCA had little experience of guiding agricultural cooperatives, needs for training them as appropriate service providers for agricultural cooperatives/farmers is high. In this regard, the Project which aims at increasing income of farmers by developing agricultural cooperatives through providing seminars, trainings, and guidance to staff of ANCA and OJCA as well as members of agricultural cooperatives could be said to respond to those needs.

While provision of seminars, trainings, and manuals/guidelines targets at all OJCA and agricultural cooperatives, the Project selected pilot agricultural cooperatives which could be model cases. Since they were selected considering i) financial condition, ii) business performance, iii) management power, iv) leadership, v) member participation, vi) notified as a producer group, and these pilot cooperatives play major roles for establishing the unions, their selection could be regarded as reasonable.

4-2. Effectiveness

As mentioned above, the outputs as well as the project purpose will be achieved by the end of the project period.

The Project, despite its short period of time, has brought positive and considerable changes to farmers, in terms of improving their farm management through developing agricultural cooperatives. These changes have emerged through the three expected outputs and activities for achieving these outputs (capacity enhancement of the concerned personnel, supports for establishment of the cooperatives, and supports for management of the cooperatives). Actually, large number of agricultural cooperatives have

been established, some of them have started their business, and accordingly, profits of their member farmers are observed in some cases.

Thus, effectiveness of the Project could be thought high.

4-3. Efficiency

4-3-1. Efficiency of Inputs

(1) Inputs of Japanese Side

1) Japanese Experts

Experts (a long-term expert and two short-term experts) have been dispatched appropriately in consideration of their expertise, timing and period. Especially, short-term experts (financial management of agricultural cooperatives and business planning) were dispatched to provide guidance at seminars/trainings and actual visits to agricultural cooperatives, in accordance with progress of developing agricultural cooperatives.

2) Training in Japan

Trainees were selected from counterpart personnel of ANCA, staff of OJCA, and directors of pilot agricultural cooperatives and other ones which would possibly have collaboration with the pilot ones. Thus, it seems that sufficient trainings were provided to different groups concerned with the Project.

According to the interview with ANCA counterparts, they perceive that knowledge and experiences obtained from trainings in Japan have been utilized for their work, such as those on establishment of unions, business/management plan (short-term and long-term), and stores run by cooperatives.

According to questionnaire survey (see Annex-5(4)) for OJCA staff and directors of agricultural cooperatives who participated in trainings in Japan, nearly all of them responded that they were satisfied with trainings and obtained new knowledge which have been utilized for their work regarding developing and managing agricultural cooperatives. It is observed that some of the participants have shown substantial improvement in the activities after their training in Japan. In case of OJCA Vrancea, as many as 17 cooperatives have been established in the region so far with active supports by OJCA.

3) Equipments

Equipments (laptop computers, printers, and multimedia projectors) have been provided to some of OJCA's and agricultural cooperatives. These OJCA's were selected considering their performance in supporting establishment of agricultural cooperatives, judging from the number of established cooperatives. The agricultural cooperatives were selected considering their early establishment in respective counties with the expectation of becoming models. These equipments are in good condition and sufficiently utilized for training and reporting in OJCA's and for accounting procedure and preparation of business/management plan in agricultural cooperatives.

(2) Inputs of Romanian Side

1) Assignment of C/Ps

Romanian counterpart personnel were assigned from several divisions, considering their English communication abilities. In this team, some factors, which include relatively less professional experiences of younger staff, vague demarcation of responsibilities, and leaves and changes of some

staff in early stage, hampered the smooth management of the Project. However, in response to the recommendations of the Mid-term Evaluation, the number of counterparts increased from four to five, three out of them became full-time ones, and roles and responsibilities of respective counterparts were determined and shared, which have improved the situation.

2) Local Cost Expenditure

Sufficient amount of budget have been allocated to the Project from regular budget of ANCA. Though there was some delay in disbursement of travel expenses of ANCA counterpart personnel for visiting agricultural cooperatives in early stage, this problem has been solved.

4-3-2. Efficiency of Activities

Manuals/guideline have been prepared and series of seminars/trainings have been undertaken by the Project for ANCA counterparts, OJCA staff, and directors of the agricultural cooperatives. These activities are sufficient and appropriate for achieving the outputs, since they cover important subjects necessary for developing and managing agricultural cooperatives, and most of the respondents for questionnaire survey gave favorable evaluations on these manuals/guideline and seminars/trainings (see Annex-5(1)(2)).

In addition, Japanese experts and ANCA counterparts, together with respective OJCA staff, have visited the agricultural cooperatives to provide guidance. The guidance could be thought sufficient and appropriate for achieving the outputs, judging from the following facts:

- The established agricultural cooperatives have drastically increased within the limited period of time.
- Pilot agricultural cooperatives have prepared and implemented their business and management plans, providing several services such as joint purchasing /marketing and joint facility use.
- Most of the respondents for questionnaire survey (see Annex-5(3)) gave favorable evaluations on this guidance.

However, it can not be said that activities of the pilot agricultural cooperatives and other ones have been properly monitored by the Project. While some efforts were made to improve the monitoring system in response to the recommendations of the Mid-term Evaluation, the system does not seem to be functioning very well and is yet to be improved.

4-4. Impact

4-4-1. Prospect for Achievement of the Overall Goal

Pilot agricultural cooperatives have formulated their business and management plans, and started providing their members with such services as joint purchasing and marketing, and joint use of facilities.

They have also played leading roles in respective areas and product domains, as a result, several agricultural cooperatives have been established around the pilot agricultural cooperatives.

Therefore, it is highly expected that these services could contribute to improvement of business activities of member farmers and increase in their income. The actual increase in total sales volume is observed in some of these pilot cooperatives. Thus, it could be said that achievement of the overall goal is in sight if the continuing and strengthened efforts are made.

4-4-2. Other Impacts

During the project period, an idea has emerged of establishing branch unions of agricultural cooperatives. For instance, branch unions of honey agricultural cooperatives and wine agricultural cooperatives were established in the end of 2007 and June 2008 respectively. In addition, branch unions of vegetable, livestock products, and food grains are under preparation for establishment. Those unions are expected to practice their bargaining power in marketing to increase farmers' income, which will contribute to the overall goal of the Project.

Collaborations with agricultural cooperatives in other countries are also observed as follows:

- Spanish agricultural cooperatives have shown their interests in Romanian agricultural cooperatives. In July 2008, a cooperation agreement was concluded between the Spanish Chamber of Commerce and the ANCA.
- A sheep agricultural cooperative "Cooperative Agricola Transilvania Ovicarne" has come to have a close relationship with a Norwegian agricultural cooperative through introduction of breed-improved male sheep.
- A mushroom agricultural cooperative "Gradul 1 Moldova 2007 AC" has started purchasing fungus from a Hungarian agricultural cooperative.

4-5. Sustainability

4-5-1. Policy Support

National Rural Development Plan (2007-2013) aims to increase producers' income by collaborative works through producer group. Based on the plan, strong policy support for developing agricultural cooperative is expected. In this regard, appropriate guidance and involvement of MARD is essential both at national and local levels.

4-5-2. Financial Aspects

The expenses of the Project have been covered by regular budget (not separated), and development of producer group is clearly stipulated as one of ANCA's major activities. In addition, the NRDP also focuses on the same issue. Therefore, it is highly expected that certain level of ANCA's budget for developing agricultural cooperatives would be ensured, considering the fact that activities for developing agricultural cooperatives has become active and ANCA puts higher priority on developing producer groups including agricultural cooperatives.

4-5-3. Organizational Aspects

It can be observed that capacity of staff of ANCA and OJCA have been enhanced through the Project activities. It is necessary to keep and develop those capable personnel for continuing supports for establishment and management of agricultural cooperatives, in order to ensure further development on this domain.

4-5-4. Technical Aspects

Manuals/guidelines prepared by the Project have been broadly utilized at seminars/trainings. Since these manual/guidelines are technical basis for future development, continuing efforts should be made to improve these materials, in terms of user-friendliness, incorporation of lessons learned, and other related aspects to be identified.

5. CONCLUSIONS

Based on the above findings and evaluation, the Joint Evaluation Committee has concluded:

- 1) While some delay in process was observed in early stage of the Project and also the project could have been more organized, it can be said that the project purpose will be achieved as originally planned before the completion, taking into account the planned activities during the rest of the project period.
- 2) Increasing number of agricultural cooperatives, some development in real business of agricultural cooperatives and further move for creation of unions, as examples, would lay a solid foundation for the future potential development if continuing efforts are made based on the project outcomes.
- 3) As a new EU member, Romania has to overcome difficulties and take advantage of the evolving political and economic environment, and the project outcome has made considerable contributions on this regard.
- 4) Since the achievement of the project purpose is in sight, it is appropriate that the Project closes as planned in the R/D.

6. RECOMMENDATIONS

Several concrete recommendations were made at the Mid-term Evaluation. While certain progress has been made for recommended actions, some other actions have not started yet. Further efforts by the stakeholders are required for the rest of the Project period as well as for after completion of the Project.

Therefore, it is recommended to work on these actions with concerted efforts in the remaining period as well as to definitely undertake measures which could ensure the future directions. Actions mentioned below, especially those underlined, are the core of concrete recommendations.

A. Actions supposed to be made by mid January 2008

- 1) Preparation of a compact document comprehending progress and achievements as well as its sharing among the concerned people
 - i) Efforts have been made to share information among the concerned people through discussions and documents, especially at the regular meetings between Japanese experts and ANCA counterparts, as well as information collection. Such documents should have been compiled, in a comprehensive and easy-to-read way, so that the relevant information could be shared among the concerned people.
- 2) Roles of the pilot agricultural cooperatives
 - i) The roles which the pilot agricultural cooperatives should play have not been clearly documented and shared. An idea has emerged that pilot agricultural cooperatives are supposed to have leading roles for future branch unions, and actual efforts have been made for realizing this idea. Further efforts should be done to clarify the policy and directions on what activities the pilot cooperatives should undertake.
- 3) Establishment of specific strategy and action plans
 - i) Concepts, implementation plans, and achievements of activities of the Project have been shared to

a certain extent through newly established regular meetings in ANCA.

- ii) Roles and responsibilities of respective ANCA counterparts for the Project activities have been reviewed and clarified in writing. Regarding the roles/responsibilities of relevant organizations, sufficient consideration should be taken for reviewing those described in the Minutes of the Meeting prior to the project commencement under evolving situations of agricultural cooperatives. Such reviews would update the roles/responsibilities of MARD (national and local), ANCA, OJCA, and pilot agricultural cooperatives, for undertaking future strategy and action plans. It is again recommended to consider and specify in writing what roles and functions respective stakeholders should play for undertaking future strategy and action plans. This may include roles and responsibilities which ANCA expect for the unions to play, and possible contribution to and benefit from the international society.
- iii) The targeted situation after the Project completion has not been clearly documented. Embodying concrete and clear idea of targeted situation can facilitate the formation of strategy and action plans. This may require consideration of broader aspects covering various associative forms.
- iv) To some extent, planning and monitoring activities have been arranged and shared through regular meetings of ANCA. Clearer strategy and action plans may lead to a more efficient and effective system. Also, analytical work on the collected information should be incorporated.
- v) Regarding personnel capacity development, targets should be more specific in terms of “for whom”, “to what extent”, “for what area”, in relation to actual training activities.

4) Regular meetings

- i) As mentioned above, significant improvement is observed that weekly meetings have been surely held among the concerned ANCA personnel to share information and confirm plans and achievements. These meetings seem to offer opportunities where attendants could make open discussions.
- ii) Meetings are regularly held between MARD and ANCA, ANCA and OJCA, OJCA and local stakeholders to exchange opinions on broader issues including the activities of agricultural cooperatives. However, it is not clear how the association issues (including agricultural cooperatives) have been dealt with at these meetings. The discussions in such meetings are encouraged to highlight targets, strategies, action plans, and actual achievements on this issue.
- iii) It should be taken into consideration that timely provision of information on revision of related laws and regulation is expected by OJCA and local stakeholders.

5) Sharing of the core concepts such as advantages of agricultural cooperatives

- i) Although the seminars/trainings highlighted the important advantages as well as related disadvantages and obligations of forming agricultural cooperatives, such critical information often does not draw the sufficient attentions of farmers. Further improvement of presentations and manuals/guidelines is needed in this regard.
- ii) Some efforts have been made to identify on the issues and problems on agricultural cooperatives, but they are not analyzed to create a guideline which is easy for farmers to refer. Revisions for Agricultural Cooperative Act was proposed to MARD, waiting for the proper examination. However, there seems weak relevance between problem identification and such proposals for revising the Act. Therefore, further collaboration among the personnel concerned is required for

preparing proposals to solve problems.

6) Information sharing for transparency

- i) According to the interviews, information regarding agricultural cooperatives has been publicized through magazines, TV and radio programs. The improvement of ANCA web page of ANCA would provide the relevant information in a more efficient and user-friendly manner. In addition, further discussion is required on what information ANCA should provide.

B. Actions supposed to be made before the terminal evaluation

7) Formulation of strategy and action plans for the future

- i) As mentioned above in 3), even though certain efforts have been made to formulate plans, strategy and action plans have not been formulated sufficiently in terms of logical consistency and plainness. Such documents are useful in the concluding seminar for the participants to understand overall situations.
- ii) In addition to the strategy and action plans of ANCA, consideration should be taken on how to share strategy and action plans of OJCA, and pilot agricultural cooperatives (including active non-pilot agricultural cooperative) and unions.
- iv) It is necessary to discuss the future roles of ANCA through the formulation of strategy and action plans.

8) Formal establishment of continuing regular meetings after project completion

- i) Based on the observations above in 4)-ii, regular meetings among concerned people and institutes are maintained and strengthened to assure appropriate planning, implementation, and monitoring.

9) Improvement of monitoring system for promotion of agricultural cooperatives

- i) The mid-term evaluation recommended specific improvement of monitoring system. While ANCA sent a letter to OJCA regarding monitoring process, the system does not work well so far. The improved system should be proposed in a more standardized way, which forms more efficient and effective monitoring.
- ii) In addition to the recommendations of the Mid-term Evaluation, following points may be considered in improving the monitoring system
- (1) to distinguish the necessary information of pilot agricultural cooperatives from those of other cooperatives
 - (2) to include items about establishment and management of union
 - (3) to provide standard format of reporting from agricultural cooperatives to OJCA and from OJCA to ANCA
 - (4) to determine standard format as ANCA summary report
 - (5) to standardize and share the process of monitoring among related personnel
 - (6) to improve the way of sharing information through ANCA web page

10) Collection and analysis of the experiences gained from pilot agricultural cooperatives

- i) A document on cooperative profiles was prepared, which include a summary of activities and possible problems/solutions of pilot agricultural cooperatives. In this document, the experience of

non-pilot agricultural cooperatives were also included. The information of this guideline is useful, but limited to the facts and comments in each case. In the future, it is necessary that guideline is prepared based on analysis and in a user-friendly form. A standard may be useful to accumulate the experiences for the useful database.

C. Actions to be made within the remaining project period

11) Conclusive seminar with wide participation

- i) Although the discussion has started for the conclusive seminar at the end of the project period, it does not seem that the discussion and proper decision have been made to have concrete ideas of the seminar. It is strongly recommended to move promptly in order to have a successful occasion.
- ii) It is recommended to ask the relevant University for its involvement through the organization of the seminar.

D. Actions to be made after the project completion

12) Clear policy directions for farmers associative forms

- i) It is important to have clear overall direction for the farmers association issues including the various associative forms other than agricultural cooperative, with the proper consideration of the support related to the EU agricultural policies.

13) Further promotion of agricultural cooperatives

- i) The award of good practices for agricultural cooperatives, leaders, related officials (OJCA, the local branch of MARD) on a regular basis is worthy of consideration.
- ii) In order to enhance the understanding of the law and to ensure the consistency among the relevant laws, additional explanatory guides should be elaborated.
- iii) Since the importance increases of theoretical and analytical work, the involvement of the relevant Universities should be enhanced.
- iv) The extension services of OJCA's could be reviewed for seeking more efficient ways after the many farmers start organizing themselves.

7. LESSONS LEARNED

In the Mid-term Evaluation, the following lessons learned were identified, which are still valid:

- 1) It is strongly recommended that intensive discussions should be made at the very beginning stage so that the core concept, strategy and action plans with specified responsibilities and deadlines are clearly defined and shared among the concerned people. This is especially important for the projects with a short implementation period like this Project.
- 2) There should be a clear explanation of the difference in nature between the dispatch of experts of advisory type and the project-type cooperation. In the latter (i.e. project-type cooperation), clearer objectives and roadmaps should be defined and be the basis of daily management for the relevant activities. This is particularly important when the project-type cooperation follows the dispatch of experts of advisory type and the people concerned may ignore the distinction.
- 3) Strong commitment and full involvement as an institution not relying only on individual persons are significant important to maximize the effects of transferred expertise and know-how and to accumulate in the institution.

An additional lesson was identified in the Terminal Evaluation as follows:

- 4) When the series of official development assistance close for certain countries, some ideas for next stage should be considered sufficiently in advance. The idea may include:
 - facilitation of relevant activities supported by NGOs
 - enhancement of investment from private companies
 - maintenance of opportunities of social/cultural exchange
 - creation of collaborative actions for other developing countries

(END)

Annex -2 Inputs for the Project

1. Japanese Side

(1) Dispatch of Experts

- 1) Long-term expert: One long-term expert (agricultural cooperative management) has been dispatched.

#	Name	Position	Duration
1	Mr. Hiroshi TERUNUMA	Agricultural Cooperative Management	2006/06 – 2008/12

- 2) Short-term experts: Two short-term experts in total (financial management of agricultural cooperatives, and business planning) have been dispatched.

#	Name	Position	Duration
1	Mr. Shigeri FUKAMACHI	Financial Management of Agricultural Cooperatives	2007/03 – 2007/04
2	Mr. Toru NAKASHIMA	Business Planning	2008/02 – 2008/03

(2) Dispatch of Study Team

Mid-term evaluation was conducted from 26 November to 6 December 2007.

(3) Training in Japan

Seventeen trainees were dispatched to training courses in Japan.

Subject and Duration	Participants	
Marketing business of agricultural cooperatives 6 Mar.– 28 Mar. 2007	Mr. Oancea Bogdan Gabriel	Counselor, ANCA
	Mr. Alexandru Ion	Vice president, Agricultural Cooperative “Agroecologica 2002”
	Mr. Madularu Ciceron	Executive Director, Agricultural Cooperative “Legume-Streiesti”
	Mr. Rosu Ion	Director, OJCA, Vrancea
Role of agricultural cooperatives for developing rural economy 10 May -9 Jul. 2007	Ms. Goanta Catalina Elena	Counselor, OJCA, Calarasi
	Ms. Dobrin Maricica	Counselor, OJCA, Bacau
Rural development of small scale farmers through agricultural cooperative activity 4 Sep. - 28 Nov. 2007	Mr. Samoila Daniel	Counselor, ANCA
	Ms. Toderita Alexandra	Technical Manager, OJCA, Galati
Marketing business 20 Aug. – 13 Sep. 2008	Mr. Ilie Dan	President, Agricultural Cooperative “AGRISUD”
	Mr. Ardelean Dumitru	President, Agricultural Cooperative “Transilvania Ovicarn”
	Mr. Bozeanu Victor	Executive Director, Agricultural Cooperative “ALBINA”
	Mr. Ilut Raul Cornel	Administrator, Agricultural Cooperative “ESCAPROD”
	Mr. Ionita Ion	General Director, Agricultural Cooperative “EUROAGRIS”
	Mr. Stanescu Constantin	President, Agricultural Cooperative “Plaiul Faraoanele”
	Ms. Monica Staicu	Counselor, ANCA

Agriculture cooperatives and government administration 1 – 13 Sep. 2008	Dr. Morarescu Viorel	Director General, ANCA
	Dr. Mihalcea Teodor	Director General, MARD

(4) Provision of Equipment

Following equipment has been provided as planned. They are in good condition and sufficiently utilized for Project activities.

No	Description	Specification	Quantity
1	Laptop Computer	Sony, VGN N21EW	16
2	Printer	Epson, STYLUS R240	11
3	Multimedia Projector	EMP 1700	5

(4) Local Cost Expenditure

Around 13 million Japanese yen has been expended by the end of August 2008 for the Project activities.

Unit: thousand JPY

	Category	JFY 2006 (from June 2006)	JFY 2007	JFY 2008 (by August)	Total
1	Administration (general affairs)	1,000	1,000	651	2,651
2	Human resources development	2,000	2,000	3,046	7,046
3	Technical extension	1,000	2,000	465	3,465
	Total	4,000	5,000	4,162	13,162

2. Romanian Side

(1) Appointment of Counterpart (C/P) Personnel

Project Director, Project Manager and other C/P personnel have been assigned as the C/P personnel for the Project.

#	Name	Position	Duration
<Project Director>			
	Dr. Morarescu Viorel	Director General, ANCA	2006/06 – present
<Project Manager>			
	Mr. Mihalache Mihail	Director, Vocational Training and Producers Association Directorate, ANCA	2006/06 – present
<Other C/P personnel>			
	Mr. Oancea Bogdan Gabriel	Counsellor, ANCA (full-time)	2006/06 – present
	Mr. Deciu Mircea	Counsellor, ANCA (full-time)	2007/07 – present
	Ms. Simon Ioana Amalia	Counsellor, ANCA (full-time)	2008/01 – present
	Ms. Monica Staicu	Counsellor, ANCA (concurrent)	2006/06 – present
	Ms. Enache Roxana	Counsellor, ANCA (concurrent)	2006/06 – present
	Mr. Luca Daniel Florin	Counsellor, ANCA (full-time)	2006/06 – 2007/01
	Ms. Cristescu Alexandra Monica	Counsellor, ANCA (concurrent)	2007/01 – 2007/08
	Ms. Chiru Georgeta	Counsellor, ANCA (full-time)	2006/06 – 2007/02

(2) Provision of Office Spaces and Facilities

The project office has been prepared in ANCA office.

(3) Local Cost Expenditure

Around 15,700 US dollar has been expensed by the end of July 2008 for the Project activities.

Unit: USD

	Category	JFY 2006 (from June 2006)	JFY 2007	JFY 2008 (by July 2008)	Total
1	Travel expenses	7,200	1,000	4,000	12,2000
2	Administration	800	2,000	700	3,500
	Total	8,000	3,000	4,700	15,700



Plan and Actual of the Project Activities

Output 1. The personnel for establishment and management of agricultural cooperatives are improved in their capacity																			
Activities	Y2006			Y2007			Y2008												
	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
1-1. To select ANCA's and OJCA's instructors and agricultural cooperative initiators who are in charge of development of agricultural cooperatives																			
1) To select ANCA's and OJCA's instructors																			
Actual																			
2) To select initiators																			
Actual																			
1-2. To make manuals and guideline for various types of agricultural cooperatives																			
1) To examine and revise existing manuals																			
Actual																			
1-3. To conduct technical training to ANCA's and OJCA's instructors and agricultural cooperative initiators																			
1) To define curriculum for technical training (target, duration, contents) and prepare training materials																			
Actual																			
2) To conduct the technical training																			
Actual																			
3) To evaluate technical training and instructors by trainees (after training) and to feed back the result of evaluation																			
Actual																			
4) Implementation of training in Japan																			
Actual																			
1-4. To conduct technical training to member farmers of pilot agricultural cooperatives																			
1) To define curriculum for technical training (target, duration, contents) and prepare training materials																			
Actual																			
2) To conduct the technical training																			
Actual																			
3) To evaluate technical training and instructors by trainees (after the training) and to feed back the result of evaluation																			
Actual																			



Output 3. The services of agricultural cooperative are established																				
Activities	Y2006			Y2007			Y2008													
	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
3-1. To make a inventory of service needs for farmers and cooperatives																				
1) To make regulations for services by agricultural cooperatives																				
Planned																				
Actual																				
2) To decide commission rate for services																				
Planned																				
Actual																				
3-2. To support implementation of business plan and management plan																				
1) To support management plan																				
Planned																				
Actual																				
2) To support business plan																				
Planned																				
Actual																				
3-3. To provide information of market channel, supplies of input and services																				
1) To identify information needs of pilot agricultural cooperatives																				
Planned																				
Actual																				
2) To collect and select information																				
Planned																				
Actual																				
3) To distribute the information																				
Planned																				
Actual																				
3-4. To conduct monitoring of agricultural cooperatives																				
1) To monitor business plan and management plan																				
Planned																				
Actual																				
2) To prepare documents for general meeting as a result of activities of the year																				
Planned																				
Actual																				
3) To prepare plan for next year and general meeting																				
Planned																				
Actual																				
4) Guidance by short-term experts																				
Planned																				
Actual																				

Project Activities

(1) Guidelines/Manuals

Following guidelines and manuals were prepared, distributed and utilized by the Project:

	Prepared in	No. of copies	Distributed to/ Utilized at
1) Guideline on Establishment and Management of Agricultural Cooperatives	Nov. 2006	1,000	Utilized at seminars, Distributed to all agricultural cooperatives through OJCA's
2) Video on Agricultural Cooperatives in Japan (3 volumes)	Nov. 2006	50	Utilized at seminars, Distributed to all OJCA's.
3) Textbook of Financial Management of Agricultural Cooperatives and Accounting System	Apr. 2007	1,000	Utilized at seminars, Distributed to all agricultural cooperatives through OJCA's
4) Manual on Accounting for Business of Agricultural Cooperative	Aug. 2007	1,000	Utilized at seminars, Distributed to all agricultural cooperatives through OJCA's.
5) Profile on success cases of agricultural cooperatives (30 cases)	Jun. 2008	500	Utilized at seminars, Distributed to agricultural cooperatives.

(2) Seminars/Trainings

1) Seminar on Establishment and Management of Agricultural Cooperatives

Contents: lecture on establishment procedures, management of agricultural cooperatives, video show 3 video on agricultural cooperative business in Japan

Period	Venue	No. Producers attended	No. of OJCA Staff attended *	Total No. of participants
14 Nov.- 16 Nov. 2006	Hunedoara	16	21	37
20 – 22 Nov. 2006	Bacau	16	24	40
26-28 Nov. 2006	Olt	24	23	47
8-10 Dec.2006	Ialomita	20	26	46
Total		76	94	170

*34OJCA participated.

2) Seminar on Financial Management and Accounting of Agricultural Cooperatives

Contents: presentation on history of agricultural cooperatives in Japan, lecture on financial management of agricultural cooperative and lecture on accounting system of agricultural cooperative.

Period	Venue	No. Producers attended	No. of OJCA Staff attended *	Total No. of participants
8 -11 Oct. 2007	Olt	18	22	40
15-17 Oct. 2007	Tulcea	11	15	26
22-24 Oct. 2007	Maramures	16	19	35
15-16 Nov. 2007	Sceava	14	24	38
Total		59	80	139

*40OJCA participated.

3) Seminar on marketing of fruits/vegetable and livestock products and food safety

Date Venue	Attendance of the Project	OJCA Staff attended	Agricultural Cooperatives attended nos. of AC (personnel)	Subjects
23 Feb. 2008 Slatina (Olt)	2 Japanese experts 7 ANCA staff	Constanta 1, Calarasi 2, Ialomita 1, Mehedinti 1, Arges 2, Dambovita 1, Ilfov 1, Valcea 1, Golj 4, Buzau 2, Brasov 4, Giurgiu 2, Tulcea 3, Olt 5, Teleorman 7, Dolj 3, Brasov 1 Total 48	Calarasi 1 (1) Mehedinti 1 (1) Ilfov 3 (3) Valcea 1 (2) Giurgiu 1 (1) Olt 5 (8) Total 6 (16)	- Presentation on distribution market of vegetables and food safety - Presentation on advantages of agricultural cooperative activities - Proposal and discussion on establishment of branch unions of vegetable agricultural cooperatives and livestock agricultural cooperatives
25 Feb. 2008 Timisoara (Timis)	2 Japanese experts 3 ANCA staff	Timis 3, Arad 3, Sibiu 2, Alba 2, Bihor 2, Maramures 2, Salaj 2, Satu Mare 2, Bistrita 1, Mures 2, Hunedara 2 Total 23	Timis 2 (2) Cluj 1 (1) Arad 2 (2) Bihor 2 (2) Total 7 (7)	
29 Feb. 2008 Iasi (Iasi)	2 Japanese experts 3 ANCA staff	Prahova 2, Suceava 2, Iasi 9, Neamt 4, Harghita 3, Covasna 1, Braila 1, Vrancea 2, Bacau 2 Total 26	Vrancea 1 (1) Iasi 2 (2) Suceava 1 (1) Total 4 (4)	

4) Seminar on current situation of agricultural cooperatives in Romania and relevant issues

Date Venue	Attendance of the Project	OJCA Staff attended	Agricultural Cooperatives attended nos. of AC (personnel)	Subjects
30 Jun. – 1 Jul. 2008 Sibiu	Japanese expert 2 ANCA staff	Mures 1, Harghita 1, Arges 2, Gorlj 1, Covasna 1, Brasov 1, Valcea 1, Sibiu 5 Total 14	Mures 1 (1) Harghita 1 (1) Covasna 1 (1) Arges 1 (1) Valcea 1 (2) Golj 1 (1) Total 5 (6)	- Lectures on what learned from agricultural cooperative system in Japan, advantages of establishing agricultural cooperatives - Presentation on points for revision of Agricultural Cooperative Act
2-4 Jul. 2008 Maramures	Japanese expert 2 ANCA staff	Maramures 6, Constanta 1, Olt 2, Bistrita 1, Satumare 1, Salaj 2, Arad 2 Total 15	Satu Mare 1 (2) Salaj 1 (1) Maramures 1 (1) Arad 1 (1) Bistrita 3 (3) Total 5 (7)	- Presentation of organization and activities of ICA - Lecture on significance of establishment of unions
7-9 Jul. 2008 Iasi	Japanese expert 2 ANCA staff	Buzau 1, Vrancea 1, Bacau 2, Suceava 1, Iasi 12, Botosani 1 Total 18	Galati 2 (2) Vrancea 3 (3) Suceava 3 (3) Total (7)	- Lecture on marketing activities applicable for agricultural cooperatives in Romania
11-13 Jul. 2008 Constanta	Japanese expert 2 ANCA staff	Prahova 2, Ialomita 1, Dambovita 1, Vrancea 2, Dorlj 1, Teleorman 1, Giurgiu 1, Ilfov 1 Total 12	Prahova 2 (2) Constanta 2 (2) Ilfov 2 (2) Dambovita 1 (1) Calarasi 1 (1) Dolj 1 (1) Giurgiu 1 (1) Teleorman 3 (3) Total 13 (13)	- Presentation on activities (profiles) of cases agricultural cooperatives

5) First National Conference of Agricultural Cooperatives

Date and Venue:	26-28 June 2008, Sibiu
Participants:	Director of Market Policy Livestock, MARD 4 staff from ANCA 2 Japanese experts 28 representatives from 22 OJCA's (Sibiu, Calarasi, Bacau, Teleorman, Prahova, Botosani, Alba, Salaj, SatuMare, Calarasi, Iasi, Dolj, Ilfov, Mehedienti, Olt, Ialomita, Brasov, Dambobita, Giurgiu, Vrancea, Suceava, Maramures) 28 representatives from 26 agricultural cooperatives
Schedule	
First day (26 June)	Significance of establishing the union of agricultural cooperatives were explained by an ANCA counterpart and discussion were held among the agricultural cooperatives by their products.
Second day (27 June)	Current situations of the International Co-operative Alliance (ICA) as well as the agricultural cooperatives in other European countries were presented. Necessary measures for developing agricultural cooperatives in Romania were discussed. Members of the preparatory committee for examining the articles of the Agricultural Cooperative Act need to be revised. Activities of success cases of 3 agricultural cooperatives were presented.
Final day (28 June)	Following resolutions were adopted: - Agricultural cooperatives will preserve agriculture in Romania and respond to maximizing profits of their members. - Unions of vegetable agricultural cooperatives, livestock agricultural cooperatives, and food grain agricultural cooperatives will be established to demand for the GoR on behalf of their members. - A national union of agricultural cooperatives will be established to promote becoming a member of the ICA. - Agricultural Cooperative Act, as a basis for agricultural cooperatives, will be compiled and made necessary revisions.

6) Advisory Meeting for Promotion of Agricultural Cooperatives

Date and Venue:	13-14 July 2008, Constanta
Participants:	2 staff from MARD 2 staff from ANCA 2 staff from APIA, 1 staff from APDRP Japanese expert, JICA officer 9 staff from OJCA's (Bacau, Galati, Alba, Prahova, Iasi, Ialomita, Arad, Vrancea) 4 representatives from agricultural cooperatives * Most of them received trainings in Japan.
Objectives	To promote establishing an advisory group which would be voluntarily attended by those who received trainings in Japan as well as those from universities, ministries, and agricultural cooperatives, and could give advices on further developing agricultural cooperatives to ANCA, OJCA and agricultural cooperatives after completion of the Project.
Resolution	A secretariat office would be set in ANCA. Member of a preparatory committee were selected: 2 ANCA counterparts, Director of OJCA Vrancea, Director of OJCA Galati, a staff from MARD

(3) Visits to Pilot Agricultural Cooperatives by the Project to provide guidance:

Pilot Agricultural Cooperatives	Date	Issues checked and guided
Cooperativa Agricola Transilvania Ovicarn	May 2007	<ul style="list-style-type: none"> - Installation of a direct sale store. - Preparation of a processing/marketing plan (3-year) - Training of staff - Employment of an accounting staff
Salaj Sheep	February 2008	<ul style="list-style-type: none"> - Preparation of a processing/marketing plan (milk) and marketing regulation (milk) - Examination on appropriateness of a processing/marketing plan (sheep meat) - Check on progress of business in accordance with pay-back plan and calculation of profits/losses - Plan for investment increase and increase of membership - Check on the progress in preparation of a farm management plan - Examination on a facility development plan - Examination on promoting collaboration with other sheep cooperatives and establishment of a branch union
	March 2008	<ul style="list-style-type: none"> - Preparation of an internal regulation of joint facility (slaughter house) use
Tarina Cooperativa Agricola Suceva	October 2007	<ul style="list-style-type: none"> - Increase in investment - Internal reserve - Preparation of an internal regulation of joint facility use (president's bus) - Appropriate level of directors' remuneration
Vegetables	January 2008	<ul style="list-style-type: none"> - Check on appropriateness of distribution of surplus - Marketing and commission - Improvement plan for shipment - Personnel plan (staff for distribution and accounting) - Facility development plan - Plan for increase of membership - Purchasing plan (production material) - How to hold boards of directors and general assemblies - Perspectives for account settlement
	March 2008	<ul style="list-style-type: none"> - Preparation of a concrete farm management plan - Consideration of establishment of a direct sale shop together with other cooperatives - Development of cabbage pickles by using salt water lake - Practice of production and grading standard - Differentiation of their products from other ones - Examination on commission charged for services to member - Examination on increase of share capital and assets - Limit in share capital dividend - Grasping profit and loss situation by directors
Pleiu Faraoanele Agricultural Cooperative Vrancea	October 2006	<ul style="list-style-type: none"> - Preparation of a facility development plan - Plan for increase in investment and expansion of membership - Examination on marketing strategy - Preparation of a business marketing plan - Examination on a personnel plan - Strengthening of quality improvement and farm management
Wine	February 2007	<p>Examine the project applied for NRDP as follows:</p> <ul style="list-style-type: none"> - construction of wine processing facility, expansion of bottling facility, and marketing of high-quality wine - increase of direct sale stores. - processing and marketing of other secondary products (oil and soap) made from seeds and coat of grapes - sale of new-products - increase of investment - implementation of cultivation plan of each member - purchase of agricultural machinery for joint use
	March 2008	<ul style="list-style-type: none"> - Preparation of a medium/long-term business plan - Check on expansion of markets

	July 2008	<ul style="list-style-type: none"> - Construction of storage - Sales of secondary products - Promotion of technical collaboration with Moldova
Euroagris Cooperativa Agricola	February 2007	<ul style="list-style-type: none"> - Attendance of promoters' meeting and a general assembly: presentation of activities of Japanese agricultural cooperatives, explanation on Agricultural Cooperative Act and procedure for establishing cooperatives - Check on progress of registration
Giugiu	June 2007	<ul style="list-style-type: none"> - Examination on services provided for members (joint purchase of production materials, lease of machineries, cultivation services)
Grain	December 2007	<ul style="list-style-type: none"> - Hearing on present situation
	February 2008	<ul style="list-style-type: none"> - Check on purchasing activities and preparation of business plan - Current situation of joint marketing - Efforts for expansion of membership, capital explanation plan - Preparation of farm management plan - How to hold boards of directors and general assemblies - Perspectives for account settlement
Escarprod Agricultural Cooperatives	December 2007	<ul style="list-style-type: none"> - Hearing on present situation
	February 2008	<ul style="list-style-type: none"> - Preparation for holding general assemblies - Internal regulation of joint facility use (processing facility) - Farm management plan for producers
Brasov	March 2008	<ul style="list-style-type: none"> - Attendance of opening ceremony of processing factory
Escargot	March 2008	<ul style="list-style-type: none"> - Check on internal regulations - Check on long-term plan and budget plan
Agroecologica Agricultural Cooperative 2002	May 2006	<ul style="list-style-type: none"> - Check on issues/problems
	October 2006	<ul style="list-style-type: none"> - Hearing on present situation
	March 2007	<ul style="list-style-type: none"> - Check on accounting procedure - Check on financial statement
Ilfov	December 2007	<ul style="list-style-type: none"> - Hearing on present situation
	March 2008	<ul style="list-style-type: none"> - Consistency between business plan and farm management plan - Capital expansion plan - Conditions of contract sales - Guidance of farm management for members - Personnel plan - Facility development plan - Perspective of pay-back - New marketing channel (direct sale store) - Perspectives for account settlement
Albina Alexandria Agricultural Cooperative	July 2006	<ul style="list-style-type: none"> - Hearing on present situation
	July 2007	<ul style="list-style-type: none"> - Progress in establishing a branch union - Facility development plan - Examination on capital expansion plan and membership expansion plan - Examination on business plan (activities by the current facility)
Telaorman	December 2007	<ul style="list-style-type: none"> - Hearing on present situation and issues/problems
Honey	March 2008	<ul style="list-style-type: none"> - Progress in facility development plan - Sales situation of members - Check on business volume - Check on financial statement

Results of Questionnaire Survey

Annex-5

(1) Seminars/Trainings

	Participation	i) Are you satisfied with it?			ii) Did you obtain new knowledge?			iii) Have you utilized what obtained for your work?		
		highly	just	not	largely	just	not	largely	just	not
1) Seminar on Establishment and Management of Agricultural Cooperatives (Nov.&Dec. 2006)	16	12	3	0	14	2	0	14	2	0
2) Seminar on Financial Management and Accounting Agricultural Cooperatives (Oct.& Nov. 2007)	15	9	6	0	11	4	0	11	4	0
3) Seminar on marketing of fruit/vegetables and livestock products and food safety (Feb.2008)	15	11	4	0	10	5	0	11	4	0
4) Seminar on current situation of agricultural cooperatives in Romania and relevant issues (Jun.&Jul.2008)	13	12	1	0	12	1	0	11	2	0

Note: 12 respondents from OJCA, 7 from AC

(2) Manuals/Guideline

	Received	i) Are you satisfied with it?			ii) Did you obtain new knowledge?			iii) Have you utilized what obtained for your work?		
		highly	just	not	largely	just	not	largely	just	not
1) Guideline on Establishment and Management of Agricultural Cooperatives	18	15	3	0	14	4	0	13	5	0
2) Video on Agricultural Cooperatives in Japan	17	12	5	0	12	5	0	10	7	0
3) Textbook of Financial Management of Agricultural Cooperatives and Accounting System	18	12	6	0	14	4	0	8	10	0
4) Manual on Accounting of Business of Agricultural Cooperative	16	7	8	1	6	9	0	6	9	0
5) Profile on success cases of agricultural cooperatives (30 cases)	17	15	2	0	15	2	0	14	3	0

Note: 12 respondents from OJCA, 7 from AC

(3) Other guidance

i) OJCA

	Provided	Guidance/supports provided by your OJCA appropriate/sufficient?			
		highly	some	not	uncertain
1) Guidance/supports to design profile of agricultural cooperatives.	11	2	7	0	2
2) Guidance/supports to register as agricultural cooperatives (preparation of by-laws, policy, rules).	11	5	5	0	1
3) Guidance/supports for agricultural cooperatives to make their business plan and management plan.	11	4	7	0	0
4) Guidance/supports to make an inventory of service needs for cooperatives and farmers.	9	4	3	0	2
5) Guidance/supports for agricultural cooperatives to implement their business plan and management plan.	10	3	6	0	1
6) Provision of information on market channel, suppliers of inputs and services.	11	4	5	0	2

Note: 12 respondents from OJCA

i) Agricultural cooperatives

	Received	Guidance/supports provided by the Project to your AC appropriate/sufficient?			
		highly	some	not	uncertain
1) Guidance/supports to design profile of agricultural cooperatives.	7	5	2	0	0
2) Guidance/supports to register as agricultural cooperatives (preparation of by-laws, policy, rules).	7	5	1	1	0
3) Guidance/supports for agricultural cooperatives to make their business plan and management plan.	6	4	2	0	0
4) Guidance/supports to make an inventory of service needs for cooperatives and farmers.	6	3	3	0	0
5) Guidance/supports for agricultural cooperatives to implement their business plan and management plan.	5	3	2	0	0
6) Provision of information on market channel, suppliers of inputs and services.	6	3	3	0	0

Note: 7 respondents from AC

(4) Training in Japan

	Participation	i) Are you satisfied with training in Japan?			ii) Did you obtain new knowledge?			iii) Have you utilized what obtained for your work?		
		highly	just	not	largely	some	not	largely	some	not
1) OJCA staff	2	1	1	0	0	2	0	0	2	0
2) Directors of AC	6	6	0	0	6	0	0	1	5	0
Total	8	7	1	0	6	2	0	1	7	0

(5) Capacity of OJCA staff

	largely	some	not	uncertain
1) Your knowledge and capability on developing agricultural cooperatives has been improved thanks to the Project?	4	8	0	0
2) Quality of your work and services provided for developing agricultural cooperatives has been improved thanks to the Project activities?	5	7	0	0

Note: 12 respondents from OJCA

(6) Situation of AC

i) observed by OJCA staff

	largely	some	not	uncertain
1) Do you think that knowledge and capacity of staff of agricultural cooperatives supported by your OJCA have been enhanced through the Project activities?	8	4	0	0
2) Do you think that services provided by agricultural cooperatives to their members have been enhanced through the Project activities?	3	9	0	0
3) Do you think that business situation of agricultural cooperatives have been improved through the Project activities?	7	5	0	0

Note: 12 respondents from OJCA

i) evaluated by AC directors

	largely	some	not	uncertain
1) Do you think that knowledge and capacity of your agricultural cooperative have been enhanced through guidance/supports provided by the Project?	3	4	0	0
2) Do you think that understanding level of staff (directors) of your agricultural cooperative on preparation for financial statements have been enhanced through guidance/supports provided by the Project?	2	4	1	0
3) Do you think that services provided by your agricultural cooperative to its members have been enhanced through guidance/supports provided by the Project?	3	4	0	0
4) Do you think that business situation (profits) of your agricultural cooperative have been improved through guidance/supports provided by the Project?	2	2	2	1

Note: 7 respondents from AC

County-wise Agricultural Cooperatives

Name of Country	No. of Agricultural Cooperatives	With assistance of OJCA at their establishment	Have by-laws, poliy, and rules	Preparation of business plan and management plan	Implementation of business plan and management plan
Alba	5	2	5	2	2
Arad	2	2	2	2	2
Arges	1	0	1	0	0
Bacau	5	4	5	4	1
Bihor	2	2	2	1	1
Bistrita	1	1	1	1	0
Botosani	11	9	11	9	3
Braila	2	2	2	2	2
Brasov	2	1	2	1	1
Bucharest	3	0	3	0	0
Buzau	4	4	4	4	3
Calalasi	8	8	8	5	5
Caras Sev	2	1	2	1	1
Constanta	12	8	12	4	4
Covasna	1	1	1	0	0
Dambovita	22	6	22	2	2
Dolj	6	5	6	5	5
Galati	2	2	2	1	1
Giugiu	1	1	1	1	1
Golj	1	1	1	1	1
Harghita	6	3	6	0	0
Ialomita	5	5	5	3	3
Iasi	1	1	1	1	1
Ilfov	6	5	6	4	4
Maramures	2	2	2	1	1
Mehedinti	2	2	2	1	1
Mures	3	0	3	0	0
Olt	8	8	8	6	6
Prahova	2	1	2	1	1
Salaj	3	3	3	1	1
Satu Mare	7	6	7	4	4
Sibiu	3	2	3	2	2
Suceava	6	6	6	2	2
Teleorman	6	5	6	4	4
Timis	1	1	1	1	1
Valcea	1	1	1	1	1
Vaslui	1	0	1	0	0
Vrancea	17	13	17	8	8
Total	173	124	173	86	75

Source: ANCA/OJCA

Check sheet for Pilot Agricultural Cooperatives (as of 15 Sep. 2008)

Annex-7

Item	Name of AC	Agroecologica 2002	Escar Prod	Euroagris	Albina Alexandria	Transilvania Ovicarn	Tarina	Plaiul Faraonele
1	Membership	20 (candidates 566)	220	160 (juridical 10, indiv. 150)	106	64	7	9
2	Farm management plan	yes for 60 members	yes	yes	yes	yes	yes	yes
3	Marketing business plan	yes, but suspended	contract with French company	yes	contract with French company	yes	yes	yes
4	Purchasing business plan	yes	yes	yes	yes	yes (feeds)	yes	yes
5	Capital formation plan	yes	yes	yes	yes	yes	yes	yes
6	Profit and loss plan	yes	yes	yes	yes	yes	maximum return to members	yes
7	Internal regulations							
	Joint marketing	yes	yes	yes	yes	under preparation	yes	yes
	Joint purchasing	yes	no commission	yes	yes	under preparation	yes	yes
	Joint use facility	yes	yes	yes machinery	yes processing	slaughter house	no commission members bus	seedlings yes bottling
8	Marketing business outcome	yes	yes	yes	yes	no	yes	yes
9	Purchasing business outcome	yes	yes	yes	yes	no	yes	yes
10	Business commissions	1%-5%	Marketing commissions only	9% for sales and buy, 200Ron/ha	5% for purchasing	Commissions for nonmembers	Marketing only	1-2%
11	Personnel plan	auditor, accountant	60 for plant	yes	for processing business	40 for slaughter house	no	engineer, quality control, accountant
12	Training of members	cooperation with COPAL	training of working staff	not yet	not yet	slaughter house	farm guidance	farm guidance
13	Training of employees	yes	yes	not yet	workers training	workers training in Norway	no	not yet
14	Long-term plan of cooperative	yes	yes 3-year plan	yes facility plan	NRDP project	SAPARD-2 3 year	no	2-year plan
15	Dividend Reserves	no	not yet	little surplus, no dividend	little surplus, no dividend	not yet	for dividend, no reserves	15% reserve, no dividend
16	General meeting	finished	finished	finished	finished	finished	finished	finished

Source: The Project