

エチオピア国  
ベレテ・ゲラ参加型森林管理計画  
フェーズ2  
終了時評価調査報告書

平成22年7月  
(2010年)

独立行政法人国際協力機構  
エチオピア事務所

エテ事
JR
10-002

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## 序 文

日本国政府はエチオピア連邦民主共和国からの技術協力の要請に基づき、同国においてベレテ・ゲラ参加型森林管理計画フェーズ 2 を実施することを決定し、平成 18 年 9 月 29 日に討議議事録(R/D)の署名を行い 4 年間のプロジェクトとして実施しています。

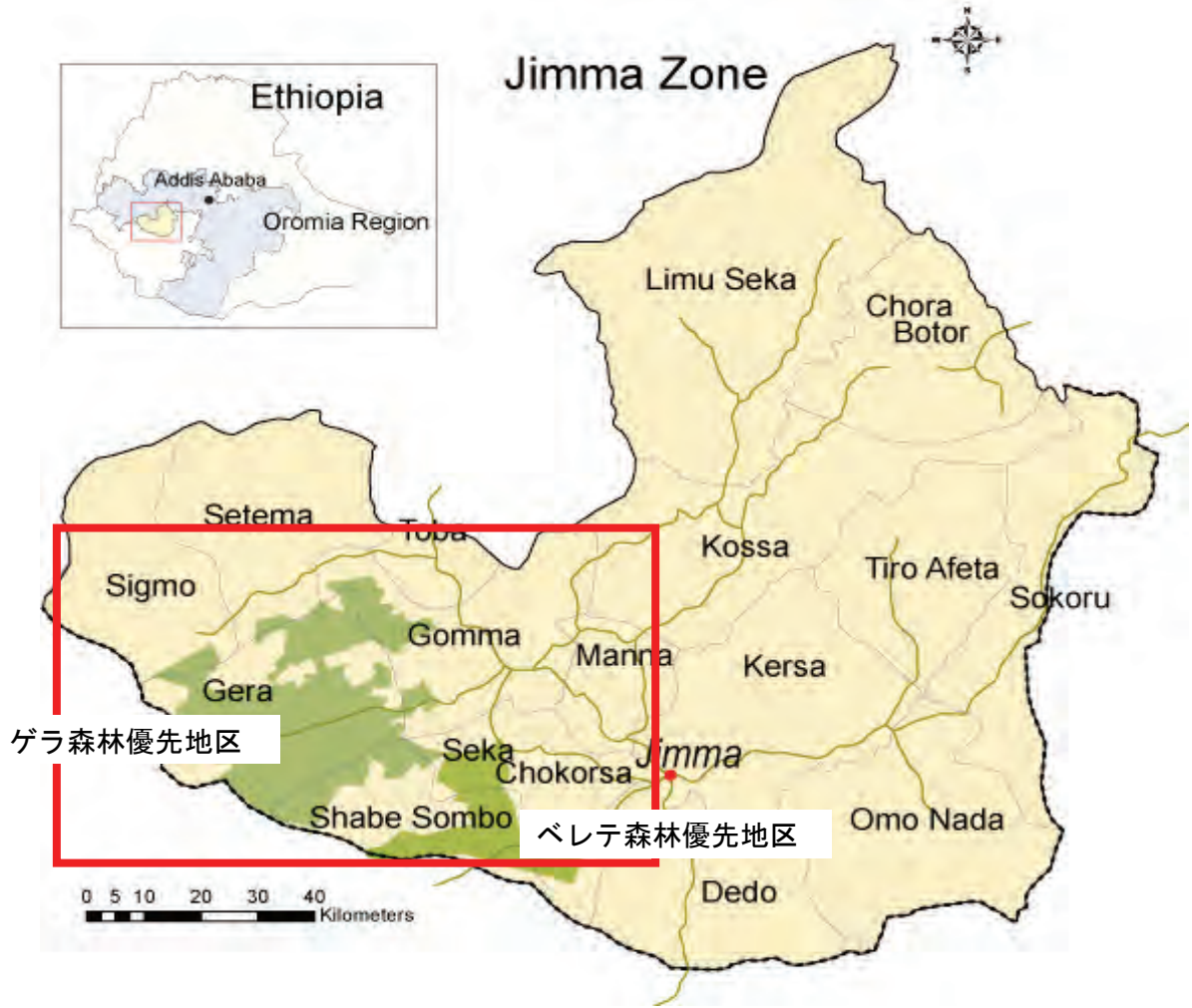
今般、プロジェクト開始から 3.5 年が経過したことから終了時評価調査団を派遣し、これまでの実績と実施プロセスを確認し、その情報に基づいて評価 5 項目（妥当性、有効性、効率性、インパクト、自立発展性）の観点から、日本国側・エチオピア国側合同で評価を行うことを目的として、当機構地球環境部自然環境保全第二課長 遠藤浩昭を団長とする終了時評価調査を実施しました。本報告書は、同調査団による協議結果、評価結果を取りまとめたものです。

本報告書が、当プロジェクト及び類似プロジェクトの実施にあたり広く活用されることを願います。

平成 22 年 7 月

独立行政法人国際協力機構  
エチオピア事務所  
所長 大田 孝治

プロジェクト対象地域



写



住民参加による森林管理計画づくり

真



JCC で挨拶する森林公社総裁



WaBuB フィールドスクールに  
参加する女性達



指導を行う専門家



森林コーヒー



ミニッツの署名完了

## 略語表

ARDO	Agriculture and Rural Development Office	農業農村開発事務所
DA	Development Agent of ARDO	普及員
District	Woreda	郡
FAO	Food and Agriculture Organization	国際連合食糧農業機関
FCCP	WaBuB Forest Coffee Certification Program	WaBuB 森林コーヒー認証プログラム
FF	Farmer Facilitator	農家指導者
FFS	Farmer Field School	農民学校
FMA	Forest Management Agreement	森林管理本契約
FMP	Forest Management Plan	森林管理計画
JFE	Jimma Forest Enterprise	ジンマ森林公社
JFM	Joint Forest Monitoring	共同森林モニタリング
NTPP	Non Timber Forest Product (Specifically, coffee, honey, cardamom, Catha edulis, and others)	非木材林産物
OARDB	Oromia Agriculture and Rural Development Bureau	オロミア州農業農村開発局
OFESA	Oromia Forest Enterprise Supervising Agency, former OFWE	オロミア森林公社の前身
OFWE	Oromia Forest and Wildlife Enterprise	オロミア森林公社
OFWE-JBO	Jimma Branch Office of OFWE	オロミア森林公社ジンマ支所
PDM	Project Design Matrix	プロジェクト・デザイン・マトリックス
PFM	Participatory Forest Management	参加型森林管理
P-FMA	Provisional FMA	森林管理仮契約
PO	Plan of Operation	プロジェクト活動計画
RECOFTC	Regional Community Forestry Training Center for Asia and Pacific Region	国際機関 アジア太平洋地域 コミュニティーフォレストリー研修センター
RFPA	Regional Forest Priority Area	州森林優先地域
WaBuB	Waldaa Bulchinsaa Bosonaa: Forest Management Association	森林管理組合(現地語)
WFS	WaBuB Field School	WaBuB 野外学校(農民学校)

## 終了時評価調査結果要約表

1. 案件の概要	
国名：エチオピア連邦民主共和国	案件名：ベレテ・ゲラ参加型森林管理計画フェーズ2
分野：森林セクター	援助形態：技術協力プロジェクト
所轄部署：エチオピア事務所	協力金額（評価時点）：約3.7億円
協力期間	(R/D):2006年10月～2010年9月
	先方関係機関：オロミア州森林公社 (OFWE)
	日本側協力機関：無し
	(延長):無し
	他の関連協力：無し
<p><b>1-1 協力の背景と概要</b></p> <p>オロミア州にはエチオピアの森林資源の約7割が賦存するが、農地の拡大、不適切な土地利用、過度の森林伐採などにより毎年5万～10万ヘクタールの森林が減少しつつあると言われており、何らかの有効な方策が取られないと後数十年で天然森林は消失しかねない状況にある。そのため、オロミア州政府は1998年にJICAが実施した「南西部地域森林保全計画調査」の結果に沿って、日本政府に要請を行い、2003年10月から3年間にわたり地域住民による森林管理の実施を目指した技術協力プロジェクト「ベレテ・ゲラ参加型森林管理計画」の第1フェーズが実施された。2006年6月に合同終了時評価が行われ、対象コミュニティのWaBuB（オロミア語の「森林管理組合」の略称）と州政府の間に森林管理仮契約（P-FMA）が締結され、参加型森林管理（PFM）の実施に向けた基本的な体制が整備されたことが確認された。</p> <p>WaBuBによるPFMを、ベレテ・ゲラ森林優先地域（RFPA）内の他の集落にさらに拡大するために、2006年10月から4年間の協力期間として第2フェーズ（以下“本プロジェクト”と言う）が実施された。本終了時評価調査は活動成果の確認と出口戦略の検討を目的として、2010年6月に実施された。</p> <p><b>1-2 協力内容</b></p> <p>エチオピア国オロミア州ベレテ・ゲラRFPAにおいて、住民参加型の森林管理体制を確立・普及させることを目的とし、森林管理計画の策定及び実施、またインセンティブとして地域コミュニティの生活改善を図るWaBuBフィールドスクールの実施、森林コーヒーの認証取得や販売等に係る支援を行っている。</p> <p>(1) 上位目標 地域住民による持続的な参加型森林管理計画がベレテ・ゲラRFPA内で実践される。</p> <p>(2) プロジェクト目標 WaBuB参加型森林管理（WaBuB PFM）方法がベレテ・ゲラRFPAの対象地域で普及する。</p> <p>(3) 成果 コンポーネント1: 実施体制の整備とプロジェクト運営管理</p>	

成果 1.1: 効率的で効果的なプロジェクト運営管理及びモニタリング・評価 (M&E) のメカニズムが構築される。

成果 1.2: オロミア森林公社(OFWE)のジンマ支所 (OFWE-JBO) 及び農業農村開発事務所 (ARDO)の組織能力が強化される。

コンポーネント2: 森林管理組合の設立

成果 2.1: 選定された各集落において WaBuB が設立される。

成果 2.2: WaBuB に対する共同モニタリング・評価が WaBuB 及び OFWE-JBO/ARDO によって実施される

成果 2.3: WaBuB の内規及び森林管理計画が策定され実施される。

コンポーネント3: ベレテ・ゲラ RFPA における地域コミュニティの生計改善

成果 3.1.1: 国際コーヒー認証を取得する。

成果 3.1.2: WaBuB に有利なビジネス・パートナーシップが確立される。

成果 3.1.3: WaBuB 協同組合の組織能力が強化される。

成果 3.2.1: WaBuB 野外学校 (WFS) 普及のための土台が構築される。

成果 3.2.2: WFS を通じて WaBuB 構成員が改良農業技術を取得する。

(4) 投入 (評価時点)

日本国側：総投入額 約 3.97 億円

専門家派遣 計 107 人月 (予定)

現地スタッフ雇用 15 人 (2010 年 6 月末現在)

在外事業強化費 1.2 億円 (2006 年度～2009 年度)

研修員受入 24 名 (2010 年 6 月末現在)

機材供与 GPS、複写機、コンピュータ等

相手国側：

人員配置 プロジェクト担当者計 10 名 (森林官 5 人含む)

運営経費負担 補助職員、光熱水費 (6,300US\$)

土地・施設提供 プロジェクト事務所 (ジンマ、ゲラ)

2. 評価調査団の概要

調査団	(1)総括 : 地球環境部森林・自然環境保全第二課 課長 遠藤浩昭 (2)評価計画: JICA エチオピア事務所 中村貴弘 (3)調査企画: 地球環境部森林・自然環境保全第二課 新井雄喜 (4)評価分析: 水産エンジニアリング (株) 寺尾豊光	
調査期間	2010 年 6 月 3 日～2010 年 6 月 18 日	評価種類: 終了時評価

3. 評価結果の概要

3-1 主な実績

(1) 成果の達成状況

成果 1: 実施体制の整備とプロジェクト運営管理



この成果を構成する活動は、関連機関の組織強化を対象としたものである。成果 1 に関する活動で、プロジェクト開始前に最も難しいと考えられていたのは、**WaBuB** フィールドマニュアルの作成と本プロジェクトへの普及員（DA）の活用であったが、これらの活動は達成されている。マニュアル第 1 版は 2007 年 7 月に完成し、その後 2008 年 6 月と 2009 年 8 月等に増補・改訂された。また、ベレテ・ゲラ RFPA に位置する行政村に配属されているほぼ全員の DA が、WaBuB による PFM 活動に従事しており、過去 3 年間にわたって継続して活動の進捗をモニタリングするための郡レベルの DA 月例会議に出席している。また 2008 年 3 月にベースライン調査が実施され、2008 年 11 月にデータベースが作成された。しかしながら、プロジェクト開始時から OFWE のゲラユニットオフィスの林業専門家 2 名が WaBuB 組織化の支援に当たっていたが、その関与は計画内容検討等の会議に限定されており、実施機関による合同森林モニタリングの実施と WaBuB レベルでの活動経験の蓄積は未だ十分ではない。

#### 成果 2：森林管理組合の設立

成果 2 に含まれる活動は、**WaBuB** の組織化を目指すものである。このうち **WaBuB** の組織設置に必要なタスクは、成功裡に実施されている。ベレテ・ゲラ RFPA 全域で 125 の WaBuB を形成することが目標であるが、この内 74.4%に相当する 93 の WaBuB 組織が既に設置され、P-FMA を締結している。2009 年に 53 の WaBuB（ゲラ郡：29、シャベソンボ郡：24）において、合同森林モニタリングが一回実施されている。他方で、森林管理計画（FMP）を作成し実施する上で必要なタスクは、当初の計画どおりに進捗していない。42 の WaBuB において森林管理計画（FMP）が準備中の段階にあるが、これは P-FMA 締結済みの WaBuB の 45.2% である。また、FMP は 2010 年 6 月段階では未だ OFWE に提出されていない状況にあり、FMP で掲げている森林管理活動の実施には至っていない。2010 年 9 月までには、FMP を実施する WaBuB も出てくると考えられるが、50%には達しないと見込まれる。

#### 成果 3：ベレテ・ゲラ RFPA における地域コミュニティの生計改善

1) 森林コーヒー：WaBuB 森林コーヒー認証プログラム（FCCP）の実施を通じて、本プロジェクトは WaBuB が行う森林コーヒーの国際認証取得や販売等を支援してきた。終了時評価時点において、P-FMA 締結済みであり、かつ森林コーヒーを採集する WaBuB の全てが FCCP に参加しており、21 の WaBuB（FCCP2008-2009 年）が民間コーヒー輸出業者とのビジネス契約を取り交わした。また、体制変更があり直接 WaBuB が民間コーヒー輸出業者との取引ができなくなった後は、協同組合を通じた取引に切り替えることとし、2010 年 11 月には 48 の WaBuB（FCCP2009-2010 年）が設立した 6 つの WaBuB 協同組合が公式登録された。2010 年 2 月から 6 月にかけて、WaBuB 協同組合を通して約 60 トン余の森林コーヒーが集荷されている。

2) WaBuB フィールドスクール（WFS）：WFS に係る全活動は順調に進捗しており、その結果、現段階で各指標とも達成済みとなっている。WFS マニュアルは 2007 年 8 月に作成済みであり、シャベソンボ郡においては 36 の設立済み WaBuB の内、35 が 2 回以上の WFS を

実施（97.2%達成）。ゲラ郡においては 57 の設立済み WaBuB の内、50 が 2 回以上の WFS を実施（87.7%達成）している。2009 年 9 月までに完了した WFS は計 187 件（内 32 件農家指導、155 件 DA 指導）、2010 年 9 月完了予定の WFS は計 114 件（内 86 件農家指導、28 件 DA 指導）となり、プロジェクト終了までに合計 301 件の WFS が実施される見込みである。また、合計 234 人の農家指導者（FF）が訓練を受講し認定を受けている。

## (2) プロジェクト目標の達成状況

WaBuB フィールドマニュアルを作成する過程において、確実に実施可能な FMP のあり方を検討するための時間が必要であったことから、森林管理計画作成に係る活動の進捗が当初の工程より遅れている。この遅れはやむを得ないものであったと考えられるが、最も活動の進んでいる WaBuB でも、FMP の承認を得るのはプロジェクト終了段階の 2010 年 9 月頃になり、このままでは FMP の実施から得られる経験がフィードバックできない見込みである。

## 3-2 5 項目評価

### (1) 妥当性：非常に高い。

本プロジェクトの活動は、エチオピア連邦政府の森林保全開発及び利用に係る政令及びオロミア州政府の森林政令と合致している。また、本プロジェクトの直接の裨益者であるベレテ・ゲラの住民は、伝統的に木材と非木材林産物（NTFP）にその生計手段の多くを依存していることから、これらの産物の利用を持続可能なものとすることは、住民のニーズを満たすこととなる。プロジェクトが目指す住民参加型の森林管理は、住民の伝統的権利に配慮した官民による資源の共同管理の実現に途を開く点からも評価できる。

### (2) 有効性：高い。

各成果の達成を通して、天然林保全のための境界の確定、WaBuB 参加コミュニティによる伐採を制限する仮契約の締結、WaBuB 構成員の森林管理への動機を高める森林コーヒーの出荷、農牧地での併農林業を振興し社会経済を改善する WFS の実施といった活動が着々と進められており、PFM の仕組みが構築されつつある。森林コーヒー及び WFS は、対象地域の住民が FMP 策定作業に参加する上での有効なインセンティブとして機能していることが確認された。

### (3) 効率性：高い。

各活動が高い質を保って概ね順調に進捗していることから、JICA 専門家の投入及び日本・第三国での研修の実施は、適切に行われたといえる。特に、WFS は順調に実施件数を伸ばしており、WFS のためのトレーナー研修等において、関係機関のリソースを十分に活用できたことが伺える。

### (4) インパクト：非常に大きいと見込まれる。

本プロジェクトの実施により、対象地域の住民が自ら FMP を作成し、それらに従って持

続可能な森林管理を実践するための土台ができつつある。また、受講者の半分以上が女性であることから、女性の社会的地位向上にも寄与しているといえる。さらに、WFS は PFM の普及や WaBuB 構成員の PFM 関連知識・情報の更新にも貢献している。今後、森林コーヒーの出荷によって得られる OFWE の収入が、FMP の実施予算に活用されることも期待される。

(5) 自立発展性：普通と見込まれる。

オロミア州森林条例(No.72/2003) の規程の一つに、国有林資源の伝統的利用権は公的に認められる必要のあることが明確にされている。国のレベルでは、連邦政府農業省の天然資源管理部門において、参加型アプローチによる森林管理に向けたガイドラインの準備が進められている。これらの状況から、参加型森林管理アプローチに対する政府機関の支持が今後も継続する方向にあると考えられる。本プロジェクトを通じて作成したマニュアルは、OFWE が他の森林優先地域において PFM を促進する際に十分に活用することができる。また、本プロジェクトの活動を通じて育成された DA、FF 等の人的資源は、PFM の一層の進展に貢献できる。

しかしながら、FMP の策定・実施については、プロジェクト終了時までには指標を達成し活動を定着させることは困難と見込まれ、現時点において自立発展性が高いとは言い難い。

### 3-3 効果発言に貢献した要因

(1) 計画内容に関すること

・森林管理計画作成のための作業のみでは、多くの住民の参加を促し、住民の積極性・主体性を引き出すことは困難であったが、WFS 及び森林コーヒーは直接住民の収入向上につながったため、住民が本活動に参加する大きなインセンティブとなった。

(2) 実施プロセスに関すること

・類似プロジェクトに係る豊富な知見を有する第三国や国際機関・FAO 等外部機関からコンサルタントを投入することは、当該分野のプロジェクトを行う上で効果的であった。

・OFWE-JBO のスタッフに加えて、DA を活用したことで、ベレテ・ゲラ PFPA 全てのコミュニティを対象とすることが出来た。

・絵や写真を活用した多くのマニュアルやガイドラインは、DA や FF が活動を行ううえで極めて有効であった。

・森林コーヒーについては、生産のみではなく、国際認証の取得、マーケティングなど、全体のバリューチェーンを含めた活動を行ったことが効果的であった。

### 3-4 問題点及び問題を惹起した要因

(1) 計画内容に関すること

第1フェーズやプロジェクトの開始当初の計画では、プロジェクトと ARDO の間で FMP 策定作業を進めていく方針であったが、その後の行政改革によってプロジェクトの C/P 機関が森林公社 (OFWE) に移行したことを受け、OFWE の政策に沿って、住民との P-FMA の前に住民による FMP を策定する方針とし、森林管理計画内容もそれに沿って再検討したため、進捗に遅れが生じた。

#### (2) 実施プロセスに関すること

- ・住民による FMP 策定作業に係る進捗に若干の遅れが見受けられた。その原因は、上述の C/P 機関の変更にもなって策定プロセスを検討し直す必要があったためである。FMP 策定作業は、WaBuB の設立やその他の生計向上活動から遅れて開始され、関係者間での実施指導手順や内容に関する新たな合意形成、教材やマニュアルの作成、DA や FF の研修に時間を擁したが、見直しを行ったことで、今後はスムーズに同作業が進捗することが期待できる。
- ・外部条件であるが、対象地域内において、商業的コーヒープランテーションの投資活動及び NGO によるガーデンコーヒーのプロモーションが行われ、参加型森林管理を進めようとする住民たちの混乱を招いたものと考えられる。

### 3-5 結論

妥当性、有効性、効率性、インパクトについてはどれも高いもしくは大きいと判断されたが、自立発展性については普通との評価結果となった。FMP の作成及び実施について、活動をより着実に進めていけるよう時間をかけて取り組んできたこともあり、プロジェクト終了時まで目標値を達成するのは困難な見通しにあることが、自立発展性の評価結果の背景にはある。ただ、同活動については十分な時間をかけて取り組むことができれば、インパクトや自立発展性を最大化することが期待できることから、調査団はプロジェクトの実施期間を延長することを提言した。延長期間は、ほぼ全ての WaBuB に FMP の作成及び実施の機会が与えられ、また OFWE 及び WaBuB 協同組合が森林コーヒーの買い付けから出荷までの一連のプロセスを経験することが可能となる 1.5 年間とした。

### 3-6 提言

(1) 延長期間の詳細活動計画については、PDM の改定も含めて早急に検討するようプロジェクトに対し提言を行う。

(2) OFWE-JBO に対し、下記のとおり能力強化を行うよう提言する。

- ・本プロジェクトで育った人材の有効活用を検討すること。
- ・本プロジェクトの活動が本来業務であると位置づけること。
- ・PFM を新規採用職員への研修に組込むこと。
- ・将来的にプロジェクト雇用スタッフの活用を検討すること。
- ・OFWE-JBO の要員の本プロジェクトへの関与をもっと強めること。

(3) 森林管理計画の作成と実施について、OFWE-JBO 及び ARDO に対し下記のとおり提言

を行う。

- P-FMA と FMP について、農家に対し十分な説明を行うこと。
- 農民ファシリテーターの活用を推進すること。
- OFWE-JBO と ARDO の連携を深めること。
- OFWE-JBO の予算を FMP 実施に配賦すること。
- P-FMA の期間を「本契約に至るまで」とすること（現状では、1 年間仮契約のままだと失効）。

#### (4) 商業的コーヒープランテーションの制限

- PFFA 内で商業的コーヒープランテーションに関する投資活動が 2 件確認されている。これは、FMA を無視するもので、PFM そのものにマイナスの影響を与える。OFWE-JBO に対し、適切な処置をとるよう提言する。

#### (5) 森林コーヒーについて、OFWE-JBO に対し下記のとおり提言を行う。

- NGO が同地域で、ガーデンコーヒーのプロモーションを行っている。混乱を避けるため、情報共有の場を設ける必要がある。
- OFWE-JBO として、より適切なタイミングでのコーヒーの買い付けを行う必要がある。
- OFWE-JBO として、コーヒー買付けの収支に関する情報を開示すること。
- 森林コーヒーに関する活動を、OFWE-JBO の本来業務として位置づけること。

#### (6) WaBuB アプローチの普及について、OFWE-JBO に対し下記のとおり提言を行う。

- OFWE-JBO として、他地域への普及戦略を検討すること。
- OFWE-JBO として、広報戦略を検討すること。

#### (7) 関係事務所の情報共有

- プロジェクト事務所、OFWE-JBO、ベレテ・ゲラユニットオフィスが物理的に離れた場所にある中で、より良い情報共有の方策を検討するよう関係事務所に対し提言する。

### 3-7 教訓

(1) 活動が森林の保全・管理だけでは、住民が積極的に活動に参加することは期待できない。森林コーヒーや WFS といった、住民の生計向上に直結する活動を同時並行的に実施することで、住民が森林管理に参加するインセンティブを提供することができる。

(2) 類似プロジェクトに係る豊富な知見を有する第三国や国際機関・FAO 等外部機関からコンサルタントを投入することは、当該分野のプロジェクトを行う上で効果的である。

(3) 直接の C/P だけでなく、関係省庁等と連携することで、活動をより広い地域に普及させることができる。

(4) 絵や写真を多用し現地の言葉でマニュアルを作成すること、またマニュアルの中に森林管理のモニタリングやフィードバックの活動も盛り込むことは、持続的な活動を行う上で非常に効果的である。

(5) 生産技術の指導だけでなく、それらを実際にマーケットで販売し、住民がそれらから収入を得られるところまで支援することが重要である。

(6) プロジェクトを実施した効果を客観的に実証していくためには、プロジェクト開始前のベースラインデータを十分に収集しておく必要がある。

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# 第1章 終了時評価調査の概要

## 1.1 調査団派遣の経緯と目的

エチオピア国（以下、「エ」国）は、かつては国土面積の約35%が森林で占められていたといわれているが、不適切な土地利用や過度の森林伐採、人口増加等により、森林は減少・劣化してきている。国連の報告によると、2000年時点で森林保全のため管理されている土地は、国土面積の約2%のみであるとされた。こうした事態に対処するため、「エ」国政府は全国森林優先地域(NFPA、現在はRFPA：州森林優先地域)の選定等、森林保全のための施策を打ち出しているが、その実施は十分ではない。

このような状況の中で、同国の中でも貴重な森林生態系を有する南西部地域に位置し、居住地や農地の拡大により天然林が毎年減少しており、森林資源の有効利用及び森林生態系の保全のために早急な対策が必要であるとされるベレテ・ゲラRFPAをターゲットとした技術協力プロジェクト「ベレテ・ゲラ参加型森林管理計画」プロジェクトの第1フェーズ（2003年10月-2006年9月）が開始された。同期間では、「ベレテ・ゲラRFPA内の対象村落において、地域住民による森林管理が持続的に行われること」をプロジェクト目標として、対象村落及び集落の選定、対象集落における森林・農地の境界線に係る関係者合意、森林管理仮契約の策定・締結などを通じて、参加型森林管理の実施に向けた基本的な体制が整備された。

第2フェーズ（2006年10月-2010年9月）においては、オロミア森林公社をカウンターパート（以下「C/P」）機関とし、ベレテ・ゲラRFPAの対象地域内で組織される森林管理組合(WaBuB)に参加する住民に対し「住民による参加型森林管理方法がベレテ・ゲラRFPAの対象地域で普及する」ことを目的としており、現在、長期専門家として「チーフアドバイザー/農村生計向上」、及び短期専門家として「業務調整/自然資源管理」の2名を派遣中である。

今般、2010年9月にプロジェクト実施期間の終了を控え、活動成果の確認及び出口戦略の検討を目的とした終了時評価調査を実施した。

## 1.2 調査団の構成と期間

### 1.2.1 調査団の構成

	担当	氏名	所属
1	団長/総括	遠藤浩昭	JICA 地球環境部 森林・自然環境保全第二課 課長
2	評価計画	中村貴弘	JICA エチオピア事務所
3	調査企画	新井雄喜	JICA 地球環境部 森林・自然環境保全第二課
4	評価分析	寺尾豊光	水産エンジニアリング株式会社
5	Team Leader	Ararsa Regassa	Deputy General Director, Oromia Forest and Wildlife Enterprise
6	Team Member	Dereje Jenbere	Forest Extension Expert, Oromia Forest and Wildlife Enterprise

1.2.2 調査期間

日時	曜日	JICA 団員	コンサルタント
6月1日	火		本邦発 ANA7055(18:35)→
6月2日	水		バンコク ET607(01:40)→ ア デイス・アベバ (06:40)
6月3日	木		JICA 事務所 打合せ OFWE と終了時評価方針の協 議 ジンマへ移動
6月4日	金		専門家インタビュー CP インタビュー
6月5日	土		現場調査
6月6日	日		グリッド案作成
6月7日	月		現場調査
6月8日	火		レポート案作成
6月9日	水		リロンゲ→ナイロビ KLM4155 (19:20) → アデイス着 (20 : 15)
6月10日	木	JICA 事務所、OFWE 表敬 ジンマへ移動	
6月11日	金	ジンマゾーン表敬 プロジェクトマネージャーからの説明	
6月12日	土	ゲラ郡活動視察 報告書案の作成	
6月13日	日	シャベ・ソンボ郡活動視察 報告書案の作成	
6月14日	月	調査結果の協議 (現場)	
6月15日	火	アデイス・アベバへ移動 評価報告書案の修正	
6月16日	水	OFWE (プロジェクト・ダイレクター) 協議 評価報告書案の修正	
6月17日	木	OFWE (プロジェクト・ダイレクター) 協議 評価報告書案の修正	
6月18日	金	JCC 開催 (評価内容の報告・署名) 大使館報告、事務所報告 エチオピア発 EM724 (19 : 35)→	
6月19日	土	ドバイ JAL5096(03:15)→ 成田(18:00)	

### 1.3 対象プロジェクト概要

#### (1) 上位目標

地域住民による持続的な参加型森林管理計画がベレテ・ゲラ RFPA 内で実践される。

#### (2) プロジェクト目標

WaBuB 参加型森林管理(WaBuB PFM)方法がベレテ・ゲラ RFPA の対象地域で普及する。

#### (3) 成果

##### コンポーネント 1: 実施体制の整備とプロジェクト運営管理

成果 1.1: 効率的で効果的なプロジェクト運営管理及びモニタリング・評価 (M&E) のメカニズムが構築される。

成果 1.2: オロミア森林公社(OFWE)のジンマ支所 (OFWE-JBO) 及び農業農村開発事務所(ARDO)の組織能力が強化される。

##### コンポーネント 2: 森林管理組合の設立

成果 2.1: 選定された各集落において WaBuB が設立される。

成果 2.2: WaBuB に対する共同モニタリング・評価が WaBuB 及び OFWE-JBO/ARDO によって実施される

成果 2.3: WaBuB の内規及び森林管理計画が策定され実施される。

##### コンポーネント 3: ベレテ・ゲラ RFPA における地域コミュニティの生計改善

成果 3.1.1: 国際コーヒー認定を取得する。

成果 3.1.2: WaBuB に有利なビジネス・パートナーシップが確立される。

成果 3.1.3: WaBuB 協同組合の組織能力が強化される。

成果 3.2.1: WaBuB 野外学校 (WFS) 普及のための土台が構築される。

成果 3.2.2: WFS を通じて WaBuB 構成員が改良農業技術を取得する。

#### (4) 投入 (評価時点)

日本国側 :

専門家派遣 計 107 人月 (予定)

現地スタッフ雇用 15 人 (2010 年 6 月末現在)

在外事業強化費 1.2 億円 (2006 年度～2009 年度)

研修員受入 24 名 (2010 年 6 月末現在)

機材供与 GPS、複写機、コンピュータ等

## 第2章 終了時評価のプロセスと方法

### 2.1 終了時評価のプロセス

本調査は、(1)プロジェクト実施機関による内部評価、(2)関係組織への現場インタビュー、(3)関係者による合同会議及び(4)終了時評価会議などの実施を経て行われた。これらの調査活動は2010年6月3日から6月18日の間に順次実施された。

終了時評価調査のプロセス

行動	参加者
内部評価	オロミア森林公社ジンマ支所 (OFWE-JBO) 職員、日本人専門家、プロジェクト雇用職員 (プロジェクトコーディネーター及びフィールドコーディネーター)
関係組織への現場インタビュー	OFWE-JBO 職員、日本人専門家、プロジェクトコーディネーター、フィールドコーディネーター及び合同評価調査団
合同会議	OFWE-JBO 職員、日本人専門家、プロジェクトコーディネーター、フィールドコーディネーター、合同評価調査団、ARDO 職員、開発普及員 (DA)
終了時評価会議	合同評価調査団

### 2.2 終了時評価の方法

JICA のプロジェクト評価ガイドライン(改訂版)に基づいて、終了時評価を実施した。評価の方法は次のとおりである。

- PDM と評価グリッド(付属資料 2 と 4)の観点から見た進捗状況と達成実績の確認
- 実施プロセスの検討
- 評価 5 項目によるプロジェクトの評価
- プロジェクトの実施内容を改善し、また終了時までにはプロジェクト目標の達成を可能にするための提言の抽出

### 2.3 評価設問

主な評価設問の 1 つは、各 WaBuB による参加型森林管理 (PFM) の実施が WaBuB フィールドマニュアルに言うステップのどこまで達しているかを確認することにあつた。これは、WaBuB の多くがプロジェクト終了時までには森林管理計画 (FMP) の実施段階にまで進まないと予測されていたことによる。この設問は本プロジェクトの自立発展性にも関係するので、評価グリッド I-2-1”Progress of preparation for FMP”(付属資料 4)に見られるように、質問内容を詳細なものとする必要があつた。

## 2.4 情報収集の方法

### 2.4.1 情報収集の方法

評価調査の実施に当たり、以下の方法を通じてデータと情報を収集した。

- 関連文書と統計のレビュー
- エチオピアのプロジェクトスタッフ（本プロジェクトのエチオピア側カウンターパート）、日本人専門家及びその他関係者
- DA 及び WaBuB メンバーとのインタビュー

### 2.4.2 分析のための評価の標準

#### (1) 妥当性

プロジェクト目標や上位目標がエチオピア政府の開発政策、受益者のニーズおよび JICA の援助方針に合致しているかレビューし、プロジェクトの整合性や必要性を検討した。またプロジェクト設計の整合性を確認した。

#### (2) 有効性

プロジェクト期間終了時までにはプロジェクト目標が達成される見込みと調査時点における実績達成の程度を評価した。またプロジェクト設計内容が有効か検討した。

#### (3) 効率性

投入のプロセス、時機、品質および量を検討した。本プロジェクトと類似する分野を持つ他の開発プロジェクトとの協調や重複についてレビューした。投入が成果達成のためにどのように貢献しているか分析を試みた。

#### (4) インパクト

上位目標の達成見込みおよびその達成への本プロジェクトの寄与を評価した。また本プロジェクトの実施で生じる正負および直接間接の波及効果を特定するための調査を行った。調査対象には当初想定していなかったインパクトも含まれる。

#### (5) 自立発展性

協力期間終了後の段階でどの程度本プロジェクトの達成成果が維持・拡大されるか、組織、財務、技術、社会・環境の各面で、自立発展性の評価を行った。

## 第3章 プロジェクトの達成実績

### 3.1 投入

#### 3.1.1 日本側

##### (1) 専門家等

チーフアドバイザー、業務調整及び関係分野の技術専門家から成る長期短期の専門家が派遣された。2010年5月末現在の投入は計97.5人月である。実績の詳細を付属資料6に示す。2010年9月のプロジェクト終了時まで、さらに9.5人月の投入が予定されているのでJICA専門家の投入は約107ヶ月になると見込まれる。

以上に加えて、国際援助機関・FAO及び第三国におけるJICA技協プロジェクトの以前のカウンターパート機関との委託契約により、プロジェクト管理、農民学校(FFS)マスター・トレーナー、参加森林管理・計画等の専門家が招聘され、本プロジェクトの実施に貢献している。

2010年当初まで7人の現地職員が本プロジェクトにより雇用され、主に対象村落での野外活動を支援するフィールドコーディネーターとして投入されていた。調査時点の2010年6月では、2人がNGO等の他の機関に異動するため退職し残りの5人がプロジェクト活動に従事している。この他に、8人の補助職員(会計担当、総務及び運転手)が本プロジェクトにより雇用されている。

##### (2) 運営経費(在外事業強化費)

2006年度から2009年度の期間中に、プロジェクトの運営経費として、115,921,000円がJICAにより支出された(付属資料9参照)。

##### (3) 日本及び第三国における研修

フェーズ2開始から2010年6月までに期間中に、以下の延べ24人が日本と第三国での研修に派遣されている(付属資料7)。

- 日本の森林管理政策研修：3人
- 日本の森林エコツアーリズム研修：1人
- 日本でのコーヒー市場と流通販売研修：1人
- ケニア森林サービス(KFS)が実施する社会林業強化プロジェクト(ISFP)によるFFS/PFM活動の研修：11人
- ケニア森林研究所による社会林業研修：3人
- ウガンダにおけるFFSプロジェクトの視察：1人
- タイのRECOFTCによるコミュニティ林業とPFM研修：4人

##### (4) 供与機材

フェーズ2期間中に調達された供与機材を付属資料8に示す。

## (5) シャベ・ソンボのプロジェクト事務所

### 3.1.2 エチオピア側

#### (1) OFWE-JBO が配置したプロジェクト担当職員

オロミア森林公社 (OFWE) により本プロジェクト実施のため以下の人員が配置された (詳細は付属資料 5 を参照)。

- 郡レベル：ゲラ郡における林業専門家 3 人及びシャベ・ソンボ郡における林業専門家 2 人、計 5 人
- ゾーンレベル：OFWE-JBO 支所長、プロジェクトマネージャー、ベレテ・ゲラ RFPA エリア・マネージャー及び OFWE-JBO 所属の専門家 2 人

#### (2) 開発普及員 (DA)

農業地方開発事務所 (ARDO) 所属の開発普及員 (DA) がゲラで 72 人、またシャベ・ソンボで 37 人が本プロジェクトの活動に従事している。WaBuB 設置と森林管理計画 (FMP) の各段階を通じて、DA 一人当たりで年間概ね 156 日の作業に従事していると言われる。本プロジェクトへの DA の配置は 2007 年 11 月にオロミア州農業地方開発局 (OBOARD)、OFESA (OFWE の前身) 及び JICA エチオピア事務所によって署名された議事録に基づいている。同様な文書がゾーンレベルでも 2008 年 1 月 25 日に締結されている。WaBuB フィールドマニュアル (Part-2) に言う境界線確定のタスク以外の本プロジェクトの業務に対する DA の日当は JICA によって負担されている。

#### (3) 運営経費

2007 年 1 月から 2010 年 5 月の期間中、合計 85,175ETB (エチオピア Birr) が OFWE により支出されている (付属資料 9)。支出の内容は、補助職員人件費 (JICA と折半)、プロジェクト事務所の光熱水費及び境界線確定のタスクに係る DA の日当である。2010 年 (エチオピアの会計年度は 7 月から 6 月) のプロジェクト予算は調査時点で計画中であった。前年までは、運営経費は主に予備費から支出されていたと言われる。

#### (4) プロジェクト事務所

ジンマとゲラのプロジェクト事務所は OFWE により提供されている。これらの建物はフェーズ 1 の期間中に JICA の予算で建築されたものである。

### 3.2 プロジェクト活動

PDM で計画されたほとんどの活動はそれぞれ大きく遅延することなしに実施されている。ただし、これらの活動の中で、プロジェクト全体の管理に相当程度影響を及ぼしているものとして、以下の事項が挙げられる。

#### (1) WaBuB フィールドマニュアルの作成

本プロジェクトがこれまでに開発したマニュアルとガイドラインの中で、努力が傾注さ

れた主たるものの一つとして、WaBuB フィールドマニュアルがある。現行の WaBuB フィールドマニュアルは、WaBuB の組織化 (Part-1 : 11 段階のステップで構成) と共に森林管理計画の準備と実施 (Part-2 : 8 段階のステップで構成) に指針を与えるものとなっている。この内 Part-2 は数回改訂されており、2008 年 6 月～9 月に最初のドラフトが素案として準備された後に、第 2 版が 2009 年 7 月に立案された。Part-2 の第 2 版が利用可能となるまでは、WaBuB の第 1 ラウンドグループ (フェーズ 2 により組織された最初の WaBuB グループ) に対する Part-2 の第一ステップの実施が保留されることとなった。これにより、2008 年 9 月から 2009 年 9 月までの間に、第 1 ラウンドグループへの Part-2 に関連する活動の中断が生じている。この間に Part-2 に係る慎重な検討が繰り返さされており、そのため、この中断はやむを得ないものであったと考える。すなわち、仮にそのような検討の積み重ねが無ければ、Part-2 がカバーするその後の関連活動は、円滑に実施されることがなかったのではないかと考えられる。

## (2)OFWE 林業専門家への技術移転

残念なことに、2009 年 11 月の時点に至るまでは、本プロジェクトに配属された OFWE の林業専門家が集落レベルの野外活動に十分な時間を割くことはなかった。その役割を補うために、JICA によって雇用されたフィールドコーディネーターが必要な仕事に従事することとなった。フィールドコーディネーターは、DA と共に、対象の集落を何度も訪問し、WaBuB が行う各種の PFM 活動を支援する役割を担ってきている。調査時点である 2010 年 6 月時点では、5 人のコーディネーターが在職しており、その内 4 人が対象集落での仕事に従事している。このように役割が代替されたために、OFWE の林業専門家への技術移転は少ないものとならざるを得なかった。

## 3.3 成果

### 3.3.1 成果 1

下の活動は関連機関の組織開発に向けられたものである。プロジェクト開始前の段階では、成果 1 の活動で最も難しいと考えられていたのは、WaBuB フィールドマニュアルの作成と本プロジェクトへの DA の活用であったと言われる。これらの活動は達成されている。一方、エチオピア側のプロジェクト要員 (OFWE の林業専門家) の関与が少なかったことから、実施機関による合同森林モニタリングの実施 (指標 1.3) と WaBuB レベルでの活動経験の蓄積 (指標 1.5) の分野においては、見るべき実績が未だ多く無い状況となっている。

指標	達成指標	達成状況	評価
1.1	Project Implementation Manual and Guidelines available by the end of Project Year (PY) 1	<ul style="list-style-type: none"> <li>当初計画されたマニュアル第 1 版は 2007 年 7 月に完成を見た。その後 2008 年 6 月と 2009 年 8 月等に増補・改訂された。</li> </ul>	達成済み
1.2	Baseline data available by the end of second quarter of PY2 (注)	<ul style="list-style-type: none"> <li>2008 年 3 月に調査実施</li> <li>2008 年 11 月にデータベース作成</li> </ul>	達成済み



1.3	Project M&E system fully functional by the end of second quarter of PY2	<ul style="list-style-type: none"> <li>活動の進捗と実績をモニターするために、郡レベルの DA 月例会議が毎月継続して開催されている。</li> <li>WaBuB と OFWE-JBO による共同森林モニタリングの定期実施のための試行を継続中。指標 2.2 を参照のこと。</li> </ul>	継続中
1.4	At least 60% of Development Agents (DAs) involved in the project for more than 2 years have implemented two cycles of the WaBuB PFM activities	<ul style="list-style-type: none"> <li>ベレテ・ゲラ RFPA に位置する行政村に配属されているほぼ全員の DA が WaBuB による PFM 活動に従事しており、かつ過去 3 年にわたって DA 月例会議に出席している。</li> </ul>	達成済み
1.5	Each expert of OFWE-JBO /ARDO assigned to the project has supported DAs at least one cycle of the WaBuB PFM activities	<ul style="list-style-type: none"> <li>プロジェクト開始時から OFWE ゲラユニットオフィスの林業専門家 2 名が WaBuB 組織化の支援に当たっていた。</li> <li>しかしながら、その関与は計画内容検討等の会議に限定され、FCCP と WFS への支援活動は少なかった。</li> </ul>	継続中

注：ベースライン調査は対象集落世帯の社会的データを対象として実施された。

指標 1.3 に言うモニタリング体制に含まれる共同森林モニタリング (JFM) は、森林管理の現況を見るために WaBuB と OFWE が共同で実施するモニタリングで、毎年 6 月と 12 月に実施することがフィールドマニュアルの Part-2 に定められている。少数の林業専門家がわずか一ヶ月程度の間 125 集落全てを訪問する組織体制を OFWE-JBO が持つことが可能か疑問視されるところもあるが、OFWE-JBO では、年 2 回のモニタリング体制を実現させることに意欲を持っており、対処策として、ジンマゾーン内他地域に分布する支所所掌の森林優先地域に所属する林業専門家をベレテ・ゲラ RFPA に応援派遣することが可能と考えている。

対象地域内の全集落に対して活動を展開する本プロジェクトが実施可能となったのは、現状でゲラで 72 人またシャベ・ソンボで 37 人を数える ARDO の開発普及員 (DA) の動員が可能となったからに他ならない。指標 1.4 では、これら 100 人余の DA が WaBuB の設立、FMP の準備、WFS 及び FCCP への支援にどの程度経験を積んだか問うものである。WaBuB の設立、WFS 及び FCCP については第一及び第二ラウンドが完了し現在第三ラウンドが取り組まれているので、指標に言うサイクル数を集計することが可能である。以下の表はこれらの業務の従事回数 (サイクル数) 別の DA の人数を示す。本プロジェクトに関与してきた DA の合計員数は異動した者を含み 131 人である。調査時点において WaBuB 設立に 2 回以上従事している DA の数は両郡で 76 人 (58%) に達していることが示される。なお、WFS では途中で DA と農家指導者 (FF) が入れ替わること、FCCP ではその活動が WaBuB 設立以降のプロセスに含まれること、また FCCP に参加する WaBuB は未だ半数程度であることから、いずれも従事回数の多い者は WaBuB の設立と比べて少なくなる。

ゲラ (単位：人)

従事回数	WaBuB 設立	WFS	FCCP
0	7	12	61
1	21	35	5
2	36	29	15
3	18	6	1

シャベ・ソンボ (単位：人)

従事回数	WaBuB 設立	WFS	FCCP
0	7	11	32
1	20	15	10
2	18	19	6
3	4	4	1

### 3.3.2 成果 2

下の活動は WaBuB の組織化を目指すものである。WaBuB の組織設置に必要なタスク (WaBuB フィールドマニュアル Part-1) は成功裡に実施されている。2010 年 6 月時点では、目標 125 組織の内、既に 93 組織が設立されており、残りの 32 組織も 2010 年 9 月頃の設立を目指す途上にある。一方、FMP を作成し実施する上で必要なタスク (同 Part-2) は、当初の計画どおりに進捗していない。

指標	達成指標	達成状況	評価
2.1	At least 60% of selected sub-villages have prepared and signed Provisional Forest Management Agreements (P-FMAs) with OFWE-JBO	<ul style="list-style-type: none"> <li>ベレテ・ゲラ RFPA 全域内で 125 の WaBuB を形成することが目標である。この内 74.4% に相当する 93 の WaBuB 組織が既に設置され、P-FMA を締結している。</li> </ul>	達成済み
2.2	Joint forest monitoring carried out by WaBuB and OFWE-JBO /ARDO two times per year	<ul style="list-style-type: none"> <li>2009 年に、53 の WaBuB (ゲラ：29、Shabe：24) において、合同森林モニタリングが一回実施されている。</li> </ul>	継続中
2.3	Each WaBuB signed P-FMA has prepared WaBuB By-laws	<ul style="list-style-type: none"> <li>P-FMA を締結したすべての WaBuB において、その補則が設けられている。</li> </ul>	達成済み
2.4	At least 60 % of WaBuBs signed P-FMA have prepared FMPs.	<ul style="list-style-type: none"> <li>42 の WaBuB において森林管理計画 (FMP) が準備中の段階にある。これは P-FMA 締結済みの WaBuB の 45.2% に相当する。</li> <li>以上の FMP は 2010 年 6 月段階では未だ OFWE に提出されていない。</li> </ul>	継続中
2.5	At least 50% of WaBuBs prepared FMPs have carried out forest management activities according to FMPs	<ul style="list-style-type: none"> <li>FMP は未だ OFWE に提出されておらず、どの WaBuB も FMP に言う森林管理活動を実施していない。</li> <li>2010 年 9 月までには、FMP を実施する WaBuB も出てくると考えられるが、50% には達しないと見込まれる。</li> </ul>	継続中

2010年6月3日の時点（当月のDA月例会議が開催された時点）においては、フェーズ2終了時点の2010年9月末までに森林公社から森林管理計画（FMP）の承認を得ることができるWaBuBの数は、現在のところ28組織（P-FMAすなわち仮契約締結済みのWaBuBの30%に相当）程度と見込まれている（現段階でのプロジェクトの想定）。上表の指標2.4に示されるFMP準備中の42組織とこの28組織の関係を以下に示す。

WaBuB フィールドマニュアル Part-2（FMP 作成段階）の Step の内容

Step 0	Joint Forest Monitoring, Preparation of WaBuB By-law
Step 1	Learning Exercises
Step 2	Organization of WaBuB Planning Group
Step 3	Forest Walk Preparation of Resource Maps
Step 4	Development of Management Options
Step 5	Presentation of Management Options (WaBuB Planning Day)
Step 6	Discussion of Management Plans with JFE and ARDO
Step 7	Implementation of WaBuB Management Plan
Step 8	Finalizing Forest Management Agreement

上表は WaBuB フィールドマニュアル Part-2 に含まれる FMP 作成と実施に必要なタスクをステップ別に表示したものである。ここに見られるように、FMP の準備や OFWE への提出と承認等の手順は複数のステップに沿って計画されている。また各 WaBuB がどのステップにあるか DA 月例会議により報告されており、対象集落における計画実施の最新状況が月毎に把握できるような体制が取られている。

以下の表に示されるように、Round 1 及び Round 2 の仮契約締結済み WaBuB 93 組織の内、Part-2 段階に入っているのは“FMP Group”と称する 42 組織（ゲラ：28、シャベ・ソンボ：14）である。これら 42 組織が各ステップのどの段階にあるかがこの表に示されており、6 月初めの段階では、先頭を走る 17 組織がステップ 4 に達していること、ステップ 5 以上に達している WaBuB がまだ無いことなどが判る。

2010年9月末までに森林公社からFMP承認を得ることが見込まれる28組織のWaBuBは、この“FMP Group”42組織の中に含まれている。その内訳は、シャベ・ソンボの14組織全てとゲラの28組織の内少なくとも半数の14組織である。これら（計28組織）が本プロジェクトの終了時までにステップ6（FMP承認）に達すると見込まれている。

Round 1（仮契約署名 35 組織）：Part-2 段階（2010年6月3日）

	Total WaBuB	FMP Group	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Gera	21	19	1	8	7	3	-	-
Shabe Sombo	14	14	-	-	-	14	-	-
Total	35	33	1	8	7	17		

Round 2 (仮契約署名 58 組織) : Part-2 段階 (2010 年 6 月 3 日)

	Total WaBuB	FMP Group	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Gera	36	9		3	6	-	-	-
Shabe Sombo	22	0	-	-	-	-	-	-
Total	58	9		3	6			

Round 3 (仮契約未署名 32 組織) : Part-1 段階 (2010 年 6 月 3 日)

	Total WaBuB	B/D completed	On progress
Gera	23	5	18
Shabe Sombo	9	5	4
Total	32	10	22

B/D: 森林境界の確定 (Step 7)

### 3.3.3 成果 3.1

OFWE が WaBuB から森林コーヒーを購入する計画を実施したのは、2009/2010 年の収穫期が最初である。2010 年 6 月現在、OFWE は WaBuB 協同組合から森林コーヒーの調達を続行している状況にある。

	達成指標	達成状況	評価
3.1.1	90% of coffee growing WaBuBs received International Coffee Certificates	<p>P-FMA 締結済みの森林コーヒー採集 WaBuB の全てが FCCP に参加している (注)。</p> <ul style="list-style-type: none"> <li>4 組織の WaBuB が 2007 -2008 年 FCCP に参加した。</li> <li>21 組織の WaBuB が 2008-2009 年 FCCP に参加した。</li> <li>48 組織の WaBuB が 2009-2010 年 FCCP に参加した。</li> </ul>	達成済み
3.1.2	90% of coffee growing WaBuBs enter into business agreements with exporters	<ul style="list-style-type: none"> <li>21 の WaBuB (FCCP2008-2009 年) が民間コーヒー輸出業者とのビジネス契約を取り交わした。</li> <li>48 の WaBuB (FCCP2009-2010 年) が 6 つの WaBuB 協同組合を組織した。</li> <li>2010 年 6 月現在、OFWE は WaBuB 協同組合から 2009-2010 年の森林コーヒーを調達中である。</li> </ul>	達成済み
3.1.3	At least 6 WaBuB Cooperatives established at the selected areas	<ul style="list-style-type: none"> <li>6 つの WaBuB 協同組合が設立され、2010 年 11 月に公式登録された。</li> </ul>	達成済み
3.1.4	WaBuB forest coffee delivered through WaBuB Cooperatives	<ul style="list-style-type: none"> <li>2010 年 2 月から 6 月にかけて WaBuB 協同組合を通して約 60 トン余の森林コーヒーが集荷された。</li> <li>OFWE による調達は 2010 年 6 月現在進行中である。</li> </ul>	達成済み

注 : FCCP (WaBuB 森林コーヒー認証プログラム) への参加

本プロジェクトの一環として、森林コーヒーの国際認証取得（国際 NGO であるレインフォレスト・アライアンスからの認証取得）と出荷を支援する活動が 2007 年 10 月から開始されている。FCCP に参加することにより、国際認証取得の取得が可能となっている。認証取得に係るプロセスとして、次のような例が示されている。

「2009 年 10 月 27 日～11 月 2 日にかけてレインフォレスト・アライアンスによる年次認証審査が実施された。本年度の認証審査には、ゲラ郡 15 村から 30 箇所の WaBuB、シャベ・ソンボ郡 6 村から 18 箇所の WaBuB が参加し、登録を行った WaBuB メンバーは 2,797 名となった。認証審査官は、登録を行った 48 箇所の WaBuB から 5 箇所を選択し、それぞれ任意に選ばれた 15 名に対して聞き取り調査、森林コーヒーエリアの踏査を実施した。2009 年 12 月にはレインフォレスト・アライアンスより審査合格の仮通知があり、2007 年度から連続 3 回目の認証取得となった」（出典：平成 22 年 3 月第一次業務完了報告書、専門家西村氏）

### 3.3.4 成果 3.2

WaBuB 野外学校（WFS）に係る全活動は順調に進捗しており、その結果、以下に見られるように、半年後にプロジェクト終了を迎えるこの段階で、各指標とも達成済みとなっている。WaBuB 自作農場における農業生産を改善する上で、WFS の貢献は目に見えるほどに具体的なものになっているとの報告（2010 年 6 月インパクト調査等）も見受けられる。

指標	達成指標	達成状況	評価
3.2.1	WFS implementation manual available by the end of PY1	<ul style="list-style-type: none"> <li>WFS マニュアルは 2007 年 8 月に作成済み。</li> </ul>	達成済み
3.2.2	At least 2 WFSs (each of DA-run and farmer-run WFS) conducted at all WaBuBs established in Belete-Gera RFPA	<ul style="list-style-type: none"> <li>シャベ：36 の設立済み WaBuB の内 35 組織が 2 回以上の WFS を実施。残りの 1 つの WaBuB は 1 回だけ WFS を実施(97.2 %達成)。</li> <li>ゲラ：57 の設立済み WaBuB の内 50 組織が 2 回以上の WFS を実施 (87.7%達成)。</li> </ul>	達成済み
3.2.3	At least total 260 WFSs carried out including DA and FF-run	<ul style="list-style-type: none"> <li>2009 年 9 月までに完了した WFS は計 187 件 (内 32 件農家指導、155 件 DA 指導)。</li> <li>2010 年 9 月完了予定の WFS は計 114 件 (内 86 件農家指導、28 件 DA 指導)</li> <li>プロジェクト終了までに合計 301 件の WFS が実施されることになる。</li> </ul>	達成済み
3.2.4	At least 2 farmer facilitators trained at all WaBuBs established in Belete-Gera RFPA	<ul style="list-style-type: none"> <li>ゲラ：57 の設立済み WaBuB の内 11 組織で農家指導者が育成されていない(80.7%)。</li> <li>シャベ：36 の設立済み WaBuB の内 1 組織で農家指導者が育成されていない(97.2%)。</li> </ul>	ほぼ達成済み
3.2.5	At least total 200 farmer facilitators trained in Belete-Gera RFPA	<ul style="list-style-type: none"> <li>合計 234 人の農家指導者が訓練を受講し認定を受けている。</li> </ul>	達成済み

### 3.4 プロジェクト目標の達成状況

現在のところ、グループの先頭を走っている WaBuB でも、森林管理計画（FMP）の承認を得るのはプロジェクト終了段階の 2010 年 9 月頃になる見込みである。これは 3.2 章プロジェクト活動で触れたように、やむを得ない事由によって第 1 ラウンドのグループが行う FMP 作成への支援活動に長期にわたる中断が生じたことによる。

本プロジェクトの意義を維持するためには、125 集落に対するプロジェクトの全面実施を継続する必要があると考える。全面実施の必要性は次の理由による。1) ベレテ・ゲラ RFPA 地域における森林劣化は広範かつ相当急速に進んできている。2) 森林への農牧地の拡張を防止するためには、自作農場と優先森林地域の間境界設定を地域一斉に行う必要がある。

	達成指標	達成状況	評価
1	At least 60 % of WaBuBs signed Provisional Forest Management Agreement (P-FMA) implement PFM through the WaBuB PFM approach	<ul style="list-style-type: none"> <li>2010 年 1 月までにベレテ・ゲラ森林優先地域内で計画される 125 の WaBuB の内、93 組織が P-FMA の締結を終えた（達成率 74.4%）。</li> <li>その内、42 の WaBuB が FMP の準備中である（45.2%に相当。準備は進行中で、まだ OFWE に提出されていない）。</li> <li>以上の 42 の WaBuB は計画のステップを進む最初のグループで、森林管理本契約（FMA）は 2010 年 9 月頃に締結される見込み。第二グループは 2011 年 7 月頃に締結する見込み。</li> </ul>	継続中
2	At least 80% of households graduating from WaBuB Field School (WFS) adopt improved land use and agriculture practices as a result of the WFSs	<ul style="list-style-type: none"> <li>WFS 修了者の 80%以上が除草、家庭菜園等の改善された農業手法を採用している。</li> <li>修了者の 70%以上が肥料・堆肥の使用や規則的な圃場管理等の改善された農業を実践した。</li> </ul>	達成済み
3	At least 90% of households participating in the Forest Coffee Certificate Programme (FCCP) respect the certification criteria	<ul style="list-style-type: none"> <li>レインフォレスト・アライアンスの ICS レポートと年次監査レポートによると、これまでに規則違反は報告されていない。</li> </ul>	達成済み
4	At least 80% of households participating in FCCP realize an increased producer price of at least 15% resulting from FCCP	<p>FCCP に参加した全 WaBuB が以下のようなプレミアムレートによる売価を得ている。</p> <ul style="list-style-type: none"> <li>FCCP2007-2008 年のプレミアムレート(シャベ:15%、ゲラ:25%)</li> <li>FCCP2008-2009 年のプレミアムレート(シャベ:15%、ゲラ:25%)</li> <li>FCCP2009 -2010 年のプレミアムレート(未定)</li> </ul>	達成済み

## 第4章 評価結果

評価5項目による分析を5段階の評点で要約する。評点の段階は、最も上位が「非常に高い」、次いで「高い」、「普通」、「低い」、最下位が「非常に低い」である。

### 4.1 妥当性：非常に高い

エチオピアの森林管理政策は、エチオピア連邦政府の森林保全開発及び利用に係る政令（No.94/1994）に示される。オロミア州では、オロミア州政府の森林政令（No.72/2003）において示される。一方、OFWE（本プロジェクトの実施機関）の組織目的はオロミア州政府の政令 No.122/2009 により定められている。組織目的の最初に「地域共同体の参加を通して、公社に委託された森林と野生生物を保護・保全すること」明記されている。本プロジェクトはこれらの政策の実現に寄与し得る計画内容を備えている。

本プロジェクトの直接の裨益者であるベレテ・ゲラ RFPA の住民は、伝統的に木材と非木材林産物（NTFP）にその生計の多くを依存してきている。NTFP には、ハチミツ、薬草、森林コーヒー等が含まれる。これらの産物の利用を持続可能なものとすることは、住民のニーズを満たすこととなる。また、前掲のオロミア州の政令 No.72/2003 には、この目的のために資源利用権に係る規定が設けられており、第 9-5 条には、国有林（天然林）の資源を利用する住民の伝統的権利は規則と指示を定めた上で許可されるべきであることを謳っている。本プロジェクトが目指す住民参加型の森林管理は、住民の伝統的権利に配慮した官民による資源の共同管理の実現に途を開く点からも評価できる。

### 4.2 有効性：高い

プロジェクト終了時までには、第3ラウンドの WaBuB 設立は完了すると見込まれるので、125 の WaBuB 全ての設立が本プロジェクトの期間中に終わることになる。しかしながら、WaBuB の大多数は FMP 実施の段階に至らないと予想される。その主な理由は第1ラウンドの WaBuB の FMP 関連活動 (Part-2) への支援に約一年の中断が生じたことにある。第1ラウンドの遅れはラウンド2の遅れを起こしている。これは、プロジェクト資源（この場合は DA の人員数）に限界があるために、並行的なサイト活動が困難であったことによる。

以上のような理由により、プロジェクト目標の達成にはなお時間が必要であるが、各成果の一部あるいは全面的な達成を通して、以下に挙げるようないくつかの効果が既に生じていることに留意したい。本プロジェクトを完了させることは、森林管理の実現に対する以下の事項の潜在的な貢献の可能性をさらに高めることになる。

- 本プロジェクトの終了までには、全 125 の集落において農牧地と天然林の間の境界が確定される。ある意味では、このような境界の確定が本プロジェクトが生み出す最も影響力の大きな成果と言える。
- WaBuB の設立に伴い、数多くの P-FMA が締結された。暫定的な契約であっても、WaBuB に参加したコミュニティによる森林伐採が制限される状況が生み出される

こととなった。

- 森林コーヒーは、広くプロジェクト対象地域で採取可能な価値の高い換金作物となる可能性を持つ。この点に着目した FCCP は多くの WaBuB メンバーを引き付けており、また参加型森林管理への動機を生み出している。
- WaBuB 集落の農牧地におけるアグロフォレストリー（併農林業）ひいては参加世帯の生計を開発向上する上で、WFS が有効であることが住民や林業専門家により広く知られることとなった。

#### 4.3 効率性：高い

JICA 専門家の投入及び日本・第三国での研修の実施は、時機及び規模の観点から、適切に行われたと考える。当初3年間はエチオピア側のプロジェクト要員の投入は十分とは言えなかったが2009年11月以降は、3人の林業専門家が郡レベルの PFM 活動に配属され、現在では本プロジェクトの活動に積極的に従事している。

プロジェクト管理、WFS のためのトレーナー研修及び PFM 計画作成の分野について、本プロジェクトは FAO、タイの RECOFTC 及びケニアの関係機関のリソース要員等を十分に活用できた。このような横断的活用が実現できたのは、これらの組織との委託契約の交渉や締結を柔軟に対処した JICA エチオピア事務所の努力によるところが大きい。

#### 4.4 インパクト：非常に高いと予測される。

上位目標の達成を検討するために、本プロジェクトでは3つの達成指標が用意されている（付属資料2）。これらの中で、3番目の指標は、WaBuB 区域内における森林伐採の途絶あるいは緩和を見るために設けられているが、プロジェクト目標達成に係る活動が FMP 実施の段階でまだ進行中なので、本指標の達成状況を予測することは時期尚早である。一方、他の2件の指標については、現段階での達成状況を調査するために、2010年3月から JICA 研究所の委託によりインパクト調査が実施されている。2010年8月頃にその調査結果が利用可能になると期待される。

以上のように現段階では上位目標達成の可能性を検討することは容易ではない。ただし、既にいくつか波及効果が生じていることには留意したい。以下は、本プロジェクトによりこれまでに醸成された波及効果の例として挙げられる。

- WFS による貢献は集落の農業技術の改善だけでなく PFM の普及においても見受けられることが判明している。すなわち WaBuB メンバーの PFM に関する知識と情報をアップデートすることに寄与している例が多い。
- WFS はまたエチオピア地域社会での男女の平等実現に寄与することもできる。WFS の規則の一つに、受講者の半分が女性であるべきであることが規定されている。
- 森林コーヒー調達事業からの OFWE の収益がプロジェクト対象地域の FMP の実施に活用できるならば、これは本プロジェクトの大きなインパクトとなり得る。
- 他の類似プロジェクトによっても影響される場所であるが、国レベルにおける環境・森林分野の政策策定に PFM アプローチの取り込みが進んでいることが確認され



ている。

以下の二つの要因は、上位目標の3番目の達成指標（WaBuB 区域内における森林伐採の途絶あるいは緩和）の生成を妨げるものになると考えられる。

- 開発投資：既に州投資委員会により許可されているベレテ・ゲラ RFPA における開発活動（コーヒー栽培）は事業続行が許容されたと報告されている。今後森林優先地域への開発投資がさらに続くと、本プロジェクトの努力が大いに損なわれることになる。
- 人口増加：エチオピアでは高水準の人口増加率（2005 年で 2.5%）が維持されている。対象地域における人口過剰は森林境界あるいは森林管理契約とその補則の遵守に負の影響を与えると考えられる。

#### 4.5 自立発展性：普通と予測される。

WaBuB による FMP の実施プロセスはまだ完了していない。FMP の実施プロセスには本プロジェクトの自立発展性に影響する要因が多い可能性がある。例えば合同森林モニタリングは FMP の実施状況を見る窓口を OFWE に開くことになるのだが、実際に実施してみないと、違反や紛争の措置などで OFWE がどのように体制を取り得るか現状ではまだ判らないところが多い。このように、本プロジェクトは終了時点で未完了の部分を残すために自立発展性の評価は難しい。しかしながら、調査上の結論を出す必要があるので、ここでは自立発展性の程度を「普通」と評価した。一方、特定の分野においては、本プロジェクトは相当に高い自立発展性を残す可能性がある。そのような可能性が示唆される分野を以下に取りまとめる。

オロミア州森林条例（No.72/2003）の規定の一つに国有林資源の伝統的利用権は公的に受け入れる必要のあることが明確にされている。オロミア州政府はまた、2007 年に OBOARD の環境部局を再編成することによって「環境保全土地管理局」を設立した。さらに、国のレベルでは、連邦政府農業省の天然資源管理部門において、参加型アプローチによる森林管理に向けたガイドラインの準備が進められていると言われる。このような状況の進展はいずれも PFM アプローチに対する政府機関の支持が今後も継続することを示すと考えられる。

本プロジェクトは、高度に開発されているマニュアルを資産の一つとして残すことになる。これらのマニュアルは、OFWE が他の森林優先地域において PFM を促進する際に十分に活用することができる。本プロジェクトはまた別の技術的資産を提供することも可能である。本プロジェクトは WaBuB が位置する多くの行政村において PFM の導入に熟練した DA を育成した。また農家指導者（FF）も育成されており WFS の開催や PFM の普及が可能である。適切な方法で類似プロジェクトに投入することにより、これらの人的資源は PFM の一層の進展に貢献することができる。

2009 年 5 月 23 日に開催された合同会議に対して、専門家から本プロジェクトの実施運営に係る経費モデルが提出されている。ここではプロジェクト終了後に各活動を継続する場合にどの程度費用が必要となるか検討が行われた。予算配賦の決定は OFWE により行われ

るが、その際に現行の活動が取捨選択されることになると考えられる。

WFS は地域社会のジェンダー解消に寄与することができる（4.4 章の波及効果を参照のこと）。男女平等が実現することにより、併農林業生産等における女性の役割が拡大し、WaBuB 構成世帯の生計維持と改善がなされる。その意味で社会によるプロジェクト効果の受容性は高いと考えられる。

## 第5章 結論と提言・教訓

### 5.1 結論

今回の終了時評価を通じて、4つのプロジェクト目標に関する指標のうち3つが成功裏に達成されていることを確認した。しかしながら、「仮森林管理契約を締結した WaBuB のうち 60%が森林管理計画を実施する」という指標については、30%程度の達成が見込まれている。この達成基準については、自立発展性を高めるために、プロジェクト活動の途中で、森林管理計画の目的、内容、方法に関する基本原則の整理に十分な時間を割いたためである。

仮に、森林管理計画について、プロジェクトとして実施する時間が与えられれば、プロジェクト目標の達成のみならず、自立発展性とインパクトを最大化することが可能となる。

したがって、全ての WaBuB が森林管理計画の実施の機会を平等に与えられる時間を考慮し、プロジェクト実施期間を 1.5 年間延長することとする。

なお、この延長によりオロミア森林公社/ジンマ支所及び WaBuB 協同組合が森林コーヒーの生産、マーケティング、販売についての能力を強化する十分な時間が与えられることとなる。

### 5.2 提言

#### 5.2.1 延長期間の計画について

延長期間の詳細計画については、PDM の改定も含めて早急にプロジェクトで検討する。

#### 5.2.2 オロミア森林公社/ジンマ支所の能力強化

(1) 本プロジェクトで育った人材の有効活用を検討することは、プロジェクト終了後の持続的な活動に良い効果を与えることが期待される。

(2) オロミア森林公社/ジンマ支所が本プロジェクトの活動が本来業務であるとより強く理解し、位置づけることが期待される。また、プロジェクト活動への貢献が職員の公式な評価に繋がることを期待される。

(3) 参加型森林管理について、新規採用職員への研修に組む込むことが、オロミア森林公社/ジンマ支所の能力強化に繋がる。

(4) 効果的な人材の活用という観点から、オロミア森林公社/ジンマ支所の公的なポストに空きがあれば、将来的にプロジェクト雇用スタッフの活用を検討することが期待される。

(5) オロミア森林公社/ジンマ支所エキスパートの活動へのより強い関わりが残りの期間で重要となる。

### 5.2.3 森林管理計画の作成と実施

(1) 森林管理計画実施の遅れの理由の一つは、森林管理仮契約と森林管理計画の違いが十分に認識されていないことである。プロジェクトはこの違いについて、農家に対して十分な説明を行う必要がある。

(2) 森林管理計画の策定、実施、モニタリングという点で、FFの一層の研修が期待される。

(3) 森林管理計画の実施について、オロミア森林公社/ジンマ支所及び ARDO が役割を十分に認識する必要がある。両方の機関が効果的に協力し、農家と共に持続的な森林管理計画の実施推進することが期待される。

(4) 予算の確保は、森林管理計画の実施に関して極めて重要である。オロミア森林公社/ジンマ支所は、ベレテ・ゲラ森林優先地域の収益に基づき、必要な予算の配分を計画することが望まれる。

(5) 森林管理仮契約の有効期間を、公式契約を締結するまでの期間とすることが期待される（現在は、1年となっている）

### 5.2.4 商業的コーヒープランテーションの制限

森林優先地域内で商業的コーヒープランテーションに関する投資活動が確認されている。これは、自然林に対して負の影響を与えるものである。また、農家に参加型森林管理を促進している中で、オロミア森林公社/ジンマ支所と農家との関係においても、悪い影響を及ぼす可能性がある。よって、オロミア森林公社/ジンマ支所と WaBuB が協力して、投資会社の活動を見張る必要があり、これ以上商業的なプランテーションが拡大しないような措置を講じる必要がある。

### 5.2.5 森林コーヒー

(1) プロジェクトの対象地域において、NGO (Techno Serve というアメリカの NGO) が、ガーデンコーヒーの精選施設の建設など進めている。JICA と NGO の 2 つが同じ地域で、コーヒーに関する活動を進めることは混乱を招く恐れがある。農家を支援するという視点に立って、オロミア森林公社/ジンマ支所が、情報交換などの場を提供することが望まれる。

(2) オロミア森林公社/ジンマ支所が森林コーヒーのタイムリーな買い付けを行うことが期待される。

(3) 関係間の信頼関係を強化するために、オロミア森林公社/ジンマ支所がコストと利益について組合に対する情報公開を行うことが望まれる。

(4) コーヒーに関連する生計向上活動は、プロジェクトの最も重要な活動の一つであるこ

とから、認証の取り付けからマーケティングに至る活動を、オロミア森林公社/ジンマ支所の本来業務として位置づけることが期待される。

#### 5.2.6 WaBuB アプローチの普及

(1) オロミア森林公社/ジンマ支所がプロジェクト終了後も、この知見を効果的に他の地域へ適応していくことが重要となる。そのためにも、オロミア森林公社/ジンマ支所としてのWaBuBアプローチの普及戦略策定が期待される。

(2) 本プロジェクトの成果をオロミア州政府の関係機関やドナーに売り込むために、オロミア森林公社/ジンマ支所として、プロモーションビデオやセミナー、ワークショップの開催など、広報活動計画の策定を行うことが期待される。

#### 5.2.7 関係事務所の情報共有

プロジェクト事務所、ジンマ支所、ベレテ・ゲラ・ユニット・オフィスが物理的に離れた場所にある中で、より良い情報共有の方策を検討することが望まれる。

### 5.3 教訓

(1) 活動が森林の保全・管理だけでは、住民が積極的に活動に参加することは期待できない。森林コーヒーやWFSといった、住民の生計向上に直結する活動を同時並行的に実施することで、住民が森林管理に参加するインセンティブを提供することができる。

(2) 類似プロジェクトに係る豊富な知見を有する第三国や国際機関・FAO等外部機関からコンサルタントを投入することは、当該分野のプロジェクトを行う上で効果的である。

(3) 本プロジェクトでは、オロミア森林公社/ジンマ支所のスタッフに加えて、DAを活用したことで、ベレテ・ゲラ森林優先地域全てのコミュニティを対象とすることが出来た。直接のC/Pだけでなく、関係省庁等と連携することで、活動をより広い地域に普及させることができる。

(4) 絵や写真を活用した多くのマニュアルやガイドラインは、DAやFFが活動を行ううえで極めて有効であった。加えて、マニュアルそのものが、参加型森林管理活動のモニタリング・フィードバックシステムの一部となっている。このように絵や写真を多用し現地の言葉でマニュアルを作成すること、またマニュアルの中に森林管理のモニタリングやフィードバックの活動も盛り込むことは、持続的な活動を行う上で非常に効果的である。

(5) 森林コーヒーについては、生産のみではなく、認証の取得、マーケティングなど、全体のバリューチェーンを含めた活動を行ったことが効果的であった。生産技術の指導だけでなく、それらを実際にマーケットで販売し、住民がそれらから収入を得られるところまで支援することが重要である。

(6) ベースラインデータ（個々の農家のサンプルデータ）を蓄積することは、インパクトアセスメントを行ううえで非常に効果的であった。プロジェクトを実施した効果を客観的に実証していくためには、プロジェクト開始前のベースラインデータを十分に収集しておく必要がある。

## 付属資料

1. Minutes of Meeting (Signed at Joint Coordinating Committee)
2. Evaluation Report

**MINUTES OF MEETINGS  
 BETWEEN THE JAPANESE TERMINAL EVALUATION TEAM  
 AND THE AUTHORITIES CONCERNED OF THE GOVERNMENT  
 OF THE FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA  
 ON THE JAPANESE TECHNICAL COOPERATION  
 FOR  
 THE PARTICIPATORY FOREST MANAGEMENT PROJECT IN BELETE-GERA  
 REGIONAL FOREST PRIORITY AREA PHASE 2**



The Japanese terminal evaluation team (hereinafter referred to as "the Japanese Team"), organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA"), headed by Mr. ENDO Hiroaki, Director, Forestry and Nature Conservation Division 2, Global Environment Department, JICA, visited the Federal Democratic Republic of Ethiopia (hereinafter referred to as "Ethiopia") from June 3 to June 18 for the purpose of reviewing the progress and achievements of the Japanese technical cooperation for The Participatory Forest Management Project in Belete-Gera Regional Forest Priority Area phase 2 (hereinafter referred to as "the Project"). The terminal evaluation was jointly conducted with the Ethiopian terminal evaluation team headed by Mr. Ararsa Regassa, Deputy General Director, Oromia Forest and Wildlife Enterprise.

The Terminal Evaluation Report (hereinafter referred to as "the Report") was presented at the Joint Coordinating Committee (hereinafter referred to as "JCC"). And Both Ethiopian and Japanese sides understand the matters referred to the Report attached hereto based on the discussion conducted at JCC.

Addis Ababa, June 17<sup>th</sup>, 2010




Mr. ENDO Hiroaki  
 Team Leader,  
 Japanese Terminal Evaluation Team  
 Japan International Cooperation Agency

Dr. Girma Amante  
 General Director,  
 Oromia Forest and Wildlife Enterprise  
 Federal Democratic Republic of Ethiopia



## Attached Document

- 1 The Report was presented at JCC by the joint terminal evaluation team.
- 2 Based on the conclusion of the Report, the extension of the Project period is agreed between OFWE and JICA. The period is expected to be 1.5 years considering preparation and implementation of the Forest Management Plan. The detail activity plan duaring extension phase will be prepared as soon as possible.
- 3 It is emphasized that the issue of commercial coffee plantation is crucial for the implemenataion of Participatory Forest Mangement, as raised in the Report. OFWE agreed to coordinate with other stakeholders in Oromia Regional Government to prevent excessive commercial plantation in the Regional Forest Priority Area.

END




**REPORT OF THE TERMINAL EVALUATION  
ON THE JAPANESE TECHNICAL COOPERATION  
FOR THE PARTICIPATORY FOREST MANAGEMENT PROJECT IN BELETE-  
GERA REGIONAL FOREST PRIORITY AREA PHASE 2  
IN THE FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA**

The Japanese terminal evaluation team, organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”) and headed by Mr. ENDO Hiroaki, Director, Forestry and Nature Conservation Division 2, Global Environment Department, JICA, visited the Federal Democratic Republic of Ethiopia (hereinafter referred to as “Ethiopia”) from June 3 to June 18 for the purpose of reviewing the progress and achievements of the Japanese technical cooperation for The Participatory Forest Management Project in Belete-Gera Regional Forest Priority Area phase 2 (hereinafter referred to as “the Project”). The terminal evaluation was jointly conducted with the Ethiopian terminal evaluation team headed by Mr. Ararsa Regassa, Deputy General Director, Oromia Forest and Wildlife Enterprise.


During their stay in Ethiopia, a series of meetings with the Ethiopian authorities and field surveys at target villages were conducted. Based on the discussions and surveys, the Ethiopia-Japan Joint Terminal Evaluation Team (hereinafter referred to as “the Team”) agreed on the contents of the attached Terminal Evaluation Report (hereinafter referred to as “the Report”).


Addis Ababa, June 17<sup>th</sup>, 2010



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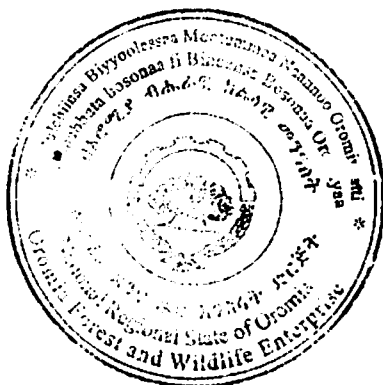
Mr. ENDO Hiroaki  
Team Leader,  
Japanese Terminal Evaluation Team,  
Japan International Cooperation Agency





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Mr. Ararsa Regassa  
Team Leader,  
Ethiopian Terminal Evaluation Team,  
Oromia Forest and Wildlife Enterprise

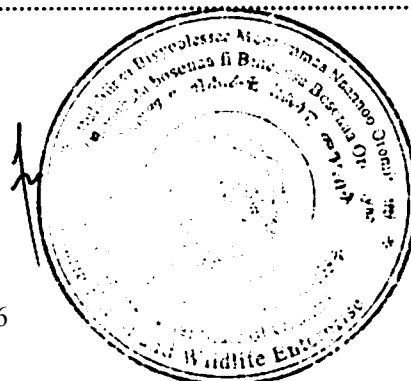






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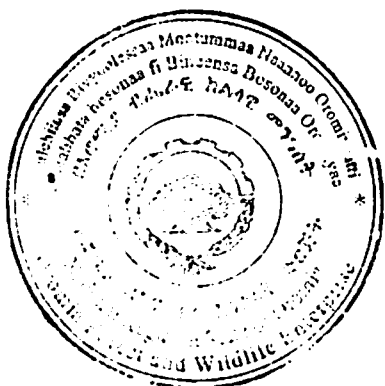
**Abbreviations**

ARDO	Agriculture and Rural Development Office
DA	Development Agent of ARDO
District	Woreda
ETB	Ethiopian Birr
FCCP	WaBuB Forest Coffee Certification Program
FF	Farmer Facilitator
FFS	Farmer Field School
FMA	Forest Management Agreement
FMP	Forest Management Plan
Fruit Tree	Avocado, Papaya, Banana, Mango and others
ICS	Internal Control System
JFM	Joint Forest Monitoring
JICA	Japan International Cooperation Agency
JPY	Japanese Yen
NFPA	National Forest Priority Area
NTFP	Non Timber Forest Products (Specifically, coffee, honey, cardamom, <i>Catha edulis</i> , and others)
OBOARD	Oromia Bureau of Agriculture and Rural Development
OFESA	Oromia Forest Enterprise Supervising Agency, former OFWE
OFWE	Oromia Forest and Wildlife Enterprise
OFWE-JBO	Jimma Branch Office of OFWE
PDM	Project Design Matrix
PFM	Participatory Forest Management
P-FMA	Provisional FMA
PO	Plan of Operation
Project	The Participatory Forest Management Project in Belete-Gera Regional Forest Priority Area Phase 2
RECOFTC	Regional Community Forestry Training Center for Asia and Pacific Region
RFPA	Regional Forest Priority Area
WaBuB	Waldaa Bulchinsaa Bosonaa: Forest Management Association
WFS	WaBuB Field School

**Basic information**

Fiscal year of Ethiopia: from July to June

13.49 ETB = 1 US\$ = 91.10 JPY (June 2010)



*h*

## 1. Introduction

The Participatory Forest Management Project in Belete-Gera Regional Forest Priority Area Phase 2 in the Oromia Region of the Federal Democratic Republic of Ethiopia started in October 2006 under the collaboration with Japan International Cooperation Agency and Oromia Forest and Wildlife Enterprise of the Oromia Regional Government until September 2010. After three (3) years and eight (8) months of the implementation, the Team was formed for this terminal evaluation study.

### 1.1 Objectives of the evaluation

The evaluation was conducted with the following objectives:

- (1) to assess the achievement level of Project purpose and outputs through the review of input, activities, indicator data based on the PDM,
- (2) to evaluate the Project in terms of the implementation process and the five evaluation criteria (relevance, effectiveness, efficiency, impact, sustainability),
- (3) to make recommendations on measures to be taken for improvement of the Project among stakeholders.

### 1.2 Members of the Team

The Team consists of the following members:

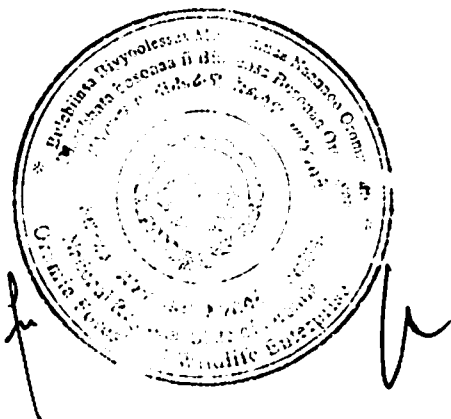
- (1) Japanese members
  - a) Mr. ENDO Hiroaki (Team Leader)  
Director, Forestry and Nature Conservation Division 2, Global Environment Department, JICA
  - b) Mr. NAKAMURA Takahiro (Evaluation Planning)  
Representative, JICA Ethiopia
  - c) Mr. ARAI Yuki (Planning and Management)  
Program Officer, Forestry and Nature Conservation Division 2, Global Environment Department, JICA
  - d) Mr. TERAO Toyomitsu (Evaluation Analysis)  
Senior Consultant, Fisheries Engineering Co., Ltd.
- (2) Ethiopian members
  - a) Mr. Ararsa Regassa (Team Leader)  
Deputy General Director, OFWE
  - b) Mr. Dereje Jenbere (Sub Team Leader)  
Forest Extension Expert, OFWE



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### 1.3 Schedule of terminal evaluation

The joint terminal evaluation was conducted from June 3 to June 18, 2010. The detailed schedule is attached as Annex 1. It should be noted that prior to the joint terminal evaluation, internal evaluation was conducted in June 7 by the Project side to conduct the self-evaluation and set key issues to be discussed at the terminal evaluation.

## 2. Outline of the Project

### 2.1 Background of the Project

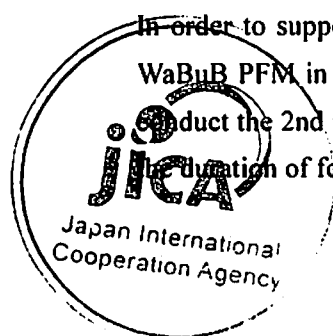
There is 3.1 million ha of high forest in the Oromia region. Of this, approximately 2.7 million ha is located within regional forest priority areas. In particular, highland areas above the elevation of 1,500m were believed to be densely covered with closed high forest. However, owing to the explosive population growth and resulting human encroachment into forests, these forests have drastically diminished.

The decline of forest in both area and quality is most evident in the central highland and is gradually spreading to the south-western part where relatively dense forests are still remaining. Currently, the Oromia Region represents approximately 70% of the forest resources of the country, however, its closed high forests are diminishing 50,000 ha to 100,000 ha per year due to agriculture expansion, fuel wood collection, illegal settlers, urbanization, forest fires, poor logging practice. Unless effective measures are taken, the forest resources would disappear in a few decades.

In this context, the Oromia Regional Government in Ethiopia requested to the Government of Japan for technical cooperation on the project based on the results of the “Forest Resources Management Study in Southwestern Part of Ethiopia” which was conducted by JICA. The first phase of Belete-Gera PFM Project initiated in October 2003 for a three-year period, mainly focused on establishment of forest management system to be carried out by local people.

In June 2006, the joint terminal evaluation concluded that the project purpose was mostly achieved since a system of participatory forest management (PFM) was mostly established in which Provisional-Forest Management Agreement (P-FMA) were signed between the Oromia Regional Government and WaBuBs in the target sub-villages.

In order to support existing WaBuBs on their capacity to implement PFM and further expand WaBuB PFM in Belete-Gera RFPA, JICA and the Oromia Regional Government has agreed to conduct the 2nd phase of Belete-Gera PFM Project, which commenced on October 2006 with the duration of four years.



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## 2.2 Summary of the Project

As indicated in the current PDM attached as Annex 2, the project purpose is “WaBuB Participatory Forest Management (WaBuB PFM) is developed in selected areas in Belete-Gera RFPA”. The outputs of the Project specified in the current PDM are as follows:

### Component 1: Institutional Development and Project Management

*Output 1.1: Efficient and effective Project management and M&E mechanisms established*

*Output 1.2: Institutional capacity of Oromia Forest and Wildlife Enterprise (OFWE)/Jimma Branch Office (OFWE-JBO) and District Agriculture and Rural Development Office (ARDO) strengthened*

### Component 2: Establishment of Forest Management Associations

*Output 2.1: WaBuBs established in each selected sub-village*

*Output 2.2: Joint forest monitoring for WaBuBs carried out by WaBuBs and OFWE-JBO /ARDO*

*Output 2.3: WaBuB By-laws and Participatory Forest Management Plans implemented*

### Component 3: Improvement of livelihood for local communities in Belete-Gera RFPA

*Output 3.1.1: International Coffee Certificate acquired*

*Output 3.1.2: Pro-WaBuB Coffee Business Partnerships established*

*Output 3.1.3: Organizational capacity of WaBuB Cooperatives strengthened*

*Output 3.2.1: WFS Extension Platform established*

*Output 3.2.2: WaBuB members acquired knowledge on improved agriculture techniques through WFS*

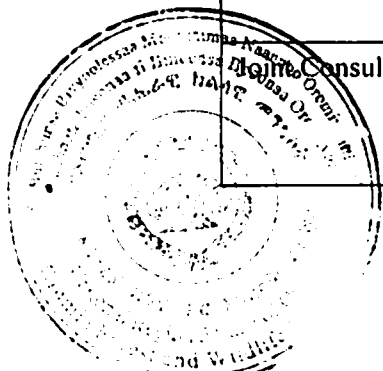
## 3. Process and methodology of terminal evaluation

### 3.1 Process of terminal evaluation

The study was comprised of (1) internal evaluation by the Project, (2) field interview with authorities concerned, (3) joint consultation meeting and (4) joint terminal evaluation meeting. These actions were taken during 3 June to 18 June 2010.

#### Composition of the terminal evaluation study

Actions	Participants
Internal Evaluation	OFWE-JBO Staffs, Japanese Experts, Project Coordinator and Field Coordinators
Field interview to authorities concerned	OFWE-JBO Staffs, Japanese Experts, Project Coordinator, Field Coordinators and the Team described above.
Joint Consultation Meeting	OFWE-JBO Staffs, Japanese Experts, Project Coordinator, Field Coordinators, the Team, ARDO, DA



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Terminal Evaluation Meeting	The Team
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**3.2 Methodology of terminal evaluation**

The terminal evaluation was carried out by the Team. The study was conducted based on the JICA’s Project Evaluation Guideline (revised version).

The methodology of the evaluation is as follows:

- A review of progress and achievements in view of PDM and utilizing evaluation grid (Annex 2 and 4);
- A review of implementation process;
- Evaluation of the Project by means of the five evaluation criteria;
- Extraction of recommendations for improving implementation of the Project and for enabling further achievements of the project purpose by the end of the Project

**3.3 Evaluation questions**

One of the main evaluation questions is to ask an achievement of PFM implementation by WaBuBs in line with the steps defined by WaBuB Field Manual, because it was predicted that many of WaBuBs will not proceed to the implementation stage of FMP by the end of the Project. This question needed to be detailed, as it is also to ask the sustainability of the Project.

**3.4 Data collection method**

**3.4.1 Data collection method**

The Team collected data and information through;

- Reviews of related documents and statistics;
- Interviews with the Ethiopian Project staffs, Japanese experts, and others concerned;
- Interviews with DAs and WaBuB members.

**3.4.2 Criteria of evaluation for analysis**

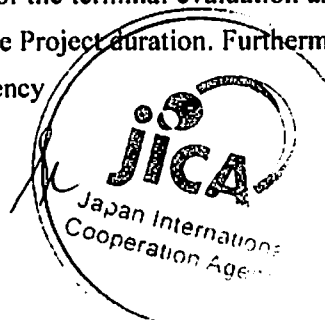
(1) Relevance

Relevance of the Project was reviewed as the validity of the project purpose and overall goal in connection with the development policy of the government of Ethiopia and needs of the beneficiaries and also by the logical consistency of the project plan. Simultaneously, correlation with the JICA policies was also confirmed in the process.

(2) Effectiveness

Effectiveness was assessed by evaluating the extent to which the Project has achieved outputs by the time of the terminal evaluation as well as the probability to attain the project purpose by the end of the Project duration. Furthermore, validity of the project design was also evaluated.

(3) Efficiency



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Efficiency of the Project implementation was analyzed by reviewing correlation between inputs and outputs. In the process, timing, quality and quantity of inputs, linkage and/or duplication between the Project and other activities of other organizations in similar fields were reviewed.

**(4) Impact**

Impacts of the project activities were identified by focusing both on positive and negative, direct and indirect impacts caused or to be caused by the Project. These impacts included the impacts which had not been originally expected in the project plan. In addition, probability to attain the overall goal and contribution of the Project were evaluated.

**(5) Sustainability**

Sustainability of the Project was evaluated on organizational, financial, technical, and social/environmental aspects with consideration of the extent to which the achievement of the Project will be sustained or expanded after the assistance period.

**4. Project Performance**

**4.1 Inputs**

**4.1.1 Japanese side**

**(1) Inputs of human resources**

Long and short term JICA experts with expertise of Chief Adviser, Project Coordinator and technical experts have been assigned in the Project (Detail is attached in Annex 6). Input of them from October 2006 to May 2010 is totaled 97.5 person months. Further input of 9.5 person months is planned from June to September 2010. Thus, total input of JICA experts will be of around 107 person months by the end of the Project.

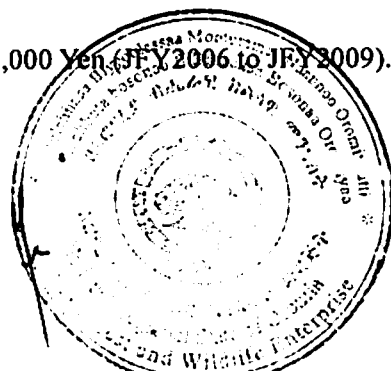
In addition, through outsourcing contracts with international organization and former project counterpart organizations of JICA in the third countries, experts in field of Project Supervision, FFS Master Trainer, Participatory Forest Management & Planning, and others had worked with the Project.

Until beginning of 2010, 7 project staffs had been employed as field coordinators mainly for supporting field activities in local communities. At present, 5 project staffs are being employed and engaged in the Project. In addition, 8 supporting staffs (accountant, general administration and drivers) have been employed by the Project.

**(2) Local operation costs (Annex 9)**

For operating the Project, JICA has borne costs of 115,921,000 Yen (JFY 2006 to JFY 2009).

**(3) Training in Japan and third countries**



Until June 2010, 24 persons in total have been sent to training in Japan and third countries (Annex 7);

- 3 persons for Forest Management Policy Training in Japan
- 1 person for Forest Ecotourism Training in Japan
- 1 person for coffee marketing and business process training in Japan
- 11 persons for FFS/PFM activities by Integrated Social Forestry Project implemented by Kenya Forest Service in
- 3 persons for Social Forestry Training by Kenya Forest Research Institute
- 1 person for FFS Project site visit in Uganda
- 4 persons for Community Forestry and PFM Training by RECOFTC in Thailand

(4) List of machinery and equipment (Annex 8)

(5) District office in Shabe Sombo

#### 4.1.2 Ethiopian Side

(1) Ethiopian project staffs in OFWE-JBO (Annex 5)

OFWE has assigned following personnel in the Project.

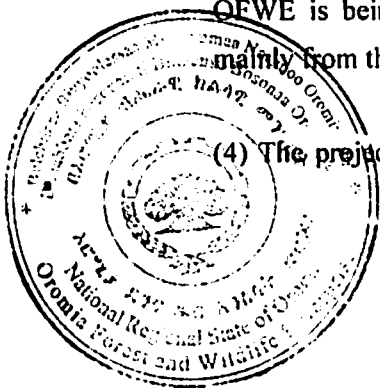
- District level: 3 forestry experts in Gera and 2 forestry experts in Shabe Sombo
- Zone level: Branch Manager, Project Manager, Belete-Gera RFPA Area Manager and 2 experts in Jimma

(2) Development Agents (DA)

The DAs from ARDO, 72 persons in Gera and 37 persons in Shabe Sombo, have been engaged in the Project. Through the project operation stages of WaBuB formation and FMP formulation, a DA engages in his/her tasks for 156 working days per year typically. Their assignment in the Project is based on the Minutes of Meeting signed by OBOARD, OFESA (current OFWE) and JICA Ethiopia Office in November 2007. The similar document was concluded in the zone level on 25 January 2008. Daily allowance for DA, excepting those for boundary demarcation has been borne by JICA.

(3) OFWE has borne operation cost of 85,175 ETB from January 2007 to May 2010 (Annex 9), disbursed for supporting staff (50% share with JICA), electricity of the project offices and daily allowance for DA for boundary demarcation. The project budget in 2010 to be provided by OFWE is being planned at present. In the previous years, the project costs were disbursed mainly from the contingency.

(4) The project office has been provided in Jimma and Gera by OFWE. These were built by



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JICA in Phase 1.

#### 4.2 Activities

Almost all activities planned in the PDM have been undertaken without significant delay. Among these activities, following two are noted as these seem to have influence on overall management of the Project to some extent.

Among manuals and guidelines that the Project has developed so far, WaBuB Field Manual constitutes a main part of documentations that the Project has focused on. WaBuB Field Manual guides organization of WaBuB (Part I, comprised of 11 steps of tasks) and preparation and implementation of Forest Management Plan (Part II, comprised of 8 steps). Part II of WaBuB Field Manual has been revised several times. After the first draft was temporarily prepared in September 2008, the second version was drafted in July 2009. Until the second version of Part II was made available, Round 1 of WaBuB has been suspended to proceed with Step 1 of Part II. This suspension, materialized as interruption of the activities for Round 1 from September 2008 to September 2009, can be well reasoned since a close review of the Part II was needed. In other words, without this interruption, the activities which covered the process of Part II would not have been smoothly implemented afterwards.

Unfortunately the forestry experts of OFWE assigned in the Project had not been able to have enough time to work with the field activities until November 2009. To substitute their activities, the field coordinators employed by JICA have been engaged in the necessary tasks. The field coordinators have frequently visited communities for providing technical backstopping WaBuB PFM activities in collaboration with DAs. Among the five coordinators, four are directly assigned to tasks in the communities. This substitution has caused less technical transfer to the experts of OFWE.

#### 4.3 Outputs

##### 4.3.1 Output 1

The Output 1 is aimed at institutional development. Before beginning of the Project, it was thought that most difficult part of the activities under Output 1 will be formulation of WaBuB Field Manual and involvement of DAs in the Project. These two have been successfully achieved. On the other hand, less involvement of the Ethiopian project staffs (forestry experts of OFWE) have resulted in less achievement in the joint forest monitoring (indicator 1.3) and in less experience in activities in WaBuB level (indicator 1.5).

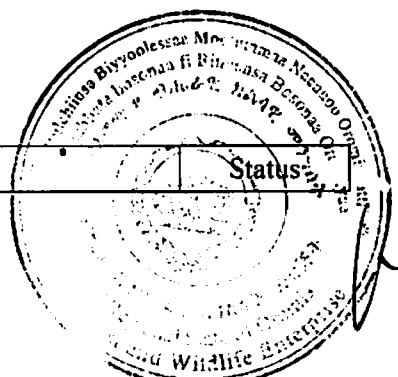


Indicators

Achievement

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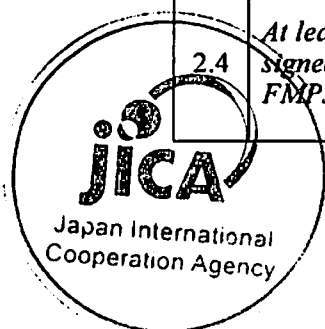
1.1	<i>Project Implementation Manual and Guidelines available by the end of Project Year (PY) 1</i>	- The 1st version prepared in July 2007 and revised in June 2008 and August 2009.	Achieved
1.2	<i>Baseline data* available by the end of second quarter of PY2</i>	- Survey conducted in March 2008. - Database completed in November 2008.	Achieved
1.3	<i>Project M&amp;E system fully functional by the end of second quarter of PY2</i>	- Monthly DA meetings held at the district level every month to monitor/evaluate progress and results of the activities. - Periodic joint forest monitoring by WaBuB and OFWE-JBO have been tried to conduct. See indicator 2.2.	Continued
1.4	<i>At least 60% of Development Agents (DAs) involved in the Project for more than 2 years have implemented two cycles of the WaBuB PFM activities</i>	- Almost all DAs assigned in the villages located in Belete-Gera RFPAs have been engaged in WaBuB PFM activities and attended in the monthly DA meetings throughout 3 years.	Achieved
1.5	<i>Each expert of OFWE-JBO /ARDO assigned to the Project has supported DAs at least one cycle of the WaBuB PFM activities</i>	- 2 OFWE experts assigned in OFWE Gera unit office supported WaBuB establishment. - But involvement in FCCP and WFS was limited.	Continued

\*Baseline data means household related social data.

#### 4.3.2 Output 2

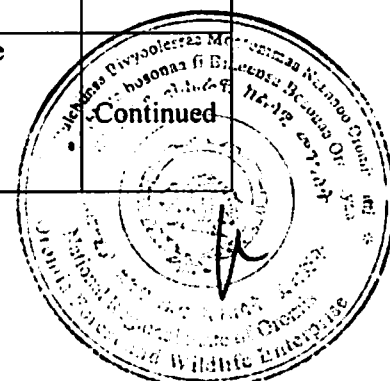
The Output 2 is aimed at establishment of WaBuB. Tasks necessary for organizing WaBuB have been successfully being implemented. Until June 2010, as many as 93 WaBuBs have been established and remaining 32 WaBuBs have been on the steps towards their establishment around in September 2010. Meanwhile, tasks necessary for preparing and implementing FMP have not been progressed as initially planned.

	Indicators	Achievement	Status
2.1	<i>At least 60% of selected sub-villages have prepared and signed Provisional Forest Management Agreements (P-FMAs) with OFWE-JBO</i>	- 93 WaBuBs (out of 125 WaBuBs to be formed in Belete-Gera RFPAs) concluded the P-FMA. This corresponds to 74.4%.	Achieved
2.2	<i>Joint forest monitoring carried out by WaBuB and OFWE-JBO /ARDO two times per year</i>	- 53 WaBuBs (Gera: 29, Shabe: 24) carried out JFM at least once in 2009.	Continued
2.3	<i>Each WaBuB signed P-FMA has prepared WaBuB By-laws</i>	-All WaBuBs signed P-FMA have prepared by-laws already.	Achieved
2.4	<i>At least 60 % of WaBuBs signed P-FMA have prepared FMPs.</i>	- 42 WaBuBs have been preparing the Forest Management Plan (45.2% of WaBuBs signed P-FMA) - Still on-going, not yet submitted to OFWE.	Continued



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2.5	<i>At least 50% of WaBuBs prepared FMPs have carried out forest management activities according to FMPs</i>	- No WaBuBs have carried out forest management activities yet as FMPs have not been submitted to OFWE. - To be carried out by some WaBuBs by Sept. 2010.	Continued
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#### 4.3.3 Output 3.1

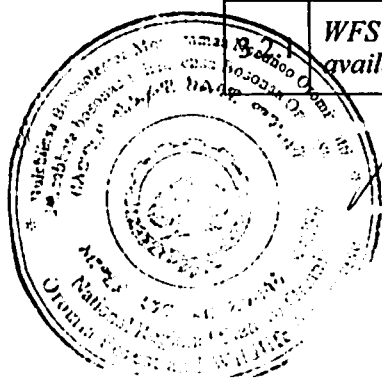
The crop season of 2009/2010 is the first season that OFWE has planned to purchase forest coffee from WaBuBs. As of June 2010, OFWE has been purchasing forest coffee from the WaBuB Cooperatives. In the previous two crop seasons, the indicator 3.1.2 and 3.1.4 were successfully attained.

	Indicators	Achievement	Status
3.1.1	<i>90% of coffee growing WaBuBs received International Coffee Certificates</i>	All of coffee growing WaBuBs signed P-FMA have been participating in FCCP; - 4 WaBuBs participated in FCCP 2007-2008 - 21 WaBuBs participated in FCCP 2008-2009 - 48 WaBuBs participated in FCCP 2009-2010	Achieved
3.1.2	<i>90% of coffee growing WaBuBs enter into business agreements with exporters</i>	- 21 WaBuBs (FCCP 2008-2009) made business contracts with private coffee exporters. - 48 WaBuBs (FCCP 2009-2010) formed 6 WaBuB Cooperatives. - As of June 2010, OFWE has been purchasing forest coffee from the WaBuB Cooperatives in 2009-2010.	Achieved
3.1.3	<i>At least 6 WaBuB Cooperatives established at the selected areas</i>	- 6 WaBuB Cooperatives established and officially registered in November 2010.	Achieved
3.1.4	<i>WaBuB forest coffee delivered through WaBuB Cooperatives</i>	- More than 60 tons of forest coffee delivered through WaBuB Cooperatives from FETBuary to June 2010. - Purchase by OFWE has been in progress as of June 2010.	Achieved

#### 4.3.4 Output 3.2

All the activities for WaBuB Field School (WFS) have been well progressed and resulted in achievement of all the indicators as bellow. In fact, contribution of WFS for improving agriculture in the homestead of WaBuB is reported to be visibly recognized.

	Indicators	Achievement	Status
	<i>WFS implementation manual available by the end of PYI</i>	- WFS manual was prepared in August 2007.	Achieved



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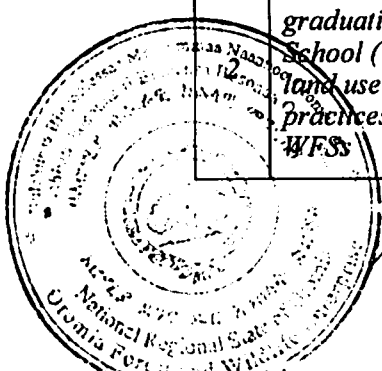
3.2.2	<i>At least 2 WFSs (each of DA-run and farmer-run WFS) conducted at all WaBuBs established in Belete-Gera RFPA</i>	- Shabe: 35 WaBuBs conducted (including the 3rd round WFS) more than 2 WFS, while 1 WaBuB had only 1 WFS. (97.2 %). - Gera: 50 WaBuBs (out of 57 WaBuBs) conducted (including the 3rd round WFS) more than 2 WFS. (87.7%).	Achieved
3.2.3	<i>At least total 260 WFSs carried out including DA and FF-run</i>	- Total 187 WFS completed by Sept. 2009. - 114 (86 farmer-run and 28 DA-run) WFS have been implementing since Oct. 2009 and will complete in Sept. 2010.	Achieved
3.2.4	<i>At least 2 FFs trained at all WaBuBs established in Belete-Gera RFPA</i>	- Gera: 11 WaBuBs out of 57 WaBuBs signed P-FMA do not have a FF. (80.7%) - Shabe: 1 WaBuB out of 36 WaBuBs signed P-FMA does not have a FF. (97.2%)	Mostly achieved
3.2.5	<i>At least total 200 FFs trained in Belete-Gera RFPA</i>	- Total 234 FFs trained and certified.	Achieved

**4.4 Achievement of the Project Purpose**

Presently, even the most advanced group of WaBuB may get approval on their FMP only by September 2010. This was caused by the interruption of necessary activities for Round 1 by reasons mentioned in above.

Full-scale operation of the Project has to be maintained to keep a significance of the Project, because 1) deforestation in Belete-Gera RFPA has been developed broadly and rather rapidly, 2) demarcation of boundary between homestead and forest area needs to be done at the same time for preventing the expansion of farmland into the forest.

	Indicators	Achievement	Status
1	<i>At least 60 % of WaBuBs signed Provisional Forest Management Agreement (P-FMA) implement PFM through the WaBuB PFM approach</i>	- 93 WaBuBs (out of total 125 WaBuBs to be formed in Belete-Gera) concluded the P-FMA by Jan, 2010 (74.4%). - 42 WaBuBs have been preparing the FMP (45.2%, on-going activity, not yet submitted to OFWE). - 42 WaBuBs are the first group progressing in the steps and their FMAs are expected to be concluded in September 2010. The second group is to be concluded around in July 2011.	Continued
	<i>At least 80% of households graduating from WaBuB Field School (WFS) adopt improved land use and agriculture practices as a result of the WFS</i>	- More than 80% of graduates adopted improved agriculture practices such as weeding, home garden, and weed bed. - More than 70 % of graduates adopted improved management methods such as regular farm visit, proper spacing and use of manure/compost.	Achieved



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3	<i>At least 90% of households participating in the Forest Coffee Certificate Programme (FCCP) respect the certification criteria</i>	- No violation has been reported so far, according to ICS report and annual audit report.	Achieved
4	<i>At least 80% of households participating in FCCP realize an increased producer price of at least 15% resulting from FCCP</i>	All WaBuBs participated in FCCP have experienced in following premium rates when selling their products. - FCCP 2007-2008 premium rate (Shabe: 15%, Gera: 25%) - FCCP 2008-2009 premium rate (Shabe: 15%, Gera: 25%) - FCCP 2009-2010 premium rate (not decided yet)	Achieved

**5. Evaluation results**

Results of five criteria evaluation are summarized in five rating as below. The highest rate is very high, and followed with high, fair, low, and very low.

**5.1 Relevance: Very high**

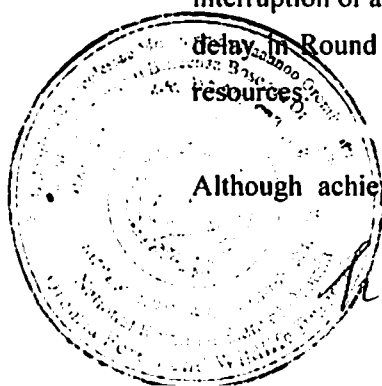
The forest management policy in Ethiopia is shown in the proclamation of forest conservation, development and utilization (No.94/1994) of the Federal Government of Ethiopia and in the forest proclamation (No.72/2003) of the Oromia Regional Government. In the other hand, the objectives of OFWE, the implementation agency of the Project, are provided in Regulation No.122/2009 of Oromia Regional Government. The first one of these objectives requests OFWE “To protect and conserve forest and wildlife in its concession through participation of the local community”. The Project can contribute execution of these policies.

Traditionally villagers in Belete-Gera RFPA have depended much of their livelihood on timbers and NTFP that include comb honey, medical herb, forest coffee and others. Sustainable use of these products will meet their needs. Proclamation No. 72/2003 provides user rights for this purpose. Article 9-5) directs that the traditional user right of the local people to use the state forest resources should be permitted according to the regulations and directives.

**5.2 Effectiveness: High**

By the end of the Project, establishment of WaBuB in Round 3 is expected to complete. Thus all 125 WaBuBs will be completed within term of Phase-2. However, it is envisaged that a majority of WaBuB will not reach at stage to implement their FMP mainly because of almost a year interruption of activities for WaBuB FMP (Part-II) for Round 1. The delay in Round 1 is causing delay in Round 2. Parallel site activities were mostly difficult due to limitation of the project resources.

Although achievement of the project purpose is still in progress, some effects have been



generated already through partial or full achievement of the Outputs. These include followings. To complete the Project will ensure further development of their potential contribution to the forest management.

- The boundaries to protect the natural forest will be demarcated in all 125 communities by the end of Phase-2. In some aspects, such demarcated boundaries are most influential outcome that the Project has generated.
- Accompanied with establishment of WaBuB, P-FMA was concluded. Even provisional FMA can limit deforestation by the communities participated in WaBuB.
- Forest coffee has a high potential to develop to valuable cash crop that is able to collect widely in the project area. Thus FCCP has attracted WaBuB members and generated their incentives for PFM.
- Effectiveness of WFS for developing agro-forestry in the homestead of WaBuBs and improving socioeconomic life in the communities has been widely recognized by villagers and the forestry experts.

**5.3 Efficiency: High**

Inputs of the JICA experts and training in Japan and third countries were made mostly appropriately in terms of timing and volumes of input. Though inputs of the Ethiopian project staffs had been insufficient in the first three years, since November 2009, three forestry experts have been assigned in PFM in the districts. They have been actively involved in the Project.

In the field of project review, trainer training for WFS and planning of PFM, the Project could well utilize outsourcing from FAO, RECOFTC in Thailand and some institutions in Kenya. This was favored by rather flexible contracting with these institutions, which could be materialized by efforts of JICA Ethiopia Office.

**5.4 Impacts: Prospected to be very high**

The Project has three indicators to assess the overall goal. Among these, the third indicator is to assess termination or mitigation of deforestation in the WaBuB. Since the project purpose is still in progress in the part of FMP implementation, it is premature to prospect the third indicator of the overall goal. To see other two indicators at this stage, the impact survey was conducted in March 2010 by the Project. The survey results are expected to be made available in August 2010.

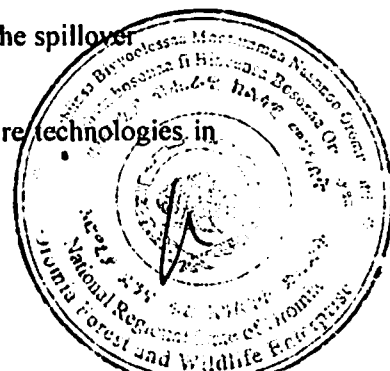
Though at present it is not easy to assess achievement of the overall goal, it should be noted that some spillover effects have been arising already. Followings are examples of the spillover effects that the Project has generated so far.

• It is found that WFS can contribute not only to improvement of agriculture technologies in



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community level but also to socialization of PFM and can update knowledge and information of PFM for WaBuB members.

- WFS can also contribute to develop gender equality in local communities. One of the rules of WFS stipulates that a half of participants should be female.
- If revenue of OFWE from forest coffee purchase can be utilized for implementation of FMP in the project area, this would constitute a great impact of the Project.
- Though effected by other similar Projects as well, acceleration of policy formulation of PFM in national level is observed at present.

Following factors are considered to hinder generation of the third indicator of the overall goal.

- Development activities by investors: development activities in Belete-Gera RFPA that have been licensed already seem to be allowed to continue their business. Further commercial investment in the RFPA would make efforts of the Project useless to a great extent.
- Population increase: The population growth rate in Ethiopia is high (2.5% in 2005). Overpopulation in the highland would make less keeping with the homestead boundaries and less respecting of By-laws of FMA.

#### 5.5 Sustainability: Prospected to be fair

The implementation process of FMP of WaBuB, which may much influence an extent of the sustainability, has not been completed yet. Mainly by this reason, the sustainability is assessed to be fair. However, in following aspects, the Project suggests it may leave rather strong sustainability in some of its activities.

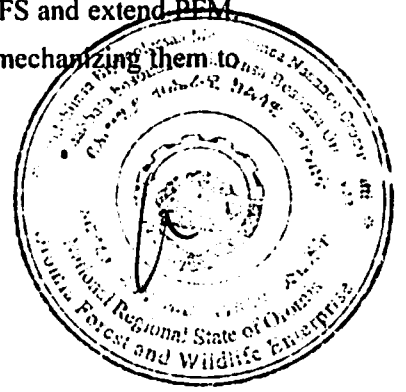
One of the provisions of the Oromia Forest Proclamation (No.72 in 2003) directs needs of permission of the traditional user's rights for state forest resources. Oromia Regional Government has also recently established "Bureau of Environmental Protection and Land Management" in 2007 by reorganizing a former environmental division of OBOARD. In addition, in the national level, Division of Natural Resources Management of Ministry of Agriculture is said to prepare for guidelines for management of forest of PFM approach. All these may suggest PFM approach will be supported by the government in future as well.

The Project leaves a set of manuals that have been highly developed. These manuals can be fully utilized under the condition that OFWE is promoting PFM in other RFPA. In addition, the Project can leave another technical asset. The Project has developed skilled DAs in many villages holding WaBuBs. The FFs have also been developed to conduct WFS and extend PFM. These human resources will contribute to further development of PFM by mechanizing them to relevant projects in an appropriate manner.



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The cost model was presented at the joint planning meeting held in 23 May 2009 where it was discussed how much operation cost is required for each component after the termination of the Project. The allocation of budget will be decided by the OFWE.

WFS can contribute to develop gender equality in local communities (see the spillover effects in Section 5.4). Materialization of the gender equality will be able to sustain and further develop improvement of livelihood of the WaBuB member households by widening roles of female in agro-forestry production and others.

**6. Conclusion**

According to the series of discussions and field surveys, the Team concluded that three out of four project purpose indicators were successfully achieved. However, as for one of the project purpose indicators, that is the implementation of PFM through WaBuB PFM approach by 60% of WaBuBs with P-FMAs, it is expected to reach 30% by the end of the project period. The reason for this achievement level is the Project's intention to spend enough time to reach consensus regarding basic principles of FMP objectives, contents and procedures that is appropriate for the Belete-Gera RFPA in order to secure sustainability.

If more time to work on FMP is given to the Project, there is a high possibility not only to achieve the project purpose but also to maximize the impact and sustainability of the project activities.

Therefore, the Team suggests to extend the project period. By extending the project period for 1.5 years, nearly 100% of the WaBuBs will be fairly given the opportunities to develop and implement FMP. In addition, 1.5 years will enable OFWE-JBO and WaBuB cooperatives to develop enough capacity to manage the entire coffee production, marketing and sales processes.

**7. Recommendations and Lessons Learnt**

**7.1 Recommendations**

**7.1.1 Planning for the Extension Phase**

(1) A detailed activity plan for the extension phase should be prepared as soon as possible. PDM should be modified if necessary.

**7.1.2 Strengthening the Implementation Capacity of OFWE-JBO**

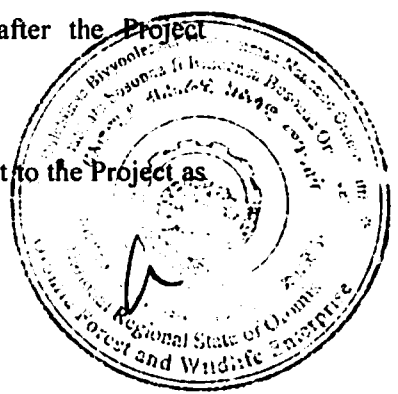
(1) Effective utilization of well-trained and well-experienced staffs would give a positive impact on implementing and sustaining the project activities even after the Project terminates.

(2) It is recommended that the OFWE-JBO further recognizes the commitment to the Project as



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one of the important mandates of the staffs. Moreover, OFWE-JBO should officially evaluate the staffs' efforts and commitments to the project activities.

- (3) Since PFM is one of the most important duties for staffs of OFWE-JBO and ARDO, introduction of a training program concerning basic PFM for newly employed staffs would contribute to enhance the overall capacity of OFWE-JBO.
- (4) In order to effectively utilize human resources, the Team recommends that the OFWE-JBO should consider to employ the project coordinator and the field coordinators in related and available positions after project termination.
- (5) More active involvement of OFWE-JBO experts is crucial in the remaining period.

### 7.1.3 Forest Management Planning and Implementation

- (1) One of the causes of delay in FMP in Gera district appeared to be insufficient understanding in the difference between P-FMA and FMP. The Team recommends that the Project should provide detailed explanation regarding the objectives and differences of P-FMA and FMP to farmers.
- (2) Training of FFs who can contribute to develop, implement and monitor FMP should be further promoted.
- (3) OFWE-JBO and ARDO should recognize their roles and responsibilities in the process of FMP and implementation. It is expected that both institutions effectively cooperate in promoting and sustaining FMP and implementation activities with farmers.
- (4) Securing budget is also a significant component in successfully implementing the FMP. The OFWE-JBO should plan to allocate necessary budget for implementation of FMP in advance, considering the revenue of Belete-Gera RFPA.
- (5) The Team recommends the extension of provisional period of FMA beyond one year until the conclusion of formal agreement.

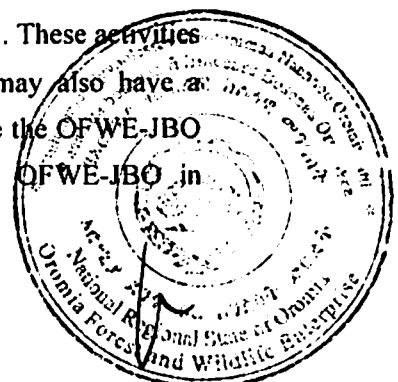
### 7.1.4 Restriction of Commercial Coffee Plantation

- (1) Commercial coffee plantation by private investors is occurring in the RFPA. These activities may have negative impacts on the forest ecosystems. Furthermore, it may also have a negative effect on the relationship between OFWE-JBO and farmers, since the OFWE-JBO is asking the farmers to carry out PFM. The Team recommends the OFWE-JBO in



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collaboration with WaBuB as per the agreement made to keep an eye on the investors and take necessary measures in order to prevent excessive commercial plantations.

**7.1.5 Forest Coffee**

- (1) It is reported that an organization has started to promote garden coffee production by constructing coffee wet-mills in the Project’s target area. There is a concern that the farmers in target areas may be confused since two organizations are conducting coffee related activities. The Team recommends the OFWE-JBO to organize certain opportunities for both the Project and the organization to mutually cooperate in supporting farmers and protecting the forests.
- (2) The Team recommends the OFWE-JBO to make further efforts in timely purchasing forest coffee from the cooperatives.
- (3) In order to improve accountability and to maintain trustworthy relationships, the Team recommends the OFWE-JBO to properly share information regarding costs and profits with the cooperatives.
- (4) Since forest coffee based income generation activities are one of the most important components of the Project to secure farmers’ active participation, OFWE-JBO should recognize the FCCP procedures including the acquisition of certification and marketing activities as one of their mandates.

**7.1.6 Preparation for Expanding the WaBuB Approach**

- (1) It is expected that the OFWE-JBO will effectively utilize the outcomes of the Project by expanding the WaBuB approach in other areas after the Project terminates. The Team recommends the OFWE-JBO to develop a strategy for expanding the outcomes of the Project.
- (2) In order to promote the Project’s outcomes to the Oromia Regional Government and other donor institutions, the Team recommends the OFWE-JBO to plan public relations activities such as making promotion videos, organizing seminars and workshops with the Project.

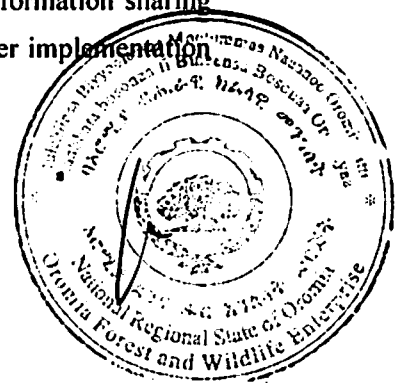
**7.1.7 Promoting Communication among Project-related Offices**

- (1) It is important to have sufficient opportunities for communication and information sharing among the JBO, Belete-Gera Unit Office and the Project Office for a better implementation of PFM activities.



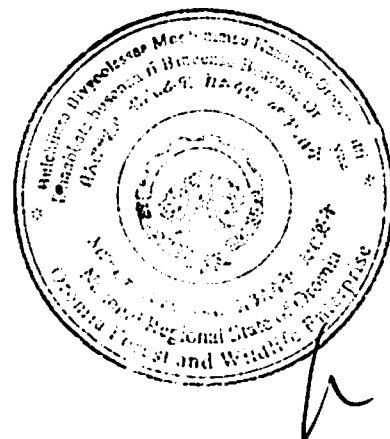
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## 7.2 Lessons Learnt

- (1) Simultaneous implementation of forest conservation and income generation by producing premium-priced forest coffee and implementing WFS would be an ideal model of PFM that enables to provide incentives for participants to join in forest conservation activities.
- (2) Timely introduction of international consultants from third country or other international organizations who have experienced a similar type of project is a effective approach.
- (3) In addition to JFE staffs, utilization of DAs and implementation of effective training programs for DAs made it possible to cover all the communities of the entire Belete-Gera RFPA.
- (4) Development of manuals and guidelines in local language with plenty of photos and drawings makes it easier for the DAs and FFs to understand project's activities. Moreover, the manual itself can be used as a tool for monitoring and feed-back system in PFM. This type of manual would be very effective in promoting and sustaining PFM.
- (5) Rather than focusing merely on production, supporting the entire value chain of forest coffee from acquiring international certification, marketing and sales appeared to be an effective way.
- (6) Accumulation of baseline data will be helpful when conducting impact assessment and evaluation.



**Annex**

**Annex 1: Detailed schedule of the terminal evaluation**

**Annex 2: Current Project Design Matrix (PDM)**

**Annex 3: Plan of Operation**

**Annex 4: Evaluation grid**

**Annex 5: List of Ethiopian project staffs**

**Annex 6: List of JICA experts**

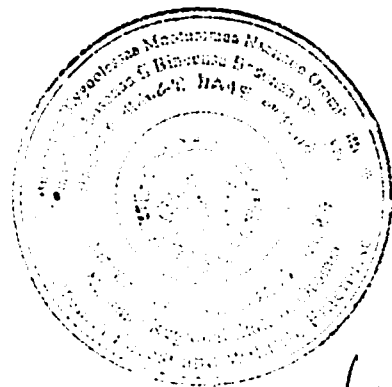
**Annex 7: List of Ethiopian Project Personnel trained in Japan and third countries**

**Annex 8: List of machinery and equipment provided by JICA**

**Annex 9: Local operation cost**

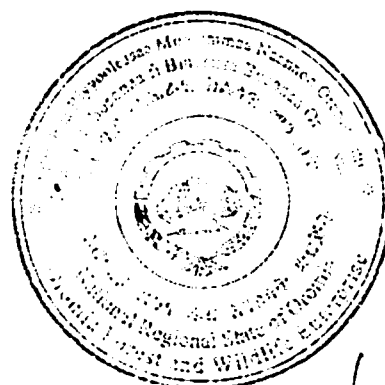


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Annex 1: Detailed schedule of the terminal evaluation

Date	Day	Itinerary
3-Jun-10	Thu	Meeting with JICA Ethiopia Office Interview with OFWE Move to Jimma
4-Jun-10	Fri	Attended to DA Monthly Meeting in Shabe Interview with the JICA experts
5-Jun-10	Sat	Interview with the JICA experts (continued)
6-Jun-10	Sun	Data compilation
7-Jun-10	Mon	Internal meetings
8-Jun-10	Tue	Data compilation and filling the evaluation grid
9-Jun-10	Wed	Internal meetings and interviews
10-Jun-10	Thu	Meeting with JICA Office and courtesy visit to OFWE Move to Jimma Finalizing the grid
11-Jun-10	Fri	Briefed by Project Manager on progress of the Project Interview with the JICA experts and Ethiopian project staffs
12-Jun-10	Sat	Field study in Shabe Sombo District Drafting report
13-Jun-10	Sun	Field study in Gera District Visit to WFS by WaBuB at Ganji Chala
14-Jun-10	Mon	Joint Consultation Meeting Internal Team Meeting
15-Jun-10	Tue	Move to Addis Ababa Finalizing the Report and M/M
16-Jun-10	Wed	Internal Team Meeting Discussion with OFWE
17-Jun-10	Thu	Sign the Report, Reporting to JCC, Sign the M/M
18-Jun-10	Fri	Reporting to Japanese Embassy and JICA Office



**Annex 2 Project Design Matrix (PDM)**

September 2009 (Version 3)

Project Name: Participatory Forest Management Project in Belete-Gera Regional Forest Priority Area Phase II in the Oromia Region of the Federal Democratic Republic of Ethiopia

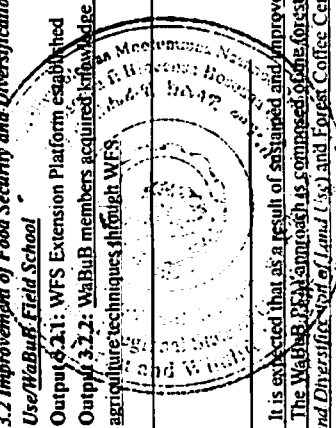
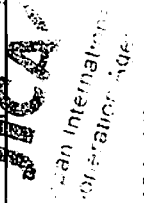
Period: 4 years from October 2006 (the 1<sup>st</sup> Stage: 1 year, the 2<sup>nd</sup> Stage: 3 years)

Target Group: Communities in the selected areas

Implementing Organization: Oromia Forest and Wildlife Enterprise (OFWE)/Jimma Branch Office (OFWE-JBO)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p><b>Overall Goal (IMPACT)</b> Participatory forest management is carried out in a sustainable manner by the local people in Belete-Gera Regional Forest Priority Area (RFFPA)<sup>1</sup></p> <p><b>Project Purpose (OUTCOME)</b> WaBuB Participatory Forest Management (WaBuB PFM) is developed in selected areas in Belete-Gera RFFPA</p>	<ul style="list-style-type: none"> <li>At least 50% of forest dependent households in the Belete-Gera RFFPA have increased their real incomes by at least 20% through legally secured access to forests, intensified and diversified farm land use, and improved marketing</li> <li>At least 50% of project beneficiaries state that their livelihood vulnerability has reduced as a result of the WaBuB Participatory Forest Management (PFM) approach<sup>2</sup></li> <li>At least 70% of WaBuB communities observe that deforestation in their designated area has stopped</li> <li>At least 60 % of WaBuBs signed Provisional Forest Management Agreement (P-FMA) implement PFM through the WaBuB PFM approach</li> <li>At least 80% of households graduating from WaBuB Field School (WFS) adopt improved land use and agriculture practices as a result of the WFSs</li> <li>At least 90% of households participating in the Forest Coffee Certificate Programme (FCCP) respect the certification criteria</li> <li>At least 80% of households participating in FCCP realize an increased producer price of at least 15% resulting from FCCP</li> <li>Project Implementation Manual and Guidelines available by the end of Project Year (PY) 1</li> <li>Baseline data available by the end of second quarter of PY2</li> <li>Project M&amp;E system fully functional by the end of second quarter of PY2</li> <li>At least 60% of Development Agents (DAs) involved in the project for more than 2 years have implemented two cycles of the WaBuB PFM activities</li> <li>Each expert of OFWE-JBO/ARDO assigned to the project has supported DAs at least one cycle of the WaBuB PFM activities</li> <li>At least 60% of selected sub-villages have prepared and signed Provisional Forest Management Agreements (P-FMAs) with OFWE-JBO</li> <li>Joint forest monitoring carried out by WaBuB and OFWE-JBO/ARDO two times per year</li> <li>Each WaBuB signed P-FMA has prepared WaBuB By-laws and Forest Management Plans (FMPs)</li> <li>At least 60 % of WaBuBs signed P-FMA carried out forest management activities according to FMPs</li> </ul>	<ul style="list-style-type: none"> <li>Baseline survey results</li> <li>Impact assessment reports</li> <li>Community self-evaluation</li> <li>WaBuB monitoring reports</li> <li>Joint monitoring reports by WaBuB and OFWE-JBO/ARDO</li> <li>Final session report of WFS</li> <li>Impact assessment report</li> <li>FCCP internal inspection report</li> <li>WaBuB business partnership agreement</li> <li>Project Implementation Manual</li> <li>Project M&amp;E System</li> <li>WaBuB Monitoring Reports</li> <li>Monthly DA Reports</li> <li>Signed P-FMA</li> <li>Joint forest monitoring reports by WaBuB and OFWE-JBO/ARDO</li> <li>WaBuB by-laws</li> <li>WaBuB Forest Management Plans</li> <li>Certificates</li> <li>Business agreements</li> <li>Registration documents of cooperatives</li> <li>Delivery records of WaBuB forest coffee</li> <li>WFS implementation manual</li> <li>List of WFS completed</li> <li>List of farmer facilitators</li> <li>WFS final session reports</li> <li>WFS impact assessment report</li> </ul>	<p>The Oromia Regional Government (ORG) does not change the policy of further expansion of participatory forest management in the Belete-Gera RFFPA.</p> <p>There is no significant turn-over of the OFESA/OFWE-JBO experts and DAs trained through the Project.</p> <p>The ORG continues to support Participatory Forest Management.</p> <p>Demand for certified forest coffee in international markets remains stable.</p> <p>No negative interference of local politics in business transactions.</p> <p>Agricultural produce prices and market are favorable to intensification and diversification of land use.</p>
<p><b>Component 1: Institutional Development and Project Management</b> Output 1.1: Efficient and effective project management and M&amp;E mechanisms established</p> <p>Output 1.2: Institutional capacity of Oromia Forest and Wildlife Enterprise (OFWE)/Jimma Branch Office (OFWE-JBO) and District Agriculture and Rural Development Office (ARDO) strengthened</p>	<ul style="list-style-type: none"> <li>At least 90% of coffee growing WaBuBs received International Coffee Certificates</li> <li>90% of coffee growing WaBuBs enter into business agreements with exporters</li> <li>At least 6 WaBuB Cooperatives established at the selected areas</li> <li>WaBuB forest coffee delivered through WaBuB Cooperatives</li> <li>WFS implementation manual available by the end of PY1</li> <li>At least 2 WFSs (each of DA-run and farmer-run WFS) conducted at all WaBuBs established in Belete-Gera RFFPA</li> <li>At least total 260 WFSs carried out including DA and FF-run</li> <li>At least 2 farmer facilitators trained at all WaBuBs established in Belete-Gera RFFPA</li> <li>At least total 200 farmer facilitators trained in Belete-Gera RFFPA</li> </ul>	<ul style="list-style-type: none"> <li>Project Implementation Manual</li> <li>Project M&amp;E System</li> <li>WaBuB Monitoring Reports</li> <li>Monthly DA Reports</li> <li>Signed P-FMA</li> <li>Joint forest monitoring reports by WaBuB and OFWE-JBO/ARDO</li> <li>WaBuB by-laws</li> <li>WaBuB Forest Management Plans</li> <li>Certificates</li> <li>Business agreements</li> <li>Registration documents of cooperatives</li> <li>Delivery records of WaBuB forest coffee</li> <li>WFS implementation manual</li> <li>List of WFS completed</li> <li>List of farmer facilitators</li> <li>WFS final session reports</li> <li>WFS impact assessment report</li> </ul>	<p>There is no significant turn-over of the OFESA/OFWE-JBO experts and DAs trained through the Project.</p> <p>The ORG continues to support Participatory Forest Management.</p> <p>Demand for certified forest coffee in international markets remains stable.</p> <p>No negative interference of local politics in business transactions.</p> <p>Agricultural produce prices and market are favorable to intensification and diversification of land use.</p>
<p><b>Component 2: Establishment of Forest Management Associations</b> Output 2.1: WaBuBs established in each selected sub-village</p> <p>Output 2.2: Joint forest monitoring for WaBuBs carried out by WaBuBs and OFWE-JBO/ARDO</p> <p>Output 2.3: WaBuB By-laws and Participatory Forest Management Plans implemented</p>	<ul style="list-style-type: none"> <li>90% of coffee growing WaBuBs received International Coffee Certificates</li> <li>90% of coffee growing WaBuBs enter into business agreements with exporters</li> <li>At least 6 WaBuB Cooperatives established at the selected areas</li> <li>WaBuB forest coffee delivered through WaBuB Cooperatives</li> <li>WFS implementation manual available by the end of PY1</li> <li>At least 2 WFSs (each of DA-run and farmer-run WFS) conducted at all WaBuBs established in Belete-Gera RFFPA</li> <li>At least total 260 WFSs carried out including DA and FF-run</li> <li>At least 2 farmer facilitators trained at all WaBuBs established in Belete-Gera RFFPA</li> <li>At least total 200 farmer facilitators trained in Belete-Gera RFFPA</li> </ul>	<ul style="list-style-type: none"> <li>Project Implementation Manual</li> <li>Project M&amp;E System</li> <li>WaBuB Monitoring Reports</li> <li>Monthly DA Reports</li> <li>Signed P-FMA</li> <li>Joint forest monitoring reports by WaBuB and OFWE-JBO/ARDO</li> <li>WaBuB by-laws</li> <li>WaBuB Forest Management Plans</li> <li>Certificates</li> <li>Business agreements</li> <li>Registration documents of cooperatives</li> <li>Delivery records of WaBuB forest coffee</li> <li>WFS implementation manual</li> <li>List of WFS completed</li> <li>List of farmer facilitators</li> <li>WFS final session reports</li> <li>WFS impact assessment report</li> </ul>	<p>There is no significant turn-over of the OFESA/OFWE-JBO experts and DAs trained through the Project.</p> <p>The ORG continues to support Participatory Forest Management.</p> <p>Demand for certified forest coffee in international markets remains stable.</p> <p>No negative interference of local politics in business transactions.</p> <p>Agricultural produce prices and market are favorable to intensification and diversification of land use.</p>
<p><b>Component 3: Improvement of livelihood for local communities in Belete-Gera RFFPA</b> 3.1 Development of Pro-WaBuB Business Partnerships/WaBuB Forest Coffee Certification Programme Output 3.1.1: International Coffee Certificate acquired</p> <p>Output 3.1.2: Pro-WaBuB Coffee Business Partnerships established</p> <p>Output 3.1.3: Organizational capacity of WaBuB Cooperatives strengthened</p>	<ul style="list-style-type: none"> <li>90% of coffee growing WaBuBs received International Coffee Certificates</li> <li>90% of coffee growing WaBuBs enter into business agreements with exporters</li> <li>At least 6 WaBuB Cooperatives established at the selected areas</li> <li>WaBuB forest coffee delivered through WaBuB Cooperatives</li> <li>WFS implementation manual available by the end of PY1</li> <li>At least 2 WFSs (each of DA-run and farmer-run WFS) conducted at all WaBuBs established in Belete-Gera RFFPA</li> <li>At least total 260 WFSs carried out including DA and FF-run</li> <li>At least 2 farmer facilitators trained at all WaBuBs established in Belete-Gera RFFPA</li> <li>At least total 200 farmer facilitators trained in Belete-Gera RFFPA</li> </ul>	<ul style="list-style-type: none"> <li>Project Implementation Manual</li> <li>Project M&amp;E System</li> <li>WaBuB Monitoring Reports</li> <li>Monthly DA Reports</li> <li>Signed P-FMA</li> <li>Joint forest monitoring reports by WaBuB and OFWE-JBO/ARDO</li> <li>WaBuB by-laws</li> <li>WaBuB Forest Management Plans</li> <li>Certificates</li> <li>Business agreements</li> <li>Registration documents of cooperatives</li> <li>Delivery records of WaBuB forest coffee</li> <li>WFS implementation manual</li> <li>List of WFS completed</li> <li>List of farmer facilitators</li> <li>WFS final session reports</li> <li>WFS impact assessment report</li> </ul>	<p>There is no significant turn-over of the OFESA/OFWE-JBO experts and DAs trained through the Project.</p> <p>The ORG continues to support Participatory Forest Management.</p> <p>Demand for certified forest coffee in international markets remains stable.</p> <p>No negative interference of local politics in business transactions.</p> <p>Agricultural produce prices and market are favorable to intensification and diversification of land use.</p>
<p><b>3.2 Improvement of Food Security and Diversification of Land Use/WaBuB Field School</b> Output 3.2.1: WFS Extension Platform established</p> <p>Output 3.2.2: WaBuB members acquired knowledge on improved agriculture techniques through WFS</p>	<ul style="list-style-type: none"> <li>90% of coffee growing WaBuBs received International Coffee Certificates</li> <li>90% of coffee growing WaBuBs enter into business agreements with exporters</li> <li>At least 6 WaBuB Cooperatives established at the selected areas</li> <li>WaBuB forest coffee delivered through WaBuB Cooperatives</li> <li>WFS implementation manual available by the end of PY1</li> <li>At least 2 WFSs (each of DA-run and farmer-run WFS) conducted at all WaBuBs established in Belete-Gera RFFPA</li> <li>At least total 260 WFSs carried out including DA and FF-run</li> <li>At least 2 farmer facilitators trained at all WaBuBs established in Belete-Gera RFFPA</li> <li>At least total 200 farmer facilitators trained in Belete-Gera RFFPA</li> </ul>	<ul style="list-style-type: none"> <li>Project Implementation Manual</li> <li>Project M&amp;E System</li> <li>WaBuB Monitoring Reports</li> <li>Monthly DA Reports</li> <li>Signed P-FMA</li> <li>Joint forest monitoring reports by WaBuB and OFWE-JBO/ARDO</li> <li>WaBuB by-laws</li> <li>WaBuB Forest Management Plans</li> <li>Certificates</li> <li>Business agreements</li> <li>Registration documents of cooperatives</li> <li>Delivery records of WaBuB forest coffee</li> <li>WFS implementation manual</li> <li>List of WFS completed</li> <li>List of farmer facilitators</li> <li>WFS final session reports</li> <li>WFS impact assessment report</li> </ul>	<p>There is no significant turn-over of the OFESA/OFWE-JBO experts and DAs trained through the Project.</p> <p>The ORG continues to support Participatory Forest Management.</p> <p>Demand for certified forest coffee in international markets remains stable.</p> <p>No negative interference of local politics in business transactions.</p> <p>Agricultural produce prices and market are favorable to intensification and diversification of land use.</p>

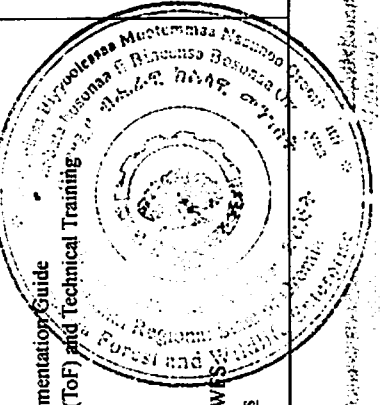
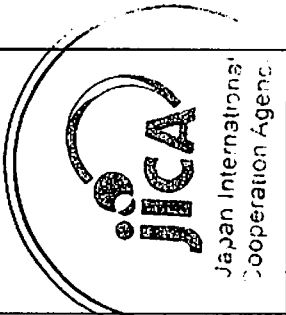
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It is expected that as a result of sustained and improved livelihoods of forest dependent communities in the Belete-Gera RFFPA, degradation of forest resources will be halted.  
The WaBuB PFM approach as composed of the forest management, organization of WaBuB and preparation and implementation of WaBuB Forest Management Plan and livelihood support components (WaBuB Field School, Improvement of Food Security and Diversification of Land Use) and Forest Coffee Certification Programme (Development of Pro-WaBuB Business Partnerships).

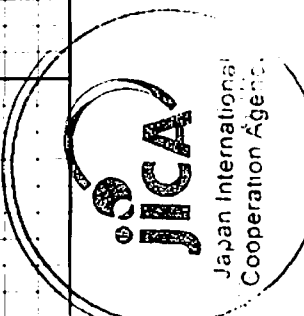
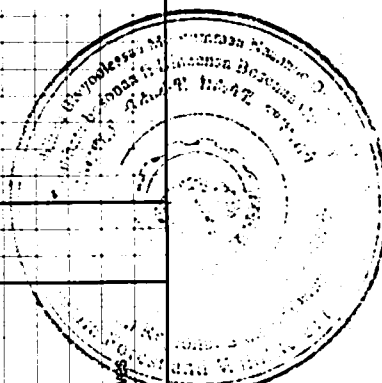


<p><b>Main Activities</b></p> <p>1-1 Revise Project Strategy and Framework</p> <p>1-2 Establish Project Implementation Framework</p> <p>1-3 Establish Project M&amp;E System</p> <p>1-4 Implement baseline survey and follow-up data collection</p> <p>1-5 Develop capacity of OFWE-JBO / ARDO experts and DAs through training, study tours and on-the-job training</p> <p>1-6 Conduct impact assessment survey to evaluate achievements and impacts of the project</p> <p>2-1 Prepare WaBuB Field Manual</p> <p>2-2 Promote WaBuBs in each selected sub-village</p> <p>2-3 Establish WaBuB Facilitation Committees</p> <p>2-4 Demarcate WaBuB boundaries</p> <p>2-5 Prepare P-FMAs to be signed by WaBuBs and OFWE-JBO / ARDO</p> <p>2-6 Implement joint forest monitoring by WaBuBs and OFWE-JBO / ARDO to assess forest conditions and resource use</p> <p>2-7 Prepare and revise subsidiary By-laws of P-FMAs</p> <p>2-8 Prepare the guidelines for preparation and implementation of WaBuB Forest Management Plans (FMPs)</p> <p>2-9 Support WaBuBs for preparation of FMPs</p> <p>2-10 Finalize Forest Management Agreements (FMAs)</p> <p>3-1-1 Carry out coffee supply chain survey</p> <p>3-1-2 Prepare Internal Control System (ICS) manual and training material</p> <p>3-1-3 Promote WaBuB FCCP among WaBuB members</p> <p>3-1-4 Establish ICS and train Group Administrator (GA) members</p> <p>3-1-5 Conduct registration and internal inspection</p> <p>3-1-6 Invite certification auditors to carry out auditing</p> <p>3-1-7 Identify potential exporters</p> <p>3-1-8 Select and establish Pro-WaBuB business partners with exporters</p> <p>3-1-9 Establish traceability mechanism of certified coffee supply chain</p> <p>3-1-10 Review business partnership</p> <p>3-1-11 Select target areas for establishment of WaBuB Cooperatives</p> <p>3-1-12 Establish and register WaBuB Cooperatives</p> <p>3-1-13 Provide series of trainings to strengthen organizational capacity of WaBuB cooperatives</p> <p>3-1-14 Support forest coffee marketing and business transaction by WaBuB Cooperatives</p> <p>3-2-1 Prepare Enterprise Catalogue and WFS Implementation Guide</p> <p>3-2-2 Prepare materials for Training of Facilitators (ToF) and Technical Training</p> <p>3-2-3 Implement ToF and Technical Training</p> <p>3-2-4 Implement DA-run WFS</p> <p>3-2-5 Identify and train Farmer Facilitators (FF)</p> <p>3-2-6 Implement FF-run WFS</p> <p>3-2-7 Provide backstopping to DA-run and FF-run WFS</p> <p>3-2-8 Conduct impact assessment to WFS graduates</p>	<p><b>Inputs from Ethiopian side</b>  [Project personnel including counterpart personnel]</p> <p>1) Project Director: General Manager, Oromia Forest and Wildlife Enterprise (OFWE), Oromia Regional Government</p> <p>2) Deputy Project Director: Head, Forest Development and Utilization Department of OFWE</p> <p>3) Project Manager: Area Manager, Belete-Gera RPPA, OFWE-JBO</p> <p>4) Counterparts from OFWE/ OFWE-JBO (at Regional, Zonal and District levels)</p> <ul style="list-style-type: none"> <li>- Leaders and technical experts of OFESA in Addis Ababa and Jimma</li> <li>- Leader and technical experts of OFWE-JBO Unit in Gera and Shabe Sombro Districts</li> </ul> <p>5) Counterparts from Agriculture and Rural Development Office (ARDO) of Jimma Zone, Gera, and Shabe Sombro Districts</p> <ul style="list-style-type: none"> <li>- Technical experts</li> <li>- Development agents (DAs)</li> <li>- Land and facilities)</li> </ul> <p>1) Jimma Forest Management Training Center</p> <p>2) Gera Forest Extension Center</p> <p>3) Belete Forest Extension Center</p> <p>4) Project office at OFWE in Addis Ababa</p> <p>[Equipment]</p> <p>All the equipment donated from JICA during the Phase I project</p> <p>[Administrative and Operational Cost]</p> <p>1) All the salaries and travel allowances of C/P</p> <p>2) 50% of salaries of supporting staff</p> <p>3) All of the salaries of the drivers of the four vehicles assigned in Belete and Gera</p> <p>4) Expenses for electricity, water and gas of the Jimma Forest Management Training Center and Forest Extension Centers in Belete and Gera</p> <p>5) 25% of the fuel expenses (two trucks and two hard-top wagons) used for project activities conducted in Belete and Gera</p> <p>6) 10% of the fuel expenses used by C/P at the Zonal level</p> <p>7) Regular expenses incurred by the machineries, equipments and other supplies provided by JICA, including customs clearance costs, storage costs, inland transportation costs, installation costs and other related costs</p> <p>8) Any costs for maintaining facilities and machineries, equipment and other supplies</p> <p>(2) Inputs from Japanese side</p> <p>[Long term experts]</p> <p>Two long-term experts</p> <p>[Short term experts]</p> <p>Short-term experts will be dispatched upon necessity</p> <p>[Counterpart training]</p> <p>Training opportunities in Japan and/or the third countries will be provided annually</p> <p>[Equipment]</p> <p>Equipments will be specified considering necessity in accordance with project activities to be carried out</p> <p>[Operational Cost]</p> <p>Necessary cost for project operation which will not be covered by the Ethiopian side described above</p>	<p><b>Preconditions</b></p> <p>-There is no significant change on the policy that</p> <p>1) no eviction of the peasantry out of a RPPA is executed without a consultation, consent and the assurance of the benefits of the peasantry, and 2) the region should facilitate conditions that ensure the well-being of the inhabitants in such a way that they would be beneficiaries from the development as regards regional forest, specified in "Proclamation No. 94/1994: A Proclamation to Provide for the Conservation, Development and Utilization of Forests".</p> <p>-There is no significant change over the general federal policy of decentralization which facilitates the devolution regarding forest management from the Federal Government to Regional Governments and districts.</p>
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Annex 3 Plan of Operation - Participatory Forest Management Project in Belete-Gera Regional Forest Priority Area

Activities	2005		2006		2007		2008		2009		2010													
	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9
1 Institutional Development and Project Management																								
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
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**Annex 4 Participatory Forest Management Project in Belete-Gera Regional Forest Priority Area Phase II  
Evaluation Grid with Findings for the Terminal Evaluation in June 2010**

I. Achievements	Main Categories	Sub Categories	Findings
	<p>JICA:</p> <ul style="list-style-type: none"> <li>Inputs of the long-term and short-term experts; person-months of dispatched experts as of May 2010</li> <li>Planned inputs of the long-term and short-term experts; person-months of experts to be dispatched until September 2010</li> <li>List of the equipment supplied by JICA in Phase-2</li> <li>Annual local operation costs paid by JICA with breakdown by personnel, travel, vehicles, consumables, outsourcing services and others, or with breakdown of other way that the Project adopted.</li> <li>Name of trainees for, and duration and subject of, training course in Japan and the third countries</li> </ul>	<p>1. Inputs of human resources</p> <ul style="list-style-type: none"> <li>Total of direct inputs from October 2006 to May 2010: 97.5 person months for Chief Adviser/Rural Development, Chief Advisor /Livelihood Support, Natural Resource Management/Project Coordinator, Project Coordinator/Participatory Forest Management, and Agriculture/Agroforestry Extension</li> <li>Planned direct inputs from June to September 2010: around 9.5 person months</li> <li>Outsourcing from FAO, RECOFTEC, etc: Project Supervision, FFS Master Trainer, Participatory Forest Management &amp; Planning, and others</li> <li>Once 7 project staff had been employed as field coordinators mainly for supporting field activities. At present, 5 project staff are being employed and engaged in the Project.</li> <li>Local operation costs: 115,921,000 Yen (JPY2006 to JPY2009)</li> <li>Training in Japan and third countries: 15 persons in total - 5 persons for Forest Management Policy in Asia and others (Japan), 6 persons for FFS activity by ISFP and others (Kenya), 4 persons for Participatory Management in Protected Area and others (Thailand)</li> <li>List of equipment: see the annex.</li> <li>The project office in Shabe Sombro was built by the Project.</li> </ul>	
<p>1. Inputs</p> 	<p>OFWE/Government:</p> <ul style="list-style-type: none"> <li>List of counterpart (CP) personnel and their assignment as of June 2010, as well as date when their assignment started</li> <li>General mandate of technical experts of OFWE-JBO (JFE) and district ARDO and their roles for implementing the Project</li> <li>Estimates on person-months of CP personnel spent for activities for the Project, if information is available.</li> <li>Operation costs that have been borne by the implementation agencies (OFWE, Government) to implement the Project for the last 4 fiscal years</li> <li>Outline of the breakdown above</li> <li>Annual budget in 2010 provided by OFWE for the Project</li> <li>Physical resources provided by the implementation agencies (OFWE, Government) - floor space and facilities of the Project office in Jimma and the field office in Gera and Shabe Sombro</li> </ul>	<p>1. Project counterpart personnel in OFWE-JBO</p> <ul style="list-style-type: none"> <li>District level: 3 persons in Gera, 2 persons in Shabe Sombro</li> <li>Zone level: 5 persons in Jimma</li> <li>Development Agent (DA) from ARDO: 72 persons in Gera, 37 persons in Shabe Sombro</li> </ul> <p>2. Mandates of the experts: Experts of OFWE serve as "forestry officer" and provide administration services in the forestry sector, while distinct ARDO provides their services in field of agroforestry and conducts extension services through DA.</p> <p>3. Typical input of DA: through the project operation stages of WaBuB formation and FMP formulation, a DA engages in his/her tasks for 156 working days per year.</p> <p>4. Operation cost borne by OFWE (January 2007 to May 2010): 57,591 EBR, paid for supporting staff (50% share with JICA), electricity and allowance for DA (boundary demarcation)</p> <p>5. The project budget in 2010 to be provided by OFWE is being planned at present. The fiscal year starts in July and ends in June. In the previous years, the project costs were disbursed mainly from the contingency.</p> <p>6. The project office has been provided in Jimma and Gera by OFWE. These were built in Phase-1.</p>	
	<ul style="list-style-type: none"> <li>General mandate and main task of the development agents (DA) in ARDO</li> <li>A usual term (period) of DA's assignment for working with communities in a village until being moved to another, total number of DA in Gera and Shabe Sombro, including those not assigned to the Project</li> <li>Number of DA working with this Project</li> </ul>	<p>7. The DA is generally assigned in government's extension services in village level. Generally three DAs (horticulture, livestock, and environment conservation) are stationed in a village for 1 to 3 years, totaled 60,000 persons in the country. Total number of DA in Gera and Shabe Sombro District is unknown.</p> <p>8. Seventy two (72) DAs in Gera District and 37 DAs in Shabe Sombro District have been working with the Project under the MM signed by ARDB, OFESA and JICA Office around in November 2007. The similar document was concluded in the zone level on 25 January 2008.</p>	

1. Progress of preparation for FMP as of 3 June 2010

Round 1 (All concluded P-FMA)

	Total WaBuB	FMP Group	Step 1	Step 2	Step 3	Step 4
Gera	21	19	1	8	7	3
Shabe Sombo	14	14	0	0	0	14
Total	35	33	1	8	7	17

Round 2 (All concluded P-FMA)

	Total WaBuB	FMP Group	Step 1	Step 2	Step 3	Step 4
Gera	36	9	0	3	6	0
Shabe Sombo	22	0	0	0	0	0
Total	58	9	0	3	6	0

At least, 23 WaBuBs, 25% of total WaBuB signed P-FMA (93), are expected to go into Step 6 (Discussion of FMP with JFE and ARDO) by beginning of September 2010.

- Thirty two (32) communities are on progress to organize WaBuB (Round 3). Among them, 10 communities have completed boundary demarcation as of June 2010.
- Under usual circumstances, it is said that Part-I takes around a year and Part-II a half year. When the Phase-2 was designed, it seems to have been assumed that 4 years would be enough for undertaking all the steps in three rounds. This underestimate could be rationalized as participatory approach takes always much more time than planned.
- Full-scale operation of the project has to be maintained to keep a significance of the Project, because 1) deforestation in Belete-Gera RFPAs has been developed broadly and rather rapidly, 2) there have been no other PFM projects in Ethiopia that are targeted at all the communities in the project area, and pilot approach does not always assure replication in other sites, 3) boundary demarcation needs to be done at the same time for avoiding unnecessary conflicts, and 4) use of DAs requires the full-scale approach as they move to other villages periodically.
- Results of the WFS impact assessment in August 2009 are being reviewed at present.

1. Outcomes of the impact survey conducted in March 2010 are briefed on 14 June 2010. Final outcomes of the survey on status of deforestation, socioeconomic impact of WFS and others will be released around in August 2010. This survey is said to refer results of the baseline survey conducted in Jan-Feb 2008.

- The participatory forest management adopted in this Project is implemented in a form similar to "co-management" between communities and the government. The communities are responsible in conservation of the RFPAs, while the government ensures law enforcement whenever needed, like in case of violation of laws and regulations by outsiders.
- In implementation stage of the WaBuB FMP, the JFE experts are expected to conduct JFM periodically and take necessary measures when conflicts and other problems are identified. The ARDO experts and DAs are expected to conduct technical services for developing agroforestry in homestead and extension services for NFTP such as apiculture. Achievement of the overall goal will be subject to effective materialization of such a system of co-management.
- Socioeconomic profiles of the target 125 sub-villages are not available at present. Outcome of the baseline study in Jan-Feb 2008 is not compiled in a form of a report and a summary of pp16 is made available.

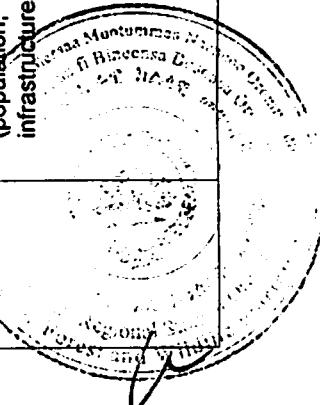
- Updated numbers of P-FMA signed, FMA concluded, FMP prepared, and FMP approved
- Progress in each WaBuB in Round 1 and 2, shown in form of the 8 steps for preparing and implementing PFM as in the WaBuB Field Manual II – especially number of WaBuB that has completed the 3<sup>rd</sup> step
- Progress of organizing WaBuB in Round 3
- Results of the WFS impact assessment conducted in August 2009


2. Project purpose

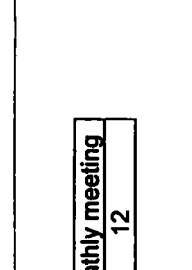
- Results of baseline survey conducted in Jan-Feb 2008 and the impact survey conducted in March 2010

- Comparison of project approach of (a) participatory forest management with (b) strengthening of law enforcement in RFPAs
- Socioeconomic profiles of the target 125 sub-villages (population, access to nearest town, social infrastructures, etc.), if data is available

3. Overall goal

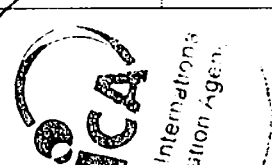


 <p>Output 1.1 Details of "Project M&amp;E System" built by the Project (way of data collection, actual coverage of monitoring, and results of evaluation). Output 1.1 Functionality and effectiveness of "joint monitoring system" in actuality Output 1.1 Number of Joint Forest Monitoring Report submitted by WaBuB and OFWE-JBO/ARDO</p>	<p>1. The DA has constituted a core force to monitor the activities of WaBuB. As seen in "benchmark" or "outputs" from 11 steps in Part-I and 8 steps in Part-II of WaBuB Field Manual, WaBuB produces various documents in process of organization of itself and formulation of FMP. To develop and operate WFS and FCCP, WaBuB and DA produce reporting documents as well. All these documents are submitted to the project administration through district ARDO or DA monthly meeting and used for monitoring the WaBuB activities. When needed, results of review are returned as feedback.</p> <p>2. Joint forest monitoring (JFM) is planned to conduct as "Step 0" of Part-II of WaBuB Field Manual. With main actors of WaBuB members, DA and experts of JFE, the JFM is planned to conduct twice a year – June and December. Because of its rather large working load, however, JFE has been actually conducted only once in 2009 at 29 WaBuB in Gera and 24 in Shabe.</p> <p>3. On the internal evaluation meeting on 7 June 2010, suggestions were made by JICA experts to reconsider implementation measures of JFM, including times of monitoring and substitution by other similar actions to visit communities. In reply, JFE explained their opinion to keep JFM as originally planned, and intention to budget JFM and get support of experts in other RFPA in Jimma Zone. It was also told by JFE that through JFM, review of demarcated boundaries should be done.</p>
<p>4. Outputs</p>	<p>4. Detailed records of DAs' working experience for cycled activities for WaBuB establishment and FMP preparation, WFS and FCCP are prepared by the Project and given to the evaluation team. A majority of DAs in Gera and Shabe have experienced in all three cycles (Round 1 to 3) of WaBuB establishment (Part-I actions), initial steps for FMP preparation (Part-II actions), and one or two cycles of WFS.</p> <p>5. JFE Experts have been involved mainly in boundary demarcation, a main step of Part-I and consultation meetings for drafting field manuals. In addition, the experts joined in November 2009 and assigned to PFM have been actively working with their tasks for FMP preparation.</p> <p>6. Two District ARDOs have been involved mainly in supervising of their DAs and occasional technical instruction for WFS.</p>
<p>4. Outputs</p>	<p>7. As shown in I-2-1 "Progress of preparation for FMP as of 3 June 2010" of this grid, no FMPs have been discussed with OFWE yet. Because of revision of Part-II of WaBuB Field Manual that had taken almost a year from September 2008 to July 2009, activities for Part-II had been initiated first in October 2009. The first groups (17 WaBuBs) have reached at Step 4 of Part-II recently.</p> <p>8. FMP takes a form of matrix that shows forest conservation actions to be undertaken by members of WaBuB. The scope of use of RFPA by means of traditional NTFP is stipulated in P-FMA (a year valid agreement). There is no difference in contents between P-FMA and FMA except term of validity.</p> <p>9. At least, 23 WaBuBs, 25% of total WaBuB signed P-FMA (93), are expected to go into Step 6 by beginning of September 2010. It is foreseeable that they begin to implement their FMP within September 2010 upon taking approval from OFWE.</p>
<p>4. Outputs</p>	<p>10. The updates of "Summary of WaBuB Establishment" and "Summary of FCCP, WFS and Farmer Facilitators" were given to the evaluation team.</p>

 <p>Japan International Cooperation Agency</p>	<p>5. Activities</p>										
<p>• Number of times of DA's trip to WaBuB, if records are available</p>	<p>1. Typical inputs of DA (working days in year)</p> <table border="1" data-bbox="143 212 207 560"> <tr> <td>WaBuB Establishment</td> <td>WaBuB FMP</td> <td>Field School</td> <td>WaBuB FCCP</td> <td>Monthly meeting</td> </tr> <tr> <td>22</td> <td>16</td> <td>80</td> <td>26</td> <td>12</td> </tr> </table> <p>Total days = 156 days</p>	WaBuB Establishment	WaBuB FMP	Field School	WaBuB FCCP	Monthly meeting	22	16	80	26	12
WaBuB Establishment	WaBuB FMP	Field School	WaBuB FCCP	Monthly meeting							
22	16	80	26	12							
<p>• Number of times of OFWE-JBO/ARDO expert's trip to WaBuB, if records are available</p> <p>• Number of times of the project staff (field coordinator) to trip to WaBuB</p>	<p>2. Except those for meetings, JFE experts have been involved in site works for boundary demarcation that have been completed in 103 WaBuBs by 3 June 2010.</p> <p>3. Through detailed records are not available, it is told that the field coordinators have visited communities for managing site works more frequently than DAs. Among the present five project staff employed by JICA, four (4) are directly assigned to such tasks in communities that are grouped in three zones for convenience sake – Oba, Secha and Shabe Zone.</p>										
<p>• General time schedule to hold sessions of WFS through a year</p> <p>• Places where bimonthly meeting for Farmer Facilitators is held regularly</p> <p>• Diagram or organization chart of "Project Implementation Framework", and list of manuals, guidelines, newsletters, and other similar documents that have been produced by the Project</p>	<p>4. A course of WFS is comprised of 52 sessions – once a week through year.</p> <p>5. Meeting for Farmer Facilitators is held usually at a main town in either of the several zones that are provided for convenience to organize the cooperatives in this Project.</p> <p>6. Organization chart of "Project Implementation Framework" and list of the manuals and other deliverables of the Project were given to the evaluation team.</p>										

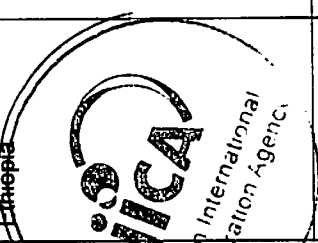
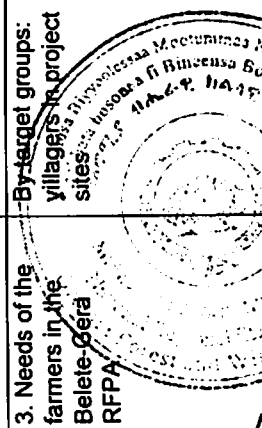
II. Implementation Process

Main Categories	Sub Categories	Findings
<p>1. Project management</p>	<p>Management for inputs</p> <ul style="list-style-type: none"> <li>Were there any excess or deficiency in specialities of JICA experts and period of time of their stay in Ethiopia?</li> <li>Could CP personnel of OFWE-JBO (JFE) and district ARDO be engaged in the Project for enough time?</li> <li>Substitution of CP personnel's tasks by the project staff (field coordinator)</li> <li>About inclusion of the project activities in the annual plan of OFWE-JBO and allocation of budgets by OFWE-JBO – from when the Project has been included in the annual plan?</li> </ul>	<p>1. It is said that inputs of the human resources from JICA have been enough. Additionally the resource persons obtained through outsourcing from FAO, RECOFTEC and others have been able to contribute considerably to develop the Project.</p> <p>2. Unfortunate shortage of the project counterpart personnel has been observed for a long time since beginning of Phase-2. To substitute the CP, the field coordinators have been employed and assigned to tasks in field. This resulted in less technical transfer to the JFE experts. However, since November 2009, additional experts have been assigned in the Project and if the Project can be extended to another cooperation term, technical transfer for them would be possible for a longer time.</p> <p>3. As one of the trials to include the project budgets in the JFE budget explicitly, a meeting was held in May 2009. Members of the meeting included district administrators. A cost model was developed by the Project and presented to the meeting. As a result, daily allowance for DA to conduct boundary demarcation (BD) was determined to be fully covered by JFE.</p> <p>For the fiscal year of 2010 starting July, the discussion is on progress to include purchase fund of coffee, cost for FMP implementation including delivery of seedling, and others in the JFE budget.</p>

	<p>Management for operation - have there been any problems in followings?</p> <ul style="list-style-type: none"> <li>Any positive and negative effects to the project that have been arisen by alteration of the implementation agency from OARDB to OFWE in November 2007</li> </ul> <ul style="list-style-type: none"> <li>Decision making process of and ways of project management by OFWE and JICA Ethiopia Office</li> <li>Frequency to hold the JCC</li> <li>Communication among the implementation agencies (JICA experts, CP personnel in district level, and OFWE/OARDB).</li> </ul>	<p>4. Changes of the implementation agency: The implementation agency for this Project was changed from the government (OARDB) to an autonomous body (OFESA) in November 2007. Later OFESA was reorganized to OFWE. Under the new implementation agency, it is said that mandate of forest management was made clearer, and understanding of the top officials on PFM became easier to obtain. On the other hand, it seems that the forest administration in district level was manned less, which might result in less administration service in the forestry sector.</p> <p>5. The JCC was held only when the project evaluation was conducted. The project reports to the OFWE Headquarters in Addis Ababa almost every month for making decisions or discussing measures for challenges. In addition, consultation meetings were held in level of zone and region when needed.</p> <p>6. Languages used in the Project: To communicate with DAs, Oromic language is usually used through interpretation by the field coordinators. WaBuB Field Manual is prepared both in Oromic and English. Due to less availability of technical terms, the Oromic version needs to be supported by English version occasionally.</p>
<p>Any inner and outer factors that have obstructed project implementation in following process;</p> <ul style="list-style-type: none"> <li>Establishment of WaBuB</li> <li>Preparation and implementation of FMP</li> <li>Implementation of FCCP</li> <li>Implementation of WFS</li> </ul>	<p>7. The core task to establish WaBuB is to demarcate boundaries so that WaBuBs can manage natural forest distributed outside of their homestead. The boundary demarcation (BD) is thus to identify both of "inner boundary" to limit the homestead and "outer boundary" to clarify boundaries with other adjacent WaBuBs or communities outside the project area. Through process of BD, it was found rather difficult to identify the outer boundaries, as accessible points are quite a few to determine landmarks. This may however not leave a serious challenge as the outer boundaries are needed relatively less. It is said that actual outer boundaries exist far beyond a range reachable on foot.</p> <p>8. In this stage of the Project, it is unknown how a combination of FMP and FMA (see 1-4-7 of this grid) can be effective in fields of Belete-Gera RFPA, what kind of administration support needs to be extended, and how much such support is needed. Though a co-management mechanism presented by the Project is well designed for assuring less requirements of the administration support, the mechanism should be tested in implementation of FMP and feedback be given to the design.</p> <p>9. A main purpose to include FCCP in the Project is to develop and diversify measures of livelihood of the WaBuB member households. In addition, it is expected revenue of OFWE from transactions of forest coffee can be allocated to the PFM operation in future.</p>	<p>1. The project manager has been working with the Project in full time basis since beginning of the Project. Two experts have been additionally assigned to PFM in Gera and Shabe Somo District. Branch Manager of JFE has been involved in the Project since arrival at post in December 2009. As shown in these, OFWE has paid much efforts for implementing the Project.</p> <p>1. Study on Forest Management Plan in Southern West Region in Ethiopia (1996 - 1998) left valuable data and information on Belete-Gera RFPA. Some of information including boundaries of natural forest is used in the Project.</p> <p>2. Experiences of Phase-1 have been fully utilized when a process of organizing WaBuB and formulating FMP is designed.</p>
<p>2. Project ownership</p>	<ul style="list-style-type: none"> <li>An extent of involvement of OFWE and ARDO in the project activities</li> <li>Allocation of human resources by OFWE and ARDO</li> <li>Allocation of operation budgets by OFWE</li> </ul>	<p>1. The project manager has been working with the Project in full time basis since beginning of the Project. Two experts have been additionally assigned to PFM in Gera and Shabe Somo District. Branch Manager of JFE has been involved in the Project since arrival at post in December 2009. As shown in these, OFWE has paid much efforts for implementing the Project.</p> <p>1. Study on Forest Management Plan in Southern West Region in Ethiopia (1996 - 1998) left valuable data and information on Belete-Gera RFPA. Some of information including boundaries of natural forest is used in the Project.</p> <p>2. Experiences of Phase-1 have been fully utilized when a process of organizing WaBuB and formulating FMP is designed.</p>
<p>3. Utilization of assets from the past JICA projects:</p>	<p>Physical and nonphysical assets from the past projects:</p> <ul style="list-style-type: none"> <li>Study on Forest Management Plan in Southern West Region in Ethiopia (1996 - 1998)</li> <li>PMFP Phase-1 (2003 - 2006)</li> </ul>	<p>1. The project manager has been working with the Project in full time basis since beginning of the Project. Two experts have been additionally assigned to PFM in Gera and Shabe Somo District. Branch Manager of JFE has been involved in the Project since arrival at post in December 2009. As shown in these, OFWE has paid much efforts for implementing the Project.</p> <p>1. Study on Forest Management Plan in Southern West Region in Ethiopia (1996 - 1998) left valuable data and information on Belete-Gera RFPA. Some of information including boundaries of natural forest is used in the Project.</p> <p>2. Experiences of Phase-1 have been fully utilized when a process of organizing WaBuB and formulating FMP is designed.</p>



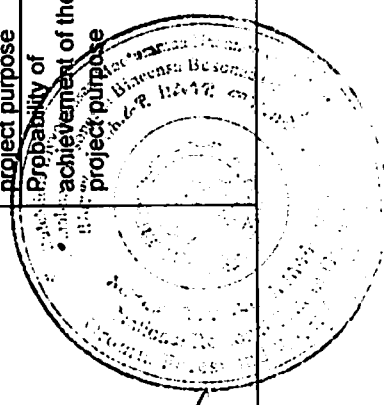
III. Five Criteria Evaluation

1. Relevance		Required data and information	Findings
Main Categories	Sub Categories		
<p>1. Priorities in national/state policies of Ethiopia</p> 	<p>Challenges of prevention of forest degradation</p>	<ul style="list-style-type: none"> <li>History of forest degradation in Ethiopia</li> <li>Needs to establish NFPA (58 forest, 1989)</li> <li>Number and distribution of forest priority area in Oromia Region – significance of forest management in Gera and Belete Forest among them</li> </ul>	<p>1. There are 2,601,914 ha of high forest in the Oromia region. Of this some 1,662,875 ha (65%) are located within regional forest areas. In particular, highland areas above the elevation of 1,500m were believed to be densely covered with closed high forest. Owing to the explosive population growth and the resulting human encroachment into forests, these forests have drastically diminished in both area coverage and standing volume. (Source: mid-term evaluation study in March 2009)</p> <p>2. The decline of forest in both area and quality is most evident in the central highland, and is gradually spreading to the south-western part where relatively dense forests are still remaining. Currently, the Oromia Region represents approximately 70% of the forest resources of the country, however, its closed high forests are diminishing 50,000 ha to 100,000 ha per year due to agriculture expansion, fuel wood collection, illegal settlers, urbanization, forest fires, poor logging practice. Unless effective measures are taken, the forest resources would disappear in a few decades. (Source: mid-term evaluation study in March 2009)</p>
<p>2. Needs of the implementation agencies</p>	<p>Implementation agencies: OFWE/OARDB</p>	<ul style="list-style-type: none"> <li>Mandate of OFWE to execute the above policies as a government corporation</li> <li>Administration support extended by OARDB and their roles to materialize the PFM policy</li> </ul>	<p>1. The objectives of OFWE, the current implementation agency of the Project, are provided in Regulation No.122/2009 of Oromia Regional Government. The first one of these objectives requests OFWE "To protect and conserve forest and wildlife in its concession through participation of the local community".</p> <p>2. Among those that are provided by the said regulation, OFWE has following powers and duties in context of PFM for protection forest.</p> <ul style="list-style-type: none"> <li>Protect and develop forest and wildlife resources occurring within its concession in line with the pertinent laws.</li> <li>Develop a sound management plan for forest and wildlife conservation areas, ensure proper allocation between protection and production forests in the plan, and implement the same when approved.</li> <li>Provide technical support to farmers living around the forest in their endeavor to develop own private forests</li> </ul>
<p>3. Needs of the farmers in the Belete-Gera RFFPA</p>	<p>By-target groups: villagers to project sites</p> 	<ul style="list-style-type: none"> <li>Dependency of their livelihood on natural forest and NTFP</li> <li>Necessity to reserve the user's rights for the natural resources by means of PFM</li> </ul>	<p>1. Traditionally villagers in highland forest areas of Belete-Gera RFFPA have depended much of their livelihood on timbers and non-timber forest products (NTFP) that include comb honey, medical herb, forest coffee and others. Sustainable use of these products will meet their needs.</p> <p>2. Proclamation No. 72/2003 provides user rights for the above purpose. Article 9-5) directs "The traditional user right of the local people to use the state forest resources such as fuel wood, construction wood, medicinal plants, grazing, etc. shall be permitted according to the regulations and directives".</p>

<p>4. Project approaches were appropriate?</p>	<p>Comparison with the previous project (Phase-1)</p>	<ul style="list-style-type: none"> <li>Why all the sub-villages were targeted at once in Phase-2? – listing of trade-off in a project of pilot approach and full-scale approach</li> <li>FMPs of Afalo and Chaffee WaBuB – target communities of Phase 1 - were approved?</li> <li>Forest management agreements in the Bonga and Chilimo project</li> <li>For retaining the merits of the full-scale approach, which action should be most prioritized in the remaining period of the Project?</li> </ul>	<p>1. For reasons why all the sub-villages (communities under administrative village) were targeted at once in Phase-2, see 1-2-4 of this grid.</p> <p>2. The WaBuBs of these two communities, Afalo and Chaffee WaBuB (name of 'Chaffee' was changed later after combined other adjacent communities), were included in Round 1 of Phase-2 so that their FMP can be prepared again in a similar way to other WaBuBs. This inclusion seems to have needed to materialize the same co-management system in the whole project target area.</p> <p>3. The Bonga and Chilimo project is a PFM project but for production forest. Hence, it seems not to give helpful information as a precedent case to the Belete-Gera PFM project.</p> <p>4. Since FMP is still being prepared in many WaBuBs in this stage of the Project and there is not WaBuB that begins implementation of their FMP, it is difficult to observe any occurrence of merits of the full-scale-approach. However, inner and outer boundaries demarcated by the Project will be certainly one of the merits of the full-scale implementation of PFM. Therefore, further efforts to make boundary demarcation reliable as much as possible will be a priority in remaining period of Phase-2.</p>
<p>5. Does the project meet the aid policies of the Japanese government?</p>	<p>Participatory forest management</p>	<ul style="list-style-type: none"> <li>Justification of PFM in view of weak local administration (organization and budget)</li> <li>ODA Charter of Japan (2003)</li> <li>Guideline for Economic Cooperation for Ethiopia (latest version)</li> </ul>	<p>5. Since beginning of the Project, the implementation agencies could not deploy enough number of experts to the project sites. Most of their tasks have been substituted by the field coordinators employed by the Project. Under such a situation, one of the objectives of PFM is to complement shortage of the administration resources with hand of the communities in term of management of natural resources.</p>
	<p>Prioritized issues in ODA by Japan</p>		<p>1. ODA Charter of Japan (2003) highly prioritizes assistance for self-help efforts of the recipient country. The Project works partly with human resource development so that the policies for natural forest management and its sustainable utilization can be effectively executed. The ODA Charter also addresses the global issues that include global warming. Optimized and sustainable use of the natural forest will contribute to mitigate this issue. Thus, in these aspects, the Project well meets the ODA Charter.</p>
	<p>Assistance plan or guideline for Ethiopia</p>		<p>2. (under study)</p>

2. Effectiveness

Questions for Evaluation		Required data and information	Findings
Main Categories	Sub Categories		
<p>1. Project purpose can be achieved?</p>	<p>Progress in achievement of the project purpose</p> <p>Probability of achievement of the project purpose</p>	<ul style="list-style-type: none"> <li>An extent of achievement shown in the OVIs</li> <li>Establishment of WaBuB</li> <li>Implementation of FMP</li> </ul>	<p>1. For an extent of achievement of the project purpose shown in the OVIs, see main text of the evaluation report.</p> <p>2. Implementation of FMP</p> <p>By end of the Project, establishment of WaBuB in Round 3 is expected to complete. Thus all 125 WaBuBs will be organized within term of Phase-2. However, it is envisaged that a majority of WaBuB will not reach at stage to implement their FMP mainly because of a year delay in WaBuB FMP (Part-II) in Round 1. The delay in Round 1 is causing delay in Round 2. Parallel site activities were mostly difficult due to limitation of the project resources.</p>



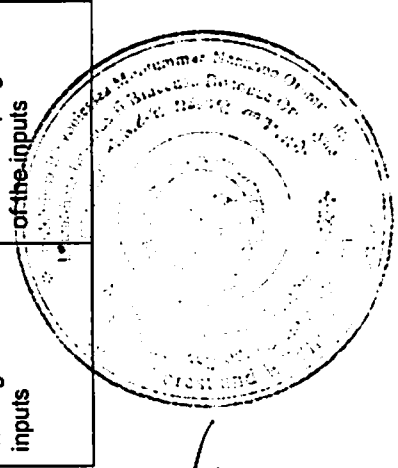


<p>2. Causal relation "from outputs to project purpose"</p>	<p>Contribution of outputs for achieving the project purpose</p>	<ul style="list-style-type: none"> <li>How much following approaches would be able to contribute to attain effective forest management in Belete-Gera RFFPA?                             <ul style="list-style-type: none"> <li>Establishment of WaBuB in full-scale basis</li> <li>Preparation and implementation of FMP</li> <li>Implementation of FCCP</li> <li>Implementation of WFS</li> </ul> </li> </ul>	<p>1. Although the project purpose will not be attained by end of Phase-2, some effects have been generated already through partial or full achievement of the outputs. These include followings. To complete the Project will ensure further development of their potential contribution to the forest management.</p> <ul style="list-style-type: none"> <li>Boundaries will be demarcated in all 125 communities by end of Phase-2. In some aspects, demarcated boundaries are most influential outcome that the Project is to generate.</li> <li>Accompanied with establishment of WaBuB, P-FMA was concluded. Even provisional FMA can limit deforestation by the communities participated in WaBuB.</li> <li>Forest coffee has a high potential to develop to valuable cash crop that is able to collect widely in the project area. Thus FCCP has attracted WaBuB members and generated their incentives for PFM.</li> <li>Effectiveness of WFS for developing agroforestry in homestead and improving socioeconomic life in the communities has been widely recognized by villagers and the JFE experts.</li> </ul>
<p></p>	<ul style="list-style-type: none"> <li>Conditions necessary for building effective M&amp;E system</li> <li>Geographical access from WaBuBs to main roads</li> </ul>	<ul style="list-style-type: none"> <li>Acceptance of the PFM approach by the Oromia Regional Government</li> <li>Approval of FMP by the OFWE</li> <li>Measures taken to forest destruction (investment activities in the forest) by investors (who obtained an investment license by the Government) observed in Gera forest</li> </ul>	<p>2. Some of WaBuB are reachable after 6 to 12 hours walking from the main road. For operating the project activities in 125 communities including such isolated communities, assistance from DAs was vital. For details of their contribution in monitoring, see I-4-1 of this grid.</p> <p>3. Proclamation No. 72/2003 provides user rights for the above purpose. Article 9-5) says "The traditional user right of the local people to use the state forest resources such as fuel wood, construction wood, medicinal plants, grazing, etc. shall be permitted according to the regulations and directives".</p> <p>4. The development activities by TRACON Trading (500ha) and "Mister Peter Orman" (300ha) were licensed probably at time of transition from OFESA to OFWE. The Project sent a letter to Oromia Regional Investment Committee to clarify whether these activities can violate relevant law and regulation to conserve the protection forest in February 2010. Afterwards the first investigation on site was conducted by the committee around in March 2010 to know whether illegal logging was made. There has been no report from the committee so far. However, it is said that license for the above activities cannot be canceled but further licensing will be subject to field visit.</p>

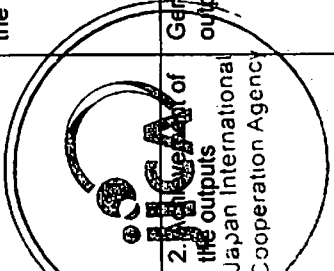
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3. Efficiency


Questions for Evaluation		Required data and information	Findings
Main Categories	Sub Categories	<ul style="list-style-type: none"> <li>Person months that have been put into the project so far, and project operation costs that have been paid so far</li> </ul>	<ul style="list-style-type: none"> <li>Status of inputs</li> <li>Input of the JICA experts until September 2010: 107 person-months</li> <li>Project local operation costs disbursed by JICA: JPY 116 million (until March 2009)</li> <li>For more details, see I-1 of this grid.</li> </ul>



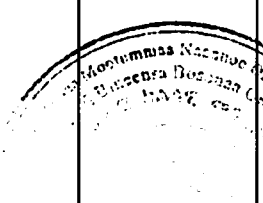


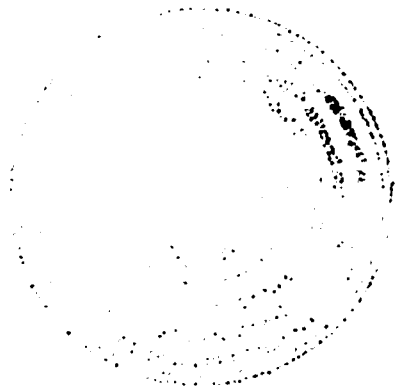
	<p>Appropriateness of the inputs</p>	<p>Inputs were made appropriately in terms of timing, quality/quantity and utilization?</p> <ul style="list-style-type: none"> <li>Japanese side: experts, equipment, training in Japan, project operation budgets</li> <li>Ethiopia side: CP personnel, land/building/facilities, project operation budgets</li> </ul>	<ul style="list-style-type: none"> <li>Inputs of the JICA experts and training in the third countries and Japan were made mostly appropriately in terms of timing and volumes of input. Though inputs of JFE experts had been insufficient in the first three years, since November 2009, two experts have been assigned in PFM in the districts. They have been actively involved in the Project.</li> <li>The project team (JICA team and JFE project counterparts) has been provided with office in Jimma, Gera and Shabe. Under present circumstances in these local towns, the office facilities provided are sufficient.</li> </ul>
<p>2. Achievement of the outputs Japan International Cooperation Agency</p>	<p>Generation of the outputs 1 to 3</p>	<ul style="list-style-type: none"> <li>Achievements the outputs shown in the OVIs</li> <li>Process to achieve Output 2.3 – what measures will be needed to achieve Output 2.3 (implementation of WaBuB's By-laws and PFM plan)</li> </ul>	<p>1. Process to achieve Output 2.3 Among various project components as above, the process to complete Part II in WaBuB Field Manual in any groups of WaBuB (Output 2.3) can make an indispensable process to complete the Project. Without implementing FMP (conservation of forest), the Project would not be able to fully demonstrate the feasibility of PFM adopted by this Project. Thus, to keep a significance of the Project (see 1-2-4), it is most desirable to complete the Project.</p>
<p>3. Causal relation among inputs, activities and outputs</p>	<p>To achieve the outputs, are there any excess or deficiency in the inputs?</p> <p>To achieve the outputs, can situations in outside of the project have any effects?</p> <p>Project purpose can justify the total input costs?</p>	<ul style="list-style-type: none"> <li>Any excess or deficiency in the <u>inputs</u> of personnel and/or physical resources</li> <li>Any effects from situations in outside of the project to generate the outputs</li> </ul>	<p>1. The Project has not been able to implement steps in Part II in WaBuB Field Manual for WaBuBs grouped in Round 1 and 2 in parallel. This appears to have been caused by that two or more WaBuBs cannot be handled with in a village at once due to limitation of deployment of DA.</p> <p>1. In field of project review, trainer training for WFS and planning of PFM, the Project could well utilize outsourcing from FAO, RECOFTEC in Thailand and some institutions in Kenya. This was favored by rather flexible contracting with these institutions, which could be materialized by efforts of JICA Ethiopia Office.</p>
<p>4. Project costs efficiency</p>	<p>Project purpose can justify the total input costs?</p>	<ul style="list-style-type: none"> <li>Comparison with the past similar projects assisting for extension service for the forestry sector</li> </ul>	<p>(under study)</p>
<p>5. Coordination with other similar projects</p>	<p>Project purpose can justify the total input costs?</p>	<ul style="list-style-type: none"> <li>Any cases of coordination with other similar projects by UN, GTZ, SOS and other NGOs in RFPA in Oromia Region</li> </ul>	<p>1. In the initial stage of Phase-1, a working group was organized by donors concerned on PFM that included GTZ, SOS and FARMAFRICA for exchanging information and finding possible coordination. However, it is said that workshops held once a year were not so helpful mainly because of difference in project scheme and budgetary system. By such a reason, there was no case of coordination with other donors.</p>

<p>4. Impacts</p>		<p>Required data and information</p>	<p>Findings</p>
<p>Main Categories</p>	<p>Sub Categories</p>	<ul style="list-style-type: none"> <li>Prospect based on the OVIs for the overall goal</li> <li>Prospect based on an extent of achievement of the project purpose</li> </ul>	<p>1. The Project has three indicators to assess the overall goal. Among these, the third indicator is to assess termination or mitigation of deforestation of the WaBuB territory. Since the project purpose is foreseeable not to be fully achieved in the part of FMP implementation, it is premature to prospect the third indicator.</p> <p>2. To see other two indicators at this stage, the impact survey was conducted in March 2010 by the JICA Research Institute. Results of the survey results are planned to release around in August 2010.</p>

	Any factors that may hinder generation of the overall goal		<p>1. Following factors are considered to hinder generation of the third overall goal.</p> <ul style="list-style-type: none"> <li>Development activities by investors: development activities in Belete-Gera RFFPA that have been licensed already seem to be allowed to continue their business. Further commercial investment in the RFFPA would make efforts of the Project useless to a great extent.</li> <li>Population increase: The population growth rate in Ethiopia is high (2.5% in 2005).</li> <li>Overpopulation in the highland would make less keeping with the homestead boundaries and less respecting of By-laws of FMA.</li> </ul>
<p>2. Spillover effects</p>  <p>Japan International Cooperation Agency</p>		Spillover effects of the Project that can be generated through establishment of WaBuB and preparation of FMP, and implementation of FCCP and WFS	<p>1. Followings are one of the spillover effects that the Project has generated so far.</p> <ul style="list-style-type: none"> <li>It is found that WFS can contribute not only to improvement of agriculture technologies in community level but also to socialization of PFM and can update knowledge and information of PFM for WaBuB members.</li> <li>WFS can also contribution to develop gender equality in local communities. One of the rules of WFS stipulates that a half of participants should be female.</li> <li>If revenue of OFWE from forest coffee purchase can be utilized for implementation of FMP in the project area, this would be able to constitute a great impact of the Project.</li> <li>Tough effected by other similar projects as well, acceleration of policy formulation of PFM in national level is observed at present.</li> </ul>

5. Sustainability

Questions for Evaluation		Findings	
Main Categories	Sub Categories	Required data and information	
1. Aspect of policy		<ul style="list-style-type: none"> <li>Probability of policy support for the PFM approach after the termination of the project</li> </ul>	<p>1. One of the provisions of Oromia Forest Proclamation (No.72 in 2003) directs needs of permission of the traditional user's rights for state forest resources. Oromia Regional Government has also recently established "Bureau of Environmental Protection and Land Management" in 2007 by reorganizing a former environmental division of OARDB.</p> <p>2. In the national level, Division of Natural Resources Management of Ministry of Agriculture and Rural Development is said to prepare for guidelines for management of forest of PFM approach.</p>
2. Institutional side		<ul style="list-style-type: none"> <li>Adoption by the implementation agencies of the manuals and guidelines produced by the project</li> <li>Project ownership of the implementing agencies (OFWE)</li> <li>Institutional capacity of OFWE for implementing the government's tasks for PFM</li> </ul>	<p>3. Adoption of the manuals developed by the Project is not obvious at present as OFWE has not determined policies yet for directions and approaches of PFM, while other donors and NGOs have also developed documents for implementing their forest project by means of participatory approach.</p> <p>4. Since November 2009, three new experts have been stationed in each of district office under JFE. This will result in institutional reinforcement of these two district office. Their capacity development would be able to further progress, if the Project can be extended.</p>
3. Financial side		<ul style="list-style-type: none"> <li>Estimation of the administration (OFWE) costs to support PFM of WaBuB after the project</li> <li>Annual budgets of OFWE-JBO for extension services for the agriculture sector</li> </ul>	<p>5. The cost model presented to the joint planning meeting held in 23 May 2009 suggests how much operation costs OFWE is to bear for supporting PFM by means of WaBuB after the Project is terminated. The cost model can present different cases by combination of the activities as shown below.</p> <p>Estimates based on expenditures from April 2009 to March 2010 (Unit: Birr)</p>



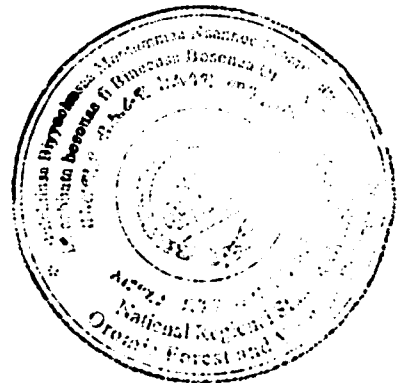


	WaBuB Part I & II	WFS	FCCP	WaBuB Coop.	Management	Sub-Total
Budget	623,541	965,322	135,502	150,227	309,608	2,184,200
%	21.3%	32.9%	4.6%	5.1%	10.6%	74.4%

Source: JICA experts  
Remarks: The table does not include cost for employment of field coordinators, contingency and others (1,215,800 in total).

<p>4. Technical side</p>	<ul style="list-style-type: none"> <li>Utilization of the manuals and guidelines produced by the project</li> <li>Capacity of the DAs of district ARDO</li> <li>Capacity of technical experts of OFWE-JBO</li> </ul>	<p>6. The manuals and training modules developed by the Project have been translated to Oromic language and utilized by DAs and Farmer Facilitators for undertaking PFM activities by WaBuB.</p> <p>7. Through training and field experiences, capacity of some of the DAs has been well developed in fields of organization of WaBuB, planning and implementation of WFS and facilitation for various occasions.</p> <p>8. Five JFE experts (3 in Gera and 2 in Shabe) have not been experienced enough in field activities. It is said that their understanding will have to be developed more in areas of planning of FMP, WFS operation, WaBuB cooperatives, certification of forest coffee and others.</p>
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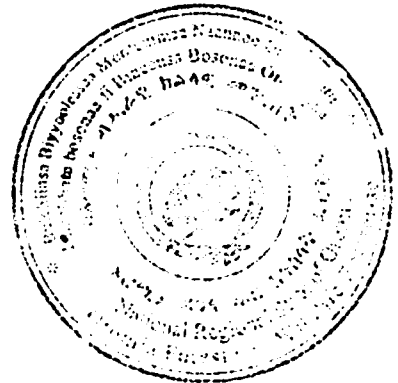
Annex 5: List of Ethiopian project staffs including other personnel involved

NAMES		DESIGNATION	OTHERS	Assigned in
Dr. Girma Amente	General Manager of Oromia Forest and Wildlife Enterprise (OFWE)		Project Director	Nov.07~
Mr. Mohhamed Seid	OFWE Jimma Branch Office (JFE)		Project Manager/PFM Expert in JFE	Oct. 03~
Mr. Ararsa Regassa	Head, Forest Utilization Department, OFESA		Deputy Project Director	Nov.07~
Mr. Kedir Ninno	OFWE Jimma Branch Office (JFE)		Branch Manager	Dec. 09~
Mr. Alemayehu Bekele	Belete-Gera Forest		Area Manager, Belete-Gera Forest	Nov. 09~
Mr. Tesfay Mulgeta	JFE in Jimma		Technical Expert	Nov.07~
Mr. Damtew Asfaw	JFE in Gera District		Technical Expert	Oct. 03~
Mr. Isubalew Mesele	JFE in Gera District		Technical Expert	Oct. 05~
Mr. Mohamed Abdula	JFE in Gera District		Technical Expert	Nov. 09~
Mr. Lijabu A/Oli	ARDO in Gera District		Technical Expert	
Mr. Siraj Husen	ARDO in Gera District		Technical Expert	June. 07~
Ms. Lishan Demissie	ARDO in Gera District		Technical Expert	Oct. 03~
Mr. Jigsa Demeke	ARDO in Gera District		Technical Expert	June. 08~
Development Agents (72)	ARDO in Gera District		Development Agents	
Mr. Kituma Jaleta	JFE in Shabe Sombo District		Technical Expert	Nov. 09~
Mr. Buzayehu Gabre Mikael	JFE in Shabe Sombo District		Technical Expert	Nov. 09~
Mr. Tijani A/Nura	ARDO in Shabe Sombo District		Technical Expert	June. 07~
Mr. Birhanu Mengistu	ARDO in Shabe Sombo District		Technical Expert	June. 07~
Development Agents (37)	ARDO in Shabe Sombo District		Development Agents	

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Annex 6: List of JICA Experts including Third Country Experts

Name		Assignment	Period	Office affiliated
<b>[Long-term]</b>				
Tsutomu	NISHIMURA	Chief Adviser/Rural Development	2006 Oct.30 - 2008 Apr.2	IMG
Toshihide	YOSHIKURA	Natural Resource Management/Project Coordinator	2006 Oct.25 - 2009 Oct.24	Nil
Toru	INADA	Project Coordinator/Participatory Forest Management	2008 May.12 - 2010 May. 11	Nil
<b>[Short-term]</b>				
Takayuki	HAGIWARA	Project Supervision	2007 Jan. 11-Feb.23	FAO Investment Center
Takayuki	HAGIWARA	Project Supervision	2007 Jun.21-Jul.17	FAO Investment Center
Takayuki	HAGIWARA	Project Supervision	2007 Sep.18-Oct.26	FAO Investment Center
Takayuki	HAGIWARA	Project Supervision	2008 May 19-26	FAO Investment Center
Takayuki	HAGIWARA	Project Supervision	2009. June 22-July 6	FAO Investment Center
Takayuki	HAGIWARA	Project Supervision	2010. Feb 7-17	FAO Investment Center
Shinji	OGAWA	Agriculture/Agroforestry Extension	2007 Jun.3-Jul.30	Nil
Shinji	OGAWA	Agriculture/Agroforestry Extension	2008 Jan.20-Mar.17	Nil
Shinji	OGAWA	Educational Material Development	2008 Nov. 24-Dec.23	Nil
Fitus	OGAWA	PFM Manual	2009. June 25- July 27	Nil
Fitus	MUTINDA	FFS Master Trainer	2007 Jun.16-Aug.12	FAO/Ministry of Agriculture, Kenya
Fitus	MUTINDA	FFS Master Trainer	2008 Aug 4-Sep.1	FAO/Ministry of Agriculture, Kenya
Thomas	MUENZEL	M&E Design	2007 Oct.12-26	FAO Investment Center
Thomas	MUENZEL	Project Supervision	2008 Oct 27-Nov 7	FAO Investment Center
Tsutomu	NISHIMURA	Chief Advisor /Livelihood Support	2008 May 25-Jun.24	IMG
Tsutomu	NISHIMURA	Chief Advisor /Livelihood Support	2008 Sep 20 - Oct 19	IMG
Tsutomu	NISHIMURA	Chief Advisor /Livelihood Support	2009. Feb 12 - Mar. 28	IMG
Tsutomu	NISHIMURA	Chief Advisor /Livelihood Support	2009. May 6 - July 27	IMG
Tsutomu	NISHIMURA	Chief Advisor /Livelihood Support	2009. Sep 2-2010. May 3	IMG
Ronnakorn	TRIRAGANON	Participatory Forest Management & Planning	2009. Jan 7 - Jan 25	Regional Community Forestry Training Center for Asia and Pacific Region (RECOFTC)
Ronnakorn	TRIRAGANON	Participatory Forest Management Facilitation	2009. June 17- June 27	RECOFTC
Megumi	HARA YAMA	Qualitative Impact Survey	2009. July 16 - July 26	Meiji Gakuin University
<b>[Third Country Experts/Consultant]</b>				
Jane	NDEBI	FFS Assistant Master Trainer	2007 Jun.16-Aug.12	Kenya Forest Service
Jane	NDEBI	FFS Assistant Master Trainer	2008 Sep 21-Oct 12	Kenya Forest Service
Benjamin	MWERI	FFS Master Trainer	2007 Aug.6-Sep.2	FAO/Ministry of Agriculture, Kenya
Patrick	KARIUKI	FFS Assistant Master Trainer	2007 Aug.6-Sep.2	Kenya Forest Service
Masai	MASAI	FFS Master Trainer	2008. Feb.17-Mar.25	FAO/Ministry of Agriculture, Kenya

**Annex 7: List of Ethiopian Project Personnel trained in Japan and third countries**  
**1. Counterpart training in Japan**

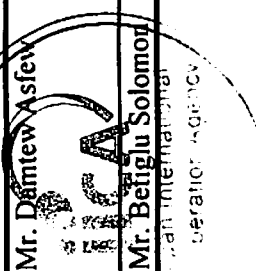
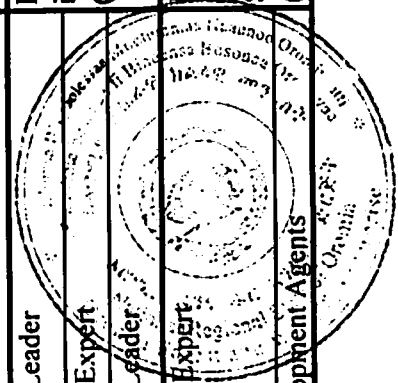
Name	Position	Subject of training	FYJ	Duration	Output (Project Component)
Mr. Deribu Jemal	Project Director/Oromia Agriculture and Rural Development Office (OARDB)	Promoting Forest Ecotourism to Revitalize Regional Economies in Forest Management Policy	2006	2007 March 28 to April 22	Output 1.2: Institutional capacity of Oromia Forest Enterprise and Agriculture and Rural Development Office (ARDO)
Mr. Dirro Bulbula	Deputy Head of Oromia OARDB	Forest Management Policy	2007	2007 October to 21 November 11	Output 1.2: same as above
Dr. Girma Amente	Project Director/Forest Enterprise Supervising Agency	Forest Management Policy in Asia	2008	2008 October 5 to October 26	Output 1.2: same as above
Mr. Ararsa Regasa	Deputy Manager/Forest Enterprise Supervising Agency	Forest Management Policy in Asia	2009	2009 October 12 to October 28	Output 1.2: same as above
Mr. Gurara Gabissa	Coffee Quality Management Expert	Capacity building for Small scale coffee producers	2010	2010 February 8 - March 5	Output 1.2: same as above

**2. Counterpart training in third countries**

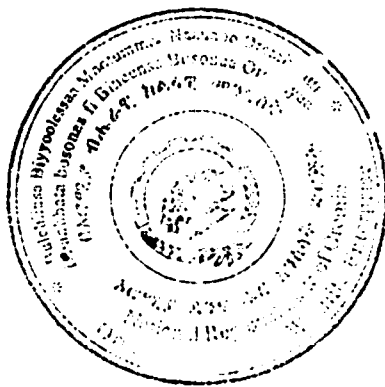
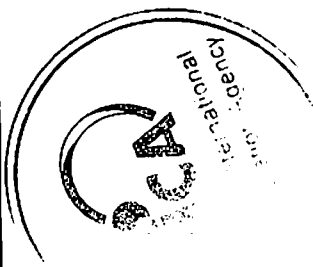
Mr. Ababu Adem	Forest Expert, Gera District ARDO	Regional Training Course on Enhancing Adoption of Social Forestry in Africa	2006	2006 October	Output 1.2: Institutional capacity of Oromia Forest Enterprise and Agriculture and Rural Development Office (ARDO)
Mr. Mohammed Seid	Project Manager	FFS activity by ISFP (Kenya)	2006	2007 March 3 to 12	Output 1.2: same as above
Mr. Wagaye Tesfaye	Team Leader				
Mr. Fikru Bulita	Team Leader				
Mr. Mohammed Seid	Project Manager	Managing Conflict for Natural Resource Management (Thailand)	2007	2007 August 13 to 26	Output 1.2: same as above
Mr. Wagaye Tesfaye	Team Leader				
Mr. Isubalew Mesele	Forest Expert				
Mr. Fikru Bulita	Team Leader	Participatory Management in Protected Area (Thailand)	2007	2007 September 15 to 29	Output 1.2: same as above
Mr. Damtew Asfaw	Forest Expert				
Mr. Befiglu Solomon	Development Agents	Regional Training Course on Enhancing Adoption of Social Forestry in Africa (Kenya)	2007	2007 September 17 to October 19	Output 1.2: same as above

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MOHAMMED SEID	Area Manager (Project Manager), OFV	2009	January 25 to February 8, 2010	Output 1.2: same as above
MUSTEFA ABA SIMEIL	Administrator, Jimma Zone	2009	November 23 to 27, 2009	Output 1.2: same as above
SEYUME ETANA	Head, ARDO, Jimma Zone			
SHAFI HUSSIEN	Administrator, Gera District			
TOFIK MUZEMIL	Head, ARDO, Gera District			
TALIB ABA DURA	Administrator, Shabe Sombo District			
FARUK ABA FOGI	Head, ARDO, Shabe Sombo District			
HAILU BELAY	Manager, Jimma Branch Office, OFV			
MOHAMMED SEID	Area Manager (Project Manager), OFV			



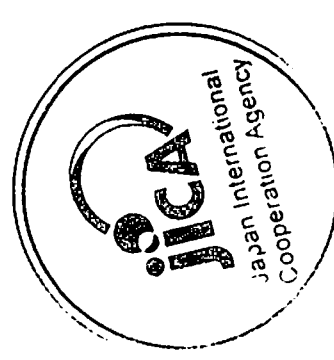
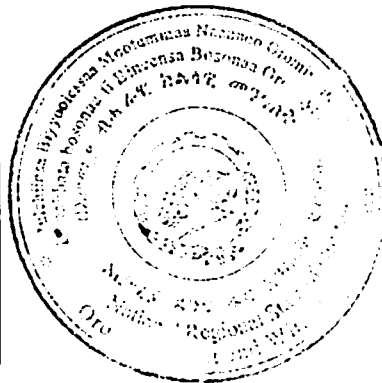
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Annex-8 List of machinery and equipment provided by JICA

No	ITEM NAME	Qty	Cost ('000 yen)	Specification	Main Purpose	Place	Status
1	Refrigerator for Seed storing	1	23	Super General SGR 185	Storing crop seeds for Field School	JIMMA	Good
2	GPS (Quantity 3)	3	28	e-trix Garmin 12 Channel	Boundary demarcation of Sub-villages	JIMMA	Good
3	GPS (Quantity 10)	10	23	e-trix Garmin 12 Channel	Boundary demarcation of Sub-villages	JIMMA	Good
4	Photocopy machine	1	242	Canon iR 2022 Digital Photocopier	Planning / reporting	JIMMA	Good
5	UPS	1	48	Marcury Smart 1500	Planning / reporting	JIMMA	Good
6	Laptop Computer	1	119	Toshiba Laptop Satellite Pentium T2390	Planning / reporting	BELETE	Good
7	Laptop Computer	1	119	Toshiba Laptop Satellite Pentium T2390	Planning / reporting	GERA	Good
8	Desktop Computer	1	89	Dell Optiplex 360MT	Planning / reporting	JIMMA	Good
9	Desktop Computer	1	89	Dell Optiplex 360MT	Planning / reporting	JIMMA	Good
10	GPS (Quantity 10)	10	25	e-trix Garmin 12 Channel	Boundary demarcation of Sub-villages	JIMMA	Good
11	Laser Printer	1	35	HP Laser Jet Printer P1005	Planning / reporting	JIMMA	Good
12	Laptop Computer	1	120	Toshiba Satellite Pro L300	Planning / reporting	JIMMA	Good
13	LCD Projector	1	100	Sony Overhead Projector ES5	Presentation	JIMMA	Good
14	Laptop Computer	1	120	Toshiba Satellite Pro L300	Planning / reporting	JIMMA	Good
15	LCD Projector	1	100	Sony Overhead Projector ES5	Presentation	JIMMA	Good
16	Photocopy machine	1	152	Canon 1500	Planning / reporting	JIMMA	Good
17	Desk top pc	2	92	Dell optiplex 760MT	Planning / reporting	JIMMA	Good

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**Annex 9: Local operation cost**

**(1) Local operation cost borne by JICA**

( Unit: JPY '000 )

	JPF 2006	JPF 2007	JPF 2008	JPF 2009	Total
General activity budget (JPY)	5,177	23,871	43,314	43,559	115,921
Exchange rate (JPY/ETB)	13.86	12.95	10.50	7.80	
Unit: ETB	373,499	1,843,320	4,125,165	5,584,435	11,926,419

Remarks:

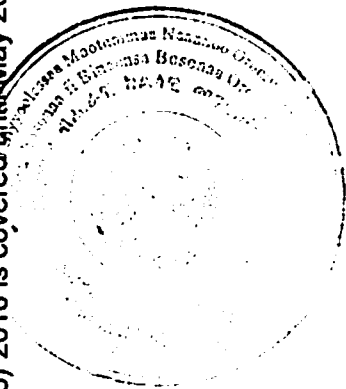
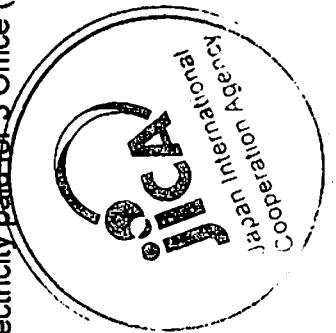
1) Shown in JPF (Japanese fiscal year: from April to March)

**(2) Local operation cost borne by Ethiopia**

	2007	2008	2009	2010	Total
Cost for Cleaner*	3,396	6,035	9,450	2,700	21,581
Cost for Gardener*	3,396	6,035	9,450	2,700	21,581
Cost of Electricity*	1,970	1,930	2,279	650	6,829
Allowance of DA (Boundary Demarcation)	18,822	4,763	5,922	5,678	35,185
Total	27,584	18,762	27,101	11,728	85,175

Remarks:

- 1) Shown in calendar year
- 2) (\*) Cost for Cleaner, Gardener, Electricity paid for 3 Office (Jimma, Gera, and Shabe)
- 3) 2010 is covered until May 2010



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