

付 属 資 料

1. 調査日程
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4. 評価グリッド
5. PDM

1. 調査日程

「スレブレニツァ地域における信頼醸成のための農業・農村開発」
中間レビュー 調査日程表

			総括/農村開発・平和構築	計画管理	評価分析
1	6/9	水			成田発→経由地→サラエボ着
2	6/10	木			JICA サラエボコンタクトポイント打合せ サラエボ→スレブレニツァ（陸路）
3	6/11	金			スレブレニツァ市役所ボスニア・ヘルツェゴビナ評価委員との打合せ アソシエーション代表へのインタビュー
4	6/12	土			アソシエーション（DOM、OSAT）活動視察、受益者インタビュー
5	6/13	日		本邦発→経由地→ベオグラード着	JICA 専門家インタビュー
6	6/14	月	本邦発→経由地→サラエボ着	ベオグラード→サラエボ着	調査結果のとりまとめ スレブレニツァ→サラエボ（陸路）
7	6/15	火			9:00 JICA サラエボコンタクトポイント コンサルタント団員からの結果報告、団内打合せ 11:00 ボスニア・ヘルツェゴビナ人権難民省表敬 14:00 ボスニア・ヘルツェゴビナ外務省表敬 15:00 UNICEF 訪問/インタビュー 16:00 OSCE 訪問/インタビュー
8	6/16	水			9:00 サラエボ→スレブレニツァ（陸路） 12:00 Potocari メモリアルセンター 13:00-17:00 サイト視察・インタビュー Brezani MZ ラズベリー栽培、温室イチゴ栽培、牧草地、温室作物栽培
9	6/17	木			9:00 スレブレニツァ市役所表敬 10:00 第1回合同評価委員会 C/P インタビュー 13:30 専門家との打合せ
10	6/18	金			7:30 バイナ・バシュタ金曜市場視察 8:30 プレイルーム（幼稚園）視察 9:00-16:00 CrvivaMZ、SkelaniMZ、OSAT（アソシエーション）訪問 ハーブ加工、小規模給水施設、温室作物栽培、養蜂、各事業視察 16:00-17:30 MZ 代表インタビュー 17:30-19:00 アソシエーション代表インタビュー
11	6/19	土			8:00-10:30 Podravanja MZ 訪問 受益者インタビュー 10:30-12:00 Podravanja MZ 小規模給水施設敷設現場視察 14:30-19:30 団内打合せ、評価報告書案作成
12	6/20	日			評価報告書案作成、団内打合せ

13	6/21	月	評価報告書案作成 16:00 第2回合同評価委員会（評価報告書案読み合わせ）
14	6/22	火	評価報告書案修正 評価報告書最終確認、レポート合意署名
15	6/23	水	10:00 合同調整委員会（JCC） 評価結果報告、M/M 署名 スレブレニツァ→サラエボ（陸路）
16	6/24	木	11:00 ボスニア・ヘルツェゴビナ人権難民省報告 M/M ウィトネス署名 14:30 在ボスニア・ヘルツェゴビナ日本大使館報告 サラエボ→ベオグラード（陸路）
17	6/25	金	9:00 JICA バルカン事務所報告 ベオグラード→ウィーン（空路）
18	6/26	土	ウィーン発
19	6/27	日	成田着

2. 主要面談者

ボスニア・ヘルツェゴビナ人権難民省

Mr. Mujo Jejna, Assistant Minister

ボスニア・ヘルツェゴビナ外務省

Mr. Sefik Fadzan, Minister Counselor, Head Department for Multilateral Economic Relations and Reconstruction

ボスニア・ヘルツェゴビナスレブレニツァ市役所

Mr. Osman Suljic, Mayor,

Mr. Milos Vukosavljevic, Head of Department for Economy and Development, Srebrenica Municipality

Mr. Senad Subasic, Head of Department for Administration General, Municipality Srebrenica

Mr. Svetozar Mitrovic- Head of Department for Social Affairs and Public Services

Ms. Katarina Maksimouic, Independent Professional, Department for Economy and Development, (C/P)

Mr. Bego Bectic, Independent Professional, Department for Social Affaires and Public Service, (C/P)

Mr. Micho Blagomir Jouanovic, Agricultural extension staff, Department for Economy and Development, (C/P)

UNICEF

Ms. Anne-Claire Dufay D., Deputy Representative

在ボスニア・ヘルツェゴビナ日本国大使館

疊（もたい）二夫 大使

荒牧 拓 一等記官

JICA バルカン事務所

黒澤 啓 所長

山田 健 次長

高橋 洋平 所員

本間 和実 企画調査員（在サラエボ）

**MINUTES OF MEETING
BETWEEN
THE JAPANESE MID-TERM REVIEW TEAM
AND
THE SREBRENICA MUNICIPALITY
ON
THE PROJECT FOR CONFIDENCE-BUILDING IN SREBRENICA ON
AGRICULTURAL AND RURAL ENTERPRISE DEVELOPMENT**

Japan International Cooperation Agency (hereinafter referred to as "JICA") and Srebrenica Municipality of the Government of Bosnia and Herzegovina (hereinafter referred to as "Srebrenica Municipality") have jointly organized the Mid-term Review Team (hereinafter referred to as "the Team") to conduct the Mid-term Review on the Project for Confidence-Building in Srebrenica on Agricultural and Rural Enterprise Development (hereinafter referred to as "the Project") in accordance with the Record of Discussions on the Project.

After the intensive study and analysis of the activities and achievements of the Project, the Team prepared Joint Mid-Term Review Report (hereinafter referred to as "the Report"), and presented it to the Joint Coordination Committee (hereinafter referred to as "JCC") that was held on June 23rd, 2010.

JCC discussed the major issues pointed out in the Report and agreed to report to the respective Governments the matters referred to in the document attached hereto.

Srebrenica, June 23rd, 2010



Mr. KIYOKA Masanobu
Leader
Japanese Evaluation Team
Japan International Cooperation Agency
Japan



Mr. SULJIC Osman
Mayor
Srebrenica Municipality
Bosnia and Herzegovina

Witness



Mr. Mujo-jefta
Assistant Minister
Ministry of Human Rights and Refugees
Bosnia and Herzegovina

ОПШТИНА СРЕБРЕНИЦА

ПРИМЉЕНО 23.06.2010			
Орг. Јед.	Број	Позив	Државност
01-0	4-237	10	

Attached Documents

In the meeting of JCC, the following issues were discussed and agreed.

1. JCC received the Report presented by the Team and accepted the result of the review.
2. Chairman of JCC, the Mayor of Srebrenica Municipality, announced that Srebrenica Municipality would establish a new section, "Unit for Integrated Local Economic Development", to monitor and follow up the activities implemented by the Project.
3. In order to protect the equipment / facilities that have been provided by the Project, the Mayor of Srebrenica Municipality and JICA will define the status of those items during the project implementation period.

Handwritten signatures and initials in black ink, including a large signature and the character '清' (Shimizu).

**ZAPISNIK SA SASTANKA
IZMEĐU
JAPANSKOG SEMESTRALNOG TIMA ZA PROCJENU
I
OPŠTINE SREBRENICA
O
PROJEKTU ZA IZGRADNJU POVJERENJA U SREBRENICI O RAZVOJU
POLJOPRIVREDNIH I RURALNIH PREDUZEĆA**

Agencija Vlade Japana za Međunarodnu Saradnju (ovdje i ubuduće nazvana "JICA") i Opština Srebrenica Vlade Bosne i Hercegovine (ovdje i ubuduće nazvane "Opština Srebrenica") zajednički su organizovale Semestralni Tim za Procjenu (ovdje i ubuduće nazvan "Tim") da sprovede Semestralnu Procjenu Projekta Izgradnje Povjerenja u Srebrenici o Razvoju Poljoprivrednih i Ruralnih Preduzeća (ovdje i ubuduće nazvan "the Projekat") u skladu sa Zapisnikom sa Diskusija o Projektu.

Nakon intenzivne studije i analize aktivnosti i dostignuća Projekta, Tim je pripremio Izvještaj Zajedničke Semestralne Procjene (ovdje i ubuduće nazvan "Izvještaj"), i predstavio ga Zajedničkom Koordinacionom Odboru (ovdje i ubuduće nazvan "ZKO") koji je održan dana 23.06.2010.godine.

ZKO je diskutovao o glavnim pitanjima koja su istaknuta u Izvještaju i složio se da izvjesti nadležne Vlasti o stvarima koje su navedene u dokumentu, u prilogu.

Srebrenica, 23.06.2010.godine


Gdin. KIYOKA Masanobu

Vođa

Japanski Evaluacioni Tim

Agencija Vlade Japana za Međunarodnu Saradnju

Japan


Gdin. SULJIĆ Osman

Načelnik

Opština Srebrenica

Bosna i Hercegovina



Svjedok

Gdin. JEJNA Mujo

Pomoćnik Ministra

Ministarstvo za Ljudska prava i Izbjeglice

Bosna i Hercegovina

ОПШТИНА СРЕБРЕНИЦА

23.06.2010			
Opć. jez.	Opć. jez.	Opć. jez.	Opć. jez.
01-014-25	7/110		

Priložena dokumenta

Na sastanku ZKO, usaglašena su sljedeća pitanja.

1. ZKO je primio Izvještaj koji je Tim predstavio i prihvatio rezultat procjene
2. Predsjedavajući ZKO, Načelnik Opštine Srebrenica, najavio je da će Opština Srebrenica osnovati novi odjel "Jedinica za Integrirani lokalni ekonomski razvoj" da vrši monitoring i praćenje aktivnosti koje implementira Projekat.
3. U cilju zaštite opreme/ uređaja koje je dodjelio Projekat, Načelnik Opštine Srebrenica i JICA definišće status tih stavki tokom perioda implementacije projekta.



JOINT MID-TERM REVIEW REPORT
ON
THE PROJECT FOR CONFIDENCE BUILDING IN SREBRENICA
ON AGRICULTURAL AND RURAL ENTERPRISE DEVELOPMENT

Srebrenica, Bosnia and Herzegovina
June 22, 2010

Japan – Bosnia and Herzegovina
Joint Evaluation Team



Mr. KIYOKA Masanobu
Leader
Japanese Evaluation Team
Japan International Cooperation Agency
Japan



Mr. Milos Vukosavljevic
Leader
Bosnia and Herzegovinian Evaluation Team
Head of Department for Economy and
Development
Srebrenica Municipality
Bosnia and Herzegovina

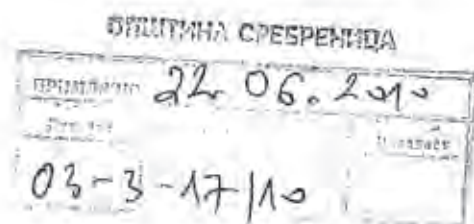


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9. Local Cost by the Japanese side
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11. Local Cost by the Bosnia and Herzegovinian side



List of Abbreviations and Acronyms

C/P Counterpart

JCC Joint Coordinating Committee

JICA Japan International Cooperation Agency

PDM Project Design Matrix

PO Plan of Operation

R/D Record of Discussion

UNDP United Nations Development Programme

USAID United States Agency for International Development



1. Introduction

1.1. Objectives of the Mid-term Review

Objectives of the Mid-term Review were as follows:

- (1) To verify the achievement and implementation process of “The Project for Confidence-Building in Srebrenica on Agricultural and Rural Enterprise Development” (hereafter referred to as “the Project”) in terms of five evaluation criteria (Relevance, Effectiveness, Efficiency, Impact and Sustainability) based on the Record of Discussion (R/D) and Project Design Matrix (PDM); and
- (2) To identify the obstacles and facilitating factors that have affected the implementation process and to review the project plan of the remaining period of the Project
- (3) To discuss and identify necessary measures for overcoming challenges on the project operation and report and recommend the results of discussions to the relevant government agencies in Bosnia and Herzegovina (hereafter referred to as “BiH”) and Japan.

1.2. Members of the Joint Review Team

Table 1-1: JICA Review Team Members

Name	Designation & Organization
Mr. Masanobu KIYOKA Team Leader	Senior Advisor (Rural Development, Development Administration), JICA
Dr. Keiichi HASHIMOTO	Senior Advisor (Peace Building), JICA
Ms. Yuka ASAKAWA	Program Officer, Rural Development Department, JICA
Mr. Atau KISHINAMI	Permanent Expert, International Development Associates, Ltd.

Table 1-2: BiH Review Team Members

Name	Designation & Organization
Mr. Milos Vukosavljevic	Head of Department for Economy and Development, Srebrenica Municipality
Mr. Senad Subasic	Head of Department for Administration General, Srebrenica Municipality
Mr. Svetozar Mitrovic	Head of Department for Social Affairs and Public Services

1.3. Schedule of the Mid-term Review

The schedule of the Mid-term Review is attached as ANNEX-1

2. Outline of the Project

2.1. Background of the Project

The Srebrenica Municipality was one of the most seriously devastated areas during the conflict in BiH in the early 90's. The significance of tragedies was widely shared in the international community. Japan, which has been playing a positive role in the state-building process of the newly established country as a member of the Steering Board of the Peace Implementation Council (PIC), has been laying emphasis on the confidence-building among the ethnic groups in the war-torn city of Srebrenica.

Japan International Cooperation Agency (JICA) started its support for the Municipality in October 2004, dispatching an agricultural and rural development expert to Skelani, eastern part of Srebrenica, to carry out field surveys and pilot activities. A wide range of development potential was identified through these activities to formulate a project with multiple objectives: (1) to develop a basis for enabling environment for confidence-building; and (2) to promote local development through agricultural and rural development activities. It was recognized that development activities in the post-conflict multi-ethnic society should adopt a community-based approach that would give a better chance for an outside assistance to play a catalytic role in a fair manner. With this recognition, both Governments agreed to implement the project through technical cooperation scheme of JICA for the duration of 3(three) years from August 2008 to August 2011.

2.2. Summary of the Project

Project Title

The Project for Confidence-Building in Srebrenica on Agricultural and Rural Enterprise Development (SACRED)

Responsible Organization

Ministry of Human Rights and Refugees, Srebrenica Municipality

Project Duration

August 2008 – August 2011 (3 years)

Target Area

12 Mjesna Zajednica (MZ)¹ in Srebrenica Municipality

Target Group

Residents in 12 MZ of Srebrenica Municipality especially returnees, families with war victims and fatherless (or motherless) families

Overall Goal

- (1) The economic situation of the targeted population is improved.
- (2) Reconciliation of people in the target area is promoted.

Project Purpose

Confidence among the targeted population is built through strengthening the capacity to manage agricultural and rural development joint activities.

Outputs

- (1) Agricultural and rural development activities are implemented continuously by the targeted people.
- (2) Information about agricultural and rural development for re-building co-existent society is disseminated.

3. Methodology of the Review

1) Procedure (Joint Evaluation)

The Project was evaluated by the BiH and Japanese Evaluation Teams (hereinafter referred to as "the Team"). The Team was composed of four members from the Japanese side and three members from the BiH side. The Review included analysis of documents, field survey and interview with stakeholders such as counterparts, JICA experts, Associations, households of farmers and so forth, while using PDM0 (refer to ANNEX 2), Accomplishment Grid (refer to ANNEX 3), Implementation Grid (refer to ANNEX 4) and Evaluation Grid (refer to ANNEX 5).

2) Item of Analysis

- (1) Accomplishment of Project
- (2) Implementation Process
- (3) Five Evaluation Criteria described below:

¹ "Mjesna Zajednica" means "Local Community" in local language. It is hereafter referred to as "MZ".

Table3-1 : Definition of the Five Evaluation Criteria

Five Evaluation Criteria	Definitions as per JICA Evaluation Guideline
1. Relevance	Relevance refers to the validity of the Project Purpose and the Overall Goal in connection with the development policy of the Government of BiH as well as the needs of beneficiaries.
2. Effectiveness	Effectiveness refers to the extent to which the expected benefit of the Project have been achieved as planned. It also examines whether these benefits have been brought about as a result of the Project.
3. Efficiency	Efficiency refers to the productivity of the implementation process, examining if the input of the Project have been efficiently converted into the outputs.
4. Impact	Impact refers to direct and indirect, positive and negative impacts caused by the implementation of the Project, including the extent to which the Overall Goal has been attained.
5. Sustainability	Sustainability refers to the extent to which Srebrenica Municipality can further develop the Project, and the benefits generated by the Project can be sustained under the BiH policies, technology, systems and financial state.

3) Limitation

The Team, on the other hand, recognized that the conventional evaluation methodology that is based on five criteria mentioned above may not suffice in the case of peace-building/confidence-building projects. Therefore, the Team collected specific cases that showed "cooperation" among local population through a series of interviews and extensive review of process documents prepared and monthly submitted by the Project and included them in this Report to examine the implementation process.

4. Project Performance and Implementation Process

4.1. Inputs

4.1.1. Japanese side

(1) Dispatch of experts

The Long-term JICA Experts were assigned for the following fields as planned.

- Chief Advisor/Agriculture Extension
- Rural Development/Project Coordinator

Two short-term JICA Experts were dispatched on the subjects of i) Merchandise Development/ Addition of Commercial Value on Products, and ii) Adviser for Education Techniques and Management System on Pre-schools Education. Details are shown in Annex 6.

(2) Acceptance of C/Ps for Training in Japan

Eleven counterpart personnel (four in 2008 and seven in 2009) have been trained in Japan in the fields of "Community Development" and "Local Industry Development". Details are shown in Annex 7.

(3) Provision of Equipment and Materials

Equipment and materials used in a playroom, such as para-balloons and towel-hangers, have been provided. Details are shown in Annex 8.

(4) Local Cost

Local cost allocated by JICA for the implementation of the Project activities in Japanese fiscal year of 2008 and 2009 is 649,147 EUR in total. Details are shown in Annex 9.

4.1.2. BiH side

(1) Assignment of Counterpart Personnel

Three counterpart personnel have been assigned. Details are shown in Annex 10.

(2) Facilities

Srebrenica Municipality has provided an office space and necessary facilities for JICA Experts and BiH counterpart personnels.

(3) Local Cost

Local cost for utilities and the working space for JICA experts have been provided to support the Project. Details are shown in Annex 11.

4.2. Activities implemented

Almost all the planned activities required were implemented as scheduled.

4.3. Achievement of the Outputs

The levels of achievement of the Outputs were as follows:

Output 1: Agricultural and rural development activities are implemented continuously by the targeted people.

Summary of the findings is presented in the Table 4-1. While most of the Project activities are actively carried out, some activities, such as mushroom production, and livestock fodder production, are suspended due to external factors. (For the details, refer to ANNEX 3.)

Table4-1: Level of Achievement of Output 1

Indicator	Level of Achievement	
The conditions of implementation of the projects by related organization such as MZs and NGOs ² .	The major activities of are as follows.	
	Association	Major Activities
	Dom	Major activities include mushroom production by using a tunnel; however, their production has been stopped due to a land use problem.
	Drina Skelani	Major activities include planting of fruit trees and fruit liquor production.
	Eco Gradina	Major activities include improvement of a species of green bean and raspberry production.
	Kostolomci MZ	Major activity is small-scale irrigation facility.
	New Hope	Major activities include regeneration of grassland, rosehip planting and small-scale irrigation facilities.
	Orhideja	Major activities include strawberry production, livestock fodder production and establishment of livestock market.
	OSAT	Major activities include apiculture for four MZs around OsatMZ.
	OSAT MZ	Major activity is small-scale irrigation facility.
	Podorinjel	Major activities include greenhouse production, herb production/processing and management of a place for drying crops. OSAT is playing a major role in carrying out joint field activities by 3 associations.
Plodona Dolina (cooperative)	It is an association established by Podrinjel, Orhideja and Dom. Major activities include sale of herb and livestock fodder as well as procurement of fodder seeds and raspberry seedlings.	
Skelanka	Major activity is apiculture.	

² Differences of an NGO and an association are not clear. Therefore, in this report, the word of "association" is used to avoid confusion.

	Zadragar	Major activities include fodder production.
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Source: Project Annual Report 2009

Output 2: Information about agricultural and rural development for re-building co-existent society is disseminated.

Summary of the findings is presented in the Table 4-2. Output 2 has gradually been making progress with some limitations. (For the details, refer to ANNEX 3.)

Table 4-2: Level of Achievement of Output 2

Indicators	Level of Achievement
2-1 Information about agricultural and rural development is collected and recorded by Srebrenica Municipality	The C/Ps of the Srebrenica Municipality, together with Japanese experts, survey the Project sites and also have a series of discussions on i) progress of field activities, ii) future activities, iii) training courses in Japan and so forth.
2-2 Information about agricultural and rural development is disseminated at least once a year by Srebrenica Municipality	A website introducing the Project has already been opened on the internet. The summary document on the Project was prepared and distributed to those who are interested. Major progress, however, is not observed as of June 2010 due to the limited capacity of Srebrenica Municipality.

4.4. Achievement of the Project Purpose

Summary of the findings is presented in the Table 4-3. Project Purpose has gradually been achieved with a progress of two Outputs. (For the details, refer to ANNEX 3.)

Table 4-3: Level of Achievement of Project Purpose

Indicator	Level of Achievement
The number of agricultural and rural development joint activities by the population is increased.	The following are the agricultural and rural development joint activities. 1) herb production/ herb processing 2) raspberry production 3) planting of fruit trees 4) small-scale irrigation facilities 5) restoration of grass field/fodder production/sharing of agricultural machinery and equipment 6) fruit liquor production

	<p>7) apiculture 8) greenhouse production 9) improvement of a species of green bean 10) livestock fodder production 11) mushroom production 12) playroom</p> <p>After the commencement of the Project in 2008, i) herb production, ii) berry production, iii) improvement of a species of green bean, iv) livestock fodder production, and v) playroom opening/management were started by the Project. The Project will focus on maintaining and enhancing the current activities rather than starting new activities.</p>
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4.5. Implementation Process

The Project has frequently held a meeting with each association regarding the Project activities. The Team studied the implementation process in terms of i) teamwork, ii) communication, iii) decision making process and iv) monitoring and confirmed that the process has been satisfactory. Table 4-4 summarizes major meetings among relevant personnel.

Table 4-4: Major Meetings

Meeting	Number of Meetings	Members
C/P Meeting	It is held once a month.	Experts Three C/Ps of Srebrenica Municipality
JCC (Joint Coordinating Committee)	The first JCC was held in July 2 nd , 2009. It is planned to be held once a year.	Mayor of Srebrenica Municipality (chairman) Experts Resident Representative of JICA Balkan Office Three C/Ps of Srebrenica Municipality

It should be pointed out that the successful implementation of the Project is largely attributed to the capable experts, C/Ps and a secretary. Field activities have constantly been carried out by experts and a command of the local language of an expert has facilitated intensive communication with C/Ps and beneficiaries. In addition, the Project secretary's excellent understanding of the Project has contributed to the smooth implementation.

5. Evaluation Results

5.1. Relevance

(1) Policies of BiH

The Project is in line with a medium-term development strategy formulated by BiH established in 2004.

(2) Consistency with Japan's Assistance Policies and Country Strategy of JICA

It was stated at the Ministerial Conference on Peace Consolidation and Economic Development of the Western Balkans held in Tokyo in 2004 that "Japan will actively contribute to Western Balkans peace consolidation, economic development and regional cooperation", and therefore, the Project, which contributes to the peace consolidation, highly accords with Japan's assistance policies for BiH. Priority areas of the country strategy of JICA also include peace consolidation and human security.

(3) Selection of Target Group

In general, donor assistances have mainly been targeted for Bosniacs and as a consequence, a sense of unfairness has been growing among Serbs. Based on the idea that both ethnicities were equally damaged by the war, the Project has mainly targeted returnees, fatherless families and the injured people regardless of ethnicities, which has contributed to reducing the feeling of unfairness/partiality and to growing confidence among ethnic groups.

5.2. Effectiveness

(1) Progress of Project Purpose

Two MZs, nine associations and one cooperative have been conducting wide variety of activities which covers 12 different fields. After the commencement of the Project in 2008, field activities such as i) herb processing, ii) berry production, iii) improvement of a species of green bean, iv) livestock fodder production and v) playroom opening/management were implemented. The number of field activities has increased and therefore, the indicator at the Project Purpose level has already shown a progress towards its fulfilment. In the remaining period of implementation, the Project will focus on maintaining and enhancing the current activities rather than starting new activities.

(2) Logic between Project Purpose and Outputs

Regarding Output 1, it is considered that “continuous agricultural and rural development joint activities by the targeted population” contributes to “confidence building between two ethnicities”, since associations and a cooperative implementing the Project activities, in principle, consist of members from both ethnicities for common purposes. Other events justifying are as follows.

- Some of the associations and beneficiaries are transferring their skills and knowledge to others regardless of ethnic groups.
- A total of 30 members from both ethnic groups participated in a survey trip in order to learn raspberry cultivation skills.
- Approximately 25 children from both ethnic groups jointly use a playroom remodelled by the Project. Mothers also started to mingle irrespective of their ethnicities (while children are at the playroom, their parents can work in the agricultural field).

It can not be judged if Output 2 clearly contributes to the achievement of the Project Purpose at the time of the mid-term review study.

5.3. Efficiency

(1) Progress of Outputs

Regarding Output 1, nine associations, one cooperative and two MZs continue to implement the Project activities, such as herb production, greenhouse production and apiculture. While the indicator of Output 1 has already shown a progress towards its fulfilment, some activities, such as mushroom production that stopped due to the land ownership problem, need to be reconsidered and re-planned.

Regarding Output 2, as mentioned in section 4.3, although the C/Ps of the Srebrenica Municipality collect information by monitoring the Project sites and having discussions on the progress of the Project activities as well as future activities, major progress is not made as of June 2010. It should be noted, however, that a website introducing the Project has already been opened on the internet and that the Srebrenica Municipality has prepared and distributed the summary document on the Project to those who are interested.

(2) Inputs

Inputs have sufficiently been utilized for conducting activities and producing Outputs. An expert, in particular, who was dispatched as an individual expert to BiH before the Project began, is assigned to the Project as its chief advisor. This contributes to the smooth commencement and

implementation of the Project. In addition, equipment, such as herb driers that were provided before the Project began, have been continuously utilized for the activities. Some chairpersons of associations pointed out that the Project approach, which mainly consist of i) close contact with Japanese experts in the fields and ii) local procurement of machinery and equipment, has strongly contributed to optimize efficiency.

5.4. Impact

(1) Progress of Overall Goal

Overall Goals are 1" The economic situation of the targeted population is improved" and 2" Reconciliation of people in the target area is promoted".

Overall Goal 1 shows some progress. Gross revenue that beneficiaries obtained increased from a total of EUR38,965 in 2008 to EUR94,086 in 2009. 35% of beneficiaries, which is approximately 400 people, obtained income from the Project activities. The table 5-1 summarizes the gross income of the beneficiaries. The income is expected to increase as a result of a harvest of fruit and enhancement of livestock raising in the improved grassland. Production of greenhouses and bee boxes also generated income for local producers.

Table 5-1 : Gross Income

	Number of Beneficiaries		Gross Income (EUR)	
	2008	2009	2008	2009
Herb	50	50	10,939	8,527
Fruit	18	17	9,659	5,910
Liquor				
Vegetable	34	91	13,897	23,624
Mushroom	6	6	2,250	0
Apiculture	114	173	180	33,312
Green bean	14	63	2,066	14,491
Food processing		5		8,222
Total	236	405	38,991	94,086

Source: Project Annual Report 2009

Regarding Overall Goal 2, there is no established method to numerically/quantitatively evaluate the progress. JICA Experts pointed out that explicit conflicts between two ethnics are not observed in Srebrenica. The following events show a positive change of both ethnics consciousness.

- A water reserve tank broken at the time of war in Osat MZ was restored by the cooperation of both Serbs and Bosniacs.
- A part of Serb and Bosniac families revived their relationship which was destroyed approximately 15 years during the conflict period. They met each other through the intermediation of the Project personnel.

(2) Other Impacts

The following positive impacts have been observed.

- Other donors such as UNDP and USAID have been making contact with JICA for the Project-related information.
- Some people built greenhouses by themselves without any outside assistance.

Negative impacts have not been observed.

5.5 Sustainability

(1) Institutional Aspects

The Srebrenica Municipality has only one personnel to directly manage field activities and to directly provide services or instructions with regard to agriculture. The Team learned that the municipality will employ one permanent personnel with agricultural background for the purpose of extending the effect of the Project. In addition, series of activities originally carried out by the Project have already become part of a daily life of local residents, and benefits shared among them, regardless of ethnic groups, will not be abandoned. Chairpersons of associations and a cooperative supported by the Project also stated that they would continue and enhance their activities. This aspect will be further strengthened when the recommendations specified in the Chapter 7 are met.

(2) Technological Aspects

Technologies used in the field activities of the Project are found locally and therefore, local farmers are expected to continue using the technologies. In addition, some of the associations and beneficiaries have been transferring their skills and knowledge to others.

6. Evaluation based on the viewpoint of Conflict-Prevention and Peace-Building (CPPB) Activities

This project, with its purpose to build confidence among the targeted population through strengthening the capacity to manage agricultural and rural development joint activities, shows its clear intention to be regarded as a project to prevent conflict and build peace (CPPB).

The evaluation of CPPB projects is recognized to be difficult, for there exists no universally applicable prescription for building peace. Among those CPPB activities, this project could be categorized to be one even more difficult to be evaluated, because it addresses mind-set of the target-groups. So much as that, its evaluation could not be of quantitative nature, but of qualitative one

with accumulated situational proofs.

Based on this recognition, the following facts could be judged to be positive phenomena to justify the direction of the project.

1) Selection of Beneficiaries:

As to associations' initiated projects, beneficiaries are selected on equal basis between the ethnic groups in accordance with fair criteria through consultation of association, MZ and JICA. In case of MZ-led projects, selection is carried out by the Conducting Board which composed of members of both ethnicities.

2) Established knowledge-sharing in projects:

Through projects like honey-production, berry-cultivation and so forth, knowledge and expertise are shared among beneficiaries regardless of ethnicity, which has contributed to ameliorating the relation between them.

3) Irrigation Projects:

One of the driving factors of conflicts have been got rid of by securing water-supply for both ethnic groups. In case of mono-ethnic areas like Kutuzero (Podravanje MZ), the introduction of irrigation system has motivated IDPs to return.

4) Play Room for small children:

It has given an opportunity to share time and space for not only the kinds, but their parents of both ethnicity.

Those positive accomplishments could be judged to be "signs" of improvement of the atmosphere which would enable the co-existence of both ethnic groups.

7. Conclusion

In conclusion, the Project activities have been mostly conducted as planned and it is expected that the Project Purpose would be achieved at a certain satisfactory level by the end of the cooperation period. Although this project has been challenging a fundamental and internal issue which is confidence-building, apparent outcomes have been generated and some of them are found even beyond expectation.

The targeted people in local community have been actively engaged in a variety of agricultural and rural development activities such as cultivation in greenhouse, apiculture, and construction of small irrigation system. In these activities, beneficiaries are not such just passive beneficiaries but as actors who take their responsibility and those actors consist of multi ethnic citizens. In the targeted areas of 12 MZ, total number of beneficiaries has been attained approximately 2,000 persons and all activities are conducted by multi ethnics.

Information and techniques regarding those activities have been disseminated through communication among residents and monitoring by the C/Ps of Srebrenica Municipality. Associations engaged in the same activities have shared information among several MZs. Srebrenica Municipality organized a seminar for community residents on the achievements of the Project activities and distributed a summary document on the Project to the people who are interested.

Those activities could be expected to be continued farther as discussed above with reference to the issue related of sustainability.

8. General Findings

(1) Target selection criteria

The importance of operational target selection criteria and indicators cannot be overemphasized when an outsider like JICA extends development assistance in local multi-ethnic society with diversified interests. In the absence of such criteria, management of resources inevitably tends to be biased. In this respect, the Project has been managed in an impartial manner on the basis of the target selection criteria clearly defined for equitable resource allocation among different ethnicities.

(2) Coordination among development partners

Sympathetic donor countries and agencies may nurture an everlasting sense of dependency among beneficiaries when assistance measures are not considered in accordance with the "needs" but only with the "wants" of local population. The Project has been facing a serious challenge posed by a wide range of "wants" coming out from local communities that are so accustomed to the "free gifts" of donors during the process of recovery. Coordination among development partners including the Municipality of Srebrenica is called for to introduce measures for sustainable development that is based on the sound understanding of local environment and the needs of local community.

(3) Joint Activities

Both sides discussed the meaning of "the capacity to manage agricultural and rural development joint activities" that appears in the description of project purpose and confirmed that it does not necessarily mean the capacity to integrate both ethnicities, i.e., the Bosniacs and the Serbs, and develop closely interdependent relationship among them in the development activities but more importantly and primarily refers to the capacity to manage opportunities fairly for both ethnicities as the war victims to participate in development activities in the multi-ethnic society of Srebrenica.

9. Recommendations

The Mid-term Review Team recommends the Project the followings:

(1) Strengthening of Functions of the Municipality

As mentioned above, the Municipality will establish a new unit in order to manage various projects. The Team recommends that such unit be established to constantly monitor and manage activities not only by JICA but also by other donors. Detailed functions of the unit can be further discussed.

(2) Employment of Playroom Care Taker

The playroom has been highly commended in the local society. It is recommended that current care takers be secured in order to keep the benefits shared among children and their parents.

(3) Prioritization of Activities for the Remaining Period

While most of the activities have generated positive results, a few activities have made less progress compared to the original expectation due to external factors. Therefore, it is essential that activities during the remaining period be prioritized based on the current progress so that the final outcome is optimized.

(4) Dissemination of information regarding the Project activities

The Team has learnt that the Project has been making maximum efforts to be impartial in the multi-ethnic society of Srebrenica and, in this respect, highly appreciate the strong commitment of those who are engaged in implementation. The Team is of the opinion that, in addition to the set of criteria for target selection being used, information dissemination be further incorporated in the activities of the Project so as to make the local social environment of Srebrenica more enabling for project implementation. In this regard, it is recommended that the Municipality, in collaboration with the Project, consider and develop appropriate means to widely disseminate the project-related information including the purpose and target of the Project as well as the selection criteria of beneficiaries.

(5) Transferring roles and responsibility to the C/Ps and beneficiaries

Considering that only a little more than one year remains for the Project period, the Team finds it necessary that C/Ps and beneficiaries strengthen their capacity so that they can continue their activities by themselves even after the Project is over. The Team observed that C/Ps and some of the beneficiaries have implicitly started considering what to do after the Project ends. In order to encourage them to plan their activities on their own, it is recommended for the Project to identify appropriate timing and opportunity to start transferring roles and responsibilities that JICA experts have assumed so far, to the C/Ps, the Municipality and beneficiaries, towards the end of the Project.



Annex 1 Schedule of the Mid-term Review

Day	Date		Program
1	June/9	Wed	Arrival at Sarajevo
2	June/10	Thu	10:00 Meeting at JICA Sarajevo Office (Sarajevo to Srebrenica)
3	June/11	Fri	Meeting at Srebrenica Municipality with Evaluation Team members Interviews with Chairpersons of Associations
4	June/12	Sat	Site visits / Interviews with Associations (DOM, OSAT and beneficiaries)
5	June/13	Sun	Interview / Discussion with JICA experts
6	June/14	Mon	Wrap-up the result of activities (Srebrenica to Sarajevo)
7	June/15	Tue	9:00 Report by consultant, Meeting within mission members 11:00 Courtesy Call at the Ministry of Human Rights and Refugees 14:00 Courtesy Call at the Ministry of Foreign Affairs 15:00 Meeting at UNICEF 16:00 Meeting at OSCE
8	June/16	Wed	(Sarajevo to Srebrenica) 12:00 – 17:00 Site visits and interviews: Potocali, Brezani MZ for observing cultivation of raspberry and strawberry, grass field, cultivation in green house, Livestock market
9	June/17	Thu	9:00 Courtesy Call at Srebrenica Municipality 10:00 The 1 st Joint Evaluation Committee Meeting with Counterpart at Srebrenica Municipality 13:30 Meeting / Discussion with JICA experts
10	June/18	Fri	Site visits and interview: 7:30 Bajina Basta Friday Market 8:30 Playroom in Skelani 9:00 – 16:00 Crvica MZ, OSAT (Association) and Skelani Mz for observing herb processing, cultivation in greenhouse, small irrigation facilities, apiculture etc. 16:00 – 17:30 Meeting with MZ chairmen 17:30 – 19:00 Meeting with leaders of NGOs and Associations
11	June/19	Sat	8:00 – 15:00 Site visits and interview: 9:00 – 10:30 Meeting with beneficiaries of Podravanja MZ 10:30 – 12:00 Site visit in for Podravanja MZ for observing irrigation facilities 14:30 – 19:30 Meeting within mission members and formulation of Joint Evaluation Report
12	June/20	Sun	Formulation of Joint Evaluation Report Meeting within mission members

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13	June/21	Mon	Formulation of Joint Evaluation Report 16:00 The 2 nd Joint Evaluation Committee for discussion on the Report
14	June/22	Tue	Revision of Joint Evaluation Report 11:00 Final discussion on the Report and signing on the Report
15	June/23	Wed	10:00 – 12:00 Joint Coordination Committee (JCC) Reporting the result of evaluation and Signing on Minutes of Meeting (M/M) (Srebrenica to Sarajevo)
16	June/24	Thu	11:00 Report at the Ministry of Human Rights and Refugees, Signing on M/M as witness 14:30 Report at the Embassy of Japan (Sarajevo to Belgrade)
17	June/25	Fri	9:00 Report at JICA Balkan Office Japanese members: Leaving Belgrade
18	June/26	Sat	Japanese members: Stopover at Vienna
19	June/27	Sun	Japanese members: Arrival at Narita

Annex 2 Project Design Matrix (PDM)

Project Title: The Project for Confidence-Building in Srebrenica on Agricultural and Rural Enterprise Development (SACRED)

Target Area: 12MZ in Srebrenica Municipality

Target Group: Residents in 12MZ of Srebrenica Municipality especially for returnees, families with war victims, fatherless (or motherless) families

Implementation Schedule: September 2008 to September 2011 (3 years)

8th August 2008 Ver.0

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal</p> <p>1 The economic situation of the targeted population is improved.</p> <p>2 Reconciliation of people in the target area is promoted.</p>	<p>1-1 The income and the number of income sources of targeted population are increased.</p> <p>2-1 The consciousness of target population of the project</p>	<p>1-1 The report of the balance and monitoring of the project by related organization</p> <p>1-2 The result of examination of economic condition in the target area</p> <p>2-1 The result of examination of consciousness of target population of the project</p> <p>2-2 The report of monitoring</p>	<p>- Price of agriculture products and commodity in Bosnia and Herzegovina are stable.</p> <p>- Extreme natural disasters do not occur in target area.</p>
<p>Project Purpose</p> <p>Confidence among the targeted population is built through strengthening the capacity to manage agricultural and rural development joint activities.</p>	<p>The number of agricultural and rural development joint activities by the population is increased.</p>	<p>1 The report of the project by related organization</p> <p>2 The report of monitoring</p>	<p>- The policy of project implementation by Srebrenica Municipality is not changed drastically.</p>
<p>Outputs</p> <p>1 Agricultural and rural development activities are implemented continuously by the targeted people.</p>	<p>1 The conditions of implementation of the projects by related organization such as MZs and NGOs.</p>	<p>1-1 The report of the project by related organization</p> <p>1-2 The report of monitoring</p>	<p>- The policy of project implementation by Srebrenica Municipality is not changed</p>

<p>2 Information about agricultural and rural development for re-building co-existent society is disseminated.</p>	<p>2-1 Information about agricultural and rural development is collected and recorded by Srebrenica Municipality</p> <p>2-2 Information about agricultural and rural development is disseminated at least once a year by Srebrenica Municipality</p>	<p>2-1 The record of each project by Srebrenica Municipality</p> <p>2-2 The report of the dissemination by Srebrenica Municipality</p>	<p>drastically.</p>
<p>Activities</p> <p>1-1 The targeted people find useful technique, talent and resources in the target area.</p> <p>1-2 The targeted people make plans for income generation activities based on agriculture.</p> <p>1-3 The targeted people implement income generation activities based on agriculture.</p> <p>1-4 The targeted people innovate activities for improvement of life condition.</p> <p>1-5 Srebrenica Municipality and the targeted people monitor the activities.</p> <p>2-1 Srebrenica Municipality keeps record of the activities.</p> <p>2-2 Srebrenica Municipality implements activities to disseminate information for sharing the experiences and lessons of the Project in local society.</p>	<p>Inputs</p>		<p>Preconditions</p> <p>The related organizations and the targeted people participate in the project.</p>
<p>Japan</p> <p>1 Japanese experts Chief Advisor/ Agriculture Extension Project Coordinator/Rural Development Other experts in the specific fields of technology transfer may be dispatched, if necessary.</p> <p>2 Equipments for the project</p> <p>3 Project Expense</p> <p>4 Training in Japan</p>	<p>Bosnia and Herzegovina</p> <p>1 Counterpart from Srebrenica Municipality Project Director Project Manager Technical Counterpart Personnel</p> <p>2 Office space and necessary facilities</p> <p>3 Cost for Utilities</p> <p>-Necessary expenses in relation with the activities by the counterparts</p> <p>-Running cost of the office space (lighting and heating expenses)</p>		

ANNEX 3: Achievement Grid

Narrative Summary	Verifiable Indicators	Progress as of June 2010	Prospects for accomplishment														
<p>Project Purpose Confidence among the targeted population is built through strengthening the capacity to manage agricultural and rural development joint activities.</p>	<p>The number of agricultural and rural development joint activities by the population is increased.</p>	<p>After 2008, i) herb production, ii) berry production, iii) improvement of a species of green bean, livestock fodder production, and iv) playroom opening/management were started by the Project. The Project will focus on maintaining and enhancing the current activities rather than starting new activities.</p> <table border="1" data-bbox="443 526 976 1518"> <thead> <tr> <th data-bbox="443 1214 976 1518">Indicator</th> <th data-bbox="443 526 976 1214">Level of Achievement</th> </tr> </thead> <tbody> <tr> <td data-bbox="443 1214 976 1518">The number of agricultural and rural development joint activities by the population is increased.</td> <td data-bbox="443 526 976 1214"> The following are the agricultural development joint activities: 1) herb production, herb processing 3) raspberry production 4) planting of fruit trees 5) small-scale irrigation facilities 6) restoration of grassfield, fodder production, sharing of agricultural machinery / equipment 7) fruit liquor production 8) apiculture 9) greenhouse production 10) improvement of a species of green bean 11) livestock fodder production 12) mushroom production 13) playroom </td> </tr> </tbody> </table>	Indicator	Level of Achievement	The number of agricultural and rural development joint activities by the population is increased.	The following are the agricultural development joint activities: 1) herb production, herb processing 3) raspberry production 4) planting of fruit trees 5) small-scale irrigation facilities 6) restoration of grassfield, fodder production, sharing of agricultural machinery / equipment 7) fruit liquor production 8) apiculture 9) greenhouse production 10) improvement of a species of green bean 11) livestock fodder production 12) mushroom production 13) playroom	<p>Indicators have gradually been fulfilled at the Project Purpose level with the progress of Outputs. There is a prospect that the Project Purpose will be achieved by the end of the project period, provided.</p>										
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<p>Output 1 Agricultural and rural development activities are implemented continuously by the targeted people.</p>	<p>1 The conditions of implementation of the projects by related organization such as MZs and NGOs.</p>	<p>The major activities of associations are as follows:</p> <table border="1" data-bbox="1114 526 1412 1518"> <thead> <tr> <th data-bbox="1114 1339 1412 1518">Associations</th> <th data-bbox="1114 526 1412 1339">Major Activities</th> </tr> </thead> <tbody> <tr> <td data-bbox="1114 1339 1412 1518">Dom</td> <td data-bbox="1114 526 1412 1339">Major activities include mushroom production by using a tunnel, however, the production was stopped due to a land use problem.</td> </tr> <tr> <td data-bbox="1114 1339 1412 1518">Dina Sikelani</td> <td data-bbox="1114 526 1412 1339">Major activities include planting of fruit trees and fruit liquor production.</td> </tr> <tr> <td data-bbox="1114 1339 1412 1518">Eco Grafina</td> <td data-bbox="1114 526 1412 1339">Major activities include improvement of a species of green bean and raspberry production.</td> </tr> <tr> <td data-bbox="1114 1339 1412 1518">Koslonovi MZ</td> <td data-bbox="1114 526 1412 1339">Major activity is small-scale irrigation facility.</td> </tr> <tr> <td data-bbox="1114 1339 1412 1518">New Hope</td> <td data-bbox="1114 526 1412 1339">Major activities include regeneration of grassland, rosehip planting and small-scale irrigation facilities.</td> </tr> <tr> <td data-bbox="1114 1339 1412 1518">Orhideja</td> <td data-bbox="1114 526 1412 1339">Major activities include strawberry production, livestock fodder production and</td> </tr> </tbody> </table> <p>Source: Project Annual Report 2009</p>	Associations	Major Activities	Dom	Major activities include mushroom production by using a tunnel, however, the production was stopped due to a land use problem.	Dina Sikelani	Major activities include planting of fruit trees and fruit liquor production.	Eco Grafina	Major activities include improvement of a species of green bean and raspberry production.	Koslonovi MZ	Major activity is small-scale irrigation facility.	New Hope	Major activities include regeneration of grassland, rosehip planting and small-scale irrigation facilities.	Orhideja	Major activities include strawberry production, livestock fodder production and	<p>Most of the planned activities were conducted as scheduled. There is a prospect that the Output 1 will be produced by the end of the project period.</p>
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<p>1-2 The consciousness of target population of the project</p>	<p>Associations that process agricultural crops are making profits and are expected to continue their activities without assistance. As vegetables have high quality and are highly evaluated by markets, there would be no difficulties in maintaining prices and finding buyers. Herb and apiculture are improving in terms of price negotiation and finding buyers.</p> <p>(1) Experts pointed out that explicit conflicts between two ethnic groups are not observed, however, mutual distrusts still remain. (Project Annual Report 2008 and 2009).</p> <p>(2) Conversation and daily exchange, between two ethnic groups are getting active through the Project activities and mutual distrust is getting weaker.</p> <p>(3) A water reserve tank broken at the time of war in Osest MZ was restored by the cooperation of both Serbs and Bosniacs.</p> <p>(4) Serb and Bosniac families repaired their relationship which was broken off approximately 15 years during the conflict period. They met each other through the intermediation of the Project personnel.</p>	<p>Regarding Overall Goal 2, there is no established method to numerically/quantitatively evaluate the progress. Experts pointed out that explicit conflicts between two ethnic groups are not observed in Srebrenica.</p>																																																		

ANNEX 4: Implementation Process

Status as of Jun. 2010	
Item	Evaluation questions
1. Team work	Do the project team members share their roles and responsibility appropriately?
2. Communication	Communication among the team members or between the Japanese experts and Counterpart personnel adequate?
3. Decision making	Does decision making process in the project team efficient, transparent and participatory?
4. Progress monitoring	Did the project team monitor progress of the project appropriately?
5. Participation of superior authority	Were level of participation, contribution and commitment of the project satisfactory?
6. Cooperation with other projects	Was there any cooperation with other related projects in the same area?
7. Function of JCC	Was JCC functioned as expected? (frequency of the meetings, participation of the members, decision making and follow-ups)
8. Participation of JICA	Were level of supervision and support made by JICA Balkan Office and JICA Headquarters appropriate?

There is no particular problem in team work of the Project Team. Srebrenica Municipality, however, has only one personnel to directly provide local people with services in the field of agriculture.

- (a) There is no particular problem regarding the communication between experts and C/Ps.
- (b) The C/Ps of the Srebrenica Municipality, together with Japanese experts, survey the Project sites and also have a series of discussions on i) progress of businesses, ii) future activities, iii) training courses in Japan and so forth.
- (c) It should be pointed out that the successful implementation of the Project is largely attributed to the capable experts, C/Ps and a secretary. Field activities have constantly been carried out by experts and a command of the local language of an expert has facilitated intensive communication with C/Ps and beneficiaries. In addition, the Project secretary's excellent understanding of the Project has contributed to the smooth implementation.

There is no particular problem in terms of decision making. When activities are started, opinions of local people are considered.

Monitoring of field activities have constantly been carried out by experts. In addition, daily contacts with beneficiaries are made by phone calls and visits. Chairpersons of associations and beneficiaries stated that they have close and frequent contacts with experts.

The Ministry of Human Rights and Refugees contributes to the Project by participating in the JCC.

There was no cooperation with other project.

The JCC meeting was held in June 2nd, 2009. The meeting will be held once in a half year with participants of Mayor of Srebrenica Municipality (chairman), experts, Resident Representative of JICA Balkan Office, three C/Ps of Srebrenica Municipality. Discussions were conducted on plan, progress and monitoring of the Project.

The Project Team and JICA Balkan Office have been sharing information, such as progress of the Project and purchase of equipment.

ANNEX5: Evaluation Grid

Evaluation Items		Information as of Mar. 2010	Evaluation results
Main Items	Sub-Items		
<u>Relevance</u> <u>Policy</u>	Is the Project purpose consistent with development policy of Bosnia and Herzegovina?	In order to realize the major national policy of becoming a member state of EU, the government of Bosnia and Herzegovina established a medium-term development strategy in 2004. The Project is in line with the strategy.	The Project Purpose is consistent with i) the policy of Bosnia and Herzegovina, ii) Japanese ODA policy and Country Strategy of JICA and iii) selection of target group. Therefore, the Project is judged to be relevant.
	Is the Project purpose consistent with ODA policy of Japan and Country Strategy of JICA?	It was stated at the Ministerial Conference on Peace Consolidation and Economic Development of the Western Balkans held in Tokyo in 2004 that "Japan will actively contribute to Western Balkans peace consolidation, economic development and regional cooperation", and therefore, the Project, which contributes to the peace consolidation, highly accords with Japan's assistance policies for Bosnia and Herzegovina. Priority areas of the country strategy of JICA also include peace consolidation and human security.	
<u>Needs</u>	Are there strong needs of cooperation?	The Project contributes to the needs of the country. (expert)	
	Was the selection of the target area and groups relevant with the needs?	In general, donor assistances have mainly been provided for Bosniacs since they were considered to be war victims. On the other hand, Serbs have a growing feeling of unfairness/partiality. Based on the idea that both ethnicities were equally damaged by the war, the Project has mainly targeted returnees, fatherless families and the injured people regardless of ethnicities, which has contributed to reducing the feeling of unfairness/partiality and to growing confidence among ethnic groups.	
<u>Priority</u>	Does the Project address priority and urgent issues in irrigation and agriculture sectors?	Approximately 80 % of the population of Srebrenica work in the agricultural sector, therefore, confidence-building through "agricultural activities" is considered to be appropriate.	

ANNEX5: Evaluation Grid

Evaluation Items		Information as of Mar. 2010	Evaluation results
Main items	Sub-items		
<u>Suitability as a means</u>	Does Japan have technological advantages? Can Japan's experience be utilized? Plan/approach of the Project is suitable?	<p>(1) Target area is originally an agricultural area and main industry is agriculture. The Project approach of assisting through agriculture, therefore, is considered appropriate.</p> <p>(2) The mayor and the chairperson of municipality assembly expressed their understanding and appreciation for the JICA's assistance method that include both ethnic groups.</p> <p>(3) According to interviews of associations and beneficiaries, without Japan's assistance, many of the activities did not start and the quality and quantity of products did reach the present level.</p>	
<u>Effectiveness</u>	Will the Project Purpose likely to be achieved by the end of the period of cooperation?	<p>Nine associations and one cooperative are currently conducting the Project activities. After the commencement of the Project in 2008, new schemes such as i) herb processing, ii) berry production, iii) improvement of a species of green bean, iv) livestock fodder production and v) playroom opening/management were implemented. The number of agricultural and rural development joint activities, therefore, has increased. In the future, the Project will focus on maintaining and enhancing the current activities rather than starting new activities.</p> <p>Exports, sales to buyers, sales at the open market started earlier than expected.</p>	<p>The Project Purpose is being achieved as a whole with the progress of the Outputs. Associations and a cooperative have been conducting wide variety of activities which covers 13 different fields. It is considered that "continuous agricultural and rural development joint activities by the targeted population" contributes to "confidence building between two ethnicities", since associations and a cooperative implementing the Project activities. It can not be judged if Output 2 clearly contributes to the achievement of the Project Purpose at the time of the mid-term review study.</p>
<u>Contribution factors</u>	Were there any contributing factors to accelerate the achievement of the Project purpose? Were there any factors to inhibit the achievement of the Project purpose?	<p>The following factors are also inhibiting factors at the Output level.</p> <p>(1) Mushroom production is currently stopped due to the problem of land ownership. (Project Annual Report 2009)</p> <p>(2) Four green houses were sold without a consultation. (Project Annual Report 2009)</p> <p>(3) Shipment of herb was suddenly postponed and cancelled due to the economic crisis of EU started in early 2009. (Project Annual Report 2008).</p> <p>(4) Cattle disease started in 2009. (Project Annual Report 2009)</p>	

ANNEX5: Evaluation Grid

Evaluation items		Information as of Mar. 2010	Evaluation results
Main items	Sub-Items		
<u>Logic to attain Project purpose</u>	Will the Project Purpose be attained if all the planned outputs were created?	<p>Regarding Output 1, it is considered that "continuous agricultural and rural development joint activities by the targeted population" contributes to "confidence building between two ethnicities", since associations implementing the Project activities, in principle, consist of members from both ethnicities. Other events justifying the logic are as follows.</p> <ul style="list-style-type: none"> ➤ Some of the associations and beneficiaries are transferring their skills and knowledge to others regardless of ethnic groups. ➤ A total of 30 members from both ethnic groups participated in a survey trip in order to learn raspberry cultivation skills. ➤ Approximately 25 children from both ethnic groups jointly use a playground remodelled by the Project. Mothers also started to mingle irrespective of their ethnicities (while children are at the playground, their parents can work in the agricultural field). <p>It can not be judged if Output 2 clearly contributes to the achievement of the Project Purpose.</p> <p>Important assumption at the Output level is "The policy of project implementation by Srebrenica Municipality is not changed drastically". It is still appropriate and is likely to be satisfied.</p>	
<u>Efficiency</u>	Are the important assumptions to attain the Project Purpose still appropriate and realistic?		
<u>Level of production of Outputs</u>	Were the Outputs produced as planned?	<p>(1) Output 1: 10 associations and two MZs continue to implement 13 types of activities, such as herb production, greenhouse production and apiculture.</p> <p>(2) Output 2: Although the C/Ps of the Srebrenica Municipality collect information by surveying the Project sites and having discussions on the progress of the Project activities as well as future activities, major progress is not made as of June 2010 due to the limited capacity insufficient functions and system of the Municipality. It should be noted, however, that a website introducing the Project has already been established. The summary document on the Project was also prepared and distributed to those who are interested.</p>	<p>While the indicator of Output 1 has already shown a progress towards its fulfillment, some activities, such as mushroom production need to be reconsidered and re-planned. Regarding Output 2, the municipality has limited capacity, however, it should be noted that a website introducing the Project has already been opened on the</p>

ANNEX5: Evaluation Grid

Evaluation Items		Information as of Mar. 2010	Evaluation results
Main Items	Sub-Items		
	Were there any contributing factors for creation of the planned outputs or implementation of the planned activities?	Exports, sales to brokers, sales at the open market started earlier than expected.	internet and that the Srebrenica Municipality has prepared and distributed the summary document on the Project to those who are interested.
	Were there any disturbing factors for creation of the planned outputs or implementation of the planned activities?	(1) Mushroom production is currently stopped due to the problem of land ownership. (Project Annual Report 2009) (2) Four green houses were sold without a consultation. (Project Annual Report 2009) (3) Shipment of herb was suddenly postponed and cancelled due to the economic crisis of EU started in early 2009. (Project Annual Report 2008) (4) Cattle disease started in 2009. (Project Annual Report 2009)	Inputs have sufficiently been utilized for conducting activities and producing Outputs. An expert, in particular, who was dispatched as an individual expert to Bosnia and Herzegovina before the Project began, is assigned to the Project as its chief advisor. This contributes to the smooth commencement and implementation of the Project. In addition, equipment, such as herb driers that were provided before the Project began, have been continuously utilized for the activities.
Input (Experts and C/Ps)	Are counterpart personnel assigned as planned and contributing to produce the Outputs?	(1) The Long-term JICA Experts were assigned for the following fields as planned. <ul style="list-style-type: none"> • Chief advisor/Agriculture Extension • Project Coordinator/Rural Development (2) Two short-term JICA Experts were dispatched on the subjects of i) production of value-added goods/ preschool child care, and ii) nursery school (kindergarten) facility management. Experience and expertise of the long term JICA Experts contributed to the effective implementation of the activities. (3) A total of three counterpart personnel have been assigned.	
	Were JICA Experts assigned as planned and contributing to create the outputs?	(1) JICA Experts assigned as planned and contributing to create the outputs. (2) An expert, who was dispatched as an individual expert to Bosnia and Herzegovina before the Project, is currently in charge of the Project. It contributes to the smooth commencement of the Project, thanks to his knowledge of ethnic and social situations as well as human relationships. Equipment such as herb driers that were provided before the Project are utilized for the activities. (3) Necessary materials were produced as locally possible.	

ANNEX5: Evaluation Grid

Evaluation items		Information as of Mar. 2010	Evaluation results
Main items	Sub-items		
Input (Equipment and Materials)	Were the equipment provided as planned?	Equipment such as herb ciners that were provided before the Project are utilized for the activities. There were no particular problems for the usage and maintenance of the equipment and materials.	
	Were quality and quantity of the equipment satisfactory?	There were no particular issue for the machineries and equipment provided.	
Input (training in Japan)	Was the counterpart training in Japan conducted as planned?	(1) A total of 11 counterpart personnel and beneficiaries have been trained in Japan in the fields of "Community Development" and "Local Industry Development". (2) CRPs and beneficiaries highly evaluated the training courses in Japan learned agricultural activities and discipline After coming back from Japan, As a result, they were highly motivated to carry out the project activities. After coming back from Japan, they held meetings and reported about Japanese discipline as well as knowledge and skills obtained in Japan.	
	Was the Project budget of GoBiH an appropriate amount?	Budget of GoBiH have been spent for a kindergarten teacher (450K0M per month), rent for Japanese experts' rooms and utilities.	
Unexpected inputs and outputs	Was the timing of disbursement of the Project budget of GoBiH appropriate?	There was no particular issue with regard to the timing of disbursement of the budget of GoBiH.	
	Were there any unexpected or extra inputs or outputs so far made?	There was no particular unexpected or extra inputs or outputs.	
Logic to attain Outputs	Will the Outputs be attained if all the planned activities were conducted?	Yes. There was no particular issue in this regard.	

ANNEX5: Evaluation Grid

Evaluation Items		Information as of Mar. 2010	Evaluation results
Main Items	Sub-Items		
	Are the important assumptions to create Outputs still appropriate and realistic?	Important Assumption is not specified at the Activities level.	
Impact			
<u>Achievement forecast for the overall goal</u>	Looking at the level of achievement of the Project Purpose so far, are there prospects that the overall goal will be attained as an effect of the Project?	Overall Goals are 1* The economic situation of the targeted population is improved" and 2* Reconciliation of people in the target area is promoted". Overall Goal 1 shows some progress. Gross revenue that beneficiaries obtained increased from a total of EUR38,965 in 2008 to EUR94,086 in 2009. 35% of beneficiaries, which is approximately 400 people, obtained cash from the Project activities. Regarding Overall Goal 2, there is no method to concretely evaluate the progress. Experts pointed out that explicit conflicts between two ethnics are not observed, however, mutual distrusts still remain.	Overall Goal 1 shows some progress. The gross revenue of the beneficiaries has been increasing and is expected to increase as a result of a harvest of fruit and enhancement of livestock raising in the enhanced grassland. Production of greenhouses and bee boxes also generated income for local producers.
<u>Impacts occurred as ripple effects</u>	Were there any disturbing factors to attain the overall goal? <ul style="list-style-type: none"> • policy, • technical aspect, • environment, • socio-economy, • organization, finance 	(1) It is pointed out by experts that an envy of non-beneficiaries towards beneficiaries can be enhanced. Mushroom production by using a tunnel, for instance, was stopped because a land owner, who is a non-beneficiary, does not allow the Project to use his land. The following positive impacts have been observed. (1) A water reserve tank broken at the time of war in Osat.MZ was restored by the cooperation of both Serbs and Bosniacs. (2) Serb and Bosniac families repaired their relationship which was broken off approximately 15 years during the conflict period. They met each other through the intermediation of the Project personnel.	Regarding Overall Goal 2, there is no established method to numerically/quantitatively evaluate the progress. Experts pointed out that explicit conflicts between two ethnics are not observed in Srebrenica.
<u>Logic to attain the Overall Goal</u>	Is the Overall Goal realistic and directly related to the Project Purpose?	It is not clear if the Project Purpose was designed to contribute to the achievement of Overall Goal.	

ANNEX5: Evaluation Grid

Evaluation Items		Information as of Mar. 2010	Evaluation results
Main Items	Sub-Items		
	Is the important assumption to attain the Overall Goal still appropriate and realistic?	<p>(1) The assumption one "Prices of agriculture products and commodity in Bosnia and Herzegovina are stable" is appropriate.</p> <p>(2) The assumption two "Extreme natural disasters do not occur in target area" is appropriate as an important assumption.</p>	
<u>Sustainability</u>			
<u>Policy and institutional aspect</u>	Does GOBH have a policy and institutional support to maintain the effects of the Project?	<p>(1) (As mentioned in "Relevancy", the Project matches with the policies and needs of Bosnia and Herzegovina and therefore, institutional assistance is expected.) The Srebrenica Municipality does not have sections and functions to directly manage field activities and to directly provide services or instructions with regard to agriculture.</p> <p>(2) The Srebrenica Municipality does not have sections and functions to directly manage field activities and to directly provide services or instructions with regard to agriculture. The Team learned that the municipality will employ one permanent personnel with agricultural background for the purpose of extending the effect of the Project. In addition, series of activities originally carried out by the Project have already become part of a daily life of local residents and benefits shared among them, regardless of ethnic groups, will not be abandoned. Chairpersons of associations, associations and a cooperative supported by the Project also stated that they would continue and enhance their activities.</p>	<p>The municipality will employ one permanent personnel for the purpose of extending the effect of the Project. In addition, series of activities originally carried out by the Project have already become part of a daily life of local residents and benefits shared among them, regardless of ethnic groups, will not be abandoned. Chairpersons of associations, associations and a cooperative supported by the Project also stated that they would continue and enhance their activities.</p>
<u>Organization</u>	Do the implementing agency and other related agencies have organizational capacity to maintain the effects of the Project?	<p>(1) The Project assistance include i) land cultivation, ii) improvement of agricultural technologies, and iii) market enhancement and these factors/effects will certainly remain in the target area.</p> <p>(2) Each field activity is expected to reach the level of sustainable production and distribution by the completion of the Project.</p> <p>(3) Srebrenica Municipality currently does not have a function or section to directly manage the field activities by associations.</p> <p>(4) There is an idea that the municipality will establish a new unit under the Economic Department in order to manage various projects.</p>	<p>Technologies used in the implementation of the Project are found locally. Some of the associations and beneficiaries have been transferring their skills</p>

ANNEX5: Evaluation Grid

Evaluation items		Information as of Mar. 2010	Evaluation results
Main items	Sub-Items		
financial aspects	Do the implementing agency and other related agencies have financial capacity to maintain the effects of the Project?	<p>(1) The budget of the Srérenica Municipality is limited.</p> <p>(2) Some associations that process agricultural crops are making profits and are expected to continue their activities without assistance.</p> <p>(3) The Project has come up with some ideas that allow beneficiaries to more independently carry out their own activities, for instance, by gradually reducing the degree of assistance.</p>	and knowledge to others.
Technology	Are the methods of technology transfer used in the Project being accepted?	Technologies used in the implementation of the Project are local and based on proposals from beneficiaries.	
	Will the WJO staff and farmers continue their effort to apply the techniques they learned?	As technologies used in the implementation of the Project are local and based on proposals from beneficiaries, it is positive that they continue to apply the techniques they learned.	
	Will the transferred technology spread to other neighboring areas?	<p>(1) The importance of regeneration of grassland, for instance, is well recognized by the residents. In addition, greenhouse vegetables are transported to Sarajevo and other places. The extension of activities to other areas, therefore, can be expected by associations and beneficiaries.</p> <p>(2) The Project method cannot be applied in Bosnia and Herzegovina but can be applied in other countries.</p>	
	Will the equipment be appropriately maintained & operated?	All the equipment do not require special technologies or investment for operation and maintenance. Damaged equipment can be locally repaired. Therefore, there will be no particular problem for the related parties to conduct proper maintenance and operation.	

Annex 6 Dispatch of JICA Experts

No.	Name of Expert	Field	Period of Assignment	
			From	To
1	Mr. Yasumasa OIZUMI	Chief Advisor/Agricultural Extension	01 Nov 2008	01 Sep 2011
2	Mr. Takeshi ISHIKAWA	Rural Development/Project Coordinator	02 Sep 2008	01 Sep 2010
3	Mr. Hidekazu SUEMATSU	Agricultural Product Development and value adding	08 Feb 2009	25 Mar 2009
4	Ms. Keiko SAKURAI	Advisor for Education Techniques and management system on pre-schools education	26 Aug 2009	08 Nov 2009

Annex 7 Acceptance of C/Ps for Training in Japan

No.	Name of Counterpart	Post at assignment time	Training in Japan		
			Year	Name of Training Course	Duration
1	Ms. Vesna Stevanovic	Secretary	2008	Community Development and Development of Rural Industry	2009.2.23-2009.3.7
2	Mr. Muminovic Almir	President,NGO "Dam"	2008	Community Development and Development of Rural Industry	2009.2.23-2009.3.7
3	Mr. Trifunovic Milomir	Chairman of Kostolomei MZ	2008	Community Development and Development of Rural Industry	2009.2.23-2009.3.7
4	Mr. Jovanovic Blagomir	Head of local office at	2008	Community Development and Development of Rural Industry	2009.2.23-2009.3.7
5	Mr. Atic Sevdet	Chairman of Skendorovici	2009	Community Development and Development of Rural Industry	2009.11.30-2009.12.14
6	Mr. Bektic Bego	C/P of Srebrenica	2009	Community Development and Development of Rural Industry	2009.11.30-2009.12.14
7	Mr. Bektic Emir	C/P of Srebrenica	2009	Community Development and Development of Rural Industry	2009.11.30-2009.12.14
8	Mr. Dimitrijevic Vukasin	Representative of local	2009	Community Development and Development of Rural Industry	2009.11.30-2009.12.14
9	Ms. Leka Slavica	President,NGO "New Hope"	2009	Community Development and Development of Rural Industry	2009.11.30-2009.12.14
10	Ms. Maksimovic Katarina	C/P of Srebrenica	2009	Community Development and Development of Rural Industry	2009.11.30-2009.12.14
11	Mr. Mr.Simic Nedeljko	Vocational Counterpart for reconstruction and Return	2009	Community Development and Development of Rural Industry	2009.11.30-2009.12.14

Annex 8 Provision of Equipment and Materials

Note:

R/P: Route of Procurement (J: From Japan, L: Local, E: With Expert)
 Frequency of Use (A: Always B: Often C: Sometimes)
 Condition (A: Good B: Fair C: Bad)

No.	Date of Arrival	Item	Description		Amount	Unit Price Currency	S-total	Place of Storage	Frequency of Use	Condition	Remarks
			Manufacture	Model Number							
1	2009/10/11	Paravaloon Mfix			1	¥ 87,000	¥ 87,000	Play Room	B	A	
2	2009/10/11	Towel Hanger			1	¥ 39,000	¥ 39,000	Play Room	A	A	

Annex 9 Local Cost by the Japanese side

Unit: EURO

No.	Category	JFY.2008	JFY.2009	JFY.2010	JFY.2011	Total
1	Employment	12,337	14,943			27,280
2	Rental fee and fuel of Vehicles	15,832	19,151			34,983
3	Equipment for Project Office (Consumption)	13,393	9,211			22,604
4	Travel Expense	1,046	455			1,501
5	Project Activities	201,292	361,488			562,780
	Total	243,900	405,248			649,148

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ANNEX 10: Assignment of Counterpart Personnel

Name	Position	Period
Mr. Blagomir Jovanović	Head of Local Office Skelani, Administration General Department, Srebrenica Municipality	Sep. 2008 - present
Mrs. Katarina Maksimović	Independent Expert/Associate (agriculture), Department of Economy and Development, Srebrenica Municipality	Sep. 2008 - present
Mr. Bego Bektić	Independent Expert/Associate (Cooperation with MZs), Department of Social Affairs and Public Services, Srebrenica Municipality	Sep. 2008 - present

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ANNEX 11: Local Cost by the Bosnia Herzegovinian side

(Unit: KM)

Main Item	FY 2008	FY 2009	Total
Salary of Playroom Care Taker	0	1,350	1,350
Utilities	5,250	9,000	14,250

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4. 評価グリッド

評価グリッド
1. 評価グリッド

評価設問		2010年6月現在の状況	評価結果
大項目	小項目		
妥当性 政策	プロジェクト目標はボスニア・ヘルツェゴビナの開発政策と合致しているか。	ボスニア・ヘルツェゴビナは、EUへの加盟を国是としており、これを念頭に2004年4月に中期開発戦略を策定している。この中で貧困削減が目標の一つに定められており、対象地域の住民の経済力を向上させる取り組みを行う本プロジェクトは、同戦略の方向性に沿ったものである。民族融和に関しては、極めて複雑かつ政治的な問題を含むため、ボスニア・ヘルツェゴビナ政府の政策に必ずしも明示されていないが、住民の帰還促進や民族融和は地域全体の安定に繋がるため、経済発展をめざす同国にとって重要な課題と考えられる。なお、スレブレニツァ市においては住民の帰還と崩壊した市民社会や経済の再構築を最重要課題と位置付け、復興に向けた努力をしている。	プロジェクト目標は、(1) ボスニア・ヘルツェゴビナの政策、(2) わが国の援助方針及びJICAの国別方針、(3) ターゲットグループの選定などの点において妥当であった。
	プロジェクト目標は日本のODA方針及びJICAの国別事業実施方針と合致しているか。	2004年の西バルカン平和定着・経済発展関係会において「平和の定着・経済発展・域内協力の考えに基づき、わが国が引き続き積極的な貢献を行う」としていること、日本がボスニア・ヘルツェゴビナの和平履行評議会運営委員会の一員であることから、民族の和解を目的とする本プロジェクトは日本政府の方針と合致している。また「平和の定着」は、JICAのボスニア・ヘルツェゴビナ国別事業実施方針においても重点分野と位置付けられている。	
ニーズ	協力内容に対するニーズは高いか。	プロジェクトは一番のニーズである「復興」に寄与している（専門家）。	
	ターゲット地域及びグループの選択は妥当であるか。	プロジェクト対象地域では、国際機関等は紛争の被害者であることを理由に、主にムスリム系住民に重点をおいた支援を行ってきたことによる不公平感が存在していた。過去の紛争ではムスリム系住民のみならずセルビア系住民も同様に被害を受けているため、JICAは2006年3月の支援開始当時より、プロジェクトの対象者を民族に関係なく「帰還民、母子家庭、戦争傷病者のいる家庭を中心とした住民」とし、民族バランスへの配慮を行ってきた。本プロジェクトでもターゲットグループは同様に設定されており、不公平感の解消及び民族の融和に資するものと考えられる。	
優先度	プロジェクトは優先度が高く、緊急性を要するものであったか。	プロジェクト対象地域は、約80%が農業に従事するなど農業が主産業であることから、農業・農村開発分野での取り組みを中心とした活動を実施したことは妥当であった。特に、本プロジェクトの支援事業では農産物の販売先の確保にも取り組んでいることから、アソシエーションや受益者による事業継続に対するモチベーションを保つ観点からも、妥当であったと言える。	
手段	プロジェクトの計画／アプローチは妥当であるか。	(1) 対象地域はもとも農業地帯であり農業は主産業であることから、農業を通じた支援というアプローチは妥当なものである。 (2) 公の会で市長や市議会議長がセルビア系とボスニア系住民を区別しない支援の重要性を理解し、JICA手法を評価するまでに至った。 (3) アソシエーション及び受益者へのインタビューによると、事業はJICA支援なしでは開始していなかったものも多く、また、生産物の質、量ともに現在のレベルに到達するものではなかった。	

評価グリッド
1. 評価グリッド

評価設定		2010年6月現在の状況		評価結果
大項目	小項目			
有効性	プロジェクト目標はプロジェクト終了時までに達成できる見通しがあるか。	プロジェクトの種類は以下のとおり。2008年以降、プロジェクトにより新たに実施された事業は、i) ハーブ加工、ii) ラズベリー生産、iii) インゲン豆品種改良、iv) 家畜飼料生産、v) プレイルーム開園である。すでに新規事業を開始ではなく、現在の事業の持続と有望な事業をさらに拡大することが、今後の活動の中心となる。指標である「プロジェクト終了時点で、住民による共同活動事業例の種類がプロジェクト開始時と比較して増加する」は満たされ、住民による共同活動事業例の種類がプロジェクト開始時と比較して増加するのとは異なる。住民による共同活動事業例の種類がプロジェクト開始時と比較して増加するのとは異なる。住民による共同活動事業例の種類がプロジェクト開始時と比較して増加するのとは異なる。	プロジェクト目標は、アウトプットの進捗とともに、徐々に達成されつつある。アソシエーションは12業種の事業を展開しており、「対象地域の住民が協同して農業・農村開発活動を行う能力の強化」が、「住民間の信頼醸成」に寄与している。	
	プロジェクト目標の達成を促進した要因はあったか。	アソシエーションによる輸出、仲買人への販売、公開市場での販売等、事業による作物等の販売先が予想以上に確保できた。		
	プロジェクト目標の達成を阻害した要因はあったか。	以下はアウトプット産出を阻害した要因でもある。 (1) トンネルを利用したキノコ栽培が土地所有の問題から一旦中止となっている (2009年年次報告)。 (2) 無断で温室が4棟が売却された (2009年年次報告)。 (3) EU経済危機の影響が2009年1月頃から始まり、ハーブに出荷直前の延期やキャンセルが生じた (2008年年次報告)。 (4) ブルセラ病が発生した (2009年年次報告)。		
プロジェクト目標へのロジック	すべての成果が産出されれば、プロジェクト目標も達成されると考えられるか。	(1) アウトプット1について、事業の実施機関となるアソシエーションは原則として両民族で構成することを要件としているため、「住民による農業・農村開発活動の継続的実施」が「住民間の信頼醸成」に貢献していると考えられる。信頼醸成を促進した事例としては、 以下のものがある。 ➤ ラズベリー栽培の訪問研修を実施したところ、セルビア系住民及びムスリム系住民双方が合計約30名集まり、栽培技術の観察という同じ目的で移動し、交流を持った。 ➤ 民族にかかわらず、アソシエーションや受益者間で知識や技術の移転が行われている。 ➤ 両民族約25名の児童がプロジェクトにより改装されたプレイルームを利用しており、同時に父母たちの交流も行われている。		
	プロジェクト目標を達成するために設定された外部条件は適切かつ現実的であるか。	(2) アウトプット2について、「住民共存社会の再構築に向けた農業・農村開発活動の情報普及」が「住民間の信頼醸成」に貢献しているかどうかは明確ではない。 成果レベルの外部条件である「スレブレニツァ市役所のプロジェクト実施方針に大幅な転換がない」については、適切かつ現実的である。		

評価グリップ

1. 評価グリップ

評価設問		2010年6月現在の状況		評価結果
大項目	小項目			
効果性	アウトプットの達成度	<p>(1) アウトプット1については活動はほぼ計画どおりに進捗しており、指標「住民グループ、MZ、現地NGO等、関連組織による活動の実施状況」に関し、現在9つのアソシエーション、1つの協同組合及び2MZが12の事業を継続的に実施していることから、プロジェクト期間中に達成できると判断できる。</p> <p>(2) 設定されている2つの指標「スレブレニツァ市役所によって農業・農村開発活動に関する情報が収集され、記録される」、「スレブレニツァ市役所による情報普及活動が少なくとも1年に1回以上実施される」について、ホームページの開設やプロジェクト概要情報の配布など、一定の進捗が見られるものの、スレブレニツァ市役所の機能が限定されているため、十分実施されているとはいえない。</p> <p>(1) 事業は年間活動計画に基づいて実施されている。</p> <p>(2) アソシエーションによる輸出、仲買人への販売、公開市場での販売等、事業による作物等の販売先が予想以上に確保できた。</p>	<p>アウトプット1はプロジェクト終了までに達成できると考えられるが、アウトプット2については、今後スレブレニツァ市役所の機能強化実施状況（提言参照）によって、達成度に影響がある。また、投入はプロジェクトの活動を実施し、アウトプットを産出するために十分活用されている。特に本プロジェクトの前段階において個別専門家として派遣されていた専門家が引き続き本プロジェクトも担当を引継ぎ、対象地域の民族状況、社会情勢、人間関係などを熟知しており、プロジェクト開始と同時に効率的に活動を進めることができた。</p> <p>供与資機材についてもハーブ乾燥器など、本プロジェクト以前に供与されたものを有効活用している。アソシエーションの責任者は、本プロジェクトの主な手法である、①フィールドにおける専門家による直接指導、②資機材の現地での調達が高率化を高めること大いに貢献したと指摘している。</p>	
	投入 (専門家及びC/P)	<p>アウトプットの産出や計画の実施を阻害する要因はあったか。</p> <p>アウトプットの産出や計画の実施を阻害する要因はあったか。</p> <p>(1) トンネルを利用したキノコ栽培が土地所有の問題から一旦中止となっている（2009年年度報告）。</p> <p>(2) 無断で温室が4棟が売却された（2009年年度報告）。</p> <p>(3) EU経済危機の影響が2009年1月頃から出始め、ハーブに出荷直前の延期やキャンセルが生じた（2008年年度報告）。</p> <p>(4) ブルセラ病が発生した（2009年年度報告）。</p> <p>延べ3名のC/Pが計画どおり配置されている。</p>		

評価グリッド
1. 評価グリッド

評価設問		2010年6月現在の状況	評価結果
大項目	小項目		
	専門家は計画どおり配置され、アウトプットの産出に貢献しているか。	(1) 延べ2名の長期専門家が、i) チーフアドバイザー／農業普及及び ii) 農村開発／プロジェクト運営管理の分野で派遣された。特に本プロジェクトの前段階において個別専門家として派遣されていた専門家が引き続き本プロジェクトも担当しており、対象地域の民族状況、社会情勢、人間関係などを熟知しており、プロジェクト開始と同時に効率的に活動を進めることができた。 (2) 短期専門家については、i) 農産物による商品開発・商品付加価値形成、ii) 幼児保育施設運営支援／幼児保育技術指導の分野で、それぞれ1名ずつ、合計2名が派遣され、成果の産出に貢献した。	
<u>投入（資機材）</u>	資機材は計画どおり投入されているか。 敷材の質・量は適切であったか。	必要敷材は可能な限り現地生産された（温室や養蜂箱など）。また、開園した保育所で使用する教材計画どおり投入されており、問題は無い。また必要資材は可能な限り現地で生産された。供与資機材についてもハーブ乾燥器など、本プロジェクト以前に供与されたものを有効活用している。 適切であった。	
<u>投入（本邦研修）</u>	C/Pの本邦研修は計画どおり実施されているか。	(1) 計画どおり、延べ11名のC/P及び受益者が「コミュニティ開発」、「地域産業開発」にかかる本邦研修を受講し、日本の農業活動や規律について学んだ。 (2) 帰国後、市役所職員や住民を対象に報告会を開催し、研修で得た知識・技術のみならず、日本の生活で学んだこと、強く印象に残ったことなどを伝えた（近況報告）。	
<u>投入（ローカルコスト及び施設）</u>	ボスニア・ヘルツェゴビナ政府によるプロジェクト予算は十分であるか。	ボスニア・ヘルツェゴビナ政府によるプロジェクト予算措置は、幼稚園の先生への給与（450KM）、専門家事務所の賃貸料、光熱費である。	
	ボスニア・ヘルツェゴビナ政府による予算投入時期は適切であったか。	特になし。	
<u>予期しないインパクト及びアウトプット</u>	予期していなかったインパクトやアウトプットがあったか。	特になし。	
<u>アウトプットへのロジック</u>	活動が計画どおり実施されればアウトプットは達成されるか。	活動はアウトプットを産出するために計画されており、過不足はない。実際には、アウトプット2を産出するための活動は十分に実施されておらず、普及のための代替活動を考える必要がある。	

評価グリッド
1. 評価グリッド

評価設問		2010年6月現在の状況	評価結果
大項目	小項目		
	アウトプットを達成するために設定された外部条件は適切かつ現実的であるか。	活動レベルに外部条件は設定されていない。	
インパクト			
<u>上位目標達成の見込み</u>	プロジェクト目標の現時点での達成度を考慮すると、(プロジェクト達成の結果として)上位目標は達成される見込みであるか。	(1) 12 事業が実施され受益者が得た総収入は 2008 年度 EUR38,991、2009 年度 EUR94,086 と着実に増加している (2009 年次報告)。 (2) 事業から現金収入を得た受益者は約 400 名で全受益者の 35% である (2009 年次報告)。 (3) 対象地域住民の意識変化については、既に表面に現れる民族軋轢は見られない。しかしながら、相互不信感は未だ両民族に残っている (2009 年次報告)。	上位目標 1 は進捗しており、受益者の粗収入は増加、今後は、粗収入は果樹の収穫、再生された草地での牧畜の拡大により、年々増加していくと考えられる。また、温室や養蜂箱の生産は住民の収入増加に貢献している。上位目標 2 については、その促進度を把握するためには、手法がないが、専門家からは既に表面に現れる民族軋轢は見られない。
<u>予期していなかったインパクト</u>	上位目標を達成するための阻害要因はあるか。 ● 政策 ● 技術面 ● 環境 ● 社会経済 ● 組織、財政	(1) 各事業の支援対象者・対象者外間での嫉妬心の助長に対する懸念が、日本人専門家から指摘されている。しかしながら、これが本プロジェクトを実施した直接の結果であるかどうかは、現時点で判断できない。 以下は両民族の意識の変化を示す事例である。 ➤ OsatMZ の集落で紛争時に破壊されたセルビア系住民の水槽が両民族の協力で修復された。 ➤ プロジェクトの仲介により、セルビア系住民が紛争時から交流が途絶えていた隣集落のボスニア系住民との関係修復及び交流が 15 年ぶりに始まった。 ➤ 支援せずとも自ら温室を建てた受益者が約 10 名現れた (2009 年次報告)。 ➤ 対象支援者と対象外者間での嫉妬心が助長される懸念があると指摘されているとおり、トンネルを利用したきこの栽培について、トンネルの入り口付近の土地が非帰還者の所有であり、所有者が無料で土地使用を認めていないことから、一旦中止となっている。	
<u>上位目標へのロジック</u>	上位目標は現実的かつプロジェクト目標と直結しているか。 上位目標を達成するために設定された外部条件は適切かつ現実的であるか。	プロジェクト目標と上位目標の関係がクリアではないとの指摘がある。 プロジェクト目標レベルの外部条件「スレブレニツァ市役所のプロジェクト実施方針に大幅な転換がない」は、現在も適切かつ現実的である。	

評価グリップ
1. 評価グリップ

評価設定		2010年6月現在の状況		評価結果
大項目	小項目			
自立発展性	政策・制度	ボスニア・ヘルツェゴビナ政府により、プロジェクトの成果を持続するための政策的・制度的な支援が実施されるか。	妥当性と期待でき、プロジェクトの活動は、ボスニア・ヘルツェゴビナの政策やニーズと合致しており、今後も支援が期待できる。	C/P機関であるスプレブレニツァ市役所は住民へ直接農業に関するサービス、指導を提供するために2人が配置されている。調査団は、市役所が今後、プロジェクトの効果を波及させるために農業のバックグラウンドを持った正規職員を採用することを確認した。左記に加えて、プロジェクトによって開始された活動は、すでに民族にかかわらず地域住民の日常生活の一部となっており、継続されることは確実である。本プロジェクトによって支援されているアソシエーションや協同組合の責任者は、今後も事業を継続または拡大すると明言している。組織面の自立発展性は、後述の「提言」が実現されれば、さらに強化されることが予測される。
	組織	プロジェクト実施機関及び関連機関はプロジェクトの成果を持続するための組織的能力を保持しているか。	<p>(1) C/P機関であるスプレブレニツァ市役所は住民へ直接農業に関するサービス、指導を提供するために2名が配置されている。調査団は、市役所が今後、プロジェクトの効果を波及させるために農業のバックグラウンドを持った正規職員を採用することを確認した。</p> <p>(2) 上記に加えて、プロジェクトによって開始された活動は、すでに民族にかかわらず地域住民の日常生活の一部となっており、継続されることは確実である。本プロジェクトによって支援されているアソシエーションや協同組合の責任者は、今後も事業を継続または拡大すると明言している。組織面の自立発展性は、後述の「提言」が実現されれば、さらに強化されることが予測される。</p> <p>(3) 本プロジェクトによる支援は、耕作地の開拓、農業技術の向上、農業市場の開拓など、対象地域に確実な成果が残るものであり、継続的な運営方法もプロジェクトの実施過程で強化しており、プロジェクトが終了した後も対象地域の住民自身によって継続していける体制は確保できるものと考えられる。</p> <p>(4) 市役所の経済部の下に新しいユニットを設立し、様々なプロジェクトを管理させるというアイデアがある (C/P)。</p>	C/P機関であるスプレブレニツァ市役所は住民へ直接農業に関するサービス、指導を提供するために2人が配置されている。調査団は、市役所が今後、プロジェクトの効果を波及させるために農業のバックグラウンドを持った正規職員を採用することを確認した。左記に加えて、プロジェクトによって開始された活動は、すでに民族にかかわらず地域住民の日常生活の一部となっており、継続されることは確実である。また、プロジェクトでの活動で導入した技術は住民からの提案に基づくもので、地域にもともとあった技術であるとともに、アソシエーションや受益者は、他の地域住民に知識や技術を移転している。
財政	プロジェクト実施機関及び関連機関はプロジェクトの成果を持続するための財政的能力を保持しているか。		<p>(1) スプレブレニツァ市の財政は限られている。</p> <p>(2) 農産加工に取り組んでいるアソシエーションについては、現在の事業で収益も出ており、プロジェクトからの支援がなくても事業の継続は可能である (専門家)。</p> <p>(3) プロジェクト自身も部分的に住民負担を増やすなど自律的に活動が可能となるような工夫も行っている。</p>	
	技術	プロジェクト実施機関及び関連機関はプロジェクトの成果を持続するための技術的能力を保持しているか。	<p>(1) プロジェクトでの活動で導入した技術は住民からの提案に基づくもので、地域にもともとあった技術である。</p> <p>(2) 各事業はプロジェクト終了までに生産販売持続段階まで到達すると考えられる (専門家)。</p>	

評価グリッド

1. 評価グリッド

評価設問		2010年6月現在の状況	評価結果
大項目	小項目 地域住民は習得した技術の適用を継続するか。 移転技術は他地域へ普及できるものであるか。	前記に同じ。ただし、前述のとおり、事業として成り立つことが継続の条件である。 (1) 事業のひとつである牧草地再生の重要性は住民が認めていること、温室資材はツヅラやサラエボまで運搬されていることなどから、住民による他地域への広がりが見込める。 (2) プロジェクトの手法や教訓がスプレッド市やボスニア・ヘルツェゴビナにおいて利用されるとは思えない。しかしながら、近隣諸国への適用は可能である（専門家、要確認）。	
	供与された資機材は適切に使用、維持・管理されるか。	一部故障した資機材はあるものの、おおむね適切に使用、維持・管理されている。故障については現地で解決できるものである。	

評価グリップ
2. 実施プロセスの検証

中間レビュー調査はR/D時に合意されたPDM1に基づいたものである。

プロジェクトの要約	指標	2010年6月現在の実績	実績予測																																																											
<p><u>上位目標</u></p>	<p>1-1 対象地域住民の収入源の数及び収入が増加する。</p>	<p>事業数は現在15である。</p> <p>事業のうち、収入があった事業及び粗収入の推移は以下のとおり。今後果汁の収穫、再生された草地での畜産の拡大により、年々増加していくことが期待される。</p> <table border="1" data-bbox="534 846 847 1552"> <thead> <tr> <th rowspan="2"></th> <th colspan="3">受益者数</th> <th colspan="2">受益者の粗収入 (EUR)</th> </tr> <tr> <th>2008年</th> <th>2009年</th> <th>2008年</th> <th>2009年</th> <th>2009年</th> </tr> </thead> <tbody> <tr> <td>ハーブ事業</td> <td>50</td> <td>50</td> <td>10,939</td> <td>8,527</td> <td></td> </tr> <tr> <td>ラギア事業</td> <td>18</td> <td>17</td> <td>9,659</td> <td>5,910</td> <td></td> </tr> <tr> <td>野菜事業</td> <td>34</td> <td>91</td> <td>13,897</td> <td>23,624</td> <td></td> </tr> <tr> <td>きのこ事業</td> <td>6</td> <td>6</td> <td>2,250</td> <td>0</td> <td></td> </tr> <tr> <td>養蜂事業</td> <td>114</td> <td>173</td> <td>180</td> <td>33,312</td> <td></td> </tr> <tr> <td>インゲン豆</td> <td>14</td> <td>63</td> <td>2,066</td> <td>14,491</td> <td></td> </tr> <tr> <td>食品加工事業</td> <td>0</td> <td>5</td> <td>0</td> <td>8,222</td> <td></td> </tr> <tr> <td>合計</td> <td>236</td> <td>405</td> <td>38,991</td> <td>94,086</td> <td></td> </tr> </tbody> </table> <p>出典：2009年次報告</p> <p>農産加工に取り組んでいる事業 (NGO) については、現在の収益も出ているが、物品の配布や調整のみを行っている事業 (NGO) については、収益は望めない (帰国報告会資料)。野菜については、品質が高く、市場業者も高く評価しており、今後も価格、販売先とも懸念はない。ハーブ及び養蜂は、販売先確保、価格交渉で苦勞をしているが、年々改善されている (近況報告)。</p>		受益者数			受益者の粗収入 (EUR)		2008年	2009年	2008年	2009年	2009年	ハーブ事業	50	50	10,939	8,527		ラギア事業	18	17	9,659	5,910		野菜事業	34	91	13,897	23,624		きのこ事業	6	6	2,250	0		養蜂事業	114	173	180	33,312		インゲン豆	14	63	2,066	14,491		食品加工事業	0	5	0	8,222		合計	236	405	38,991	94,086		<p>上位目標1については、12事業が実施され、受益者が得た総収入は、2008年度EUR38,991、2009年度EUR94,086と着実に増加している。事業から現金収入を得た受益者は2009年度に約400名で全受益者の35%である。収入があった事業及び粗収入の推移は左表のとおり。今後、粗収入は果樹の収穫、再生された草地での畜産の拡大により、年々増加していくと考えられる。また、温室や養蜂箱の生産は住民の収入増加に貢献している。</p> <p>上位目標2については、その促進度を把握するために手法が異なるが、専門家からは、既に表面に現れる民族軋轢は見られないものの、相互不信は未だ両民族に残っているとの指摘がある。</p>
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<p><u>プロジェクト目標</u></p>	<p>1-2 対象地域住民の意識変化</p>	<p>(1) 既に表面に現れる民族軋轢はプロジェクト地域内では見られなくなったが、相互不信感はまだ両民族に残っている (2008、2009年次報告)。</p> <p>(2) しかしながら、民族間の交流や会話を通じて隣着なく活発に行われており、少しずつではあるが両民族の相互不信感が薄くなりつつある (帰国報告会資料)。</p> <p>(3) Osatwzにおいて紛争時破壊された給水タンクが、両民族の協力で修復された。</p> <p>(4) プロジェクトの仲介により、セルビア系住民が紛争時から交流が途絶えていた隣集落のボスニア系住民との関係修復及び交流が15年ぶりに始まった。</p> <p>共同活動事例の種類は以下のとおり。2008年以降、プロジェクトにより新たに実施された事業は、i) ハーブ加工、ii) ラズベリー生産、iii) インゲン豆品種改良、iv) 家畜飼料生産、v) プレイルーム開園である。すでに新規事業を開始する段階ではなく、現在の事業の持続と有望な事業をさらに拡大することが、今後の活動の中心となる (2008、2009年次報告)。</p> <p>(1) ハーブ生産・加工 (2) ラズベリー生産</p>	<p>指標はアウトプットの進捗とともに、徐々に満たされている。プロジェクト目標はプロジェクト終了までに、達成されると期待できる。</p>																																																											

評価グリップ
2. 実施プロセスの検証

プロジェクトの要約	指標	2010年6月現在の実績	実績予測																										
		<p>(3) 果樹植え付け (4) 小規模飲用灌漑 (5) 草地再生、牧草生産、農機共同利用 (6) フキア生産 (7) 養蜂 (8) 温室園芸 (9) インゲン豆品種改善 (10) 家畜飼料生産 (11) きのご生産 (12) プレイルーム</p> <p>出典：2009年次報告</p>																											
<p>成果1</p>	<p>1 住民グループ、MZ、現地NGO等、関連組織による活動の実施状況</p>	<p>NGO及びアソシエーションによる活動内容は以下のとおりである。</p> <table border="1" data-bbox="778 573 1390 1554"> <thead> <tr> <th data-bbox="778 1361 802 1554">アソシエーション</th> <th data-bbox="778 573 802 1361">活動内容</th> </tr> </thead> <tbody> <tr> <td data-bbox="802 1361 863 1554">Dom</td> <td data-bbox="802 573 863 1361">トンネルを利用してのきのこの栽培事業を実施していたが、土地所有問題で活動を休止している。事業体は、イタリアのNGOであるCECIVIからの支援を模索している。</td> </tr> <tr> <td data-bbox="863 1361 887 1554">Drina Skelani</td> <td data-bbox="863 573 887 1361">主に果樹植え付け事業、プラム・フキア生産事業を実施している。</td> </tr> <tr> <td data-bbox="887 1361 911 1554">Eco Gradina</td> <td data-bbox="887 573 911 1361">インゲン豆品種改善、ラズベリー事業を実施している。</td> </tr> <tr> <td data-bbox="911 1361 935 1554">Kostolomci MZ</td> <td data-bbox="911 573 935 1361">小規模灌漑事業を実施している。</td> </tr> <tr> <td data-bbox="935 1361 959 1554">New Hope</td> <td data-bbox="935 573 959 1361">草地再生事業、ローズヒップ植え付け事業、小規模灌漑事業を実施している。</td> </tr> <tr> <td data-bbox="959 1361 983 1554">Orhideja</td> <td data-bbox="959 573 983 1361">イチゴ生産事業を責任者として実施している。配合飼料生産事業については、税金の支払いの遅延により、一時停止をしている。</td> </tr> <tr> <td data-bbox="983 1361 1007 1554">OSAT</td> <td data-bbox="983 573 1007 1361">OsatMZ周辺4MZの養蜂事業を任されている。</td> </tr> <tr> <td data-bbox="1007 1361 1031 1554">OSAT MZ</td> <td data-bbox="1007 573 1031 1361">小規模灌漑事業を実施している。</td> </tr> <tr> <td data-bbox="1031 1361 1054 1554">Podorinje1</td> <td data-bbox="1031 573 1054 1361">温室野菜事業、ハーブ生産加工事業、乾燥場の管理を実施している。3アソシエーションにより設立されたPlodona Dolina (下段参照) が実施する共同事業の中心的存在である。</td> </tr> <tr> <td data-bbox="1054 1361 1078 1554">Plodona Dolina (協同組合)</td> <td data-bbox="1054 573 1078 1361">Podrinje1, Orhideja, Domが設立した協同組合である。ハーブ、家畜飼料を販売、牧草種子、ラズベリー苗を調達している。</td> </tr> <tr> <td data-bbox="1078 1361 1102 1554">Skelanka</td> <td data-bbox="1078 573 1102 1361">養蜂事業を実施している。</td> </tr> <tr> <td data-bbox="1102 1361 1126 1554">Zadrugar</td> <td data-bbox="1102 573 1126 1361">牧草生産事業、農機共同利用事業を実施している。農機共同利用事業については、利用状況に(民族間の)偏りがある、との批判がある。</td> </tr> </tbody> </table> <p>出典：2009年次報告</p>	アソシエーション	活動内容	Dom	トンネルを利用してのきのこの栽培事業を実施していたが、土地所有問題で活動を休止している。事業体は、イタリアのNGOであるCECIVIからの支援を模索している。	Drina Skelani	主に果樹植え付け事業、プラム・フキア生産事業を実施している。	Eco Gradina	インゲン豆品種改善、ラズベリー事業を実施している。	Kostolomci MZ	小規模灌漑事業を実施している。	New Hope	草地再生事業、ローズヒップ植え付け事業、小規模灌漑事業を実施している。	Orhideja	イチゴ生産事業を責任者として実施している。配合飼料生産事業については、税金の支払いの遅延により、一時停止をしている。	OSAT	OsatMZ周辺4MZの養蜂事業を任されている。	OSAT MZ	小規模灌漑事業を実施している。	Podorinje1	温室野菜事業、ハーブ生産加工事業、乾燥場の管理を実施している。3アソシエーションにより設立されたPlodona Dolina (下段参照) が実施する共同事業の中心的存在である。	Plodona Dolina (協同組合)	Podrinje1, Orhideja, Domが設立した協同組合である。ハーブ、家畜飼料を販売、牧草種子、ラズベリー苗を調達している。	Skelanka	養蜂事業を実施している。	Zadrugar	牧草生産事業、農機共同利用事業を実施している。農機共同利用事業については、利用状況に(民族間の)偏りがある、との批判がある。	<p>計画された活動のほとんどは順調に実施されている。アウトプット1はプロジェクト終了までに、達成されると期待できる。</p>
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評価グリッド

2. 実施プロセスの検証

プロジェクトの要約	指標	2010年6月現在の実績	実績予測
成果2	<p>2-1 スレブレニツァ市役所によって農業・農村開発活動に関する情報が収集される。</p> <p>2-2 スレブレニツァ市役所による情報普及活動が少なくとも1年に1回以上実施される。</p>	<p>プロジェクトはC/Pとともに、i) 事業の進捗状況、ii) 将来の活動、本邦研修の結果などについての協議を実施するとともに、共同で事業現場調査などを行っている。</p> <p>プロジェクトを紹介するホームページが開設するとともにセミナーでプロジェクトの概要情報を配布している。しかしながら、スレブレニツァ市役所の機能・体制が不十分であることから、2010年6月現在、大きな進捗は見られていない。</p>	<p>スレブレニツァ市役所の機能・体制が不十分であるではあるが、アウトプット2は徐々に成果を挙げている。</p>

プロジェクト・デザイン・マトリックス (PDM)

プロジェクト名: スレブレニツァ地域における信頼醸成のための農業・農村開発プロジェクト
 対象地域: スレブレニツァ市内の 12MZ (個別専門家派遣時の協力対象地域 6MZ 及び新規拡大の 6MZ)
 ターゲットグループ: 対象地域の帰還民、母子家庭、戦争傷病者のいる家族を主とする対象地域の住民

協力期間: 2008 年 9 月から 2011 年 9 月まで (3 年間)

作成日: 2008 年 8 月 8 日 Ver. 0

プロジェクト要約	指標	入手手段	外部条件
<p>上位目標</p> <p>1 対象地域住民の経済力が向上する。</p> <p>2 対象地域住民の融和が促進される。</p>	<p>1-1 対象地域住民の収入源の数及び収入が増加する。</p> <p>2-1 対象地域住民の意識変化。</p>	<p>1-1 関連組織の事業収支報告書、モニタリング報告書</p> <p>1-2 収入源に関する住民からの聞き取り調査</p> <p>2-1 住民からの聞き取り調査と好事例の収集</p> <p>2-2 モニタリング報告書</p>	<p>・ボスニア・ヘルツェゴビナ国内の農産物の価格が、プロジェクト開始時と比較して大幅に下落しない。</p> <p>・対象地域において自然災害が起きない。</p>
<p>プロジェクト目標</p> <p>対象地域の住民が協同して農業・農村開発活動を行う能力の強化を通じて、これら住民間の信頼が醸成される。</p>	<p>プロジェクト終了時までに、住民による協同活動事例の種類がプロジェクト開始時と比較して増加する。</p>	<p>1 関連組織の活動年次報告書</p> <p>2 モニタリング報告書</p>	<p>・スレブレニツァ市役所のプロジェクト実施方針に大幅な転換がない。</p>
<p>成果</p> <p>1 対象地域において、住民による農業・農村開発のための活動が継続的に実施される。</p>	<p>1 住民グループ、MZ、現地 NGO 等、関連組織による活動の実施状況。</p>	<p>1-1 関連組織の各活動計画書及び報告書</p> <p>1-2 モニタリング報告書</p>	<p>・スレブレニツァ市役所のプロジェクト実施方針に大幅な転換がない。</p>

<p>2 住民共存社会の再構築に向けた農業・農村開発のための活動に関する情報が普及される。</p>	<p>2-1 スレブレニツァ市役所によって農業・農村開発活動に関する情報が収集され、記録される。</p> <p>2-2 スレブレニツァ市役所による情報普及活動が少なくとも1年に1回以上実施される。</p>	<p>2-1 スレブレニツァ市役所のプロジェクト情報記録</p> <p>2-2 市役所の情報普及活動実施報告書</p>	
<p>活動</p> <p>1-1 対象地域の住民及びスレブレニツァ市役所が、地域の有用技術や人材、資源などを発掘する。</p> <p>1-2 対象地域の住民が農業を中心とした収入向上活動（ハーブ生産・加工、牧草生産、養蜂等の小規模な事業等）の計画を策定する。</p> <p>1-3 対象地域の住民が農業を中心とした収入向上活動を実施する。</p> <p>1-4 対象地域の住民が生活改善活動（母子家庭共同保育等）を導入する。</p> <p>1-5 スレブレニツァ市役所と住民が活動をモニタリングする。</p> <p>2-1 スレブレニツァ市役所が農業・農村開発活動に関する情報（活動事例等）を収集し記録する。</p> <p>2-2 スレブレニツァ市役所が農業・農村開発活動に関する情報を住民と共有するための普及活動（セミナーの開催等）を行う。</p>	<p>投入</p> <p>日本側 総額約 3.2 億円</p> <p>1 専門家派遣（長期：チーフアドバイザー／農業普及、業務調整／農村開発、短期：商品開発、畜産、生活改善等必要に応じ派遣）</p> <p>2 供与機材（約 0.1 億円：農業・農村開発活動用機材、研修用機材等）</p> <p>3 プロジェクト経費（約 1.5 億円：ハーブ生産・加工、牧草生産、養蜂等の小規模な事業経費）</p> <p>4 本邦研修（約 0.3 億円：合計 15 名程度）</p>	<p>ボスニア・ヘルツェゴビナ側</p> <p>1 カウンターパートの配置</p> <p>2 プロジェクト事務所スペースの提供</p> <p>3 プロジェクト運営経費の一部（カウンタースペースの活動に係る経費、プロジェクト事務所の事務所光熱費）</p>	<p>前提条件 関係機関及び地域住民からの協力が得られる。</p>

