## Annex - 4 Evaluation Grid

PERFORMANCE

| Topics | Questions | Information/data to be collected | Information sources | Means |
|---|---|---|---|---|
| Input | Was the input from the Nigerian side provided as planned? (Counterparts, offices and equipment, project cost, etc.) | Input record | Progress reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |
| | Was the input from the Japanese side provided as planned? (experts, counterpart training, equipment, project cost, etc.) | Input record | Progress reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |
| Achievement of the "Outputs" | Has the Output 1 been achieved?<br>"1. WDCs in the project sites are activated, which are defined by (i) improved service quality of the target WDCs, (ii) increased positive recognition to the target WDCs, (iii) improved WDC management." | 1-1. Improved quality of services provided by WDCs<br>1-1-1. Improved level of satisfaction of quality of WDC services by WDC participants from the following viewpoints [Continued improvement will be monitored with rating system regularly.]<br>(1) WDC curriculum; (2) WDC lecture and instructor; (3) Support to participants/graduates; (4) Equipment; (5) Working materials<br>1-1-2. Improved quality of the framework of each WDC for capturing needs of women on WDC services [Continued improvement will be monitored with traffic light assessment regularly.] | Periodical monitoring reports/papers to be produced by the project | Document review<br>Questionnaire, interviews |
| | | 1-2. Increased positive recognition on WDCs as a place of women's empowerment<br>1-2-1. Improved level of positive recognition of the community people and non-WDC participants on WDCs. [Continued improvement will be monitored with traffic light assessment regularly.] (1) Husband views; (2) Community stakeholder views; (3) Non-WDC participant views<br>1-2-2. Improved quality of the framework of each WDC for capturing needs of the community on WDC services [Continued improvement will be monitored with traffic light assessment regularly.]<br>1-2-3. Continued improvement of empowerment of WDC participants | | |
| | | 1-3. Improved WDC management<br>1-3-1. Improved level of quality of WDC management [Continued improvement will be monitored with traffic light assessment regularly.]<br>(1) Working environment; (2) Filing and Keeping records; (3) Reporting and feedback<br>1-3-2. Improved level of quality of key elements for better WDC management [Continued improvement will be monitored with traffic light assessment regularly.]:<br>(1) Leadership; (2) Staffing; (3) Budget; (4) Decision making | | |
| | Has the Output 2 been achieved?<br>"Draft guideline is developed based on the compiled good practices." | A guideline is revised /refined as scheduled in accordance with the Plan of Operation. | Desk study to be conducted by the project, Project reports, Experts, Counterparts | Document review<br>Questionnaire, interviews |
| | Has the Output 3 been achieved?<br>"Capacity of the project team, which consists of NCWD and the Kano SMWA officials engaging in project implementation, is enhanced." | Enhanced capacity of the project team from the following viewpoints [Continued enhancement will be monitored with traffic light assessment regularly.]<br>(1) Planning; (2) Implementation of the project (including the field survey); (3) Management (process, time and output); (4) Report writing and presentation | Internal evaluation reports/papers on capacity of the project team to be produced by the project; Project reports, Experts, Counterparts | Document review<br>interviews |
| Achievement of the Project Purposes | By the end of the Project, will an effective guiding framework for activation and management of the WDCs be established by NCWD based on the experience of the project and others? | An operational guideline on activation and management of WDC is finalized.<br>(NOTE) The degree of "operational" will be assessed qualitatively from the following viewpoints:<br>(1) Coverage of the issues to be included in the draft guideline<br>(2) Assessment of practicality and applicability | Desk study on quality of the guideline to be conducted by the project;<br>Questionnaire survey with concerned organizations on the guideline to be conducted by the project | Document review<br>interviews |
| Achievement of the Overall Goal | Within 5 years after the completion of the Project, will Women's empowerment be enhanced at the community and household level in Nigeria through making WDCs function better? | 1. Continued increase of well-performing WDCs in accordance with the guideline to be revised. [This may be modified, depending on the revised guideline.]<br>2. Enhanced women's empowerment from the following viewpoints:<br>(1) Continued improvement of women's contribution to household income<br>(2) Continued improvement of women's participation in decision-making within household | 1. Monitoring reports/papers to be produced by NCWD (tentative); 2. Nigeria Core Welfare Indicators and/or Demographic survey (conducted on an irregular basis)/ Empowernment Survey | Document review<br>Questionnaire, interviews |

IMPLEMENTATION PROCESS

| Topics | Questions | Information/data to be collected | Information sources | Means |
|---|---|---|---|---|
| Activities | Have the "Activities" of the Project been implemented as planned throughout the Project period? | Progress of the "Activities" | inception report, project reports, progress reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |
| Transfer of technology | Was there any problem in the process of transfer of technology from the Japanese experts? | How the transfer of technology has been carried out; Contents | Progress reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |
| Decision-making process | What was the decision-making process in revision of activities and direction, selection of staff, etc.? | Process of decision-making and its challenge | Inception report, progress reports<br>Experts, Counterparts, JICA Nigeria Office | Document review<br>Questionnaire, interviews |
| | When and how the decisions on revisions of the workplan were made? | Process of decision-making and its challenge | Inception report, progress reports<br>Experts, Counterparts, JICA Nigeria Office | Document review<br>Questionnaire, interviews |
| Monitoring | How has the Project been monitored? Was the monitoring mechanism (i.e Project Team Meetings, JICA's Monitoring Missions) | System of monitoring. How the result of monitoring is used? | Progress reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |
| | The Project has engaged quite extensively in monitoring activities (i.e. empowerment survey, monitoring surveys). How were the results of such monitoring utilized in the Project activities? Are frequencies and methodologies appropriate? | System of monitoring (long and short-term experts, NCWD/SMWA); frequencies, contents and analyses of monitoring surveys; How the result of monitoring is being used? | Monitoring Reports, Empowernment Reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |
| Communication | Did the Japanese experts and Nigerian Counterparts communicate well? | How and How often the Project members communicate each other. How they reacted to the change of the plan. How they coordinate themselves to solve problems. How trust has been built between the Project members. How the Counterparts participated in the Project and took initiative. | Experts, Counterparts | Questionnaire, interviews |
| | Did the Project coomunicate well with beneficiaries (i.e. WDC participants, community members LGA) | Frequency, style and content of communication. How they reacted to the Project and the WDCs | Experts, Counterparts, JICA Nigeria Office, JICA HQ | Questionnaire, interviews |
| | Did the Japanese partner organizations (JICA Nigeria Office and Headquarters) support the project well? Was the communication good? | Frequency, style and content of communication. How they reacted to the change of the plan. | Experts, Counterparts, JICA Nigeria Office, JICA HQ | Questionnaire, interviews |
| | Does the Project communicate well with other concerned agencies(FMWA, Kano's SMWA, Kano's SMLG) ? | Frequency, style and content of communication. How they reacted to the change of the plan. | Experts, Counterparts<br>Nigerian partner organizations | Questionnaire, interviews |
| Counterpart | Were the CPs assigned appropriately? | Number of CPs assigned, backgroud, previous positions and skill levels of CPs | Inputs Records<br>Experts, Counterparts | Questionnaire, interviews |
| Ownership | Is NCWD's mandates and responsibilities clear and relevant? | NCWD's mandates and responsibilities vis-à-vis other agencies | Progress reports, Experts, Counterparts | Document review<br>Questionnaire, interviews |
| | Has the Nigerian Project'c leaders participate in Project's management been proactive and appropriate? | Level of participation in project management, readiness | Experts' activity reports, Progress reports, Experts, Counterparts | Document review<br>Questionnaire, interviews |
| | Has the Nigerian input (budget, personnel, office and equipment) to the Project been appropriate? | mode and methodologies of project implementation, responsiveness on changes of the Plan of Operation, approches for joint problem solution, methold of developing working relationships | Experts' activity reports, Progress reports, Experts, Counterparts | Document review<br>Questionnaire, interviews |
| | Do the Nigerian project members take proactive participation in the Project activities? | level of participation in project activities, frequency, style and contents of participation | Progress reports, Experts, Counterparts | Document review<br>Questionnaire, interviews |
| Others | Is there any challenge in the process of project implementation? | Issues that came up in the process of Project implementation. Causes and solutions. | Progress report, Experts' Activity Reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |

## 5 Evaluation Criteria

### 1. RELEVANCE

| Topics | Questions | Evaluation Results | Information sources | Means |
|---|---|---|---|---|
| Needs | Are the Project Purpose and the Overall Goal relevant to the needs of Nigeria? | Problems and challenges identified for GAD in Nigeria | National Gender Strategic Framework, Vision 2020, FMWA's Annual Report, Gender Reports by other donor agencies, Experts, Counterparts | Document review<br>Questionnaire, interviews |
| | Are the Project Purpose and the Overall Goal relevant to the needs of the target groups? | Needs of the WDC Participants in 6 LGAs in the Kano State (6,000 persons), staff of concerned organizations (NCWD, SMWA, LGAs, and WDCs) (100 persons) | Related documents<br>JICA Office, Experts, Counterparts | Document review<br>Questionnaire, interviews |
| Priority | Is the Project relevant with the development policy of Nigeria? | National development policy and gender policies (i.e. communique by the National Women's Commission) in Nigeria | Related national policy documents | Document review |
| | Is the Project relevant to the Japan's country assistance policy for Nigeria? | Japan's development assistance policy (ODA charter, etc,), JICA's assistance policy for Nigeria and priority areas. | Related research documents<br>Documents of MOFA, JICA | Document review |
| Appropriateness of Project Design | Has the Project taken up a good strategy to takle challenges identified for GAD in Nigeria? (i.e. approach, selection of the target areas) | How the accumulated know-how in Nigeria and Japan has been utilized. Whether the Project applied methods and techniques that were relevant to the situation of Nigeria. | project documents<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |
| Appropriateness of Targets' Selection | Was the selection of the target State right? | Selection process of the Kano State | Related research documents<br>Experts and parties concerned | Document review<br>Questionnaire, interviews |
| | Was the selection of the target groups (i.e. WDCs and LGAs) right? | Selection process of the target groups | Related research documents<br>Experts and parties concerned | Document review<br>Questionnaire, interviews |
| | Was the selection of the Nigerian Counterpart organizations (i.e. NWDC and SMWA) and target groups right? | Selection process of the Counterpart organizations and the target groups | Related research documents<br>Experts and parties concerned | Document review<br>Questionnaire, interviews |
| Others | Was there any change in the environment of the Project (political, economic and social conditions) since the Project Ante-Evaluation in 2000? | Information on change of political, economic and social conditions. | Progress reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |

### 2. EFFECTIVENESS

| Topics | Questions | Information/data to be collected | Information sources | Means |
|---|---|---|---|---|
| Achievement of the Project Purpose | Will the"Project Purpose: An effective guiding framework for activation and management of the WDCs is established by NCWD based on the experience of the project and others" be achieved by the end of the Project based on the inputs, outputs and the progress of the activities? | Project performance, Degree of achievement of the Project Purposes | Progress reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |
| Logic Between the Project Purpose and the Outputs | Were the three "Outputs" only prerequisites for the achievement of the "Project Purposes"? Are there any other activities that would have been necessary for achievement of the "Project Purposes"? | Consequences between the Output and the Project Purposes | Progress reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |
| | Have the changes in outputs influenced achievement of the Project Purpose in any way? | Consequences between the Output and the Project Purposes | Progress reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |
| Contributing and Inhibiting Factors on Achievement of the Project Purpose | Are there any factors that particularly contributed to achievement of the Project Purpose? | Contributing factors | Progress reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |
| | Are there any factors that particularly impeded achievement of the Project Purpose? | Impeding factors | Progress reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |
| | To what extent 'important assumptions' from the Output to the 'Project Purpose' were relevant to achievement of the Project Purposes? | Effect of the Important Assumptions and other factors | Progress reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |

3.EFFICIENCY

| Topics | Questions | Information/data to be collected | Information sources | Means |
|---|---|---|---|---|
| Input | Were the Nigerianian and Japanese inputs appropriate? | Record of Input | Progress reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |
| | How and why changes in inputs were decided? How did such changes influence the Project? | Records of Inputs | Progress reports | Document review<br>Questionnaire, interviews |
| | Are the equipment actively utilized? | How the equipment utilized (record of experiments etc.) | Experts, Counterparts | Document review<br>Questionnaire, interviews |
| Achievement of Outputs | Were the three Outputs achieved? | Achievement of Outputs | Progress reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |
| | Were there any factors hindering fulfillment of Outputs? | Achievement of Outputs | Progress reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |
| Causality | Were the "Activities" sufficient for the achievement the "Outputs"? | Record of Activities and achievement of the Outputs | Progress reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |
| | Did the factors described as the"Important Assumption" occur? If they did not, how did the Project approach the issue? | Record of Activities, Record of Input | Progress reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |
| Timing | Were the "Activities" carried out timely? | Record of Activities | Progress reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |
| | How did the Project cope with timing issues of the Inputs (i.e. equipment; dispatchment of experts) | responsiveness in problem solving | Progress reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |
| Project Management | Do you think that the current project management system (i.e. Project Meetings, JCC) has worked well for the Project? | Record of Activities | Progress reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |
| | Were there any issues concerning roles and functions of the JICA HQ and JICA Nigeria Office in the Project's Management? | Frequencies of communications, perceptions of concerned officers | Progress reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |
| | Were there any issues concerning decision-making and the monitoring mechanism? | Approaches (i.e.frequencies, coverage, methodologies) of monitoring activities; Contents and frequesncies of the Project team meetings | Progress reports<br>Experts, Counterparts | Document review<br>Questionnaire, interviews |
| Others | Did the Project use lessons learned from other similar projects in other countries managed by the Japanese partner organizations? | Lessons from other similar projects | Report of other relevant projects<br>Experts, JICA | Document review<br>interviews |
| | Has lessons from other similar projects being utilized in the Project? | Lessons from other similar projects | Report of other relevant projects<br>Experts, JICA | Document review<br>interviews |

4. IMPACT

| Topics | Questions | Information/data to be collected | Information sources | Means |
|---|---|---|---|---|
| Achievement of the Overall Goal "Women's empowerment is enhanced at the community and household level in Nigeria through making WDCs function better." | Will the Overall Goal be achieved within five years after the end of the Project based on the result of inputs, outputs and activities, and achievement of the Project Purposes? | Achievement, Effect of Important Assumptions, contributing and impeding factors | Experts, Counterparts | Questionnaire, interviews, Document review |
| | Are there any factors that would impede achievement of the Overall Goal? | Achievement, Effect of Important Assumptions, contributing and impeding factors | Experts, Counterparts | Questionnaire, interviews |
| Causality | Is the sequence from the Project Purposes to the Overall Goal logically designed? | Structure of the Project, Effect of Important Assumptions, contributing and impeding factors | PDM2、Progress reports | Questionnaire, interviews, Document review |
| Impact on policy, system and socio-cultural status of women | With regards to gender mainstreaming, are there any positive and negative impacts on political aspects at the levels of Federal, Statea dn LGAs? | Examples | Experts, Counterparts | Questionnaire, interviews |
| | With regards to gender mainstreaming, are there any positive and negative impacts on attitudes and awareness of civil servants at the levels of Federal, Statea dn LGAs? | Examples | Experts, Counterparts, JICA Nigeria Office | Questionnaire, interviews |
| | With regards to gender mainstreaming, are there any positive and negative impacts on attitudes and awareness of the target population (i.e. WDC participants, husbands and the people in the target communities) ? | Examples | Experts, Counterparts, JICA Nigeria Office | Questionnaire, interviews |
| | Having emphasized aims to tackle on poverty alleviation of women through activation of WDCs, were there any cases that have shown some dramatic improvement in household economy because of the Project? | Examples | Experts, Counterparts, JICA Nigeria Office | Questionnaire, interviews |
| | Are there any unintended positive mpacts? | Examples | Experts, Counterparts, JICA Nigeria Office | Questionnaire, interviews |
| | Are there any negative effects brought about by the Project? Does the Project take measures to mitigate them? | Examples | Experts, Counterparts | Questionnaire, interviews |

5. SUSTAINABILITY

| Topics | Questions | Information/data to be collected | Information sources | Means |
|---|---|---|---|---|
| Political and institutional aspects | Will the policy directions of GAD and Women's empowerment be maintained by the Nigerian government after the end of the Project? | Policy and strategy of the Nigerian government | Experts, Counterparts | Questionnaire, Interviews, Document review |
| | Will the policy directions and commitment to activate WDCs be maintained by the Nigerian government after the end of the Project? | Policy and strategy of the NCWD, FMWA, and the National Women's Congress | Experts, Counterparts | Questionnaire, interviews, Document review |
| | Is there a mechanism to enable utilization of the Outputs of the Project (i.e. guiding framework, guideline) after the end of the Project? | Policy and strategic directions of the Nigerian Government, Project's future direction | Experts, Counterparts | Questionnaire, Interviews |
| Organizational and financial aspects | Does the NCWD have capacities to fully disseminate the guiding framework and the guideline at the national level after the Project? | operation and management system, utilization mechanism, staffing and budget | NCWD, Experts, Counterparts | Questionnaire, Interviews |
| | Does the SMWA have capacities to continue monitroing upply facilities? | NCWD's policy direction, staffing and budget, working plan | Experts, Counterparts, LGAs | Questionnaire, interviews |
| | Do the SMWA and 6 LGAs have capacities to continue providing services that meet needs of women in localities, modifying curriculums and manage WDCs? | SMWA's policy direction, staffing, budget of SMWA and LGAs, working plan | Experts, Counterparts | Questionnaire, interviews |
| | Direct project interventions at 6 pilot WDCs are expected to be completed by June 2009. Would these centres have sufficient capacities to remain as a place for empowering women? | Annual budget planning and allocations, staffing, decision-making processes, capacities of WDC lecturers and WDOs, expected budget alloation to WDCs, Facility expansion plans, support to WDC graduates | Experts, Counterparts, WDC Principles, WDOs, LGAs | Questionnaire, interviews |
| | Does the NCWD embraced sufficient level of ownership of the Project and a guiding framework based on Kano model? | NCWD's plan to disseminate, follow-ups and monitoring of the guideline being produced | Experts, Counterparts | Questionnaire, interviews |
| | Has the SMWA and LGAs secured necessary budget for WDCs in Kano (i.e. 6 pilot WDCs and others)? To what extent the budgetary increase could be expected? | annual budget allocation, Direction of FMWA, Kano's State MWA, Scales of budget in respective centres | Experts, Counterparts | Questionnaire, interviews |
| Technical aspects | Are the techniques and methodologies of skill transfer used by the Project being accepted? (i.e Level of skills, social and cultural appropriateness ) | Training in Nigeria and overseas, OJT, technical capacities of CP and the Project's participants | Progress reports<br>Experts, Counterparts | Document review,<br>Questionnaire, interviews |
| | Would the techniques and methodologies of monitoring surveys be used on other WDCs? | Capacities of CPs and other participants in monitoring activities, monitoring activities | Project's reports, NCWD/SMWA/LGA | Questionnaire, interviews |
| | Would the Project Counterparts have acquired sufficient knowledge and skills to manage, provide advice, monitor, and develop/apply a guideline/guiding framework? | Capacities of CPs and other participants in training activities | Project's reports, NCWD/SMWA | Questionnaire, Interviews |
| | Are the equipment provided by the Project actively utilized and maintained? Would WDC principles and lectures be able to maintain by themselves? | How the equipment is utilized and maintained. | Progress reports<br>Experts, Counterparts | Document review,<br>Questionnaire, interviews |
| Social environmental aspects | There seems to be more WDCs in Kano which are keen to replicate experiences of 6 pilot WDCs to activate their centres as places for empowering women. Would such a trend likely be continued? | Examples of contributing factors | Monitoring reports, empowerment reports, Experts, Counterparts | Document review<br>Questionnaire, interviews |
| Other aspects | Are there any factors hindering ensuring sustainability? | Examples of impeding factors | Experts, Counterparts<br>JICA Nigeria Office | Document review<br>Questionnaire, interviews |

**Annex - 5 List of Japanese Experts**

| No. | Name | Title | From | To | Number of Days |
|---|---|---|---|---|---|
| 1 | Ms. Kiyomi KAIDA | Gender and Development | 23rd Jan.07 | 23rd Jan.10 | |
| 2 | Ms. Tomoko ENOKI | Participatory survey | 5th Feb.07 | 15th Mar.07 | 39 |
| 3 | Mr. Atsuyuki KADO | Institutional Development and Organizational Strengthening | 12th Feb.07 | 15th Mar.07 | 32 |
| 4 | Mr. Junichi WATANABE | Organizational Management | 12th Jul.07 | 22nd Aug.07 | 42 |
| 5 | Ms. Etsuko IKEDA | Organizational Management | 28th Jan.08 | 5th Mar.08 | 49 |
| 6 | Ms. Etsuko IKEDA | Social Research (Good practices collection ) | 14th May.08 | 4th Jun.08 | 22 |
| 7 | Ms.Megumi UEDA | Training planning and management | 8th Jul.08 | 12th Sep.08 | 60 |
| 8 | Ms. Chiaki NISHI | Training planning and management | 9th Oct 08. | 9th Nov. 08 | 32 |
| 9 | Ms. Etsuko IKEDA | Empowerment survey | 12th Jan.09 | 15th Feb.09 | 35 |
| 10 | Ms. Mie Nagayasu | Training planning and management | 7th June.09 | 9th Aug.09 | 64 |

## Annex - 6 List of Equipment Provided

(a) For Offices at NCWD and SMWA

| Item | Specification (Model Name/No, Manufacturer) | Quantity | Unit Price (NGN) | Sub Total | Delivery Date | Site |
|---|---|---|---|---|---|---|
| Desktop PC | HP 7540 | 1 | 135,000 | 135,000 | May. 2007 | NCWD Project office |
| Notebook PC | HP Laptop, 256 MB, DVD/CDRW | 2 | 160,000 | 320,000 | May. 2007 | NCWD Project office |
| Software for PC Operation system | Microsoft Office 2003 professional | 2 | 78,000 | 156,000 | May. 2007 | NCWD Project office |
| Printer | HP Laser Jet PRINTER 1018 | 1 | 28,000 | 28,000 | May. 2007 | NCWD Project office |
| Projector | Sony, 200 Mex | 1 | 175,000 | 175,000 | May. 2007 | NCWD Project office |
| Photocopier | Sharp Photocopy Machine AL1226 | 1 | 132,000 | 132,000 | May. 2007 | NCWD Project office |
| Digital camera | Sony, 7.2 PIXEL | 1 | 78,000 | 78,000 | May. 2007 | NCWD Project office |
| Stabilizer | Century 1000 KVA | 2 | 4,500 | 9,000 | May. 2007 | NCWD Project office |
| Vehicle | TOYOTA High Aice | 1 | 4,222,351 | 4,222,351 | May. 2007 | NCWD |
| Sub-Total | | | | 5,255,351 | | |
| Printer | HP Colour printer | 1 | 25,000 | 25,000 | Jun. 2007 | NCWD Project office |
| Notebook PC | HP Laptop, 256 MB, DVD/CDRW | 2 | 120,000 | 240,000 | Jul.2007 | NCWD Project office |
| Software for PC Operation system | Microsoft Office 2007 professional | 2 | 65,000 | 130,000 | Jul.2007 | NCWD Project office |
| Generator | | 1 | 18,000 | 18,000 | Aug.2007 | Kano SMWA |
| Stabilizer | 2000VA | 1 | 6,000 | 6,000 | Aug.2007 | NCWD Project office |
| Internet modem | Starcomms mobile internet modem | 2 | 47,850 | 95,700 | Nov.2007 | NCWD Project office |
| Notebook PC | HP Laptop, 256 MB, DVD/CDRW | 2 | 122,000 | 244,000 | Nov.2007 | NCWD Project office Kano SMWA |
| Software for PC Operation system | Microsoft Office 2007 professional | 2 | 65,000 | 130,000 | Nov.2007 | NCWD Project office Kano SMWA |
| UPS | CRISTA 1500 | 2 | 30,000 | 60,000 | Nov.2007 | NCWD Project office |
| Printer | HP Laser Jet PRINTER 1018 | 1 | 18,000 | 18,000 | Dec.2007 | Kano SMWA |
| Printer | HP Colour printer Deskjet D4163 | 1 | 13,000 | 13,000 | Mar-08 | NCWD Project office |
| Stabilizer | 2000VA | 1 | 6,000 | 6,000 | Jul.2007 | NCWD Project office |
| Projector screen | 70inch x 70inch stand | 1 | 30,000 | 30,000 | Sep-08 | NCWD Project office |
| | | | Sub-Total | 1,015,700 | | |
| Total | | | | **6,271,051** | Naira | |

## (b) For WDCs in Kano State

| Item | Specification (Model Name/No, Manufacturer) | Quantity | Unit Price (NGN) | Sub Total | Delivery Date | Site |
|---|---|---|---|---|---|---|
| Sewing machine | Butterfly | 54 | 13,000 | 702,000 | May. 2007 | 9 at each WDC (Bichi, Dambatta, Kumbotso, Gaya, Gezawa, Gwale) |
| Knitting machine | brother | 12 | 28,000 | 336,000 | May. 2007 | 2 at each WDC (Bichi, Dambatta, Kumbotso, Gaya, Gezawa, Gwale) |
| Grinding machine | | 6 | 40,000 | 240,000 | May. 2007 | 1 at each WDC (Bichi, Dambatta, Kumbotso, Gaya, Gezawa, Gwale) |
| Generator | 2.2KVA YAMAHA | 6 | 47,000 | 282,000 | May. 2007 | 1 at each WDC (Bichi, Dambatta, Kumbotso, Gaya, Gezawa, Gwale) |
| Embroidery machine | Singer/Ambro Brothers | 8 | 110,000 | 880,000 | May. 2007 | 1at each WDC ( Dambatta, Gaya, Gezawa, Gwale), 2 at Bichi and Kumbotso WDC |
| Kerosen stove | Medium, Butterfly | 12 | 5,000 | 60,000 | May. 2007 | 2 at each WDC (Bichi, Dambatta, Kumbotso, Gaya, Gezawa, Gwale) |
| Desk | Executive desk | 12 | 20,000 | 240,000 | Feb-08 | 2 at each WDC (Bichi, Dambatta, Kumbotso, Gaya, Gezawa, Gwale) |
| Chair | Semi Executive chair | 12 | 7,000 | 84,000 | Feb-08 | 2 at each WDC (Bichi, Dambatta, Kumbotso, Gaya, Gezawa, Gwale) |
| Cabinet | 4 drawers cabinet | 12 | 15,500 | 186,000 | Feb-08 | 2 at each WDC (Bichi, Dambatta, Kumbotso, Gaya, Gezawa, Gwale) |
| Table | Classroom table | 24 | 5,000 | 120,000 | Feb-08 | 2 at each WDC (Bichi, Dambatta, Kumbotso, Gaya, Gezawa, Gwale) |
| Chair | Classroom chair | 30 | 3,000 | 90,000 | Feb-08 | 2 at each WDC (Bichi, Dambatta, Kumbotso, Gaya, Gezawa, Gwale) |
| Sewing machine | Butterfly | 30 | 13,800 | 414,000 | May. 2008 | 5 at each WDC (Dambatta, Gaya, Gezawa), 15 at Gwale |
| Knitting machine | brother | 30 | 28,000 | 840,000 | May. 2008 | 5 at each WDC (Dambatta, Gaya, Gezawa), 15 at Gwale |
| Grinding machine | | 12 | 40,000 | 480,000 | May. 2008 | 2 at each WDC (Bichi, Dambatta, Kumbotso, Gaya, Gezawa, Gwale) |
| Sewing machine | Butterfly | 10 | 14,000 | 140,000 | Aug. 2008 | 5 at Bichi and Kumbotso WDC for graduates support |
| Knitting machine | brother | 10 | 9,000 | 90,000 | Aug. 2008 | 5 at Bichi and Kumbotso WDC for graduates support |
| Sewing machine | Butterfly | 84 | 16,000 | 1,344,000 | March.2009 | For WDC graduates support |
| Knitting machine | brother | 21 | 11,000 | 231,000 | March.2009 | For WDC graduates support |
| | | | | 5,809,000 | | 950,000 |
| Total | | | | **6,759,000** | Naira | |

## Annex – 7 Local Cost Expenses Covered by JICA

Specifit training for the Project

| No. | Name | Position or Profession | Organization | Role in Project | Course Title |
|---|---|---|---|---|---|
| 1 | Mr. Umar Idris MOH'D | Senior Research Officer | Planning, Research and Statistics Department ,NCWD | Project coordinator (From Jan.2007-Feb.2008) | Training on Gender sensitive and responsive community development planning |
| 2 | Mr.Woyengikuro Turner George | Senior Research Officer | Planning, Research and Statistics Department ,NCWD | Project deputy coordinator (From Jan.2007-Feb.2008) Project coordinator (From Feb.2008-present) | |
| 3 | Mr.AzubikeOgu | Research Officer | Planning, Research and Statistics Department ,NCWD | Secretary (From Jan.2007-present) | |
| 4 | Ms.Jummai Modu | Research Officer | Planning, Research and Statistics Department ,NCWD | Well-fare officer (From Jan 2007-present) | |
| 5 | Mr. Onilearo Emmanuel OLAYINKA | Principal data entry officer | Planning, Research and Statistics Department ,NCWD | Data entry officer | Training on Gender sensitive and responsive community development planning |
| 6 | Ms. Aisha Asabe Mohammed | Principal planning officer | Planning, Research and Statistics Department ,NCWD | Project member (From Jan.2007-present) Project deputy coordinator (From Feb.2008-present) | |
| 7 | Ms. Aishatu ATIKU | Director of Women Affairs department | Department of Women Affiars, Ministry of Women Affairs and Social Development Kano State | Kano SMWA CP From Jan.2007-present | |
| 8 | Mr.Aminu SA'AD Kurawa | Deputy Director of Women Affairs department | Department of Women Affiars, Ministry of Women Affairs and Social Development Kano State | KANO SMWA CP From Mar. 2008-present | |
| 9 | Ms. Zainab Ahmad | Women Development Officer | Bichi Local Government | Bichi LGA CP From Jan.2007-present | Training on Gender sensitive and responsive community development planning |
| 10 | Ms. Fatima Lismari | Women Development Officer | Dambatta Local Government | Dambatta LGA CP From Jan.2008-present | |
| 11 | Ms.Hafsa Abdulishi Suleinau | Women Development Officer | Gaya Local Government | Gaya LGA CP From Jan.2009-present | |
| 12 | Ms. Khadija Iman Abdullabu | Women Development Officer | Gwale Local Government | Gwale LGA CP From Jan.2010-present | |
| 13 | Ms Maijiddha Mah'd | Women Development Officer | Kumbotso Local Government | Kumbotso LGA CP From Jan.2011-present | |
| 14 | Ms.Hadiza Ja'afar | Head of Women Centre | Dr.Buba Bello Memorial women centre, Kumbotso LGA | Kumbotso WDC CP From Jan.2012-present | |

Issues specific Training

| | | | | | |
|---|---|---|---|---|---|
| 15 | Ms. Memuna Sani | Head of Women In Development Unit | Department of Women Affiars, Ministry of Women Affairs and Social Development Kano State | Desk officer at KANO (From Jan.2007-present) | Group Training Empowerment of Rural Women |
| 16 | Ms. Fatima Adamu | Director | Planning, Research and Statistics Department ,NCWD | Project Manager From Dec.2007-present | Seminar on Gender mainstreaming policies for governmnet officers |

## Annex – 8 List of Assignment of Personnel

**NCWD Project team members**

| No. | Name | Role in Project | Position | From | To |
|---|---|---|---|---|---|
| 1 | Dr. Aisha U.Mahmood | Project Director | Director-General of NCWD | Jan 2007 | March 2009 |
| 2 | Hajiya Fatima Larai Hassan | Project Director | Director-General of NCWD | March 2009 | present |
| 3 | Mr. Mallam Sadeeq Omar | Project Manager | Act. Director of Planning, Research and Statistics Department, NCWD | Jan 2007<br>Oct 2008 | Dec.2007<br>present |
| 4 | Dr. Fatima Adamu | Project Manager | Director of Planning, Research and Statistics Department, NCWD | Dec.2007 | Oct 2008 |
| 5 | Mr. Umar Idris MOH'D | Project Coordinator | Senior research officer of Planning, Research and Statistics Department, NCWD | Jan 2007 | Feb 2008 |
| 6 | Mr.Woyengikuro Turner George | Project deputy coordinator<br>Project coordinator | Senior research officer of Planning, Research and Statistics Department, NCWD | Jan 2007 | present |
| 7 | Mr. Onilearo Emmanuel OLAYINKA | Data entry officer | Senior research officer of Planning, Research and Statistics Department, NCWD | Jan 2007 | present |
| 8 | Ms. Aisha Asabe Mohammed | member<br>Project deputy coordinator | Senior research officer of Planning, Research and Statistics Department, NCWD | Jan 2007 | present |
| 9 | Mr.AzubikeOgu | Secretary | Research officer of Planning, Research and Statistics Department, NCWD | Jan 2007 | present |
| 10 | Ms.Jummai Modu | well fare officer | Research officer of Planning, Research and Statistics Department, NCWD | Jan 2007 | present |
| 11 | Mr. Salisu Wakili Umar | Member | Senior officer of Training Department, NCWD | Jan 2007 | Feb 2008 |
| 12 | Mr. Ibrahim Nasir | Project Public Relations Officer | Officer of Training Department, NCWD | Jan 2007 | Feb 2008 |
| 13 | Ms. Nneka Elonu | Member | Officer of Plannin, Research and Statistics Department, NCWD | Jan 2007 | Feb 2008 |
| 14 | Ms. Omoruyi Bukora | Member | Officer of Plannin, Research and Statistics Department, NCWD | Jan 2007 | May 2007 |
| 15 | Mr. L.S.Gumel | Member | Senior officer of Training Department, NCWD | Feb 2008 | June 2009 |
| 16 | Mr. Mukutar Usman | Member | Officer of Plannin, Research and Statistics Department, NCWD | Feb 2008 | present |

**Kano Ministry of Women Affairs and Social Development**

| | Name | Position | Organization | From | To |
|---|---|---|---|---|---|
| 1 | Ms. Aishatu ATIKU | Director of Women Affairs Department | Department of Women Affairs, Ministry of Women Affairs and Social Development, Kano State | Jan 2007 | Feb.2009 |
| 2 | Mr.Aminu SA'AD Kurawa | Deputy Director of Women Affairs Department | Department of Women Affairs, Ministry of Women Affairs and Social Development, Kano State | Mar 2008 | present |
| 3 | Ms. Memuna Sani | Project Desk officer (Head of Women in Development Unit) | Department of Women Affairs, Ministry of Women Affairs and Social Development, Kano State | Jan 2007 | present |
| 4 | Ms. Umma Muhammad | Project Assistant Desk Officer | Department of Women Affairs, Ministry of Women Affairs and Social Development, Kano State | Jan 2008 | present |

## Annex – 9 Achievement of the Project

| Evaluation Item | EVALUATION QUESTIONS | | Result/Findings | Necessary Data |
|---|---|---|---|---|
| | Questions | Sub-Questions | | |
| Project Achievement | Achievement of Overall Goal | Achievement of Overall Goal (expected) 'Women's empowerment is enhanced at the community and household level in Nigeria through making WDCs function better.' | At the time of the Terminal Evaluation, the guideline was drafted and will be finalized in October 2009. Discussions on modality of dissemination has just begun. While women are being empowered at 6 WDCs, it is found to be difficult to pass any judgment on possibility of reaching the Overall Goal during the terminal evaluation exercise. | 1. Continued increase of well-performing WDCs in accordance with the guideline to be revised. [This may be modified, depending on the revised guideline.]<br>2. Enhanced women's empowerment from the following viewpoints: (1) Continued improvement of women's contribution to household income, (2) Continued improvement of women's participation in decision-making within household |
| | Achievement of Project Purpose | Achievement of Project Purpose 'An effective guiding framework for activation and management of the WDCs is established by NCWDD based on the experience of the project and others.' | Initial PDM1 that was agreed upon on the Record of Discussion signed on 22nd November 2006 had set the Project Purpose as 'An effective guideline for the activation of the WDC is developed based on the experience in the project sites'. This was then modified to "An effective guiding framework for activation and management of the WDCs is established by NCWD based on the experience of the project and others.' when the PDM1 was modified and agreed upon in December 2007.<br>At the time of mid-term review in November 2008, efforts were made to clarify the definition of the 'guiding framework' and was agreed upon as "the 'guiding framework' is not limited to the guideline as a product delivered from the Project Outputs, but encompasses a state with adequate capacity of personnel and budget of concerned authorities in order to realize activation of WDC in their respective state. "<br>The degree of practicality and applicability was designed to assess qualitatively from the following viewpoints: (1) Coverage of the issues to be included in the draft guideline, (2) Assessment of practicality and applicability. Moreover, both 'practicality' and 'applicability' were to be assessed based on collected information, analysis of information, planning of activities, WDC service quality, positive recognition, WDC management, institutional arrangement, and monitoring and evaluation. It was found that the Guideline was to have three components: (a) practical manual with the Project experiences in Kano; (b) guidelines that incorporate and reflect the Project experiences in Kano and good practices drawn from both Kano and other State; and, (c) compiled Good Practices. A draft was prepared for (a) in September 2008 and was presented at the first Guideline Forum in October 2008. Finalization of the above three components is expected in October 2009. Nigeria has 6 geopolitical areas and socio-economic situations of women seem to vary across these areas. It is likely that needs and purpose of WDCs and expected varieties of services needed at WDCs may differ due to these differences. Therefore, it was found challenging to have the Guideline that is to be developed during the Project term could be applied to all the States. In order to further enhance 'practicality' and 'applicability' of the Guidelines that is being developed, NCWD is in the process of collecting good practices from other States and is planning to conduct a workshop with wider participation of key stakeholders including the State Ministries for Local Government (SMLG). NCWD has already come up with possible guiding framework to realize activation of WDCs and their effective management and this is to be incorporated into the Guideline. | An operational guideline on activation and management of WDC is finalized.<br>(NOTE) The degree of "operational" will be assessed qualitatively from the following viewpoints:<br>(1) Coverage of the issues to be included in the draft guideline, (2) Assessment of practicality and applicability |
| | | | Nothing in particular | Any inhibiting factor to achieve the Project Purpose, if any. |

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|---|---|---|---|---|
| Project Achievement | Achievement of Outputs | Achievement level of Output 1: Has "1. WDCs in the project sites are activated, which are defined by (i) improved service quality of the target WDCs, (ii) increased positive recognition to the target WDCs, (iii) improved WDC management."been achieved? | The Project has conducted the monitoring surveys four times; August 2007, April 2008, October 2008 and June 2009. The fourth June 2009 survey is currently being compiling data and analyzed. Therefore, data from the first to the third survey was used to assess the level of achievement. | |
| | | | Indicator 'Improved level of satisfaction of quality of WDC services by WDC participants' was achieved at high level as all the viewpoints that had been identified to monitor have demonstrated both positive and continuous improvement as indicated below. (1) WDC curriculum: Average of 6 pilot centres have shown improvement from 68% to 88.8% and to 89.5%. This indicates 21.5% point average increase from the 1st assessment. (2) WDC lecture and instructor: This has improved from 64% to 74.5% and to 78%. This indicates 14% point average increase from the 1st assessment; (3) Support to participants /graduates: Average of 6 pilot centres have shown improvement from 31.2% to 49.5% and to 40.7%. This indicates 9.5% point average increase from the 1st assessment; (4) Equipment: This have shown improvement from 12.3% to 45.5% and to 77.2%, indicating overall 64.8% point average increase from the first assessment; (5) Working materials: Average of 6 pilot centres have shown improvement from 17.8% to 50.7% and to 62.3%. This indicates 44.5% point average increase from the first assessment. | 1-1. Improved quality of services provided by WDCs<br>1-1-1. Improved level of satisfaction of quality of WDC services by WDC participants from the following viewpoints [Continued improvement will be monitored with rating system regularly.]<br>(1) WDC curriculum; (2) WDC lecture and instructor; (3) Support to participants/graduates; (4) Equipment; (5) Working materials |
| | | | In accordance with the' analysis done with 'Traffic Light Signal' system, it was found that four centres indicated 'yellow' that was unchanged from the 1st assessment to the 3rd. The color 'Yellow' means that 'There are efforts at ad hoc base, or there are efforts to assess participants' needs but no efforts to reflect them into the services'. As for Gezewa WDC, signal changed from the Red (No efforts to assess and reflect participants' needs on WDC) to Green (Regular efforts to assess participants' needs and reflect them into the service) and then to Yellow. At Kumbotso WDC, a signal changed from Yellow to Green. Therefore, 2 WDC had demonstrated improved quality of the framework to capture needs of women on WDC services. | 1-1-2. Improved quality of the framework of each WDC for capturing needs of women on WDC services [Continued improvement will be monitored with traffic light assessment regularly.] |
| | | | (1) Husband views: Husbands positive recognition on WDCs had shown gradual decrease from average 100% to 97.8 and then to 95.5% with a total 4.5% point decrease from the 1st survey to the 3rd. (2) Community stakeholder views: It has shown a total of 1.5% average increase from the initial 92.5% to 97.7 and the latest 94%. (3) Non-WDC participant views: This has shown dramatic increase of 22.2% increase from the first 66.7% to 92.8 and to 88.8%. This could be the contributing factor why there has been an increase of women wanting to register at WDCs. | 1-2. Increased positive recognition on WDCs as a place of women's empowerment<br>1-2-1. Improved level of positive recognition of the community people and non-WDC participants on WDCs. [Continued improvement will be monitored with traffic light assessment regularly.] (1) Husband views; (2) Community stakeholder views; (3) Non-WDC participant views |
| | | | Traffic light assessment was applied: Red: No efforts to assess and reflect community's needs on WDC; Yellow: There are efforts at ad hoc base, or there are efforts to assess participants' needs but no efforts to reflect them into the services; and, Green: Regular efforts to assess community's needs and reflect them into the service. For Bichi, it improved from Red to Yellow and remained Yellow. At Dambatta, initial Yellow was down to Red and improved to Yellow. For Kumbotso, it improved from Yellow to Green and remained Green. At Gaya, it remained Red for the first two assessments and then improved to Green. Red remained during the first two assessment for Gwale and then improved to Yellow. Gezawa demonstrated improvement from Red to Green but then went back down to Red. This indicator was found to have achieved at sufficient level. | 1-2-2. Improved quality of the framework of each WDC for capturing needs of the community on WDC services [Continued improvement will be monitored with traffic light assessment regularly.] |
| | | | Empowerment process takes time and therefore it was challenging to monitor the level of empowerment whenever the monitoring survey gets undertaken. Impacts on WDC participants are observed at the 2nd and 4th Monitoring Survey. Compared with non participants in the community, WDC participants engage more in economic activities as they have acquired skills at WDCs. Their literacy rate in Hawasa language was found to be much higher. They were found to have more access to information on health and economic activities and participate more in household decision making. According to the Empowerment Survey on WDC graduates in January 2009 that had targeted WDC graduates and husbands, WDC graduates were found to be more empowered in all five aspects of empowerment: economic, physical, social, psychological, and political. | 1-2-3. Continued improvement of empowerment of WDC participants |
| | | | Improved level of quality of WDC management in the following three areas as indicated below and this indicator was found to have achieved at sufficient level as indicated below. (1) Working environment: Average of 22.3 percent increase was recorded from the initial 57 to 77.3 and to 79.3%. (2) Filing and Keeping records: Average of 18.5% increase was recorded from the initial 58.3 to 68.7 and to 76.8%. (3) Reporting and feedback: Average of 16.3% increase was recorded from the initial 35.8 to 35.7 and to 52.2. | 1-3. Improved WDC management<br>1-3-1. Improved level of quality of WDC management [Continued improvement will be monitored with traffic light assessment regularly.]<br>(1) Working environment; (2) Filing and Keeping records; (3) Reporting and feedback |
| | | | There was no data available on leadership and decision making. On Budget, the data shows an overall decrease of 5.2 percent from 43.3 to 32.2 and then increase to 38.2 percent. As for staffing, an average of 3.8% increase was recorded from the initial 66.7 to 59.3 and then to 70.5 percent. | 1-3-2. Improved level of quality of key elements for better WDC management [Continued improvement will be monitored with traffic light assessment regularly.]: (1) Leadership; (2) Staffing; (3) Budget; (4) Decision making |
| | | | Women Development Officers employed by the LGAs (partially hired by SMWA) who are designated to monitor activities and provide guidance were not particularly motivated at the beginning of the Project as most of the LGAs did not show interests in operating WDCs. With the Project activities taking place at their centres and through various training both in Japan and in Nigeria, they have demonstrated more commitment to their work and confidence to undertake their tasks. There were reported cases that WDO successfully enticed LGA's interests in WDCs by inviting the LGA chairman to WDCs; requesting LGAs to expand the facility, visiting affluent families in the community for financial support. Activation of the pilot WDCs have not been achieved without capacity building and works of WDOs who have access to both SMWA and LGAs. | Other supporting data to show the achievement level of Output 1, if any. |

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| Project Achievement | Achievement of Outputs | Achievement level of Output 2: To what extent has "Draft guideline is developed based on the compiled good practices." been achieved? | The Guideline will be composed of: (a) practial manual with the Project experiences in Kano; (b) guidelines that incorporate and reflect the Project experiences in Kano and good practices drawn from both Kano and other State; and, (c) compiled Good Practices. A draft was prepared for (a) and partially (c) from Kano in September 2008 and was presented at the first Guideline Forum in October 2008. Second draft Guideline was to be prepared and was presented at the 2nd Guidline Forum in April 2009. While the Forum was conducted as scheduled, the first draft has not yet been revised and a 2nd draft was not prepared till now. Finalization of the above three components is expected in October 2009. As for compilation of good practices, the Project intended to gather them from other states at the 2nd Guideline Forum in April 2009. Process to gather good practices is to be initiated by NCWD and then be incorporated not only on (c) but also on (b). This Output is highly likely be achieved by the termination of the Project. | A guideline is revised /refined as scheduled in accordance with the Plan of Operation. |
| | | | Nothing in particular | Other supporting data to show the achievement level of Output 2, if any. |
| | | Achievement level of Output 3: To what extent has "Capacity of the project team, which consists of NCWD and the Kano SMWA officials engaging in project implementation, is enhanced." been achieved? | This indicator does not specify to what extent enhancement of capacities of the project team should be achieved. Therefore, it would not be possible to determine the level of this achievemnt during the terminal evaluation exercise. However, it has been acknowledged that capacities of both NCWD and SMWA counterparts have indeed been enhaced through technical transfer by the Japanese experts, project activities such as monitoring surveys, and workshops. Counterparts' self assessment was conducted in June 2008 while assessment by the Japanese long-term expert was conducted in June 2008, October 2008 and June 2009.<br>(1) Planning: Yellow (60-85%) by both by self-assessment and assessment done by the Japanese expert. Assessment of the Japanese expart remained Yellow throughout. (2) Implementation of the project (including the field survey): Yellow both by self-assessment. Assessment by the Japanese expart remained Yellow during the first two assessment and then improved to Green.<br>(3) Management (process, time and output): Yellow both by self-assessment and assessment done by the Japanese expert. Improvement from Red to Yellow was achieved particularly with advancement on process management. (4) Report writing and presentation: Red (below 60%) by self-assessment. Japanese expert witnessed the improvement from Red to Yellow. | Enhanced capacity of the project team from the following viewpoints [Continued enhancement will be monitored with traffic light assessment regularly.]<br>(1) Planning; (2) Implementation of the project (including the field survey); (3) Management (process, time and output); (4) Report writing and presentation |
| | | | Nothing in particular | Other supporting data to show the achievement level of Output 1-2, if any. |
| | Were the activities conducted as planned? | Achievement of Activities | Overall, activities have been conducted as planned. However, there were two instances when activities had to be postponed/cancelled; (1) uncertain security situations incurred during LGA elections in the Kano State in November 2007; and (2) counterparts were tied up with the field trips for the National Gender Database in May and June 2009. | Progress of Activities |
| | | | When the issues arise on Project's implementation, discussions were conducted with the Project Director and the Project Coordinator to solve at an early onset of issues. | How issues on Project Implementation are solved. |

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|---|---|---|---|---|
| Project Achievement | Were the inputs provided as planned and agreed? | Records of Inputs | Nigerian side | Nigerian side |
| | | | A total of 16 personnel as the counterparts of the Project were assigned by NCWD but later reshuffled and decreased to 8 personnel by July 2009. SMWA appointed four including the Departmental Director who was transferred in 2009 and therefore there are 3 counterparts. | * personnel for the project implementation |
| | | | Travel allowances of the Project's counterparts have been provided particularly under the leadership of the Director General of NCWD. Budget allocated to the project operational cost was 1,874,847Naira (or 1.8 mil JPN yen equivalent) in 2007 and 1,989,712Naira (or 1.8 million Japanese Yen equivalent) in 2008, totaling 3,864,559Naira (or 3.6 million Japanese Yen equivalent). *Exchange rates for Naira to Japanese Yen used for curriculation were 0.969 in 2007, 0.905 in 2008 and 0.659 in 2009. | * Operational cost and facilities for the project implementation |
| | | | The necessary office spaces for Japanese Experts have been provided both at NCWD and SMWA. | * Space and facilities for J/E |
| | | | Japanese side | Japanese side |
| | | | A total of 10 experts (one long-term and 9 short-term) have been dispatched. A total person-months of dispatch amounts to 41.9 by June 2009 since the beginning of the Project. Fields of Expertise were: Gender and Development (long-term), Participatory Survey, Institutional Development and Organizational Strengthening, Organizational Management (2), Social Research (Good practices collection ), Training Planning and Management (3); Empowerment survey | * Dispatch of experts |
| | | | 16 counterpart personnel received training in Japan. | * Receiving trainees in Japan and other countries |
| | | | Machinery and equipment in total valued at 13 million Nira were provided for the project activities by July 2009. | * Provision of equipment |
| | | | A total amount of 31.6 million Nira or 35.5 million Japanese Yen equivalent was provided to supplement a portion of local expenditure as of July 2009. | * Local cost |
| Implementation Process | Were there any problems on administration for the Project management? | Status of monitoring activities | Initial PDM1 was modified in December 2007. Reviews of PDM2 was also conducted at the time of mid-term review. Utilization of PDM was found limited. A Plan of Operation that has been developed in accordance with PDM1 was never updated. Instead, more detailed 3-month activity plans were prepared by a Japanese long-term experts and were used for monitoring of activities. | PDM and its changing process, the content of the revision of detailed activities, PDM as a tool in the Project/ Utilization of PDM |
| | | | *There were three levels of monitoring conducted: (1) quarterly meetings of the NCWD counterparts and the Japanese expert; (2) progress reports prepared by Japanese experts; and (3) monitoring surveys. A platform was not created for the whole project team including both NCWD and SMWA counterparts to come together to discuss issues on regular basis. | monitoring mechanism |
| | | | Some realignment of questions was done but validation on the Project's outcomes would have been done better if all other recommendations had been put into realization. Aiming at gathering sufficient data to validate that WDCs could indeed be the place of empowerment through activation of WDCs, the monitoring survey covering 300 respondents has already been conducted were conducted four times: August 2007, April 2008, October 2008 and June 2009. Moreover, the Empowerment Survey was carried out in January 2009 to monitor the level of empowerment of WDC participants, their husbands, their family members and non-participating women in the communities. It was found that the monitoring survey has contributed to: (1) generate monitoring opportunities for SMWA officials who does not have easy access to financial resources and transport means to visit WDCs; (2) enhance understanding of NCWD and SMWA officials on actual situations of women in communities; and (3) making LGAs and WDCs always on alert with external organizations monitoring frequently. | monitoring survey |
| | | | On the other hand, there have been some recommendations made both by a short-term Japanese expert and JICA advisory missions on modality, frequencies, and implementations of monitoring surveys. While monitoring surveys have been jointly conducted by NCWD, SMWA and the Japanese expert, anaysis has been conducted solely by the Japanese expert. | |
| | | | JICA dispatched an advisory mission twice in February 2008 and March 2009 to provide support the management of the Project and to monitor the progress. Mid-term Review was conducted in November 2009 to access the Project's progress and undertake evaluation from the gender mainstreaming perspectives. PDM 3 was drafted and agreed upon at the end of the Mid-term review. There have been some instances when smooth communication among the Japanese authorities was difficult. | Involvement of JICA Nigeria Office and HQs |
| | | | JCC meetings were planned and it was held four times on 23rd May 2007, 5th December 2007, 21st May 2008, and 26th November 2008. Invitation was extended to SMLG since the 3rd JCC. Regarding the JCC, without sustained participation of the senior officers of the Federal Ministry of Women's Affairs and the SMLG on JCC, the level of recognition of the Project would not increase in their respective ministries and necessary actions to follow up on resolutions coming from JCC would not be sufficiently undertaken. | process of decision making (Frequency and quality of JCC, etc) |
| | | | Not particular problems are found. | Coping with the changes of external factors(important assumptions) |

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| Implementation Process | Did the Japanese experts and counterparts communicate well? | Relationship between J/E and C/P | The Project has been managed by the long-term expert. Amounts of work that this expert needed to perform were extensive covering both a pilot project in Kano State and the NCWD in the Capital City, Abuja. Good relationships between the Japanese experts and the NCWD counterparts were established. While there is a limitation on periods of time when experts could stay in Kano, a level of communication and trust between the Japanese experts and SMWA counterparts were found high. | mechanism of communication, situation of communication, result of intensive discussion |
| | Did the Project communicate with well with concerned agencies or among themselves? | Relationships among C/P and Stakeholders | Under the federal system, the governance structure of Nigeria has multiple layers in policy planning and implementation, public accounting management, and personnel management. Decision-making processes are not immediately clear and are complex. Even with a mandate to develop a national guideline on WDC activation, NCWD as a para-statal organization of the Federal Ministry of Women Affairs and Social Development, is not in a position to give an executive order to the SMLG to instruct budgetary allocations from LGAs to WDCs. NCWD is currently planning a national level workshop in September 2009 inviting representatives of SMLG and other key stakeholders who have roles and functions to activate WDCs. This certainly signals a right step forward to establish multi-layered collaborating relationships among (1) FMWA-NCWD-State Governments; (2) SMWA and SMLG under the State Governments; and (3) State Governments and Local Government Councils at LGA levels that are imperative for WDC activation. | mechanism of communication, situation of communication, result of intensive discussion |
| | Were there any problems in the measures of technology transfer? | Was there any issue in technology transfer? | Technology transfer was undertaken through project implementation, training in Nigeria and Japan, on-the-job training and other technical training. Issues raised were: (1)Efforts should have been made to optimize training opportunities by hiring translators for training HOCs and instructors who seem to have limited English proficiencies; and (2) Different levels and depths of technical transfer should have been designed based on functionalities of respective counterpart organizations. | mechanism of communication, situation of communication, result of intensive discussion |
| | Sense of ownership of Counterpart organization and personnel towards the Project | Ownership of counterpart organization | Many counterparts who had participated in training in Japan or study trips to other states have indicated more enthusiasm upon return. Having visited some pilot WDCs in Kano State in July 2009, the Director General of the NCWD gained the first-hand knowledge on activation of WDCs and felt the needs for the WDC activation guideline. She has already started demonstrating strong intentions to work with the Federal Ministry of Women Affairs to further promote WDC activation. | Involvement of Counterpart personnel in decision making process<br>trend of involvement of counterpart personnel (Ownership of Nigeria side) |

## Annex – 10 Evaluation Results by 5 Criteria

| | EVALUATION QUESTIONS | | Result/Findings | Necessary Data |
|---|---|---|---|---|
| | Questions | Sub-Questions | | |
| Relevance | Was there necessity of implementing the Project? | In line with the needs of Nigeria? | According to the 2004 National Living Standard Survey, the povery ration of the country reached 54.4%. The Government has targeted its reduction to 21 percent as part of the Millenium Development Goal. Gender gap is wider compared with other African countries indicated in adult literacy rate and expected level of income. WDCs were set up in late 1980s to provide literacy and vocational training and had contributed improvement of women at the grassroots. However, due to budgetary constraints and inappropriate management, significant numbers of WDCs have shown deteriorations in terms of service delivery. The Project aims to activate WDCs through demonstration of models and processes of WDC activations and to support development of the Guideline. If WDCs get reactivated, they are expected to contribute to poverty reduction. Therefore, the Project is in line with the needs to the Nigerian Government and the Nigerian people. | Is coming up with an effective guiding framework of WDCs and their activation priority in Nigeria? |
| | | Was the project in line with the needs of the target group? | The Project was found to be in line with the WDC Participants in 6 LGAs in the Kano State and the staff of concerned organizations (NCWD, SMWA, LGAs, and WDCs). Women's status in Kano is comparatively lower than other states in the South binded by traditional patriarchic social structure and combined religious and tribal beliefs. Women have relatively limited mobility and access to opportunities in receiving education or to even associate with other women. Poverty is wide-spread. In this constricted environment surrounding women, WDCs are one of the very limited platforms available for women to have access to the public space and obtain knowledge and skills. Moreover, the staff of concerned agencies has different roles to provide finance to operate WDCs, technical guidance and monitor, and advocate for WDCs. Therefore, the Project was found to be in line with the needs of all target groups. | Selection of target group and its appropriateness |
| | Priority | Is Overall goal of the Project consistent with development policy of Nigeria? | The National Council of Women Affairs with the participation of SMWA commissioners holds the highest level of decision making on gender. The Council meeting chaired by the Federal Minister for Women Affairs and Social Development is held once every year. In 2006, the Council issued the resolution in the form of communique that NCWD was to be mandated to develop a guideline on activation of WDCs. The Project was intended to support NCWD to develop a operational and practical guideline and to disseminate at the national level. Therefore, the Project was found to be consistent with development policy of Nigeria. | WDC policy in the Nigeria gender policy |
| | | Is Overall goal of the Project consistent with Japan's foreign aid policy and JICA's plan for country-specific program implementation? | JICA's country-specific program implementation plan for Nigeria has set gender as one of the priority areas. Women's empowerment was found to be essential to support Nigeria to reduce poverty and reach the millennium development goal. Therefore, the Project's overall goal is found to be in line with JICA's plan for country-specific program implementation | Priority in Japan's foreign aid policy and JICA's plan for country-specific program implementation for Nigeria |
| | Appropriateness as measure | Are NCWD/SMWA appropriate as counterpart agencies? | The Project's aim was to support development of the WDC guidelines and effective guiding framework of WDCs, therefore, selection of NCWD at the federal level as a counterpart agency was found to be appropriate. This was further strengthened with the communique by the National Council of Women Affairs mandating NCWD to develop a guideline on WDC activation. Appropriateness was found also high in selecting SMWA as an implementation agency as SMWA is designated to monitor WDCs and provide support and technical guidance. On the other hand, involvement of the State Ministry of Local Government Affairs was needed from the inception of the Project considering that it has executive authority over LGAs that employ WDC staff and most of the Women Development Officers and provide operational budget. | Contents of project design |
| | | Was selection of Kano State appropriate as a pilot area? | Selection of Kano state as a pilot area was found to be appropriate in terms of needs, the policy to promote women's economic participation, strong interests in Kano on activation of WDCs, availability of previous studies on WDCs, and the familiarity of JICA in the State. There are six geo-political areas in Nigeria with vast differences on socio-economic situations surrounding women. Expected use of WDCs and kinds of services required are highly likely be different. If the Guideline were developed only with the Project experiences in Kano State, it may not likely be applied in other states. It is therefore imperative to understand different peculiarities of respective areas and incorporate into the final Guideline. | |
| | Others | Any major changes in related policy and external conditions? | There is no major changes in policy direction. | Changes in policy direction of water sector |
| | | | Nothing in particular. | Other changes in the project environment and its influences, if any |

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|---|---|---|---|---|
| Effectiveness | The achievement level of Project purpose | The achievement level of Project purpose | See Achievement of the Project | See Achievement of the Project |
| | The level in which the achievement of Outputs could be attributed for the achievement of the project purpose | Were outputs sufficient to achieve the project purpose? | The Project was designed that pilot project activities in Kano to activate WDCs to provide sufficient verification that WDC could indeed contribute to women's empowerment under the Output 1 and develop a Guideline under the Output 2 to further develop a guiding framework for activation of WDCs. In the PDM, due to similarities of indicators set both for Output 2 and the Project Purpose, the Project Purpose could be achieved if the Output 2 could be achieved to a sufficient level. Indicators both for Output 1 and Output 3 do not specifically set targets by the Project and how these two Outputs should contribute in achieving the Project Purpose were not made clear. It was found, however, that the output levels of Output 1 and Output 3 have already reached at a sufficient level. Combined with an expected completion of the Guideline by the end of the Project, all three output are contributing to project purpose. | Logic of the project design based on the causal relationships with the important assumptions |
| | Are there any promoting/inhibiting factors towards realization of Project purpose? | Were there any influences due to the changes in the external conditions(important assumptions)? | Nothing in particular. | Economic and political changes in Nigeria and its influence to the Project |
| | | Any other promoting/inhibiting factors towards achievement of project purpose? | There was high regards for the Japanese expertise in operating WDCs with key counterparts participating in training in Japan; There was high level of commitment and willingness among the Nigerian counterparts to learn new technical skills; Equipment and working materials necessary for Output 1 activities were procured and provided; Counterparts were inspired through various training opportunities including the study tours to other states; Both NCWD and SMWA counterparts have gained first-hand experience on every step in activation of WDCs. | |
| | | | Limited funding available at NCWD; There have been some instances when smooth communication was not made possible among the authorities concerned. | Cases of inhibiting to the achievement of project purpose, if any |
| Efficiency | Production of Outputs | Is the output production adequate? | The Project was designed that pilot project activities in Kano to activate WDCs to provide sufficient verification that WDC could indeed contribute to women's empowerment under the Output 1 and develop a Guideline under the Output 2 to further develop a guiding framework for activation of WDCs. Output levels of Output 1 and Output 3 have already reached at a sufficient level. Combined with an expected completion of the Guideline by the end of the Project, all three output production is found to be adequate. | See achievement level of Outputs |
| | Causal relationships | Were activities sufficient to produce outputs? | There have been significant concentration of activities on Output 1 and Output 3 that was designed to develop capacities to support production of Output 1. Production of the Guideline under the Output 2 was not possible without sufficient outcomes from the Output 1 that was to provide proof on efficacy and process of WDC activation and capacity development to enable WDC activation under the Output 3. Output 2 is now expected to be achieved with completion of the Guideline in October 2009. | See achievement level of Outputs |
| | | Were there any influences due to the changes in the important assumptions at the level of "from activities to outputs"? | No changes in important assumptions. | 1. Continued supports (including budget allocation and disbursement) to women empowerment and WDCs by the Federal Ministry of Women Affairs, NCWD, SMWA, and the other organization concerned (including the local government); 2. Sustained institutional framework relating to gender equality and women empowerment (i.e. division of labors among FMWA, NCWD, Kano SMWA, and other organization concerned (including the local government) |
| | Timing, Quantity and Quality of Inputs | Were inputs adequate in timing, quantity and quality to conduct the activities? | The Project has been administered and managed mainly by the long-term expert who sits at the NCWD in Abuja but also oversees the pilot project activities in Kano State. Concentration of Japanese experts both in Output 1 and Output 3 was noted. | Dispatch of experts (Number, timing, expertise) |
| | | | Provision of equipment were mostly appropriate | Appropriateness of equipment provided (kind/variety, type/model, number, timing) |
| | | | The equipment that were provided are properly being utilized. | |
| | | | Very appropriate. | Receiving trainees in Japan and other countries (timing, number, content of training) |
| | | | Since the Project's inception, the NCWD had and has continued to apply for the Counterpart Fund to ensure smooth operation of the Project. Since the arrival of the new Director General, significant efforts have been made to appropriate funds to cover travelling allowances of the counterparts. However, the situation where the JICA continues to support significant portions of the Project cost. | Local cost sharing |
| | | | Mostly appropriate. | Assignment of CPs (Number, timing, expertise) |
| | | Is the level of achievement of Project purpose adequate in terms of inputs level? | The Project has been administered and managed mainly by the long-term expert who sits at the NCWD in Abuja but also oversees the pilot project activities in Kano State. Concentration of Japanese experts both in Output 1 and Output 3 was noted. As for Output 2, there were limited inputs from the Japanese side due to the fact that the NCWD is taking strong initiative to develop a guideline. | Utilization of the major inputs to its cost |

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| Impact | Achievement of Overall Goal | Can the Overall Goal be achieved within 3-5 years after the completion of the Project? | [See the achievement of Overall goal] The Guideline is expected to be finalized in October 2009 and discussions on modality of dissemination of the Guideline have just begun. Considering the above, it is too early an stage to judge if the Overall Goal could be achieved 3 to 5 years after the completion of the Project | [See the achievement of Overall goal] 'Women's empowerment is enhanced at the community and household level in Nigeria through making WDCs function better.' |
| | | Are there any inhibiting factors towards achievement of Overall goal? | Levels of the governments' budgetary allocations being significantly lower than request | Changes in social and cultural factors, accesses, etc. |
| | Causal relationship | Is the gap between Project purpose and Overall goal huge? | There was no gap between overall goal and project purpose addressed. | Logical Framework and logic model |
| | | Were there any influences due to the changes in the important assumptions at the level of "from project purpose to Overall goal"? | No changes in important assumptions. | Possibility of the external conditions that influence on the Project |
| | | Influence due to the external conditions | No influence | Changes in social and cultural factors, accesses, etc. |
| | Spread effect | From the 'Gender Mainstreaming' perspectives, how has the Project influence at the levels of Federal, State and LGAs? | Due to complexities of governance structures and their decision making in Nigeria, it is quite difficult to assume the Project's influence on Federal policies. However the press briefing issued by the Federal Ministry of Women's Affairs touched upon activation of WDCs, recognition of the Project is spreading. Interests have been piqued on WDC activations due to the two national guideline forums inviting representatives of SMLGA and SMWA. | Changes and improvement that indicators can not describe, and good practice from the Gender Mainstreaming perspectives |
| | | | Officials from both NCWD and SMWA are more exposed to the reality of socio-economic situation surrounding women in rural areas and have gained experiences to really understand dynamics of division of labor and how poverty affects women and men differently. 7 counterparts both at NCWD and SMWA who had participated in the training in Japan have demonstrated more commitment and motivation to carry their tasks. | |
| | | | Women Development Officers (WDOs) employed by the LGAs (partially hired by SMWA) who are designated to monitor activities and provide guidance were not particularly motivated at the inception of the Project as most of the LGAs did not show interests in operating WDCs. With the Project activities taking place at their centres and through various training both in Japan and in Nigeria, they have demonstrated more commitment to their work and confidence to undertake their tasks. There were reported cases that WDO successfully enticed LGA's interests in WDCs by inviting the LGA chairman to WDCs; requesting LGAs to expand the facility, visiting affluent families in the community for financial support. Activation of the pilot WDCs have not been achieved without capacity building and works of WDOs who have access to both SMWA and LGAs. | |
| | | From the 'Gender Mainstreaming' perspectives, how has the Project generate changes on attitudes and consciousness of beneficiaries who are WDC participants, their husbands and people in respective communities | *Some of WDC participants took the initiatives to prepare and stage a drama to advocate benefits of WDCs. Dramatic changes have been noted as some participants have gained confidence to come up with ideas, vocalize them and to express without much inhibitions. *Having witnessed that wives have started generating some cash income utilizing skills gained at WDCs, husbands have started positive supports to their wives going to the centre. Some provide financial support to their wives on their WDC activities. There have been some empirical statements that the numbers of quarrels among the couples have decreased. *With all the advocacy efforts of the Project to the communities, particularly to religious leaders and leaderships of wards and LGAs, positive recognition of communities on WDCs have increased. Before the Project, WDC in Gaya opened only in the evenings as there was a social stigma attached to women moving around in the broad day light. Now this WDC is open in the mornings and this could be attributed to changes of attitudes in the community on WDC. Also it has been reported at all pilot centres that the number of women and the family wanting to enroll is on the rise. | |
| | | Are there any unintended positive situation produced by the implementation of the Project? | Having been impressed with the National Women's Education Centre (NWEC) where two officials from SMWA had visited during the counterpart training in Japan, the SMWA in Kano is planning on construction of the multi-purpose WDC in the Kano City. It has been communicated that a plot of land has been allocated and a tender for a construction company has already been undertaken. Even with situation where limited availability of operational funds at SMWA, construction of this State-level centre is hoped to be materialized. | Changes and improvement that indicators can not describe, and good practice |
| | | Are there any unintended negative situation produced because of the implementation of the Project? | No negative impacts are observed. | Cases of negative impact, if any |

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| Sustainability | Policy and system | Will current support at the policy level continue after the Project? | The National Council of Women Affairs holds the highest advisory body on gender issues. The Council meeting chaired by the Federal Minister for Women Affairs and Social Development is held once every year. In 2006, the Council issued the resolution in the form of communiqué that NCWD was to be mandated to develop a guideline on activation of WDCs. With the strong advocacy of the NCWD director-general, the Federal Minister has already begun advocating on WDCs. In the communiqué issued in November 2007, an outline of the expected WDC guideline was presented and the NCWD was urged to develop a practical guideline while ensuring wider participation of stakeholders in its process. The current support at the Federal level on WDC activation is expected to continue. | Gender policy changes, if any, and the preparation level under policy direction for the current activities to continue |
| | Institutional and Financial aspects | Is there any institutional mechanism in NCWD to continue activation of WDCs? | In the communique issued in November 2007, an outline of the expected WDC guideline was presented and the NCWD was urged to develop a practical guideline while ensuring wider participation of stakeholders in its process. The current support at the Federal level on WDC activation is expected to continue. | Level of institutionalization of Project activities i.e. staffing, plans, implementation framework |
| | | How high is the probability that NCWD will proliferate the Project's Outcome to the remaining states beyond Kano? | Having invited representatives from other states to participate in the national guideline forum and to request for submission of good practices, other states recognize that the NCWD is in the process of the WDC guideline. Capacities of NCWD to advocating the Guideline seem sufficient while their capacities to activate WDCs utilizing the Guideline and provide necessary technical guidance need to be further strengthened. There has been budgetary constraints at NCWD and it is not possible to assume the level of budgetary allocation necessary for dissemination and application of the Guideline. | Estimated budget and commitment of the Senior management |
| | | How high is the probability that SMWA will continue/increase monitoring of WDCs? | SMWA officials have always participated in WDC monitoring surveys while accompanying NCWD officials and the Japanese experts. A monitoring check list specifically designed to be utilized by SMWA is now being developed with support of a Japanese expert. Once this gets developed, continuation of WDC monitoring activities could be expected. | |
| | | How high is the probability that 6 pilot WDCs will continue/increase the level of activities after the completion of the Project? | SMWA is now preparing proposals for the budgetary allocation of 600 million Nira in 2009 under the Roadmap for Economic Development. It is highly likely that operational budget support is to be continued, however, it is difficult to assume the level of their budgetary allocations at this point. As for 6 pilot centres, if WDCs continue to produce items that they had obtained skills to produce and sell, WDCs are expected to maintain its function albeit at different levels. | |
| | | How much of ownership does NCWD have on WDC guideline and the Project? | While the NCWD has shouldered partial costs, JICA has provided mainly all the operating costs both at NCWD and SMWA. Having just visited the pilot WDCs in July 2009, the NCWD Director General is now fully aware of importance of WDC activation and development of the Guideline. She has already approached the Federal Minister for Women's Affairs to further strengthen WDC activation and therefore NCWD's initiatives could be expected. | |
| | Technical aspects | Sufficiency of capacities developed and possibility of extending the knowledge and skills transferred | Capacities of both NCWD and SMWA counterparts in planning and management have been upgraded by technical transfer by the Japanese experts and through project's activities including the monitoring surveys and various training. Further enhancement is required on capacities to conducting needs assessment; analyze various study results; and to coordinate and negotiate with the concerned for allocations of budget/ funds. | Replicability of the technology transferred |
| | | Will the equipment be appropriately used and maintained? | Equipments have been utilized by the counterparts and the WDCs. This may have been an exceptional case, but deterioration of equipment provided at Dambatta WDC could be bring about with water leaks from the ceiling. | Maintenance of Equipment |
| | Other aspects | Any inhibiting factor? | Nothing in particular. | Inhibiting factor against the continuity of outcome (positive changes, benefit) that the Project produced, if any |

## Traffic Light Assessment
## 成果1：WDCのサービスの質の向上
## WDC参加者のニーズを取り込む制度の有無

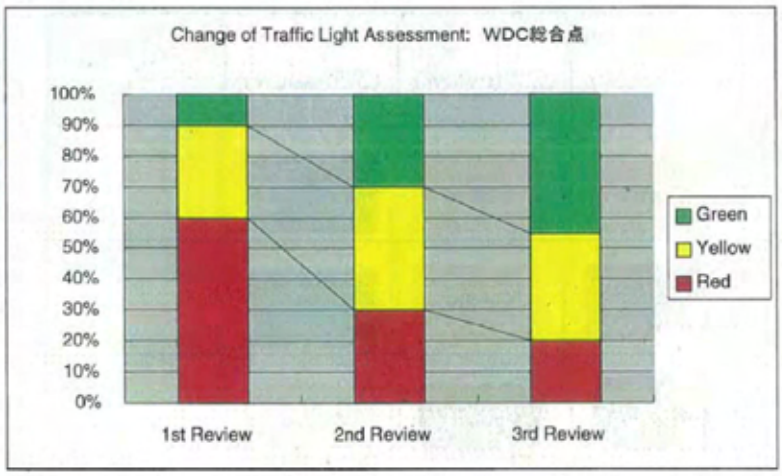
| Type of traffic light | Color | Definition |
|---|---|---|
| Green | Green | Needs matching systematically done |
| Yellow | Yellow | Needs matching done but on an ad hoc basis |
| Red | Red | Nothing to be done |

## WDC1のアセスメントの例

| 成果 | Traffic Light (1st review) | (2nd review) | (3rd review) | Note |
|---|---|---|---|---|
| 成果1 | Yellow | Yellow | Green | …… |
| 成果2 | Red | Yellow | Green | …… |
| 成果 3 | Red | Red | Yellow | |
| 総合点 | Red | Yellow | Green | …… |

## WDC活性化の総合アセスメント

| WDC | Traffic Light (1st review) | (2nd review) | (3rd review) | Note |
|---|---|---|---|---|
| WDC1 | Yellow | Yellow | Green | …… |
| WDC2 | Red | Yellow | Green | …… |
| WDC 3 | Red | Red | Yellow | …… |

## WDC活性化の総合アセスメント

時間の経過と共にWDC総合点が好転する