

タイ王国
農業協同組合における
コミュニティリーダー育成計画プロジェクト
終了時評価調査報告書

平成 22 年 1 月
(2010 年)

独立行政法人国際協力機構
タイ事務所

タイ事
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序 文

タイ王国の人口（6,304 万人：2007 年）の大半は現在でも農業に関係しています。タイ王国政府は「第 9 次農業開発計画（2002～2006 年）」における農業開発の目標として、「農林水産物及びアグロインダストリーの競争力強化」「農民組織の強化」及び「農業開発ネットワークの確立」を挙げ、上記政策を推進してきました。農業分野の協同組合（Agricultural Sector Cooperative）は、タイ全土で 4,170 組合（2004/12/31 現在）、組合員数は 583 万 1,436 世帯です。農業協同組合省組合振興局（CPD）は、主として一村一品（One Tambon One Product : OTOP）等の中心的担い手となる農業協同組合等の共同体の活動促進を所掌し、OTOP 振興を推進してきました。農協傘下の主な OTOP 活動の担い手は、自主的に組織された組合員世帯の構成員からなる職能グループが、地域に存する知識や知恵・資源を活用した手工芸品や食品加工その他の活動を行っており、そこから得られる収入は農民の生活水準向上に資しています。しかしながら、活動を始めた多くの職能グループリーダーには知識・技術・能力が不足し、組織運営が円滑に行われていませんでした。そのため、CPD は、リーダーシップとビジネススキル、財務管理などを理解した農民のリーダー育成を目的とし、アグロインダストリーの質の向上、組織強化、農村同士のネットワークの強化をめざした協力要請をわが国に提出し、2007 年 3 月 1 日より長期専門家を派遣してプロジェクトが開始されました。

プロジェクトの目標は、農村地域における生活改善と所得向上のためのグループリーダーが育成されることです。「組合組織運営」の長期専門家をはじめとして、これまで、主産地形成・マーケティング・商品開発・人的資源開発・財務管理・生活改善の各分野で短期専門家を派遣し、リーダー育成のための活動を推進してきましたが、これまでのプロジェクトの実績、成果等を確認すべく、2009 年 12 月に終了時評価を実施しました。

本報告書は同調査団の調査・協議結果を取りまとめたものであり、今後のわが国の技術協力活動に、広く活用されることを願うものです。ここに、本調査にご協力頂いた外務省、農林水産省、在タイ王国日本国大使館など、内外関係機関の皆さまに深く謝意を表するとともに、引き続き当機構の活動に一層のご支援をお願いする次第です。

平成 22 年 1 月

独立行政法人国際協力機構
タイ事務所長 大西 靖典

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日本・タイ評価調査団長による署名交換



短期専門家派遣 6 分野における成果品（手引き）



成果 1 に係るニーズ調査報告書



成果 7（ネットワーク化）の好事例：籠作成グループと布加工グループの合作品



短期専門家の指導により改善された商品陳列

略 語 一 覧

略 語	正式名	日本語
CBD	Cooperative Business Development office	組合ビジネス開発事務所
CPD	Cooperative Promotion Department	農業協同組合省組合振興局
CTT	Cooperative Technology Transfer and Development office	組合技術移転及び開発事務所
DAC	Development Assistance Committee	開発援助委員会 (OECD)
HRD	Human Resource Development	人的資源開発
JTEPA	Japan-Thai Economic Partnership Agreement	日本・タイ経済連携協定
JICA	Japan International Cooperation Agency	独立行政法人国際協力機構
MOAC	Ministry of Agriculture and Cooperatives	農業協同組合省
OECD	Organization for Economic Cooperation and Development	経済協力開発機構
OTOP	One Tambon One Product	一村一品 (タイ版)
PDM	Project Design Matrix	プロジェクト・デザイン・マトリックス
PO	Plan of Operation	活動計画
R/D	Record of Discussion	討議議事録

評価調査結果要約表

作成日 : 平成 20 年 12 月 22 日

担当部署 : JICA タイ事務所

1. 案件の概要	
国名 : タイ王国	案件名 : (和) 農業協同組合におけるコミュニティリーダー育成計画プロジェクト (英) Project on Community Leader Development in Agricultural Cooperative in Thailand
分野 : 農業	援助形態 : 技術協力プロジェクト
所管部署 : JICA タイ事務所	協力金額 (評価時点) : 約 1 億 7,000 万円
協力期間 : 2007 年 3 月 1 日 ~2011 年 2 月 28 日	先方関係機関 : 農業協同組合省組合振興局 (CPD)
<p>1-1 協力の背景と概要</p> <p>タイ王国 (以下、「タイ」と記す) の労働人口の約半数 (全就業者数の 43.3% : 2006 年) は農業関連に関係している。タイ政府は「第 9 次農業開発計画 (2002~2006 年)」における農業開発の目標として、「農林水産物及びアグロインダストリーの競争力強化」「農民組織の強化」及び「農業開発ネットワークの確立」を挙げ、上記政策を推進していた。また農業協同組合省組合振興局 (Cooperative Promotion Department : CPD) は、主として一村一品 (One Tambon One Product : OTOP) 等の中心的担い手となる農業協同組合等の共同体の活動促進を所掌し、OTOP 振興を推進してきた。</p> <p>農協傘下の主な OTOP 活動の担い手は、自主的に組織された組合員世帯の構成員からなる職能グループが、地域に存する知識や知恵・資源を活用した手工芸品や食品加工その他の活動を行っており、そこから得られる収入は農民の生活水準向上に資している。しかしながら、活動を始めた多くの職能グループリーダーには知識・技術・能力が不足し、組織運営が円滑に行われていなかった。そのため、CPD は、リーダーシップとビジネススキル、財務管理などを理解した農民のリーダー育成を目的とし、アグロインダストリーの質の向上、組織強化、農村同士のネットワークの強化をめざした協力要請をわが国に提出し、2007 年 3 月 1 日よりプロジェクトが開始された。組合組織運営の長期専門家をはじめとして、主産地形成・マーケティング・商品開発・人的資源開発・財務管理・生活改善の各分野で短期専門家を派遣し、リーダー育成のための活動を推進してきた。</p> <p>1-2 協力内容</p> <p>(1) 上位目標</p> <p>農村地域において、育成されたリーダーの率いたグループがエンパワーされる。</p>	

(2) プロジェクト目標

農村地域における生活改善と所得向上のためのグループリーダーが育成される。

(3) 成果

- 1) 対象グループに関するニーズ及び現状分析調査が実施される
- 2) 研修プログラムが策定される
- 3) リーダー育成研修が実施される
- 4) 対象グループが活動のモニタリング及び CPD 県事務所にフィードバックできるようになる
- 5) すべての関連機関が実施する研修等の対象グループが必要とする情報が県事務所に整備される
- 6) 日本で研修を受けたリーダー及び CPD・農協の職員がプロジェクトの研修講師等の人的資源となる
- 7) 対象グループのネットワークが構築される

(4) 投入（評価時点）

日本側：

長期専門家	1名	36.00人目 (MM)	機材供与	なし
短期専門家	9名	31.50MM	ローカルコスト負担	約1,900万円
本邦研修員受入	69名			

相手国側：

カウンターパート配置	19名	ローカルコスト負担	1,047万4,200バーツ
土地・施設提供			
(事務所スペース、電気・水道代などを含む)			

2. 評価調査団の概要

調査者	団長/総括	金森 秀行	JICA 国際協力専門員
	農業協力	小泉 光雄	全国農業協同組合中央会
協力企画		伊藤 民平	JICA タイ事務所員
		Ms. Spaporn La_ngao	JICA タイ事務所 現地所員
	評価分析	本村 公一	アイ・シー・ネット株式会社
		Ms. Bulpachart Pongtearasarn	アイ・シー・ネット・アジア株式会社
調査期間	2008年11月30日～12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

(1) プロジェクト目標

指標：育成されたグループリーダーの50%以上が、そのメンバーに新しい知識と技

術を伝える。

研修参加者に対する CPD の質問票調査によれば、研修に参加したグループリーダーのなかで、質問回答 214 名中、150 のグループリーダー（=70.1%）が研修で得た知識を他のメンバーに伝えている。質問回答票によれば、研修参加後、メンバーを集めたミーティングを開催し、研修の内容をメンバーに伝えている。また、専門家がグループを訪問した際に、メンバーが共同で作業する過程で、研修参加者が研修の内容を伝えているケースがしばしば観察されたとのコメントもあった。ゆえに、プロジェクト目標は達成されたと判断される。

(2) 成 果

1) 成果 1

指標：プロジェクト開始後 1 年で、対象グループに関するニーズ調査結果とその分析が取りまとめられる。

研修参加グループの選定後、CPD は毎年 75 県及びバンコク都の 2 地区（合計 77 グループ）の参加グループに対して、グループの現状、課題、将来計画等を記載した報告書の提出を依頼し、ニーズ調査を行っている。これらの報告書を基に CPD はニーズを分析し、研修プログラム作成、改善を行っている。ゆえに、成果 1 は達成されたと判断される。

2) 成果 2、成果 3

指標：研修に参加したリーダーの 60%以上が、プロジェクトで行われた研修内容に満足する。

2009 年 10 月に JICA タイ事務所は CPD の協力の下、インパクト調査を実施した。調査のなかで、40 名のグループリーダー（研修参加者）に対して研修内容への満足度を質問したところ、44.2%の参加者が「非常に満足」、23.3%が「満足」と回答した。合計 67.5%の参加者が研修の内容に対して満足していることから、成果 2 及び 3 の指標（60%）は達成されたと判断される。

3) 成果 4

指標：育成されたグループリーダーの率いるグループの 50%が、1 年間自らの活動のモニタリングを継続し、結果を報告する。

グループ活動のモニタリングは、2008 年までは四半期に 1 度、そして 2009 年からは毎月実施された。四半期モニタリングでは 21 項目、月次モニタリングでは 7 項目についてモニタリングが実施された。2008 年には 76 グループ、2009 年は 77 グループのモニタリングが行われた。2007 年については、四半期モニタリングが実施されていたが、調査時点でデータを確認することはできなかった。76 グループ（2008 年）、77 グループ（2009 年）という実績を踏まえ、50%という指標は達成されたと判断される（全体母数は 2008、2009 年ともに 77 グループ）。

しかし、上記モニタリングは、グループ自らではなく、CPD の県事務所を通じて行われている。インパクト調査においては、農村のコミュニティにてグループへのヒアリングを行っているが、教育レベル等の問題からグループによっては十分な情

報を提供できなかったことが指摘されており、こうした事情もあることから CPD 職員がグループの代わりにモニタリングを行っている。農民グループを対象の 1 つにプロジェクトを実施するようなケースにて、本プロジェクトのように農民グループの活動モニタリング等のシステムティックなアクションを実施する際は、農民自身だけではなく行政サイドも絡めたシステムとして設定することが現実的であったと考えられる。他方で、研修の効果を継続的に把握するという、成果 4 の本質的な目的は達せられている。したがって成果 4 は実質的に達成されているものの、プロジェクトのデザインの段階でグループのキャパシティを考慮した設計とすることが望まれた。

4) 成果 5

指標：プロジェクトの終了時に、対象グループの 30%以上が、CPD 県事務所に整備された各種情報を活用した経験がある。

CPD は 2008 年及び 2009 年に質問票調査を実施している。この調査は、CPD が実施する研修参加者に対して、研修への満足度や、研修成果の活用度合い等を質問票で聴取したものである。2008 年の調査は 2007 年と 2008 年の研修参加者に対して、2009 年の調査は 2009 年の研修参加者に対して実施された。この調査によれば、全体で 91 のグループが CPD 県事務所から情報を受け取ったと回答しており（2008 年の調査では 49 グループ、2009 年の調査では 42 グループ）、42.5%のグループ（質問票回答数 214 グループ中、91 グループ）が情報を受け取ったこととなる。したがって成果 5 の指標は達成されたと判断される。

5) 成果 6

指標：日本で研修を受けたリーダー、CPD 職員及び農協職員の 50%以上が、タイ国内研修の講師として活用される。

成果 6 は評価時には達成されていないが、終了時までには達成されるものと推測される。

2007 年度に本邦研修に参加したリーダー及び職員 23 名のうち、15 名がタイにおける研修のリソースパーソンとして役目を果たしている。同様に、2008 年度については 23 名中 7 名がリソースパーソンとなっており、合計 47.8%が講師として活用されている。したがって評価時点では、数字上はわずかに指標（50%）に届かず、達成されてはいない。これは、CPD が実施するリーダー向けの研修において、日本研修参加者による研修科目は 3~4 科目と限られており、研修時間も限られていることにも原因がある。ゆえに、研修科目を増やす（例えば、リーダーシップ、商品開発など）、あるいは研修時間を延長する等の措置を通じて、日本研修参加者の講師の機会を増加させることが、望まれる。

6) 成果 7

指標：研修に参加したリーダーの 40%以上が、他のグループとのネットワーク活動を実施する。

CPD は、グループ間のネットワークの構築を促進するため、CPD 県事務所を通じてネットワーク会合を開催している。CPD が実施した質問票調査によれば、回答

のあった 214 グループのうち 127 グループが県のネットワーク会合に参加している（2008 年の質問票調査の 65 グループ、2009 年の質問票調査の 62 グループ）。ゆえに、59.3%のグループがネットワーク活動を改善しており、成果 7 は達成されたと判断される。

3-2 評価結果の要約

(1) 妥当性

本プロジェクトの妥当性は高い。

プロジェクト目標と上位目標は、タイ政府の「第 10 次農業開発計画（2007～2011 年）」における戦略の 1 つ「農民や農民組織の能力強化」や、CPD の戦略計画に掲げられた「協同組合の発展のためのネットワークグループの促進と支援」との整合性が高い。また、日本の ODA 政策の観点では「対タイ経済協力計画」において、技術協力の柱の 1 つである「持続的成長のための競争力強化」に位置づけられる。また、ターゲットグループについても、インパクト調査やフォローアップ調査に基づけば、研修ニーズと研修内容にギャップを感じる研修生もいるものの、研修の満足度は高いことから、プロジェクトは彼らのニーズに合致していると判断される。

(2) 有効性

本プロジェクトの有効性は以下の理由から全体として高いと判断できる。

成果 1～7 のうち成果 6 に未達成の部分があるものの、プロジェクト目標はプロジェクト終了までに達成される見込みである。プロジェクト目標と成果の因果関係については、詳細に分析すれば、成果 5 の必要性等、若干論理性に欠く部分があるものの、残りの成果 1～4 及び 6～7 はプロジェクト目標であるリーダー育成に対して必要かつ十分であり、全体としては問題ないと考えられる。

有効性を高めた促進要因としては、CPD 局長がプロジェクトに対する理解があり、プロジェクトの実施を支援したこと、カウンターパートが献身的にプロジェクトに取り組んだことが挙げられよう。特に後者については、生活改善分野に代表されるよう、短期専門家の圧倒的な技術力が CPD のカウンターパートを少なからず刺激し、献身的な取り組みにつながったことが考えられる。

(3) 効率性

本プロジェクトの効率性はおおむね高いと判断できる。

日本人専門家の派遣はおおむね適切であったと考えられるが、短期専門家の毎回の派遣期間が技術移転には短すぎた、という意見が複数のカウンターパートからあがった。また、プロジェクト初期の段階では、短期専門家の専門分野がタイ側の期待と合わないケースが散見されたが、プロジェクト後半では、日本側の尽力によりこの点は改善された。

タイ国内研修については、インパクト調査の結果等から、満足できる水準であったと考えられる。

日本研修についても、インパクト調査やフォローアップ調査の結果から、研修生の満足度が高かったことから、おおむね適切に実施されたと判断される。また、CPD は、毎回前年の本邦研修の経験を踏まえて、研修計画の調整、研修生の参加促進、研修生間での学びの共有、それらを生かしたアクションプラン作成指導などを積極的に行っており、効率性を高めたと考えられる。

(4) インパクト

プロジェクト目標は、3-1で述べたようにプロジェクト終了までには達成される見込みであり、リーダーの育成がひいてはグループ・メンバー一人ひとりのエンパワーメントにつながりグループ活動の活性化につながることから、上位目標とプロジェクト目標は因果関係の観点から関連しているといえる。しかしながら、農村コミュニティ開発の観点からみると、育成されたグループリーダーの発展と農村地域における知識の普及は、今後も引き続き CPD によるサポートが重要になるものと思われるが、CPD は継続的にサポートをする意向であり、上位目標は達成の見込みは高い。

本プロジェクトでは、既に幾つかの正のインパクトが発生している。

経済的なインパクトとして、インパクト調査では、研修を受けたリーダーが率いたグループの 50%が、タイ経済の停滞にもかかわらず、収入を向上させたという結果が出ている。特に日本研修を受けたグループリーダーの能力向上は高く、7割が増収を実現し、また他グループへの普及も多様に行われている。

政治的なインパクトとしては、政策レベルでは大きな影響は出ていないが、生活改善のカウンターパートが新しいプロジェクトを提案し、予算も承認されている。また、CPD は同分野の JICA シニアボランティアを要請し、既に派遣されている。

予期されていなかったインパクトとしては、以下が挙げられる。

- ① 商品開発分野のカウンターパートが、プロジェクトから学んだことを CPD のウェブサイトにもアップするなど広く普及させる取り組みを行っている。
- ② 本邦研修の参加者により、ファーマーズマーケットが 3 つの協同組合で立ち上がっている。
- ③ 人的資源開発分野において、1 つの協同組合で人的資源開発 (Human Resource Development : HRD) 大学 (仮称、HRD University) が始まっており、他の 2 つの共同組合で開講が計画途中である。
- ④ プロジェクトを通して、職能グループ・協同組合・CPD の間のコミュニケーション、関係性、連携関係が改善されている。

また、調査団の現地視察によれば、プロジェクトで研修を受けたグループリーダーたちは、「衛生観念」や「食の安全」に関する意識を高めてきており、家庭で食する無農薬野菜を栽培するなどの機運に結びついている。また、そうしたグループリーダーに率いられた職能グループは、地域貢献、社会貢献まで活動範囲を広げる意欲が生まれてきており、若者と高齢者の交流の場づくり、地域の診療所や学校への寄付、健康管理活動

などを実施している。

(5) 自立発展性

本プロジェクトの自立発展性は、財政面及び技術面が充足されれば確保されると判断される。

<政策面>

リーダー育成研修は CPD の戦略計画と、そしてグループ振興はタイの第 10 次農業開発計画との整合性が高い。したがって、職能グループのリーダー研修に対する政策面での支援は継続されていく可能性は高い。

<組織面>

CPD は、協同組合及び農民組織の発展・振興を所掌し、3,200 人の人員体制で業務を行っている。各県に CPD 県事務所をもち、農民グループの支援も展開している。CPD は、プロジェクト以前も独自で研修を実施してきた経験と実績を備えており、プロジェクトによって充実化された研修は継続されていくと考えられる。

<財政面>

CPD は、残り 1 年のプロジェクト期間のための予算を独自に確保するために、既に具体的なアクションを起こしており、2011 年度（タイの会計年度）の計画案づくりも開始されている。

<技術面>

カウンターパートのなかには、CPD 内の技術力不足（特に商品開発やファーマーズマーケットのノウハウ等）を指摘する声もあった。実績の部分で述べたように、元研修生の 47.8%がリソースパーソンとして CPD の研修に活用されているが、元研修生のすべてがリソースパーソンになれるわけではないということも技術面での自立発展性に不安を残している。また、リーダーについても、同様にリソースパーソンとして活躍している人数はすべてではなく、同様のことがいえる。今後は、相互技術移転に努めることが望まれる。

<社会・文化面>

プロジェクトでは、生活改善促進分野において、健康管理や高齢者福祉がトピックとして含まれているが、昨今急激に進む高齢化が大きな問題となっているタイにおいて、右分野に対するニーズへの要求が高まっており、活動を後押しする要素があることから、社会面・文化面でプロジェクトの自立発展性に貢献する要素があるといえる。

3-3 効果発現に貢献した要因

短期専門家について極力同じ人物を繰り返し派遣すべく心がけたことにより、双方の人間関係構築や意思疎通の円滑化につながった。これによる短期専門家とカウンターパートの良好な人間関係がプロジェクト活動を円滑に推進するために効果的であった。

3-4 問題点及び問題を惹起した要因

当初、タイ側カウンターパートとの意思疎通に関して言語の壁が存在したが、通訳の配置や、前述の措置をとったことにより、最終的には阻害要因とはならず、円滑にプロジェクトが運営された。

3-5 結論

本プロジェクトは、プロジェクト・デザイン・マトリックス（Project Design Matrix：PDM）に若干論理性を欠く部分があったものの、研修を受けたグループリーダーが得た知識/技術を普及したこと、及びネットワーク化で生産者連携も強化された結果として、プロジェクト目標が達成された。日本研修についても、受講分野の評価に多少の高低はあるが、おおむね研修内容は高く評価されている。

特筆すべきインパクトとして、研修を受けたリーダーのグループは、不況下でも5割は増収を成し遂げるといふ高い業績をあげた。特に日本研修を受けたグループリーダーの能力向上は高く、7割が増収を実現し、また他グループへの普及も多様に行われている。CPDの研修計画では、日本研修はないものの、残るプロジェクト期間の間に更に1シリーズの研修を実施予定である。一方、自立発展性の観点からは、リーダー育成研修に係るCPDの講師人材育成が実施された。すなわち6分野すべてでマニュアル整備とカウンターパートの能力強化がなされ、各分野のカウンターパートの少なくとも1名は既に研修講師として稼働した実績がある。しかし、カウンターパートの一部に技術力不足が自覚されていることと人事異動の問題について留意すべきである。後者は、プロジェクトで得た知識・技術を後任に受け継ぐ十分な期間が確保されないと、人事異動がプロジェクト効果の維持に影響するおそれがあることを示す。最後に、1年後にプロジェクトが終了したあとのことについて、プロジェクトで能力強化されたリーダーの自立的発展とその知識/技術の地域コミュニティ全体への波及を促進するために、これら研修を受講したリーダーの奨励的・資金的・技術的支援システムの構築を考慮すべきと結論した。

3-6 提言

- (1) CPDは、日本研修参加者がCPD研修講師となり、日本で得た知識を職能グループに対する研修で普及する機会の増加に努める。
- (2) CPDは、技術移転された知識/技術の維持に人事異動が影響しないように、引き継ぎ期間の確保を考慮する。
- (3) CPDのカウンターパートは、一部にある能力不足を補うためにCPD職員同士の相互技術移転に努める。
- (4) JICAは、より実務的な研修計画が作成されることを前提として、プロジェクト最終年におけるCPDの研修努力を支援・強化するため、日本研修を更に1回追加することを考慮する。実務的研修計画は、職能グループ・農協・CPDの各機関の目的・役割・ニーズの相違を考慮して研修細目が決められたものをめざすべきである。
- (5) CPDは、プロジェクトで能力強化されたリーダーの自立的発展とその知識/技術の地域コミュニティ全体への波及促進を目的として、これら研修受講したリーダーに対

し、引き続き研修や現場訪問等を通じたサポート等の奨励的・資金的・技術的支援システムの構築を考慮すべきである。

3-7 教訓

- (1) 成果の達成度（成果 5）及び 5 項目評価（有効性）にて触れたとおり、PDM の目標・成果・活動間の手段（Mean）－目的（Ends）関係について、論理性と用語法をより詳細に検討すべきであった。
- (2) PDM の有効性が示唆する目標達成度について、対象グループの潜在的能力をより正確に調査すべきであった。本ポイントは、成果 4 でも記載したが、農民グループを対象の 1 つにプロジェクトを実施するようなケースにて、本プロジェクトのように農民グループの活動モニタリング等のシステムティックなアクションを実施する際は、農民自身だけではなく行政サイドも絡めたシステムとして設定することが現実的であろう。

The Summary of Terminal Evaluation

Date : 22 December 2009

Issued by : JICA Thailand Office

1. Outline of the Project	
Country : Kingdom of Thailand	Project Name : Project on Community Leader Development in Agricultural Cooperative in Thailand
Sector : Agriculture	Cooperation Scheme : Technical Cooperation Project
Division in Charge : JICA Thailand Office	Total Cost (at the time of evaluation study) : 170 million Japanese yen
Period of Cooperation : 1 March 2007 - 28 February 2011	Implementing Agency : Cooperative Promotion Department, Ministry of Agriculture and Cooperatives
<p>1-1 Background of the Project</p> <p>Approximately half of labor population in Thailand is engaged in agricultural sector(43.3% in the year 2006). The ninth agricultural development plan (2002-2006) included the following goals in agricultural development such as (1) Enhancing the competitiveness of agricultural, forestry and fisheries commodities and agro-industry, (2) Enhancing farmers' organizations and establishment of an agricultural development network that adapts to local traditional knowledge and culture, which had been promoted by the Government.</p> <p>The Cooperatives Promotion Department (CPD) of Ministry of Agriculture and Cooperatives (MOAC) is in charge of promotion of cooperatives, including Agricultural Cooperatives and others, which is the main body of promoting/implementing OTOP (One Tambon One Product) activities. The main body of OTOP activities implementation under the Agricultural cooperatives is the vocational group, which had been formed voluntarily by cooperatives members. They are engaged in food processing activities, production of handicrafts, and so on, by utilizing the local knowledge, wisdom and resource, thereby contributing to the increase in their income and living standard.</p> <p>However, many group leaders do not have enough knowledge, technique and/or capacity, resulting in inefficiency of group management. This made CPD to apply for Japanese technical cooperation project, aiming for increase in quality of agro-industry, strengthening of group management, and networking of rural farmers, through development of vocational group leaders equipped with leadership, business skill and understanding on accounting management. Following the request from the Government of the Kingdom of Thailand, JICA started the Project on Community Leader Development in Agricultural Cooperative in Thailand (herein after refer to as "the Project") from 1st March 2007.</p> <p>Since the beginning of the Project, JICA dispatched one long-term expert (Cooperative Management), and many short-term experts in the fields of "Marketing", "Better Living Promotion", "Product Development", "Financial Management", "Human Resource Development", and "Production Center Formation and Management", so as to foster community leaders.</p> <p>1-2 Project Overview</p> <p>(1)Overall Goal The vocational groups led by the leaders are empowered in the rural community.</p> <p>(2)Project Purpose Community leaders are fostered for improving and promoting rural community.</p> <p>(3)Outputs</p> <ol style="list-style-type: none"> 1) Needs survey and situation analysis on vocational groups are conducted 2) The training program is developed 3) Leader's trainings are conducted 4) Vocational groups are able to conduct monitoring on their activities and feedback to CPD provincial office 	

- 5) All necessary information and data such as trainings provided by all agencies for the vocational groups are maintained by the CPD provincial offices
 6) Leaders and officers trained in Japan become resource persons of the training in the Project
 7) Vocational group network is developed

(4)Inputs (At the time of Terminal Evaluation)

Japanese side :

Long-term Experts	1 person	36.00M/M	Equipment	N.A.
Short-term Experts	9 persons	31.50M/M	Local Cost	about 19 million yen
Training in Japan	69 persons			

Thai side :

Counterpart Personnel	19 persons	Local Cost	10,474,200 Baht
Land and Facility			
(Office space for experts, utility cost included)			

2. Evaluation Team

Members of Evaluation Team	Mr. Hideyuki Kanamori	Team Leader	JICA Headquarter
	Mr. Mitsuo Koizumi	Agricultural Cooperation	JA-ZENCHU
	Mr. Mimpei Ito	Cooperation Planning	JICA Thailand Office
	Ms. Supaporn La_ngao	Cooperation Planning	JICA Thailand Office
	Mr. Koichi Motomura	Evaluation Analysis	IC Net Limited
	Ms. Bubpachart Pongtearasarn	Evaluation Analysis	IC Net Asia

Period of Evaluation	30 November – 15 December 2009	Type of Evaluation : Terminal Evaluation
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3. Results of Evaluation

3-1 Project Achievement

(1) Project Purpose

Indicator: As many as 50% or more of the fostered leaders transfer new knowledge or skills to their members.

According to the CPD questionnaire survey, in total 150 group leaders out of 214 (=70.1%) replied that they disseminated the knowledge obtained from the training to others. Some leaders replied that after participating the training, they held meeting for their members to share the contents of the training. In addition, the Japanese Experts observed that the trainees transferred the knowledge to other members when they work together. Therefore, the Project purpose has been achieved.

(2) Outputs

1) Output 1

Indicator: In one year after the project started, the report on needs survey and situation analysis on vocational groups (training participants) will be made.

After selecting the groups to participate in the training, the CPD conducts the needs survey of one vocational group every year for total 75 provinces and 2 areas in Bangkok (total 77), by asking each participating group to submit the report which describes the group present situation, problems, and future plans. After collecting these reports, the CPD compiles information and utilizes for developing and/or modifying the training program. In conclusion, the output1 has been achieved.

2) Output 2, Output 3

Indicator: As many as 60% or more of the leaders who attended training through a year are satisfied with the contents of the training.

JICA Thailand Office conducted the Impact Survey on October 2009, with the support of the CPD. In the survey, the satisfaction level was asked for 40 participants (group leaders) for each training topic. The result shows that 44.2% of participants expressed “very high” satisfaction, and 23.5% of them “high” satisfaction. In total, 67.5% of them were satisfied with the contents of training, indicating that the indicator for output 2 and 3(=60%) is satisfied.

3) Output 4

Indicator: As many as 50% or more of the vocational groups led by the leaders who attended training through a year continue monitoring of their own activities for a year and reports the situation and result.

Monitoring of the group activities is done quarterly until the year 2008 and monthly from the year 2009. The monitoring items were in total 21 for quarterly monitoring and seven for monthly. Total 76 groups for 2008 and total 77 for 2009 have been monitored. Although the same quarterly monitoring was done for 2007, the data were under confirmation. According to the facts of the above 76 and 77 groups (the total number of groups is 77 both for 2007 and 2008), the indicator of 50% is satisfactory.

However the monitoring is done not by the groups but by the CPD provincial officers. The Impact survey, which conducted interview in rural communities, indicates that some groups cannot provide information due to their capability. Thus, the CPD provincial officers conduct the monitoring instead of the groups. In case farmers’ groups are one of the target and such systematic actions as activities monitoring of farmer’s groups are needed in the Project, we had to set-up a realistic approach, not only letting the farmers’ groups monitor themselves but also involving the governmental side. Nevertheless, the main objective of the Output 4, continuous monitoring of the effect of the training, is successfully implemented, so the Output 4 has been achieved substantially. It indicates consideration of the potential capability of the vocational groups when designing the Project.

4) Output 5

Indicator: As many as 30% or more of the vocational groups (training participants) have experience to make use of information that is provided in CPD provincial offices when the project is finished.

According to the CPD questionnaire survey, which had been carried out in the year 2008 (for the participants of the fiscal year 2007 and 2008) and 2009 (for the participants of the fiscal year 2009), total 91 groups replied that they received information from the CPD provincial offices (49 groups for the questionnaire of 2008, and 42 groups for the questionnaire of 2009). Judging from this number, 42.5% of groups (91 groups out of 214 groups) have received information from the CPD provincial offices, and it can be judged that the Output 5 has been achieved.

5) Output 6

Indicator: As many as 50% or more of leaders and officers trained in Japan are made use of as resource persons of the training in the training in Thailand.

Output 6 has not yet been achieved, but likely to be achieved within the remaining one year.

Among the leaders and officers trained in Japan during Japanese Fiscal Year (JFY) 2007, 15 persons out of 23 became the resource persons of the training in Thailand. Likewise, 7 persons out of 23 who were trained in JFY 2008 became the resource persons. In total, 47.8% of participants were made use of as resource persons. Judging from this number, the Output 6 has not yet been achieved at the stage of the terminal evaluation, although the figure is slightly lower than the indicator (=50%). Since the training contents of trained participants in Japan have been limited to three or four items and the presenting hours were also limited in the CPD

training of vocational group leaders, the percentage of working as resource persons to the total number of trained participants is low. The opportunities for trained participants in Japan should be increased by adding other training contents such as leadership, product development, etc. and/or by increasing their presentation hours.

6) Output 7

Indicator: As many as 40% or more of the leaders who attended training through a year improve network activities with other groups.

To accelerate the networking activities, CPD conducts the Provincial Network Meeting through CPD provincial office. According to the CPD questionnaire survey, in total 127 out of 214 groups replied that they participated in the provincial network meetings (65 groups for the questionnaire of 2008, and 62 groups for the questionnaire 2009). Judging from this number, 59.3% of groups have improved network activities, and it can be judged that the output 7 has been achieved.

3-2 Summary of Evaluation

(1) Relevance

For the following reasons, the Project is judged to be of high relevance.

The Project purpose and Overall goal of the Project are consistent with one of the main goals in agricultural development of Thailand such as “Enhancing the farmers and farmers’ groups” which is focused in 10th Agricultural Development Plan (2007-2011) as well as CPD strategic plan (2007-2011). The Project is also consistent to Japanese aid policy, in which the Project is positioned as one of the priority areas of technical cooperation, “Enhancement of competitiveness for sustainable development”, on “Economic Cooperation Plan for the Kingdom of Thailand” drafted in May 2006. As for target group, Impact survey and Follow-up survey indicate that majority of the trainees are satisfied with the trainings by the Project, although some felt the gap between their needs and training contents by the Project in terms of adaptability of the knowledge to their groups.

(2) Effectiveness

The effectiveness of the Project is at a satisfactory level, judging from the following reasons. As described in the Achievement, the Project purpose is expected to be achieved. It will be realized if Outputs 1-7 are achieved. It can be judged that causal relationship among Outputs and Project purpose is almost logical as a whole, although partial illogicality among them could be found in the detailed analysis (such as the necessity of the Output 5). As for promoting factors, Director General has deeply understood the Project content and has supported the implementation of the Project, and counterparts of the CPD central office have devoted themselves to the Project. For the latter aspect, especially in the case of Better Living Promotion, outstanding expertise of the short-term expert stimulated the CPD counterpart, which led to the strong commitment of them.

(3) Efficiency

The efficiency of the Project is generally high.

The dispatch of Japanese experts can be judged appropriate except for the following cases. The dispatch periods of some experts were too short and limited for technology transfer according to the counterparts. At early stage of the Project, the fields of expertise of some short-term experts were partly different from the expectations of Thai side. They were amended in the latter stage of the Project.

Trainings in Thailand are considered appropriate at satisfactory level according to the Impact survey. Trainings in Japan were considered appropriate according to the interviews with counterparts and Follow-up survey. Most of the participants are satisfied with the trainings in Japan as a whole.

(4) Impact

As stated above, the Project Purpose is likely to be achieved by the termination of the Project. Fostering of group leaders will lead to the empowerment of group members, thereby activating the groups. Therefore, the Project Purpose is likely to contribute to the achievement of Overall Goal, but in terms of rural community development, continuous support from CPD will be important for the development of groups and expansion of knowledge/skill. CPD has an intension to continue the

support and the Overall Goal is likely to be achieved.

The Project has already produced some positive impact, which is either expected or unexpected.

As the economic impact, the result of Impact Survey (on sampling) done by the Evaluation Team (hereinafter referred to “the Team”) indicates that 50% of the groups led by the trained leaders increased their income in spite of the economic recession of Thailand. Furthermore, the ratio for the Ex-Japan trainees is even higher to be around 70%.

As for the political impact, there is not specific influence on policy level from the Project, but counterpart of Better Living Promotion proposed the new project and it has been approved and the budget has been delivered. In addition, the CPD requested a Senior Volunteer on the Better Living Promotion, and she has been dispatched.

With regard to the unexpected impact, the followings are raised.

- Counterparts of Product Development consciously have shared knowledge through visit to producers and publicized their report on the CPD website.
- Farmers Market has been started at three cooperatives initiated by the participants of the trainings in Japan.
- In the field of Human Resource Development (HRD), HRD University (tentative naming) has been started at one model cooperative, and planned to be opened at other two cooperatives.
- Through the trainings by the Project, it seems that the vocational groups, cooperatives, and the CPD improve their communication, relationship and cooperation.

According to the on-site survey by the Team, it appears that trained leaders have recognized the importance of hygienic concept and food security leading to cultivate organic vegetables. In addition, the vocational groups led by the trained leaders have been actively involved in contributions to society such as interaction between youth and the elderly, donation to the local clinic and school, and health management activities.

(5) Sustainability

The prospect of the Project’s sustainability will be possible if conditions in terms of financial and organizational aspects are satisfied as follows.

<Political aspects>

Leader training is still in line with the Strategic Plan of the CPD, and the promotion of group activity is one of the main goals in 10th Agricultural Development Plan of Thailand. Thus, it implies the continuity of the political support to the Project.

<Organizational aspects>

The CPD is in charge of promotion of cooperatives and farmers group activities. It has approximately 3200 staffs. In each Province, there is a CPD provincial office to support the farmers’ groups. The CPD have managed the training programs even before the Project, so their enriched trainings through the Project will be sustained after the Project.

<Financial aspects>

The CPD has taken concrete actions to secure the budget for the remaining one year of the Project, and drafting a plan for trainings of vocational groups on Thai fiscal year of 2011 has started to be prepared.

<Technical aspects>

Some counterparts mentioned partial lack of technical knowledge (such as product development and farmers’ market). As shown in the Output 6 at table of achievement indicates the 47.8 % of the trainees has been engaged in the CPD training. However, not all trainees who joined the trainings in Japan have been resource person. The situation is also the same in the case of group leaders. Thus, it is advised to mutually transfer their knowledge.

<Social and cultural aspects>

In the Project, Health management and Welfare for the elderly were included in the field of Better Living Promotion. Aging problem is becoming a hot issue in Thailand nowadays, so that the needs

for this field is growing up, which can be contributed to sustainability of the Project in terms of social and cultural aspects.

3-3 Conclusion

The Project has almost achieved the project purpose as the results of the activities that the trained group leaders have disseminated the obtained knowledge/techniques and the production networks among the leaders have been developed, despite the partial illogicality on the PDM. Those training effects in Japan, in particular, have been highly appreciated despite uneven score of participant evaluation. The 50% of vocational groups led by the CPD training participant have increased their income despite the economic recession of Thailand. On the participants of training in Japan, 70% of the groups led by the participants have increased their income and the participants have disseminated the obtained knowledge/techniques to other vocational groups by various ways. The CPD training plan is continued for one more year without training program in Japan. On the counterparts training from the viewpoint of sustainability, the CPD staffs have been fostered to be trainers of the CPD training. Capacity building and provision of manuals have been carried out for the six fields, on which at least one counterpart per field has worked as a trainer. Two points are noted in the evaluation survey to maintain the Project sustainability, i.e. partial lacks of their project capabilities and the personnel transfer. Personnel transfer may influence to sustain the effects of the Project without considerations of the transition period. Furthermore, providing a support system for these ex-trained participants on vocational group leaders has to be considered for the post-Project phase in terms of facilitation, funding and technical transfer, in order to accelerate the further development of the fostered leaders and expansion of their knowledge/techniques over the rural community.

3-4 Recommendations

In order to enhance achieving the overall goal, the followings are recommended.

- ① The opportunities working as resource persons will be increased for trained participants in Japan to disseminate their knowledge in the CPD training of vocational group leaders.
- ② In case of personnel transfer, transition period will be considered to avoid any influence to sustain the knowledge/techniques.
- ③ The lack of partial capability will be supplemented by transferring their knowledge among the counterparts.
- ④ One more training in Japan will be considered to enhance the CPD training effects in the fourth year, based on the more practical training plan from the CPD. The training plan contents should be specialized to the purpose, role and needs of each category of participants, i.e. vocational groups, agricultural cooperatives and the CPD staffs.
- ⑤ In order to accelerate the development of the fostered leaders and expansion of their knowledge over the rural community, establishing a supporting system should be considered by CPD after the Project in terms of facilitation, funding and technical transfer.

3-5 Lessons Learned

- ① The PDM's logicity could have been examined in more detail on the causal relationship among project purpose, outputs and activities, and word usages.
- ② The PDM's effectiveness would have been more precisely studied on the potential capability of target groups.

第1章 評価調査の概要

1-1 調査団派遣の経緯と目的

「タイ王国農業協同組合におけるコミュニティリーダー育成計画プロジェクト」は、2007年2月20日に署名された討議議事録（Record of Discussion：R/D）に基づき、2007年3月1日から4年間の予定で開始された。本調査団は、本プロジェクトが2011年2月末に終了することを見据え、タイ王国（以下、「タイ」と記す）側実施機関であるCPDと合同で終了時評価を行うために派遣された。

本終了時評価の目的は下記のとおりである。

- ① PDMに基づき、プロジェクト開始から現在までの実績と実施プロセスを確認する。
- ② 評価5項目（妥当性、有効性、効率性、インパクト及び自立発展性）に沿って、プロジェクトを総合的に評価する。
- ③ 上記①及び②に基づき、プロジェクト終了までの提言、他の類似案件に活用できる教訓を導き出す。

※なお、日本・タイ経済連携協定（Japan-Thai Economic Partnership Agreement：JTEPA）関連案件であり、協力の成果を適切に残すことも考慮し、小規模案件にもかかわらずあえて本格的な評価を実施した。

1-2 調査団の構成と調査期間

1-2-1 調査団の構成

本調査団の構成は表1-1のとおりである。

表1-1 団員構成

	氏名	所属
団長/総括	金森 秀行	独立行政法人国際協力機構 国際協力専門員
農業協力	小泉 光雄	全国農業協同組合中央会
協力企画	伊藤 民平	独立行政法人国際協力機構 タイ事務所員
	Ms. Supaporn La_ngao	独立行政法人国際協力機構 タイ事務所 現地所員
評価分析	本村 公一	アイ・シー・ネット株式会社
	Ms. Bupchart Pongtearasarn	アイ・シー・ネット・アジア株式会社

1-2-2 調査期間

本調査は、2009年11月30日～12月15日にかけて実施された。具体的なスケジュールは表1-2のとおりである。

表 1-2 日 程

日数	日 付	時 間	スケジュール	
1	11月30日～12月7日		カウンターパートやプロジェクト専門家へのインタビュー調査	
2	12月8日	火	午 前	JICA タイ事務所との打合せ CPD 表敬
			午 後	収集した情報に関する確認
3	9日	水	午 前	グループ1：実績に関する協議 グループ2：現地視察
			午 後	グループ1：実施プロセスに関する協議 グループ2：現地視察
4	10日	木	終 日	評価5項目に基づく評価作成
5	11日	金	終 日	5項目評価に関する協議
6	12日	土	終 日	ミニッツ及び評価報告書案作成
7	13日	日	終 日	ミニッツ及び評価報告書案作成
8	14日	月	終 日	ミニッツ及び評価報告書に関する協議
9	15日	火	午 前	ミニッツ及び評価報告書に関する確認
			午 後	ミニッツ及び評価報告書の署名

1-3 対象プロジェクトの概要

タイの労働人口の約半数（全就業者数の43.3%：2006年）は現在でも農業関連に関係している。タイ政府は「第9次農業開発計画（2002～2006年）」における農業開発の目標として、「農林水産物及びアグロインダストリーの競争力強化」「農民組織の強化」及び「農業開発ネットワークの確立」を挙げ、上記政策を推進していた。農業分野の協同組合は、タイ全土で4,170組合（2004/12/31時点）であり、組合員数は583万1,436世帯である。CPDは、主としてOTOP等の中心的担い手となる農業協同組合等の共同体の活動促進を所掌し、OTOP振興を推進してきた。

農協傘下の主なOTOP活動の担い手は、自主的に組織された組合員世帯の構成員からなる職能グループが、地域に存する知識や知恵・資源を活用した手工芸品や食品加工その他の活動を行っており、そこから得られる収入は農民の生活水準向上に資している。しかしながら、活動を始めた多くの職能グループリーダーには知識・技術・能力が不足し、組織運営が円滑に行われていなかった。そのため、CPDは、リーダーシップとビジネススキル、財務管理などを理解した農民のリーダー育成を目的とし、アグロインダストリーの質の向上、組織強化、農村同士のネットワークの強化をめざした協力要請をわが国に提出し、2007年3月1日より長期専門家を派遣してプロジェクトが開始された。プロジェクト目標は、農村地域における生活改善と所得向上のためのグループリーダーが育成されることである。「組合組織運営」の長期専門家をはじめとして、主産地形成・マーケティング・商品開発・人的資源開発・財務管理・生活改善の各分野で短期専門家を派遣し、リーダー育成のための活動を推進してきた。

1-4 主要面談者リスト

	氏名	部署	職位	分野
<タイ側>				
(1) CPD				
1	Mr. Nikit Arayapitak	Cooperative business development office	Director of Cooperative business development office	
2	Mr. Preecha Wongsakulkiet	Planning Division	Head of Foreign Relations Sub-division	
3	Ms. Wiparat Morida	Planning Division	Foreign Relations Officer	
4	Ms. Sukanya Janotan	Planning Division	Cooperative Technician	
5	Mrs. Arunee Ekatan	Planning Division	Director of Planning Division	
6	Mr. Wichien Tanthammarote	Cooperative Promotion office Area 1	Director of Cooperative Promotion office Area 1	
7	Ms. Woramat Dilogudomchai	Cooperative business development office	Cooperative technician	協同組合運営
8	Ms. Pranom Janmai	Cooperative business development office	Cooperative technician	主産地形成
9	Ms. Jaruwan Jan-in	Cooperative business development office	Cooperative technician	マーケティング
10	Ms. Chamlong Yimsuan	Cooperative business development office	Cooperative technician	商品開発
11	Ms. Jedsadaporn Sathapatyano	Cooperative business development office	Cooperative technician	
12	Mr. Korakot Chayutrarat	Cooperative business development office	Cooperative technician	財務管理
13	Ms. Wilawan Sriprasert	Cooperative business development office	Cooperative technician	生活改善
(2) 外務省国際開発協力機構(TICA)				
14	Mrs. Somsuan Howe	TICA	Program officer	
<日本側>				
(1) プロジェクト専門家				
1	栗田 雅司	JICA	長期専門家	協同組合運営
2	高橋 テツ	JICA	短期専門家	マーケティング 生活改善
(2) JICAタイ事務所				
1	大西 靖典	JICA	所長	
2	田中 章久	JICA	次長	

第2章 評価の方法

本終了時評価では、JICA 事業評価ガイドライン改訂版（2004 年 2 月）に基づき、プロジェクト開始から約 7 カ月後の 2007 年 10 月に合意された PDM を用いて、①実績の確認、②実施プロセスの確認と検証、③評価 5 項目による価値判断を行ったうえで、④提言と教訓を抽出した。詳細は以下のとおり。

- ① 実績の確認：投入、成果、プロジェクト目標の達成度、上位目標の達成見込みの確認
- ② 実施プロセスの確認と検証：実施プロセスに関する情報（活動の実施状況、プロジェクトマネジメントなど）の確認と検証
- ③ 評価 5 項目による価値判断：経済協力開発機構（Organization for Economic Cooperation and Development：OECD）開発援助委員会（Development Assistance Committee：DAC）で提唱された評価 5 項目（表 2-1 参照）に基づく評価設問の確認と価値判断

表 2-1 評価 5 項目

妥当性	プロジェクト目標、上位目標がプロジェクトの対象グループのニーズ、相手国側の政策、日本の援助政策との整合性があるかなど、援助プロジェクトの正当性、妥当性を問う。
有効性	プロジェクトの実施により、対象グループに便益がもたらされているかを検証し、プロジェクトが有効であるかどうかを判断する。
効率性	プロジェクトの資源の有効活用という観点から効率的であったかどうかを検証する。
インパクト	プロジェクトの実施によりもたらされる、より長期的、間接的な効果や波及効果をみる。
自立発展性	援助の終了後、プロジェクトで発現した効果が持続するかを問う。

- ④ 提言と教訓の抽出：プロジェクトに対する提言と、類似案件に適用可能な教訓の抽出

2-1 評価設問と必要なデータ・評価指標

本終了時評価での評価設問と必要なデータ・評価指標は、評価グリッド（付属資料「1. ミニッツ」）に示したとおりである。なお、評価設問とは、「評価で何を知りたいのか」を具体的に表したものであり、必要なデータ・評価指標とは、その評価設問に対して答えるために必要なデータや、判断基準となる指標を指す。

2-2 データ収集方法

2-1 で述べた必要なデータの収集方法は以下のとおりである。データの収集にあたっては、調査者と回答者の偏向を軽減し、信憑性の高いデータを入手するために、できるだけ複数の異なるデータ収集方法を組み合わせるよう留意した。それぞれの収集方法ごとの情報源は、表 2-2 に示した。

- ① 文献・既存資料調査（プロジェクトの報告書類、モニタリング記録など）
- ② 質問票調査（基本的に自記式及び自由回答方式、必要に応じて電話にてインタビュー）

- ③ インタビュー調査（半構造化インタビュー、非構造化インタビュー）
- ④ 直接観察（ターゲットグループなどを訪問、グループ活動を視察）

表 2-2 データ収集方法と情報源

データ収集方法	情報源
① 文献・既存資料調査	プロジェクト事前評価調査報告書、プロジェクト運営指導調査報告書、プロジェクト実施運営総括表、JICA タイ事務所によるインパクト調査報告書、CPD が実施したニーズ調査・質問票調査結果
② 質問票調査	プロジェクト専門家及びカウンターパート、タイ国内研修・本邦研修の元研修生〔本報告書では、調査団がタイ国内研修・本邦研修の元研修生に対して行った質問票を「フォローアップ調査」(Follow-up survey) と、2008 年及び 2009 年に CPD が実施した質問票調査を「CPD 質問票調査」と記している〕
③ インタビュー調査	プロジェクト専門家及びカウンターパート
④ 直接観察	ペチャブリー県の職能グループ及び農業協同組合（フッカボン農協）

2-3 データ分析方法

2-2の方法で収集したデータの分析にあたっては、定量分析と定性分析を補完的に組み合わせた。定量分析は、時間的・データ量的な制約から、文献・既存資料の定量データや質問票調査の結果（定性データを定量化したデータを含む）を用いて単純集計を行った。定性分析では、文献・既存資料、質問票、インタビュー、直接観察で得られた定性データを用いて、実施プロセスの検証や5項目評価の因果関係の分析などを行った。その際、できるだけ客観性を保つために、複数のデータ収集方法を組み合わせるように留意した。なお、矛盾する定量・定性データが収集された場合には、その後の先方関係機関との協議の際に内容の確認や再収集を依頼し、データの精査を行った。

第3章 プロジェクトの実績

3-1 投入実績、アウトプットの実績

3-1-1 日本側の投入実績

(1) 長期専門家派遣

1名の長期専門家が3年にわたって派遣された。指導科目名は「組合組織運営」である。

(2) 短期専門家派遣

全体で9名の短期専門家が6分野において派遣された。派遣回数は23回、全体で31.5MMとなった。詳細は、付属資料「1. ミニッツ」の“Form-1”を参照のこと。

(3) 機材供与

日本側より供与された機材はなく、すべて必要な機材はタイ側で準備を行った。

(4) 研修員受入

各年23名の研修員（職能グループリーダー、農協、CPD職員からなる）が選定され、2009年12月時点で、69名の研修員が本邦研修に参加した。研修員氏名、研修内容等の詳細は、付属資料「1. ミニッツ」の“Form-3”を参照のこと。

(5) プロジェクトコスト（在外事業強化費）

2009年12月時点における投入は表3-1のとおりである。

表3-1 プロジェクトコスト （単位：1,000円）

年 度	2006	2007	2008	2009	合 計
在外事業強化費	約 100	約 5,800	約 6,800	約 6,200	約 18,900

3-1-2 タイ側の投入実績

(1) カウンターパート

組織運営・生活改善・商品開発・マーケティング・財務管理・人材育成・産地形成の各分野についてカウンターパートが付属資料「1. ミニッツ」の“Form-5”のとおり配置され、プロジェクト活動にあたった。

(2) 研修コースの実施

タイ国内における研修の経費については表3-2のとおり支出された。また、研修の詳細については、付属資料「1. ミニッツ」の“Form-7”を参照のこと。

表3-2 タイ側負担経費 （単位：バーツ）

年度（タイ）	2006/2007	2007/2008	2008/2009	合 計
全体金額	3,554,600	3,400,000	3,519,600	10,474,200
うち研修経費	2,945,000	2,945,000	2,627,798	8,517,798

(3) 施設・設備の提供

タイ側より専門家の執務室、その他必要な施設等が適切に提供された。

3-2 プロジェクト目標の達成度

3-2-1 成果の達成度

PDM 指標に基づく各成果の達成度は以下のとおり。

(1) 成果 1 : 「対象グループに関するニーズ及び現状分析調査が実施される」

指 標 : プロジェクト開始後 1 年で、対象グループに関するニーズ調査結果とその分析が取りまとめられる。

成果 1 は達成された。

研修参加グループの選定後、CPD は毎年 75 県及びバンコク都の 2 地区（合計 77 グループ）の参加グループに対して、グループの現状、課題、将来計画等を記載した報告書の提出を依頼し、ニーズ調査を行っている。これらの報告書を基に CPD はニーズを分析し、研修プログラム作成、改善を行っている。ゆえに、成果 1 は達成されたと判断される。

(2) 成果 2 : 「研修プログラムが策定される」

成果 3 : 「リーダー育成研修が実施される」

指 標 : 研修に参加したリーダーの 60%以上が、プロジェクトで行われた研修内容に満足する。

成果 2 及び 3 は達成された。

2009 年 10 月に JICA タイ事務所は CPD の協力の下、インパクト調査を実施した。調査のなかで、40 名のグループリーダー（研修参加者）に対して研修内容への満足度を質問したところ、44.2%の参加者が「非常に満足」、23.3%が「満足」と回答した（表 3-3）。合計 67.5%の参加者が研修の内容に対して満足していることから、成果 2 及び 3 の指標（60%）は達成されたと判断される。

表 3-3 研修科目ごとの満足度

研修科目 (平均)	満足度						合計
	大変満足 (5)	満足 (4)	普通 (3)	あまり満足 せず (2)	不満足 (1)	不参加	
生活改善 (4.18)	18 (45.0%)	10 (25.0%)	11 (27.5%)	0 (0.0%)	0 (0.0%)	1 (2.5%)	40 (100%)
マーケティング (4.37)	21 (52.5%)	13 (32.5%)	6 (15.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	40 (100%)
商品開発 (4.36)	20 (50.0%)	13 (32.5%)	6 (15.0%)	0 (0.0%)	0 (0.0%)	1 (2.5%)	40 (100%)
人材育成 (4.43)	20 (50.0%)	10 (25.0%)	5 (12.5%)	0 (0.0%)	0 (0.0%)	5 (12.5%)	40 (100%)
財務管理 (4.32)	15 (37.5%)	8 (20.0%)	4 (10.0%)	1 (2.5%)	0 (0.0%)	12 (30.0%)	40 (100%)
本邦研修 (4.70)	5 (12.5%)	2 (5.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	33 (82.5%)	40 (100%)
合 計 (4.35)	99 (44.2%)	56 (23.3%)	32 (13.3%)	1 (0.4%)	0 (0.0%)	52 (21.7%)	240 (100%)

また、以下の図 3-1、図 3-2 はインパクト調査のなかで、研修の満足度と活用度を質問した回答をグラフにしたものである。双方のグラフにおいて、「コミュニティグループ」(職能グループ)の示すトレンドは他に比較して極めて安定していることが分かる。これは、研修のプログラムがコミュニティグループに対して適するものであったことを示すものである。以上のことから、ニーズ調査に基づき研修プログラムを策定し、研修を実施する一連の活動が適切に行われていたことを示している。なお、他の研修受講者の満足度・活用度が研修項目で大きく変動しているが、これについては下記の「4-1-3 効率性」で詳述する。

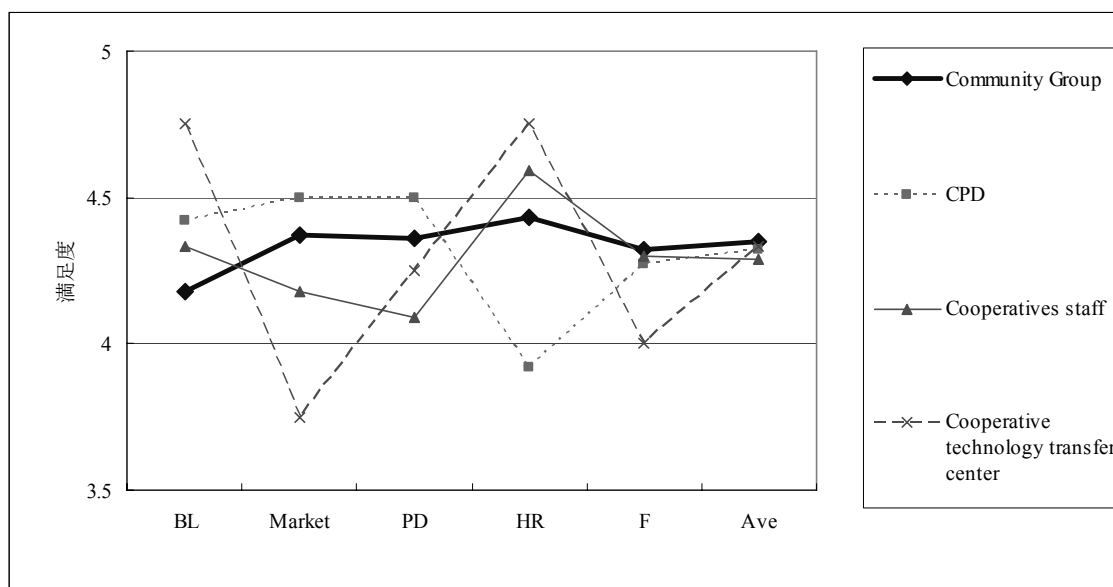


図 3-1 研修の満足度

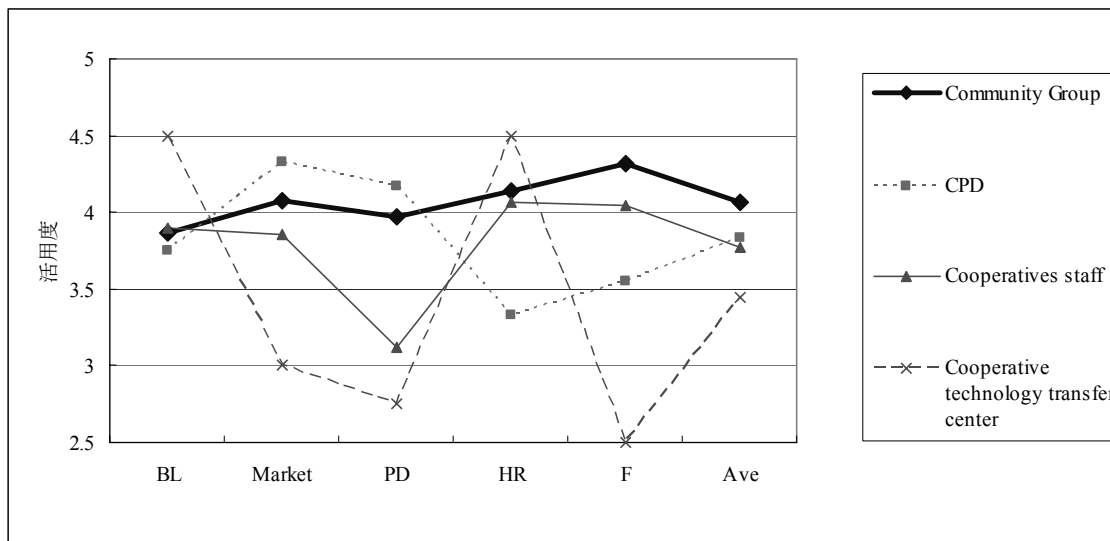


図 3-2 研修の活用度

(3) 成果 4 : 「対象グループが活動のモニタリング及び CPD 県事務所にフィードバックできるようになる」

指 標 : 育成されたグループリーダーの率いるグループの 50%が、1 年間自らの活動のモニタリングを継続し、結果を報告する。

成果 4 は達成された。

グループ活動のモニタリングは、2008 年までは四半期に 1 度、そして 2009 年からは毎月実施された。四半期モニタリングでは 21 項目、月次モニタリングでは 7 項目についてモニタリングが実施された。2008 年には 76 グループ、2009 年は 77 グループのモニタリングが行われた。2007 年については、四半期モニタリングが実施されていたが、調査時点でデータを確認することはできなかった。76 グループ (2008 年)、77 グループ (2009 年) という実績を踏まえ、50%という指標は達成されたと判断される (全体母数は 2008、2009 年ともに 77 グループ)。

しかし、上記モニタリングは、グループ自らではなく、CPD の県事務所を通じて行われている。インパクト調査においては、農村のコミュニティにてグループへのヒアリングを行っているが、教育レベル等の問題からグループによっては十分な情報を提供できなかったことが指摘されており、こうした事情もあることから CPD 職員がグループの代わりにモニタリングを行っている。農民グループを対象の 1 つにプロジェクトを実施するようなケースにて、本プロジェクトのように農民グループの活動モニタリング等のシステムティックなアクションを実施する際は、農民自身だけではなく行政サイドも絡めたシステムとして設定することが現実的であったと考えられる。他方で、研修の効果を継続的に把握するという、成果 4 の本質的な目的は達せられている。したがって成果 4 は実質的に達成されているものの、プロジェクトのデザインの段階でグループのキャパシティを考慮した設計とすることが望まれた。

- (4) 成果 5 : 「すべての関連機関が実施する研修等の対象グループが必要とする情報が県事務所に整備される」

指 標 : プロジェクトの終了時に、対象グループの 30%以上が、CPD 県事務所に整備された各種情報を活用した経験がある。

成果 5 は達成された。

CPD は 2008 年及び 2009 年に質問票調査を実施している。この調査は、CPD が実施する研修参加者に対して、研修への満足度や、研修成果の活用度合い等を質問票を通じて聞いたものである。2008 年の調査は 2007 年と 2008 年の研修参加者に対して、2009 年の調査は 2009 年の研修参加者に対して実施された。この調査によれば、全体で 91 のグループが CPD 県事務所から情報を受け取ったと回答しており（2008 年の調査では 49 グループ、2009 年の調査では 42 グループ）、42.5%のグループ（質問票回答数 214 グループ中、91 グループ）が情報を受け取ったこととなる（表 3-4）。したがって成果 5 の指標は達成されたと判断される。なお、PDM の成果 5 において「すべての関連機関（英文では、“all agencies”）」との表現がされているが、すべての機関（=all agencies）の情報を集めるのは現実的には無理であり、「すべての関連機関（all agencies concerned）」との理解の下、評価を行った。PDM 作成の際は、言葉の使い方について留意すべきである。

表 3-4 質問票調査結果（CPD 県事務所情報活用状況）

質問票調査（年）	2007・2008	2009	Total
回答数	151	63	214
正の回答数	49	42	91
比率（%）	32.4%	66.7%	42.5%

- (5) 成果 6 : 「日本で研修を受けたリーダー及び CPD・農協の職員がプロジェクトの研修講師等の人的資源となる」

指 標 : 日本で研修を受けたリーダー、CPD 職員及び農協職員の 50%以上が、タイ国内研修の講師として活用される。

成果 6 は評価時には達成されていないが、終了時までには達成されるものと推測される。

2007 年度に本邦研修に参加したリーダー及び職員 23 名のうち、15 名がタイにおける研修のリソースパーソンとして役目を果たしている。同様に、2008 年度については 23 名中 7 名がリソースパーソンとなっており（付属資料「1. ミニッツ」の“Form8”）、合計 47.8%が講師として活用されている（表 3-5）。したがって評価時点では、数字上はわずかに指標（50%）に届かず、達成されてはいない。これは、CPD が実施するリーダー向けの研修において、日本研修参加者による研修科目は 3~4 科目と限られており（付属資料「1. ミニッツ」の“Form8”）、研修時間も限られていることにも原因がある。ゆえに、研修科目を増やす（例えば、リーダーシップ、商品開発など）、あるいは研修時間を延長する等の措置を通じて、日本研修参加者の講師の機会を増加させることが、望まれる。

※なお、2009 年度の本邦研修参加者については、評価実施直前の、10 月下旬に日本から帰国したばかりであり、評価対象からは除外している。

表 3-5 研修講師の比率

本邦研修参加年度	2007	2008	Total
本邦研修参加者数	23	23	46
リソースパーソンの数	15	7	22
比率 (%)			47.8%

(6) 成果 7 : 「対象グループのネットワークが構築される」

指 標 : 研修に参加したリーダーの 40%以上が、他のグループとのネットワーク活動を実施する。

成果 7 は達成された。

CPD は、グループ間のネットワークの構築を促進するため、CPD 県事務所を通じてネットワーク会合を開催している。CPD が実施した質問票調査によれば、回答のあった 214 グループのうち 127 グループが県のネットワーク会合に参加している (2008 年の質問票調査の 65 グループ、2009 年の質問票調査の 62 グループ : 表 3-6)。ゆえに、59.3%のグループがネットワーク活動を改善しており、成果 7 は達成されたと判断される。

3-6 質問票調査結果 (ネットワーク活動)

質問票調査 (年)	2007・2008	2009	Total
回答数	151	63	214
正の回答数	65	62	127
比率 (%)	43.0%	98.4%	59.3%

3-2-2 プロジェクト目標の達成度

PDM 指標に基づくプロジェクト目標の達成度は以下のとおり。

プロジェクト目標 : 「農村地域における生活改善と所得向上のためのグループリーダーが育成される」

指 標 : 育成されたグループリーダーの 50%以上が、そのメンバーに新しい知識と技術を伝える。

研修参加者に対する CPD の質問票調査によれば、研修に参加したグループリーダーのなかで、質問回答 214 名中、150 のグループリーダー (=70.1%) が研修で得た知識を他のメンバーに伝えている (表 3-7)。質問回答票によれば、研修参加後、メンバーを集めたミーティングを開催し、研修の内容をメンバーに伝えている。また、専門家がグループを訪問した際に、メンバーが共同で作業する過程で、研修参加者が研修の内容を伝えているケースがしばしば観察されたとのコメントもあった。ゆえに、プロジェクト目標は達成されたと判断される。

表 3-7 質問票調査結果（知識伝達）

質問票調査（年）	2007・2008	2009	Total
回答数	151	63	214
正の回答数	102	48	150
比率（%）	67.5%	76.2%	70.1%

3-3 実施プロセスにおける特記事項

3-3-1 活動の実績

本プロジェクトは、全体としてはおおむね計画どおり実施された（カウンターパートの認識も質問票調査で確認）。部分的には、付属資料「1. ミニッツ」の“Annex-2”に示した活動計画（Plan of Operation：PO）と比較すると、幾つかの活動で遅れが見られるが、これらに対しては、長期専門家や2008年8月に派遣された運営指導調査団が対処した。

3-3-2 プロジェクトのマネジメント体制

プロジェクトの全体管理については、R/Dでは1年に最低1度タイ側と日本側の共同でミーティングが開催され、下記の議題が協議されることになっていた。

- ① 全体の進捗や成果のレビュー
- ② プロジェクトと関連する、もしくはプロジェクトから生じた大枠の課題についての意見交換
- ③ 必要に応じて、活動計画の修正を行う

実際には、日本側はJICAタイ事務所がCPDと年に最低2回会議を実施し、タイ側（CPD）は、プロジェクトの進捗をモニタリングするために、四半期ごとに内部会合を実施した。POがより活用されていれば、頻度的にも方法論的にもモニタリングの質を高めることが可能だったと思われる。

3-3-3 カウンターパートのオーナーシップ

カウンターパートの多くは、多忙なスケジュールや一部所属部内での理解不足にもかかわらず、プロジェクト活動の実施に対するモチベーションは高かった。量的視点からカウンターパートの人数は、マーケティングや商品開発などの指導分野ごとに大きく異なっており、分野によっては、その人数が少ない場合、技術移転の範囲が限定されることもあった。一方質的視点から、商品開発分野においては、指導的な立場にあるカウンターパートが、意識的に短期専門家から学んだことを他のカウンターパートとも情報共有しており、県事務所を含めたCPD内で普及するために、CPDのウェブサイトでもそれらの情報を公開するなど、活動に積極性がみられた。

3-3-4 専門家とカウンターパートの関係

短期専門家とカウンターパートのコミュニケーションには、基本的に通訳が必要であった。これは、タイ側の要請内容と関係するが、英語力が短期専門家の選抜条件に含まれていなかったことによる（英語よりも、現場における深い経験を求めていたもの）。これにより、プロ

プロジェクトの1年目は両者間のコミュニケーションに支障があったものの、2年目以降は、プロジェクトは通訳の配置を工夫するなどして対応した。カウンターパートの多くは、短期専門家の英語力不足を大きな障害とはみなしていなかった。その理由としては、短期専門家のコミュニケーションに係る困難以上に、技術移転が献身的かつ実質的だったということが挙げられる。また、カウンターパートの側も、短期専門家が現地活動を効果的・効率的に実施できるように、長期専門家を通じて、事前に短期専門家とコンタクトを取る者もいた。

第4章 評価結果

4-1 5項目ごとの評価

4-1-1 妥当性

本プロジェクトの妥当性は高い。

プロジェクト目標「農村地域における生活改善と所得向上のためのグループリーダーが育成される」と上位目標「農村地域において、育成されたリーダーの率いたグループがエンパワーされる」は、タイ政府の「第10次農業開発計画（2007～2011年）」における戦略の1つ「農民や農民組織の能力強化」や、CPDの戦略計画（Strategic Plan）が掲げる戦略の1つ「協同組合の発展のためのネットワークグループの促進と支援」との整合性が高い。また、日本のODA政策の観点では、2006年5月に策定された「対タイ経済協力計画」において、技術協力の柱の1つである「持続的成長のための競争力強化」に位置づけられる。また、2009年8月に公開されたローリングプランにおいては、開発課題の1つである「産業振興のための基盤整備」のなかの「地域経済活性化プログラム」に位置づけられる。

また、ターゲットグループについても、インパクト調査やフォローアップ調査の結果に示されるように、研修ニーズと研修内容にギャップを感じる研修生もいるものの、研修の満足度は高いことから（表4-1）、プロジェクトは彼らのニーズに合致していると判断される。

表4-1 研修分野に関する満足/不満足の原因（グループリーダー）

満足度	研修分野						Total (%)
	生活改善	グループリーダー	農業経営	人的資源	自然資源	金融サービス	
非常に満足	11	15	14	14	14	5	71
満足	4	2	4	6	6	0	32
やや満足	1	2	0	1	1	0	6
やや不満足	5	7	7	8	8	1	36
不満足	1	2	1	1	1	1	9
合計	22	28	26	24	26	7	134
	21.9%	28.0%	26.9%	24.6%	25.4%	6.8%	100.0%
非常に不満足	1	1	2	1	2	0	8
不満足	7	6	8	5	4	0	30
やや不満足	2	1	0	0	0	0	3
満足	0	0	0	0	2	0	2
合計	11	10	10	6	8	0	45
	25.0%	25.0%	25.0%	16.7%	20.0%	0.0%	100.0%
非常に満足	11	2	4	8	2	0	27
	38.7%	6.7%	13.3%	26.7%	6.7%	0.0%	100.0%
合計	23	31	36	30	34	7	161
	14.3%	19.3%	22.4%	18.6%	21.1%	4.3%	100.0%

4-1-2 有効性

本プロジェクトの有効性は以下の理由から全体として高いと判断できる。

3-2で述べたとおり、成果1~7のうち、成果6に未達成の部分があるものの、プロジェクト目標はプロジェクト終了時までには達成される見込みである。プロジェクト目標と成果の因果関係については、詳細に分析すれば、成果5の必要性等、若干の非論理性が考えられるものの、残りの成果1~4及び6~7はプロジェクト目標であるリーダー育成に対して必要かつ十分であり、全体としては問題ないと考えられる。

有効性を高めた促進要因については、CPD局長がプロジェクト活動に対する理解があり、プロジェクトの実施を支援したこと、CPDのカウンターパートが献身的にプロジェクトに取り組んだことが挙げられよう。特に後者については、生活改善分野に代表されるよう、短期専門家の圧倒的な技術力がCPDのカウンターパートを少なからず刺激し、献身的な取り組みにつながったことが考えられる。また、インパクト調査では、グループ活動の開始・促進にあたっての利点と障害がグループリーダーから挙げられているが(表4-2)、これらは有効性の促進・阻害要因と考えられる。

表4-2 グループ活動の開始・促進にあたっての利点と障害

項目	回数	割合
グループ活動の開始	10	40%
グループ活動の促進	13	52%
グループ活動の維持	11	44%
グループ活動の終了	8	32%
グループ活動の再開	7	28%
グループ活動の継続	14	56%
グループ活動の中止	3	12%
グループ活動の再開	1	4%
合計	25	100%

項目	回数	割合
グループ活動の開始	11	44%
グループ活動の促進	10	40%
グループ活動の維持	8	32%
グループ活動の終了	7	28%
グループ活動の再開	1	4%
グループ活動の継続	14	56%
グループ活動の中止	3	12%
グループ活動の再開	1	4%
合計	25	100%

4-1-3 効率性

本プロジェクトの効率性はおおむね高いと判断できる。計画された活動は成果1~7を産出するのに十分であったが、幾つかの活動(例えば成果5の活動)は必要不可欠ではなかったと思料される。

日本人専門家の派遣はおおむね適切であったと考えられるが、例外として、短期専門家の派遣期間が技術移転には短すぎた、という意見がカウンターパートからあがった。これは、CPDからの要件(知識・技術や実績を伴う経験)を満たす人材の派遣のためには避けられなかったと判断される。また、プロジェクトの早い段階では、短期専門家の専門分野がタイ側

の期待と合わないケースが散見されたが、プロジェクト後半では、日本側の尽力によりこの点は改善された。

タイ国内研修については、インパクト調査の結果から、満足できる水準であったと考えられる。多くの研修生が研修効果は高かったと評価しているが、以下のような意見もあげられた。

- ① CPD のカウンターパートの多くが、研修生が多すぎると感じていた（毎年 200 名以上）。
- ② インパクト調査によれば、研修の満足度と学んだ知識・技術の活用度に乖離があるとの声もあった。タイ国内研修の参加者は、職能グループのリーダー、協同組合の職員、CPD の県事務所スタッフの混合であったため、それぞれの職務に対してすべての科目が活用できるわけではなかったことが考えられる。
- ③ 研修生の選定基準や選定プロセスに関して、選ばれた研修生に対する説明を含め、一般公開が徹底されていなかった。表 4-3 に示すように、研修生の選定基準は毎年修正され変化してきているが、これについても周知されていなかったと思われる。

表 4-3 研修生の選定基準

項目	2007年	2008年	2009年
1. 職能グループのリーダー	○	○	○
2. 協同組合の職員	○	○	○
3. CPDの県事務所スタッフ	○	○	○
4. その他	○	○	○
5. 研修生	○	○	○
6. 研修生	○	○	○
7. 研修生	○	○	○
8. 研修生	○	○	○
9. 研修生	○	○	○
10. 研修生	○	○	○
11. 研修生	○	○	○
12. 研修生	○	○	○
13. 研修生	○	○	○
14. 研修生	○	○	○
15. 研修生	○	○	○
16. 研修生	○	○	○
17. 研修生	○	○	○
18. 研修生	○	○	○
19. 研修生	○	○	○
20. 研修生	○	○	○

本邦研修についても、インパクト調査やフォローアップ調査の結果から、研修生の満足度が高かったことから、おおむね適切に実施されたと判断される。また、CPD 側は、毎回前年の本邦研修の経験を生かして、研修計画の調整、研修生の参加促進、研修生間での学びの共有、それらを生かしたアクションプラン作成指導などを積極的に行った。一方で、本邦研修の改善のために、研修生の選抜方法や研修内容に関する意見もあがった（Q&A セッションの時間が短かった、2007 年と 2009 年の研修については視察した市場の種類が限られていたなど）。

4-1-4 インパクト

本プロジェクトでは、既に幾つかの正のインパクトが発生している。それらのなかには予期されたインパクトと、予期されていなかったインパクトが混在している。

プロジェクト目標は、3-2で述べたようにプロジェクト終了までには達成される見込みであり、リーダーの育成がひいてはグループ・メンバー一人ひとりのエンパワーメントにつながりグループ活動の活性化につながることから、上位目標とプロジェクト目標は因果関係の観点から関連しているといえる。しかしながら、農村コミュニティ開発の観点からみると、

育成されたグループリーダーの発展と農村地域における知識の普及は、今後も引き続き CPD によるサポートが重要になるものと思われるが、CPD は継続的にサポートをする意向であり、上位目標は達成の見込みは高い。

経済的なインパクトとして、インパクト調査によると、研修を受けたリーダーが率いたグループの 50%が、タイ経済の停滞にもかかわらず、収入を向上させている（表 4-4）。特に日本研修を受けたグループリーダーの能力向上は高く、7 割が増収を実現し、また他グループへの普及も多様に行われている。

表 4-4 研修を受けたリーダーが率いたグループの収入

グループ	研修を受けたグループ		比較グループ	
	人数	収入 (USD)	人数	収入 (USD)
グループ A	21	918	5	71.8
グループ B	2	50	3	8.3
グループ C	15	223	2	28.6
グループ D	1	2.5	0	0.0
グループ E	4	108	0	0.0
合計	43	1000	7	100.0

政治的なインパクトとしては、政策レベルでは大きな影響は出ていないが、生活改善のカウンターパートが新しいプロジェクトを提案し、予算も承認されている。また、CPD は同分野のシニアボランティアを要請し、既に派遣されている。

予期されなかったインパクトとしては、以下が挙げられる。

- ① 商品開発分野のカウンターパートが、プロジェクトから学んだことを CPD のウェブサイトにもアップするなど広く普及させる取り組みを行っている。
- ② 本邦研修の参加者により、ファーマーズマーケットが以下 3 つの協同組合で立ち上がっている。
 - ・ Phetchaburi 県 Hukrapong 農業協同組合（2008 年開始）
 - ・ Nakhon Ratchasima 県 Lam Phura Phloeng 農業協同組合（2009 年 1 月開始）
 - ・ Nakhon Ratchasima 県 Chum Phuang 農業協同組合（2009 年開始）
- ③ 人的資源開発分野において、1 つの協同組合で HRD University が始まっており、他の 2 つの共同組合で開講を計画中である。
 - ・ Nakhon Ratchasima 県 Lam Phura Phloeng 農業協同組合（2009 年 11 月開始）
 - ・ Chanthaburi 県 Khao Khitchakut 農業協同組合（計画中）
 - ・ Chonburi 県 Suppanimit サービス協同組合（計画中）
- ④ プロジェクトを通して、職能グループ・協同組合・CPD の間のコミュニケーション、関係性、連携関係が改善されている。

また、調査団の現地視察によれば、プロジェクトで研修を受けたグループリーダーたちは、「衛生観念」や「食の安全」に関する意識を高めてきており、家庭で食する無農薬野菜を栽培するなどの機運に結びついている。また、そうしたグループリーダーに率いられた職能グループは、地域貢献、社会貢献まで活動範囲を広げる意欲が生まれてきており、若者と高齢者の交流の場づくり、地域の診療所や学校への寄付、健康管理活動などを実施している。

4-1-5 自立発展性

本プロジェクトの自立発展性は、財政面及び技術面が充足されれば確保されると判断される。

(1) 政策面

リーダー育成研修は CPD の戦略計画と、そしてグループ振興はタイの第 10 次農業開発計画との整合性が高い。したがって、職能グループのリーダー研修に対する政策面での支援は継続されていく可能性は高い。

(2) 組織面

CPD は、協同組合及び農民組織の発展・振興を所掌し、3,200 人の人員体制で業務を行っている。各県に CPD 県事務所をもち、農民グループの支援も展開している。CPD は、プロジェクト終了後も、プロジェクトの実施から得られた経験を活用して、研修活動を継続していく体制・能力を備えている。CPD はプロジェクト以前も独自で研修を実施してきた経験と実績を備えており、プロジェクトによって充実化された研修は継続されていくと考えられる。

(3) 財政面

CPD は、残り 1 年のプロジェクト期間のための予算を独自に確保するために、具体的なアクションを起こしており、2011 年度（タイの会計年度）の計画案づくりも開始されている。2011 年度以降の予算は、国家レベルの政策に左右されるものの、確保される可能性が高いと考えられる。

(4) 技術面

CPD は既に活動継続のために動き出しているが、カウンターパートのなかには、CPD 内の技術力不足（商品開発やファーマーズマーケットのノウハウ等）を指摘する声もあった。成果 6 の実績の部分で述べたように、元研修生の 47.8% がリソースパーソンとして CPD の研修に活用されているが、元研修生のすべてがリソースパーソンになれるわけではないということも技術面からみた自立発展性に不安を残している。また、リーダーについても、同様にリソースパーソンとして活躍している人数はすべてではなく、同様のことがいえる。今後は、相互技術移転に努めることが望まれる。

(5) 社会面・文化面

プロジェクトでは、生活改善促進分野において、健康管理や高齢者福祉がトピックとして含まれているが、昨今急激に進む高齢化が大きな問題となっているタイにおいて、右分野に対するニーズへの要求が高まっており、活動を後押しする要素があることから、社会面・文化面でプロジェクトの自立発展性に貢献する要素があるといえる。また、経済・社会開発における女性の役割の重要性が高まったという意見も、カウンターパートへの質問票結果にみられた。

4-2 効果発現に貢献した要因

短期専門家について極力同じ人物を繰り返し派遣すべく心がけたことにより、双方の人間関係構築や意思疎通の円滑化につながった。これによる短期専門家とカウンターパートの良好な人間関係がプロジェクト活動を円滑に推進するために効果的であった。

4-3 問題点及び問題を惹起した要因

当初、タイ側カウンターパートとの意思疎通に関して言語の壁が存在したが、通訳の配置や、前述の措置をとったことにより、最終的には阻害要因とはならず、円滑にプロジェクトが運営された。

4-4 結論

本プロジェクトは、PDM の目標・成果・活動間に論理性に欠く部分があったものの、研修を受講した職能グループリーダーが得た知識/技術を普及したこと、及びその後のネットワーク化で生産者連携も強化された結果として、プロジェクト目標である職能グループリーダーの能力向上が達成された。職能グループリーダーの CPD 研修は受講者に高く評価されている。その中核リーダーを育成した日本研修についても、受講分野の評価に多少の高低はあるが、おおむね研修内容は高く評価されている。特筆すべきインパクトとして、CPD 研修を受講したリーダーのグループは、不況下でも 5 割は増収を成し遂げるといった高い業績をあげた。特に日本研修したグループリーダーの能力向上は高く、7 割が増収を実現し、また他グループへの普及も多様に行われている。これら受講者は CPD 研修で講師も勤めている。CPD 研修計画では、日本研修はないものの、残るプロジェクト期間の間に更に 1 シリーズの研修を実施予定である。一方、持続性の観点からは、職能グループリーダー研修に係る CPD の講師人材育成が実施された。すなわち 6 分野すべてでマニュアル整備とカウンターパートの能力強化がなされ、各分野のカウンターパートの少なくとも 1 名は既に研修講師として稼動した実績がある。しかし、プロジェクトの持続性の観点から、カウンターパートの一部に能力不足が自覚されていることと人事異動の問題について留意すべきである。後者は、プロジェクトで得た知識・技術を後任に受け継ぐ十分な期間が確保されないと、人事異動がプロジェクト効果の維持に影響するおそれがあることを示す。最後に、1 年後にプロジェクトが終了したあとのことについて、プロジェクトで能力強化されたリーダーの自立的発展とその知識/技術の地域コミュニティ全体への波及を促進するために、これら研修を受講したリーダーの奨励的・資金的・技術的支援システムの構築を考慮すべきと結論した。

第5章 提言と教訓

5-1 提言

上位目標達成の強化に向けて、次の提言を行う。

- ① CPD は、日本研修参加者が CPD 研修講師となり、日本で得た知識を職能グループに対する研修で普及する機会の増加に努める。
- ② CPD は、技術移転された知識/技術の維持に人事異動が影響しないように、引き継ぎ期間の確保を考慮する。
- ③ CPD カウンターパートは、一部にある能力不足を補うために CPD 職員同士の相互技術移転に努める。
- ④ JICA は、より実務的な研修計画が作成されることを前提として、プロジェクト最終年における CPD の研修努力を支援・強化するため、日本研修を更に 1 回追加することを考慮する。実務的研修計画は、職能グループ・農協・CPD の各機関の目的・役割・ニーズの相違を考慮して研修細目が決められたものをめざすべきである。
- ⑤ CPD は、プロジェクトで能力強化されたリーダーの自立的発展とその知識/技術の地域コミュニティ全体への波及促進を目的として、これら研修受講したリーダーに対し、引き続き研修や現場訪問等を通じたサポート等の奨励的・資金的・技術的支援システムの構築を考慮すべきである。

5-2 教訓

- ① 成果の達成度（成果 5）及び 5 項目評価（有効性）にて触れたとおり、PDM の目標・成果・活動間的手段（Mean）－目的（Ends）関係について、論理性と用語法をより詳細に検討すべきであった。
- ② PDM の有効性が示唆する目標達成度について、対象グループの潜在的能力をより正確に調査すべきであった。本ポイントは、成果 4 でも記載したが、農民グループを対象の 1 つにプロジェクトを実施するようなケースにて、本プロジェクトのように農民グループの活動モニタリング等のシステムティックなアクションを実施する際は、農民自身だけでなく行政サイドも絡めたシステムとして設定することが現実的であろう。

付 属 資 料

1. ミニッツ

1. ミニッツ

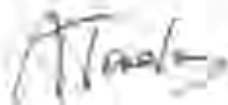
MINUTES OF MEETING
BETWEEN
THE JAPAN INTERNATIONAL COOPERATION AGENCY
AND
THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF
THE KINGDOM OF THAILAND
ON JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT ON COMMUNITY LEADER DEVELOPMENT IN AGRICULTURAL
COOPERATIVES IN THAILAND

The Japanese Terminal Evaluation Team (hereinafter referred to as "the Team") organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Mr. Hidetsuki KANAMORI, visited the Kingdom of Thailand from 30th November to 1st December 2001 for the purpose of the terminal evaluation for the project on Community Leader Development in Agricultural Cooperatives in Thailand (hereinafter referred to as "the Project").

During its stay in the Kingdom of Thailand, the Team exchanged views and had a series of discussions with Thai authorities.

As a result, both Japanese and Thai sides agreed upon the issues referred to in the final Terminal Evaluation Report attached hereto.

Bangkok, 15th December 2001



Mr. Akihisa TAMURA
Senior Representative
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Mr. Wiroon KASIRAN
Deputy Director-General
Cooperative Promotion Department
Ministry of Agriculture and Cooperatives

JOINT TERMINAL EVALUATION REPORT
ON
JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT ON COMMUNITY LEADER DEVELOPMENT IN AGRICULTURAL
COOPERATIVES IN THAILAND

15th December 2011



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1 OUTLINE OF THE EVALUATION STUDY

1-1 Objectives of the Terminal Evaluation

The project on Community-Leddy Development in Agricultural Cooperatives in Thailand (hereinafter referred to as "the Project") was formed on 17 March 2007 based on the request for technical cooperation by the Government of the Kingdom of Thailand to the Government of Japan, and is planned to be completed by 28th February 2011. Therefore, with the remaining period, a terminal evaluation was jointly carried out by Joint Evaluation Team (hereinafter referred to as "the Team") consisting of the Japanese team and Thai team members.

Main objectives of the terminal evaluation are as follows:

- (1) To verify the achievement based on the Project Design Matrix (PDM) and implementation progress.
- (2) To evaluate comprehensively with five evaluation criteria, and
- (3) To make recommendations regarding measures to be taken by Japanese side and Thai side, and lessons learned (by similar projects).

1-2 Joint Evaluation Team

The terminal evaluation was jointly carried out by Joint Evaluation Team composed by both Japanese and Thai sides, and roles of each member are shown below.

Assignment	Item and	Members	
		JICA side	Thai side
Team Work	(1) Overall supervision of the Evaluation Team.		
	(2) Technical Evaluation of the Project.	Mr. A. Fukuda Chairman, JICA HQ	Mr. Suda Vice-Chief, JICA
	(3) Preparing recommendations for improving the Project Implementation.		
	(4) Reporting the result of the authority entrusted to the JICA side on behalf of the Evaluation Team.		
Coordinated cooperation	(1) Suggestions of road procedures and conditions required funds.		
	(2) Data collection including conduct of interviews and focus group discussions with Project participants.		
	(3) Consultation and analysis of the introduction of Project components and their contribution to the assumed enhanced fields.	Mr. A. Fukuda Chairman, JICA JICA HQ	Mr. Prasert Vice-Chief, JICA
	(4) Conduct evaluation of the Project achievements and the implementation progress and development of the Project with the JICA side from the assumed viewpoint.		
	(5) Suggestions of improvement beyond beyond.		
(6) Support other Evaluation Team members for the preparation of the report.			
Cooperation/Support	(1) Institutional study activities for the Japanese side.	Mr. A. Fukuda (ex-Off.) Mr. S. Fukuda	Mr. A. Yiprat/Worakul JICA
	(2) Support of other Evaluation Team members for the preparation of the report.	Mr. Suda Chairman, JICA (Thailand)	Mr. Sakanya Chairman, JICA
Investigation and Analysis	(1) Preparation of Evaluation Plan including evaluation and exit survey.		Mr. Arimsak/Chaiak JICA
	(2) Data collection including conduct of interviews and discussions with Project participants.	Mr. S. Fukuda Chairman Cooperation	Mr. Worakul Vice-Chief, JICA
	(3) Consultation and analysis of data collected from Project participants and focus group surveys.	Mr. A. Yiprat/Worakul Vice-Chief, JICA	Mr. Prasert Chairman, JICA
	(4) Evaluation of the results of the study activities based on five criteria.	Mr. Suda Chairman	Mr. Prasert Chairman, JICA
	(5) Preparation of final and final reports and summaries.		Mr. Prasert Chairman, JICA

1-3 Schedule and Major Activities of the Evaluation

The evaluation study was conducted by the Team from 30th November to 15th December 2009 for carrying out the following activities.

Item	Date	Time	Schedule	
1	30 th Nov. – 7 th Dec.		(JICA members only) Interview surveys with community and experts.	
2	8 th	AM	Meeting with JICA Thailand Office Courtesy call to the CPD	
		PM	Discussions on collected data	
3	9 th	AM	Group1: Confirmation of the information and discussion on achievement.	Group2: Field survey
		PM	Group1: Discussion on implementation process.	Group2: Field survey
4	10 th	AM	(JICA members only) Drafting evaluation with five criteria.	
5	11 th	Fri	Whole day	Discussion on evaluation with five criteria
6	12 th	Sat		JICA members only) Drafting of Evaluation Report and Minutes of Meeting (MMM)
7	13 th	Sun		(JICA members only) Drafting of Evaluation Report and Minutes of Meeting (MMM)
8	14 th	Mon	Whole day	Discussion of the Evaluation report and Minutes of Meeting (MMM)
9	15 th	AM	Confirmation of Minutes of Meeting (MMM)	
		PM	Signing of Minutes of Meeting (MMM)	

1-4 Methodology of the Terminal Evaluation

The survey is conducted:

- 1) jointly by Japanese and Thai members of the Team.
- 2) by collecting data and information through
 - examining documents prepared by the Project;
 - interviewing counterparts, local government officials and beneficiaries;
 - observing the Project sites,
 and then,
- 3) by assessing the degree of achievement of the Project activities, and
- 4) by analyzing the overall achievement using five criteria:

Relevance

This is a question whether the outputs/ Product purpose and Overall goal are well in line with the priority needs and concerns of the target beneficiaries.

Efficiency

This concerns the extent to which the Project purpose has been achieved in relation to the outputs produced by the Project.

Efficiency

This is the productivity of the implementation process. How efficiently the various inputs were converted into outputs.

Impact

This is change, either intended or unintended, direct or indirect, positive or negative, which were made as a result of the project.

Sustainability

This is to question whether the Project benefits are likely to continue after the external aid has come to an end.

1-5 Project Design Matrix (PDM)

The PDM is attached in Annex-1. It should be noted that "Objectively verifiable indicator" (hereinafter referred to as "Indicator") of Overall Goal, Project Purpose, and Outputs had not been determined at the beginning of the Project, and they were filled out when a Project Consultation Team (hereinafter referred to as "the Consultation Team") was dispatched in August 2003.

1-6 Summary of the Project

According to the PDM, the Project design can be summarized as follows:

1-6-1 Overall goal

The vocational groups led by the leaders are empowered in the rural community.

1-6-2 Project purpose

Community leaders are trained for improving and promoting rural economy.

1-6-3 Outputs

- (1) Needs survey and situation analysis on vocational groups are conducted.
- (2) The training program is developed.
- (3) Leader's trainings are conducted.
- (4) Vocational groups are able to conduct monitoring on their activities and feedback to CPD provincial office.
- (5) All necessary information and data such as training provided by all agencies for the vocational groups are maintained by CPD provincial offices.
- (6) Leaders and officers trained in Japan transfer resource persons on the training in the Province.
- (7) Vocational group network is developed.

2. PROJECT ACHIEVEMENT

2-1 Achievement of Inputs

2-1-1 Inputs from the Japanese side

(1) Dispatch of experts

1) Long-term Japanese experts

One long-term Japanese expert has been dispatched. The field of his assignment is Cooperative Management for three years. Refer to Form-1 "List of Japanese experts" for more details.

2) Short-term Japanese experts

In total, nine short-term experts have been dispatched. Total man-months of their dispatches are 31.3 consisting of 23 times.

(2) Equipment

As shown in Form-2 "Provision of equipment provided by the Japanese side", Japanese side has not provided any equipment; the Thai side has provided all the necessary equipment.

(3) Training provided by the Japanese side

In total, 69 trainees were sent to the training course in Japan by December 2009. Twenty-three (23) trainees (including vocational group leaders, agricultural cooperative and other cooperative personnel, and EPD officers) were selected for each year. The achievement of training in Japan is summarized in Form-3 "Training in Japan". The detailed list of the participants is also shown in Form-5.

(4) Present cost/local operational assessment form by the Japanese side

The Project budget has been allocated by the Japanese side for local activities. The allocated budgets (including the planned ones for the remaining project period) are summarized in Form-4 "OCV budget".

2-1-2 Inputs from the Thai side

(1) Assignment of counterparts

Form-7 "Assignment of Counterpart" shows the assignments of counterparts for the Project.

(2) Training courses provided by the Thai side

The Thai side has provided the budget for training in Thailand as listed in Form-6 "Budget from Thai side". The details of the trainings will be explained in the latter part of this report (Form-8 "Training Record").

13) Building and facilities

The Thai side has provided the office space and necessary facilities in the buildings of the Project, for external meetings, facilities and services such as electricity, gas, water, telephone, internet access and furniture necessary for the Project activities.

2-2 Achievement of Activities

The Project activities have been implemented in accordance with "Plan of Operation (PO)" (Annex 3) developed based on the PDM. The PO was modified considering the real progress during the discussion with the Consultation Team.

2-3 Achievement of Outputs

The following describe the achievement of each output based on the indicators in the PDM.

Output 1: Needs survey and situation analysis on vocational groups are conducted.

Indicator: In one year after the project started, the report on needs survey and situation analysis on vocational groups (training participants) will be made.

Output 1 has been achieved.

After selecting the groups to participate in the training, the CPD conducts the needs survey of vocational group every year for total 73 provinces and 2 areas in Bangkok (total 77), by asking each participating group to submit the report which describes the group present situation, problems, and future plans. After collecting these reports, the CPD compiles information and utilizes for developing and/or modifying the training program. In conclusion, the output has been achieved.

Output 2: The training program is developed.

Output 3: Leader's trainings are conducted.

Indicator: As many as 60% or more of the leaders who attended training through a year are satisfied with the contents of the training.

Output 2 and Output 3 have been achieved.

HCA Thailand Office conducted the Impact Survey on October 2009, with the support of the CPD. In the survey, the satisfaction level was asked for 90 participants (group leaders) for each training topic. The result shows that 44.2% of participants expressed "very high" satisfaction, and 23.3% of them "high" satisfaction in total; 67.5% of them were satisfied with the contents of training, indicating that the indicator for output 2 and 3 (60%) is satisfied.

Output 4: Vocational groups are able to conduct monitoring on their activities and feedback to CPD provincial office.

Indicator: As many as 50% or more of the vocational groups led by the leaders who attended

Output 4: Through a year-round monitoring of their own activities for a year and reports, the vocational groups have achieved:

Output 4 has been achieved.

Monitoring of the group activities is done quarterly until the year 2006 and monthly from the year 2009. The monitoring groups were in total 21 for quarterly monitoring and seven for monthly. Total 46 groups for 2008 and total 77 for 2009 have been monitored. Although the same quarterly monitoring was done for 2007, the data are under confirmation. According to the data of the above 46 and 77 groups, the indicator is satisfactory.

However the monitoring is done not by the groups but by the CPD provincial offices. The impact survey indicates that some groups cannot provide information due to their capability. Thus, the CPD provincial offices conduct the monitoring instead of the groups and the monitoring purpose has been achieved substantially. It indicates consideration of the potential capability of the vocational groups when designing the Project.

Output 5: All necessary information and data such as trainings provided by all agencies for the vocational groups are maintained by CPD provincial offices.

Indicator: As many as 50% or more of the vocational groups (training participants) have experience to make use of information that is provided in CPD provincial offices when the project is finished.

Output 5 has been achieved.

According to the CPD questionnaire survey, which had been carried out in the year 2008 (for the participants of the fiscal year 2007 and 2008) and 2009 (for the participants of the fiscal year 2009), total 91 groups replied that they received information from the CPD provincial offices on groups for the questionnaire of 2008, and 49 groups for the questionnaire of 2009. Judging from this number, 42.5% of groups (91 groups out of 214 groups) have received information from the CPD provincial offices, and it can be judged that the Output 5 has been achieved. Here, it is understood that the word of "all agencies" in the PDM means "all agencies concerned." Words on the PDM had to be carefully used to indicate clearly what the Project planned to do.

Output 6: Leaders and officers trained in Japan become resource persons of the training in the country.

Indicator: As many as 50% or more of leaders and officers trained in Japan are made use of as resource persons of the training in the country in Thailand.

Output 6 has not yet been achieved, but likely to be achieved within the remaining one year.

Among the leaders and officers trained in Japan during Japanese Fiscal Year (JFY) 2007, 15 persons out of 23 became the resource persons of the training in Thailand. Likewise, 7 persons out of 23 who

was formal in FY 2006 from the resource persons (Form 8). In total, 47.9% of participants were made use of as resource persons. Judging from this number, the Output 6 has not yet been achieved at the stage of the formal evaluation, although the figure is slightly lower than the indicator (=50%) since the training contents for trained participants in Japan have been limited to three or four items (Form 8) and the presenting hours were also limited in the CPD training of vocational group leaders. The percentage of working as resource persons to the total number of trained participants is low. The opportunities for trained participants to learn should be increased by adding other training contents such as leadership, product development, etc. and/or by increasing their presentation hours.

* As for the participants for FY2009, the participants had just come back to Thailand at the end of October. Therefore, they are excluded from the count.

Output 7: Vocational group network is developed.

Indicator: As many as 40% or more of the leaders who attended training through a vocational group network activities with other groups.

Output 7 has been achieved.

According to the CPD questionnaire survey, in total 129 out of 214 groups replied that they participated in the provincial network meetings (65 groups for the questionnaire of 2008, and 64 groups for the questionnaire 2009). Judging from this number, 59.3% of groups have improved network activities, and it can be judged that the output 7 has been achieved.

2-4 Achievement of Project Purpose

Project Purpose: Community leaders are fostered for improving and promoting rural community.

Indicator: As many as 50% or more of the fostered leaders transfer new knowledge or skills to their members.

According to the CPD questionnaire survey, in total 150 groups out of 214 (=70.1%) replied that they disseminated the knowledge obtained from the training activities. Therefore, the Project purpose has been achieved.

3 IMPLEMENTATION PROCESS

3-1 Progress of Activities

The Project as a whole has been implemented as planned. Although some activities were delayed compared to the TO attached to Annex-2, the long-term expert and the Project Consultation Team in August 2008 dealt with these issues with the CPD.

3-2 Project Management

At JICA Hqs, JICA Thailand office has held meetings with the CPD at least by 2 times a year while



the CPD in Thailand has held their quarterly internal meetings to monitor the progress of the Project. It could have been more appropriate in quality of monitoring activities by using the PD have been conducted in terms of frequency and methodology.

3.3 Ownership of Counterparts

Most of the counterparts have been highly motivated by the Project. They have committed to the Project in spite of their busy schedule. It should be addressed that the number of the counterparts varies in each field of the experts. In case of the limited number of counterparts, opportunity to transfer the technology/knowledge to others will have to be considered. On the other hand, in the field of Product Development, main counterpart has consciously shared knowledge learned from short-term experts among other counterparts and even publicized their report on the web of the CPD or disseminate it through the CPD including the provincial offices.

3.4 Relationship among Experts and Counterparts

Basically, interpreter is needed for communication among short-term experts and counterparts due to lack of English proficiency of short-term experts, since English proficiency was not required for the selection of short-term experts. Although for 1st year of the Project, there were some constraints in communication among them. From 2nd year onwards, the Project has dealt with this constraint by contriving allocation of the interpreters. Most of the counterparts do not regard the lack of English proficiency as communication barrier, although some pointed out the difficulties. This is because the experts devoted themselves to transfer their knowledge and skills to counterparts in spite of the challenge in communication according to the interviews and questionnaire with counterparts. Some counterparts communicated with short-term experts through the long-term expert even before their dispatch for efficient and effective local activities. Relationship among experts and counterparts is fair in general.

4. EVALUATION RESULTS

4.1 Evaluation for Each of the Five Criteria

4.1.1 Relevance

The Project is judged to be of relevance for the following reasons:

(1) Relevance to Thai development policy

The Project purpose and overall goal of the Project are consistent with any of the main goals in agricultural development of Thailand such as "Empowering the farmers and farmers' groups" which is focused in 10th Agricultural Development Plan (2009/2011) as well as CPD strategic plan (2007-2011).



(7) Relevance to Japanese ODA policy

The Project is also consistent to Japanese aid policy, in which the Project is positioned as one of the priority areas of technical cooperation. "Enhancement of competitiveness for sustainable development" on "Economic Cooperation Plan for the Kingdom of Thailand" drafted in May 2006. In addition, in the rolling plan announced in August 2009, the Project is positioned on the program for regional economic revitalization related to one important development issue, infrastructure development for industrial promotion.

(5) Consistency with needs of the target groups

Impact survey and Follow-up survey indicate that majority of the trainees are satisfied with the trainings by the Project, although some felt the gap between their needs and training contents by the Project in terms of adaptability of the knowledge to their groups.

4-1-2 Effectiveness

The effectiveness of the Project is at a satisfactory level.

(1) Prospect of achieving the Project purpose

As described in the Achievement in section 4, the Project purpose is expected to be achieved. It will be realized if Outputs 1-7 are achieved. It can be judged that causal relationship among Outputs and project purpose is almost logical as a whole, although partial illogicality among them could be found in the detailed analysis.

(2) Promoting / hindering factors from the outputs to Project purpose

As for promoting factors, counterparts of the CPD central office have devoted themselves to the Project, and Director General has deeply understood the Project content and has supported the implementation of the Project. On the contrary, hindering factor can be adverse effect from economy recession of Thailand.

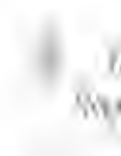
4-1-3 Efficiency

The efficiency of the Project is at satisfactory level.

The planned activities were sufficient to produce the outputs, although there are some dispensable activities to achieve the outputs.

(1) Dispatch of the Japanese experts

The dispatch of Japanese experts can be judged appropriate except for the following cases. The dispatch periods of some experts were too short and limited for technology transfer according to the counterparts. In order to satisfy the qualifications requested by the CPD, there was no other choice of



issue experts. At early stage of the Project, the fields of expertise of issue short-term experts were partly different from the expectations of Thai side. They were amended in the latter stage of the Project.

(2) Trainings in Thailand

Trainings in Thailand are considered appropriate at satisfactory level according to the Impact survey. Most of the participants found that the trainings were effective except for the following issues:

- Many counterparts felt the constraints in the number of the participants, which are normally over 200 participants in total per year, to maintain the trainings effective.

The results of Impact survey demonstrate a gap between the level of satisfaction and actual utilization of the knowledge from the trainings. Unsuitability of the training topics on their responsible tasks is assumed as one of the key reasons of the lower assessment on the level of utilization.

- Selection process for the participants of trainings was not publicized thoroughly to the public including the selected participants.

(3) Trainings in Japan

Trainings in Japan were considered appropriate according to the interviews with counterparts and follow-up survey. Most of the participants are satisfied with the trainings in Japan as a whole. There are some opinions to improve the trainings in terms of the selection of participants and training contents (e.g. limited time for Q & A, not various scale of farmer market in 2007 and 2009).

(4) Allocation of counterparts

Assignments of the counterparts have been satisfactory. Most of the counterparts are dedicated to the activities of the Project and keen on learning from the experts. Most of the Japanese experts also evaluated the performance of their counterparts very positively. The Project has encountered the turnover of Project Director and Project Manager, but the activities still progressed without substantial influence by the turn-over.

4-1-4 Impact

The Project has already produced some positive impact, which is either observed or unobserved.

Achievement of the Overall goal is expected prospective as mentioned in the table of Achievement.

The Overall goal and Project purpose can be said to be consistent from the viewpoint of causal relationship. From the viewpoint of rural community development, however, the development of the fostered leaders and expansion of their knowledge over the rural area will be limited unless the agricultural system is established by the CPPD.

(1) Economic impact

The result of Impact Survey (on sampling) indicates that 30% of the groups led by the trained leaders increased their income in spite of the economic recession of Thailand.

(2) Political impact

There is not specific influence on policy level from the Project, but counterpart of Better Living Promotion proposed the new project and it has been approved and the budget has been delivered. In addition, the CPD requested a Senior Volunteer on the Better Living Promotion, and she has been dispatched.

(3) Unexpected impact

As mentioned in 3-7, counterparts of Product Development consciously have shared knowledge through visit to producers and published their report on the CPD website. In addition, Farmers Market has been started at three cooperatives initiated by the participants of the training in Jayu. In the field of Human Resource Development (HRD), HRD University (creative learning) has been started at one model cooperative, and planned to be opened at other two cooperatives. Through the trainings by the Project, it seems that the vocational groups, cooperatives, and the CPD improve their communication, relationship and cooperation.

According to the onsite survey by the Team, it appears that trained leaders have recognized the importance of hygienic concept and food security leading to cultivate organic vegetables. In addition, the vocational groups led by the trained leaders have been actively involved in contributions to society such as interaction between youth and the elderly, donation to the local clinic and school, and health management activities.

4-1-5 Sustainability

The prospect of the Project's sustainability will be possible if conditions in terms of financial and organizational aspects are satisfied as follows.

(1) Political aspects

As mentioned in 4-1-1 on Relevance, leader training is aligned with one of the main goals in 10th Agricultural Development Plan of Thailand and Strategic Plan of the CPD. This fact implies the continuity of the political support to the Project.

(2) Organizational aspects

The CPD has capability to operate the activities after the accomplishment of the Project by utilizing their experiences in the Project. They have organized the training programs more before the Project, so



and involved reforms through the Project will be sustained after the Project.

(3) Financial aspects

The CPD has taken concrete actions to secure the budget for the remaining two years of the Project, and drafting a plan for trainings of vocational groups on Thai fiscal year of 2011 has started to be prepared. After 2011, the budget will be affected by the national level policy.

(4) Technical aspects

The CPD is already moving forward to continue the activities, but some counterparts mentioned partial lack of technical knowledge. As shown in the Output 6 in table of achievement indicators, the 77.8 % of the trainees has been engaged in the CPD training. However, not all trainees who joined the trainings in Japan have been resource person.

(5) Social and cultural aspects

In the Project, Health management and Welfare for the elderly were included in the field of Better Living Promotion, which can be contributed to sustainability of the Project in terms of social and cultural aspects.

4. CONCLUSION

On the vocational groups, the Project has almost achieved the purpose of fostering the group leaders as the result of the activities that the trained group leaders have disseminated the obtained knowledge/techniques and the production networks among the leaders have been developed, despite the partial illogicality among the Project purpose and outputs on the PDM. The leader trainings have been highly appreciated. Those training effects in Japan, in particular, have been highly appreciated despite uneven score of participant evaluation. The 50% of vocational groups led by the CPD training participant have increased their income despite the economic recession of Thailand. On the participants of training in Japan, 70% of the groups led by the participants have increased their income and the participants have disseminated the obtained knowledge/techniques to other vocational groups by various ways. The participants have also been trainers of the CPD trainings. The CPD training plan is continued for one more year without training program in Japan. On the counterparts training from the viewpoint of sustainability, the CPD staff have been fostered to be trainers of the CPD training. Capacity building and provision of manuals have been carried out for the six fields, on which at least one counterpart per field has worked as a trainer. Two points are noted in the evaluation survey to maintain the Project sustainability, (i.e. partial lack of their project capabilities and the personnel transfer. Personnel transfer may influence to sustain the effects of the Project without considerations of the transition period. Furthermore, providing a support system for

⇒ re-trained participants or vocational group leaders has to be considered for the post Project phase in terms of facilitation, funding and technical transfer, in order to accelerate the further development of the fostered leaders and expansion of their knowledge/techniques over the rural community.

6. RECOMMENDATIONS AND LESSONS LEARNED

6-1 Recommendations

In order to enhance achieving the overall goal, the followings are recommended.

- ① The opportunities working as resource persons will be provided for trained participants in Japan to disseminate their knowledge to the CPD training of vocational group leaders.
- ② In case of personnel transfer, transition period will be considered to avoid any influence to sustain the knowledge/techniques.
- ③ The lack of partial capability will be supplemented by transferring their knowledge among the counterparts.
- ④ One more training in Japan will be considered to enhance the CPD training effects in the fourth year, based on the more practical training plan from the CPD. The training plan contents should be specialized to the purpose, role and needs of each category of participants, i.e. vocational groups, agricultural cooperatives and the CPD staffs.
- ⑤ In order to accelerate the development of the fostered leaders and expansion of their knowledge over the rural community, establishing a supporting system should be considered after the Project in terms of facilitation, funding and technical transfer.

6-2 Lessons Learned

- ① The FDM's integrity could have been examined in more detail on the causal relationship among project purpose, outputs and activities, and social issues.
- ② The FDM's effectiveness would have been more precisely studied for the potential capacity of rural group.

Annex 1: Project Design Matrix

Name: The Project on Community Leader Development in Agricultural Cooperatives in Honduras

Duration: Four Year

Target Area: the whole country

Target Group: Group leaders and communal leaders of vocational groups that have closed relation with agricultural cooperatives and others

THE ORGANIZATIONS OF THE PROJECT: Cooperative Promotion Department (CPD), Ministry of Agriculture and Cooperatives (MOAC).

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>Overall Goal The vocational groups led by the leaders are empowered in the rural community</p>	<p>As many as 50% of more of the vocational groups led by the featured leaders develop new activities of new products in cooperation with those having the leaders attend training</p>	<p>The reports of monitoring result by CPD provincial offices</p>	<p>OTAP promotion policy by the government to work change substantially</p>
<p>Project Purpose Communal leaders are fostered for improving and promoting rural community</p>	<p>As many as 30% or more of the featured leaders transfer new knowledge or skills to their members.</p>	<p>The reports of monitoring result by CPD provincial offices</p>	<p>Necessity conditions for employment as well as attachment of groups are not worse than commencement of the project</p>
<p>Outputs 1. Needs survey and solution analysis on vocational groups are conducted 2. The training program is developed 3. Leaders training are conducted 4. Vocational groups are able to conduct monitoring on their activities and feeding to CPD provincial office</p>	<p>1. In one year after the project started, the report on needs survey and solution analysis on vocational groups (training participants) will be made. 2. As many as 30% or more of the leaders who attended training through a year are satisfied with the contents of the training. 3. As many as 50% or more of the vocational groups led by the leaders who attended training through a year conduct monitoring of their own activities on a year and feeds to the provincial office.</p>	<p>1. Report on needs survey and situation analysis 2,3. Result of questionnaire by group leaders on the training 4. The reports of monitoring result by CPD provincial offices</p>	

<p>5. All necessary information and data such as training provided by all agencies for the vocational groups are maintained by CPD provincial offices.</p> <p>6. Leaders and officers trained in Japan become resource persons of the training in the Project.</p> <p>7. Vocational group network is developed.</p>	<p>5. As many as 30% or more of the vocational groups (training participants) have experience to make use of information data provided by CPD provincial offices when the project is finished.</p> <p>6. As many as 40% or more of leaders and officers trained in Japan are made use of as resource persons of the training in the outgroup in Thailand.</p> <p>7. As many as 40% or more of the leaders who attended training through a year approve network activities with other groups.</p>	<p>5. The records of participation by CPD provincial offices.</p> <p>6. The records of the training.</p> <p>7. The reports of monitoring result by CPD provincial offices.</p>	<p>6. Leaders and external persons trained in Japan continue their activities as resource persons of the project.</p>
<p>Activity:</p> <p>Team of CPD and the cooperatives implement following activities in consultation with Japanese experts:</p> <p>For Output 1</p> <p>1-1 Plan needs survey and conduct analysis on Target Group</p> <p>1-2 Conduct needs survey through CPD provincial office</p> <p>1-3 Aggregate the survey results, analyze the data and prepare the report for Output 1</p> <p>2-1 Clarify the issues, needs and improvements of existing trainings</p> <p>2-2 Clarify criteria of training selection</p> <p>2-3 Develop training programs that include training, extension or subjects of</p>	<p>Input:</p> <p>Thailand side</p> <p>1. Technical Consultant (1) Officers in CPD central, CPD provincial offices and the cooperative personnel</p> <p>(2) Administrative staff: Officers in Cooperative Business Development Office, CPD</p> <p>(3) Trainers: Officers in Cooperative Technology Transfer and Development Office, CPD</p> <p>2. TRAINING TO BE PROVIDED BY THE JAPANESE SIDE</p> <p>Community leaders, officers of CPD Provincial Office and the cooperative personnel 200 persons / One month training (4 times / year) x 3 courses = 600 persons</p>	<p>Japanese side</p> <p>(1) Experts dispatch</p> <p>(1) Long-term Expertise: Cooperative Management (3 years)</p> <p>(2) Short-term Experts: Total 30 man-months of dispatching short-term experts and are planned.</p> <p>2. TRAINING TO BE PROVIDED BY THE JAPANESE SIDE</p> <p>Twenty-three (23) trainees time x 3 times = sixty-nine (69) trainees including community</p>	<p>The budget of each CPD provincial office is not made available. At the same time, although there are no financial data on a certain extent, the activities influence on ongoing project.</p> <p>Co-education: CPD officers, provincial offices and staffs of neighborhood cooperatives are offered various project activities opportunities.</p>

<p>training, curriculum and necessary resources persons</p> <p>For Output 3</p> <ol style="list-style-type: none"> 1. Develop guidelines for developing training program 2. Advise and assist training <p>For Output 4</p> <ol style="list-style-type: none"> 4-1. Develop the monitoring and feedback system 4-2. Monitor the participatory monitoring on the group activities done by the groups 4-3. Conduct feedback of the collected results of monitoring for use to improve the training 4-4. Improve indicators of monitoring & feedback system <p>For Output 5</p> <ol style="list-style-type: none"> 5-1. Collect the consultation data of the groups 5-2. Analyse the consultation data 5-3. Develop separate responding process based on the collected information to the consultation for the groups <p>For Output 6</p> <ol style="list-style-type: none"> 6-1. Formulate training of Japan 6-2. Make training plans withing leaders and officers trained in Japan for the training of resource persons 6-3. Conduct training with the resource persons 	<p>Other comments (if person)</p>	<p>leaders, a grant/annual cooperative and other companies personnel, and ILO/NGOs officers</p> <p>Training period depends on the subjects and frequency</p> <p>NOTE</p> <p>Contents and terms of the agreement/contract to be entered into will be decided through mutual consultations within the allocated budget of Japanese fiscal year.</p> <p>3. Other necessary resources</p>	
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<p>For Disc 7</p> <p>7.2 Set up message among the Present participants.</p> <p>7.3 Set up messages among transitional groups to test cooperatives</p> <p>7.4 Unstable conditions, trade firms and others.</p>			
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MODIFIED PLAN OF OPERATIONS (M/O)

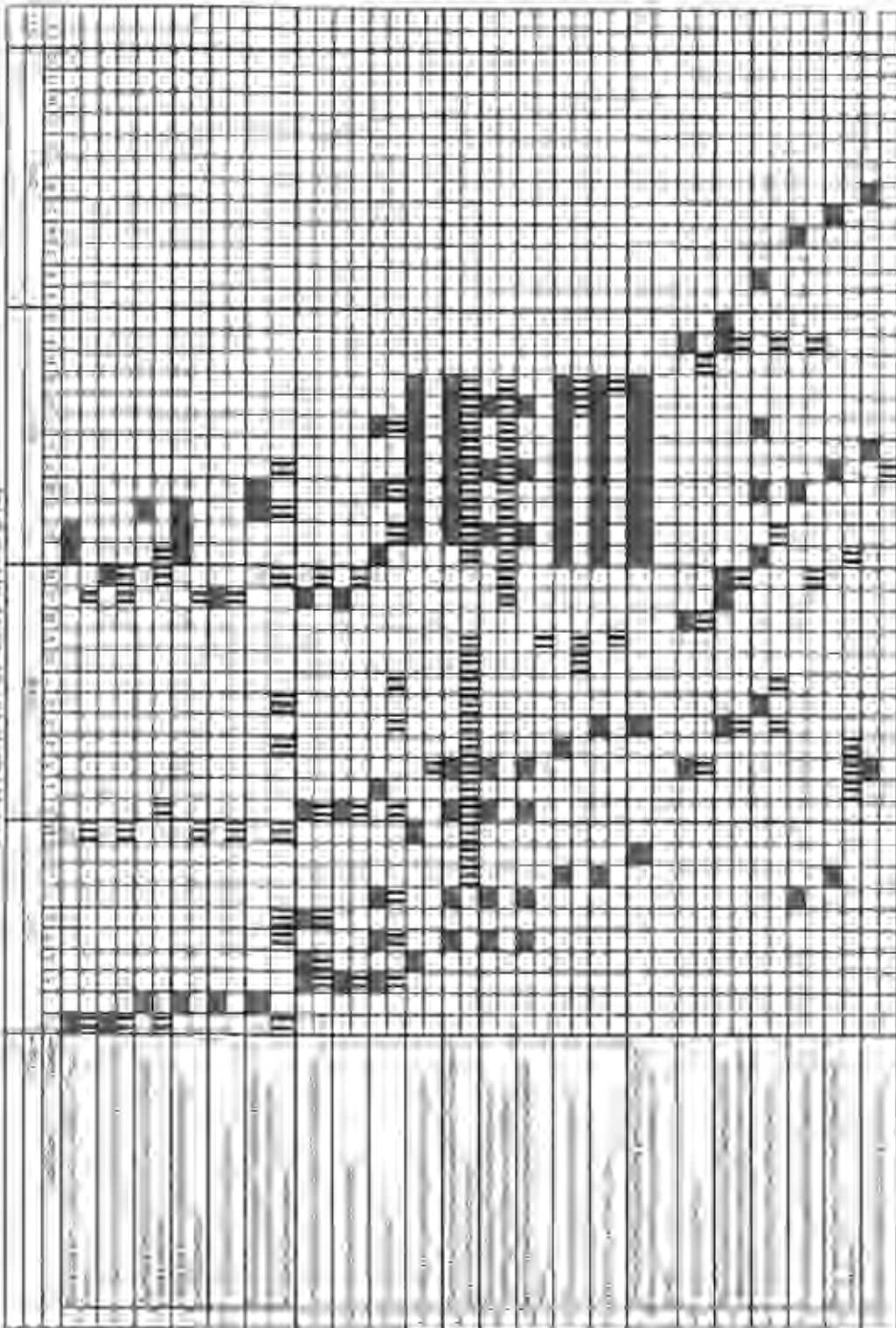


Table 4-3

Final Evaluation of the Project on Community Leader Development in Agricultural Cooperative in Thailand

Implementation Year	Items Sub-items	Summary table	
		Number of participants	Number of sessions
2007	1. Equine Management 2. Production Center Formation and Management 3. Marketing 4. Product Development 5. Human Resource Development 6. Financial Management 7. Business Planning Formulation	100 100 100 100 100 100 100	1 1 7 6 4 1 4
2008	1. Equine Management 2. Production Center Formation and Management 3. Marketing 4. Product Development 5. Human Resource Development 6. Financial Management 7. Business Planning Formulation	100 100 100 100 100 100 100	1 1 7 6 4 1 4

Inputs from Japanese side have been made as follows:
 - 1. Equine Management
 - 2. Production Center Formation and Management
 - 3. Marketing
 - 4. Product Development
 - 5. Human Resource Development
 - 6. Financial Management
 - 7. Business Planning Formulation

Table 4-4: Participants (Number)

Year	Number of Participants	Number of Sessions	Training Place
2007	100	8	JICA Training, DACV
2008	100	8	JICA Training, DACV
2009	100	8	JICA Training, DACV

Table 4-5: Training Expenses

Year	Training Period	Number of Participants	Training Place
2007	Feb. 2 to Mar. 2 in 2008	100	JICA Training, DACV
2008	Oct. 1 to Nov. 1 in 2008	100	JICA Training, DACV
2009	Sept. 29 to Oct. 29 in 2009	100	JICA Training, DACV

For more information, please refer to the Annex. Any question on this report will be answered as far as possible by the project staff. This report has been prepared as a summary document for the project. The data in this report is for reference only and is not intended for any other purpose.

Table 4-6: JICA Budget

Year	2007	2008	2009	Total (JPY)
2007	100	100	100	300
2008	100	100	100	300
2009	100	100	100	300
Total	300	300	300	900

Table 1 Subjunctive		Survey Results
<p>Output 1 This training program is developed.</p>	<p>At least 80% of more of the readers who attended training through a lease are satisfied with the contents of the training.</p>	<p>JICA Thailand Office conducted the Impact Survey on October 2013, with the support of the CPO. In the survey, the satisfaction level was asked for 40 participants (group leaders) for your training topic. The result shows that 44.2% of participants expressed "very high" satisfaction and 23.8% of them "high" satisfaction. In total, 68% of them were satisfied with the contentment (training) indicating that the objective for output 1 and 2 (80%) is achieved.</p>
<p>Output 2 Business training is disseminated.</p>		<p>Figure 1 shows the satisfaction level of business and Figure 2 shows the utilization level of training to develop skills in both figures. Most of "community group" is more a better comparison with others, suggesting that the training was suitable for community groups. Table 7 shows the training results during the Project phase.</p>

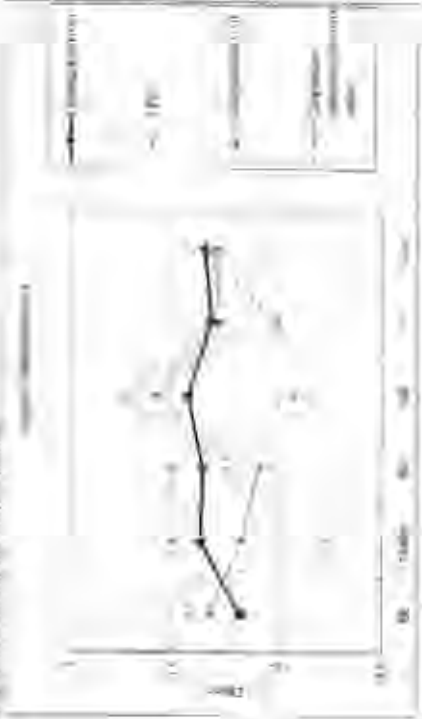


Table 17: Overall comparison of participants' knowledge. Average performance of participants on each item is shown in the table below. The total score for each participant is shown in the column labeled 'Total Score'. The total score for each participant is shown in the column labeled 'Total Score'. The total score for each participant is shown in the column labeled 'Total Score'.

Item	Participants' Knowledge		Total Score
	Correct	Incorrect	
1. The total score for each participant is shown in the column labeled 'Total Score'.	35	0	35
2. The total score for each participant is shown in the column labeled 'Total Score'.	35	0	35
3. The total score for each participant is shown in the column labeled 'Total Score'.	5	0	5
4. The total score for each participant is shown in the column labeled 'Total Score'.	15	0	15
5. The total score for each participant is shown in the column labeled 'Total Score'.	10	0	10
Total	100	0	100

Table 17: Overall comparison of participants' knowledge.

Item	Correct	Incorrect	Total Score
1. The total score for each participant is shown in the column labeled 'Total Score'.	35	0	35
2. The total score for each participant is shown in the column labeled 'Total Score'.	35	0	35
3. The total score for each participant is shown in the column labeled 'Total Score'.	5	0	5
4. The total score for each participant is shown in the column labeled 'Total Score'.	15	0	15
5. The total score for each participant is shown in the column labeled 'Total Score'.	10	0	10
Total	100	0	100

Table 17: Overall comparison of participants' knowledge.

SIC items		Survey results																									
<p>Output: 4.5 national youth networks to develop</p>	<p>4.5 youth at 47% of 700 of the 1,000 who attended national through a case improve network activities with other youth</p>	<p>According to the questionnaire survey of the CFC, which was conducted in the year 2002 for the purpose of the first year 2007 are 2009 and 2010 for the duration of the first year 2005. In total 127 groups replied that they participated in the previous network meeting. We showed the 7 skills (3.95 groups for the questionnaire of 2005 and 62 groups for the questionnaire 2009), listing from this number, 50.2% of groups responded that they had participated and it can be noted that the output 7 has been achieved (indicated as 100%).</p> <p>Table 11.0 Questionnaire survey result for Output 7</p> <table border="1"> <thead> <tr> <th>Questionnaire</th> <th>2005/2006</th> <th>2009</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Early</td> <td>151</td> <td>73</td> <td>224</td> </tr> <tr> <td>Participate</td> <td>43</td> <td>62</td> <td>105</td> </tr> <tr> <td>Percentage</td> <td>23.10%</td> <td>84.90%</td> <td>20.39%</td> </tr> </tbody> </table>	Questionnaire	2005/2006	2009	Total	Early	151	73	224	Participate	43	62	105	Percentage	23.10%	84.90%	20.39%	<p>Table 11.0 shows the example of groups for national youth network group in the year 2005</p>								
Questionnaire	2005/2006	2009	Total																								
Early	151	73	224																								
Participate	43	62	105																								
Percentage	23.10%	84.90%	20.39%																								
<p>Output: 4.5 national youth networks to develop</p>	<p>4.5 youth at 47% of 700 of the 1,000 who attended national through a case improve network activities with other youth</p>	<p>Table 11.1. Example of groups for national youth network group in the year 2005</p> <p>Table 11.2. Example of groups for national youth network group in the year 2005</p> <table border="1"> <thead> <tr> <th>Example of the national youth network group for the national youth network group</th> <th>Number</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Example of the national youth network group for the national youth network group</td> <td>4</td> <td>0.7</td> </tr> <tr> <td>Example of the national youth network group for the national youth network group</td> <td>10</td> <td>1.7</td> </tr> <tr> <td>Example of the national youth network group for the national youth network group</td> <td>10</td> <td>1.7</td> </tr> <tr> <td>Example of the national youth network group for the national youth network group</td> <td>11</td> <td>1.7</td> </tr> <tr> <td>Example of the national youth network group for the national youth network group</td> <td>3</td> <td>0.5</td> </tr> <tr> <td>Example of the national youth network group for the national youth network group</td> <td>2</td> <td>0.3</td> </tr> <tr> <td>Example of the national youth network group for the national youth network group</td> <td>10</td> <td>1.7</td> </tr> </tbody> </table>	Example of the national youth network group for the national youth network group	Number	Percentage	Example of the national youth network group for the national youth network group	4	0.7	Example of the national youth network group for the national youth network group	10	1.7	Example of the national youth network group for the national youth network group	10	1.7	Example of the national youth network group for the national youth network group	11	1.7	Example of the national youth network group for the national youth network group	3	0.5	Example of the national youth network group for the national youth network group	2	0.3	Example of the national youth network group for the national youth network group	10	1.7	<p>Table 11.2 shows the example of groups for national youth network group in the year 2005</p>
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	Items Sub items	Survey results																
<p>Advisement to the Overall Goal</p>	<p>As many as 30% or more of the conditional grants led by the focused business development activities for new products or commercial services would allow for faculty athletic training.</p>	<p>The questionnaire survey of the CPP issued about the improvements of the various activities around the world when participating in the first one. This result shows that for the year 2007 and 2008, 115 out of 151 responses were positive, and for the year 2009, 64 out of 67 groups showed positive (71.5-16). In fact, 100 out of 211 groups, which is about 47.4%, developed new activities or new products. Therefore, it is likely that the overall goal of the (Fifty-two) respondents (percentage is 30%).</p> <p>Table 16: Questionnaire survey result for Overall Goal</p> <table border="1"> <thead> <tr> <th>Questionnaire survey</th> <th>2007/2008</th> <th>2009</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Reply</td> <td>151</td> <td>67</td> <td>218</td> </tr> <tr> <td>Positive answer</td> <td>115</td> <td>64</td> <td>169</td> </tr> <tr> <td>Percentage</td> <td>76.20%</td> <td>95.50%</td> <td>77.00%</td> </tr> </tbody> </table>	Questionnaire survey	2007/2008	2009	Total	Reply	151	67	218	Positive answer	115	64	169	Percentage	76.20%	95.50%	77.00%
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Annex-4

Evaluation Grid: Terminal Evaluation of the Project on Community Leader Development in Agricultural Cooperative in Thailand

2. Implementation process

Priority activities	Major items		Sub-Items	Comments
	No.	Item		
Priority activities	1-1	Have activities been implemented as planned?		This Project has been implemented as planned through some activities and activities of the Project of Operation
	1-2	Is there any challenge in the Project activity?		There is no challenge in the Project activity in August 2010 deal with these issues with the PCO.
Main activities	1-3	Why those are conducted for the community leaders?		Any the main activities of the Project have been implemented
	1-4	Is there any problem in the main activities?		There is no problem in the main activities with the PCO as there is a good plan for the main activities in the main activities of the Project.
Main activities	1-5	Is there any problem in the main activities?		There is no problem in the main activities with the PCO as there is a good plan for the main activities in the main activities of the Project.
	1-6	Is there any problem in the main activities?		There is no problem in the main activities with the PCO as there is a good plan for the main activities in the main activities of the Project.
Main activities	1-7	Is there any problem in the main activities?		There is no problem in the main activities with the PCO as there is a good plan for the main activities in the main activities of the Project.
	1-8	Is there any problem in the main activities?		There is no problem in the main activities with the PCO as there is a good plan for the main activities in the main activities of the Project.

Annex 2

Evaluation Info: Terminal Evaluation of the Project on Community-Led Development in Agricultural Cooperatives in Thailand
 3. Parameters of Five Evaluation Criteria

Evaluation Criteria	Main Objective	Evaluation Question		Survey results
		No.	Indicators	
1. Role and Priority		1.1	Is the Project consistent with national development policy of Thailand?	The Project is also consistent to Thailand's old policy in which the project is prioritized as one of the priority areas of national cooperation. Involvement of community-based organizations in development is an "Economic cooperation that fits the System of Thailand" aimed at May 2006. In addition, in the early plan approval of ADB in 2005, the Project is positioned as the program to respond economic revitalization related to rural household development issue. Involvement of development form technical to social.
		1.2	In the Project, investment with Japan's foreign aid policy and JICA's plan for country-specific program implementation?	
2. Necessity		1.3	Does the Project match the existing CSO?	<p>CSO have existed in rural area Project is in line with CSO system plan (2550-2551) with a summary of the following:</p> <ol style="list-style-type: none"> 1. Strengthening good governance for Cooperative management system. 2. Strengthening marketing activities for rural Thailand's Cooperative system. 3. Strengthening Cooperative value to deal forward the country's social and economic development and self-sufficient programs. 4. Promoting utilization of CSO's capacity to provide advice and training through Cooperative system.

Assessment Question	Evaluation Question			Score/Weight
	Main Question	Yes	Yes/Qualifiers	
1. The project:	1.1. Has it met its Main Objective?	1.5	Is the selection of the target group appropriate? (Target, Issues, etc. discussed in table 1.1.)	Target Group of the Project is "people living and working in urban informal groups that have been traditionally marginalised and have low income levels" – as defined in the 2011. As stated already in Table 1.1, those groups are target of intervention of the Project. Therefore, the selection of the target group was relevant.
	1.2. Has it met its Specific Objectives?	1.5	Is there any doubt about beyond the target group?	Knowledge and skills of the trained leaders were planned to be introduced from the leaders to other urban areas through the club meetings – mentioned in Table 1.1.
	1.3. Has it met its Long-term Objectives?	1.7	Did Urban have an advantage in introducing the target technology? (Can you do it better than experienced?)	Urban have accumulated experience in introducing "One Village One Product" movement which was started in 2007 as well as in business management and agricultural development.
2. The project:	2.1. Has it met its Main Objective?	2.4	Is the Project Purpose achieved?	(See the Achievement of Project Purpose in Table 1.1 achievement)
3. The project:	3.1. Has it met its Main Objective?	2.0	Was the Urban sufficient to achieve the Project Purpose? Was the Role of those involved in the Project Purpose successfully achieved?	It was recognized that joint relationship among District and Project Purpose is almost typical as a whole, although joint relationship is not the focus of the current analysis.
	3.2. Has it met its Specific Objectives?	2.0	Are the Important Assumptions from the Authority to the Project Purpose correct? Was the correct role of those involved from Important Assumptions? (Urban and Assumptions in table 3.1) were correct process followed in steps according step activities as mentioned in table 3.1 of the project.	The Important Assumptions from the Authority to the Project Purpose is almost typical as a whole, although joint relationship is not the focus of the current analysis.

Evaluation Question	Evaluation Question		Summary																																				
	Main Question	Sub-Question																																					
2. Effectiveness	<p>What are the promoting hindering factors for the achievement of the Project Purpose?</p>	<p>What are the promoting hindering factors for the achievement of the Project Purpose?</p>	<p>Observations:</p> <ul style="list-style-type: none"> Chairman of CSO, County-level have devised the mission for the team etc. Director General has already organized a self-assessment (Project) among the staff regarding implementation of the Project. <p>Findings/ factors:</p> <ul style="list-style-type: none"> Advances effort from local economy, not so easy. <p>Table 18 shows among the summary of the relevant data are (continuity to assess/mission and follow up the budget) those of all can be regarded as promoting hindering factors to achieve the budget.</p> <p>Table 18: Advantages and Constraints of the 10 specific activities in the group by monthly training, (continued) (Mileage given) (Community group)</p> <table border="1"> <thead> <tr> <th>Activity</th> <th>Number</th> <th>Percentage</th> <th>Percent of Total (%)</th> </tr> </thead> <tbody> <tr> <td>Self-assessment</td> <td>24.5</td> <td>24.5</td> <td>24.5</td> </tr> <tr> <td>Advances effort from local economy</td> <td>32.5</td> <td>32.5</td> <td>32.5</td> </tr> <tr> <td>Director General has already organized a self-assessment (Project) among the staff regarding implementation of the Project</td> <td>30.0</td> <td>30.0</td> <td>30.0</td> </tr> <tr> <td>Chairman of CSO, County-level have devised the mission for the team etc.</td> <td>11.5</td> <td>11.5</td> <td>11.5</td> </tr> <tr> <td>Advances effort from local economy</td> <td>11.0</td> <td>11.0</td> <td>11.0</td> </tr> <tr> <td>Director General has already organized a self-assessment (Project) among the staff regarding implementation of the Project</td> <td>11.0</td> <td>11.0</td> <td>11.0</td> </tr> <tr> <td>Chairman of CSO, County-level have devised the mission for the team etc.</td> <td>11.0</td> <td>11.0</td> <td>11.0</td> </tr> <tr> <td>Total</td> <td>100</td> <td>100</td> <td>100</td> </tr> </tbody> </table>	Activity	Number	Percentage	Percent of Total (%)	Self-assessment	24.5	24.5	24.5	Advances effort from local economy	32.5	32.5	32.5	Director General has already organized a self-assessment (Project) among the staff regarding implementation of the Project	30.0	30.0	30.0	Chairman of CSO, County-level have devised the mission for the team etc.	11.5	11.5	11.5	Advances effort from local economy	11.0	11.0	11.0	Director General has already organized a self-assessment (Project) among the staff regarding implementation of the Project	11.0	11.0	11.0	Chairman of CSO, County-level have devised the mission for the team etc.	11.0	11.0	11.0	Total	100	100	100
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Evaluation Criterion	Evaluation Sub-criteria		Comments
	Min	Max	
ii. Efficiency	Achievement of outputs	60% or greater production quantity	Close the Achievement of Outputs (7-7) and Code (Performance)
	Cost effectiveness	Was the value in investment to construct the network	The selected activities were sufficient to address the output although some activities were questionable in achieving the output
		Was the impact of investment from the activities to the digital economy also at the national level of time? Was there any evidence from domestic development?	If not, national level of GDP, national office
The quality of the database records are judged appropriate except for the following cases: The database of database records can be judged appropriate except for the following cases: The results report of some agency past the report and format for technology transfer according to the country to order to target the qualifications requested by the CPTA, they was an online database from agency. At such stage of the report, the fields were not clear at some short-term opportunities partly different from the transactions of the data. They were anomalies in the data stage of the stage	3.3	Appropriate data number, creating field contents, getting and using information in data	The database records are judged appropriate except for the following cases: The database of database records can be judged appropriate except for the following cases: The results report of some agency past the report and format for technology transfer according to the country to order to target the qualifications requested by the CPTA, they was an online database from agency. At such stage of the report, the fields were not clear at some short-term opportunities partly different from the transactions of the data. They were anomalies in the data stage of the stage
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Problem Question	Evaluation Questions		Sources/Notes																																						
	Main Question	Sub Question																																							
Overall	<p>0.1 How do we understand the Overall Goal?</p>	<p>Table of assessment against achievement of the Overall Goal</p>	<p>achievement of the Overall Goal can be judged by past or comparison of the table of achievement. Considering the achievement in the first column, however, some further comments have to be taken.</p> <p>The Overall goal and business economic are not for an immediate time but comparison against reference. From the achievement of rural community development, however, the development of the business economic and economic of the industry over the time will be the forward motion for economic system established by the EMG.</p> <p>According to the EMG, the important assumption from the business economic to the Overall Goal is (1) economy of the project.</p>																																						
	<p>0.2 General relationships</p>	<p>Are the Overall Goal and Project consistent?</p>																																							
	<p>0.3 Are the Important Assumption from the Project purpose to the Overall Goal consistent with the area of project at time? Is the possibility that the Important Assumption is correct?</p>	<p>Are the Important Assumption from the Project purpose to the Overall Goal consistent with the area of project at time? Is the possibility that the Important Assumption is correct?</p> <p>Important Assumption: (1) economy, (2) business economic, (3) development of the industry, (4) rural community development, (5) commitment of the project.</p>																																							
<p>0.4 How do we understand the Overall Goal?</p>	<p>0.4 How do we understand the Overall Goal?</p>	<p>The study of Overall Goal can be used to find the EMG of the economy and by the business economic and their economic growth of the economic development of the project. See Table 2.0 and Table 2.1 below.</p> <table border="1" data-bbox="957 313 1165 1232"> <thead> <tr> <th rowspan="2">Year</th> <th colspan="2">GDP (Millions of US\$)</th> <th colspan="2">Population (Millions)</th> </tr> <tr> <th>1990</th> <th>2000</th> <th>1990</th> <th>2000</th> </tr> </thead> <tbody> <tr> <td>1990</td> <td>20</td> <td>30</td> <td>10</td> <td>15</td> </tr> <tr> <td>2000</td> <td>30</td> <td>45</td> <td>15</td> <td>20</td> </tr> <tr> <td>2010</td> <td>45</td> <td>70</td> <td>20</td> <td>30</td> </tr> <tr> <td>2020</td> <td>70</td> <td>110</td> <td>30</td> <td>45</td> </tr> <tr> <td>2030</td> <td>110</td> <td>180</td> <td>45</td> <td>70</td> </tr> <tr> <td>2040</td> <td>180</td> <td>280</td> <td>70</td> <td>110</td> </tr> </tbody> </table>	Year	GDP (Millions of US\$)		Population (Millions)		1990	2000	1990	2000	1990	20	30	10	15	2000	30	45	15	20	2010	45	70	20	30	2020	70	110	30	45	2030	110	180	45	70	2040	180	280	70	110
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Evaluation Criteria	Evaluation Questions		Sources
	Main Question	Sub-Question	
4. Impact:	<p>Are there any positive or negative impacts on the community?</p>	<p>Is there any influence on policies?</p>	<p>There is not exactly evidence on policy level from the Provincial government of Hanoi. However, Provincial government has been involved in the project and this has been assessed and the impact has been analyzed by addition on the 2014 assessment of the Provincial Government on the impact of the project. And this has been published in:</p> <p>(Positive impact)</p> <ul style="list-style-type: none"> +Counterparts of Provincial Government have shared knowledge through year-to-year products and published their reports on the CRD website. +Farmers Markets have been started in two consecutive years initiated by the participants of the training in Japan. 1. Lam Phia Phung agricultural cooperation of Nakayama University in Vietnam started in January 2009. 2. Lam Phia Phung agricultural cooperation in Hanoi has been started in January 2009. 3. Hanoi Phung agricultural cooperative in Hanoi has been started in January 2009. <p>+In the field of Human Resource Development (HRD), HRD university (Nakayama University) has been started at the middle school cooperative and planned to be open in other two cooperatives in 2009 and 2010.</p> <ul style="list-style-type: none"> 1. Lam Phia Phung agricultural cooperative in Hanoi (Nakayama University) government started in January 2009. 2. Lam Phia Phung agricultural cooperative in Hanoi (Nakayama University) government started in January 2009. 3. Lam Phia Phung agricultural cooperative in Hanoi (Nakayama University) government started in January 2009. <p>+Through the training for the Provincial Government, it seems that the provincial government has been involved in the project and the provincial government has been involved in the project and the provincial government has been involved in the project.</p> <p>According to the results survey for the Provincial Government, it seems that provincial government has recognized the importance of human resource development and food security leading to citizens' economic activities in addition, the provincial government led by the Provincial Government has been involved in the project and the provincial government has been involved in the project and the provincial government has been involved in the project.</p>
	<p>Are there any unobserved positive or negative impacts on the community?</p>	<p>Are there any unobserved positive or negative impacts on the community?</p>	

Source/ System	Measure/ Target	Indicator/ Sub-Indicator	Baseline/ Current Status	Target/ Goal
1. Sustainable Development Goals (SDGs)	SDG 13: Climate Action	13.1: Strengthen resilience and reduce disaster losses, including human, material, financial, and economic losses, through stronger risk management and disaster preparedness	Baseline: No specific baseline data for this indicator.	Target: 13.1: Strengthen resilience and reduce disaster losses, including human, material, financial, and economic losses, through stronger risk management and disaster preparedness
2. Environmental Impact Assessment (EIA) Report	2.1: Environmental Impact Assessment (EIA) Report	2.1.1: Environmental Impact Assessment (EIA) Report	Baseline: No specific baseline data for this indicator.	Target: 2.1.1: Environmental Impact Assessment (EIA) Report
3. Project Management System	3.1: Project Management System	3.1.1: Project Management System	Baseline: No specific baseline data for this indicator.	Target: 3.1.1: Project Management System
4. Stakeholder Engagement	4.1: Stakeholder Engagement	4.1.1: Stakeholder Engagement	Baseline: No specific baseline data for this indicator.	Target: 4.1.1: Stakeholder Engagement
5. Financial Management	5.1: Financial Management	5.1.1: Financial Management	Baseline: No specific baseline data for this indicator.	Target: 5.1.1: Financial Management
6. Risk Management	6.1: Risk Management	6.1.1: Risk Management	Baseline: No specific baseline data for this indicator.	Target: 6.1.1: Risk Management
7. Quality Management	7.1: Quality Management	7.1.1: Quality Management	Baseline: No specific baseline data for this indicator.	Target: 7.1.1: Quality Management
8. Safety Management	8.1: Safety Management	8.1.1: Safety Management	Baseline: No specific baseline data for this indicator.	Target: 8.1.1: Safety Management
9. Environmental Monitoring and Reporting	9.1: Environmental Monitoring and Reporting	9.1.1: Environmental Monitoring and Reporting	Baseline: No specific baseline data for this indicator.	Target: 9.1.1: Environmental Monitoring and Reporting
10. Social and Environmental Reporting	10.1: Social and Environmental Reporting	10.1.1: Social and Environmental Reporting	Baseline: No specific baseline data for this indicator.	Target: 10.1.1: Social and Environmental Reporting

Form-1: List of Japanese experts

No.	Name / Field	Organization	Term	Report	Outlines of jobs/done
1	Mr. Masahito Kurihara / Cooperative management	Zenryo	March 11, 2007 to Feb. 28, 2010	16	The expert has carried out management activities.
2	Mr. Keiichi Yamamoto / Agriculture	N.A.	March 26, 2007 to June 30, 2007	26	The expert found mainly to visit the site and delivery of lessons in the general training activities. The group analyzed the needs and conducted guidance for several model groups.
3	Mr. Taro Takahashi / Business management	N.A.	May 09, 2007 to July 28, 2007	30	The expert developed project activities on the pattern using permission system from the market and financial transactions in a rotation.
4	Ms. Yuuki Yamashita / Product development	N.A.	June 17, 2007 to Sept. 14, 2007	30	The expert studied and described these operation issues. Then the expert conducted a lecture and visited several farms' sites to give comments and advice.
5	Mr. Kazuomi Ishimizu / Production center formation and management	N.A.	July 12, 2007 to Sept. 28, 2007	70	The expert visited farms to find a way to be local brand formation and clarify the requirements. Then the expert delivered a lecture for encouraging the movement of local brand formation.
6	Mr. Taro Takahashi / Marketing 2	N.A.	Jan. 12, 2008 to Feb. 6, 2008	26	The expert visited a presentation of the training and visited several sites to exchange views on various topics for marketing. In addition, the expert physically demonstrated preparing action plans to the leaders assembled at the training.
7	Mr. Masaharu Fujiwara / Financial management	N.A.	Jan. 12, 2008 to March 8, 2008	50	The expert conducted basic finance surveys and questionnaire surveys, prepared a draft manual and advice to become well off staff.
8	Mr. Taro Takahashi / Marketing 2	N.A.	April 22, 2008 to May 31, 2008	40	The expert conducted a survey and conducted the progress of action plans and made comments. Furthermore, the expert assessed to establish farmer's market.
9	Mr. Yoshiko Takahashi / Research promotion 2	N.A.	April 27, 2008 to May 31, 2008	40	The expert introduced the policies and activities conducted to secure of the general training held by the group and conducted a survey of the group sites. Furthermore, the group discussed the market comparison and management of the training system and youth for construction. Then the expert activities on the general training promotion.
10	Ms. Yoshiko Ohyanagi / Human resource development (HRD)	Landmark association	April 30, 2008 to July 26, 2008	60	The expert conducted teaching activity delivery lectures and then prepared a HRD guide for the group activities.
11	Ms. Ayako Endo / Product development	Women development (W.D.P.)	July 3, 2008 to May 18, 2008	33	The expert conducted a lecture at the general training and visited the 6 girls' activities for the training held by the group, comments on the product development group leaders on financial and general development.
12	Ms. Taro Takahashi / Marketing 2	N.A.	June 17, 2008 to July 28, 2008	30	The expert conducted an action plan, an action plan interim compilation of data and information to prepare a manual and guide.

No.	Name	Field	Designation	From	To	Work	Outline of job done
12	Mr. Hiroshi Arita	Product development-1	ManE LTD	July 20, 2009	July 20, 2009	12	The expert conducted a lecture at the general training and consult sites to give advice on the related job in July, the expert gave comments and advice on the product survey by the concerned group leader who attended the training.
14	Mr. Yasuaki Ogino	HRD-2	Self	July 13, 2009	July 26, 2009	14	The expert conducted face-finding surveys and advised verbal feedback and group leaders and consecutive leader, but also on CEO activities.
15	Mr. Tetsu Yamashita	Product development-4	Self	July 13, 2009	July 21, 2009	15	The expert conducted face-finding surveys and advised verbal feedback and group leaders and consecutive leader, but also on CEO activities.
16	Mr. Hiroshi Arita	Product development-1	ManE LTD	July 20, 2009	July 23, 2009	16	The expert gave verbal advice on July 20, the expert conducted face-finding surveys and advised verbal feedback and group leaders and consecutive leader, but also on CEO activities. The expert conducted face-finding surveys and advised verbal feedback and group leaders and consecutive leader, but also on CEO activities.
17	Mr. Masahiko Yamamoto	Marketing-1	ManE Personal business	July 20, 2009	July 23, 2009	17	The expert conducted face-finding surveys and advised verbal feedback and group leaders and consecutive leader, but also on CEO activities.
18	Mr. Tetsu Yamashita	Product development-4	Self	July 20, 2009	July 23, 2009	18	The expert conducted face-finding surveys and advised verbal feedback and group leaders and consecutive leader, but also on CEO activities.
19	Mr. Yasuaki Ogino	HRD-2	Self	July 20, 2009	July 23, 2009	19	The expert conducted face-finding surveys and advised verbal feedback and group leaders and consecutive leader, but also on CEO activities.
20	Mr. Tetsu Yamashita	Marketing-1	Self	July 20, 2009	July 23, 2009	20	The expert conducted face-finding surveys and advised verbal feedback and group leaders and consecutive leader, but also on CEO activities.
21	Mr. Masahiko Yamamoto	Marketing-1	ManE LTD	July 20, 2009	July 23, 2009	21	The expert conducted face-finding surveys and advised verbal feedback and group leaders and consecutive leader, but also on CEO activities.
22	Mr. Hiroshi Arita	Product development-1	ManE LTD	July 20, 2009	July 23, 2009	22	The expert conducted face-finding surveys and advised verbal feedback and group leaders and consecutive leader, but also on CEO activities.
23	Mr. Tetsu Yamashita	Marketing-1	Self	July 20, 2009	July 23, 2009	23	The expert conducted face-finding surveys and advised verbal feedback and group leaders and consecutive leader, but also on CEO activities.

Form-2: Provision of equipment

Fiscal year	Equipment name	Quantity
	EQ/A	

Form-3: Training in Japan

Fiscal Year	Training Period	Total trainees		Training place	Content of the training/mission
		Leader	Others		
2007	Feb. 7 to Mar. 26, 2008	03	8	HCA Fukushima IDAF's	<p>Lesson</p> <ul style="list-style-type: none"> -Support of entrepreneurship, organizing and networking for rural women -Acquainted practice of business plan -Case study on rural development through cooperation between government and Co <p>Doc</p> <ul style="list-style-type: none"> -Farming/Market Road side center, Araraizu shop -JA Utsunomiya ; -JA Ehime primary ; -JA Tsushima branch
2008	Oct. 1 to May. 10, 2008	23	8	HCA Fukushima IDACA	<p>Lesson</p> <ul style="list-style-type: none"> -Life improvement activities by women's group -Leadership development and communication -Local production and local consumption and Farming Market <p>Doc</p> <ul style="list-style-type: none"> -Farming/Market, Road side center, Araraizu shop -JA Utsunomiya ; -JA Wakatsuki regional ; -JA Tsushima branch
2009	Apr. 19 to Oct. 29, 2009	03	8	HCA Yamagata IDACA	<p>Lesson</p> <ul style="list-style-type: none"> -Women's community group activity and appropriate support of agriculture -Leadership development for busy business -Local production and local consumption and Farming Market <p>Doc</p> <ul style="list-style-type: none"> -Farming/Market, Road side center, Araraizu shop -Workers' collective BHW -JA Yamagata primary ; -JA Tsushima branch

Form 30 List of training participants in January 2007 for the course of Community Leader Development

No.	Name of participants	Position	Training Period
CEO Office			
1	SRI PRASEPTI Widyani	Green-Lines Technicians (73)	2003 2/3
2	INDRONGEM Pratomo	Diagnostic Technicians (04)	
3	YUMAYANUPTI PONDJI Rullyan	Cooperative Technicians (23)	
4	PUTI AYUNYANDESE Searani	Diagnostic Technicians (17)	
5	LA-ORISUWANI SPISIRI	Cooperative Technicians (23)	
6	KAMRIL Priya	HRD Staff (3)	
Local Leaders			
7	KESEMPURAN Manda	President, Agricultural Developmental Member, Chung Rai Province (05)	
8	AUSENG Gue	Member, Sri Seri Marikwet Agricultural Cooperatives Ltd., Nakhon Phanom Province	
9	UTTIYITAMABADIAL Pessum	President, Vocational Group Pheng-Seng Cooperatives, Quang Mai Province	
10	KOMPHAT Sarnit	President, Vocational Group Wat Uthai Cooperatives, Ratanak Kiri Province (04)	
11	MEBDA Ravivong	Secretary, Vocational Group Nakhong-Fangchua, Sam Athala Ltd., Ratanak Kiri Province (06)	
12	WU-JORJIPHAI Yitak	President, Duanma Agricultural Cooperatives Ltd., Sakaeng Province (00)	
13	LEADRITANG Sarnit	Public Relations Manager, Thai Agricultural Cooperatives Ltd., Trat Province (13)	
14	SOPHITH Sombot	President, Chum-Pana Agricultural Cooperatives Ltd., Mahakulabhumrai Province (05)	
15	SURU Maluchong	Group of President, Thai Phnom Agricultural Cooperatives Ltd., Mahakulabhumrai Province (04)	
Cooperative personnel			
16	LEIDA Aporn	Marketing Officer, Saengma Agricultural Cooperatives Ltd., Surabun Province (03)	
17	KONATE SAMAD	Manager, Hakhong Agricultural Cooperatives Ltd., Phnom Penh Province (02)	
18	KONGSAMJAREED Magsang	Product Manager, Daling San Cooperative Agriculture, Ujung Rai Province (07)	
19	KOTANAT Sornai	Manager, Chomchong Agricultural Development Ltd., Mahakulabhumrai Province	
20	BHAMDENG Malin	Chief of Agriculture, Taung-Saeng, Raj Agricultural Cooperatives Ltd., Ubon Ratchathani Province (00)	
21	SREUNHANG Pheon	Secretary, Myo Women Agricultural Cooperatives Ltd., Vientiane Province (00)	
22	TATAXONGKAPATHAKOM Yathakul	Director, Sri Saengkhaw Agricultural Cooperatives Ltd., Nakhon Phanom Province (06)	
23	PHOUKUNO Uthai	Secretary, Wat Chae Chayapha, Ratanak Kiri Province (02)	

Form-3: List of women participants (10 June 2017) for the course of Community based Management of women's

Sl. No.	Name of participant	Address and organization	Training Period
DFD Officers			
1	Amulya Jayaram	Cooperative Technicians	
2	ANITHA Srikanya	Cooperative Technicians	
3	RODAM Vinita	Cooperative Technicians	
4	RIYANDEWAR Kuntala	Cooperative Technicians	
5	THILAK Senthil	Cooperative Technicians	
6	YAMRISUK Dasip	Cooperative Technicians	
7	KAMBANG Jeyapriya	DFD Officer	
Cooperative members			
8	BROMWADY Vathon	Manager (Education) Agricultural Cooperative Ltd.	
9	RANGSAROL Rongin	Manager (Manufacture/Agriculture) Cooperative Ltd.	
10	BORISOU Sompou	Manager (Coop. Socy. Agriculture) Cooperative Ltd.	
11	VAE A-LEE Nithi	Assistant Manager (Living Acquisition) Agricultural Cooperative Ltd.	
12	DOMBURI Aching Sali MSingali	Manager (Coop. Socy. Agriculture) Cooperative Ltd.	
13	TAB-U-RAI Phou-Li-Bhe	Manager (Manufacture/Agriculture) Cooperative Ltd.	
14	PHONGCHAMPONG Ekhawat	Chairman (Sachawan) Agricultural Cooperative Ltd.	
15	ELUPHOTOMI Susang	Manager (Manufacture/Agriculture) Cooperative Ltd.	
Group leaders			
16	THEUNGROT Silathon	Chairwoman (Quality Standard) Producer Group	
17	SIRDACH Sommal	Chairwoman (Bank) (Borrowing) (Sachawan) (Sachawan) Group	
18	CHEMA Mareh	Vice Chairman (Consumer) (Sachawan) (Sachawan) Group	
19	MA-OUSENG (Abdulayem)	Chairwoman (Bank) (Borrowing) (Sachawan) (Sachawan) Group	
20	PANTUORH Seythoung	Chairwoman (Manufacture) (Sachawan) (Sachawan) Group	
21	LAUHAM Glawawan	Chairwoman (Manufacture) (Sachawan) (Sachawan) Group	
22	YANTHAWUTHIRUN Suphachaya	Secretary (Bank) (Borrowing) (Sachawan) (Sachawan) Group	
23	TOANTHONG Areeka	Chairwoman (Manufacture) (Sachawan) (Sachawan) Group	

Form-4: JICA budget

Fiscal Year	2006	2007	2008 (Total)	Total
Total	1,600	3,000	5,000	11,000

Unit: 1,000 Yen

Form 3 - Assignment of counterpart (2007-2009)

No	Field	Name of I/O	2007			2008			2009				
			M	A	S	D	J	A	S	D	M	A	S
1		Ms. Ranti Kusuma											
2	Operation	Ms. Winona Didiyudhicha											
3	production	Ms. Yantiana Rumana											
4		Ms. Divuldi Rendi Misalyana											
5		Ms. Widyay Srisriyati											
6	Business Technology	Ms. Damartha Eka-											
7		Ms. Yantiana Rumana											
8		Ms. Damartha Eka-											
9	Product development	Ms. Yantiana Rumana											
10		Ms. Yantiana Rumana											
11		Ms. Yantiana Rumana											
12		Ms. Yantiana Rumana											
13	Marketing	Ms. Yantiana Rumana											
14		Ms. Yantiana Rumana											
15	Financial management	Ms. Yantiana Rumana											
16	Human resources development	Ms. Yantiana Rumana											
17	Production control	Ms. Yantiana Rumana											
18	Production control	Ms. Yantiana Rumana											

Form-6: Budget for Thai side (Baht)

Fiscal Year	2006/2007	2007/2008	2008/2009	Total
Total amount	3,554,000	3,400,000	3,519,600	10,474,200
Training	2,945,000	2,945,000	2,027,798	8,517,798

Form-7: Training needs-1)

Fiscal Year 2006/2007

Criteria

1. Select 1 occupational group (from among Women's Cooperatives, Groups, and youth cooperatives/associations) with the following qualifications to accept the project:
 - 1.1 An occupational group with track records of continuous activities.
 - 1.2 An occupational group receiving support from cooperatives/ farmers' groups or its systems/ associations/ the cooperatives/ farmers' groups through which the Department transfers money to occupational groups, and its members are also members of cooperatives/ farmers' groups, group members of farmers' members of youth and members of cooperative/ farmers' groups.
 - 1.3 An occupational group in which members participate in the groups' administration and play a part in the implementation of the groups' activities.
 - 1.4 An Occupational group in which members also part in ownership. Occupational groups owned by single business owners are not eligible. Members of the group must run/ administering the group based on cooperative principles.
 - 1.5 The occupational group which have participated in a project on management efficiency development for producer groups which produce vegetable, processed fruits, non-tropical fruits, livestock products, livestock products, woven products, plant fiber products, and animal products under the One-Team-One-Product Project (Phase 1) (R.E. 2547 (A.D. 2004)) - and is implemented by the Department and Phitsakulrajavidyalaya University Management Efficiency Development of Producer Groups in the 3 Southern Border Provinces and Training in Resource Use Strategy, and Domestic PIAs of S.E. CAS (A.D. 2005).
2. Select 1 civil servant (who is in charge of providing advice in support/encouragement group-related project) to the producers of class 1).
3. Select 1 leader of an occupational group who accepts/ actively engaged/ potential variation of an occupational group. He/she has to be familiar on being an active role in the implementation of the group's work and is committed to participate/develop sustainably. He/she does not have to be the chairman/ administrator or a group committee member. All members of the occupational group are eligible to participate/participate full and for over 60 days of the year.
4. Select 1 member of the committee, or a cooperative staff member of staff of the Cooperatives with which the occupational groups/in classes) is affiliated. He/she must be in charge of working with the relevant occupational groups.

Form-7: Training record-(2)
Fiscal Year- 2006-2007

Slr	Month	Number of participants			Purpose	*Comments	
		Total	1	2			3
1	Aug 8 to 11 & Oct 18 to 20	108	72	70	90	Trainers know each other through participatory activities. Intra- & Inter- analysis does have enough knowledge on role to make group development plan after the training.	<ul style="list-style-type: none"> *Established and Human Relationship *Participatory Process *Discussion *Participatory Workshop *Self Analysis Group *Development Plan
2	Mar-14 - Mar-17 & May 20 - May 21, 2007	704	33	61	71	Trainers make presentations on their group development plan. Japanese experts of Marketing and Business (young person) make presentations, introduce objectives, motivation to Japan, and understand business goals.	<ul style="list-style-type: none"> *Group Situation Presentation *Marketing Presentation in Japan *Human Learning Activities *Japan
3	Oct 23 - Jul 30	316	61	61	71	To establish motivation of business leaders by authority. JA Group (young people) has 10 to be good as framework, one minute product competition by group leaders and group discussion are conducted. Also, formation of Marketing, Business living program, product development and distribution center formation and management are given by Japanese experts to provide new knowledge and ideas as well as group development.	<ul style="list-style-type: none"> *Using More Experiences *Marketing Promotion *Business Activities *Product Development *Production Center Formation and Promotion *Japan
4	April 8 - Sep 1	300	65	57	84	To make the further activities and development of trainers in the future, group discussion (including and supporting of international Japanese expert) Product development and Production center formation and management are lecture individually. Furthermore, to observe and test group activities, field practice conducted.	<ul style="list-style-type: none"> *Production Center Formation and Promotion *Product Development *Production Group Network Development *Japan *Field Practice (Production Practice) *Field Practice (Sales Promotion)

Form-1, Training record-13)

Fiscal Year, 2007/2008

Criteria

1. Select occupational groups to participate in the project. The primary occupations are the eligible groups are:

1.1 Occupational groups with track records of successful activities.

1.2 Occupational groups that receive support from cooperatives, farmers' groups or implement networks, and their members are also members of cooperative, farmers' groups, or are members of families, members of which are members of cooperative/farmers' groups.

1.3 Occupational groups in which members participate in the groups' administrative and other activities in the implementation of the groups' activities.

1.4 Occupational groups in which members take part in ownership. Occupational groups owned by single farmers, swiddeners are eligible. Members of the groups take turn administering their groups based on cooperative's principle.

In this selection, Provincial Offices shall select at most 4 occupational groups who have qualifications as mentioned above by granting and Cooperatives Promotion Department will determine again.

2. Select project participants based on the following principles:

2.1 One member from each of the selected occupational groups, eligible cooperative groups' members need to have training required for actual operation of occupational groups. They shall have to be keen on taking an active role in the work of the groups, and are committed to their development activities. The minimum age criterion becomes as group members of occupational groups may all be eligible. Prospective participants must not be over 70 years of age.

2.2 One manager of the cooperatives/farmers' group with which the selected occupational groups in clause 1 is affiliated. He/she must be in charge of working with the occupational group in question and must not have participated in training in Japan under the project or Community Leaders' Development in Agricultural Cooperatives in Thailand for Fiscal Year B.E. 2550 (FY 2007).

2.3 One informant who is in charge of analyzing/evaluating in support occupational groups in cooperatives/farmers' group selected pursuant to this provision in clauses 2.1 or 2.2. He/she must not have participated in training in Japan under the project or Community Leaders' Development in Agricultural Cooperatives in Thailand for Fiscal Year B.E. 2550 (FY 2007).

Form 7: Training record (K)

Fiscal Year: 2007/2008

No.	Period	Number of participants				urpose	Course contents	
		Level	1	2	3			
1	Jan. 26 to Feb. 7		49	27	24	37	<p>Transfer knowledge gained through participatory activities on leadership, Japanese culture of Marketing and Financial management into program and introduce ideas and networks to Japan. Transfer instruction plan together with three trainees in each province.</p>	<ul style="list-style-type: none"> -Leadership and Human Relationship -Company Growth Development -Marketing Promotion -Financial Management -Japanese
	Mar. 11 to May 13		131	71	66	134	<p>Participants make presentations on current progress of their actual plans and are further encouraged into specific Japanese aspects of Marketing, Human Resource Development, Product Development and Human Resource Development, etc. presentations, presentations also and knowledge. The first Japan trainees make reports on what they learned in Japan to stimulate motivation of trainees.</p>	<ul style="list-style-type: none"> -Report of financial management -Product Development -Group Management -Product and Marketing Development -Better Living Promotion -Marketing Development -HRD -Japanese -Study Visit Experience in Japan (1st Year) -Field Trip
	July 13 to July 16		240	57	73	96	<p>To aim for further development and to widen activities of trainees in the future, group discussion on articles/development of vocational group and theoretical approaches and CEO is presented Japanese aspects of Marketing, Product Development and Human Resource Development, etc. (including group discussions, and activities) and transfer to 10 stakeholders (10000) small group discussions about their product strategies.</p>	<ul style="list-style-type: none"> -Marketing Promotion -Product Development -Better Living Promotion -Group Management -Group Education -Vocational Group Facilitating -Study Visit Experience in Japan (1st Year)

Form-2) Training record-3)

Fiscal year: 2008/2009

Criteria

1. Select at least 3 occupational groups participate in this group. The priority qualification of the groups groups are:

1.1 Occupational groups with track records of continued success.

1.2 Occupational groups that receive support from cooperatives/farmers' groups in implement their work, and their members are also members of cooperatives/farmers' groups or are members of families members or children or members of cooperatives/farmers' groups.

1.3 Occupational groups in which members' satisfaction in the groups' membership are play a part in the implementation of the groups' activities.

1.4 Occupational groups in which members take turn in working. Occupational groups owned by single business-owners are not eligible. Members of the groups can't be administrators their groups based on cooperative principles.

1.5 Occupational groups which have a good working relationship with the cooperatives/farmers' groups they are affiliated with.

2. Select project activities based on the following principles:

2.1 One leader from each of the selected occupational groups/eligible occupational groups' representatives to have leadership required for actual operation of occupational groups. They shall have an intention of taking an active role in the work of the groups and are committed to self-development initially. Productive participation must not be over 10 years of age.

2.2 One manager of the cooperatives/farmers' groups with which the selected occupational groups have a relationship. He/she must be in charge of administering the occupational group(s) in question.

2.3 One key person who is in charge of providing advisory support each of the selected occupational groups or cooperatives/farmers' groups in classes 2.1. or 2.2.

Those specified in classes 2.1-2.3 shall have to participate in classes throughout the project and must not have attended previous projects on Community Leader Development in Agricultural Cooperatives in Thailand.

Form 7: Training record-451

Fiscal Year: 2008-2009

No.	Period	Number of participants				Purpose	Course content
		Total	1	2	3		
1	Feb 7 to Feb 5	47	17	27	04	Trainers know each other through anticipatory session. The actual topics trainees together with topics, aspects of Marketing, Product development, Distribution, promotion, Human resource development and cooperative management made presentations, provide case files and activities. Trainees make assignment in each category through group discussion.	<ul style="list-style-type: none"> Introduction of Co-operative and Policy Evolutionary Process Development Co-operative Administration and Management Rural Living Movement Marketing Promotion Product and Packaging Development Money Loan Experiment in Open Field and Branding Action plan
2	Apr 28 to 10	155	11	68	16	Lectures on group and cooperative management, Marketing, Product development and Human resource development are given by Trainers and Instructors to provide concrete services.	<ul style="list-style-type: none"> Group Management or Cooperative System Co-operative Administration and Management Marketing Promotion Product and Packaging Development Identification of Successful Product Group
3	Jul 11 to 27	225	78	61	80	General aspects of Product development and Human resource development and distribution management given lectures, providing theoretical and improvement. Group leaders make presentation through practical experience to improve sales technique and to produce good competitive mind with group sales.	<ul style="list-style-type: none"> Introduction of Successful Presentations Co-operative Administration and Management Group Management and Development Networking Administration of Product Group

Form-3: Information on resource person

Topic	The 2nd training in 2009	The 3rd training in 2009	The 1st training in 2009	ICCA Summary
Date	May 11 to May 14, 2009	July 14 to July 16, 2009	Feb 2 to Feb 5, 2009	Nov 17 to 18, 2009
Place	Hanoi, Phitsanulok	Hotel, Pattaya	Hotel, Mueangthai	Hotel, Pathumthani
Content	1. Group management 2. Cooperative management 3. Better living promotion	1. Group management 2. Farmers market 3. How to apply experience in Japan	1. Cooperative management 2. Group management 3. Better living promotion 4. Farmers market	1. Better living promotion 2. Entrepreneurship 3. Cooperative management 4. Group management
No of participants	151	296	242	Yes
Year	2007	2007	2008	2009
Name	K. ESCOBARON, Mollak SOMTHANAKACHAIWASSAN KOTANAKI, Sawasat FONGKALONGKARADONVADHORN PITAYAPAKDEE, Boonrat JITOMWONG, Pradine SUNTRASTERT, Valeran	KIACHORNTHAI, Kusak MEEDA, Rangasac LEADPRAATUOM, Siraat AUSENAT, Sisa CHAKRABANDYAPAL, Sumati LEKDA, Amporn KOTANAKI, Sumati (2) TANMAGABHITONG, Pannay LA-CORSE, WAK, APISARA	THONGTHERA, Sumalee SAELIM, Sompai PURACHUTTA, Wachana BUARATTATARAKARN, Rama BUKSAK, Prasen SOMWONGKONGKHA, Pannay JAITANG, Pasadine	YAMRISUK, Danonee TAN-U-KAI, Phien-Jo-Peg WAKSA-LEE, Nisak BORIBOON, Sompone RUTDAM, Witai PANGSASAKOL, Pannay PANTJWONG, Sombing TOOMTHONG, Arsook
Group leader	3	4	2	2
Cooperative	2	2	2	4
Non-coop CPH	1	2	0	2
CPD PD	2	0	3	0
Total	7	8	7	8
Accumulated total (A)	7	8	7	8
Accumulated total at resource (A+B)	23	23	23	23
% of training to required persons (A/B)	30.4	30.4	30.4	30.4

