

**ザンビア国**  
**ザンビア・イニシアチブ地域における**  
**農村開発プロジェクト**  
**終了時評価調査報告書**

平成 20 年 11 月  
(2008 年)

独立行政法人国際協力機構  
ザンビア事務所

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## 序 文

本「ザンビア・イニシアチブ地域における農村開発プロジェクト」は、隣国アンゴラからの難民を受け入れ、且つザンビア共和国 9 州の中でも貧しい州のひとつである、西部州の農村地域における人間の安全保障の確保と貧困削減をめざし、2005 年 1 月より協力が開始されました。

今般、プロジェクトが 2008 年 12 月 31 日をもって終了するのに先立ち、これまでの協力内容の評価をザンビア共和国と共同で実施するため、独立行政法人国際協力機構（JICA）は、2008 年 7 月に終了時評価調査団を組織し、その結果についてザンビア共和国政府関係当局者と署名を交わしました。本報告書は、同調査団が実施した調査及び協議結果を取りまとめたものです。

ここに本調査にあたりましてご協力を賜りました関係各位に対して深甚なる謝意を表しますとともに、今後とも本件技術協力の成功のために、引き続きご指導、ご協力いただけますようお願い申し上げます。

平成 20 年 11 月

独立行政法人国際協力機構  
ザンビア事務所  
所長 鍋屋 史朗

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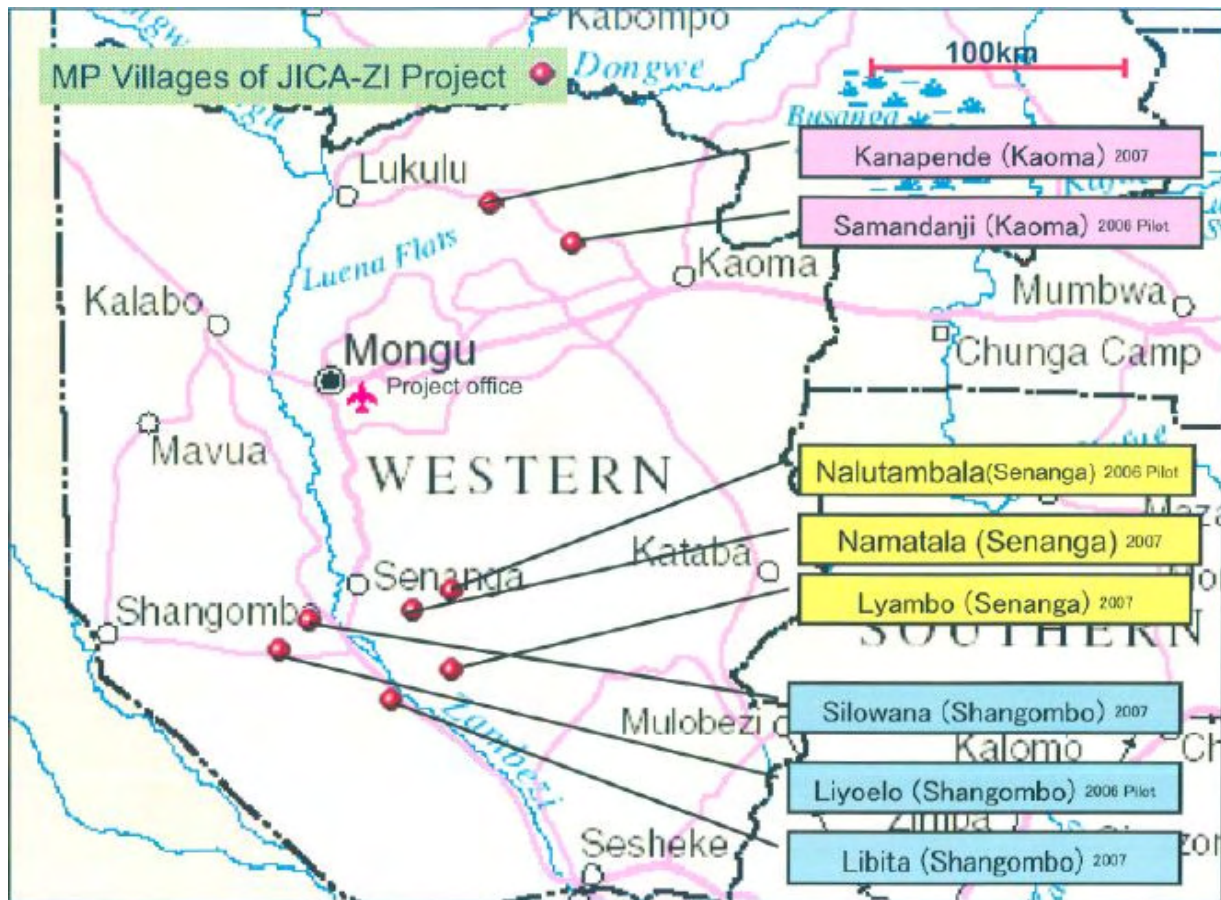
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## プロジェクト位置図



## 略語表

略語	英文	和文
ADP	Animal Draft Power	畜耕力
BEO	Block Extension Officer	普及指導員
CEO	Camp Extension Officer	普及員
C/P	Counterpart Personnel	カウンターパート
DACO	District Agricultural Coordinator	郡農業調整官
DMCO	District Marketing and Cooperatives Officer	郡協同組合指導官
GRZ	Government of the Republic of Zambia	ザンビア共和国政府
JICA	Japan International Cooperation Agency	国際協力機構
LDC	Local Development Cooperatives	地域開発組合
M/M	Minutes of Meeting	協議議事録
MACO	Ministry of Agriculture and Cooperatives	農業・協同組合省
PACO	Provincial Agricultural Coordinator	州農業調整官
PAS	Principal Agricultural Supervisor	農業監督官
PaViDIA	Participatory Village Development in Isolated Areas	孤立地域参加型村落開発計画
PDM	Project Design Matrix	プロジェクト・デザイン・マトリックス
PO	Plan of Operations	活動計画
POR	PaViDIA Operation Room	PaViDIA 事務局
R/D	Record of Discussions	討議議事録
SAO	Senior Agricultural Officer	上級農業官
SP	Sub-project	小規模プロジェクト
ZIP	Zambia Initiatives Programme	ザンビア・イニシアチブ・プログラム
ZIPU	Zambia Initiatives Programme Unit	ザンビア・イニシアチブ・プログラム実施ユニット

## 終了時評価結果要約表

1. 案件の概要			
国名：ザンビア共和国		案件名：ザンビア・イニシアチブ地域における農村開発プロジェクト	
分野：農業・農村開発		援助形態：技術協力プロジェクト	
所轄部署：ザンビア事務所		協力金額：約 1.2 億円	
協力期間	(R/D)：2006 年 1 月 1 日～ 2008 年 12 月 31 日	先方関係機関：農業・協同組合省	
	(延長)：	日本側協力機関：特になし	
	(F/U)：	他の関連協力：	
	(E/N)（無償）：	技術協力プロジェクト「孤立地域参加型村落開発計画」	
1－1 協力の背景と概要			
<p>ザンビア共和国は 1964 年の独立以来、周辺国からの難民受入に寛容な姿勢を保ち、特に西部州ではアンゴラ内戦による多くの難民を受け入れてきた。しかしながら難民受入による社会的・経済的負担は大きく、特に土地、食糧、農畜産業、教育、保健医療、インフラ等資源が限られている西部州では、難民受入コミュニティの負担は大きな問題となっている。これらの問題に対処するため、ザンビア政府は 2001 年に難民に対する人道支援と受入地域への開発援助を両輪とするザンビア・イニシアチブ・プログラム（以下、ZIP）を開始、各ドナーの参加も得て、難民と受入地域住民との平和的共存の推進を目的とした支援の枠組みが策定された。</p> <p>このような背景において、ザンビア政府は参加型総合農村開発を通じて対象地域の安全保障と難民・受入コミュニティ間の調和を促進し、エンパワメントを図ることを目的とした技術協力プロジェクトをわが国に要請し、2006 年より本プロジェクトが実施された。</p>			
1－2 協力内容			
<p>ザンビア・イニシアチブ地域の 3 郡（カオマ、セナンガ、シャンゴンボ）内から選定される 9 村落において、村落の開発対応能力の強化、生産・生計向上技術の導入を行うとともに、州・郡レベルの農業・協同組合省（以下、MACO）職員が村落開発を支援する能力の強化を図る。</p> <p>(1) 上位目標</p> <p>ザンビア・イニシアチブ地域の農村の活性化、食料の安全確保及び生活改善を通じて、人間の安全保障が確保され、貧困が軽減される。</p> <p>(2) プロジェクト目標</p> <p>対象村落において住民参加型による持続的実施が可能な農業・農村開発のモデルが構築される。</p> <p>(3) アウトプット</p> <p>アウトプット 1：対象村落において地域の問題を把握し解決する能力が強化される。（コミュニティにかかる問題の特定・解決に関する対象村落の能力が向上する。）</p> <p>アウトプット 2：対象村落において生産物の収量及び付加価値向上のための技術が導入される。（農作物の単位収量及び付加価値の向上に資する農業生産及び加工技術が導入される。）</p> <p>アウトプット 3：参加型アプローチ及び適正技術の普及を通じてコミュニティ開発を支援する現地実施機関の能力が向上する。</p> <p>(4) 投入</p> <p>日本側：</p> <p>長期専門家派遣：1 名、機材供与：総額約 264 千 US ドル、短期専門家派遣：延べ 2 名、ローカルコスト負担：総額約 0.17 億円、研修員受入：本邦研修、第三国研修各 1 名</p> <p>相手側：</p> <p>カウンターパート（C/P）配置： 延べ 29 名、車両提供： 四輪駆動車両 5 台、バイク 6 台</p> <p>土地・施設提供</p>			
2. 評価調査団の概要			
調査者	(担当分野・氏名・職位)		
	団長・総括	鍋屋 史朗	JICA ザンビア事務所長
	協力計画 1	パトリック・チバムリロ	JICA ザンビア事務所現地職員
	協力計画 2	舩岡 真穂実	JICA ザンビア事務所員



	評価分析	板垣 啓子	グローバル・リンク・マネジメント(株) 研究員
調査期間	2008 年 7 月 30 日～8 月 15 日		評価種類：終了時評価
3. 評価結果の概要			
3-1 実績の確認			
3-1-1 投入実績			
(1) 日本側投入実績			
1 名の長期専門家と 2 名の短期専門家が派遣され、供与機材として車輛 2 台をはじめ総額 264 千円相当が供与された。ザンビア側 C/P 2 名が本邦及び第三国研修に参加した。パイプライン専門家が派遣された 2005 年度から 2008 年度までの日本側のローカルコスト負担はプロジェクト終了時までの計画額を含め総額 17,494 千円である。			
(2) ザンビア側投入実績			
ザンビア側からは延べ 29 名のカウンターパートが配置されたほか、MACO 所有の四輪駆動車両 5 台、バイク 6 台がプロジェクト活動に提供された。また、西部州 MACO 内のプロジェクト事務所と同事務所の付帯資機材及び電気・水道設備がプロジェクト施設として提供された。			
3-1-2 成果達成の実績			
アウトプット 1：対象地域の 8 村落において、参加型手法を用いた問題分析・計画立案ワークショップが開催され、全体で 32 件の小規模プロジェクトが企画された。現在これらの小規模プロジェクト 29 件が実施中であり、そのうち 20 件（69%）は小額ながら既に村落共同の事業として収益をあげている。また、これら小規模プロジェクトの運営に関しては、各プロジェクトの委員会と、それらを統括する村落委員会が設置され、定期会合を開催して事業のモニタリング・管理に当たっており、適正な活動・会計記録が整備されている。小規模プロジェクトの成功率は 69%と目標値の 50%を上回っており、コミュニティの開発活動に向けた能力強化についても満足すべき水準に達している。			
アウトプット 2：対象村落では、上記の小規模プロジェクトの実施を通じて 7 種類の新技术が導入・普及され、指標に設定された 6 種類以上の技術導入という目標は達成された。しかしこれらの技術は共同事業を通じて展示・普及されたものであるため、今般調査において農民の知識の習得割合については確認できなかった。受益者へのインタビューにおいては、これらの技術が個別世帯にも波及しつつあることが報告されているが、今後村落レベルでの調査により確認が必要である。			
アウトプット 3：プロジェクトではこれまでに 5 回の研修、5 回のワークショップを実施しており、C/P 及び関係者延べ 140 名が参加している。プロジェクト終了までにもう 1 回、C/P 13 名を対象とした研修が計画されており、研修受講者総数は述べ 153 名となる見込みである。個々の C/P の受講については 28 名と目標値の 30 名をわずかに下回る実績であるが、実際の村落での活動への研修受講者参加率は 75%と目標値の 70%を上回っており、本成果については概ね達成されている。			
3-1-3 プロジェクト目標達成の見込み			
今般の評価ではまず本プロジェクトの目標である「参加型の農村開発モデル」について、システム化され定期的に実施される村落レベルの開発関連活動、生計向上に資する新技术の展示普及、それらを定期的に支援・指導する政府機関の体制という 3 側面から構成されるものと定義した。村落レベルでは住民の組織が構築されて定期活動が行われており、記録や継続的な活動計画も整備されている。また普及員による技術指導も村落への直接訪問を通じて定期的に実施されており、郡レベルの支援体制も本プロジェクトを通じ制度化されている。以上のことからプロジェクト目標達成の見込みは高いと判断される。			
3-1-4 上位目標達成の見込み			
本プロジェクトにより構築される参加型農村開発モデルは、村落レベルの自発的・制度化された取り組みと生計向上技術の展示普及、政府機関による組織的な支援体制の 3 側面から構成されるものであり、村落の貧困への対応に関連した経済的便益という直接的な効果のみならず、コミュニティ構成員間の社会関係の改善や個々人の行動様式の変化等、間接的な効果をもたらさうものである。したがって、同モデルの波及を通じ、貧困削減と人間の安全保障の向上を目指す本プロジェクトの上位目標達成に貢献する見込みは高いと考えられる。			
3-2 評価結果の要約			

(1) 妥当性：

本プロジェクトはザンビア国の中央政府・地方政府の開発政策及び農業開発計画の重点分野に合致しており、日本の協力政策にも沿っていることが確認された。また、対象地域の住民も自らの発意と努力による村落開発事業の効果を高く評価しており、本プロジェクトの妥当性は検証された。

(2) 有効性：

村落レベル、政府レベルともに組織化・組織の制度化が行われ、村落レベルの自発的な開発活動を実施・支援するための継続的な活動計画が策定されている。プロジェクトにより構築されたモデルは直接・間接的な便益をコミュニティにもたらし得るものであり、プロジェクト実施の有効性は高いと判断される。

(3) 効率性：

本プロジェクトの運営において、日本・ザンビア側双方の投入、活動はアウトプットの達成に効果的に結びついており、本プロジェクトの効率性は概ね確保されている。

(4) インパクト：

プロジェクトの活動に関連して、村落レベル、実施機関レベルでのポジティブな効果、影響が確認され、ネガティブな効果、影響は特定されなかった。上位目標達成へのインパクトに関しても正の効果が予想される。

(5) 自立発展性

政策的方向性の継続性及び本プロジェクトの活動によって C/P・受益者が獲得した知識や技術の維持・活用の可能性は高い。また、他ドナーが本プロジェクトの成果に関心を持ち、西部州での継続的な支援を検討している。従って、制度的環境と資金の継続性は少なくとも今後数年間は確保できる見通しであり、プロジェクトの自立発展性は高いと判断される。

### 3-3 効果発現に貢献した要因

(1) 計画内容に関すること

参加型アプローチの実践のためには対象村落レベルの活動が不可欠であるが、本プロジェクトの対象地は遠隔・孤立地域であり、カウンターパートの移動手段には制約があった。プロジェクトでは移動手段確保のためのローカルコスト負担を特例的に行った。これにより、対象村落での活動に関する密接なモニタリングが可能となり、モデル構築という目標達成への貢献要因となった。

(2) 実施プロセスに関すること

経験共有のために開催されたワークショップ等の機会を通じ、各郡レベルの C/P がチームとしてよい意味での競争意識を持ったことは、C/P の積極的な関与を引き出すことにつながり、プロジェクト活動の円滑な進捗に貢献した。また、郡レベル C/P がチーム体制で活動に当たる中で、経験を積んだ普及員が若い普及員を補佐・指導する共同体制が生じたことは、プロジェクト実施、特に対象村落レベルの活動に関して非常に有益であった。

### 3-4 問題点及び問題を惹起した要因

(1) 計画内容に関すること

対象地域がザンビア・イニシアチブ地域に特定されていたことから、プロジェクトの対象地域は遠隔・孤立地域に設定されていた。これら対象地域へのアクセスの困難さは日常的なプロジェクト活動実施にとって障害となり、特に日本人専門家や州レベル C/P によるモニタリングの精度に影響を及ぼした。

(2) 実施プロセスに関すること

参加型アプローチに関する研修講師等を他地域から招聘したため、普及員への継続的な指導が困難であり、特にプロジェクト当初の村落活動の導入に際して円滑さを欠く一因となった。

### 3-5 結論

合同評価チームは、プロジェクト活動が遅延・障害なく実施されたことを確認し、協力期間内にプロジェクト目標が成功裏に達成されるものと判断し、プロジェクトは当初予定期間を以て終了するものと結論する。

### 3-6 提言

#### 3-6-1 プロジェクト終了までに実施すべき事項

(1) 村落レベルで実施されている個々の小規模プロジェクトについては今後評価調査の対象として

いない。したがって、実際の開発効果、個々の農民レベルでの技術知識の普及度合を含め、プロジェクト終了時点までにインパクトアセスメントを行うことが望ましく、それにより将来的な活動継続に関する留意点等、重要な示唆が得られるものと考えられる。

(2) プロジェクトでは州及び郡レベルで MACO 各局間の調整連携を促進するメカニズム (PaViDIA Operation Room: POR) を導入しており、公的な設置承認がなされる予定である。しかしながら、特に郡レベル POR の設置は新たな試みであり、州 POR との役割分担も含め、その運営体制及び責任範囲を明確化していく必要がある。JICA は、関係者との更なる議論を行い、プロジェクト終了後もこれらの組織体制が継続的に機能するよう働きかけることが望ましい。

### 3-6-2 プロジェクト終了後に実施すべき事項

(1) プロジェクト成果をより広範に波及していくため、州 MACO が今後実施する職員対象の研修等の機会において、本プロジェクトで形成されたモデルとその実施経験を広く紹介することが望ましい。長期的な貧困削減の視点からは、他ドナー等の支援により実際に村落レベルの活動を実施する郡のみならず、MACO は、広く州内の職員の参加型アプローチにかかる能力向上を図ることが重要であると思料される。

(2) 2003 年の組織改正により、州・郡レベルでは MACO 各局間の調整を図る機能として州・郡農業調整官 (PACO、DACO) のポストが設置されているが、各局の指揮系統と平行して確保されているこれらの連絡調整チャンネルが実態として機能していない場合も散見される。地域の問題への柔軟な対応は参加型アプローチの重要な要素であり、そのためには地方レベルでの調整機能がきわめて重要であることから、少なくともこれら調整官の機能がバイパスされることのないよう、MACO は、省内でのさらなる周知徹底が必要である。

(3) MACO では参加型の普及アプローチを重視しており、PaViDIA 手法をはじめとする参加型手法が各地で試みられている。これらの参加型アプローチをより深化・展開させていくためには、成功事例のみならず失敗の経験をも含めてフィールドでの実践経験を総合的にレビューすることが必要である。本プロジェクトの経験からは PaViDIA 手法の改善につながる重要なフィードバックも得られており、MACO は、実際の普及関係者からの経験共有を行いつつ、組織として参加型の農村開発アプローチの経験を蓄積していくことが将来的な展開にむけて極めて重要であると考えられる。

(4) 今般評価調査の過程において、ZIP と本プロジェクトの関係性についての整理が行われたことを受け、事後評価時の混乱を避ける意味からも、PDM の上位目標にかかる記載については、「ザンビア・イニシアチブ地域において村落活動、食料安全、生活の改善を通じて貧困削減、人間の安全保障が強化される。」と改定することが望ましいと判断された。

### 3-7 教訓

#### (1) プロジェクト目標とサイト・実施期間

モデル確立を目標とするプロジェクトにおいては、パイロット活動の詳細なモニタリングが不可欠であることから、サイト選定にあたってはアクセスを重視する必要がある。また、一定の「モデル」を確立するためには相応の活動実施・モニタリングに基づく分析検討が必要であり、特に参加型アプローチはその実施そのものに時間がかかることから、プロジェクト形成段階で、目標とするモデルの内容を明確化するとともに、その実施期間についても十分に検討することが肝要である。

#### (2) プロジェクト計画の定期的レビューと適時の修正

本プロジェクトに関し、PDM の指標が決定されていなかったこと、また ZIP の大幅縮小という環境変化に応じて変更された活動の方向性が PDM 上に反映されていなかったことは、今般評価調査の実施に困難を及ぼした。プロジェクトの枠組みの定期確認及び必要に応じた変更修正を行うことは極めて重要であり、そのためには合同調整委員会や運営委員会等、プロジェクト運営管理を担う組織を公的に設置する必要がある。小規模な案件や関係者が地方部に散在している場合でも、案件管理の側面のみならず透明性と責任の明確化の観点から、しかるべき組織体制と定期的な機会の設定は不可欠であると考えられる。

## Summary of terminal evaluation

1. Outline of the Project			
Country : The Republic of Zambia		Project Title : Development through the Empowerment of Rural Communities in Zambia Initiative Areas	
Issue/Sector : Agriculture and Rural Development		Cooperation Scheme : Technical Cooperation Project	
Office in charge : Zambia Office		Total Cost : 120 million Yen	
Period of Cooperation	(R/D) : 1.1.2006～31.12.2008.		Partner Country' s Implementing Organization : Ministry of Agriculture and Cooperatives
			Supporting Organization in Japan : None
	(Extension) :		Related Cooperation :
	(F/U) :		Technical Cooperation Project 「Participatory Village Development in Isolated Area (PaViDIA)」
(E/N) (Grant Aid) :			

1-1 Background of the Project

Since independent in 1964, the government of the Republic of Zambia (hereinafter referred as “GRZ”) has received a lot of Angolan refugees in Western Province, who were evacuated as a result a civil war. This is because Zambia has a generous policy with respect to acceptance of refugees from surrounding countries.

However, the social and economical burden of receiving and taking care of refugees can have its own adverse consequences. For example, among the communities that had an influx of refugees in Western Province, there emerged limitations in resources such as land (for production of food, livestock rearing and agriculture in general) and social facilities (of education and health, among others).

In order to address the foregoing constraints, the Zambian government initiated a framework for support, referred to as the Zambia Initiative Program (hereafter referred as “ZIP”). In its initial stages, commencing in 2003, ZIP was supported by a consortium of donors (including Sweden, USA, Denmark and Japan). Through ZIP, humanitarian aid was channeled to the refugees, while the hosting communities benefited from development aid. The support was aimed at promoting peaceful coexistence between the refugee and the residents in the host communities. In 2005 as most donors withdrew their support, leading to financial difficulties for ZIP.

It is in this context the Zambian Government requested the Government of Japan for provision of support to establish a sustainable model of agricultural and rural development for some of the ZI Areas through a technical cooperation Project. The project called “Development through the Empowerment of Rural Communities in Zambia Initiative Areas,” commenced its implementation January 2006.

1-2 Project Overview

The development responsive capability of the village is strengthened, production and the livelihood improvement technology are introduced, and strengthening the ability of the staff of Ministry of Agriculture and Cooperatives (hereafter referred as “MACO”) at province and a district level to support the village development is aimed at in nine villages selected in three districts of the Zambia initiative area (Caoma, Senanga, and Shangombo).

(1) Overall Goal

Poverty is reduced and human security is enhanced through participatory agricultural and rural development initiatives at the community level in Zambia Initiative Areas.

(2) Project Purpose

A sustainable model for agricultural and rural development is established through participatory approaches in the target villages.

(3) Outputs

Output 1 : Capacity of the target villages to identify and to solve their communal problems is enhanced.

Output 2 : On-farm and off-farm techniques for increasing crop yields and their additional values are introduced.

Output 3 : Local partners are able to facilitate community development through participatory approach and appropriate technologies.

(4) Inputs

Japanese side :

Long-term Expert : 1	Equipment : total 264,000 US Dollar
Short-term Experts : 2	Local Cost : Total 17 million Yen

Trainee Received : Japan、 Third Country 1 Each Zambian side : Counterparts : 29 Vehicle : 5 four-wheel drives、 6 motor cycles Land and Facilities		
2. Outline of the Evaluation Team		
Members	(Subject・Name・Position)	
	Team Leader	Mr. Shiro NABEYA, Resident Representative, JICA Zambia Office
	Cooperation Plan 1	Mr. Patrick Chibbamulilo, Senior Program Officer, JICA Zambia Office
	Cooperation Plan 2	Ms. Mahomi MASUOKA, Assistant Resident Representative, JICA Zambia Office
	Evaluation Analysis	Ms. Keiko ITAGAKI, Senior Researcher, Global Link Management Ltd.
Duration of study	30.7.2008～15.8.2008	Type of Evaluation : Terminal Evaluation
3. Outline of Evaluation Results		
3-1 Confirmation of Achievement		
3-1-1 Input Result		
(1) Input Result from Japanese Side		
One long-term expert and two short-term experts were dispatched, and 264,000 yen in total corresponding including two vehicles was provided. 2 Zambian C/P participated in Japan and the third country training. The local cost load of Japan, from Japanese fiscal year 2005, when the expert for project preparation was dispatched, to Japanese fiscal year 2008 will be estimated 17 million 494 thousand yen in total including the amount of the plan until the project ends.		
(2) Input Result from Zambian Side		
From Zambian side, 29 C/Ps were assigned in total and 5 four-wheel drive cars and six motorcycles owned by MACO were provided for the project activities. Moreover, MACO provided space for the project office, with incidental materials and machinery. MACO also covered expenses for electricity and water for the Project office.		
3-1-2 Result of Achievement of Project Output		
<u>Output 1:</u> The problem analysis and the planning workshops, using participatory approaches were held. A total of 32 sub-projects were identified for implementation in eight target villages. Out of the 32, 29 projects are under implementation. Twenty (20) of the sub-projects out of 29 had already realized some profit at the time of the evaluation. Additionally, there are indications that both the village committees and the subproject committees have developed capacity in management; as reflected by the regular holding of meetings, evidence of monitoring plans, improved management practices such as maintenance/keeping of accounting and other records. The success rates of sub-projects stood at 69% and it was deemed to be satisfactory, given a minimum benchmark of 50%.		
<u>Output 2:</u> Seven types of new technologies were introduced and disseminated through the implementation of the above-mentioned sub-projects. Therefore the target of introducing 6 type of in the target villages was achieved. Whereas there were reports that the application of new technologies is spreading among individual beneficiaries, it was difficult to estimate the adoption rates by farmers because the technologies were fused into existing activities (not new ones). It will be necessary to confirm this situation in the future.		
<u>Output 3:</u> All 5 training workshops, as planned were conducted at the time of the Final evaluation. A total of 140 participants, who included C/Ps, attended. Given that there was a plan for an additional training workshop for the 13 C/Ps, it was projected that by the end of the project the number of beneficiaries trained would accumulate to 153. The rate of participation at village level was 75% and this was deemed as having met the target which was set at 70 %. The achievement the training of C/Ps was slightly lower than expected, as only 28 out of the planned 30 (or 93%) were trained.		
3-1-3 Expectation of achievement of project purpose		
It was defined as comprising three view points, including: (i) development of related activities which are implemented by systematically and periodically at village level, (ii) exhibition and dissemination of new technologies which contribute to improvement of livelihood and (iii) enhanced capacity of the governmental		

organization to support villages through regular guidance as the pursue the participatory rural development model.

It is considered that the achievement of the project purpose is high. At the farmer's level, some form of organization is established at the village level, regular activities are carried out, records are maintained and there is continuous activity planning. New technologies were introduced. Extension staff provide technical guidance through scheduled visits to villages, and the system of support at a district level has been institutionalized through this project.

#### 3-1-4 Expectation of the achievement of overall goal

The participatory rural development model established through this project comprises a three sided view points, including (i) as voluntary and institutionalized activities, (ii) exhibition and dissemination of the livelihood improvement technology and (iii) the support system by government organization. The benefits are wide: they are not only limited to the economical empowerment to reduce poverty but are also include indirect aspects such as improvement of social relationships among community such as change of individual activities' pattern, unity and positive change of attitude, among others etc.

Therefore, it is considered that the contribution of the Project towards the achievement of the overall goal of poverty reduction and improved human security is high through the spread of the model concerned.

#### 3-2 Summary of evaluation results

##### (1) Relevance:

There is consensus that the project is well aligned to development policy at different levels (central government and the local government in Zambia) and to the agriculture sector, in particular. The project is also conforms into the cooperation policy of Japan. Moreover, farmers in the target areas also evaluate the effect of the village development activities of as fitting into their own idea. The relevance is therefore high.

##### (2) Effectiveness:

The organizations are formed and institutionalized both at village and the government levels, and a there exist continuous activity plans to execute and to support a voluntary development activities at the village level. The model established through the project can bring the community a direct, indirect benefit, and it is judged that the effectiveness of the project is high.

##### (3) Efficiency:

The inputs and the activities of both Japan and Zambia are effectively related to the achievement of the output in the management of this project. The efficiency of this project is therefore secured.

##### (4) Impact:

A positive effect and the influence at the village level and the implementing organization level were confirmed in relation to the project activity. There was no negative effect or the influence specified. A positive impact of the overall goal con beneficiaries is therefore expected.

##### (5) Sustainability:

The possibility, of continuation of policy direction, and of maintenance and utilization of knowledge and the technology that the C/P and community beneficiaries acquired through the activity of this project is high. Moreover, other donors are interested in the result of this project, and continuous support to the project in particular and western province (in general) is being considered. Therefore, the current institutional environment and the availability of capital are expected to continue for several years in the future. It is therefore adjudicated that the sustainability of the project is high.

#### 3-3 Factors that positively contributed to the Project

##### (1) Interventions over Concerns Arising from the design

The target areas of this project by design are in remote places, which are isolated. The challenge was that the counterparts had limitations in their transport, which made it difficult to implement the necessary participatory practices in the communities. The local cost load for the transportation was taken up by the project as an exception. As a result, it became possible to closely monitor activities in target villages, leading to establishment of the model as envisaged in the project's goal.

##### (2) Interventions During the execution process

Despite their different mandates, C/P's at the district level came together as a team through workshops and hence had opportunity to share experiences. This positive participation contributed to smooth progress of the project activities. This collaboration was very beneficial to the communities; the experienced officers were able to transfer skills and knowledge new staff through district facilitation who brought village level teams

together in the target village level.

### 3-4 Factors that Negatively Contributed to the Project

#### (1) Concern the content of the plan - Target Areas

By virtue of the fact that the target area was to specifically cover the Zambia Initiative area, Project activities were located in the remote and the isolated areas. The difficulty to access these areas posed monitoring difficulties for the Japanese expert and his C/Ps at the provincial level.

#### (2) Concern the execution process

Given the fact that trainers of the participatory approaches were invited from other areas, it became difficult to provide continuous guidance to the extension officers. The initial take off of activities at the village level was also not very smooth, during the transitional period.

### 3-5 Conclusions

The joint evaluation team concluded that project activities were implemented without the delay and with no significant disruptions and that project purpose was achieved successfully during the cooperation period. It was therefore suggested that the project should end according to the initial schedule.

### 3-6 Recommendations

#### 3-6-1 Matters that should be executed for the remaining period of the Project

(1) The individual sub-projects executed at village level were not target of the Final Evaluation study. Therefore, it was proposed that an impact assessment should be undertaken. This would bring out issues such as the actual development effect and level of adoption of the technical knowledge at the farmer level, among other things. Suggestions would also arise regarding the future activities.

(2) PaViDIA Operation Room (POR) as a mechanism that promotes the cooperation among different departments in MACO at provincial and district level was to be introduced in the project and that there should be public approval for this establishment. However, the establishment of district level POR is a new endeavor and hence roles and responsibilities for the provincial and district PORs need to be clarified between JICA and the concerned parties. There is also need to ensure that these structures are sustained after the project ends.

#### 3-6-2 Matters that should be executed after the end of project

(1) To spread the results of project more broadly, MACO at the province should lead in the initiative to introduce the model as widely as possible to other districts by providing opportunities for sharing of experience and training of the staff etc. in the future.

Whereas the district may continue to implement some activities through support from other donors, it is important for the province to continue enhancing capacity of participatory approaches in order to ensure poverty reduction in the long-term.

(2) The positions of provincial Agriculture Coordinator (PACO) and District Agricultural Coordinator (DACO) were introduced in MACO in 2003 to enhance coordination among different line departments. Previously each line department was working separately along their own parallel chains of command. A flexible approach to solve problems in rural areas increasingly become acknowledged in MACO, and hence the importance of the coordination functions.

(3) The participatory extension approach, including PaViDIA, is valued in MACO. It has been tried out in various places. However, it is necessary to review the practical experiences in the field comprehensively, to understand factors of success and failure of the approach. MACO acquired important experiences from the Project which can be used for the improvement of PaViDIA method.

Therefore it is thought extremely important for the future development that MACO accumulates experience of participatory rural development approach as organization for sharing among extension.

(4) In the process of the evaluation study, it was difficult to clearly understand the relation between ZIP and this project. In order to avoid some confusion at the time of the post-evaluation, the description of overall goal in PDM was modified from "Poverty is reduced and human security is secured through improvement of village

activities, food security and living standards in Zambia Initiative Areas” to “Poverty is reduced and human security is enhanced through participatory agricultural and rural development initiatives at the community level in Western Province.”

### 3-7 Lesson

#### (1) Project target, site and execution period

There is need to seriously consider the modalities of monitoring and implementation when selecting sites for projects which aim at developing a model. Less accessible area can adversely affect the effective monitoring and implementation.

Moreover, There is need to allocate sufficient time for monitoring and implementation for projects which aim at establishing a specific “Model.” The time was not adequate to sufficiently establish the model.

#### (2) Regular review of project plan and timely correction

There is need for regular reviews in order to take timely remedial measures. The final evaluation found that the PDM required revisions and the Project environment had changed, with the number of refugees reducing significantly due to repatriation. In order to authorize change of the PDM and general direction of Project there need to have in place a project management structure, which could take the form of the Joint Coordination Committee. It does not matter whether or not the project is in a remote area; it is indispensable for the purpose of enhancing transparency and appropriate project management.



# 第 1 章 終了時評価調査の概要

## 1-1 調査団派遣の経緯と目的

ザンビア共和国（以下「ザ」国）は1964年の独立以来、周辺国から寛容に難民を受け入れ、特に西部州ではアンゴラ内戦による多くの難民を受け入れてきた。しかしながら、アンゴラと国境を接し「ザ」国内でも貧困度の高い西部州では、土地、食料、教育、保健医療などの資源・サービスが限られており、難民流入により受入地域（住民）への負担が大きな問題となっていた。そのため、2001年1月、「ザ」国政府は、難民に対する人道支援と受入地域に対する開発援助の連携を念頭に置きつつ、西部州の貧困対策に難民を参加させる「ザンビア・イニシアチブ・プログラム（ZIP）」を開始した。2002年3月には、我が国も参加してUNHCR、アフリカ開発銀行、各ドナー政府、「ザ」国政府による合同現地調査が実施され、難民と受入地域住民との平和的共存の推進を目的にした支援のフレームワークが作成された。

このような背景をもとに、「ザ」国政府は対象地域の安定とコミュニティ間の調和を促進し、地域住民のエンパワーメントを図ることを目的に、参加型農村開発を取り入れた技術協力プロジェクトを我が国に要請した。その結果、2006年1月より「ザンビア・イニシアチブ地域における農村開発プロジェクト」が3年間の協力期間で開始された。

プロジェクト協力期間終了を半年後に控えて、これまでの活動と成果の実績を確認し、評価5項目（妥当性、有効性、効率性、インパクト、自立発展性）に基づき評価を行い、プロジェクトに対する提言及び類似プロジェクトへの適用可能な教訓について関係者の合意形成を図るため、終了時評価を実施した。

## 1-2 調査団の構成と調査日程

担当分野	氏 名	所 属
総括/団長	鍋屋 史朗	JICA ザンビア事務所長
評価分析	板垣 啓子	グローバルリンクマネジメント(株)研究員
協力計画 1	パトリック・チバムリロ	JICA ザンビア事務所現地職員
協力計画 2	舩岡 真穂実	JICA ザンビア事務所員

調査期間：平成 20 年（2008 年） 7 月 30 日～ 8 月 15 日

調査日程：付属資料 2（合同評価報告書 ANNEX 1）参照

## 1-3 プロジェクトの概要

### (1) 上位目標

ザンビア・イニシアチブ地域の農村の活性化、食糧の安全確保及び生活改善を通じて、人間の安全保障が確保され、貧困が軽減される。

### (2) プロジェクト目標

対象村落において住民参加型による持続的実施が可能な農業・農村開発のモデル

が構築される。

(3) 成果

1. コミュニティにかかる問題の特定・解決に関する対象村落の能力が向上する。
2. 農作物の単位収量増及び価値の付加等にかかる農業生産及び加工技術が導入される。
3. 参加型アプローチ及び適切な技術を通じ、現地実施機関（州レベル、郡レベルのMACO 関係機関）の能力が向上する。

現在までに、農業・協同組合省（以下、MACO）及び西部州農業調整官事務所及び州内の3つの郡農業調整官事務所をカウンターパート機関として、長期専門家（村落開発／業務調整）1名と短期専門家（延べ2名）が派遣されている。

本プロジェクトは、持続的な農村開発事業を目標とすることから「ザ」国農業普及システムを活用した住民参加型アプローチとし、住民一人当たり100US\$を上限とする資本を投下する小規模プロジェクトを試行した。ザンビア・イニシアチブは、受け入れ住民と難民から構成されるLocal Development Committee（LDC）が実施主体である。LDCは西部州内の3郡（Kaoma、Senannga、Shangombo）に22組織されていたが、ファシリテーター役の農業普及員が配置されている9つの村落を対象とすることとした。事前評価調査の際、対象村落は以下の基準で選定することが合意された。

- ① 村落内にリーダーシップを発揮する長が存在する
- ② コミュニティ組織がしっかりしている
- ③ 世帯数が100から150
- ④ 伝統的酋長の理解が得られる
- ⑤ 外部から大きな援助を受けていない
- ⑥ 農業普及員のアクセスが可能
- ⑦ 難民が存在する
- ⑧ 村落内に大きな紛争がない

実施にあたっては、ザンビアで持続的農村開発を先行して実施しているJICAの技術協力プロジェクト（孤立地域参加型村落開発計画）が開発した村落開発手法を参考とした。

## 第2章 終了時評価の方法

本終了時評価は、JICA 事業評価ガイドライン（改訂版）に基づき、プロジェクト・サイクル・マネジメント（Project Cycle Management：PCM）の評価手法を採用して、日本、ザンビア双方の評価者から構成される合同評価調査団により実施された。

### 2-1 PDMの改訂

事前評価時に策定された本プロジェクトの PDM には明確な指標が示されていなかったため、今般評価に先立って、プロジェクト開始当初の状況及びプロジェクトが実施したベースライン調査の結果等を踏まえて指標の検討を行った。これらの指標については合同評価調査団内で議論され、合意された指標に基づいて終了時評価が行われた。事前評価時の指標と今回設定した指標の対比及び指標設定根拠は下表に示す通りである。

要約	R/D 時点の 指標記載	今回修正指標	指標に関する考え方と設定根拠
プロジェクト目標： 対象村落における住民参加型アプローチの実践を通じ、持続的な農業・農村開発のモデルが構築される	<ul style="list-style-type: none"> <li>コミュニティによる組織化改善の度合い</li> <li>行動計画の実践の実績</li> <li>ファシリテーターの技術指導の適切さ</li> <li>ZIP と MACO の連携事業数</li> <li>カウンターパートによる他地域への普及計画</li> </ul>	1. 9 村落においてコミュニティの開発に関連した定期会合が開催され、SP の計画、実施、モニタリングの記録が整備される。 2. 村落レベルの活動を継続・展開するための計画が策定される。 3. 地域の MACO 職員が村落への指導計画を策定し、定期的な技術指導を行う。	「モデル」の定義：システム化され定期的に実施される村落レベルの開発関連活動、それらを定期的に支援・指導監督する体制、活動の記録と継続的な計画の存在を含めて「モデル」と考える。 1. 村落での定期的な会合の開催、活動記録の整備（現行のモニタリングシステムにより確保される見通し） 2. 村落レベルの活動を継続するための計画の存在（ワークショップを通じて村落開発 5 ヶ年計画が策定されており達成可能） 3. 普及員の定期的な訪問指導の見通し（普及活動計画、郡 POR のモニタリング計画により達成可能）
アウトプット 1： 対象村落において地域の問題を把握し解決する能力が強化される	<ul style="list-style-type: none"> <li>住民により特定された問題とその解決の数</li> <li>成功した小規模プロジェクト数</li> <li>女性の参加とジェンダーメインストリーミングの度合い</li> </ul>	1. コミュニティの問題が特定され、コミュニティの自助努力を通じた解決のための優先度が明確化される。 2. 上記に基づき企画実施された SP の	1. ワークショップ開催により問題点が発掘され、解決に向けた事業計画が策定・実施されることを想定。 2. マイクロプロジェクトは住民の発意と管理によるものであり、過去に経験のない新しい試みも想定されるため、目標とする成功率は 5 割とする。

	<ul style="list-style-type: none"> <li>・ 自主事業と村落開発に向けた継続的な活動</li> </ul>	50%以上がコミュニティに便益をもたらす。	
アウトプット2： 対象村落において生産物の収量及び付加価値向上のための技術が導入される。	<ul style="list-style-type: none"> <li>・ 新規導入された技術の数と質</li> <li>・ 記録された優良事例数</li> <li>・ 技術展示実施数</li> <li>・ 新規技術導入農民数と適用の度合い</li> <li>・ 参加女性の数と参加度合</li> </ul>	<ol style="list-style-type: none"> <li>1. 対象村落において、少なくとも6種類の技術が新規に紹介・導入される。</li> <li>2. 農民の50%以上が新規に導入された技術のうち最低1種類について正確な知識を有する。</li> </ol>	<ol style="list-style-type: none"> <li>1. 評価時点で想定されていた技術(水管理、稲作導入、食品加工、農産物保存技術、マーケティング)に加え、主たる生産物であるメイズの生産向上に加え6種類の技術が導入されることを想定。</li> <li>2. された新技術について対象村落の半数の世帯が知識を獲得することを想定(実際には共同事業を通じての展示であるため個別世帯の知識度合は把握できないが、事前評価時点での想定に基づき設定)。</li> </ol>
アウトプット3： 現地実施機関関係者が参加型アプローチと適正技術を通じてコミュニティ開発を促進する能力を獲得する。	<ul style="list-style-type: none"> <li>・ 研修受講者数</li> <li>・ プロジェクト活動を効果的に促進した職員数</li> <li>・ 習得した知識の活用・普及度合</li> <li>・ 活動経験の記録化と実践への応用度合</li> <li>・ プロジェクトと他のドナー、ZIP関係者との連携・強調度合</li> </ul>	<ol style="list-style-type: none"> <li>1. 州及び郡レベルで少なくとも30人のMACO職員がコミュニティの計画立案と開発活動を促進するための研修を受講する。</li> <li>2. 受講者の70%以上がプロジェクト活動において習得した技術を活用する。</li> </ol>	<ol style="list-style-type: none"> <li>1. MACO職員のプロジェクトへの関与は意思決定・承認のみであることから、郡MACO職員と合わせてローカルカウンタートパートへの研修実施を目標値とする。郡MACO職員は各郡約40名程度(総数120人)であるので、その4分の1がプロジェクト活動の対象となることを想定し目標値とする。</li> <li>2. 受講者は基本的に村落でのプロジェクト活動に参加するという理解。高位のCPの参加や職員の退職・異動の可能性を勘案して目標値を7割に設定。</li> </ol>

なお、指標に関する議論を通じ、アウトプットの記載が因果関係を内包している点についても検討が行われ、活動の結果として達成されるアウトプットを明確化する観点から、これらのアウトプットの記載についても修正を行うこととした。また、PDM上の若干の用語についてもその意図するところを明確化する必要があるとの判断から、これら用語の定義についても検討・合意したうえで、脚注として追記することとした。

以上の修正を加えたPDMの改訂版は付属資料2（合同評価報告書ANNEX 2）に示す通りであり、本終了時評価は同PDMに沿って実施された。

## 2-2 5項目評価

本終了時評価に当たっては、以下の評価5項目の観点からの検討を行い、評価を実施した。

①妥当性： 妥当性は、プロジェクトが定めた上位目標とプロジェクト目標が、被

援助国の開発政策やターゲット・グループのニーズと一致しているか、また、これらの目標を達成するためのプロジェクト・デザインが妥当であったかを検証するものである。

- ②有効性： 有効性とは、プロジェクト実施によって、ターゲット・グループに対して所期の便益をもたらすことが出来たどうかを評価するものである。そのためにはプロジェクト目標の達成度を分析するとともに、その内容について、プロジェクト活動によるアウトプット産出への貢献度を検証することが必要である。
- ③効率性： 効率性とは、プロジェクト実施過程における生産性のことであり、投入がアウトプットにどれだけ効率的に転換されたかを検討する。
- ④インパクト： インパクトとは、プロジェクト実施により生じた直接的及び間接的なポジティブ、ネガティブな効果、影響のことである。
- ⑤自立発展性： 自立発展性とは、プロジェクト実施による効果が、プロジェクト終了後においても持続されるかどうか、それらの阻害及び貢献要因について、政策及び制度的側面、組織及び財政的側面、そして技術的側面から検証するものである。

### 2-3 データ収集手法

本終了時評価に当たっては、以下のデータを収集・検討するほか、現地調査においては、日本人専門家及びカウンターパートへの聞き取り、他のプロジェクト関係者及びドナーへのインタビュー、プロジェクト対象地域踏査及び受益者との会合などを通じ、情報を収集した。

- 1) 討議議事録（R/D）、プロジェクト・デザイン・マトリックス（PDM）、詳細実施計画（PO）などプロジェクト計画資料
- 2) プロジェクト活動半期進捗報告書
- 3) 長期専門家月例報告書
- 4) 短期専門家報告書
- 5) 日本側、ザンビア側投入の詳細
- 6) プロジェクト活動進捗及び成果に関するプロジェクト作成資料
- 7) MACO 及びドナー作成の関連資料

これらの情報に基づき、PDM に掲げられた指標と照らしてプロジェクトの進捗及び成果達成状況を確認したうえで、合同評価調査団内で検討を行い、上記評価 5 項目の観点から調査結果の分析を行った。本調査報告については平成 20 年（2008 年）8 月 15 日に MACO 政策・計画局長に対して内容を報告し、関係者の了解を得た。

## 第3章 プロジェクトの実績及び実施プロセス

### 3-1 投入実績

#### 3-1-1 日本側投入

以下に、日本側の投入として、専門家派遣、現地国内研修、機材供与、現地業務費支出、建物・施設等の実績について記述する。

##### (1) 専門家派遣

###### ア) 長期専門家

本プロジェクトでは、「業務調整／村落開発」分野の長期専門家1名が、プロジェクトが開始された平成18(2006)年1月からプロジェクトの終了時まで36カ月の期間で派遣されている<sup>1)</sup>。本専門家は、西部州の州都である Mongu に常駐し、西部州及び対象3郡の MACO 職員をカウンターパート (C/P) として活動を行っている。

###### イ) 短期専門家

短期専門家については、「現地生産物の活用促進」、「農村開発モニタリング活動促進」、の分野で延べ2名が派遣された。(以下、表3-1 参照)

表 3-1 短期専門家派遣実績

	派遣分野	派遣期間	派遣日数
1	現地生産物の活用促進	平成 18 (2006) 年 11 月 18 日～ 平成 19 (2007) 年 3 月 12 日	115 日間
2	農村開発モニタリング活動促進	平成 20 (2008) 年 1 月 21 日～ 平成 20 (2008) 年 3 月 15 日	55 日間

出所：プロジェクト作成資料

##### (2) 研修員受入 (C/P 研修)

本邦への研修員受入として、平成18年度に西部州農業調整官 (PACO) 1名が本邦研修に、また平成20年度は Shangombo 郡農業調整官 (DACO) がタイで実施された第三国研修に参加している。

表 3-2 研修員受入実績

	研修コース	派遣期間	派遣日数
1	参加型村落ビジネスに資するザンビア知的クラスター構築	平成 19 年 1 月～平成 19 年 2 月	48 日間
2	第三国研修 (タイ)	平成 20 年 7 月～平成 20 年 8 月	26 日間

出所：プロジェクト作成資料

<sup>1)</sup> 同専門家はプロジェクト開始以前の平成17年(2005年)9月よりパイプライン専門家として赴任していたが、プロジェクト専門家としての活動は平成18年1月より行われた。

### (3) 機材供与

プロジェクト活動の実施にあたり、四輪駆動車及びバイク等、総額約 8,515 千円相当の車両が供与機材として供与されている。

### (4) 現地業務費支出

各年度の現地業務費支出内訳は、下表 3-3 のとおりである。平成 18 年度及び平成 19 年度には、村落における小規模プロジェクト（Sub-Project、以下 SP と記載）支援経費として、ZMK114,340,000（約 3,307 千円）、ZMK228,496,000（約 6,234 千円<sup>2)</sup>がそれぞれ支出されている。平成 16 年度は約 8,006 千円相当額、平成 17 年度は約 7,224 千円相当額が支出され、平成 18 年度は予算額として、約 2,264 千円相当額が計上されている。総計で 17,494 千円相当額のローカルコスト負担が行われた。

表 3-3 現地業務費支出内訳（評価時点）

会計年度	平成 17 年度 <sup>(注 1)</sup>	平成 18 年度	平成 19 年度	平成 20 年度 <sup>(注 2)</sup>	計
現地通貨 (ZMK)	146,568,034	373,495,575	501,901,407	184,682,810	1,206,647,826
円貨相当額 (千円) <sup>(注 3)</sup>	4,953	12,622	16,962	6,241	40,778

注 1：平成 17 年（2005 年）9 月～12 月のパイプライン専門家活動経費を含む

注 2：プロジェクト終了時までの計画額を含む

注 3：平成 20 年（2008 年）7 月レート（1 円＝ZMK29.59）による出所：プロジェクト作成資料出所：プロジェクト作成資料

## 3-1-2 ザンビア側投入

### (1) C/P の配置

プロジェクトには延べ 29 名の C/P が配置されている。内訳としては、MACO 本省より 1 名、州農業調整官事務所より 3 名、Kaoma 郡、Senanga 郡、Shangombo 郡の農業調整官事務所より各 8 名となっている。（C/P のリストについては、付属資料 2（合同評価報告書 ANNEX 3-3）を参照。）

### (2) 予算の措置

ザンビア側の実施機関である MACO が、プロジェクトの活動に係る人件費、事務経費、施設維持費及び交通費等にかかる経費を負担している。（ただし、予算及び支出額については他のプログラムと合わせて計上されているため詳細は不明。）

### (3) 土地、施設等の提供

ザンビア側より、MACO 所有の車両（四輪駆動車両 5 台、バイク 6 台）がプロジェクト活動に提供されているほか、西部州農業調整官事務所内のプロジェクト事務所と同事務所の付帯資機材及び電気、インターネット、水道設備がプロジェクト施設として提供されている。

<sup>2)</sup> 平成 18 年度決算レート ZMK=0.02892、平成 19 年度決算レート ZMK=0.02728 を適用

### 3-2 各活動とアウトプットの達成状況

本プロジェクトにおいては、「参加型アプローチを通じた持続的な農業農村開発のモデル確立」がプロジェクト目標であり、同目標の達成に資する3つのアウトプットが設定されている。各アウトプットの達成状況は、以下のとおりである。（各活動実績の詳細については、付属資料2（合同評価報告書 ANNEX 4 及び ANNEX 5）を参照。）

<b>アウトプット 1: 対象村落において地域の問題を把握し解決する能力が強化される。</b>
指標： 1-1. コミュニティの問題が特定され、コミュニティの自助努力を通じた解決のための優先度が明確化される。 1-2. 上記に基づき企画実施された SP の 50% 以上がコミュニティに便益をもたらす。

上記アウトプット達成に向け、プロジェクトではまずベースライン調査を実施して対象村落の社会経済状況を把握した。次いで、各村落で住民ワークショップを開催し、住民による問題分析、村落に賦存する資源の同定、解決策の特定を行った。（初年度は3村落、第2年度は5村落が対象）。本ワークショップの結果、各村落は複数の SP を選定し、プロジェクトの支援を得て住民による実施、運営管理が行われている。これらの SP 実施に際しては、住民総会で選出されたメンバーから構成される事業ごとの委員会と、それらを統括する村落レベルの委員会が責任を持ち、それぞれの役職員が活動と会計の記録を整備している。これらの委員会は定期会合を開催し、活動・会計報告及び問題点の解決に向けた議論を継続的に行っている。これらの活動の結果、8村落で合計 32 件の SP が企画され、評価調査時点で 29 件が実施中である。実施中の SP のうち、製粉機事業や畜耕事業、野菜生産等、20 件は既に村落の共同事業として少額ながら収益を上げるに至っており、直接的な便益が確認されている。なお、一村落で実施する SP の集合体を（当該村落の）マイクロプロジェクトと総称している。

<b>アウトプット 2: 対象村落において生産物の収量及び付加価値向上のための技術が導入される。</b>
指標： 2-1. 対象村落において、少なくとも 6 種類の技術が新規に紹介・導入される。 2-2. 農民の 50% 以上が新規に導入された技術のうち最低 1 種類について正確な知識を有する。

技術導入については、上記 SP の内容に応じて担当普及員による技術指導が行われた。植栽・施肥方法、高収量品種導入等の栽培技術、家畜衛生・飼育方法に関する技術、さらに収益事業に関連して簡易な会計・簿記指導が行われ、住民はこれら新たな知識習得をプロジェクトの恩恵として高く評価している。多様な SP の実施を通じて導入された技術は①稲作技術、②メイズ栽培技術、③山羊飼育技術、④養豚技術、⑤養鶏技術、⑥野菜栽培技術、⑦収益事業管理技術の7種類に大別され、指標として設



定された目標は達成された。ただし、これらの SP の大半はコミュニティ共同事業として実施されているため、個別農家世帯への知識の普及度について今般調査では数値を得ることができなかった。受益者からの聞き取りにおいては個別世帯でも既に導入を始めた、あるいは今後新たに導入する予定であるといった意見が聴取されたが、具体的な知識の普及度合いについては、プロジェクト終了時まで確認が必要である。

**アウトプット 3: 現地実施機関関係者が参加型アプローチと適正技術を通じてコミュニティ開発を促進する能力を獲得する。**

指標：

- 3-1. 州及び郡レベルで少なくとも 30 人の MACO 職員がコミュニティの計画立案と開発活動を促進するための研修を受講する。
- 3-2. 研修受講者の 70% 以上がプロジェクト活動において習得した技術を活用する。

プロジェクトでは、村落ワークショップ実施に向けたファシリテーション技術を含め、参加型開発手法の研修を評価時点までに 5 回実施したほか、他機関が実施した参加型開発関連の 3 研修に C/P を派遣している。また、州・郡レベルの C/P を対象としたワークショップを 5 回開催し、経験共有や共通の課題の特定、教訓の抽出などを行っており、これらの研修関連活動への参加者は述べ 140 名に達している。なお、プロジェクト終了までにもう 1 回、C/P13 名を対象とした研修が計画されており、研修受講者総数は述べ 153 名となる見込みである。個々の C/P のレベルで見ると、研修を受講した CP の数は 28 名、内訳としては州 MACO 関係者 3 名、郡 MACO 関係者 25 名となっている。これらの研修受講者のうち、州レベル CP 及び一部の退職・異動者を除く 21 名が、村落レベルの指導に直接的に携わり、研修で習得したファシリテーション技術等を駆使して指導を行っている。受講者数は目標値の 30 名をわずかに下回る実績であるが、実際の村落での活動への研修受講者参加率は 75% と目標値の 70% を上回っており、本アウトプットは概ね達成されている。

### 3-3 プロジェクト目標達成の見込み

**プロジェクト目標：対象村落における住民参加型アプローチの実践を通じ、持続的な農業・農村開発のモデルが構築される。**

指標：

- 1. 対象 9 村落においてコミュニティの開発に関連した定期会合が開催され、SP の計画、実施、モニタリングの記録が整備される。
- 2. 村落レベルの活動を継続・展開するための計画が策定される。
- 3. 対象地域の MACO 職員が村落への指導計画を策定し、定期的な技術指導を行う。

今般の評価において、本プロジェクトの目標である「参加型の農村開発モデル」については、システム化され定期的に実施される村落レベルの開発関連活動、生計向上

に資する新技術の展示普及、それらを定期的に支援・指導する政府機関の体制という 3 側面から構成されるものと定義された。各側面についてみると、まず村落レベルでは村落委員会と SP 毎の委員会が構成されて定期活動が行われており、記録や継続的な活動計画も整備されている。また、普及員による技術指導が村落への直接訪問を通じて定期的に実施されていることも確認された。なお、これら村落レベルの活動に関する支援体制については、全国展開されている孤立地域参加型村落開発計画（PaViDIA）の既往の体制<sup>3)</sup>を踏襲しつつ、本プロジェクトでは郡レベルの調整機構（District POR）の新規設置を試みており、モニタリング計画を策定して継続的な支援を確保するよう働きかけている。これらの 3 側面での取り組みは現時点までに定着して実施されており、相互に連携して相乗効果をあげていると考えられることから、プロジェクト目標達成の見込みは高いと判断される。なお、事前評価時点では対象地域を担当する普及員数が 9 名と見込まれていたため、9 村落を対象とすることが指標に盛り込まれていたが、うち 1 名が人事配置上の問題から欠員となったため、実際のプロジェクト活動は 8 村落のみで実施された。

### 3-4 プロジェクト実施プロセス

#### 3-4-1 意思決定とモニタリング

本プロジェクトにおいては、MACO 本省に対して、州農業調整官と日本人専門家による年 2 回の定期報告が行われている。対象地域が遠隔地であり、実施関係者を一堂に招集しての会合設定が困難であるとの判断から、プロジェクト運営管理のための公的な機構は設置されておらず、後述の通り、プロジェクト全体の枠組みの見直しが行われないという問題は生じたものの、これら定期報告の機会にプロジェクトの進捗及び問題点への対応が随時行われていたことにより、プロジェクト活動に関する関係者の理解は醸成されていた。また、特に郡レベルでは C/P 及びその他のプロジェクト関係者による会合が不定期に召集されており、情報共有にもとづく調整が図られていた。

#### 3-4-2 プロジェクト・チーム内の連絡調整

対象地域が遠隔・孤立地域であることから、村落レベルでの活動に携わる普及員等の主要 C/P は遠隔地に配置されており、州都に配置されている州レベルの C/P 及び日本人専門家との直接的な接触による連絡調整には限界があった。そのため、プロジェクトでは、日本人専門家による対象地域訪問のみならず、郡関係者の給与受取等の事務的な訪問機会をも最大限に活用して、プロジェクト・チーム内の連絡調整の緊密化を図った。また、携帯電話のメッセージ（SMS）を活用した恒常的な連絡体制、プロジェクト関連活動に関する事前の情報提供と予定確認の徹底といったプロジェクト実施上の工夫はプロジェクトの円滑な進捗に大きく貢献したと考えられる。

#### 3-4-3 移動手段の確保のための追加的支援

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<sup>3)</sup> MACO 本省内及び州レベルでの PaViDIA 運営室（PaViDIA Operation Room:POR）の設置

本プロジェクトは、ザンビア・イニシアチブ地域に限定されたものであったため、遠隔・孤立地域を対象として実施されたが、これら遠隔地での活動にはプロジェクト関係者の移動手段の確保が不可欠であった。参加型のアプローチを採用するためには、通常の普及活動による村落訪問より高い頻度での対象村落訪問が必要であり、実施機関の通常の活動予算では C/P の移動経費を十分に手当てできなかったため、本プロジェクトでは特別措置として、C/P の移動手段確保のための支援として、燃料費等の追加負担を行った。このことにより、対象村落レベルでのきめ細かい働きかけや詳細な指導が可能になった点は特筆に価しよう。ただし一方で、このような支援を必要とするアプローチそのものについて、対費用効果及び自立発展性の観点から、将来的に更なる検討が必要であることには留意すべきと考えられる。

## 第4章 評価結果

### 4-1 5項目評価による評価結果

#### 4-1-1 妥当性

以下の理由から、本プロジェクトの妥当性は高いものと評価される。

##### (1) ザンビア国政府の政策・制度等との合致

ザンビア国の第5次国家開発計画（FNDP）は、貧困削減を開発の最優先課題に掲げており、農業セクターの重点分野として、普及サービス提供改善と技術開発、農民及び政府職員の人的資源開発が強調されている。また、対象地域3郡の2006-2010年の開発計画においては、「参加型アプローチを通じた効果的・効率的な普及サービスの提供」が、農村の生計向上、技術開発、農民組織の強化と並んで、3郡に共通した農業分野での重点目標となっている。したがって、本プロジェクトの取り組みの方向性はザンビア政府の関連分野における政策と合致していると言える。

##### (2) 日本の開発援助政策との整合性

日本の対ザンビア国別援助計画においては、「農村開発を中心とする貧困対策への支援」が重点分野の一つとなっており、そのための具体的支援として「開発計画策定及び実施にかかる住民参加型農村開発の促進と地方レベルのキャパシティ・ビルディング」が挙げられている。同様に、JICAの国別事業展開計画でも、「農村開発を中心とした貧困削減」は重点課題の一つに位置づけられており、本プロジェクトは「農村開発支援プログラム」に含まれている。これらの点に鑑み、本プロジェクトと日本の政府開発援助及びJICAの国別事業展開計画との整合性は確保されている。

##### (3) プロジェクト・デザインの妥当性

本プロジェクトは、農村コミュニティの問題解決能力の強化、生計改善につながる新技術の普及、政府機関によるそれらの支援体制の改善という農村開発の3領域に包括的に取り組むものである。プロジェクトの活動はそれらの要素の相互連携と相乗効果を狙いとして、3領域での取り組みを共時的に行うよう計画されており、プロジェクト・デザインは妥当であったと考えられる。

##### (4) 受益者ニーズとの整合性

ザンビアの農村地域、特に遠隔・孤立地域において、地域の開発を持続的なものとしていくためには、コミュニティの問題解決能力を強化し、農民の自助努力を支援する政府関係諸機関職員の技術・姿勢を改善していくことが必要である。外部支援の機会の少ない遠隔地のコミュニティにおいて、地域に腑存する資源を活用するための技術を習得し、自らの問題解決能力を高めていくことは、地域住民にとって極めて重要であり、現地でのヒアリングにおいて、受益者が本プロジェクトからの恩恵としてこの点を強く認識していることが確認された。本プロジェクトは地域住民のイニシアチブを通じたSPの実施経験を提供することを通じ、住民自らの問題解決能力の形成強化を目指したものであり、住民ニーズへの的確な対応であったと言える。

#### 4-1-2 有効性

本プロジェクトの目標である持続的な農村開発モデルの構築については、協力期間内に達成が見込まれており、プロジェクト実施の有効性は高いと言える。

##### (1) プロジェクト目標達成度

プロジェクト対象となった 8 村落においては、住民の発意による数種類の SP が実施されており、それらの運営管理のために、村落委員会や事業運営委員会等、村落レベルの組織が形成され、委員会の役職員により、活動や会計の記録が整備されている。これらの委員会は定期会合を開催しており、MACO の普及員による指導・支援を受けつつ、SP の継続的運営の責任を担っているが、中にはすでに新規事業を企画実施している例もある。新技術については、SP の実施を通じて普及啓蒙が行われ、普及員と郡レベルの MACO 職員による継続的な指導が行われている。地方レベルでの政府関係機関による支援体制に関しては、全国で展開されている孤立地域参加型村落開発計画（PaViDIA）の手法を踏襲しつつ、本プロジェクトでは新規に郡レベルの調整機構（District POR）を設置、モニタリングの計画を策定し、継続的な支援を確保するよう働きかけを行っている。村落レベル・地方の政府レベル双方で構築されたこれらのメカニズムはすでに機能的にその責任を果たしていることから、本プロジェクトは、協力期間内にプロジェクト目標を概ね達成するものと考えられる。

##### (2) プロジェクト目標達成へのアウトプットの貢献度

プロジェクトの 3 つのアウトプットはいずれもプロジェクト目標達成に資するものであり、住民の能力開発、新技術導入、外部政府機関による支援体制の整備という 3 要素の相互連関による貢献は大きいと考えられる。

##### (3) プロジェクトの有効性を高める貢献要因

経験共有のために開催されたワークショップ等を通じ、C/P は他地域での活動の内容や進捗を知る機会を得た。そのことにより、各郡レベルの C/P がチームとしてよい意味での競争意識を持ったことは、C/P の積極的な関与を引き出すことにつながり、プロジェクト活動の円滑な進捗に貢献した。

また、郡レベル C/P がチーム体制で活動に当たる中で、経験を積んだ普及員が若い普及員を補佐・指導する協働体制が生じたことは、プロジェクト実施、特に対象村落レベルの活動に関して非常に有益であった。これらの経験共有・協働は、プロジェクト目標の達成に大きく貢献したと考えられる。

##### (4) プロジェクトの有効性に対する阻害要因

本プロジェクトでは、対象地域がザンビア・イニシアチブ地域に特定されていたことから、プロジェクト活動が遠隔・孤立地域で行われることは前提であったが、これら対象地域へのアクセスの困難さは、実際の日常的なプロジェクト活動実施に様々な障害をもたらした。特に、対象地域へのアクセスの困難さのため、日本人専門家や州レベルの C/P による村落レベルの活動モニタリングの精度がいささかなりとも損なわれたことが、モデル構築というプロジェクト目標の達成に対する阻害要因となった面は否定できない。

また、参加型アプローチに関し、当初、西部州内でリソースが確保できなかった

ため、他地域から研修講師を招聘して研修が実施されたが、このような研修実施体制においては、研修期間終了後の普及員への継続的な指導が困難となり、特にプロジェクト当初の村落活動の導入に際して、実務研修（OJT）のような実地指導ができなかったことは、活動進捗の円滑さを欠く一因となった。

#### (5) 外部条件の変化による影響

プロジェクト実施期間中、ZIP の大幅な活動規模縮小により、UNHCR 等他機関との連携体制は事実上消滅するという変化が生じたが、本プロジェクトの進捗に影響は生じなかった。また、数件の SP の成果進捗に関しては、2007 年度の多雨・洪水による影響が報告されているが、これらはプロジェクト全体の進捗に考慮すべき規模の影響を及ぼすには至らなかった。

### 4-1-3 効率性

本プロジェクトの運営において、日本・ザンビア側双方の投入、活動がアウトプットに至る関係性は、効果的に結びついており、本プロジェクトの効率性は確保されていると言える。

#### (1) 投入によるアウトプットの達成度

本プロジェクトでは、日本側、ザンビア国側双方から適切な投入がなされ、効果的に活用されたことにより、以下の通り、プロジェクト活動の円滑な実施に貢献したと考えられる。

##### ①専門家の投入

短期専門家については、プロジェクト実施過程において、必要とされる分野が具体的に特定されたことを受けて当初要請から分野の変更が行われたが、本変更は妥当なものであった。長期・短期専門家ともに C/P、プロジェクトのその他関係者との関係も良好であり、その活動による投入効果は高いものであった。

##### ②機材の投入

供与された機材は量・質ともに過不足のないものであり、ほとんどが良好な状態で管理され十分に活用されている。C/P 及び村落レベルの委員会等、プロジェクト関係者は、すでにこれらの機材の活用・維持管理に必要なノウハウや技術を習得している。一部の SP 実施に関しては必要資機材の投入が遅れ、活動時期に遅延が生じたことが報告されているが、これは受益者が銀行取引等に不慣れであったことに起因するものであり、プロジェクトからの投入時期に問題はなかったと判断される。

##### ③C/P 研修

C/P の海外（本邦及び第三国）研修は適切であった。研修に参加したカウンターパートからは、研修習得内容がプロジェクト活動のみならず、将来的な各々の業務遂行に際しても有用であることが報告されている。ただし、研修時期については、実施機関関係者より、研修成果のより広範な活用の観点から、プロジェクト前半への集中が望ましいとの意見が挙げられている。

##### ④ザンビア側の投入

本プロジェクトにおいては、MACO 本省、西部州 MACO、対象 3 郡の MACO より、プロジェクト活動に必要な分野のカウンターパート人員が配置されたが、Kaoma

郡の普及員 1 名については欠員となったため、計画されていた対象村落数が 1 村落少なくなる結果となった。土地、施設については、西部州 MACO 内に本プロジェクト専門家の執務スペースが提供された他、同省所有の車両がプロジェクト活動に充てられており、円滑なプロジェクトの運営に貢献してきた。

#### (2) 他の援助事業との連携

本プロジェクトの実施に際しては、国際協力機構の支援により MACO 本省において先行実施されていた「孤立地域参加型村落開発計画 (PaViDIA)」の成果が活用された。参加型の村落開発手法を採用した同プロジェクトのマニュアルや教材、研修機会を活用できたことは、本プロジェクトの活動実施、特にプロジェクト開始当初の活動を効率的に実施するうえで大きな貢献となった。本プロジェクトは 3 年間という協力期間で実施されたものであり、先行協力事業の成果活用は、モデル構築という目標達成のために極めて有益であった。また、本プロジェクトの経験がフィードバックされたことは、PaViDIA 手法をより深化させる上で重要な示唆となっており、上記プロジェクトにとっても有意義な連携であったと考えられる。

### 4-1-4 インパクト

本終了時評価調査では、プロジェクトの活動に関連し、ポジティブな効果、影響が確認され、ネガティブな効果、影響は特定されなかった。上位目標達成へのインパクトに関しても正の効果が予想される。

#### (1) 上位目標の達成見込み

本プロジェクトの上位目標は、村落での開発活動を通じて貧困削減と人間の安全保障が達成されることであるが、本プロジェクトにより構築される参加型農村開発モデルは、村落レベルの自発的・制度化された取り組みと生計向上技術の展示普及、政府機関による組織的な支援体制の 3 側面から構成されるものであり、村落の貧困への対応に関連した経済的便益という直接的な効果のみならず、コミュニティ構成員間の社会関係の改善や個々人の行動様式の変化等、間接的な効果をもたらさうものである。したがって、同モデルの波及により、貧困削減と人間の安全保障の向上を目指す本プロジェクトの上位目標達成に貢献する見込みは高いと考えられる。

#### (2) プロジェクト実施によるポジティブ・インパクト

対象村落の受益者からは、本プロジェクトの実施を通じて、様々なインパクトが生じていることが報告されている。具体的には、農業や畜産関連の新技术を習得したこと、SP 実施から得られた利益がコミュニティ共同資源として確保され、それを原資としたマイクロクレジットの供給や、コミュニティ内部の弱者への支援が行われるなど、一種のセーフティ・ネットが形成されたことなどが挙げられている。またこれらの直接的な便益のみならず、コミュニティの協働に関する意識が高まったこと、住民間のより良いコミュニケーションが形成されたこと、外部組織との接触や公的な会合への参加により、行動様式の変化や自信が得られたこと等も報告されており、これらは本プロジェクト実施によるポジティブ・インパクトとして評価できよう。

#### (3) プロジェクト実施によるネガティブ・インパクト

今般の終了時評価調査時点で、特段のネガティブ・インパクトは観察されなかった。

#### 4-1-5 自立発展性

本プロジェクトの活動によって獲得した知識や技術の維持と、今後の発展については、以下のとおり実施機関、対象村落ともに継続的に取り組んでいく姿勢が確認された。このことから、本プロジェクトの自立発展性は高いと思われる。

##### (1) 政策及び制度的自立発展性

農村開発を中心とした貧困削減はザンビア国の開発政策の重点分野であり、この政策的方向性は今後も継続していく見込みである。また、MACO も参加型の農業普及を重視していることから、本プロジェクトの政策的自立発展性は高いと考えられる。MACO が参加型手法の一つとして推進している PaViDIA に関しては、中央、州レベルで運営管理のための事務局（POR）が設置されているが、本プロジェクトの実施を通じて郡レベルにも POR が設置され、現在制度化が進められている。対象村落レベルでは、村落の計画策定や SP 実施を通じて組織された村落委員会及び SP のための管理委員会が、定期会合を通じて SP の運営管理、記録の整備及び問題の解決にあたっており、普及員や郡の MACO 職員の継続的なモニタリングと指導によりそれらの委員会活動の機能は持続する見込みである。したがって、POR の制度化と MACO による継続的な村落活動支援により、本プロジェクトの制度的自立発展性は確保されると考えられる。

##### (2) 組織及び財政的自立発展性

組織的な自立発展性については、MACO による継続的なモニタリング及び指導監督が鍵となるが、今般終了時評価においては、これらを通常の普及活動に組み込むことにより、頻度や精度は減少する可能性があるものの、継続的なモニタリングが行われるであろうことが確認された。プロジェクトが確立したモデルの面的拡大のためには他の村落での SP 実施のための資源が必要となるが、この点に関しても、プロジェクトが効果的にその成果を展示したことにより、他のドナー（WFP 及び EU）が西部州での同様の支援を表明しており、少なくとも今後数年間はこれらの支援による資金が手当てされる予定である。したがって、MACO の普及活動予算と外部支援による活動費の確保が現実化すれば、本プロジェクトには高い組織的・財政的自立発展性が見込まれる。

##### (3) 技術的自立発展性

本プロジェクトにおける集中的な研修と対象村落における実践を通じ、C/P は参加型の農村開発の概念と手法に関する理解を獲得し、村落レベルでの住民の活動を支援するための実践的な知識・技能を修得している。また、PaViDIA との連携体制が構築されたことにより、継続的に参加型開発にかかる技能の向上が図られることも期待される。対象村落の受益者レベルで見ると、SP の実施を通じて導入された新技術は SP の実施において十分に活用され、非公式ながら徐々に個々の住民レベルにも広まりつつある。これらの技術の波及度についてはプロジェクトによる更なる確認が必要ではあるが、普及員やその他の MACO 職員による継続的な指導が可能で



あることから、将来的な波及の見込みは高いと判断される。したがって、本プロジェクトの技術的な自立発展性は担保されていると考えられる。

#### **4－2 結論**

合同評価調査団は、プロジェクト活動が遅延・障害なく実施され、期待された成果が概ね得られたことを確認し、今後の継続的な努力によって、プロジェクト目標は協力期間内に成功裏に達成されるものと結論する。よって本プロジェクトは予定通りの期間を以て終了するものとする。

## 第5章 提言及び教訓

### 5-1 提言

#### 5-1-1 プロジェクト終了までに実施すべき事項

##### (1) 小規模プロジェクト（SP）の個別評価

対象村落で実施された個々の SP に関しては、プロジェクト終了時までに実施の経過や成果、将来的な継続・発展のための留意事項の整理を含めた個別の評価を行う必要がある。特に新規導入された技術の個別世帯レベルへの波及については成果達成指標として確認が不可欠である。SP 実施に関しては、同種の事業が異なる体制で実施されている例や、先行類似事業の経験が他の村落での事業実施に反映されている例なども散見されるため、それらをも含めて個別の SP に関する整理を行うことは、本プロジェクトで確立されたモデルのさらなる展開にとって重要な示唆を提供するものと考えられる。

##### (2) POR の役割及び運営体制の明確化

プロジェクトでは州及び郡レベルで MACO 各局間の調整連携を促進するメカニズム（PaViDIA Operation Room: POR）を導入しており、公的な設置承認がなされる予定である。しかしながら、特に郡レベル POR の設置は新たな試みであり、州 POR との役割分担も含め、その運営体制及び責任範囲を明確化していく必要がある。現状でこれらの POR の機能は主として村落レベルの活動に関するモニタリングに集中しているが、将来的には参加型農村開発モデルを継続的に実施・普及していくための資金確保の役割をも担うことが想定される。JICA は、これら POR の役割について関係者との更なる議論を行い、プロジェクト終了後もこれらの組織体制が継続的に機能するよう働きかけることが望ましい。

#### 5-1-2 プロジェクト終了後に実施すべき事項

##### (1) 州レベルにおけるプロジェクト成果の広報

プロジェクト成果をより広範に波及していくため、州農業調整官事務所が今後実施する職員対象の研修等の機会において、本プロジェクトで形成されたモデルとその実施経験を広く紹介することが望ましい。長期的な貧困削減の視点からは、他ドナー等の支援により実際に村落レベルの活動を実施する郡のみならず、MACO は、広く州内の職員の参加型アプローチにかかる能力向上を図ることが重要であると思料される。

##### (2) MACO の州及び郡レベルにおける指揮系統の調整

2003 年の組織改正により、州・郡レベルでは MACO 各局間の調整を図る機能として州・郡農業調整官（PACO、DACO）のポストが設置されているが、各局下の指揮系統と平行して確保されているこれらの連絡調整チャンネルが実態として機能していない場合も散見される。地域コミュニティの問題への柔軟な対応は参加型アプローチの要点であり、そのためには地方レベルでの関係部局間調整の機能が極めて重要であることから、少なくともこれら調整官の機能がバイパスされることのないよう、MACO は、組織的な取り組みを通じてさらなる周知徹底を行うことが必要で

ある。

### (3) 参加型アプローチの実践経験の総合的なレビュー

MACO では参加型の普及アプローチを重視しており、PaViDIA 手法をはじめとする参加型手法が各地で試みられている。これらの参加型アプローチをより深化・展開させていくためには、成功事例のみならず失敗の経験をも含めてフィールドでの実践経験を総合的にレビューすることが必要である。本プロジェクトの経験からは PaViDIA 手法の改善につながる重要なフィードバックも得られており、MACO は、実際の普及関係者からの経験共有を行いつつ、組織として参加型の農村開発アプローチの経験を蓄積していくことが将来的な展開にむけてきわめて重要であると考えられる。

### (4) PDM の改訂

今般評価調査の過程において、ZIP と本プロジェクトの関係性についての整理が行われたことを受け、事後評価時の混乱を避ける意味からも、PDM の上位目標にかかる記載についても改定することが望ましいと判断された。合同評価調査団による PDM 改定案は合同評価報告書 ANNEX 6（付属資料 2 参照）に示す通りである。

## 5 - 2 教訓

### (1) モデル策定のためのサイト・協力期間の設定

モデル確立を目標とするプロジェクトにおいては、パイロット活動の詳細なモニタリングが不可欠であることから、サイト選定にあたってはアクセスを重視する必要がある。また、一定の「モデル」を確立するためには相応の活動実施・モニタリングに基づく分析検討が必要であり、特に参加型アプローチはその実施そのものに時間がかかることから、プロジェクト形成段階で、目標とするモデルの内容を明確化するとともに、その実施期間についても十分に検討することが肝要である。

### (2) プロジェクト計画の定期的レビューと適時の修正

本プロジェクトに関し、PDM の指標が決定されていなかったこと、また ZIP の大幅な縮小という環境変化に応じて活動の方向性が変更されたにも関わらず、その変更が PDM 上に反映されていなかったことは、今般評価調査の実施に少なからぬ困難を及ぼした。中間評価調査等、プロジェクトの枠組みを定期的に確認し、必要に応じた変更修正を行う機会をプロジェクト計画に組み込むことは極めて重要であり、またそのために合同調整委員会や運営委員会等、プロジェクト運営管理責任を担う組織を公的に設置しておくことも必要である。小規模な案件や関係者が地方部に散在している案件においても、案件の運営管理の側面のみならず透明性や責任の明確化の観点から、しかるべき組織体制と定期的な検討機会の設定は不可欠であると考えられる。

## 第6章 所感

本プロジェクトでは、Mongu（西部州の州都）を本拠地として Kaoma 郡、Senanga 郡、Shangombo 郡の 8 村で活動が実施された。Mongu を中心にそれぞれに数百 km 離れ、西部州の特徴である砂地や Shangombo 郡へのモニタリングにはボートが必要になる等、これら対象村のモニタリングを 1 名の専門家で実施することの大変さが痛感された。対象村落の選定のあり方については、5－2 教訓の(1)に記載した。その他の気づきの事項は以下のとおりである。

### 6－1 ザンビア・イニシアチブ・プログラム（ZIP）

1960 年代半ばからアンゴラと国境を接する西部州には多くのアンゴラ難民が居住し、国内でも貧困レベルの高い西部州では、食糧問題、環境問題等で難民と住民間に軋轢を生み始めた。このため、これら軋轢の解消と避難民の庇護国（ザンビア）への統合とを目的とした ZIP の枠組みが国際機関、ドナー国の支援のもと 2002 年 3 月に形成された。本プロジェクトは ZIP を背景に、対象地域の安定とコミュニティ間の調和を促進し、地域住民のエンパワーメントを図ることを目的に、我が国に要請があったものである。

しかしながら、ZIP に投入された資金監査の結果、不正使用の疑義が生じ、国際機関等からの支援は 2005 年末をもって中止された。このためザンビア政府としての ZIP は存続しているが、事業資金のほとんどを外部に依存する ZIP は事実上形骸化している。また、本プロジェクトの開始時期と前後して大規模な難民帰還が行われ、難民数が激減した。このような社会変化もあり、本プロジェクトを ZIP のもとで実施する意義は認められなくなっている。この点は、早期にザンビア政府と確認されてしかるべき事項であり、“定期的な再確認とプロジェクト計画の見直しの必要性”として 5－2 教訓の(2)に記載した。

### 6－2 プロジェクトのフォロー

上記 4－2 結論に記載のとおり当初の協力期間内でプロジェクトは終了予定である。対象村によっては小規模プロジェクトが開始されて 1 年を過ぎたばかりでもあるが、プロジェクト期間中に比べ頻度は下がるであろうが C/P が継続してモニタリングを行う予定である。しかしながら「参加型の農村開発」を定着させるには時間をかけたフォローアップが必要でもある。平成 21 年度新規要請されている PaViDIA の後継案件が実施される際には、本プロジェクトサイトを対象地域に含めモニタリング支援をすることが望まれる。

以上

## 付 属 資 料

- 1 ミニッツ
- 2 合同評価報告書（英文）


MINUTES OF MEETINGS  
BETWEEN  
THE JAPANESE TERMINAL EVALUATION TEAM  
AND  
THE AUTHORITIES CONCERNED OF  
THE GOVERNMENT OF THE REPUBLIC OF ZAMBIA  
ON THE JAPANESE TECHNICAL COOPERATION FOR  
THE PROJECT  
FOR  
DEVELOPMENT THROUGH EMPOWERMENT OF RURAL COMMUNITIES IN ZAMBIA  
INITIATIVE AREAS (JICA - ZI PROJECT)

The Japanese Terminal Evaluation Team (hereinafter referred to as “the Team”), headed by Mr. Shiro NABEYA, was organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”), from 30<sup>th</sup> July to 15<sup>th</sup> August, 2008. The purpose of the Team was to confirm the achievements made during the three years cooperation period, and to undertake the terminal evaluation of the project for “Development through Empowerment of Rural Communities in Zambia Initiative Areas” (hereinafter referred to as “the Project”).

During the stated period, both the Team and authorities concerned of the Republic of Zambia (hereinafter referred to as “both sides”) had a series of discussions and exchanged views on the Project. Both sides jointly monitored the activities and evaluated the achievements. It was also discussed and agreed upon that the evaluation indicators to measure the achievement of the Project were to be clarified and revised, which were applied to the terminal evaluation.

As a result of the discussions, both sides agreed upon the matters referred to in the Joint Evaluation Report documents attached hereto.

Lusaka, 15<sup>th</sup> August, 2008



**Mr. Shiro NABEYA**  
Team Leader  
The Japanese Final Evaluation Team  
Japan International Cooperation Agency  
Japan

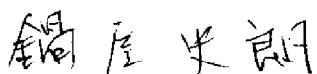


**Ms. Emma MALAWO**  
Acting Director,  
Policy and Planning Department,  
Ministry of Agriculture and Co-operatives  
Republic of Zambia.


**JOINT EVALUATION REPORT  
ON JAPANESE TECHNICAL COOPERATION  
FOR  
THE PROJECT  
FOR  
DEVELOPMENT THROUGH EMPOWERMENT OF RURAL  
COMMUNITIES IN ZAMBIA INITIATIVE AREAS  
(JICA - ZI PROJECT)**

**Japan International Cooperation Agency (JICA)  
and  
Ministry of Agriculture and Co-operatives (MACO),  
Republic of Zambia**

**August 2008**



Mr. Shiro Nabeya  
Team Leader  
Japanese Evaluation Team



Ms. Emma Malawo  
Team Leader  
Zambian Evaluation Team

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## ANNEXES

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## 1. INTRODUCTION

### 1-1. Objective of the Evaluation Study

The objectives of the terminal evaluation study of "the project for Development through Empowerment of Rural Communities in Zambia Initiative Areas" (hereinafter referred to as "the Project") are as follows.

- (1) To review the inputs, activities and outputs of the Project and examine the process and degree of achievement of the Project, in accordance with the original plan described in the Record of Discussion (R/D), Minutes of Meetings (M/M), Project Design Matrix (PDM) and Plan of Operations (PO).
- (2) To evaluate the Project in terms of the five evaluation criteria (Relevance, Effectiveness, Efficiency, Impact and Sustainability).
- (3) To make recommendations and suggestions concerning the activities and progress to be taken in the Project toward its termination.
- (4) To draw lessons learned from the Project to improve the quality of the future projects in the similar field or other ongoing projects.

### 1-2. Members of the Evaluation Team

The terminal evaluation is conducted by the Joint Terminal Evaluation Team (hereinafter referred to as "The Team"), composed of the representatives from JICA and Zambian Government. The members of the Team are as follows:

#### (1) Japanese Evaluation Team

1	Mr. Shiro NABEYA	Resident Representative, JICA Zambia Office
2	Mr. Patrick CHIBBAMULILO	Senior Programme officer, JICA Zambia Office
3	Ms. Mahomi MASUOKA	Assistant Resident Representative, JICA Zambia Office
4	Ms. Keiko ITAGAKI	Researcher, Social Development Department, Global Link Management, Inc.

#### (2) Zambian Evaluation Team

1	Dr. Richard KAMONA	Deputy Director, Department of Agriculture, Ministry of Agriculture and Cooperatives (MACO)
2	Mr. Eliko C. J. KALABA	Deputy Director, Department of Policy and Planning, MACO

### 1-3. Schedule of the Study

30 July – 15 August, 2008 (For the detailed schedule of the study, see ANNEX 1.)

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## 2. OUTLINE OF THE PROJECT

### 2-1. Background of the Project

Western province of Zambia has faced enormous challenges caused by the armed conflicts in the region, some of which being the liberation struggles in Angola and Namibia. The civil war in Angola after the liberation struggles made things worse, leading to some people coming into the province as refugees. The influx of refugees adversely affected the local communities. These areas had experienced pressure on the available natural resources due to competition for use between the resident community members and the refugees. Over time, the host communities witnessed a decline in their welfare: for example, the refugees and the host communities were competing for use of available natural resources such as wood fuel as a predominant source of energy thereby threatening the ecosystem. The Zambian government introduced a harmonization programme known as the Zambia Initiative Programme (ZIP) in search of measures to support the communities that host the refugees called the "Zambia Initiative (ZI) Areas."

It is in this context the Zambian Government requested the Government of Japan for provision of support to establish a sustainable model of agricultural and rural development for some of the ZI Areas. Accordingly, the Ministry of Agriculture and Cooperatives (MACO), with support from Japan International Cooperation Agency (JICA), has been implementing the project called "Development through the Empowerment of Rural Communities in Zambia Initiative Areas", with target villages in the districts of Kaoma, Senanga and Shangombo of Western Province since January 2006.

### 2-2. Duration of Technical Cooperation

Three (3) years from 1 January 2006 to 31 December 2008.

### 2-3. Summary of the Project

According to the PDM that was revised in the course of the evaluation as mentioned in the 3-1, below, the summary of the Project is as follows:

**Overall Goal:** Poverty is reduced and human security is enhanced through participatory agricultural and rural development initiatives at the community level in Zambia Initiative Areas.

**Project Purpose:** A sustainable model for agricultural and rural development is established through participatory approaches in the target villages.

**Outputs:**

1. Capacity of the target villages to identify and to solve their communal problems is enhanced.
2. On-farm and off-farm techniques for increasing crop yields and their additional values are introduced.
3. Local partners are able to facilitate community development through participatory approach and appropriate technologies.

### 2-4. Target Area and Beneficiary Group

The target area of the Project is the Zambia Initiative Areas in Kaoma, Senanga and Shangombo Districts in Western Province. Intended target beneficiaries are the provincial MACO staff in Western

Province, district MACO staff and villagers in target area.

### 3. METHODOLOGY OF EVALUATION

The Team conducted evaluation study based on the Project Cycle Management (PCM) method. The activities of the study include among others the review of the project related documents, analysis of relevant data, field visits, interview with Japanese expert and counterpart personnel and interview with beneficiaries. Out of the study, the Team compiled the Joint Evaluation Report to be reported and endorsed by the relevant authorities.

#### 3-1. Revision of the PDM

As there have not been clear indicators to evaluate the achievement of the Project in the PDM that was formulated at the time of ex-ante evaluation, the Team discussed and decided on the target figures and details as the objectively verifiable indicators prior to the undertaking of the terminal evaluation activities. The new set of indicators were agreed upon based on the results of the baseline survey conducted by the Project in the first year of its implementation and figures relevant to the Project activities at the time of the commencement of the Project.

It was discussed in the process of the revision of the PDM that the narrative summary of the output 1 and 2 should also be changed, as they indicate cause-effect relationships within the statement so that it was not clear what was to be evaluated with what kind of indicators. The Team decided to clarify the real outputs to be obtained as results of the activities, then discussed and agreed on the indicators for these outputs. Also, the Team discussed the definition of a few terms in the PDM and agreed to add explanation as the footnotes for clarification.

The revised PDM is found in the ANNEX 2, which is used for this terminal evaluation.

#### 3-2. Evaluation Criteria

The evaluation is preceded along with the following five criteria, which are the major points of consideration when assessing development projects.

- 1) Relevance: Relevance is to question whether the project purpose and overall goal are still in line with the priority needs and concerns at the time of evaluation.
- 2) Effectiveness: Effectiveness concerns the extent to which the project purpose has been achieved, or is expected to be achieved, in relation to the outputs produced by the projects.
- 3) Efficiency: Efficiency is a productivity of the implementation process: how efficiently the various inputs are converted into outputs.
- 4) Impact: Impact is any intended and unintended, direct and indirect, positive and negative change that is brought about as a result of the project.
- 5) Sustainability: Sustainability of the development project is to question whether the project benefits are likely to continue after the external aid has come to an end.

#### 3-3. Sources of Information Used for Evaluation

Following sources of information were used for this evaluation study:

- 1) Project planning documents such as R/D, PDM, M/M and PO

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- 2) Bi-annually periodical reports of the Project
- 3) Interviews and discussions with the Japanese expert
- 4) Interviews and discussions with the counterpart personnel
- 5) Interviews with relevant institutions and other donor agencies
- 6) Record of inputs and utilization
- 7) Project documents on the progress and achievement of the Project
- 8) Field visits to the target area and discussion with the beneficiaries

## 4. PROJECT PERFORMANCE AND IMPLEMENTATION PROCESS

As the first step of the evaluation, the Team reviewed and built consensus on the PDM. The Team then studied the Project records and relevant documents to review the performance of the Project including inputs and output indicators that could measure the achievement of the project purpose as well as the implementation process of the Project, the results of which are described in the following:

### 4-1. Inputs

The Team confirmed that the Project has availed the following inputs along with the plan stated in the R/D, M/M, PDM and PO, with slight modifications that are considered appropriate. The details of the inputs are found in ANNEX 3.

#### [Japanese side]

- 1) Dispatch of Japanese experts  
One (1) long-term expert in the field of Coordinator/Rural Development and two (2) short-term experts were dispatched to the Project for technology transfer.
- 2) Provision of machinery / equipment  
The vehicles of the total value equivalent to 251,969,300 Zambian Kwacha were provided for the Project activities. Other minor equipment and machinery were also procured as a part of the sharing of local expenses.
- 3) Training of counterpart personnel overseas  
Two (2) counterpart personnel were dispatched for training overseas on the subjects relevant to the scope of Project activities: one is to Japan on the "Knowledge Cluster Building for Participatory Village Business in Zambia" and another to Thailand for the third country training on "Training of Trainers on Agricultural Extension and Development for Africa".
- 4) Sharing of local expenses  
A total amount of 1,086,647,826 Zambian Kwacha was provided to supplement a portion of local expenditure by the end of July 2008 and additional 120,000,000 Zambian Kwacha is to be provided for the remaining period of the Project up to December 2008, amounting the total of 1,206,647,826 Zambian Kwacha.

#### [Zambian side]

- 1) Appointment of counterpart personnel and other staff  
A total of twenty-nine (29) counterpart personnel of relevant fields have been assigned to the Project from relevant institutions at central, provincial and district levels. Administrative support staffs such as

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typists and drivers were also assigned to the Project when and as necessity arose.

2) Provision of facilities

The necessary office spaces with office equipment, water and electricity facilities for the Project Office have been provided for the entire period of the Project. five (5) 4WD Vehicles and six (6) motorcycles under the MACO's possession together with services and simple maintenance were also provided for the activities of the Project.

4-2. Outputs

The Team confirmed that the Project has implemented the following activities as per the plan stipulated in the R/D, M/M, PDM and PO without notable delays or unprecedented difficulties, thus that the Project would come up with most of its expected outputs by the end of the Project period, based on the following findings: (The detailed information on the output indicators and achievements is found in the ANNEX 4 and 5.)

**Output 1: "Capacity of the target villages to identify and to solve their communal problems is increased."**

Indicators:
(1) Communal problems are identified and prioritized in the target villages to be solved by communities themselves
(2) More than 50% of the sub-projects implemented successfully bring about the benefit to the community.
Activities:
With application of the processes and procedures developed by the Participatory Village Development in Isolated Areas (PaViDIA), planning workshops were conducted in the 8 villages in the target areas, identifying the problems, resources and solutions of the identified problems, out of which the villagers could select sub-projects (SPs) to be implemented. These SPs were implemented and closely monitored by the sub-committees members who were selected among the villagers upon consensus. In each village, a village committee to oversee and coordinate the activities of the various SPs and sub-committees to look after the SPs were also organized. A total of 32 SPs were identified in these 8 villages, among which 29 SPs are currently in operation, while 3 are yet to be started. Among those on-going SPs, 20 SPs have already brought about the expected benefits to the communities with tangible financial profits. Although there have been technical and operational problems faced during the implementation of some of the SPs, villagers could find the way out through discussions among themselves and in consultation with CEOs.
Comments by the Team
By applying the participatory approach, people in all of these villages could identify, plan and implement the SPs of various kinds for the development of the community. They could also manage to deal with any problems faced in the implementation processes of these SPs. About 69% of the implemented SPs successfully have brought about the benefits to the communities even in a small scale, thus it is assessed that the output is properly achieved.

**Output 2: "On-farm and off-farm techniques for increasing crop yields and their additional values are introduced."**

Indicator:
(1) At least 6 packages of the improved practices/techniques are newly introduced
(2) At least 50% of farmers in the target villages have knowledge on at least one of the newly introduced techniques/practices
Activities:
Through the implementation of the SPs, various new practices/techniques are introduced, including the farming technologies such as line / transplanting of rice, line planting of maize, fertilizer application, as well as livestock rearing with proper medication, feeding and housing. With off-farm SPs such as hammer

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mill and micro credit, basic skills of business operation were introduced. The techniques and practices newly introduced and demonstrated through the SPs are categorized into 7 packages, i.e. (a) rice production, (b) maize production, (c) goat rearing, (d) swine rearing, (e) poultry rearing, (f) vegetable production, and (g) business operations. As most of the SPs with these techniques are implemented on the communal basis, they also served as the technical demonstration. Although there was no precise data available on the degree of knowledge and application among the farmers in the target villages, the interviewed beneficiaries told the Team that they have also started or are willing to initiate similar undertakings at their individual households. It was also noted that in some SPs that include individual undertakings such as fertilizer input supply, more than 50% of application was confirmed.

**Comments by the Team**

The 7 technical packages mentioned above have been introduced and demonstrated in the target villages. The rates of individual application of techniques introduced in 2 SPs on maize production are 67% and 66% respectively. For the rest of SPs that were implemented on communal basis, the degree of knowledge among the individuals could not be measured at the time of the terminal evaluation. It is therefore recommended that the Project will examine the level of knowledge and application of those introduced packages by the end of the Project period.

**Output 3: "Local partners are able to facilitate community development through participatory approach and appropriate technologies."**

**Indicators:**

- (1) At least 30 MACO staff at provincial and district level are trained to facilitate the community planning and development activities
- (2) More than 70% of the trained staff are involved in and facilitate the project activities

**Activities:**

The Project has so far conducted a total of 5 training courses for the counterpart personnel on the participatory rural development approach, and arranged the participation of counterpart personnel in other 3 training courses on the participatory methodologies that were organized by relevant institutions. The Project also organized 5 workshops with participants from MACO at provincial and district level to discuss various issues related to the SPs implemented in the target villages, which provided them with opportunities to share their experiences and to mutually draw lessons learned. Conduct of another training on participatory methods and facilitation skills is scheduled in October or November 2008. The majority of those who participated in these training and workshops are working in the target villages, applying what they have learned in these occasions.

**Comments by the Team**

A total of 140 persons joined the training and workshop activities of the Project, and with 13 more to be added to the list by the end of the Project period, there would be a grand total of 153 persons. As individuals, 28 MACO staffs have gone through the training, among whom 25 are from MACO at district level and CEOs, and 3 are from the provincial level. As a few trained staff have transferred or retired after the training, the number of trained CEOs and MACO district staff actively involved in the activities at village level is 21, equivalent to about 75% of the entire group of training participants. Although the total number of staff trained was slightly less than the target, the level of achievement of the output is considered as satisfactory.

**4-3. Prospects of Achieving the Project Purpose**

Based on the confirmation on the following, the Team agreed that the Project purpose would successfully be achieved by the end of the Project period.

**Project Purpose**

A sustainable model for agricultural and rural development is established through participatory approaches in the target villages.

Indicators
<p>(1) Community meetings on the development issues are regularly organized in 9 villages in the target area with proper documentation of the process of planning, operation and monitoring of sub-projects</p> <p>(2) The plans for continuation and future expansion of the village level activities are formulated</p> <p>(3) Local MACO staff plan regular visits and conduct operational and technical guidance to the target villages</p>
Achievement
<p>The model to be established as the purpose of the Project should be considered as the combination of the mechanism of participatory decision making on development issues with proper record keeping and monitoring based on the plan at the village level, dissemination of new technologies to improve the livelihood of the communities, and systematic arrangements in local MACO to support the village activities in comprehensive manner.</p> <p>Originally the Project selected 9 villages in the target area, assuming that each of the 9 CEOs working in the target area would conduct pilot model activities in one village each. However, as 1 CEO post has been vacant ever since the beginning of the Project, the number of the village covered was decreased to 8. All of the village committees and most of the project sub-committees in these 8 target villages are holding meeting, weekly in most cases, to discuss the issues related to the SPs, including the reporting on financial status and achievement of the SP activities. In the village committees, secretaries and treasurers are selected and kept detailed record of all activities undertaken. As for the continuation and further expansion of the village activities, the villages have already formulated the "five year village development milestones", with which the activities at the village level will be sustained. The CEOs are visiting the target village at least once a week so as to attend the village level meetings mentioned above. As for the district setup of MACO, the PaVIDIA Operation Room (POR) at the district level has newly been established under the Project, which will continuously monitor and supervise the Project activities in the respective districts based on the district monitoring action plan formulated and agreed upon. Aside from continuous dissemination of new technologies to the communities by the CEOs, necessary technical guidance for the SPs is also provided by staffs of other line departments through coordination by district PORs.</p>

#### 4-4. Project Implementation Process

The Team found that there have been special efforts made and cautions taken through the implementation processes of the Project, which attributed to the smooth implementation of the Project and achievement of the project purposes:

##### (1) Decision making, monitoring and reporting

As the Project has been implemented in Western Province where access to and from the MACO Headquarters in Lusaka is considerably limited, any official project management structure was not created for the Project. Instead, bi-annual reporting sessions were held in the MACO Headquarters, where Provincial Agricultural Coordination Officer (PACO) as the Project manager together with the Japanese expert formally presented progress reports and plans for coming half year. With this periodical reporting and feedback, the project did not face any problem in terms of decision making on the issues related to the Project implementation. Aside from the decision making at the higher level mentioned above, the counterpart meetings at the provincial and/or each district levels were organized on an ad hoc basis when there are needs to share and confirm specific issues related to the Project activities.

##### (2) Coordination among the Project personnel

As it was difficult to have frequent meetings among the Project personnel who are posted in different places, Project made efforts to utilize every single opportunity of meeting for the coordination purposes, such as the site visits by Japanese experts and even the monthly visits to the PACO office by district officers to receive

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their salaries. The effort made for smooth coordination was the frequent communication through Short Message Services (SMS) using the mobile phones, which enabled the Project personnel to contact each other timely and effectively as needs arose. The Project also took into account the importance of providing information and making arrangement in advance to ensure the involvement of the Project personnel in any events of the Project; the Japanese long-term expert has always informed and started arrangements for any major events of the Project at latest a month before the actual undertaking.

### (3) Mobility of the Project personnel

As target areas are the remote and isolated areas, it was already a given condition that the Project has to address the issues of mobility of the Project personnel. Despite of MACO's provision of vehicles under its possession and all other possible support in this regard, the means of transport at the district level was still insufficient. Since the Project is to come up with a model of participatory rural development and major part of the Project activities were to be carried out through direct contacts to the villages, it was inevitable for the Project personnel to be in the target village. Under such circumstances, a special arrangement was made by the Project to partially share the cost of fuel for the transport of the CEOs and district MACO staff from the Project fund, which was quite helpful to secure the mobility of the counterpart personnel to carry out their expected roles. One should not forget, however, that such special arrangement has implications in terms of cost effectiveness and sustainability of the approach itself.

## 5. RESULTS OF EVALUATION BASED ON THE FIVE CRITERIA

Through the evaluation study, the Team jointly assessed the project's relevance, effectiveness, efficiency, impact and sustainability.

### 5-1. Relevance

The Project is considered to be highly relevant to the policies and programmes of both the Zambian and Japanese Government, as well as to the needs of the target beneficiaries.

#### (1) Relevance to the policies of the Zambian Government

The Project is consistent with the Fifth National Development Plan (FNDP) of the Zambian government, which focuses on the poverty alleviation as the priority challenge of the development. In the agricultural sector, the service improvement and technology development is stressed as one of the focus areas, as well as the human resource development, aiming to enhance capacities of the government service providers and the farmers. In the district development plans of the target areas for the period from 2006 to 2010, provision of efficient and effective extension service through participatory approaches is unanimously stated as one of the objectives in the agricultural sector, with promotion of income generation, improvement of technology generation and dissemination, and strengthening of organizations at farmers' level as priority programmes, in line of which the Project activities have been conducted.

#### (2) Consistency with the ODA policies of the Japanese Government

Poverty alleviation through rural development is one of the priority areas of the Japanese ODA policy as has been stipulated in the Country Assistance Program for Zambia. Participatory rural development



and capacity development in the local level are also stipulated as important sphere of assistance. The rolling plan of JICA Zambia Office also emphasizes the "poverty alleviation, main focus on rural development" as one of the priority development issues. The "rural development support programme" is one of the programmes to address to poverty alleviation to which the Project is assumed to contribute. Thus, the Project is considered to be quite consistent with the Japanese aid policies and programmes.

(3) Relevance of the project design

The Project had been designed to address the three aspects of rural development, namely, capacity of the communities to cope up with the problems by themselves, the introduction of new technologies to improve the livelihood, and enhancement of institutional support from government functionaries to better serve the clientele. The Project aims to establish a model in which these three components are mutually interlinked to bring about multiplied effects, thus it is considered that this comprehensive approach could contribute to the achievement of the Project purpose.

(4) Relevance to the needs of target beneficiaries

In rural areas in Zambia, particularly in the remote areas, enhancement of the problem solving capacity of the communities as well as improvement of the skills and attitudes of government personnel to provide services and facilitate the initiatives of the communities are considered as vital for sustainable and comprehensive development. For the part of the local communities particularly in the isolated areas where the chance to avail external assistance of any kind is limited, villagers are eager to uplift their livelihood by any possible means, i.e. on and off-farm activities utilizing whatever the resources locally available. With such background, the Project is considered to be very much relevant to the needs of the beneficiaries.

## 5-2. Effectiveness

The effectiveness of the Project is considered to be high based on the following analysis:

(1) Achievement of the Project purpose

The target villages have been accumulating the experiences of operating the SPs of their own, and being capable of handling the development activities in the villages. Regular meetings are held with attendance of external facilitators, i.e. the local MACO officers, with help from whom the villagers could even formulate specific by-laws regarding their SPs. The selected official members of the village committees such as secretaries and treasurers properly keep the records of activities, including records of financial transactions. The villagers are generally aware of the technologies introduced and demonstrated through the implementation of the SPs and understand the benefits of their application. For the part of the government functionaries, the CEOs and other MACO staff at the district level are continuously disseminating necessary information to them. It was agreed and currently in the process of formal endorsement to establish an organizational set up at the district level that is called as district POR. These district PORs are responsible for direct supervision over and monitoring of the village level activities, based on the monitoring plans that they have formulated. These mechanisms, both at the village level and in the MACO's organizational structure, have already been functioning in a coordinated manner, thus it is assumed that the project purpose could be achieved to a large extent by the end of the Project period.

(2) Contribution of outputs to project purpose achievement

All of the three outputs aiming to attain the capacity development of the villages, technical improvement for production activities, and human resource development for the part of MACO have significantly contributed to achievement of the Project purpose as a whole.

(3) Analysis of factors

1) Promoting factors

The project has strategically included the training and reporting workshops to provide occasions to exchange experiences among the counterpart personnel, especially among those who are working in the field in its plan of operations. These workshops and reporting sessions not only served as chances for sharing of experiences, but also created a sense of competition in good manner among the staff from participating districts. They have become aware of the progress in the other district, which promoted the progress of the activities in the field, resulted in the positive drive for the implementation of the Project activities as a whole.

Another factor to be noted was the role of the experienced CEOs among the Project personnel, who could teach, help and share their experiences to the younger CEOs, as they had teamed themselves under the district POR and frequently meet with each other. Although it was not intended, the combination of both experienced and fresh CEOs worked well, especially in solving problems encountered in the field operations, under the circumstances where the guidance from the provincial MACO staff or the Japanese expert may not always be readily available due to the physical distance. It is thus considered as one of the facilitating factor to the smooth implementation of the Project.

2) Hampering factors

Accessibility of the target villages was the major factor that hampered the day-to-day operations of the Project. The CEOs are posted in the areas away from the district center, and most of the target villages are scattered at farther places even from their posts. Time and cost required to reach the CEO and the target villages were of considerable volume, which negatively affected the frequency and quality of the involvement in the field activities by the Japanese expert and the provincial staffs, as well as by the district POR staffs.

Another factor to be noted is the unavailability of local resource persons on facilitation skills, particularly in the initial stage. The trainers had to be invited from Lusaka who can train the local counterpart personnel only at the formal occasions of training while the participatory approaches and methodologies were still new to the most of the local counterpart personnel in the province and districts. Unavailability of practical on-site guidance through field practices such as on-the-job-training (OJT) had created difficulties for the CEOs to initiate the village level activities, particularly at the initial stage of emersion to the communities.

(4) Important Assumptions

There has not been any notable influence caused by the changes of the important assumptions, although there is no longer much coordination among the government and partner institutions such as UNHCR regarding ZIP with the closure and scale down of the refugee camp operations. As for a few SPs in the target villages, the early flood in the end of the second year of the Project caused delay or postponement, which, however, did not affect to a considerable degree the progress of the Project as a whole or the achievement of the Project purpose.

### 5-3. Efficiency

The efficiency of the Project is assessed to be relatively high, with evaluation of the appropriateness and utilization of the inputs made by both Japanese and Zambian sides. The inputs were mostly adequate in terms of the quality to produce the intended outputs though there is a little discussion on the volume in some cases:

#### (1) Experts

As for the short-term experts, there were changes regarding the fields of expertise to address the requirement of the Project. It was considered of more priority to explore the potentials of local markets, as the agricultural produce would not generate income without being sold. Similarly, in the course of the Project implementation, an expert in the field of promotion of monitoring activity was requested as it was felt by the Project personnel that to strengthen the monitoring system is necessary to ensure the sustainability of the model to be established. The counterpart personnel both at the provincial and district level worked closely with the Japanese experts and they consider the timing, quality and quantity of the dispatch of these experts were fairly appropriate.

#### (2) Equipment and machinery

The equipment and machinery required for the Project activities and technical transfer have duly been provided. Counterpart and other relevant personnel as well as the beneficiaries of the SPs have already become capable of handling these equipment and machineries by their own and most of the equipment provided is fully utilized and kept in good conditions. As for the SPs are concerned, it was reported that the delay of procurement of inputs for some of the SPs related to farming, such as the seed and fertilizer for sub-projects on rice production, resulted in postponement of the planned SP activities. It was, however, largely attributed to the unfamiliarity for the part of villagers to handle bank transactions, since the disbursement from the Project has been made on or even ahead of time.

#### (3) Training of counterpart personnel overseas

The duration and subject of counterpart training were adequate. Those who have attended the training consider that their learning from those training has been helpful in carrying out not only the activities of the Project but also their regular duties. As for the timing of the training, it was pointed out that it is desirable if the counterpart personnel were sent at earlier stage of Project implementation, so as to further share and disseminate the learning.

#### (4) Assignment of counterpart personnel

A sufficient number of counterpart personnel were allocated to carry out the Project activities in accordance with the planned schedule, except for one (1) CEO in Kaoma District whose post has been vacant to date due to the personnel assignment problem, resulting the reduction of one target village of the Project. Moreover, whatever needed services and supports for the SPs from the staff of the line departments were availed on ad hoc basis through coordination by DACO, although these staff have not been the counterpart personnel.

#### (5) Collaboration with the Project for PaViDIA

At the MACO Headquarters, the Project for PaViDIA had been implemented as another technical

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cooperation project of JICA. As the Project for PaViDIA has been working to build and extend a participatory rural development approach, the Project could closely collaborate with it and utilize existing methodologies. The Project could also avail the inputs from PaViDIA in its implementation, such as textbooks, manuals and training opportunities that were readily available. As the Project is for a period of only three years, the availability of foregoing approach to be modeled after was very much helpful. It should be noted that the feedback of the experiences of the Project was also beneficial to the Project for PaViDIA to further develop their approach.

#### 5-4. Impact

Impact of the Project is evaluated to be positive as the results of the following analysis:

##### (1) Impact on overall goal level

Poverty reduction and enhancement of human security through the participatory agricultural and rural development initiatives at the community level is as the overall goal of the Project to be achieved by the time at three years after the completion of the Project. It is anticipated that the Project would successfully establish the model by the end of the Project period, with systematic conduct of organized activities at village level, technology dissemination, together with the provision of structured support from the government both at provincial and district levels. It is also considered that the model is viable to bring about favorable impacts on poverty reduction and human security at the community level, as the sample data collected by the Project indicate improvement in some poverty-related indicators from those at the baseline, such as housing materials, frequency of meals a day, ownership of livestock, amount of saving and so forth. Therefore, the Team assessed that the overall goal would be achieved, once the sustainable agricultural and rural development model established by the Project is applied in wider areas.

##### (2) Positive Impacts

During the interviews, the beneficiaries in the target villages reported to the Team that there have been a lot of changes at the community level resulting from implementation of the SPs. They could learn new technologies related farming and livestock rearing, hold and get access to community assets and fund that can readily be tapped in case of emergency, and even offer welfare services to the disadvantaged and the poor in the community with the profits obtained from the SPs. Aside from those direct benefits by the SPs, social and behavioral changes were also noted by the beneficiaries such as awareness on the benefit of collective action of the community, better understanding on the personal characteristics of co-villagers, self-confidence gained through the exposure to external institutions, and so forth.

##### (3) Negative Impacts

There has not been any negative impact of the Project reported or observed at the time of the terminal evaluation.

#### 5-5. Sustainability

The sustainability of the Project is considered to be high based on the following analysis:

##### (1) Policy and Institutional Sustainability

As the poverty alleviation is the prime focus of the rural development in Zambia, the policy support on agriculture and rural development from the government would continuously be secured for the coming

years. The participatory agricultural extension approach is currently emphasized in the policy of MACO, thus the acceptance and continuous utilization of the model established by the Project is also assumed to be high. In reference to PaViDIA, the POR Headquarters has been set at the central level as oversight unit, under which the provincial POR is set to supervise the field activities. In addition to that hierarchy, with the Project intervention, the district PORs have already been established in the target area. With these structures the institutional sustainability for the part of government is to be secured. As for the community level, the village committees and sub-committees for SPs are also functioning properly, which is expected to continue as far as monitoring by the CEOs and the district PORs would continue, which is quite likely to take place.

## (2) Organizational and Financial Sustainability

From the organizational point of view, sustainability of the effects brought about by the Project would largely rely on the efforts and resources put in supervision and monitoring activities for the part of MACO. It is expected that the monitoring activities could be integrated in the regular extension programmes of MACO, although frequency and intensity may be decreased. As for the possibility of further expansion of the model, MACO staffs, especially of the district PORs, realize that it requires additional inputs as seed money for other villages to initiate SPs. As to the additional funding, some donors, i.e. World Food Programme (WFP) and European Union (EU), have indicated their commitment to support the provincial government to continue and even to expand the model of participatory rural development under their assistance programmes in Western Province. It was partly because the Project could successfully demonstrate the viable model, drawing interests of other development partners in Western Province who are working in the similar field. With these supports both from the government and other donors, organizational and financial sustainability is likely to be secured at least for several coming years.

## (3) Technical Sustainability

Through the intensive training on the concepts and methodologies including facilitation skills together with the actual application in the field, the counterpart personnel have acquired thorough understanding of the participatory approach, as well as the practical skills and attitudes needed to handle the activities at the community level. As for the technical packages introduced through the implementation of the SPs in the target villages, it is reported that these technologies are being applied and disseminated spontaneously in the locality, although the degree of acceptance are yet to be measured in precise manner. Hence, the technical sustainability related to the model of participatory approach, as well as to the new farming techniques and practices introduced by the Project is considered to have reached a satisfactory degree.

## 6. CONCLUSION

The Project has successfully been implemented without any major or critical problem and will mostly achieve its outputs by the end of the technical cooperation period. The Prospect of achieving the Project purpose is evaluated high with continuous efforts to be made by the Project personnel and relevant institutions for the rest of the Project period. Thus, it is concluded that the Project will be terminated as scheduled.

## 7. RECOMMENDATIONS

For the remaining period of the Project and also for the future orientation, the Team recommends the following:

### 7-1. Recommendations for the remaining period of the Project

#### (1) Impact assessment of individual SPs

Although the village committees have kept detailed records of the SP activities, and general observations have been made, there is not objective assessment on the impact of those SPs to the communities. The terminal evaluation was not to look into each and every SP that were conducted, thus it is considered necessary to conduct an impact assessment even in a simplified manner by the end of the Project. As has been discussed earlier, it is also necessary to measure the acceptance of technical packages at individual level, as most of the packages are demonstrated in the collective activities. The assessment would also be helpful to identify the precautions to be made in the future operations of these SPs.

#### (2) Clarification of the responsibilities and modality of operation of the PORs

As the district POR is new structural device introduced by the Project in Western Province, it is considered as pioneer undertaking. Although the both the provincial and district PORs have already been in operation during the Project implementation, it is still necessary to clarify the sphere of responsibilities with demarcations of tasks between the PORs at different tier of the organization. So far, their prime tasks were the monitoring of field activities and coordination among different line ministries. In the future, they would also be responsible to mobilize the resources for continuation and expansion of the participatory rural development model. The modality of operations is therefore to be reviewed and further discussed to identify a prototype that is most feasible and workable, while leaving flexibility for the possible modification by respective districts based on conditions and the availability of human resources in the local setting.

### 7-2. Recommendations for the future (after the completion of the Project)

#### (1) Further dissemination of the model and approaches at the provincial level

In order to disseminate the model established by of the Project, it is necessary to let MACO staff in the province to know the model and the experiences in its evolution. The subject to introduce the model should be integrated in any training programmes to be conducted by MACO for the staff at the district level, not only those who will actually facilitate the participatory planning and implementation of SPs in the villages under any projects, but for staff and CEOs from other districts as well so that the model will commonly be understood and gain more advocates in Western Province. In the event when the model is to be introduced to any of the new district with full operation, the personnel who have involved in the Project should be tapped as resource persons.

#### (2) Streamlining of the command line in the provincial and district setup of MACO

Since the official creation of their posts in 2003, the Provincial Agricultural Coordinator (PACO) and District Agricultural Coordinator (DACO) are supposed to be the representatives of the Permanent Secretaries (PS) of the Ministry at the local levels. Their prime task is the coordination among the different line departments at the respective levels of government, which, however has often been found

not functional, as the line departments tend to link up with the local subordinates through direct channel, bypassing the PACOs and DACOs. One of the key factors for the success of participatory approaches for agricultural and rural development is the responsiveness to the needs and aspirations of the local communities, thus the integrated support is deemed to be essential, for which the local level coordination among the line departments are of immense importance. It is thus recommended for MACO to further streamline the channel of command and information flow, when the participatory development activities are undertaken in the field level so as to facilitate the effective coordination at the local level.

(3) Review of the field experiences of participatory approaches

Currently, MACO put emphasis on the participatory approaches in their agricultural extension programme, with application of several participatory models and concepts in various part of the country, such as Participatory Extension Approach (PEA) and PaViDIA. To further elaborate these participatory approaches, it may be worthy for MACO to conduct comprehensive review of the accumulated experiences at the field level, because the possible modification should have been made in application of any approach at field level to adjust the operation to the local context, as the Project did with PaViDIA approach. The experiences including the success stories and cases of failure are to be reviewed and analyzed so as to draw lessons learned, practical implications for workable modality, and important cautions for practitioners.

(4) Further revision of the PDM

In the discussion among the members of the Team related to the (2) above, it was noted the narrative summary of and important assumption for the overall goal should also be changed, as it was already confirmed at the time of terminal evaluation that Zambia Initiative Programme (ZIP) is no longer in focus and subsequent changes in socio-political environment in the target areas had taken place. Since the ex-post evaluation is scheduled three years after the completion of the Project, it is recommended that the PDM should further be revised to re-define the scope of the Project in the existing context so as to avoid any controversy regarding the Project and the ZIP in the future. The proposed revision of PDM with further revision is attached in ANNEX 6.

## 8. LESSONS LEARNED

For effective planning, implementation and evaluation of future projects in the similar field as well as in the other fields, the following lessons are drawn from the Project.

(1) Site selection and project period of projects that aim at model building

In the projects that incorporate any pilot activity components to be implemented directly at the community levels, there may be various aspects to be taken into account. In case of the Project, the pilot activities, i.e. the SPs in the target villages, are considered as a part of the model building exercise for participatory rural development approach, thus their implementation processes were to be closely monitored in detail. However, the target villages are scattered in far places where a lot of time and cost for transportation means are required to reach. The distance and limited accessibility of the target villages unavoidably resulted in much less monitoring by the Project personnel than it should be, especially by the MACO staff at the provincial level and the Japanese experts who are stationed in the provincial capital. To enable close monitoring on pilot activities to come up with liable model,

particularly of participatory approach, accessibility to the project sites should carefully be examined as one of the most important criteria for site selection. The time frame is another aspect to be carefully looked into in designing any project to establish a model of certain approach. The Project could manage to attain its purpose only in three years because it could utilize the outcomes of the foregoing efforts by PaViDIA with modification to address to the specific local context, which may be interpreted as the process of adaptation, not the establishment of new model or approach. As the participatory approaches generally require considerable time to be implemented, enough time should be allotted for trials and verification of their actual effects to the communities, in order to come up with a well-tested model that has proven its viability.

(2) Periodic review and necessary revision of the project design

At the time of initial formulation of the Project, the Zambia Initiative Programme (ZIP) was in emphasis and widely implemented in Western Province, and the concept of rural development to be applied in the Project was assumed to be closely in line with the one to achieve the goal of the ZIP. However, implementation of a massive repatriation programme had drastically reduced the number of the refugees in the area, which led to the changes in the social context where the Project was then to work in. The Project was still to be implemented within the target areas of ZIP as had originally been agreed, although there have no longer been practical needs to take any special measures to "harmonize the refugees and the local communities". Therefore some modifications per se were made in the course of implementation of the Project, but without formal consensus or endorsement, which created some confusion at the time of terminal evaluation. It is often the case that due to the limited information availed at the project formulation stage, some contextual aspects are overlooked at the original design of a project. There may also be any change in the environment in the course of project implementation. Therefore it is absolutely necessary to periodically review and revise or modify the original project design to collect any shortcomings and/or adjust to any changes in the local situation. Formal occasions to review, modify or revise the project design as well as to confirm the progress of a project should be incorporated in the implementing schedule of the project, such as the mid-term evaluation. It is also essential in this relation that a platform for formal decision making is to be included in the organizational set up of any project.



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# ANNEX1: SCHEDULE OF THE JOINT TERMINAL EVALUATION STUDY

	DATE	DAY	ACTIVITY
1	7/30/2008	Wed	Arrival and Courtesy Call to JICA Office by Japanese Consultant
2	7/31/2008	Thu	Courtesy Call at Embassy of Japan, Discussions with UNHCR Meeting at MACO with relevant officials and PaViDIA
3	8/1/2008	Fri	Discussions with DANIDA at DANISH Embassy Discussion with ZI National Coordinator
4	8/2/2008	Sat	Travel to Kaoma and meets District MACO officials
5	8/3/2008	Sun	Field visits: interviews with MACO officers and villagers Samandanji and Kanapende Villages
6	8/4/2008	Mon	Travel to Shangombo District and visits Silwana Village
7	8/5/2008	Tue	Visit to Lyolelo Village in Shangombo District Joined by one Team member from Lusaka at Senanga
8	8/6/2008	Wed	Visits to Nalutambala and Namatama Villages and travel to Mongu
9	8/7/2008	Thu	Meeting with PACO and PAO Interview with EU on their future assistance to Western Province
10	8/8/2008	Fri	Analysis of data and report drafting
11	8/9/2008	Sat	Analysis of data and report drafting
12	8/10/2008	Sun	Travel to Kaoma from Lusaka (rest of the team: Messrs. Nabeya, Kalaba & Dr. Kamona)
			Drafting of report travels with another Team member to Kaoma
13	8/11/2008	Mon	PM: Internal meeting within the team to review the draft report
			AM: Meeting with District Commissioner, District MACO staff (DACO, SAO and DMCO) PM: Visits to Samandanji Village and interview the community, then travel to Mongu
14	8/12/2008	Tue	AM: Courtesy call on the Acting Provincial Permanent Secretary and the Provincial Agriculture Coordinator, then travel to Senanga PM: Discussion with district MACO staff, visit Namatama village and travel back to Mongu
			AM: Meeting with PACO, PAO and relevant DACOs to confirm issues in the Draft Joint Evaluation Report PM: Finalization of the Joint Evaluation Report
15	8/13/2008	Wed	AM: Meeting with PACO, PAO and relevant DACOs to confirm issues in the Draft Joint Evaluation Report PM: Finalization of the Joint Evaluation Report
16	8/14/2008	Thu	Travel from Mongu to Lusaka
17	8/15/2008	Fri	AM: Meeting at MACO to sign Minutes of Meeting of the Joint Evaluation Report PM: Internal Meeting at JICA and Reporting to Embassy of Japan

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## Annex 2: Project Design Matrix (PDM)

Project title: Development through Empowerment of Communities in Zambia Initiative Areas

Implementation Period: 3 years (January 2006 -- December 2008)

Target Area: Zambia Initiative Area in Kaoma, Senanga and Shangombo Districts in Western Province

Target Group: Provincial MACO staff in Western Province, district MACO staff and villagers in the target areas

Narrative Summary	Objectively Verifiable indicators	Means of Verification	Important Assumptions and Critical Risks
<p><b>Overall Goal</b></p> <p>Poverty is reduced and human security is enhanced through improvement of village activities, food security and living standards in Zambia Initiative Areas</p>	<ul style="list-style-type: none"> <li>Decreased vulnerability to threats of poverty and insecurities (including hunger)</li> <li>Degree of communal harmony and peaceful coexistence between refugees and host communities</li> </ul>	<ul style="list-style-type: none"> <li>Survey and monitoring indicators of income and well-being of the target communities</li> </ul>	<ul style="list-style-type: none"> <li>Government continues commitment to poverty reduction strategies</li> <li>Government commitment to integration of refugees</li> <li>Risks of climate changes, floods, etc remain minimum</li> </ul>
<p><b>Project Purpose</b></p> <p>A sustainable model for agricultural and rural development(*) is established through participatory approaches in the target villages</p>	<ol style="list-style-type: none"> <li>Community meetings on the development issues are regularly organized in 9 villages in the target area with proper documentation of the process of planning, operation and monitoring of sub-projects</li> <li>The plans for continuation and future expansion of the village level activities are formulated</li> <li>(3) Local MACO staff plan regular visits and conduct operational and technical guidance to the target villages</li> </ol>	<ul style="list-style-type: none"> <li>Interviews and observations</li> <li>Field assessments and monitoring reports</li> <li>comparative baseline surveys (before initiation and after completion)</li> <li>periodic reviews and final evaluation</li> <li>government policy and plans for rural poverty reduction in target areas</li> </ul>	<ul style="list-style-type: none"> <li>Government commitment to development of rural and refugee-hosting areas by replicating the model project</li> </ul>
<p><b>Output</b></p> <p><b>Output 1</b></p> <p>Capacity of the target villages to identify and to solve their communal problems is increased.</p>	<ol style="list-style-type: none"> <li>1-1 Communal problems are identified and prioritized in the target villages to be solved by communities themselves</li> <li>1-2 More than 50% of the sub-projects implemented successfully bring about the benefit to the community</li> </ol>	<ul style="list-style-type: none"> <li>Survey of good practices</li> <li>Trained and adoption of farmers on newly introduced knowledge and practices</li> <li>Observations of physical existence of implemented microprojects, rice fields, food processing and other activities</li> <li>Work plans, monitoring and progress reports</li> <li>Periodic reviews and final evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Commitment of government, UNHCR, and other partners in coordinating and complementing efforts to achieving the overall goals of Zambia Initiative</li> <li>Stability and safety of project sites</li> <li>Government personnel available and continue to work after training</li> </ul>
<p><b>Output 2</b></p> <p>On-farm and off-farm techniques for increasing crop yields and their additional values are introduced.</p>	<ol style="list-style-type: none"> <li>2-1 At least 6 packages of the improved practices/techniques are newly introduced</li> <li>2-2 At least 50% of farmers in the target villages have knowledge on at least one of the newly introduced techniques/practices</li> </ol>		

<p><b>Output 3</b> Local partners(*2) are able to facilitate community development through participatory approach and appropriate technologies.</p>	<p>3-1 At least 30 MACO staff at provincial and district level are trained to facilitate the community planning and development activities 3-2 More than 70% of the trained staff are involved in and facilitate the project activities</p>		
<p><b>Activities</b> <b>For Output 1</b> 1. Select target villages 2. Conduct base line survey of target villages 3. Train facilitators (Camp extension officers, DACO, ZI Area Coordinators, etc) on PASVID(*3) 4. Initiate village workshop, and facilitate analysis of their communal problems and the countermeasures by villagers 5. Initiate sub-projects through participatory approach 6. Monitor the village development</p>	<p><b>Inputs (Japanese side)</b> • Long term Expert: Coordinator/Rural Development • Short term expert (agronomist) in sustainable agriculture • Resources for project management and monitoring • Resources for introduction and application of appropriate technologies and good practices • Equipment for office and sustainable agriculture • Acceptance of trainees in Japan/ Third country</p>	<p><b>Inputs (Zambian side)</b> • Assign counterpart personnel • Assign field staff to project areas (extension workers, etc) • Assign administrative staff (drivers, secretaries, etc) • Make office space and furniture available for experts • Make available land, building and facilities necessary for the project management &amp; implementation • Allocate budget for local costs (salary, etc) • Make available the other complementary resources of ZIP</p>	<p><b>Pre-conditions</b> • Partners, particularly ZIP staff and Agriculture Depts are committed to jointly coordinate, plan and complement efforts and resources for synergy and achieving ZI goals • Government assigns counterpart personnel and adequate facilitators at province, district, camp levels</p>
<p><b>For Output 2</b> 1. Collect information and conduct rapid baseline study on current practices, land and crop production in the target villages 2. Conduct survey on economic potentials and needs assessments for target villages 3. Identify appropriate on-farm / off-farm technologies for introduction 4. Train/orientation Agriculture extension officers/ farmers on improved on-farm and off-farm technologies 5. Select key and potential farmers in the target villages, and conduct demonstration trials at the farmer's fields 6. Provide documents on the acquired knowledge, experience and good practices for further dissemination</p>			
<p><b>For Output 3</b> 1. Train local partners thereby strengthening facilitation and management capacity</p>			

Note \*1: The model to be established as the project purpose is the combination of the mechanism of participatory decision making on development issues with proper record keeping and monitoring based on the plan at the village level, dissemination of new technologies to improve the livelihood of the communities, and systematic arrangements in local MACO to support the village activities in comprehensive manner.

Note \*2: The local partners mean the MACO staff at the local level, i. e. at provincial and district levels.

Note \*3: PASVID=Participatory Approach to Sustainable Village Development, a village development approach evolved through various experiences aiming village and villagers to foster self- and mutual reliance through participatory manner and development of sustainable agriculture. The details should be referred to the textbook

### Annex 3-1: List of Japanese Experts

	Name	From	To	Expertise	Fiscal Year
3-1. Long-Term Experts					
1	Ryuji SHISHITO	1/1/2006	31/12/08	Coordinator/Rural Development	2005
3-2. Short-Term Experts					
1	Shingo FURUICHI	18/11/06	12/03/07	Local Resource Marketing Research in Rural Development	2006
2	Shingo FURUICHI	21/01/08	15/03/08	Promotion of Monitoring Activities in Rural Development	2007

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### Annex 3-2: List of Equipment

Fiscal Year	No.	Equipment	Qty	Location	Utilization	Condition	Brand/Model No.
2005	1	4WD vehicle	1	Project office	3	3	TOYOTA LandCruiser, Station Wagon, STD Diesel
(NOTE)	2	PC printer	1	Project office	3	3	Canon LBP-810
	3	Satellite Phone	1	Project office	1	3	IRIDIUM 9505A Satellite Phone
	4	Electrical winch & Bull bar	1	Project office	3	3	for TOYOTA, KEW8000/Car Guard
	5	Photocopier	1	Project office	3	3	Canon NP-6512
	6	Satellite IP Modem	1	Project office	1	3	Inmarsat R-BGAN, Satellite IP Modem
	7	4WD vehicle	1	PACO office	3	3	NISSAN Hardbody 3200 J81
	8	HF Radio	1	Project office	1	3	for TOYOTA, Kenwood TK80

Fiscal Year	No.	Equipment	Qty	Location	Utilization	Condition	Brand/Model No.
2006	1	Bull bar	1	PACO office	3	3	for Nissan, Car Guard
	2	CANOPY	1	PACO office	3	3	for Nissan, CANOPY-STANDARD LWB NISSAN HARDBODY
	3	GPS	1	Project office	1	3	GARMIN 76CSx

Fiscal Year	No.	Equipment	Qty	Location	Utilization	Condition	Brand/Model No.
2007	1	Honda Motorbikes	7	District, Extension officer	3	3	XL125 (6), CL110 (1), total 7

NOTE: The equipment procured by the pipeline expert is included.

\* Utilization      3: Almost every day    2: Several times a week    1: As the need arises    0: Not in use  
 \* Condition      3: Good    2: Regular maintenance needed    1: Repaired needed    0: Cannot be repaired

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### Annex 3-3: List of Counterpart Personnel

<General Management>				
Sl.	Name	Position	Project Position	Remarks
1	Mr. Julius. SHAWA	Director of Dep. of Policy & Planning	Project Director	
2	Dr. S. SIMAINGA	Provincial Agricultural Coordinator	Project Manager	
3	Mr. B. T. MUBUKA	Provincial Agricultural Officer	Resource Person	
4	Mr. CHING'AMBU	SFSCO (Senior Field Service Officer)	Resource Person	Retired
<Project Implementation Unit>				
Kaoma District				
1	Mr. Imbuwa MUSHEBWA	District Agricultural Coordinator	Resource Person	
2	Mr. Reuben KABITI	Senior Agricultural Officer	Resource Person	
3	Mr. K. MALIMBA	District Marketing & Cooperative Officer / Area Coordinator of ZIPU	Resource Person	
4	Mr. Mooka MOOKA	Camp Extension Officer	Resource Person	
5	Mr. I. SAMBOTELWA	Block Extension Officer	Resource Person	Retired
6	Mr. Dyaunka WALONGA	Veterinary Assistance	Resource Person	
7	Mr. D. LITEBELE	Camp Extension Officer	Resource Person	Did not arrive to the post
8	Mr. Masheke IMBOELA	Area Coordinator of ZIPU	Resource Person	Retired
Senanga District				
1	Mr. M. MWANGALA	District Agricultural Coordinator	Resource Person	
2	Mr. Likando MUBIANA	Senior Agricultural Officer	Resource Person	
3	Mr. J. BOBO	Principal Agricultural Supervisor	Resource Person	
4	Mr. Roy MONDE	Technical Officer / Area Coordinator of ZIPU	Resource Person	
5	Ms. Maggy KAONGOLO	Block Extension Officer	Resource Person	
6	Mr. Sanford CHIBINGA	Camp Extension Officer	Resource Person	
7	Mr. Jordan SAMALUMO	Camp Extension Officer	Resource Person	
8	Mr. Likando LISWNISO	Cooperative Inspector	Resource Person	
Shangombo District				
1	Mr. M. MUKUNGU	District Agricultural Coordinator	Resource Person	
2	Mr. Harry M. MULEMWA	Senior Agricultural Officer / Area Coordinator of ZIPU	Resource Person	
3	Mr. George SITALI	Officer in Charge of FTC	Resource Person	
4	Mr. Muko Lima SILUKA	District Marketing & Cooperative Officer	Resource Person	
5	Mr. Imasiku LUBINDA	Block Extension Officer	Resource Person	
6	Mr. Winter SAMBOKO	Camp Extension Officer	Resource Person	
7	Mr. Sitamulao MABUKU	Camp Extension Officer	Resource Person	
8	Mr. Mutanga MUSIYEBO	Camp Extension Officer	Resource Person	Transferred
Mongu District				
1	Mr. Chabalanga NG'AMBI	District Agricultural Coordinator	Resource Person	

#### Annex 3-4: List of Counterpart Personnel Trained Overseas

Sl.	Name	Period		Training Subjects	Training Institution	Current Position
1	Dr. S. Simainga	2007/1/8	2007/2/24	Knowledge Cluster Building for Participatory Village Business in Zambia	(1) Obihiro University of Agriculture and Veterinary Medicine (2) Agricultural cooperatives in Tokachi area, Hokkaido	Provincial Agricultural Coordinator, Western Province
2	Mr.M.Mukungu	2008/8/4	2008/8/29	Training of Trainers on Agricultural Extension and Development for Africa	JICA/Thailand International Development Cooperation Agency/Dep. Of Agricultural Extension, Thailand/Kasetsart University, Thailand	District Agricultural Coordinator, Shangombo District

\*Dr. S. Simainga & Mr.M.Mukungu joined to "Group Type Training Course" which JICA Training Center provides. So, the cost of those training is not included to project cost.

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### Annex 3-5: Local Expenses for Project Activities

#### (1) Expenses shouldered by Japanese Side

NO	Category	Oct. 2005 to Mar. 2006 (NOTE)	Apr. 2006 to Mar. 2007	Apr. 2007 to Mar. 2008	Apr. 2008 to July 2008	Aug. 2008 to Dec. 2009 (plan)	Total Disbursement (Tentative) (Kwacha)	Note
1	Equipment	163,311,400	0	88,657,900	0	0	251,969,300	Toyota 4WD and other Equipments were purchased in 2005.
2	Local Cost Support	146,568,034	373,495,575	501,901,407	64,682,810	120,000,000	1,206,647,826	Including consumption articles, office supplies, communication expenses, maintenance of project vehicles and insurance, travel allowance, consigning Baseline Survey analysis
	Total (in Kwacha)	309,879,434	373,495,575	590,559,307	64,682,810	120,000,000	1,458,617,126	
	Total (in 1,000 JPN YEN)	12,109	14,595	23,078	2,528	4,689	56,999	US\$1=ZMK3,140, JPY1=ZMK29.59 (as of July 2008)

NOTE: This amount includes the cost for the pipeline experts who conducted preparatory work for the Project

#### (2) Local Costs and Other Inputs Provided by Zambian Side

1	Local Expenses	Salaries of counterpart personnel, service and simple maintenance of Project vehicles, Service of secretary (Typing) and driver
2	Land & Facility	Office room, office furniture, power and water supply, LAN network
3	Vehicles	Five (5) 4WD vehicles (at DACO office), Six (6) Motorbikes (for CEOs)

# ANNEX 4: List of the Sub-Projects Implemented in the Target Villages 1/4

District	Year	Village	Cost (Kwacha)	Sub-project	Progress and current status	Technologies introduced in MPs	on-going	Expected benefits	Financial profits
Kaoma	2006	Samananj	Seed Money from the Project: 50 175,000 Community share: 32 865,000 (NOTE)	ADP	Animals are available in November 2007 and it was late to provide service for the plowing. The animals are small and also need training, they could start transportation in March 2008. It is anticipated that the sub-committee will offer plowing service in the coming crop season and be able to get more profits.	Cattle rearing with proper medication, business operation with record keeping	Yes	Yes	Yes
				Fertilizer input supply	Fertilizer and HYV seeds were provided to 68 farmers in 2006, all of whom except 4 persons could pay back the promised amount of maize on time. Due to the price hike, 32 beneficiaries are selected for 2007. However, the crop was badly affected by the heavy rain last year, only 15 bags have been paid back (they are committed to repay by installments).	Fertilizer application and use of HYV	Yes	Yes	Yes
				Hammer mill	The 5 members of sub-committee are taking turn for every 20 liter of fuel to provide milling services. The services are provided not only to the villagers but to people from the other villages as closest mills are at Mayukwayukwa or Mangango. It saves a lot of time of villagers and increase the convenience. The profit from the mill is used to augment the cost for other projects as well as to provide welfare to the poor elder's people in the village.	Business operations/ record keeping	Yes	Yes	Yes
				Piggery	Initially, 4 pigs (3 female & 1 boar) were procured. The seed money for the piggery project was not sufficient to continuously obtain the feeds, thus the additional provision was made out of the profit of Hammermill, which was stopped after a while as required amount for the feed was too large. The boar was sold as it was too big and new sizable boar was purchased. The sub-committee also decided to let the pigs to scavenge during the day to reduce the feed requirement, while they are kept in the pigpen during night time.	Swine production with proper medication and feeding	Yes	Not yet	Not yet
				Goat keeping	Initially, 22 goats (7 male & 15 female) were procured. They were kept in one place but many have died during the delivery. Now the goats were entrusted to individuals under close supervision and monitoring by the sub-committee members. Currently there are 13 goats (2 male & 9 female) and all of the female are pregnant. The sub-committee is to start revolving scheme once the number of stock is increased.	Goat rearing with proper housing and medication	Yes	Not yet	Not yet
	2007	Kanapende	Seed Money from the Project: 42 640,000 Community share: 18 145,000	ADP	Animals are available in November 2007 and it was late to provide service for the plowing. As the animals were small and needed training, the sub-committee could start transportation services only in March 2008. It is anticipated that the sub-committee will also offer plowing services in the coming crop season and be able to get more profits.	Cattle rearing with proper medication, business operation with record keeping	Yes	Yes	Yes
				Fertilizer input supply	Fertilizer was provided to 68 farmers, but the HYV seeds were not available. The crop was badly affected by the heavy rain last year, none of them can pay back the promise amount of maize. The sub-committee members are currently consulting with the CEO how to solve this problem. (The provision of fertilizer to the second batch may be suspended)	Fertilizer application and use of HYV	Yes	Not yet	Not yet
				Rice project	As the input was procured in December 2006, the production started late thus the yield was not good. For the first year, the sub-committee could harvest 21 bags of paddy from 3 ha. of land of which 15 bags are sold to obtain cash profit. This profit is used for the micro credit projects. The 6 bags are kept as seed for next year. In the second year, the sub-committee could not grow rice due to the early flooding. They are planning to start production as early as in September this year.	Rice production with line planting / transplanting. Fertilizer application	Yes	Yes	Yes
				Irrigation project	Pump and other inputs are procured in October 2006 but activities started in early 2007. The pump is used in a communal garden of 0.75ha. to grow vegetables such as cabbage & onion. They also tried potato but it was not successful. Production was good but some members neglected to take turn to sell them in market of Senanga, spoiling a considerable amount of produce. The sub-committee formulated a by-laws to solve the problem. They could obtain profits from the sale of produce as well as from the rental of the pump.	Vegetable nursery and bed planting techniques. Line planting of maize	Yes	Yes	Yes

# ANNEX 4: List of the Sub-Projects Implemented in the Target Villages 2/4

2006	Nalutamba	Seed Money from the Project: 16,750,000	ADP	Initially 12 animals with implements were procured but 2 have died. They started both transport and draft power operations from early 2007 by applying the cheaper rate for project members in the community (non-members' rate is doubled). Sub-committee chairperson is the one who keeps and takes care of the animals.	Cattle rearing with proper medication, business operation with record keeping	Yes	Yes	Yes
			Canal clearing	Tools and instruments are procured with the seed money from the JICA-ZI Project. They have worked to clear a drainage canal of about 1 Km of length through community work by groups. Clearing have been completed in November 2007 and now they are anticipating that the water will be drained faster from their fields during the rainy season.	Nil	Yes	Not yet	Not expected
			Micro Credit	In line with the five year milestones, the community initiated this project in 2007 with a total of K1,450,000 as initial fund obtained from the profits out of rice production and ADP. The seasonal loan for 6 months with 20% of interest are provided to 11 individuals in December 2007 among whom 10 could complete the repayment by the end of May 2008. As for the person who failed to repay, the sub-committee had discussion and settle with the commitment of the person on rescheduled arrangement of repayment.	business operation with record keeping	Yes	Yes	Yes
2007	Namatata	Seed Money from the Project: 46,431,500	Off-season maize production	As the initial inputs arrived late for the off-season cropping, the sub-committee decided to grow maize in the rain-fed conditions. The sub-committee planted in 0.5 ha., applying new techniques of line planting and fertilizer application. Although the harvest was not as good as expected because of the shortage of water at the end of the crop season, some yield was obtained and sold to get some fund for next cropping.	Line planting, Fertilizer application, Seed saving techniques for maize	Yes	Yes	Yes
			Rice production	The production has been started in November 2007 in 0.25 ha. of land, however, the early flooding destroyed all the crops. The sub-committee is planning to plant in 2 ha. in coming crop season. In the community, farmers had experience in rice production before the Project, however, they could learn new techniques such as line sowing and fertilizer application through this sub-project.	Line planting / transplanting of rice, Fertilizer application	Yes	Not yet	Not yet
			Poultry	In January 2008 the sub-committee procured 37 birds (33 hens & 4 cocks). So far 26 chicks are hatched and some hens are currently incubating. The sub-committee started to sell the eggs within the village and vicinity. Through this project they could learn poultry rearing in cage, not free range, including appropriate feeds and medication.	Poultry with cage rearing, proper medication and feeding	Yes	Yes	Yes
		Seed Money from the Project: 46,431,500	ADP	The total of 8 animals (7 oxen & 1 cow) with implements were procured during the period from December 2007 to January 2008. As there is an outbreak of foot & mouth disease in the area, the animals are affected in turn, and they have not been used for any services so far. Now the animals are kept in turn by the individuals in the community under close monitoring and supervision of the sub-committee. It is anticipated that the animals are used as ADP from the coming crop season.	Cattle rearing with proper medication, business operation with record keeping	Yes	Not yet	Not yet
			Canal clearing	The tools and implements were availed in November 2007 to clear the old drainage canal of about 1 Km of length which was made in 1960s. When the sub-committee initiated work, the rain started and they had to stop. The sub-committee was assuming to re-start the work from August 2008, however, the water still remains in the area.	Nil	Not yet	Not yet	Not expected
			Rice production	The inputs was availed in December 2007 but the production was not undertaken because of the unavailability of the expected ADP service and early flooding. The sub-committee is planning to start in September 2008 in 3 ha. of land, with demonstration of new techniques of transplanting and line planting techniques.	Line planting / transplanting of rice, Fertilizer application (Planned)	Not yet	Not yet	Not yet
		Seed Money from the Project: 49,980,000	ADP	A total of 13 animals (10 oxen & 3 cows) were procured from November 2007-January 2008. Because there was early flood and a ban on the movement of cattle in initial months due to the outbreak of cattle disease, the sub-committee couldn't start operation until April 2008. The sub-committee pays for the livestock health scheme for these animals, the VA in the area regularly visits and attend the project. Now the animals are taken care by the individuals who want the manures in 10-day turn under the monitoring of the sub-committee members.	Cattle rearing with proper medication, business operation with record keeping	Yes	Yes	Yes

# ANNEX 4: List of the Sub-Projects Implemented in the Target Villages 3/4

Shangombo	2007	Liyabo	Seed Money from the P Community share	Goat rearing	Initially, 53 heads (3 male & 50 female) were procured over the period from January to March 2008, but upon the first batch of delivery, 9 among the 20 new born died. The sub-committee sought advice from VA and the goat pen will be renovated to the raised floor structure. Members have also gone under training by VA on goat rearing. Later 3 more female died, and the sub-committee sold 5 heads in local market. Currently, there are 56 heads, which are separately entrusted to the individuals in the village on the revolving dispersal system.  The irrigation pump was procured for vegetables and off-season maize production in 0.25 ha of land. The committee initiated production in November 2007, and a training on the operation of the pump was conducted with technical officer of DACO. Irish potato, onion and maize were planted, which, however, were totally destroyed by the flood. As the inputs still remains, the sub-committee is now preparing for the production. The villagers are to work on the designated date for the garden, in accordance with the by-laws regarding this sub-project	Goat rearing with proper housing and medication	Yes	Yes	Yes
				Crop irrigation		Vegetable nursery and bed planting techniques. Line planting of maize	Yes	Not yet	Not yet
2006				ADP	The program started in December 2006 with 11 animals (10 oxen & 1 cow). First they train the animals and started transport and plowing services since the beginning of 2007. They are offering the services at lower rate for the villagers than for the people from other villages. Although they could avail the services of VA, one oxen has died of disease. As there are ox carts in adjacent village, there is a competition. The sub-committee members want to have operation to cover wider area but are also afraid of possibility of cattle disease.	Cattle rearing with proper medication, business operation with record keeping	Yes	Yes	Yes
		Liyabo	Seed Money from the Project: 24,775,000 Community share: 3260000	Off-season maize & vegetable production	The program has been started since 2006. (However, the vegetables and maize are grown in the 1.5 ha. of land offered by the vice village headman and his brother. The sub-committee members take turn to water the garden, but entire community also work 2 days of a week. They are growing tomatoes, onions and rape, and the harvest is sold to the community people as well as the people from the adjacent villages.	Vegetable nursery and bed planting techniques. Line planting of maize	Yes	Yes	Yes
				Poultry	The project was recently started although it was planned to be in operation in 2006, due to the heavy flood that forced the village to migrate to the upper area. Initially, the community contributed 20 local chicken, which were sold to get 11 breeding stock and necessary materials for the poultry pen. The sub-committee members are taking turn to take care of the chicken, and the first batch of the chicks are now being hatched.	Poultry with cage rearing, proper medication and feeding	Yes	Not yet	Not yet
				Canal construction	A canal of about 1.6Km of length to bring water from the nearby mainstream to the village is to be constructed under this sub-project. The tools and implements were procured in November 2007, and they have waited until the rainy season ends. The digging work has been taken place since late July 2008, with the participation of the community people who are divided into groups to dig designated sections of the proposed canal. The sub-committee anticipates that the work will be completed by September 2008.	Nil	Yes	Not yet	Not expected
2007				Rice production	Because of the flood during the last crop season, the sub-committee could not so far implement this sub-project. It is planned to start land preparation in August and planting in November. Rice production is totally a new undertaking for the villagers, except for the experiences of the village headman, technical guidance and supervision by extension officers are highly needed.	Line planting / transplanting of rice, Fertilizer application (Planned)	Not yet	Not yet	Not yet
		Siliwana	Seed Money from the Project: 47,830,000 Community share: 3,245,000	ADP	Initially, 23 heads of animals with implements were procured. So far they are used to transport the produce from farmers' field to the village. The sub-committee is planning to provide transport service to Senanga, as well as the ADP in the field from the coming crop season.	Cattle rearing with proper medication, business operation with record keeping	Yes	Yes	Yes
				Vegetable production	Vegetable production has been undertaken since March 2008 in a communal garden of 0.25 ha. Vegetables such as cabbage, rape and onion are produced and harvest were sold since the end of April 2008. As there has been a minor problem to mobilize community participation on daily watering of the garden, the sub-committee is currently planning to transfer the garden to the areas closer to the water source. With the implementation of the communal garden, the number of individuals who produce vegetable also increased	Vegetable nursery and bed planting techniques. Fertilizer application	Yes	Yes	Yes

#### ANNEX 4: List of the Sub-Projects Implemented in the Target Villages 4/4

2007	Libita II	Seed Money from the Project 41 615,000 Community share: 6,600,000	Poultry	The community donated 34 local birds (10 cocks & 24 hens) to be used as the breeding stock in March 2008. From May to June, some chicks were hatched but many have died out of diseases and killing among themselves. From July, some eggs have been sold and currently they keep 34 birds (4 cocks, 24 hens, 6 chicks). They are waiting for the training by VA.	Poultry with cage rearing, proper medication and feeding	Yes	Yes	Yes
			Vegetable growing	The program started in April 2008 in 1.25 ha. of land that was offered by a member of the sub-committee. Vegetables have been harvested and sold since June 2008, but at the end of July the garden was damaged by elephants. Second batch of production is now started. The members are taking turn to take care on the daily basis, and entire community is asked to help if the project requires larger tasks.	Vegetable nursery and bed planting techniques	Yes	Yes	Yes
			ADP	In March 2008, 20 animals (15 oxen, 5 cows) with implements were procured. As they were to be trained first, they are currently used only for transportation services. Aside from the paid service, they are also utilized to carry the materials for other sub-projects. Initially they are kept by the chairperson of the sub-committee, but they started new arrangement to assign caretakers on 3 months turn under the supervision of the committee members.	Cattle rearing with proper medication, business operation with record keeping	Yes	Yes	Yes
			Carpentry	The tools and implements were procured in September 2007. So far 1 table and 3 beds are made and brought to display in Nangwesi town, of which a bed is sold. Members are undergone training by professional carpenter from other village for 2 months (trainer is paid for the training and also get 30% of the sale of furniture made through the training).	Carpentry techniques	Yes	Yes	Yes

NOTE: The community share is provided in the forms of local materials and skilled labor from the target villages. These are calculated into monetary terms based on the local market prices

**ANNEX 5: List of Training and Workshop Organized and the Participants**

Type of Activity	Name of Training / Workshop	Date	days	participant	No. of Participants	Purpose	Breakdown of participants			
							No. of C/P participated	No. of the retired / transferred after training	Other participants	Position of other participants
Training	JICA - ZI Project Team Training Program	Jan. 2006	5	DACO, ZI Area Coordinator and SAO	9	PaVIDIA introductory Training for District Officers/Team	9	2		
Training	JICA - ZI Project CEO's Training Program	Feb. 2006	12	CEOs	10	PaVIDIA introductory Training for Extension Officers	10	4		
Training workshop	Field Practice of Workshop, Senanga & Shangombo	Mar. 2006	2	DACO, ZI Area Coordinator and SAO, CEOs	11	Workshop OJT in community	11	1		
Training workshop	Field Practice of Workshop, Kaoma	Mar. 2006	2	DACO, ZI Area Coordinator and SAO, CEOs	6	Workshop OJT in community	6	3		
Training	JICA - ZI Project Follow-Up Training Program	Jun. 2006	2	DACO, ZI Area Coordinator and SAO, CEOs	17	Follow-Up Training of village Workshop	17	2		
Reporting Workshop	JICA - ZI Project Activity Report for Province	Mar. 2007	1	PACO, PAO, Selected CEO and (future) chief facilitators	7	Report of CEO's study work to MACO Western Province	7			
Reporting Workshop	JICA - ZI Project Activity Report for MACO HQ	Mar. 2007	1	PACO, PAO, Selected CEO and (future) chief facilitators	7	Report of CEO's study work to MACO HQ	7			
Training	JICA - ZI Project CEO's Training Program	Mar. 2007	11	CEO (Newly assigned)	1	PaVIDIA introductory Training for Extension Officers	1			
Workshop	Approval meeting of Micro-Project proposals, FY2007	Jun. 2007	17	PACO, PAO, DACO, ZI Area Coordinator and SAO, CEOs	17	Approval meeting of 2007 MP proposals	15	1	2	PACO, PAO
Workshop	Final Workshop to Support Monitoring Implementation System	Feb. 2008	2	PACO, PAO, DACO, ZI Area Coordinator and SAO, CEOs	21	Workshop of Monitoring Implementation System 1	18	1	3	PACO, PAO, EU
Workshop	PaVIDIA Model Monitoring Implementation Workshop for JICA-ZI Project, ultimately for the Western Province	Mar. 2008	2	PACO, PAO, DACO, ZI Area Coordinator and SAO, CEOs	29	Workshop of Monitoring Implementation System 2	21	1	8	PACO, PAO, EU, 4 staff of PaVIDIA
Training	PaVIDIA Model Training for WFP Rural Development Project; OJT of District Chief Facilitator	Jul. 2008	6	District Chief facilitators	3	OJT for District Chief Facilitator	3			
Training	PaVIDIA Model Training for WFP Rural Development Project; Basic PaVIDIA training for DACO officers and CEOs	Jul. 2008	6	Senanga DACO & SAO (Newly assigned)	2	PaVIDIA introductory Training	2			
Training	(PLAN) PaVIDIA method facilitators training	Oct. or Nov. 2008	2	District POR, District Chief facilitators	13	PaVIDIA method facilitators training	13			

## Annex 6: Proposed Revision of PDM

Project title: Development through Empowerment of Communities in Zambia Initiative Areas

Implementation Period: 3 years (January 2006 – December 2008)

Target Area: Zambia Initiative Areas in Kaoma, Senanga and Shangombo Districts in Western Province

Target Group: Provincial MACO staff in Western Province, district MACO staff and villagers in the target areas

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions and Critical Risks
<p><b>Overall Goal</b></p> <p>Poverty is reduced and human security is enhanced through participatory agricultural and rural development initiatives at the community level in Western Province</p>	<p>1 The established model of agricultural and rural development is introduced to more than half of the districts in Western Province</p> <p>2 Sub-projects on agricultural and rural development are implemented through participatory approach in at least 35 villages in Western Province</p> <p>3 Poverty indicators such as the number of meals a day in the villages where the model is introduced is improved by 5%</p>	<p>• Data from MACO at provincial and district levels</p> <p>• Survey and monitoring indicators of income and well-being of the target communities</p>	<p>• Government continues commitment to poverty reduction strategies</p> <p>• Risks of climate changes, floods, etc remain minimum</p>
<p><b>Project Purpose</b></p> <p>A sustainable model for agricultural and rural development is established through participatory approaches in the target villages</p>	<p>1 Community meetings on the development issues are regularly organized in 9 villages in the target area with proper documentation of the process of planning, operation and monitoring of sub-projects</p> <p>2 The plans for continuation and future expansion of the village level activities are formulated</p> <p>3 (3) Local MACO staff plan regular visits and conduct operational and technical guidance to the target villages</p>	<p>• Interviews and observations</p> <p>• Field assessments and monitoring reports</p> <p>• comparative baseline surveys (before initiation and after completion )</p> <p>• periodic reviews and final evaluation</p> <p>• government policy and plans for rural poverty reduction in target areas</p>	<p>• Provincial MACO continue and further replicate the model established by the Project</p> <p>• MACO's staff who have accumulated the experience of participatory agricultural and rural development through the Project share and disseminate the knowledge and experiences to co-</p>
<p><b>Output</b></p> <p><b>Output 1</b></p> <p>Capacity of the target villages to identify and to solve their communal problems is increased.</p>	<p>1-1 Communal problems are identified and prioritized in the target villages to be solved by communities themselves</p> <p>1-2 More than 50% of the sub-projects implemented successfully bring about the benefit to the community</p>	<p>• Survey of good practices</p> <p>• Trained and adoption of farmers on newly introduced knowledge and practices</p> <p>• Observations of physical existence of implemented sub-projects, rice fields, food processing and other activities</p> <p>• Work plans, monitoring and progress reports</p> <p>• Periodic reviews and final evaluation</p>	<p>• Commitment of government, UNHCR, and other partners in coordinating and complementing efforts to achieving the overall goals of Zambia Initiative</p> <p>• Stability and safety of project sites</p> <p>• Government personnel available and continue to work after training</p>
<p><b>Output 2</b></p> <p>On-farm and off-farm techniques for increasing crop yields and their additional values are introduced.</p>	<p>2-1 At least 6 packages of the improved practices/techniques are newly introduced</p> <p>2-2 At least 50% of farmers in the target villages have knowledge on at least one of the newly introduced techniques/practices</p>		

<p>Output 3</p> <p>Local partners are able to facilitate community development through participatory approach and appropriate technologies.</p>	<p>3-1 At least 30 MACO staff at provincial and district level are trained to facilitate the community planning and development activities</p> <p>3-2 More than 70% of the trained staff are involved in and facilitate the project activities</p>			
<p>Activities</p> <p>For Output 1</p> <ol style="list-style-type: none"> <li>1. Select target villages</li> <li>2. Conduct base line survey of target villages</li> <li>3. Train facilitators (Camp extension officers, DACO, ZI Area Coordinators, etc) on PASVID<sup>1</sup></li> <li>4. Initiate village workshop, and facilitate analysis of their communal problems and the countermeasures by villagers</li> <li>5. Initiate sub-projects through participatory approach</li> <li>6. Monitor the village development</li> </ol> <p>For Output 2</p> <ol style="list-style-type: none"> <li>1. Collect information and conduct rapid baseline study on current practices, land and crop production in the target villages</li> <li>2. Conduct survey on economic potentials and needs assessments for target villages</li> <li>3. Identify appropriate on-farm / off-farm technologies for introduction</li> <li>4. Train/orientation Agriculture extension officers/ farmers on improved on-farm and off-farm technologies</li> <li>5. Select key and potential farmers in the target villages, and conduct demonstration trials at the farmer's fields</li> <li>6. Provide documents on the acquired knowledge, experience and good practices for further dissemination</li> </ol> <p>For Output 3</p> <ol style="list-style-type: none"> <li>1. Train local partners thereby strengthening facilitation and management capacity</li> </ol>	<p>Inputs (Japanese side)</p> <ul style="list-style-type: none"> <li>• Long term Expert, Coordinator/Rural Development</li> <li>• Short term expert (agronomist) in sustainable agriculture</li> <li>• Resources for project management and monitoring</li> <li>• Resources for introduction and application of appropriate technologies and good practices</li> <li>• Equipment for office and sustainable agriculture</li> <li>• Acceptance of trainees in Japan/ Third country</li> </ul>	<p>Inputs (Zambian side)</p> <ul style="list-style-type: none"> <li>• Assign counterpart personnel</li> <li>• Assign field staff to project areas (extension workers, etc)</li> <li>• Assign administrative staff (drivers, secretaries, etc)</li> <li>• Make office space and furniture available for experts</li> <li>• Make available land, building and facilities necessary for the project management &amp; implementation</li> <li>• Allocate budget for local costs (salary, etc)</li> <li>• Make available the other complementary resources of ZIP</li> </ul>	<p>Pre-conditions</p> <ul style="list-style-type: none"> <li>• Partners, particularly ZIP staff and Agriculture Depts are committed to jointly coordinate, plan and complement efforts and resources for synergy and achieving ZI goals</li> <li>• Government assigns counterpart personnel and adequate facilitators at province, district, camp levels</li> </ul>	

Note \*1: The model to be established as the project purpose is the combination of the mechanism of participatory decision making on development issues with proper record keeping and monitoring based on the plan at the village level, dissemination of new technologies to improve the livelihood of the communities, and systematic arrangements in local MACO to support the village activities in comprehensive manner.

Note\*2: The local partners mean the MACO staff at the local level, i.e. at provincial and district levels.

Note \*3: PASVID=Participatory Approach to Sustainable Village Development. a village development approach evolved through various experiences aiming village and villagers to foster self- and mutual reliance through participatory manner and development of sustainable agriculture. The details should be referred to the textbook