

Revised Project Design Matrix (PDM)

Project title:	Rice Seed Multiplication and Distribution System Improvement Project
Project Period:	August 1 st 2006 to July 31 st 2011 (5 years)
Target Areas:	Vientiane City, Vientiane Province and Luang Namtha Province
Target groups:	Seed Multiplication Stations/Centers* (SMSs/SMCs), RCCRC (NAFRI), PAFO/DAFO
Implementing Agency:	<responsible organization> NAFES <participatory organizations> DOA, NAFRI *Naphok Seed Multiplication Station (Vientiane city, N-SMS), Nongheo Seed Multiplication Center (Vientiane City, No-SMC), Pakcheng Agriculture Station (Vientiane province, PAS), Luang Namtha Agriculture and Forestry Research Center (Luang Namtha province, LAFRC)

Super goal: Food security is achieved in each province by increasing rice production.

<i>Narrative Summary</i>	<i>Objectively Verifiable Indicators</i>	<i>Means of Verification</i>	<i>Important Assumptions</i>
<p>Overall goal: Quality rice seed is widely used by farmers in 3 target provinces.</p>	<ol style="list-style-type: none"> More than 10 % of rice production field areas in the target provinces use the extension (certified) seed that has been recommended by PAFO. Farmers can access extension (certified) seed in all districts in target provinces. 	<p>Statistics report (national level, provincial level)</p>	<p>Lao government keeps to put high priority on food security through increasing of rice production by spreading quality rice seed.</p>
<p>Project purpose: A rice seed multiplication and distribution system that is appropriate for local conditions is established in 3 target provinces.</p>	<ol style="list-style-type: none"> An appropriate flow of seed production from the foundation seed to the extension (certified) seed is established in each target province. Target Stations/ Centers can ascertain the demand of extension (certified) seed in the target areas, as well as produce and distribute the necessary amount of extension (certified) seed. Seed Renewal Rate in the target districts and provinces is estimated by DAFO, PAFO and NAFES. Annual amount of distribution of stock (registered)/extension (certified) seed originated from the project amounts to more than 230 tons/year. Details are 140 tons/year in the flow from N-SMS and No-SMC, 60 tons in the flow from PAS, and 30 tons in the flow from LAFRC. 	<p>-Project monitoring report -Annual report of Stations/ Centers'</p>	<p>- The policy and strategy for rice seed multiplication and distribution are not changed. - The necessary staff are allocated for Stations, Centers and extension organizations.</p>
<p>Outputs: 1. A management system for rice seed multiplication and</p>	<p>1-1. The current status of rice seed multiplication and distribution in</p>	<p>-Project monitoring</p>	<p>- Major disasters (floods, droughts)</p>

<p>distribution is established at the central level.</p> <p>2. A management system for rice seed multiplication and distribution is established in target provinces.</p>	<p>nation-wide is reported annually.</p> <p>1-2. The Strategy Planning of Rice Seed Multiplication and Distribution (the Strategy) is revised and approved as a national strategy.</p> <p>1-3. The management structure is established and NAFES can provide the instructions to PAFO necessary for realization of the Strategy.</p> <p>1-4. The staff of NAFES can transfer the expertise of the improved system of rice seed multiplication and distribution by seminar/training course.</p> <p>2-1. Each target province formulates a Provincial Plan of Rice Seed Multiplication and Distribution in accordance with the Strategy.</p> <p>2-2. In accordance with the Provincial Plan, each target province formulates an Annual Plan suitable for local conditions every year.</p> <p>2-3. The necessary staff is allocated in target PAFO/PAFEC, Stations/Centers and DAFOs in accordance with the Strategy/ the Provincial Plan.</p>	<p>report</p> <p>-Lao MAF Document</p> <p>Report from provinces</p>	<p>and/or pest damage have not occurred in the target provinces.</p> <p>-Price of rice/rice seed has not decreased dramatically.</p>
<p>3. The production of foundation seed is improved in RRU in RCCRC and LAFRC.</p> <p>4. The function of the N-SMS is strengthened to transfer knowledge and skills to SMCs.</p>	<p>3-1. All foundation seeds meet the quality standard defined by the Strategy.</p> <p>3-2. Foundation seed is produced based on production plans of stock (registered) seed in varieties and quantity.</p> <p>4-1. The yield reaches the same level of RRU in each variety and more than 70 % of stock (registered) seed meets the quality standard defined by the Strategy.</p> <p>4-2. The staff in charge of rice seed production can transfer knowledge and skills on the production methods of stock (registered)/extension (certified) seed to SMCs.</p> <p>4-3. The staff in charge of rice seed machinery can transfer knowledge and skills on the operation and maintenance of the rice seed processing machines and the related equipment/facilities to SMCs.</p> <p>4-4. A technical manual for rice seed multiplication and distribution is made.</p>	<p>-Annual report of RCCRC and LAFRC</p> <p>-Project monitoring report</p>	
<p>5. Multiplication and distribution of stock</p>	<p>5-1. The production of stock (registered)/extension (certified) seed is</p>	<p>-Annual report of</p>	

<p>(registered)/extension (certified) seed are improved in No-SMC, PAS and LAFRFC.</p> <p>6. Multiplication and distribution of extension(certified) seed is verified at the farmer level.</p>	<p>increased by 20 % in PAS and LAFRFC.</p> <p>5-2. More than one (1) staff in the target Center/ Station can implement self-monitoring as a means of quality control of rice seed.</p> <p>5-3. More than 80 % of stock (registered) seed produced in PAS, and more than 70 % in No-SMC and LAFRFC, meet the quality standard defined by the Strategy.</p> <p>5-4. The target Center/ Station (marketing unit) can manage the ordering and distribution of stock (registered)/extension(certified) seed..</p> <p>5-5. More than 85 % of stock (registered)/extension (certified) seed produced in the target Center/ Station is sold.</p> <p>6-1. The seed grower group of farmers establish marketing system by the support from PAFO, DAFO, Stations/Centers and private sectors.</p> <p>6-2. More than 50 % of extension (certified) seed produced by seed production farmers meets the quality standard defined by the Strategy.</p> <p>6-3. More than one (1) extension staff members of each target district acquire sufficient knowledge/skills to distribute extension (certified) seed according to demand.</p>	<p>Stations/Centers</p> <p>-PAFO document -DAFO report -Project monitoring report</p>	<p>- C/Ps are not frequently transferred to other organizations. - Enormous pest damage has not occurred in the target SMCs.</p>
<p>Activities: Refer the Plan of Operation in Annex</p>	<p>Inputs: [Lao side]</p> <ol style="list-style-type: none"> 1. Allocation of counterparts (C/Ps) <ul style="list-style-type: none"> - Project Director - Project Manager - Project Coordinator - Counterparts from NAFES/DOANAFRI - Counterparts from Stations/ Centers multiplying rice seed - Counterparts from PAFO/DAFO 2. Allocation of the budget for the project's implementation 3. Provision of office space 4. Provision of electricity, telephone lines and water supply <p>[Japanese side]</p> <ol style="list-style-type: none"> 1. Long-term experts 		

	<ul style="list-style-type: none"> - System Management / Distribution - Rice Seed Multiplication <p>2. Short-term experts</p> <ul style="list-style-type: none"> - Machinery operation and maintenance - Pest management - Other relevant experts (as required) <p>3. Training of Counterparts in Japan or third countries</p> <p>4. Provision of equipment</p> <p>5. Local operation costs (partial)</p>	<p>Preconditions:</p> <ul style="list-style-type: none"> - The Strategy for Rice Seed Multiplication and Distribution is formulated and disseminated to relevant organizations (PAFO, SMCs, etc.). - The required C/Ps are assigned for the project. - The necessary Lao budget is secured for the project's operation.
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ANNEX 2: Evaluation Grid

Examination of the project performance	Evaluation Questions		Necessary Information / Data	Findings	3
	Overall Theme	Sub Theme			
Is the input implemented as planned?	Dispatch of experts (J)	Timing of the dispatch, numbers, and skills.	-	-	-
			Reports and opinions from concerned parties	-	-
			Checking the list of provided equipment against actual equipment and operation.	-	-
	Actual funding tranche and timing of the input (J)	Trainings performance for C/P (J)	Actuality of invited trainees, numbers, skills, and the level	-	-
			Level of committee activity.	-	-
	Allocation of C/P (L)	Provision of overhead costs for the C/P (J/L)	Numbers and details.	-	-
			Cost examination, opinions from concerned parties	-	-
	Provision of materials, and equipment required for project activities (J).	Provision of materials, and equipment required for project activities (J).	Checks on the required equipment list and current situation, and interviews with concerned organizations.	-	-
			Provided as it planned in the PDM	-	-

ANNEX 2: Evaluation Grid

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	Evaluation Questions		Necessary Information / Data	Findings	
	Overall Theme	Sub Theme			
		Other local costs (L).	Cost examination, opinions from concerned parties	- C/P started to allocate their own budget to purchase equipment, etc. towards the Project activities.	3
Is the output produced as planned?	Was a management system for rice seed multiplication and distribution established at the central level?	Existence and quality of the rice seed multiplication and distribution strategic paper, and management system; appropriateness of the trainings, and opinions from concerned parties.	- The Strategy was submitted to MAF, but no response to establish the Seed Board. - It is a National level strategy and beyond the control of RISEP. - Possibilities for the Strategy will be adopted before the completion of the Project. - Management system for rice seed multiplication and distribution system has been established in NAFES and RCCRC.		2
	Was a management system for rice seed multiplication and distribution established in target provinces?	Existence and quality of a provincial rice seed plan, management system, and multiplication and distribution annual plan, and opinions from concerned parties.	- Provincial rice seed plan and multiplication and distribution annual plan exist, and management system of multiplication and distribution system was established in PAS and LAFRC.		3
	Was the production of foundation seed improved in RRU in RCCRC and LAFRC?	Existence and quality of the R1 rice seed multiplication manual, the level of improvement for R1 seed multiplication method achieved through the project and opinions from concerned parties.	- R1 rice seed multiplication manual exist, and, according to RCCRC, the production and quality of R1 seeds were improved.		3
	Was the function of the N-SMS strengthened to transfer knowledge and skills to SMCs?	Existence and quality of the R2/R3 rice seed multiplication manual, the level of improvement for R2/R3 seed multiplication method achieved through the project appropriateness of the trainings, and opinions from concerned parties.	- R3 rice seed multiplication manual exist, and R2 and R3 seed multiplication methods are improved in N-SMS, and N-SMS started to host trainings for other SMS/SMCs.		3
	Are multiplication and distribution of R2/R3 seed improved in No-SMC, PAS and LAFRC?	Level of the improvement for the R2/R3 rice seed multiplication method, self-monitoring methods, and machinery maintenance, production of R2 seeds	- R3 rice seed multiplication method and self-monitoring (inspection) methods have been improved, and R2 seeds are produced in accordance to the orders in PAS, LAFRC, and No-SMC.		3

	Evaluation Questions		Necessary Information / Data	Findings	
	Overall Theme	Sub Theme			
			accordance to the orders and opinions from concerned parties		
		Is multiplication and distribution of R3 seed verified at the farmer level?	Existence of organized farmers' groups, guidance, local marketing systems, and the quality of improved rice technical hand book, the level of trainings, seed distribution methods and record, and opinions from concerned parties	- Organized farmers' groups exist. They can get technical support from PAFO and seed centres, and had opportunities to participate study tours in Thailand and Vietnam. Improved rice technical hand book was created. However, the marketing system was still seen weak.	2
		Was technology transferred to the C/P?	The level of trainings held, existence and quality of the manuals, and opinions from concerned parties.	- All C/Ps satisfied the level of trainings.	3
		Was appropriate technical guidance provided during the activities?		- According to C/Ps, OJT, seminars and workshops were all effective and highly appreciated	3
		Has the technical and administrative capacity of the C/P improved?		- NAFES expressed the appreciation that administrative capacity was improved.	3
		Was the appropriate rice seed multiplication and distribution system established?	Existence and quality of the multiplication and distribution system, opinions from concerned parties	- All officials, staff and farmers, met by the Team, understand the system of R1, R2, and R3 production, and an appropriate flow of seed production has been established in each target province.	3
		Can target Stations/ Centers ascertain the demand of R3 seed in the target areas, as well as produce and distribute the necessary amount of R3 seed?	Demand and supply record of research centres and opinions from concerned parties	- Although No-SMC was newly attached to the Project as a target organization, all target stations / centers can ascertain, produce and distribute the necessary amount of extension seeds.	3
		Is Seed Renewal Rate in the target districts and provinces estimated by	A record for Seed Renewal and opinions from concerned parties	- DAFO, PAFO and NAFES can estimate seed renewal rate in the target districts.	3

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	Evaluation Questions		Necessary Information / Data	Findings	
	Overall Theme	Sub Theme			
		DAFO, PAFO and NAFES? Was annual amount of distribution of R2/R3 seed originated from the project amounts to more than 230 tons/year. Details are 140 tons/year in the flow from N-SMS and No-SMC, 60 tons in the flow from PAS, and 30 tons from LAFRC	Opinion of concerned parties, stock/extension seed distribution record	- N-SMS and No-SMC produced approx. 168t of R2 and R3 seeds last year, PAS for over 290t, and LAFRC for approximately 33t. - The amount of distribution of R2 and R3 seeds is expected to reach the target, since SMS/SMCs and Farmers' Groups produced well above the target in 2010. It is recommended to verify the achievement before the completion of the Project.	3
	Assessment of prospective to achieve overall goal (Quality rice seed is widely used by farmers in 3 target provinces.)	Will more than 10 % of rice production field areas in the target provinces use the R3 seed that has been recommended by PAFO in future? Will farmers be able to access R3 seed in all districts in target provinces?	Statistics of rice farming area, distribution record of R3 rice seeds, and opinions of concerned parties	- Currently, 30 to 50 % of R3 target amount is already produced. To fulfill the indicator, technical aspect and marketing aspect should be considered. As for technical aspect, basic technology has been transferred, and these technology needs to be expanded to new seed growers. To improve marketing, both governmental and private sector involvement is essential. - Farmers have started to sell the R3 seeds beyond their districts, and this indicator will most likely be achieved within 5 – 10 years after the completion of the Project.	3
Examination of the project implementation process	Are activities implemented as planned? Are there any problems in the method for technology transfer?		Checks on the plan of operation, and interviews with concerned parties Opinions from concerned parties	- The Team confirmed that the Project conducted most of the activities in accordance with the PDM and the PO. The details of the progress of the activities are shown in Annex-3. - The Project provided a comprehensive technical package covering, not only rice seed multiplication and distribution techniques but also, management and administrative skills. There were combined activities with regard to technology transfers such as, trainings in-country, in Thailand and Vietnam, and in Japan, and also, OJT, seminars and workshops by	3

	Evaluation Questions		Necessary Information / Data	Findings	
	Overall Theme	Sub Theme			
				long-term and short-term experts. No problems were found in the methods used for technology transfers, and all activities in relation to technical transfers were highly regarded by all concerned C/Ps.	
	Are there any problems in the project management system?	Were the monitoring system and decision-making process clear and managed properly?	Opinion of concerned parties, and checks on the management system.	- The Team confirmed that there was no problem in the project management. The Project established a steering committee to meet every two months to identify any problems in early stages. - The Project submitted monthly report to NAFES, and the reports were circulated in concerned departments in MAF.	3
		Was the project assisted properly by JICA head quarters and field office?		- According to C/Ps and project experts, there was some misunderstandings while the construction part of the Project, it was confirmed that the Project was adequately supported by JICA head quarters and field office.	3
		Did the project enjoy good communication within the project?		- Japanese experts and Lao C/Ps worked very closely.	3
	Does the project have a high recognition within implementing organizations and counterpart organisations?.	Was there sufficient involvement of counterpart organization and target groups to the project?	Opinions from concerned parties	- All the C/P organizations and target groups including farmers' groups had high recognition in regards to the Project. - Participation organizations, such as the Department of Agriculture (DOA) and NAFRI, pointed out the linkage among departments in the MAF has not yet to be enhanced and some officials of participation organizations were not highly aware of the Project.	3
		Were counterparts active in the project?		- The C/Ps worked works very closely with Japanese experts, and had great ownership in the project.	3
		Were implementing organizations interested in the progress of the project?		- All organizations interviewed expressed their great interest in knowing the progress of the Project.	3

ANNEX 2: Evaluation Grid

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	Evaluation Questions		Necessary Information / Data	Findings	
	Overall Theme	Sub Theme			
	Were appropriate counterparts allocated?			- All appropriate counterparts were allocated.	3
	Does the project have a high recognition amongst the targeted groups and concerned organizations?			- All the target group, including N-SMS, PAFO/DAFOs, SMS/SMCs and seed production farmer groups had high recognition in regards to the Project, and expressed their appreciation.	3
	What obstacles were exposed and what factors positively influenced the project's implementation process?			- Organizational changes occurred during the Project period, and these caused enhancement in the Naphok Seed Multiplication Station results to be somewhat limited. In response, the Project through the Joint Coordination Committee (JCC) changed the project design to focus more on provincial level. It created stronger relationship with NAFES, RCCRC, and PAFO/DAFO, and the provincial level rice multiplication and distribution system was enhanced significantly in the target area.	-
Relevance	Was the project purpose in accordance to the needs of the target areas and society?	The position of rice farming in the society.	The position of rice farming within National Development Plan and Agricultural Sector Plan.	- The needs of the Project at the national level was clarified through the review of the Lao government policy on "Food Security" - Although ensuring the food security in some rural regions is a big issue, the food security in Vientiane Capital should be taken into account as the 1st priority in the government. - Under such, and since the Project purpose is to establish a sustainable model of rice seed multiplication and distribution system, it is definitely needed to show such a good model in Vientiane City and Vientiane province.	3
		The overall situation of rice farming.	Statistics Data for rice farming	- Rice is the single most important crop for Lao, rice self-sufficiency has yet to be achieved in some parts of the	3

	Evaluation Questions		Necessary Information / Data	Findings	
	Overall Theme	Sub Theme			
				country.	
		The overall situation of rice market	Economic Index for agriculture and rice farming	- Demand for rice is increasing significantly, with Lao's population growth being approximately 2 percent per year and prospective economic growth being around 7 percent per year.	3
	Was the project purpose in accordance to the needs of the target group?	Counterparts' recognition of the project.	Opinions from concerned parties	- Through the interview survey with C/Ps, it was confirmed that most of the C/Ps recognize the needs of the Project, which is a consistent approach on rice seed multiplication and distribution system.	3
		The position of the project within the counterpart organizations.		- It has become their own project and the ownership of the Project is high. - Most of the interviewed seed growers expressed their appreciation for the Project.	3
	Was the project consistent with the Lao priorities and policies?	Was it consistent with Lao development policy?	The position within the development policy.	- The 6th Agriculture and Forestry Development Plan, covering a 5 year period, (2006-2010), identified four (4) targets for important policy within the sector; i) food security, ii) promotion of commercialized agriculture, iii) reduction of shifting cultivation, and iv) sustainable forest management. "Food security" indicates that 3.3 million tons of annual rice production should be achieved by the year 2010.	3
		Was it consistent with Lao agriculture policy?	The position of rice seed multiplication and distribution within Agricultural Sector Plan.	- The above MAF Five Year Plan (2006-2010) outlined a direction for rice seed multiplication and distribution in Lao PDR. It had a vision on rice seed production, specified in the "Strategic Planning of Rice Seed Multiplication and Distribution System in the Lao PDR" (The Strategy).	
	Was the project consistent with the Japanese ODA policy.	Was it consistent with the Country Assistance Programme for Laos?	Priorities of the Country Assistance Programme for Laos.	- The current Japan's Country Assistance Program for Lao PDR and the Rolling Plan for Lao PDR (as of June 2009), takes up six (6) priority areas including "Developing Rural Regions and Sustainable Use of Forest Resources". In "Developing Rural	3
		Was it consistent with	Existence of rice farming programme in		

ANNEX 2: Evaluation Grid

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	Evaluation Questions		Necessary Information / Data	Findings	
	Overall Theme	Sub Theme			
How appropriate was the project for responding to the agricultural development challenges of the Laos?	Japan's ODA rolling-plan?	the Japan's ODA rolling plan.	Regions' a contribution to food security by increasing rice production is considered to be one of critical issues.	3	
	Were the approaches of the project appropriate?	Situation of other projects/programmes in agriculture sector, support from other donors, opinions from concerned parties	The Project provided a comprehensive package of technical transfers, including, training courses in-country, in Thailand and Vietnam, and in Japan, as well as, OJT, seminars and workshops by long-term and short-term experts. C/Ps highly evaluated all these technical transfer approaches.	3	
	Were the target groups and areas appropriate?		Target groups and areas were selected by the combining effort among NAFES, PAFO/DAFO and the Project. C/Ps regarded the target groups appropriate, but there are so many other hope to be included.	3	
	Was the project in the complementary relationship with activities/projects of other stakeholders.		Currently, WB/EU and SDC project for rice farming technology improvement in farmers' level, is on-going, and NAFES will apply RISEP model in these project. Thus, they are in the complementary relationship. Before that there was only RISEP in this field and no duplication with other projects.	3	
Was the selection of the target group appropriate?	Does the Government of Laos and counterparts consider the target group appropriate?	Opinions from concerned parties	In the preparation study, different province was selected as target group, but it changed to Luan Namtha in accordance with the Lao side policy to enhance Northern Provinces.	3	
	Were the scale and men/women ratio appropriate?		The selection was seen appropriate among concerned parties.	3	
	Recognition from the seed growers from targeted areas.		In farmers' groups, men's names lined up on the members' list, however, this is household membership and both men and women benefited from the Project.	3	
Did the project keep equitability and	Did the benefit and the cost divided equally?	Relevant materials and opinions from concerned parties	The recognition of the Project among seed production farmers is high.	3	
			No-SMS was attached in 2009 to the Project, however, feeling of fairness among target group was high.	3	

	Evaluation Questions		Necessary Information / Data	Findings	
	Overall Theme	Sub Theme			
	fairness?	Has there been dissemination beyond the target group?		Some of R3 rice production farmers started to sell seed to other provinces, and the farmers use the seed enjoy the high yield (benefit).	3
		Was there the comparative superiority of Japanese technology in this project?		No-SMS was newly attached to the Project in 2009.	
	Were there any outside factors influencing relevance of the project?	Was it the field that Japan had accumulated know-how?		Rice farming is one of the fields that Japan has accumulated know-how.	3
		Has the application of other alternative technologies been examined?		Laos has never had seed multiplication and distribution in the past, and the Japan's experience was useful.	3
	Were there any outside factors found after the midterm review evaluation? (If any,) How did the project cope? What kind of measures did the project take?	Were there any outside factors found after the midterm review evaluation?		Not particularly. However, the Project examined and adjusted the system in the best way to introduce to Lao PDR.	3
		How much were outputs produced?		Were any outside factors found after the midterm review evaluation?	The Seed Board is yet to established, and the definition of Strategy is unclear. The precondition of the Strategy needs to be altered.
	Effectiveness	Were there any changes in the assumptions in the latest PDM and opinions from concerned parties		How did the project cope? What kind of measures did the project take?	The draft Strategy that defined the roles and responsibilities among relevant authorities regarding rice seed multiplication and distribution was formed and has been submitted to the Ministry of Agriculture and Forestry (MAF). MAF issued the official document to define which authorities are responsible for rice seed production, multiplication and distribution of, in particular, R1 and R3. NAFES drafted to suggest the establishment of National Seed Board and to clarify the responsibilities of R2 production and distribution. The indicator was not fully accomplished; however, it did not affect to produce the output.
			(See 'verification of performance')		

ANNEX 2: Evaluation Grid

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	Evaluation Questions		Necessary Information / Data	Findings
	Overall Theme	Sub Theme		
	important assumptions at the level of outputs to achieve the project purpose?	PDM still valid?		<ul style="list-style-type: none"> - There was flood in 2008, and influenced the production of seeds greatly in Vientiane (RCCRC, N-SMS, PAS). However, the yield has recovered since and the amount produced could cover the loss of the production in 2007/08.
		Did the important assumptions influence the outputs?		
	How much was the project purpose achieved? Will it be achievable upon the completion of the project?		(See 'verification of performance')	3
	Were the outputs sufficient to fulfill the project purpose?	Did the outputs contribute towards fulfilling the project purpose?	PDM and opinions from concerned parties	<ul style="list-style-type: none"> - The Team considered most outputs were sufficient to fulfill the project purpose, since fulfilling outputs resulted to achieve the project purpose. However, the definition of some outputs is somehow vague, and needed a little more clarification.
		Were the indicators and the targets appropriate?		
	What were the contributors to achieve the project	Are there any outside contributors to help the fulfillment of the project		<ul style="list-style-type: none"> - ADB funded project (small holders project) was implemented under NAFES, and purchased some seeds from seed production farmers.

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	Evaluation Questions		Necessary Information / Data	Findings	
	Overall Theme	Sub Theme			
Efficiency	purpose? Were there any factors to prohibit the achievement?	purpose? Are there any outside factors to prohibit achieving the project purpose?		<ul style="list-style-type: none"> - Organizational changes occurred during the Project period, and these caused enhancement in the Naphok Seed Multiplication Station results to be somewhat limited. - In response, the Project through the Joint Coordination Committee (JCC) changed the project design to focus more on provincial level. - It created stronger relationship with NAFES, RCCRC, and PAFO/DAFO, and the provincial level rice multiplication and distribution system was enhanced significantly in the target area. 	-
	Has the output been produced appropriately? Were the project activities sufficient to produce outputs? Were there any changes in the important assumptions at the level of activities to produce the outputs? Was input (amount and quality) appropriate? Was it executed timely?	Did the activities contribute towards producing the outputs? Are the important assumptions in the latest PDM still valid? Did the important assumptions influence the outputs? (See 'verification of performance')			

ANNEX 2: Evaluation Grid

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	Evaluation Questions		Necessary Information / Data	Findings	
	Overall Theme	Sub Theme			
	Were the activities implemented timely?		PO and opinions from concerned parties	The Team confirmed that the Project conducted most of the activities in accordance with the PDM and the PO.	3
	Were outputs produced appropriate in comparison with similar projects?	Were there alternative methods with lower cost? Were there alternative methods to achieve more with the same cost?	Report from similar projects, and opinions from concerned parties	With regarding to JICA training courses, the level and technology taught in the training courses in Japan were found to be difficult to apply in Laos, since Japanese rice farming utilizes high technology methods. For more appropriate technology and greater cost efficiency, NAFES and JICA agreed to modify some of the training courses to the third countries such as Thailand and Vietnam, and were successful in sending an increased number of trainees on more training courses of more appropriate level. A lot of equipment was purchased and shipped from Japan, however, this was found to be very expensive and obtaining spare parts for mechanical problems often proved difficult. The Project undertook a trial of Lao companies producing similar products, and was successful in identifying a local supplier within Lao, capable of providing similar equipment at a considerably lower cost.	3
	Was the level of project purpose achieved appropriate in comparison with similar projects?	Were there alternative methods with lower cost? Were there alternative methods to achieve more with the same cost?		According to those whom interviewed, JICA allocated less personnel and funding compared to the same scale projects of other donors.	3
Impacts	Will the overall goal be achieved as the effect of the project with considering the		(See 'verification of performance')		

	Evaluation Questions		Necessary Information / Data	Findings	
	Overall Theme	Sub Theme			
	performance of input, outputs, and activities?				
	What is the prospective impact on agriculture sector plan or development plan of the partner country, as a result of achieving the Overall Goal?		Changes of position of the project within agriculture sector plan or development plan, opinions from concerned parties	<ul style="list-style-type: none"> - In The Seventh National Socio-Economic Development Plan, the target amount of high quality rice seeds in commodity production was mentioned. It indicates recognition of the importance of quality seeds in MAF, although the amount, 100,000 tons by 2015, seemed very ambitious. 	3
	Are there obstacles identified to achieve the Overall Goal?		Opinions from concerned parties	<ul style="list-style-type: none"> - To achieve the Overall Goal, these technology transferred needs to be expanded to new seed growers. To expand to new seed growers, the government should allocate some budget however, most C/Ps feared it would be difficult to expand without the Project. - There needs to improve marketing, both governmental and private sector. 	-
	Did the Overall Goal have close link with the project purpose?		PDM and opinions from concerned parties	<ul style="list-style-type: none"> - The overall goal is consistent with the project purpose. 	3
	Were there any changes in the important assumptions at the level of project purpose to achieve	Are the important assumptions in the latest PDM still valid? Will it be high possibility for the important assumptions fulfilled?		<ul style="list-style-type: none"> - The important assumptions at the level of project purpose are still valid. 	-
				<ul style="list-style-type: none"> - It is unclear if the policy and strategy for rice seed multiplication and distribution will be established. However, 30 to 50 % of R3 target amount is already produced currently. To fulfill the 	2