

ベトナム社会主義共和国
農民組織機能強化プロジェクト
(フェーズ2)
終了時評価調査報告書

平成 27 年 3 月
(2015 年)

独立行政法人国際協力機構
ベトナム事務所

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序 文

ベトナム社会主義共和国（以下、「ベトナム」と記す）の1人当たりのGDPは2013年に1,900米ドルを超え、中進国入りしたのちも毎年着実に経済成長を果たしています。同国の農業も、1986年以降のドイモイ（刷新）政策以降着実に発展しており、農産物の生産量は増大し、食料の安全保障の問題はほぼ解消され、近年はコメなどの主要農産物を筆頭に、野菜や果物などの海外への輸出が増大しています。

2012年以降日本政府の同国への援助方針では、農業・地方開発プログラムが設定されており、農産品の高付加価値化を促進し、農村部の持続的な経済振興を図ること、また農産品の安全性の確保、農民組織を強化することなどを目標としています。これは、同国への農業支援が、量から質へ転換されつつあり、市場や消費者のニーズを意識した農業に変化していることを示しています。

ここで、かつての社会主義下集団生産の主体であった合作社は、新農業協同組合（以下、「新農協」）への転換が図られ、1996年に制定された協同組合法に基づき「新農協」の設立が促進されていますが、その機能の刷新はなかなか進んでいないのが現状です。これは、多くの新農協の基本機能が従前と変わらず灌漑・排水、技術指導、電気・水供給、資材供給であり、近年、共同販売（JMB）や信用貸付などの取り組みが模索されているものの、農協の役員の知識・経験不足に起因するとされています。

このような状況から、ベトナム農業農村開発省（MARD）は、農協の組織事業強化のための技術支援をわが国へ要請し、これを受けてJICAは2006年3月から4年半、技術協力プロジェクト「農民組織機能強化計画プロジェクト」（以下、「プロジェクトフェーズ1」）を実施しました。同プロジェクトの目標は、2省をパイロット省として、日本の総合農協の経験を参考にしながらベトナムの諸条件を踏まえ、組合員の生計向上につながる農協の機能強化に向けた優良農協モデル構築を目的としました。

本件「農民組織機能強化プロジェクト（フェーズ2）」（以下、「プロジェクトフェーズ2」。2012年7月～2015年7月）では、プロジェクトフェーズ1で構築した優良農協モデルを全国に展開するため、5省をパイロット省としました。具体的な目的は、農協振興を担う政府機関（中央及び地方）の行政官並びに農協役職員に各種研修を実施し、更には行政官が主体となって農協に対する指導・支援を実地研修（OJT）方式で実施していくことを通じて、農協の機能強化を支援する体制を整備することとしています。

今回の調査では、2015年7月にプロジェクト（フェーズ2）の終了を控え、中間レビュー以降のプロジェクト活動の実績、成果を調査、確認するとともに、評価5項目（妥当性、有効性、効率性、インパクト、持続性）の観点から、今後のプロジェクト活動に対する提言及び今後の類似事業の実施にあたっての教訓を導き出しました。

本調査の実施にあたり、ご協力をいただいたベトナム国関係機関並びにわが国関係各位に対し、厚く御礼を申し上げますとともに、当機構の業務に対して今後とも一層のご支援をお願いする次第です。

平成27年3月

独立行政法人 国際協力機構

ベトナム事務所所長 森 睦也

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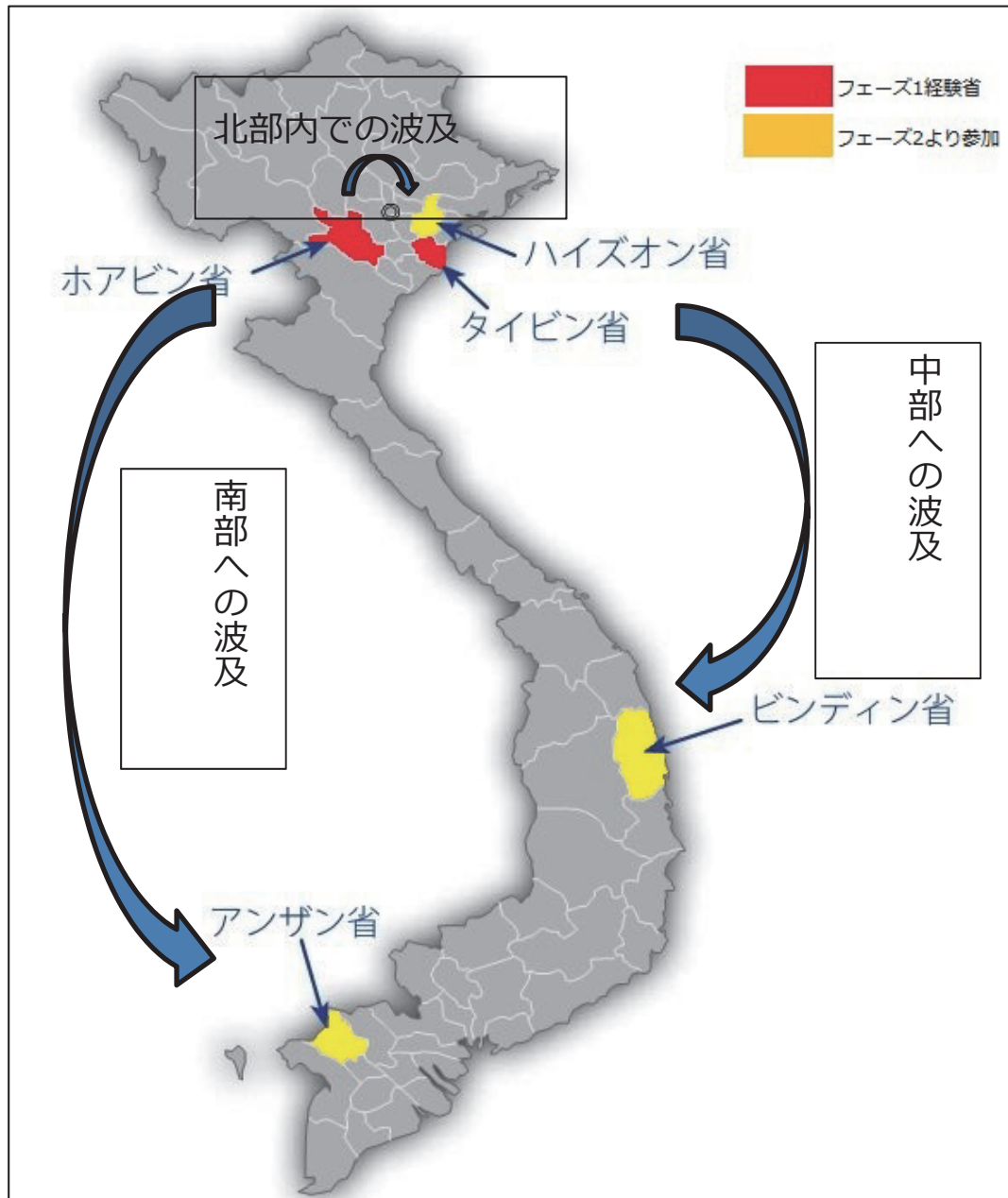
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プロジェクト位置図



略 語 表

略 語	欧 文	和 文
AC	Agricultural Cooperative	農業協同組合
CI	Central-level Instructor	中央インストラクター
C/P	Counterpart	カウンターパート
CMARD	College of Management in Agriculture and Rural Development	農業農村開発管理大学
DARD	Department of Agriculture and Rural Development	農業農村開発局
DCRD	Department of Cooperatives and Rural Development	協同組合農村開発局
GDP	Gross Domestic Product	国内総生産
ICB	Internal Credit Business	内部信用事業
JICA	Japan International Cooperation Agency	独立行政法人国際協力機構
JCC	Joint Coordinating Committee	合同調整委員会
JMB	Joint Marketing Business	共同販売
JPB	Joint Purchasing Business	共同購買
MARD	Ministry of Agriculture and Rural Development	農業農村開発省
MM	Man Month	人月
M/M	Minutes of Meeting	ミニッツ（協議議事録）
MOU	Memorandum of Understanding	覚書
MTP	Midterm Planning	中期計画策定
ODA	Official Development Assistance	政府開発援助
OJT	On-the-Job Training	実地研修
OVI	Objectively Verifiable Indicators	評価指標
PDM	Project Design Matrix	プロジェクト・デザイン・マトリックス
PMU	Project Management Unit	プロジェクト管理組織
PI	Provincial-level Instructor	省インストラクター
PO	Plan of Operations	活動実施計画
PPC	Provincial People's Committee	地方省人民委員会
R/D	Record of Discussions	討議議事録
SOCENCOOP	Southern Center for Support Development of Cooperatives, Small and Medium Enterprises	中小企業・協同組合開発支援南部センター

ToT	Training of Trainers	トレーニング・オブ・トレーナーズ
VBARD	Vietnamese Bank for Agricultural and Rural Development	ベトナム農業農村開発銀行
VCA	Vietnam Cooperative Alliance	ベトナム協同組合連盟
VND	Vietnam Dong	ベトナム・ドン

評価調査結果要約表

1. 案件の概要		
国 名：ベトナム社会主義共和国		案件名：農民組織機能強化プロジェクト（フェーズ2）
分 野：農村開発		協力形態：技術協力プロジェクト
所轄部署：JICA ベトナム事務所		協力金額（評価時点）：約 1 億 7,000 万円
協力期間	2012 年 7 月～ 2015 年 7 月	先方関係機関：農業農村開発省（MARD）協同組合農村開発局（DCRD）
		日本側協力機関：農林水産省経営局
1－1 協力の背景と概要		
<p>ベトナム社会主義共和国（以下、「ベトナム」と記す）の農協は 1996 年に制定された「協同組合法」に基づき、かつての社会主義集団生産の主体であった合作社から新農業協同組合（新農協）への転換、新農協の設立促進が図られ、全国で 10,000 近い農協組織が存在する。しかし、多くの新農協においては近年、共同販売や信用貸付などの新事業の導入が模索されているものの、農協の役員の知識・経験不足のため、その実現が困難な状況である。農業農村開発省（MARD）は、農民の生計向上につながる農協の組織事業強化のための技術支援をわが国へ要請し、JICA は 2006 年 3 月から 4 年間優良農協モデルを構築するための技術協力プロジェクト「農民組織機能強化計画プロジェクト（フェーズ 1）」を実施した。MARD は更に、その成果を踏まえて地方省の行政官、あるいは農協関係者への指導を通じて、全国的に農協の機能強化を図っていくことが必要であるとして、日本政府に対してフェーズ 2 の協力を要請した。</p> <p>上述の要請に基づき、フェーズ 2 では、フェーズ 1 で構築した優良農協モデルを全国に展開するため、タイビン省、ホアビン省に加え、ハイズオン省、ビンディン省、アンザン省の全 5 省をパイロット省とし、農協機能強化のために農協関係者が実践すべき知識・技術を取りまとめ、農協振興を担う政府機関（中央及び地方）の行政官並びに農協役職員に各種研修を実施し、更には行政官が主体となって農協に対する指導・支援を実地研修（OJT）方式で実施していくことを通じて、政府による農協の機能強化を支援する体制整備することを目的とした活動を実施してきている。</p>		
1－2 協力内容		
(1) 上位目標		
農村開発につながる農協の機能強化方策がベトナム政府の主導の下、全国的に適用・活用される。		
(2) プロジェクト目標		
中央及び対象省において農協の機能強化を支援する体制が整備される。		
(3) 成 果		
成果 1 農協機能強化の枠組みの基盤が確立される。		
成果 2 中央政府が地方行政官へ研修・指導を行うための体制が確立される。		
成果 3 プロジェクトの対象省において、地方行政官が農協（役員、組合員）へ研修・指導を行うための体制が確立される。		

(4) 投入（評価時点）

【日本側】 総投入額（評価時点）：約 1 億 7,000 万円

- ・ 専門家派遣：3 名
 - 内訳 1) 長期専門家：チーフアドバイザー／信用事業、業務調整／研修計画
 - 2) 短期専門家：経済事業
- ・ 機材供与：約 750 万円
- ・ プロジェクト経費負担：約 4,670 万円
- ・ 本邦研修員受入：14 名
- ・ カウンターパート（C/P）日当旅費

【ベトナム側】

- ・ C/P 配置：42 名
- ・ 機材購入費：0 ドン
- ・ ローカルコスト負担：約 12 億ドン
- ・ その他プロジェクト経費負担：日本人専門家執務室貸借料及び光熱費等

2. 評価調査団の概要

調査者	団 長	沖浦 文彦	JICA ベトナム事務所 次長
	協同組合運営	萬木 孝雄	東京大学大学院農学生命科学研究科 准教授
	評価分析	十津川 淳	佐野総合企画株式会社
	協力企画	山本 聡	JICA ベトナム事務所 所員
調査期間	2015 年 2 月 24 日～3 月 15 日		評価種類：終了時評価調査

3. 評価結果の概要

3-1 進捗・実績の確認

3-1-1 成果 1 の達成状況

成果 1 の達成度は「中程度」である。

DCRD は既に農協向けの「研修フレームワーク」を策定しており、現在は本プロジェクトが対象としてきた共同販売（JMB）、共同購買（JPB）、中期計画、信用事業の 4 分野もそのフレームワークに新たに組み込むべく、MARD 内部での申請作業を進めている段階にある。これは、本プロジェクトがもたらした大きなアウトプットのひとつといえる。ただし、一方でガイドラインの策定や成功・失敗事例集の作成など、成果物の作成が遅延している点も散見される。

3-1-2 成果 2 の達成状況

成果 2 の達成度は「中程度」である。

成果 2 が求める、「地方行政官へ研修・指導を行うための体制」、すなわち中央インストラクター（CI）による省インストラクター（PI）への研修体制の確立は、①終了時評価時点では、6 機関から約 40 名が CI となり、対象 5 省を支援するに十分な人数が確保されており、②研修方法の見直し、テキスト改訂により、研修受講者による CI 評価は全体的に向上し、CI 指導能力が向上したと評価できることから、CI 人数確保、指導能力向上は認められるものの、未完了の CI 研修や CI から PI への実践研修が残っており、CI としての「質」の担保の観点において、まだ強化すべき余地がある。

3-1-3 成果3の達成状況

成果3の達成度は「おおむね高い」。

成果3が求める、「地方行政官が農協（役員、組合員）へ研修・指導を行うための体制」、すなわちPIによる農協への研修体制の確立は、①全農協が地方行政間の指導の下、中期計画を策定した、②多くのモニタリング農協が中期計画に即してJMB、JPB事業を進めてきている、③多くのモニタリング農協ではJMB・JPB事業についてモニタリングシートのグレードが1つ以上アップしている、④CIとPIによる各省向けの研修教材改訂は、プロジェクト終了までに達成される見込みが高いことから、一定レベルで進んだものと評価できる。プロジェクトによる一連の研修を通して、各省のPIはJMB、JPB、中期計画策定（MTP）に関する能力を高めることができた。ただし、農協の技術的疑問にすべて回答できるには至っておらず、まだ能力強化の余地がある。

3-1-4 プロジェクト目標の達成状況

プロジェクト目標の達成度は「おおむね高い」。

本プロジェクトが目標とした農協の機能強化を支援する体制、すなわちCIとPIによる研修・フォローアップ体制については、①多くのモニタリング農協の総合農協評価表のグレードが1ランク改善された、②協同組合農村開発局（DCRD）は農協支援政策としてDecision 2217を公布し、2015年には新たな農協支援に係るDecree公布を予定している、③3CI機関によるプロジェクト実施の研修コースの正規研修プログラムの一部として採用済みまたは採用意向であることから、体制整備は進捗している。今後、更にCIやPIの実践経験を積むことや、スケジュールが遅延している信用事業研修の着実な実施、支援体制に関するガイドラインの作成など、幾つかの作業は残っているものの、達成に向けておおむね軌道に乗った活動を続けており、達成度は「おおむね高い」といえる。

3-2 評価結果の要約

（1）妥当性：「高い」

本プロジェクトは、ベトナム国の政策・開発計画並びに日本の対ベトナム援助政策に整合した取り組みである。ベトナム国において、農協の機能強化は同国の経済発展及び地域格差を解消させる有効な手段のひとつとして位置づけられており、2012年には協同組合法の改正もなされており、政策及び法令面から重視されている事項である。また、一連のプロジェクト活動は、MARDが求めていた技術内容、すなわち経済事業に焦点を当てた農協機能強化研修であり、MARDが求めていたニーズに整合している。加えて、プロジェクトの活動内容にも日本が培った農協での経験や教訓が有効に活用されている。これらの観点から、本プロジェクトの妥当性は「高い」と判断できる。

（2）有効性：「おおむね高い」

農協に対する支援体制を構成するCIについては、その有効性が確認されたとともに人数面でもおおむね十分な人数を確保することができた。今後は、最近になって参加し始めた新たなCIの能力強化を進める必要がある。また、支援体制を支える、もうひとつの柱であるPIについても、これまで馴染みのなかったJMB、JPB、中期計画の各分野に係る知見を蓄積することができた。ただし、PIについても現場での農協に対する指導経験を更に増やしていくことが必要である。

一方、支援体制に係るガイドラインの作成はこれから着手することとなっており、プロ

プロジェクト残余期間を考慮すると、一刻も早く取り組む必要がある。このガイドライン完成をもって、本プロジェクトが取り組んだ支援体制は、普及の観点を包含することとなり、体制としての精度を高めることになる。プロジェクト目標達成までに幾つかの作業は残っているものの、達成に向けておおむね軌道に乗った活動を続けており、達成は可能である。また3つの成果達成によりプロジェクト目標の達成を担保する関係となっており、目標と成果の因果関係は成立している。総じて、有効性は「おおむね高い」と判断できる。

(3) 効率性：「やや低い」

中間レビューまで続いたプロジェクト管理組織（PMU）の機能不全の影響を受けて、プロジェクト活動は所期のスケジュールどおりに進まなかった。結果的に、中間レビュー後の新PMU体制で遅延状況はかなり回復し、予定されていた研修は基本的にすべて終了する見込みが立っている。ただし、研修後のフォローアップ活動のための時間などは十分には取れず、プロジェクト成果及び目標の達成レベルに影響を与えることとなった。そのため、効率性は「やや低い」と判断される。

(4) インパクト：「おおむね高い」

上位目標達成の見込みは、①モニタリング農協の総合農協評価表のグレードが1ランク改善、②CIによる地方省への指導頻度と、③農協組合員のニーズに沿って中期計画を作成した省の数によって測定されるが、ベトナム側DCRDの今後の取り組みによるものの、達成できる可能性はある。他方、本プロジェクトではモニタリング農協において経済的なインパクトが発現している。これらを合わせ、総合的なインパクトは「おおむね高い」と評価できる。

(5) 持続性：「中程度」

1) 政策面

2014年から2020年の新農村開発計画及び2012年に改訂された協同組合法が示すように、農協の強化はベトナム経済発展を支える一つの重要なファクターとしても位置づけられており、ベトナム政府が今後も政策的に重視する姿勢を堅持する可能性は高い。また、DCRDは既に13の研修モジュールから成る、公的な研修フレームワークを有しており、現在では、本プロジェクトの対象研修4分野を追加申請している最中である。この追加申請の認可をもって、MARDは研修実施に係る政策的基盤を確立することになる。加えて、地方省では多くが農協強化に向けた中期的な研修計画を作成済み、もしくは作成中である。

以上のことから、政策的な観点においては中央、地方省ともに農協強化を重視していることは明らかであり、一定の持続性を有していると判断できる。

2) 組織・技術面

a) 中央インストラクター（CI）

本プロジェクトの活動を通じて、約40人のCIが確保されたが、その多くは2014年の後半から参加し始めたCIであり、今後実践的な研修実施を含め、CIとしての能力強化を更に果たさなければならない。この観点において、CIの技術的な持続性は現時点ではやや不透明である。ただし、一方で新規のCIは大学や研修機関であり、そもそも理論的な知見は十分に有している人員が多く、ポテンシャル自体は十分にあると判断できる。

他方、全国展開を考えるうえでは、CI組織そのものを更に増大させることも求められる。特に本プロジェクトが育成に寄与したCI組織は南部が中心であり、今後は北部にも拡大していくことが必要である。

b) 省インストラクター (PI)

各省で登録されている農協数にかんがみると、現状のPIの人数は農協に対してきめ細やかな支援を行うには不足している。

現行のプロジェクト活動に参加したPIの能力については、プロジェクト活動を通じて知見及び技術的な能力を高めることができた。ただし、その技術的能力及び現場経験は省によって差異がみられる。また、信用事業に係る研修実施が遅れているため、今後プロジェクト対象省のPIは信用事業の知見獲得並びに実践研修を行うことが持続性向上のために必要である。

3) 財務面

多くの省は中期研修計画を作成するとともに、既に各省の人民委員会 (PPC) との折衝を行っており、今後もDARDは予算獲得に向けて最大限努力する旨を口頭で表明している。このような意思は確認できるものの、終了時評価時点においては、省全体を網羅するに十分な予算を確保できるか否かは不透明といわざるを得ない。

3-3 効果発現に貢献した要因

(1) 交流研修及びスタディツアーの効果

本プロジェクトでは、通常の研修コースに加えて、対象5省のPI同士による交流研修を実施した。他省での取り組みをみることによって、自らの指導方法への気づきが生まれ、自らの指導方法に好事例を取り込むことができるようになった。

また、農協についても、北部3省の農協がアンザン省を訪問し、同省の農協が行う幅広い経済事業の実際を見学する機会を得た。この見聞を活用し、タイビン省やホアビン省の農協は、新たなビジネスを開始するなど、正のインパクトも生まれた。

3-4 問題点及び問題を惹起した要因

(1) PMUの機能不全による活動停滞

ベトナム側はPMUの構成メンバーとして、農協支援を司るDCRDから主たるメンバーを選定した。この人的投入自体はプロジェクトの活動及び目的に照らして極めて適切であった。

しかしながら、PMUは当初期待されたようには機能せず、ベトナムでは必須となる事前の地方省への各種連絡業務が滞りがちとなり、結果として当初予定したスケジュールが遅延していった。そのため、本プロジェクト期間内でのフォローアップ活動は極めて限定的となった。また、比較的理解が難しい信用事業についても、PIの理解が完全となるまでのフォローを行う時間は確保できない状況となった。

(2) 合同調整委員会 (JCC) の機能

本プロジェクトでは終了時評価の前に2回のJCCが行われたが、第1回目はプロジェクトが開始されてから約16カ月後であった。プロジェクトの前半期間を通じて、PMUの機能不全といった実施上の大きな課題があったにもかかわらず、その間JCCが開催されなかったことは、貴重な軌道修正の機会を失っていたといえる。関係者の協力を得ながら、最高意思決定機関であるJCCをより早くに開催するべきであったと考えられる。

3-5 結 論

本プロジェクトは、PMU が所期の予定どおりに機能しなかったため、中間レビューを実施するまでの前半期間はプロジェクト活動が停滞した。しかしながら、中間レビュー後に PMU は改組され、新体制の下でプロジェクトはそれまでの遅れを取り戻すべく急速に諸活動を展開した。このため効率性は「やや低い」評価となったが、結果的に所期の研修活動は基本的にすべて終了する予定である。ただし、今後は、まだ未着手であるガイドラインの作成や最近になってプロジェクトに参加し始めた新規の CI、PI 等への能力強化支援を行う必要がある。

困難な時期もあったものの、終了時評価時点においては、持続性こそ「中程度」評価となったが、妥当性、有効性、インパクトは「高い」「おおむね高い」と評価でき、総じて本プロジェクトの期待された成果は発現しており、目標をおおむね達成する見込みである。以上から、本プロジェクトは満足できる達成度にあると評価され、予定どおりに 2015 年 7 月に終了する。

3-6 提言（本プロジェクトに関する具体的な措置、提案、助言）

3-6-1 プロジェクト終了後の提言

（1）農協機能強化に係る研修実施のためのアクションプランの作成

本プロジェクトが対象としてきた JMB、JPB、中期計画、信用事業の 4 分野の研修を全国展開するためには、DCRD が具体的な研修普及計画を有していることが重要である。全国及び期間を俯瞰した全体像を有していない限りは、研修実施がいわゆる全国各省への勧奨で終わることが危惧される。

（2）プロジェクト対象省のモデル化

本プロジェクトが支援を続けた対象 5 省は、今後の普及活動におけるモデル省として活用することを提言する。

（3）農協の活動に対するモニタリング実施

本プロジェクトでは、農協の活動をモニタリングするツールとしてフィールドレポートや進捗ステージを確認できるモニタリングシートを開発した。今後、必要に応じたフォーマット改善を行いながら、これらモニタリングツールを PI が継続利用することを提言する。

3-7 教 訓

- ・PMU の機能不全について、JICA 事務所もベトナム政府側に対して、相当の働きかけを継続したものの、結果的には明確な変化を引き起こすことはできなかった。中間レビューのような「場」を設けることによって一定の変化をもたらした事実にかんがみると、本プロジェクトでは中間レビューの前に運営指導調査団を派遣するなどの手段を考慮するべきであった。
- ・すべてのプロジェクトは所期のプロジェクト期間中に、プロジェクト目標を達成するべく最大限の努力を払うべきである。そして、このような最大限の努力は、日本側及び裨益国側の両者間及びそれぞれの組織内での調和した業務環境があつてこそ初めて結実し得るものである。

3-8 フォローアップ状況

なし。

Summary of the Evaluation

I. Outline of the Project		
Country: Vietnam		Project title: The Project for Enhancing Functions of Agricultural Cooperatives in Vietnam (Phase II)
Issue/Sector: Agriculture and Rural Development		Cooperation scheme: Technical Cooperation Project
Division in charge: JICA Vietnam office		Total cost: about 170 million Yen
Period of Cooperation	Cooperation period: July 2012- July 2015	Partner Country’s Implementing Organization: Department of Cooperatives and Rural Development (DCRD), Ministry of Agriculture and Rural Development
		Supporting Organization in Japan: Ministry of Agriculture, Forestry and Fisheries
<p>1. Background of the Project</p> <p>Agriculture in Vietnam is the basic industry for the country which accounts of 21% of GDP (2011), 48% of labor force (2011) and 26.5 % of export value. It also has aspects of food security and acquisition of foreign currency. Under the “DoiMoi” (renewal) Policy since 1986 that leads to the vigorous economic growth with the application of market-economy mechanisms, the establishment of new model cooperatives has been carried out. The conversion from old model cooperatives to the new model is still in process in accordance with the law on cooperative which was enacted in 1996. In Vietnam, many farmers have difficulties in selling their products, yet the majority of the old model cooperatives are still focusing on production with little attention to processing or marketing. Due to lack of experienced personnel, it is difficult for agricultural cooperatives (hereinafter AC) to meet the needs of their members and start up new businesses.</p> <p>Under these circumstances, the Vietnamese Government requested the Japanese Government to implement the Project for Enhancing Functions of Agricultural Cooperatives in Vietnam (2006 – 2010), aiming at developing model ACs through pilot activities (hereinafter Phase-1 Project). The purpose of the Phase-1 Project was “Good models for enhancing of functions of ACs that lead the members’ livelihood improvement are established in Pilot Provinces” and the actual activities were enhancing the functions of ACs such as Mid-term and Annual Planning for ACs and consultation of Joint Marketing Business, Joint Purchasing Business and Internal Credit.</p> <p>After the completion of the Phase-1 Project, both Vietnamese Government and Japanese Government agreed to implement the Phase-2 of the project (hereinafter the Project), aiming at disseminating the lessons and results of the Phase-1 Project to other areas of three regions (North, Central and South).</p> <p>The Project has officially started from July 2012 until July 2015 for the period of three years.</p> <p>2. Project Overview</p> <p>(1) Overall Goal:</p> <p>The method for enhancing functions of AC, which contribute to rural development, is applied nationwide under the initiatives of Vietnamese government.</p>		

(2) Project Purpose:

The system of supporting ACs for enhancement of their functions is established in central and target provinces.

(3) Outputs:

1. The basic framework for enhancing AC functions is formed.
2. The system of training and providing guidance to provincial officials at the national level is established.
3. The system of training and providing guidance to ACs at the target province is established.

(4) Inputs

Japanese side:

1) Experts

Long term expert: chief advisor/internal credit, and project coordinator/training plan

Short term expert: joint marketing and joint purchasing business

2) Trainees received: 14 persons (Japan)

3) Equipment: computers, projectors, and other necessary items for office works and trainings

Vietnamese Side:

1) Counterparts: 42 counterparts in DCRD and five provinces of DARD (Department of Agriculture and Rural Development)

2) Facilities and local costs

The Vietnamese side provided office space for Japanese experts and covered part of necessary expenses for trainings and for counterparts' travel.

II. Evaluation Team

Members of Evaluation Team	No.	Name	Position	Organization
	1	Mr. Fumihiko OKIURA	Team Leader	Senior Representative, JICA Vietnam Office
	2	Mr. Takao YURUGI	Cooperatives Management	Associate Professor, Department of Agriculture and Resource Economics, The University of Tokyo
	3	Mr. Jun TOTSUKAWA	Analysis and Review	Director, International Department, Sano Planning Co., Ltd
	4	Mr. Satoshi YAMAMOTO	Cooperation Planning	Project Formulation Advisor, JICA Vietnam

Period of Evaluation

24/February/2015-15/March/2015

Type of Evaluation: Terminal Evaluation

III. Results of Evaluation

3-1 Accomplishment of the Project

3-1-1 Achievement of the Outputs

(1) Output 1:

The achievement status of the Output 1 is medium.

DCRD has already established the “training framework” for AC supports, and now under process to add the Project’s outputs, training courses on joint marketing, joint purchasing, mid-term plan and internal credit. This is important step and regarded as one of the tangible outcomes of the Project, though, the formal guideline is still remaining as another expected output of the Project.

In this line, Output 1 is evaluated “medium” status of its achievement.

(2) Output 2:

The achievement status of the Output 2 is medium.

The system of training and providing guidance to provincial officials, which is interpreted equal to CI (Central level Instructor) mechanism, is in the middle stage of completion in terms of its capacity. The number of CI has been on the increase especially in the last half year, but, the actual application experience is still limited.

In addition from the viewpoint of CI’s distribution, although the southern part of the country has rather abundant CI resources, the northern part is limited as of now. The increase in CI for taking care of the northern part will be another tackling issue.

(3) Output 3:

The achievement status of the Output 3 is relatively high.

The system of training and providing guidance to ACs at the target province, which is interpreted equal to PI (Provincial level Instructor) mechanism, has developed at a certain level. Through the Project activities, PI in each province has developed their knowledge and instruction experiences on joint marketing, purchasing, mid-term plan, and internal credit. However, the experiences on consecutive follow up actions to AC at field level are still limited, or not conducted yet in some contents such as internal credit.

Considering such remaining challenges of PI, the achievement of the Output 3 is evaluated relatively high.

3-1-2 Achievement of the Project Purpose

The achievement status of the Project purpose is evaluated “relatively high”.

The Project has been developing the supporting system to AC by use of CI and PI mechanism. Although there are still challenging issues such as further capacity development of newly participated CI candidates and accumulation of instruction experiences of PI providing to AC, it is evaluated that the Project purpose is on the track towards achievement.

3-2 Summary of Evaluation

Five categories are evaluated by five ranks: high, relatively high, moderate, relatively lower, and low.

3-2-1 Relevance: High

The Project is in accordance with the priority of development policies of Vietnamese government and also with Japan’s Assistance policy to Vietnam. The government amended the cooperative law in 2012 to strengthen AC’s functions, and issued the new rural development plan from 2014 to 2020 as 710QD-BNN-KTHT. The plan stresses the necessity to develop institutional frameworks and mechanisms in order for agricultural cooperatives to strengthen their functions.

The Project's contents and direction met with the MARD's needs, which were to acquire more effective and efficient ways to support AC in particular of business aspects.

The Project also effectively utilized Japanese technical advantages and experiences. In this line, overall, the relevance of the Project is evaluated high.

3-2-2 Effectiveness: Relatively high

One of the key components of supporting system to AC, which is CI mechanism, is developing towards completion stage. The effectiveness of the mechanism itself is confirmed, though, it is still necessary to strengthen CI candidates' capacity and to secure other CI resources particularly in northern part.

As another key component, PI has developed their capacity through theoretical trainings and actual instruction experiences. They also, however, need to accumulate more follow up experiences and also to gain more knowledge on all the fields.

In addition, formal guideline for AC support will be the incoming requirement output towards establishment of the AC supporting system more firmly.

Overall, it is evaluated the effectiveness is "relatively high".

3-2-3 Efficiency: Relatively low

Stagnancy period caused by lower function of PMU until the Mid-term review affected the achievement status of the Project purpose. The delay is now catching up under the new PMU structure after the review, though, the Project is facing the difficulty in reserving enough time to conduct necessary follow up actions. In this line, the efficiency is evaluated relatively low.

3-2-4 Impact: Relatively high

The Project has impact on business activities of monitoring AC through the trainings and study tours by the Project. In addition, the Overall goal is also prospected to be possibly achieved as long as DCRD successfully disseminate the Project's outputs to provinces nationwide by its leadership.

3-2-5 Sustainability: Moderate

(1) Policy aspect

It is highly possible for the Vietnamese government to keep placing importance on supports to AC as national policy direction.

DCRD already has official training program which composed of 13 modules, and is now under the process of adding 5 modules including the Project's targeted contents. Once this official procedure completes, DCRD can start dissemination efforts to provinces nationwide.

Many of targeted provinces already have or are in the process of formulating the mid-term training plan for AC on the basis of DCRD's direction.

In these lines, the sustainability of policy aspect is almost confirmed.

(2) Technical and Organizational aspect

(CI)

Through the Project activities there are nearly 40 CIs trained as of the evaluation. However, many of them are new comers of the Project activities, therefore, the actual experiences to provide trainings to PI are still limited. The sustainability of CI's technical capacity is still unclear in this viewpoint.

However, it should be also noted that these new CI would be able to gain enough capacity gradually because many of them have theoretical background as lectures at training institutes and/or universities. As long as they can secure chances to receive trainings and to accumulate actual experiences at the field, they would be able to work as CI in the future.

From the organizational aspect, all the CI's organizations have reasonable organizational structure with enough number of staffs.

(PI)

Considering the number of AC existed in the targeted provinces, the number of PI is not enough in general.

Through the Project implementation, many of PI successfully upgraded their own knowledge and skills. In addition to the theoretical aspect, it is now necessary for PI to have more actual application practices at the field level in order to ensure the technical sustainability.

Among four targeted contents, there was a particular delay in completion of training events on the internal credit. Internal credit subject maybe one of the most challenging items in PI's technical capacity.

(3) Financial aspect

The provinces started to make mid-term training plan for AC, and showed strong intention to negotiate with PPC for securing the necessary budget in order to carry out the training plan. The evaluation team confirmed such positive and strong intention of DARD, though, it is difficult to be convinced whether the provinces would successfully secure sufficient budget to conduct AC trainings with necessary follow ups in their provinces entirely.

3-3 Contribution factors

- Variety of trainings

"Exchange training" enabled PI each other to observe the instruction methods and to realize the advantage and weak points that each PI had. This kind of exchange events contributed to enhancement of the PI's capacity beside normal courses. In addition, study tour of AC in northern provinces to observe the AC's business activities in An Giang also yielded positive impacts on their participating AC's performance.

3-4 Inhibition factors

- Stagnancy period until the Mid-term review

In accordance with the original plan of implementation structure, Vietnamese side allocated counterparts from DCRD as members of PMU. The majority of the division staffs in charge of AC was selected, thus, the assignment itself was evaluated appropriate.

However, the PMU did not function as expected due to lower attendance ratio of PMU staffs in the Project activities, and difficulty in smooth communication among PMU during the first half of the Project period. It resulted in significant delays of the scheduled activities.

- Functions of JCC

There were only twice JCC held until the terminal evaluation, which was 16 months after the Project commenced and in a few months after the Mid-term review. Considering that the Project had various challenging issues for smoother implementation in particular of the first half period, JCC should have been held earlier, and functioned as the utmost authorization body which has power to bring the Project

back to the right track.

3-5 Conclusion

The Project had stagnancy period in the beginning half of the Project due to lower functions of PMU, however, owing to the newly formed PMU's efforts after the Mid-term review, the Project would complete the scheduled activities. Although there are still some necessary efforts for further improvements of the capacity development of CI and PI, and formulation of the guideline for dissemination of the Project's outputs from now on, it is evaluated that the Project shows almost satisfactory achievements. In this line, the Project will terminate in originally scheduled July 2015.

3-6 Recommendations

3-6-1 Recommendations for the remaining period of the Project

(1) To ensure completion of the Project's products

There are several products that have not been finished yet as of the terminal evaluation, namely, guideline, and study case for successful/unsuccessful examples. It is necessary to start sooner with consideration of securing sufficient time for reviewing and sharing among the Project related personnel.

(2) To conduct the trainings for the remaining topics and/or for personnel newly participated

Trainings on internal credit from PI to AC should be conducted in all the five targeted provinces. In addition, it is recommended that the trainings for new CI candidates be conducted as much as possible during the Project period.

If the necessary training courses for CI candidates cannot be completed by the Project ends, it is necessary for DCRD to take over the remaining actions.

(3) To share information among PMU

Communication between Japanese side and Vietnamese side at central level has been conducted mainly by the Project director and the Japanese experts. In order to share the experiences and lessons derived from the Project implementation, it is recommended that the communication be shared among all PMU staffs.

3-6-2 Recommendations for the time after the Project

(1) To develop the Action Plan of trainings on the Project's targeted courses

In order to implement the trainings on the joint marketing, joint purchasing, mid-term plan, and internal credit, which the Project has targeted, it is necessary for DCRD to have a concrete plan for its dissemination of the trainings nationwide.

(2) To utilize the targeted five provinces as model provinces

It is recommended that the targeted five provinces of the Project be utilized as model provinces for supporting activities to ACs.

(3) To continue monitoring of AC's performance

The Project has developed the monitoring devices which can show the development stage of each AC, called as monitoring sheet, and PI field report as another monitoring format. It is recommended that DCRD and DARD continuously use the devices with necessary modification and utilize for proper monitoring.

3-7 Lessons learned

- If a project faces any difficulties on implementations, “Organizational Solution” such as the consultancy mission scheme from JICA headquarter should be considered.
- All the Project related personnel should always bear in mind that the Project should achieve the Project purpose within the scheduled period. Mutual understanding and consideration among the related institutions are one of the key elements for successful implementation of the Project.

3-8 Follow up

Nil

第1章 終了時評価の概要

1-1 調査団派遣の経緯と目的

ベトナム社会主義共和国（以下、「ベトナム」と記す）の農業分野は、同国の全 GDP の 21%（2011 年）、全就業人口の 48%（2011 年）、輸出額の 26.5%（2010 年）を占める基幹産業であり、国民への安定的な食料供給、外貨獲得に大きな役割を担っている。1986 年以降のドイモイ（刷新）政策でも、かつての社会主義下集団生産の主体であった合作社から新農業協同組合（以下「新農協」）への転換が図られ、1996 年に制定された協同組合法に基づき、「新農協」の設立が促進され、現在は全国で 8,476（2011 年）の農協が存在する。しかしながら多くの農協の基本機能は、従前と変わらず灌漑・排水、技術指導、電気・水供給、資材供給であり、多くの「新農協」においては近年、共同販売や信用貸付などの取り組みが模索されているものの、農協の役員の知識・経験不足のため実現が困難な状況である。

ベトナム農業農村開発省（MARD）は、農民の生計向上につながる農協の組織事業強化のための技術支援をわが国へ要請し、これを受けて、JICA は 2006 年 3 月から 4 年半、技術協力プロジェクト「農民組織機能強化計画プロジェクト」（以下、「プロジェクトフェーズ 1」）を実施した。同プロジェクトの目標は、タイビン省及びホアビン省をパイロット省として、日本の総合農協の経験を参考にしながらベトナムの諸条件を踏まえ、組合員の生計向上につながる農協の機能強化に向けた優良農協モデルを構築することであった。具体的には、ベトナムの農協にとって初めての試みである各農協の中期・年度事業計画の策定とともに、これら計画を実現するための販売事業、信用事業等の実施指導といった農協機能強化・拡充を支援してきた。

本件「農民組織機能強化プロジェクト（フェーズ 2）」（以下、「プロジェクトフェーズ 2」）。2012 年 7 月～2015 年 7 月）では、プロジェクトフェーズ 1 で構築した優良農協モデルを全国に展開するため、タイビン省、ホアビン省に加え、ハイズオン省、ビンディン省、アンザン省の全 5 省をパイロット省とし、農協機能強化のために農協関係者が実践すべき知識・技術を取りまとめ、農協振興を担う政府機関（中央及び地方）の行政官並びに農協役職員に各種研修を実施し、更には行政官が主体となって農協に対する指導・支援を実地研修（OJT）方式で実施していくことを通じて、政府による農協の機能強化を支援する体制を整備することを目的としている。

今回実施する終了時評価調査では、2015 年 7 月のプロジェクト終了を控え、2014 年 4 月に実施した中間レビュー以降のプロジェクト活動の実績、成果を調査、確認するとともに、評価 5 項目（妥当性、有効性、効率性、インパクト、持続性）の観点から、今後のプロジェクト活動に対する提言及び今後の類似事業の実施にあたっての教訓を導くことを目的とする。なお、本評価はベトナム側関係者とともに行う合同評価とし、評価結果を合同評価報告書に取りまとめ、ベトナム側関係者と合意する。

1-2 調査団の構成

本調査は、以下の団員により実施された。

担当業務	氏 名	所属・役職
団 長	沖 浦 文 彦	JICA ベトナム事務所 次長

協同組合運営	萬木 孝雄	東京大学大学院農学生命科学研究科 准教授
評価分析	十津川 淳	佐野総合企画株式会社
協力企画	山本 聡	JICA ベトナム事務所 所員

1-3 調査団派遣日程

本調査の日程を以下に示す。

Schedule for Project Terminal Evaluation Mission						Assignment					
Date		Time	Events	Working Place	Rental Car	Mr. Jun TOTSUKAWA (Evaluation Consultant)	Mr. Fumihiko OKIURA (Team Leader)	Mr. Takao YURUGI (Cooperatives Management)	Mr. Satoshi YAMAMOTO (JICA Staff in charge)	Ms. Le Thi Tuyet Lan (Interpreter) (EN-VN)	Ms. Luu Phuong Anh (Interpreter) (JP-VN)
24th, Feb	Tuesday	AM	Narita → Hanoi	JP → VN	-						
		16:00	Meeting in Project Office (20 Thuy Khue, TayHo, HaNoi)	VN (Hanoi)	1 Hanoi						
25th	Wednesday	8:00	Meeting with Mr.Yamamoto (at Sakurahotel)	VN (Hanoi)	1 Hanoi						
		9:00	Meeting with JP Experts & MARD-DCRD (at DCRD, MARD, 2 Ngoc Ha)								
		14:00	Meeting with VCA (@ VCA Office, Duong Dinh Nghe, Yen Hoa, Cau Giay, Hanoi)								
26th	Thursday	8:30	Site Survey in Thai Binh Province Meeting at Thai Binh Sub-Dept	VN (Thai Binh)	1 Hanoi						
27th	Friday	8:30	Site Survey in Hoa Binh Province Meeting at Hoa Binh Sub-Dept *Mr. Thinh, DCRD joins	VN (Hoa Binh)	1 Hanoi						
28th	Saturday	Allday	Data Analysis & Documentation	VN (Hanoi)	1 Hanoi						
1st, Mar	Sunday	AM	Data Analysis & Documentation	VN (An Giang)	1 An Giang						
		PM	Hanoi 13:30 → Can Tho 15:40 → An Giang 17:30 (VN 120313:30-15:40)	VN (An Giang)							
2nd	Monday	7:30	Site Survey in An Giang Province Meeting at An Giang Sub-Dept	VN (An Giang)	1 An Giang						
		PM	An Giang 13:30 → Can Tho 15:00 16:00 Interview for Can Tho Univ.	VN (Can Tho)	1 Can Tho						
3rd	Tuesday	AM	Can Tho 08:00 → HCM 14:00	VN (Ho Chi Minh)	1 Ho Chi Minh						
		15:30	Interview for SOCENCOOP								
4th	Wednesday	9:00	Interview for CMARD2	VN (Ho Chi Minh)	1 Ho Chi Minh						
		PM	Ho Chi Minh 15:20 → Quy Nhon 16:30 (VN 139615:20-16:30)	VN (Binh Dinh)	1 Binh Dinh						
			Ho Chi Minh 15:30 → Hanoi 17:35 (VN250)	VN (Hanoi)	-						
5th	Thursday	7:30	Site Survey in Binh Dinh Meeting at Binh Dinh Sub-Dept	VN (Binh Dinh)	1 Binh Dinh						
6th	Friday	AM	Quy Nhon 09:05 → Hanoi 10:35 → Hai Duong 13:00 (VN162009:05-10:35)	VN (Hai Duong → Hanoi)	1 Hanoi						
		13:00	Site Survey in Hai Duong Meeting at Hai Duong Sub-Dept Hai Duong 18:00 → Hanoi 20:00								

7th	Saturday	AM	Data Analysis & Documentation	VN (Hanoi)	1 Hanoi						
			Narita 10:00 → Hanoi 14:25 (VN311)	JP → VN	-						
		PM	Meeting in JICA Vietnam	VN (Hanoi)	1 Hanoi						
8th	Sunday	Allday	Meeting in JICA Vietnam, Making Terminal Evaluation Report	VN (Hanoi)	1 Hanoi						
9th	Monday	AM	Hanoi 06:00 → Thai Binh 8:30 Site Survey in Thai Binh Province	VN (Thai Binh)	1 Hanoi						
		PM	Thai Binh 14:00 → Hanoi 17:00	VN (Thai Binh → Hanoi)							
10th	Tuesday	9:00	Meeting with VCA	VN (Hanoi)	1 Hanoi						
		14:00	Meeting with MARD-DCRD								
11th	Wednesday	Allday	Meeting with MARD-DCRD, Making Terminal Evaluation Report	VN (Hanoi)	1 Hanoi						
12th	Thursday	Allday	Meeting with MARD-DCRD, Making Terminal Evaluation Report	VN (Hanoi)	1 Hanoi						
13th	Friday	Allday	Finalizing Terminal Evaluation Report	VN (Hanoi)	1 Hanoi						
14th	Saturday	AM	3rd JCC	VN (Hanoi)	1 Hanoi						
		PM	Hanoi → Narita (dept. 00:20, 15Mar/VN310)	VN → JP							
15th	Sunday	AM	Arrival at Narita	JP							

第2章 終了時評価の方法

2-1 評価の枠組みと評価基準

本終了時評価調査では、「JICA 事業評価ガイドライン」を指針として、プロジェクトの実績と実施プロセスを把握し、プロジェクトの妥当性、有効性、効率性、インパクト、持続性を総合的に検証した。

(1) 妥当性

妥当性は、プロジェクトの上位目標やプロジェクトの目標が、ベトナム国の政策、日本国の対ベトナム国協力方針、ターゲットグループのニーズに合致しているか否か、プロジェクトアプローチとしての適切さなどを評価する。

(2) 有効性

有効性は、プロジェクトによって産出された成果により、どの程度プロジェクト目標が達成されたのか、あるいは達成が見込まれるのかなどを評価する。

(3) 効率性

効率性は、実施過程のなかでさまざまな投入がいかに効率的に成果に結びつけられたか、人的投入、物的投入、研修などの各側面から評価する。

(4) インパクト

インパクトはプロジェクト実施の結果、起こる影響や変化を評価する視点である。インパクトは上位目標に対する影響のほか、直接的・間接的な影響・変化、望ましい、あるいは望ましくない影響・変化などさまざまな側面が含まれる。

(5) 持続性

持続性は、外部からの支援がなくなった段階でもプロジェクトの便益が持続するかどうかという視点において評価する。

2-2 評価のプロセス

本評価調査にあたっては、評価グリッドにおいて設定した調査項目／サブ項目への調査・検討を中心に据えながら、日本・ベトナムの双方からの合同評価団によって調査を実施した。現地調査では、プロジェクトの記録や各種資料の精査に加え、日本人専門家、協同組合農村開発局（DCRD）のプロジェクト管理組織（PMU）スタッフ、対象5省の農業農村開発局（DARD）や中央インストラクター（CI）組織、モニタリング農協等に対する質問票や聞き取り調査等を通して、本評価調査に必要な情報収集を行った。調査は主に下記のとおり実施した。

- ① 日本人専門家に対する質問票及び聞き取り調査
- ② DCRD 内カウンターパート（C/P）に対する質問票及び聞き取り調査
- ③ 対象5省（タイビン、ホアビン、ハイズオン、ビンディン、アンザン）の DARD（組合担当 Sub-Department）及び省インストラクター（PI）に対する質問票及び聞き取り調査
- ④ 対象5省のモニタリング農協（各省5農協）に対する聞き取り調査

- ⑤ CI 組織〔ベトナム協同組合連盟（VCA）、農業農村開発管理大学（CMARD）2、カントー大学、中小企業・協同組合開発支援南部センター（SOCENCOOP）〕に対する質問票及び聞き取り調査

2-3 評価設問と必要なデータ・評価指標

本調査における主要な調査項目は、評価5項目に即した下表の内容である。また、必要な情報・データについては上述のとおり、多様な関係者への質問票回答、聞き取り調査、並びにプロジェクトが作成した資料によった。

表 2-1 終了時評価の主要な調査項目

5 項目	サブ項目
妥当性	ベトナム国政策との整合性
	日本援助方針との整合性
	ターゲットグループ・ニーズ（MARD）
	C/P としての妥当性
	プロジェクト・デザインの適切性
	日本の技術の優位性・経験蓄積の有無
有効性	プロジェクト目標及び成果達成の見込み
	達成に係る貢献要因
	達成に係る阻害要因
	外部条件の充足
効率性	人的投入（日本・ベトナム国側）
	物的投入（日本・ベトナム国側）
	本邦研修の効果
	調達機材の効果・妥当性
	その他の効率性促進要因
	重複活動の有無
インパクト	上位目標達成見通し
	波及効果（政策、組織、制度、財政、社会、経済、環境）
持続性	政策面
	技術面
	組織面
	財政面
	社会経済面

第3章 プロジェクトの実績

3-1 投入の実績

日本・ベトナム双方の投入の概要は、下表のとおりである。

表3-1 日本側及びベトナム側による投入実績一覧

項 目		概 要
ベトナム側	人 材	＊プロジェクトダイレクター（延べ2人）～ DCRD 副局長 ＊プロジェクトコーディネーター（延べ2人）～ DCRD 職員 ＊上記に加え、主たる C/P として延べ42人が配置された（中央政府である DCRD 及び対象5省の DARD。CIは含まない）。
	施設・設備・機材	＊プロジェクト事務所
	事業費	＊活動実施に必要な職員交通費、日当など ＊事務所光熱費
日本側	人 材	＊専門家派遣：長期専門家2人、短期専門家1人 内訳： 1）長期専門家～チーフアドバイザー／信用事業、業務調整／研修計画（2012年7月から全期間。チーフアドバイザーは本プロジェクト前にパイプライン専門家としての約1年間の投入もあった） 2）短期専門家～経済事業〔約13人月（MM）〕
	施設・設備・機材	＊コンピュータ、プロジェクター、エアコン等
	本邦研修	＊計2回、計14名の研修受入れ（2012年及び2013年）

3-2 アウトプット（成果）の達成度

アウトプット（成果）の達成状況は以下のとおりである。

表3-2 成果1の達成状況

成果1：農協機能強化の枠組みの基盤が確立される。	
指 標	活動実績及び指標達成状況
1. DCRD によって農協強化に関する公的なガイドラインと研修カリキュラムが策定される。	<p>本指標の終了時評価時点における達成状況は、中程度である。</p> <p>DCRD は13の研修モジュールから構成される「研修フレームワーク」を既に作成しており、現在、このフレームワークに本プロジェクトが対象としていた4つの研修モジュール〔共同販売(JMB)、共同購入(JPB)、中期計画、信用事業〕を正式に取り込むべく、MARD が内部申請を行っている最中にある（承認は本年2015年6月をめど）。この研修フレームワークは、本指標が規定するガイドラインと解釈することも一面で可能であるが、現在の同フレームワークにはいかなる研修を何時間研修する必要があるといった指針こそ示されているものの、いわゆるハウツーにあたる、「どのように」、「誰が」、「どのような手順で」といっ</p>

	た視点の記載はない。今後のプロジェクト成果の活用を促すためにも、ハウツーに当たる、ガイドラインを改めて策定することが必要である。そのため、達成度としては中程度とした。
2. ガイドライン案が CI と PI によって作成され、技術アドバイザリー会議で承認される。	技術アドバイザリーボードを新設するためには、MARD 大臣の承認を得る必要があるなど、MARD 内部での行政手続きに非常に長い時間がかかることが明らかとなった。本ボードの設置を待つことによって、ガイドラインの策定が間に合わなくなる可能性を考慮し、ベトナム側と日本側の間でアドバイザリーボードの設置は行わない旨を決定し、両者でミニッツ（M/M）を締結した。以上により、本指標は終了時評価時点においては考慮されていない。
3. 成功・失敗事例についての事例集が作成される。	<p>本指標は終了時評価時点においてまだ達成されていないが、プロジェクト終了までに達成される見込みが高い。</p> <p>共同販売（JMB）、共同購買（JPB）及び信用事業に関する成功・失敗事例の作成については、CMARD 2 がその主たる役割を担うこととなっている。今後、CMARD 2 とプロジェクト側で、事例集の構成や内容について協議を行い、その詳細を決定する。プロジェクトの残余期間が少ないため、本件作業は今後迅速に進めることが求められる。</p>
<p>評価総括：</p> <p>成果 1 の達成度は「中程度」である。</p> <p>DCRD は既に農協向けの「研修フレームワーク」を策定しており、現在は本プロジェクトが対象としてきた JMB、JPB、中期計画、信用事業の 4 分野をそのフレームワークに新たに組み込むべく、MARD 内部での申請作業を進めている段階にある。これは、本プロジェクトがもたらした大きなアウトプットのひとつといえる。ただし、一方でガイドラインの策定など、成果物の作成が遅延している点も散見される。</p> <p>以上より、成果 1 の達成度は中程度と評価された。</p>	

表 3－3 成果 2 の達成状況

成果 2：中央政府が地方行政官へ研修・指導を行うための体制が確立される。	
指 標	活動実績及び指標達成状況
1. 地方行政官を継続的に指導するために必要な人数の中央インストラクターが確保される。	<p>本指標の終了時評価時点における達成状況は、中程度である。</p> <p>プロジェクト開始以降、中央インストラクター（CI）の人数は限定的であったが、2014 年後半以降に新たな CI 候補機関が増加し、終了時評価時点では約 40 名の CI を数えるに至っている。現在の CI 機関のリスト及び研修分野ごとの CI 人数は下表のとおりである。</p>

	<p>< CI 機関の推移 ></p> <table><tr><td>プロジェクト開始～ 2013 年 12 月まで</td><td>2014 年 1 月～ 2014 年 9 月まで</td><td colspan="2">2014 年 10 月 ～ 現 在 (2015 年 2 月)</td></tr><tr><td>CMARD 1</td><td>CMARD 1</td><td colspan="2">CMARD 1</td></tr><tr><td>CMARD 2</td><td>CMARD 2</td><td colspan="2">CMARD 2</td></tr><tr><td rowspan="4"></td><td>VCA</td><td colspan="2">VCA</td></tr><tr><td rowspan="3"></td><td colspan="2">カントー大学</td></tr><tr><td colspan="2">SOCENCOOP</td></tr><tr><td colspan="2">フエ大学</td></tr></table> <p>注：フエ大学は 2015 年 1 月に覚書（MOU）を締結して参加。</p> <p>< CI 人数の推移 ></p> <table><tr><td></td><td>2012 年 7 月</td><td>2013 年 7 月</td><td>2014 年 7 月</td><td>2015 年 2 月</td></tr><tr><td>中期計画</td><td>3</td><td>3</td><td>4</td><td>38</td></tr><tr><td>JMB</td><td>4</td><td>4</td><td>4</td><td>37</td></tr><tr><td>JPB</td><td>4</td><td>4</td><td>4</td><td>37</td></tr><tr><td>信用事業</td><td>3</td><td>3</td><td>4</td><td>38</td></tr></table> <p>注：フエ大学の 4 名はまだ研修も受けていないため、本表には含まれていない。</p> <p>上記のとおり、CI の人数は着実に増加し、対象 5 省を支援するには十分な人数が確保されたと判断できる。ただし、上表のとおり、カントー大学や SOCENCOOP などの新規 CI はまだ CI 研修を完了しておらず、また CI から省インストラクター（PI）に行う実践研修（OJT 研修）の蓄積も限定的である。そのため、CI としての「質」をまだ十分に担保するには至っていない。</p> <p>以上から、本指標については、人数の確保こそできたものの、質の確保に向けた取り組みがまだ残されていることにかんがみ、中程度の達成度と評価した。</p>				プロジェクト開始～ 2013 年 12 月まで	2014 年 1 月～ 2014 年 9 月まで	2014 年 10 月 ～ 現 在 (2015 年 2 月)		CMARD 1	CMARD 1	CMARD 1		CMARD 2	CMARD 2	CMARD 2			VCA	VCA			カントー大学		SOCENCOOP		フエ大学			2012 年 7 月	2013 年 7 月	2014 年 7 月	2015 年 2 月	中期計画	3	3	4	38	JMB	4	4	4	37	JPB	4	4	4	37	信用事業	3	3	4	38
プロジェクト開始～ 2013 年 12 月まで	2014 年 1 月～ 2014 年 9 月まで	2014 年 10 月 ～ 現 在 (2015 年 2 月)																																																		
CMARD 1	CMARD 1	CMARD 1																																																		
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	VCA	VCA																																																		
		カントー大学																																																		
		SOCENCOOP																																																		
		フエ大学																																																		
	2012 年 7 月	2013 年 7 月	2014 年 7 月	2015 年 2 月																																																
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JMB	4	4	4	37																																																
JPB	4	4	4	37																																																
信用事業	3	3	4	38																																																
2. 中央インストラクターの実践経験・指導能力が十分であることが評価基準を用いて判断される。	<p>本指標の終了時評価時点における達成状況は、中程度である。</p> <p>CI（本件では CMARD 2）が実施する研修について、受講者の立場である PI によって評価が行われている。下表が示すように、2014 年 9 月までの研修とそれ以降の研修で、全体評価が向上していることが分かる。これは、2014 年 9 月のタイミングで研修方法の見直し、テキストの改訂などを行った効果が現れたものと考えられる。これら見直しの効果も手伝い、CI の指導能力は向上したと評価できる。</p>																																																			

	＜CMARD 2 の講義に係る PI からの評価＞（100 点満点）			
		2014 年 9 月まで	2014 年 10 月以降	備 考
	中期計画	79.4	75.0	中期計画の講義において、理論面での 講義評価は高かったものの、実践面（中 期計画表の記載方法の説明など）の評 価が低かったため、中期計画のみ評価 が下がった。
	JMB	76.9	87.0	
	JPB	81.4	85.7	
合 計	79.2	82.5	-	
<p>しかしながら、指標 1 の指摘事項と同じく、CI のなかで PI への十分な指導実績を有している組織は、CMARD 2 のみであり、他はそもそも指導自体をまだ行っていない段階にある。</p> <p>このような状況を勘案し、本指標についても総合的には中程度の達成状況と判断した。</p>				

評価総括：

成果 2 の達成度は「中程度」である。

成果 2 が求める「地方行政官へ研修・指導を行うための体制」、すなわち CI による PI への研修体制は CI の人数確保は進んだものの、能力担保の観点において、まだ強化すべき余地がある。

また、CI 組織分布も南部にやや集中しており、北部を担当できる CI 人数は不足気味である（現時点では CMARD 1 と VCA のみ）。成果の達成度を高める観点からは、バランスのある人数確保も求められる。

表 3－4 成果 3 の達成状況

成果 3：プロジェクトの対象省において、地方行政官が農協（役員、組合員）へ研修・指導を行うための体制が確立される。	
指 標	活動実績及び指標達成状況
1. 地方行政官の指導の下、組合員の意向を踏まえて中期計画を策定した農協の数。	<p>本指標は既に達成されている。</p> <p>本プロジェクトが対象とした 25 農協のすべてが中期計画を策定した。中期計画の策定に当たっては、多くの農協メンバーが自らの農協に関する組織分析を行い、かつ市場環境についても調査、協議を行ったうえで計画を策定した。プロジェクト以前までの年間計画は農協幹部層が策定していたのに対して、このような民主的な決定プロセスは、多くの農協に好意的に受け止められた。また、これまで中期的な視点での計画策定がなかった農協にとって、中期計画の作成は組織の方向性を確認し合う効果も生んだ。</p>

2. 中期計画において定められた対象3分野のサービスに係る実施度。	<p>本指標は終了時評価時点において、おおむね達成されている。</p> <p>PIによるモニタリング報告書に該当する「フィールドレポート」によれば、多くの農協は中期計画に即してJMB、JPBの事業を少しずつ進めてきている。幾つかの農協では、まだJMBで農協が徴収するサービスフィーのパーセンテージについて合意がなされていないケースや、JMBでめざすべき品質レベルで協議が続いているケースなども散見されるものの、多くのチェック項目においては進捗しているといえる。ただし、信用事業については、多くの農協がさまざまな困難に直面しており、計画どおりに進捗していないケースが多い。この点は今後のプロジェクト期間で研修が予定されていることから、一定のフォローアップがなされることと期待できる。</p>																										
3. モニタリング対象農協では、共同販売・購買（JMB・JPB）事業についてモニタリングシートのグレードが1つ以上アップする。	<p>本指標は既に達成されている。</p> <p>下表が示すとおり、多くの農協がJMB及びJPBでグレードをひとつ以上上げている。なお、表内でグレード向上を果たせなかった農協は、ほぼホアビン省に集中している。この要因分析の詳細は追ってプロジェクトに委ねられるが、終了時評価調査団の聞き取りでは、同省では①農協メンバーが山間地に分散して居住しているため、集荷することが困難である、②地域で長年独占している仲買人がいる、③地域の比較的大規模な農家が農協への参加に積極的でない、といった声が聞かれた。</p> <p><共同販売（JMB）に係る農協グレード推移>（2012年と2015年）</p> <table><tr><th>グレード変化</th><th>農協数</th><th>%</th></tr><tr><td>2グレード向上</td><td>7</td><td rowspan="2">92</td></tr><tr><td>1グレード向上</td><td>16</td></tr><tr><td>変化なし</td><td>2</td><td rowspan="2">8</td></tr><tr><td>グレード低下</td><td>0</td></tr></table> <p><共同購買（JPB）に係る農協グレード推移>（2012年と2015年）</p> <table><tr><th>グレード変化</th><th>農協数</th><th>%</th></tr><tr><td>2グレード向上</td><td>9</td><td rowspan="2">72</td></tr><tr><td>1グレード向上</td><td>9</td></tr><tr><td>変化なし</td><td>7</td><td rowspan="2">18</td></tr><tr><td>グレード低下</td><td>0</td></tr></table>	グレード変化	農協数	%	2グレード向上	7	92	1グレード向上	16	変化なし	2	8	グレード低下	0	グレード変化	農協数	%	2グレード向上	9	72	1グレード向上	9	変化なし	7	18	グレード低下	0
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2グレード向上	9	72																									
1グレード向上	9																										
変化なし	7	18																									
グレード低下	0																										
4. CIとPIが各省向けの研修教材を改訂する。	<p>本指標は終了時評価時点においてまだ達成されていないが、プロジェクト終了までに達成される見込みが高い。</p> <p>中期計画、JMB、JPBに係る研修教材は既にCIとPIによるレビュー作業を終えており、必要に応じた改訂もなされている。ただし、終了時評価時点において、信用事業に係る研修がまだすべて終わっていないため、今後受講者の反応等を確認したうえで、同分野に関する教材レビューを行う予定となっている。</p>																										

評価総括：

成果 3 の達成度は「おおむね高い」。

成果 3 が求める、「地方行政官が農協（役員、組合員）へ研修・指導を行うための体制」、すなわち PI による農協への研修体制は一定レベルで進んだものと評価できる。プロジェクトによる一連の研修を通して、各省の PI は JMB、JPB、中期計画策定（MTP）に関する能力を高めることができた。ただし、的確かつ時宜を得た農協へのフォローアップ活動といった点では、農協の技術的疑問にすべて回答できるには至っておらず、まだ能力強化の余地がある。特に、信用事業については会計学の知見なども必要となるため、更なる能力強化が必要である。

3-3 プロジェクト目標の達成状況

プロジェクト目標に係る達成状況は以下のとおりである。

表 3-5 プロジェクト目標の達成状況

プロジェクト目標：中央及び対象省において農協の機能強化を支援する体制が整備される。		
指 標	活動実績及び指標達成状況	
1. モニタリング農協の総合農協評価表のグレードが 1 ランク改善される。	本指標は達成されている。 対象 25 農協のうち、18 農協が 1 ランク以上グレードを向上させた。グレードが同じままの農協はホアビン省に集中しており（4 農協）、その要因は上記の成果 3 のとおりである。その他の 3 農協は各省に分散している。	
	＜農協の総合グレード推移＞（2012 年と 2015 年）	
	グレード変化	農協数
	2 グレード向上	9
	1 グレード向上	9
	変化なし	7
	グレード低下	0
	%	
	72	
	18	
2. DCRD が農協支援の政策を確立する。	本指標はおおむね達成されている。 DCRD は 2013 年 9 月に農協向け研修として、13 の研修モジュールから構成される「研修フレームワーク」を作成し、Decision 2217 として公布した。また、現在、DCRD は農協支援に係る Decree 作成も進めており、2015 年内の公布をめざしている。新たな Decree では、①農協の組織構成～マネジメントボード設置の義務化等、②農協の業務範囲の明確化、③農協支援に関する政府組織の体制整備～省レベル及び郡レベルでの人員体制など、④農協の行うビジネス支援強化などが主たる内容となる予定である。	

<p>3. CMARD2、VCA、その他 CI 研修に参加する大学や開発パートナーが、プロジェクトで実施した研修コースをそれぞれの正規研修プログラムの一部として採用する。</p>	<p>本指標はおおむね達成されている。</p> <p>本プロジェクトの研修コースを CI 組織が正規研修プログラムとして採用した実績は下表のとおりである。</p> <p><研修コースの採用実績></p> <table border="1"> <thead> <tr> <th>CI 組織</th><th>採用に係る現状</th></tr> </thead> <tbody> <tr> <td>CMARD 2</td><td> >採用済み。 > 2014 年には、プロジェクト対象外の省（バリアンタウ省、タイニン省、ドンナイ省）で本研修コースを実施した。 </td></tr> <tr> <td>VCA</td><td> >本研修コースが MARD で正式承認されたことを確認したのち、採用する意向。 </td></tr> <tr> <td>SOCENCOOP</td><td> >採用済み。 > 2014 年には、プロジェクト対象外の省（ロンアン省、タイニン省）で農協を対象に本研修コースを実施した。 </td></tr> </tbody> </table>	CI 組織	採用に係る現状	CMARD 2	>採用済み。 > 2014 年には、プロジェクト対象外の省（バリアンタウ省、タイニン省、ドンナイ省）で本研修コースを実施した。	VCA	>本研修コースが MARD で正式承認されたことを確認したのち、採用する意向。	SOCENCOOP	>採用済み。 > 2014 年には、プロジェクト対象外の省（ロンアン省、タイニン省）で農協を対象に本研修コースを実施した。
CI 組織	採用に係る現状								
CMARD 2	>採用済み。 > 2014 年には、プロジェクト対象外の省（バリアンタウ省、タイニン省、ドンナイ省）で本研修コースを実施した。								
VCA	>本研修コースが MARD で正式承認されたことを確認したのち、採用する意向。								
SOCENCOOP	>採用済み。 > 2014 年には、プロジェクト対象外の省（ロンアン省、タイニン省）で農協を対象に本研修コースを実施した。								

評価総括：

プロジェクト目標の達成度は「おおむね高い」。

農協に対する支援体制を構成する CI については、その有効性が確認されたとともに人数面でもおおむね十分な人数を確保することができた。今後は、最近になって参加し始めた新たな CI の能力強化を進める必要がある。また、支援体制を支える、もうひとつの柱である PI についても、これまで馴染みのなかった JMB、JPB、中期計画の各分野に係る知見を蓄積することができた。ただし、PI についても農協に対する現場指導経験を更に増やしていくことが必要である。

一方、支援体制に係るガイドラインの作成はこれから着手することとなっており、プロジェクト残余期間を考慮すると、一刻も早く取り組む必要がある。このガイドライン完成をもって、本プロジェクトが取り組んだ支援体制は、普及の観点を包含することとなり、体制としての精度を高めることになる。

3-4 上位目標の達成の見込み

上位目標に係る達成状況は以下のとおりである。

表 3-6 上位目標の達成状況

<p>上位目標：農村開発につながる農協の機能強化方策がベトナム政府の主導の下、全国的に適用・活用される。</p>
<p>指 標：</p> <ol style="list-style-type: none"> 1. モニタリング農協の総合農協評価表のグレードが 1 ランク改善される。 2. 中央レベルのインストラクターが地方省へ指導を行った回数 3. 農協組合員のニーズに沿って中期計画を作成した省の数
<p>達成見込み：</p> <p>上位目標が達成される見込みは存する。しかしながら、その達成には DCRD のリーダーシップに基づく全国普及への積極的な取り組みが欠かせない。</p>

指標 1 については、これまでのプロジェクト実績が示すように、CI 及び PI による継続的な技術支援があれば、多数の農協がパフォーマンスを改善させることは可能と考えられる。ただし、同じくプロジェクト対象であった 5 省の例が示すように、農協の規模や主たる農産品、市場アクセス等によって、地域による差異も生じることが予想される。

指標 2 については、見通しがやや難しい。しかしながら、プロジェクト目標の指標 3 が示したように、幾つかの CI 組織は既に自発的な活動として、プロジェクト対象外の地方省で研修を行った実績を有している。また、CMARD 2 のように自らの組織が実施できる研修一覧を作成し、対外的な売り込み活動を積極展開している例もみられる。このような事例からは、一定レベルの達成を見込むことができる。

指標 3 も同じく充足される可能性はあるが、この点は DCRD による全国各省への指導努力による部分が大きい。上位目標の達成が望まれる時期には、現在 DCRD が申請中の研修フレームワークに本プロジェクト対象の 4 つの研修モジュールが含まれている可能性が高いが、今後は DCRD が如何に研修を全国展開するかを示すマスタープランを基にして、普及を進めていくことが求められる。

3-5 実施プロセスにおける特記事項

3-5-1 コミュニケーション

プロジェクト前半期間を通じて、プロジェクトは PMU 内部で困難なコミュニケーションの課題を抱えていた。この点は有効性の阻害要因において記載する。

中間レビュー以降はベトナム側及び日本側のコミュニケーションは大きく改善され、プロジェクト活動は加速度的に進行することとなった。しかしながら、両者間のコミュニケーションはおおむねプロジェクトダイレクターと日本人専門家の間に限られており、いわゆるウィークリーミーティングやマンスリーミーティングは設定されてこなかった。そのため、PMU 全体のコミュニケーションが円滑になったとまではいえない。実質的な決定権を有するプロジェクトダイレクターとの必要に応じた、スピーディな打合せは、時間効率の観点からは有効であるが、プロジェクトの経験を共有するといった技術移転の観点からは必ずしも望ましいものではない。DCRD 職員から構成される PMU 全体でのミーティングを行うことが理想的であった。

他方、対象 5 省においても地方版 PMU が設置されたが、各省に配置された連絡担当者を中心として、関係者間ではおおむね円滑なコミュニケーションを取ることができた。

3-5-2 モニタリング

(1) PO の観点におけるモニタリング

PDM に規定されたプロジェクトの諸処の活動については、その進捗が主に日本人専門家並びにプロジェクトダイレクターの間で随時確認されてきた。プロジェクト前半期間の進捗遅延についても関係者間での認識はあったものの、有効な解決ができないまま時間が経過してしまった。この点にかんがみれば、モニタリングこそ実施されていたものの、モニタリングの効果自体は低かったといわざるを得ない。

（２）研修実施に係るモニタリング

プロジェクトでは研修の度に受講者へのアンケート調査を行い、その結果をフィードバックするように努めてきた。フィードバック内容から、研修方法の見直しを行った点などからは、モニタリングが効果的に機能していたといえる。

（３）農協のパフォーマンスに係るモニタリング

中期計画の実施度について、各農協のパフォーマンスが PI によってモニタリングされてきた。モニタリングはフィールドレポートのかたちでまとめられたが、その記載内容や分析内容、またモニタリング頻度などは省によって大きな差異があった。

３－５－３ その他：プロジェクト支援に係る方策及び体制

（１）合同調整委員会（JCC）の機能

本プロジェクトでは終了時評価の前に２回の JCC が行われたが、第一回目はプロジェクトが開始されてから約 16 か月後であった。プロジェクトの前半期間を通じて、PMU の機能不全といった実施上の大きな課題があったにもかかわらず、その間 JCC が開催されなかったことは、貴重な軌道修正の機会を失っていたといえる。コミュニケーションが難しかったからこそ、JCC の開催を調整できなかったとみることもできるが、やはり関係者の協力を得ながら、最高意思決定機関である JCC をより早くに開催するべきであったと考えられる。

（２）運営指導調査等の実施

JICA ベトナム事務所も粘り強く PMU の機能回復に向けて、関係者へ働きかけを続けてきたが、明らかな改善を見いだすには時間を要していた。この間、運営指導調査を実施したり、中間レビュー調査をやや早めたりといった対処を行えば、PMU の課題解決を早めることができたかもしれない。この点は本プロジェクトの教訓として記した。

第4章 5項目評価による評価結果¹

4-1 妥当性：「高い」

4-1-1 ベトナム国政府の政策・開発計画との整合性

ベトナム国は農協振興を同国の経済成長を促進させる、ひとつの原動力として重視する姿勢を示しており、2012年には協同組合法の改訂を行った。また、2014年4月には農業セクターにおける共同経済組織の発展と改革に向けた2014年から2020年の計画（省決定710/QD-BNN-KTHT）を策定するなど、法制度・政策面ともに積極的な支援策をとっている。本プロジェクトは農協の経済事業を支援するための体制づくりを企図している取り組みであり、ベトナム政府の方針に合致している。

4-1-2 日本国政府の支援政策との整合性

わが国の対ベトナム国国別援助方針（2012年12月）における援助重点分野のひとつには、「農業・村落開発を通じた都市と農村の格差是正」が掲げられている。同重点分野に関して、事業展開計画では「農水産品の高付加価値化を促進し農村部の持続的な経済振興を図るため、農民組織化、（中略）農村部の生計手段の多様化等を支援する」旨が記載されており、本プロジェクトは同重点分野の一角を占めるプロジェクトとして位置づけられている。以上から、本プロジェクトはわが国の援助方針に即しているものと判断できる。

4-1-3 ニーズとの整合性

（1）MARDのニーズ

ベトナム国政府が農協重視の政策を掲げるなか、MARDは農協支援を全国的に展開する最高責任機関として、より効果的かつ効率的な農協強化支援に係る体制及び手法を模索していた。

この観点において、MARDは本プロジェクトを実施する以前からトレーニング・オブ・トレーナーズ（ToT）システムを採用し、農協への支援を行っていたが、その効果は低位に甘んじていた。また、農協への指導内容も政策や規則に係る伝達といったことが多く、いわゆるJMBやJPBといった経済事業に関わる指導は限定的であり、研修テキストなども整備されていなかった。

このような現状において、本プロジェクトのCI、PIによる研修体制の構築並びに研修テキストの整備といった一連の活動は、MARDのニーズに整合していたといえる。

4-1-4 プロジェクト対象地選定の適切性

本プロジェクトでは北部ベトナム3省（タイビン、ホアビン、ハイズオン）、中部ベトナム1省（ビンディン）、南部ベトナム1省（アンザン）の計5省をプロジェクトの対象省として選定した。ベトナム北部の農協は、従前の合作社からそのまま移行した農協が多く、メンバー数も多い反面、その組織としての一体性はやや脆弱であるケースが多い。他方、中部、南部では農協設立が比較的最近であり、かつ自由意思による参加であるため、その人数規模は小さく

¹ 評価は「高い」、「おおむね高い」、「中程度」、「やや低い」、「低い」の5段階とした。

でも結束力が高いといわれている。このように、ベトナムの農協は地域的な違いが大きいいため、プロジェクトの対象として3つの異なる地域を選定したことは、将来の全国展開を展望するうえでも適正であった。

4-1-5 日本国技術の優位性

日本には農協による経済事業をはじめ、農協組織に係る法制度や運営制度等に係る長年の経験が豊富に蓄積されている。また、この日本独自の経験及び教訓を基礎として、これまでに数多くの国々で農協支援に関する技術協力を数多く実施してきた経験も有している。これら他国での各種経験・教訓、更にはマニュアル等の成果物作成などにも適宜活用されている。

4-2 有効性：「おおむね高い」

4-2-1 プロジェクト目標の達成度

プロジェクト目標の達成度は「おおむね高い」。本プロジェクトが目標とした農協の機能強化を支援する体制、すなわちCIとPIによる研修・フォローアップ体制の整備は進捗している。さらにCIやPIの実践経験を積むことや、スケジュールが遅延している信用事業研修の着実な実施、支援体制に関するガイドラインの作成など、幾つかの作業は残っているものの、達成に向けておおむね軌道に乗った活動を続けていると判断できる。

4-2-2 プロジェクト目標及び成果の因果関係

本プロジェクトの目標である農協への支援体制の整備は、3つの成果で規定された体制整備によって成し遂げられるものと規定されている。これら成果の達成が同時にプロジェクト目標を達成することを担保する関係となっており、目標と成果の因果関係は成立している。

4-2-3 プロジェクト目標・成果達成に係る貢献要因

本プロジェクトの成果及びプロジェクト目標の進捗に対して、以下の点が主たる貢献要因として挙げられる。

(1) 交流研修及びスタディツアーの効果

本プロジェクトでは、通常の研修コースに加えて、対象5省のPI同士による交流研修を実施した。それまでは自らの省における研修方法並びに農協への指導方法しか情報がなかったが、他省での取り組みをみることによって、自らの指導方法への気づきが生まれ、自らの指導方法に好事例を取り込むことができるようになった。

また、農協についても、北部3省の農協がアンザン省を訪問し、同省の農協が行う幅広い経済事業の実際を見学する機会を得た。この見聞を活用し、タイビン省やホアビン省の農協は、新たなビジネスを開始するなど、正のインパクトも生まれた。

4-2-4 プロジェクト目標・成果達成に係る阻害要因

本プロジェクトの成果及びプロジェクト目標の進捗に対して、以下の点が阻害要因として挙げられる。

(1) 中間レビューまでの PMU 機能不全による停滞期間の存在

ベトナム側は PMU の構成メンバーとして、農協支援を司る DCRD から主たるメンバーを選定した。この人的投入自体はプロジェクトの活動及び目的に照らして極めて適切であった。

しかしながら、PMU は当初期待されたようには機能せず、ベトナムでは必須となる事前の地方省への各種連絡業務が滞りがちとなり、結果として当初予定したスケジュールが遅延していった。この機能不全は PMU 内部の人間関係などに起因したとされるが、その内実は憶測でしかなく、事実を検証することは難しい。しかしながら、厳然たる事実としてプロジェクトの前半期間は活動が停滞し、中期計画策定 (MTP) に係る活動のみ比較的進めることができたものの、他の JMB や JPB、信用事業の研修は極めて限定的となった。

中間レビュー後に新たに発足した PMU 及び新プロジェクトダイレクターの下、活動は加速度的に進むようになり、プロジェクトが定めていた研修活動は基本的に期間内に終了できるめどは立っている。ただし、本来、現場の状況に即しながら対応する予定であったフォローアップの活動は極めて限定的となった。また、比較的理解が難しい信用事業についても、理解が完全となるまで PI や農協へフォローを行う時間は確保できない状況となった。

以上からは、プロジェクトの成果、目標の達成レベルに影響を与えることになったといえる。

4-3 効率性：「やや低い」

4-3-1 人的投入

(1) 日本側投入

日本人専門家の投入については、2 名の長期専門家に加え、1 名の比較的長い現地活動期間 (約 13 MM) をあてた短期専門家で構成されてきた。本プロジェクト活動を行うにあたって妥当な投入計画であったといえる。

しかしながら、阻害要因で記載したとおり、中間レビューを実施するまではプロジェクトの各種活動を予定どおりに実施することができず、結果的に専門家は配置されていたものの、専門家が果たすべき技術移転を十分に実施することができない時間が生じた。この観点において、効率性に損失があった。

(2) ベトナム側投入

阻害要因に述べたとおり、投入の構成自体は適切であったが、期待どおりの成果を上げることができない時間が生まれ、結果的に有効性にも影響を与えることとなった。

4-3-2 物的投入

本プロジェクトによる物的投入はプロジェクト活動に必要な資機材 (コンピュータやプロジェクターをはじめとした事務用機器等) で占められており、数量、仕様の観点から適切といえる。

4-3-3 投入（予算）

プロジェクトに必要な予算はおおむね適切であった。予算不足や遅延を要因として、活動スケジュールや内容が大幅に影響を受けたことはなかった。

4-3-4 本邦研修

本邦研修は、日本の農協に係る運営、経済事業の実態等について、C/P が実見する貴重な機会となった。研修に参加した CMARD 2 の CI は、帰国したのちの PI 研修において、日本の事例紹介を適宜取り込むなど、研修内容が以前に比べて飛躍的に深化したことが確認されている。

4-3-5 補完効果及び重複活動の有無

本プロジェクトと相互に補完しあう効果を生んだプロジェクトはなかった。しかしながら、本プロジェクトが他プロジェクトに対して技術支援の一部を行う活動はあった。この点はインパクトとして記載した。

他方、非効率な重複のある他プロジェクトはみられなかった。

4-4 インパクト：「おおむね高い」

上位目標達成の見込みはベトナム側 DCRD の今後の取り組みによるものの、達成できる可能性はある。他方、本プロジェクトではモニタリング農協において経済的なインパクトが発現している。これらを合わせ、総合的なインパクトは「おおむね高い」と評価できる。

4-4-1 波及効果

これまで下記の波及効果を確認できる。

（1）経済面

1) プロジェクト活動を通じて、多くのモニタリング農協が JMB、JPB 事業を進めている。これら JMB によって、安定的かつ有利な販売事業を成功させている事例がみられる。また JPB についても、個別交渉もしくは市場価格よりも安価な購買が可能となった例が散見される（ほとんどは肥料の購買）。

なお、下表は、終了時評価調査団がモニタリング農協に直接口頭で聞き取りした JMB に係るプロジェクト開始時と現在の比較である。農協によって、規模の差があるが、幾つかの農協は比較的大規模もしくは韓国やベトナムの民間会社との契約を締結し、大きな進歩をみせている²。

² モニタリング農協の JMB 実績の詳細なデータはまとめられていないため、聞き取り情報によるものとした。

表 4－1 JMB に係る実績

省	モニタリング農協	2015 年（2 月時点） * 作付面積、参加農家、 売上げ等	備 考
タイビン省	1) An Ninh	NA	-
	2) Binh Dinh	300 ha	930 t（コメ）
	3) Nguyen Xa	10 ha	-
	4) Thanh Tan	50 ha	コメ種子、キュウリ
	5) Thuy Son	50 ha	野菜（サラダ菜等）
ホアビン省	1) Dong Tam	4 億 6,000 万ドン	内訳：メイズ 42 t キャッサバ 53 t
	2) Dan Chu	未実施	-
	3) NhuanTrach	未実施	-
	4) Dung Phong	未実施	-
アンザン省	1) Hoa Thuan	計画中	-
	2) Thanh Loi	156 億ドン	野菜（輸出用として）
	3) Phu An	360 億ドン	もち米
	4) My Thuan	40 億ドン	コメ種子
ビンディン省	1) My Trinh	80 t	コメ種子
	2) Binh Dinh Town	500 t	コメ種子
	3) Phu Phong	50 t	コメ種子
	4) An Thanh	55 t	コメ種子
	5) Phuoc Quang	500 t	コメ種子
ハイズオン省	1) An Lam	1) 25 農家 2) 50 農家	1) キュウリ 2) トウガラシ
	2) Duc Chinh	1) 90 農家 2) 200 農家	1) ニンジン 2) メイズ種子
	3) Pham Kha	約 120 農家	野菜（韓国会社へ販売）
	4) Tan Ky	47 農家	-
	5) ToanThang	約 320 農家	研究機関へ契約販売

出典：終了時評価調査団聞き取り

注：情報は各農協担当者の口頭による回答。回答できる内容が参加農家数であったり、販売量・額などであったり多様であることを調査団として受け入れた。そのため、プロジェクトもしくは DARD が保有するデータとは差異がある可能性がある。

2) 幾つかのモニタリング農協が、他省でのスタディツアーの見聞を活用して新たなビジネスを開始した。

➤タイビン省の Thanh Tan 農協が、コミューン内のゴミ回収ビジネスを開始した。現在、コミューン内の約 1,900 戸を対象に事業を継続しており、収益を上げている。

➤ホアビン省の Dan Chu 農協が運送・運搬ビジネスを開始した。農協としてトラックを 1 台購入し、現在近隣の道路工事に使用する資材運搬に供している。この新ビジネスによって、2014 年は約 8,400 万ドンの収益を農協にもたらした（トラック購入代は別途）。

（２）技術面

１）他地域で展開している JICA による技術協力「農水産食品の安全確保のための検査強化プロジェクト」やゲアン省での農業支援活動に携わる C/P 等に対して、本プロジェクトの CI 等が研修を一部実施した。効果の具体的な検証はなされていないが、農協の現状や経済事業のポテンシャル、JMB や JPB 事業の概要等について、関係者の理解が深まり、それぞれの事業に間接的に活用されているものと考えられる。

他方、マイナスのインパクトはみられない。

４－５ 持続性：「中程度」

本プロジェクトにおける持続性については、「農協の機能強化を支援する体制、すなわち CI と PI による研修・フォローアップ体制」が今後も活用されるか否かとの点を視座とする。

４－５－１ 政策面

政策面については下記の 3 つの視点から、その持続性を記載する。

（１）国家政策としての基本的方向性

2014 年から 2020 年の新農村開発計画及び 2012 年に改訂された協同組合法が示すように、農協の強化はベトナム経済発展を支える 1 つの重要なファクターとして位置づけられており、ベトナム政府が今後も政策的に重視する姿勢を堅持する可能性は高い。

（２）DCRD による実施に向けた政策・計画

DCRD は既に 13 の研修モジュールから成る、公的な研修フレームワークを有しており、現在では、本プロジェクトの対象研修 4 分野を追加申請している最中である。この追加申請の認可をもって、MARD は研修実施に係る政策的基盤を確立することになる。DCRD の見解では 2015 年 6 月をめどに申請は認可される予定とのことであり、その後は DCRD が本フレームを活用して全国での研修促進を働きかけることができる（DCRD 自体が全国の各省に研修実施を強制することはできないが、指導力を発揮することは可能である）。

（３）各省による実施に向けた政策・計画

多くの省が農協強化に向けた中期的な研修計画を作成済み、もしくは作成中である。

本プロジェクトの対象省であったアンザン省では、2016～2020 年の 5 カ年研修計画を既に作成済みであるが、これは従前の 5 カ年計画に比べて農協による経済事業への支援をより強化することを謳っている。また、ビンディン省でも同様の 5 カ年計画を作成中であり、近々に同省の人民委員会（PPC）と協議を行う予定である。これら両省ともに農協へ

の研修計画を定めるとともに、PI の増員計画もその内容に含んでいる。

以上のことから、政策的な観点においては中央、地方省ともに農協強化を重視していることは明らかであり、一定の持続性を有していると判断できる。

4-5-2 制度面

本プロジェクト実施中の CI に対する講師代金はプロジェクト予算が賄ってきたが、プロジェクト終了後の講師代金については、今のところ約束された予算はない。PI は基本的に DARD 職員であるため、ある程度の活動原資及び役割が常に確保されているが、CI については研修実施のリクエストもしくは定まった予算がない限り、ボランティアで活動することは基本的に望めないと考えるべきである。今後、DCRD は CI をいかに活用するか、その予算確保のメカニズムも含め、計画を定めていく必要がある。

4-5-3 組織・技術面

(1) 中央インストラクター (CI)

1) CI の人数及び技術力の観点

本プロジェクトの活動を通じて、約 40 人の CI が確保されたが、その多くは 2014 年の後半から参加し始めた CI であり、今後 PI を対象とした実践的な研修実施を含め、CI としての能力強化を更に果たさなければならない状況にある。この観点において、CI の技術的な持続性は現時点でやや不透明である。

ただし、一方で新規の CI は、大学や研修機関であり、そもそも理論的な知見は十分に有している人員が多い。本プロジェクトが対象とした中期計画策定 (MTP) や共同販売 (JMB)、共同購買 (JPB) などは、これまでのベトナムになかった取り組みであるゆえに、一定程度の研修こそ受ける必要があるものの、そのポテンシャル自体はおおむね十分にあると判断できる。

他方、全国展開を考えるうえでは、CI 組織そのものを更に増大させることも求められる。特に本プロジェクトが育成に寄与した CI 組織は南部が中心であり、今後は北部にも拡大していくことが必要である。

2) CI の組織力・組織体制の観点

CI の組織面については、その多くが大学・研究機関であり、長年の研修実施経験を有するとともに、その組織体制は確立されている。唯一、VCA が今後数年の間に独立法人化する計画があるため、その将来計画にやや不透明な点があるが、基本的な組織のミッション、つまり協同組合支援に係るコンサルティング、研修実施といった機能は今後も維持される可能性が高いと考えられる。

(2) 省インストラクター (PI)

1) PI の人数の観点

各省で登録されている農協の数及び規模には差異があるものの、一般的には省内に 100 から 300 の農協が存在している。この農協数にかんがみると、現状の PI の人数は不足している。アンザン省やビンディン省のように、今後は郡の人員や職業訓練校、高

校の教員をPIとするよう研修・増員計画を定めている省もあるが、このような取り組みを行わない限り、人数面で十分な体制を構築できない可能性が高い。

2) PIの技術力の観点

プロジェクト活動を通じて、PIはその知見及び技術的な能力を高めてきた。ただし、信用事業に係る研修は遅れているため、今後プロジェクト対象省のPIは信用事業の知見獲得並びに実践研修を行うことが必要である。

なお、全国展開を考えるうえで、PI候補となるDARD職員の多くは体系的な研修を受けてきた経験が限定的である。改めて、CIによる質の高い研修を受講したり、相互に学び合ったりといった能力向上の取り組みが今後必要である。

4-5-4 財政面

地方省において農協研修を実施するための主たる予算は、各省が有する個別予算となる。終了時評価時点において、対象5省で本プロジェクトが実施した研修を中長期的に確保している省はない。

政策面で触れたとおり、多くの省は中期研修計画を作成するとともに、既に各省の人民委員会(PPC)との折衝を行っており、今後もDARDは予算獲得に向けて最大限努力する旨を口頭で表明している。このような関係者の強い意思は確認できるものの、終了時評価時点においては、省全体を網羅するに十分な予算を確保できるか否かは不透明といわざるを得ない。なお、終了時評価調査団が対象5省で聞き取りしたところでは、農協向け研修の通常予算は、この数年おおむね横ばいもしくはやや減少となっていた。

第5章 結 論

本プロジェクトは、PMU が所期の予定どおりに機能しなかったため、中間レビューを実施するまでの前半期間はプロジェクト活動が停滞した。しかしながら、中間レビュー後に PMU は改組され、新体制の下でプロジェクトはそれまでの遅れを取り戻すべく急速に諸活動を展開した。このため効率性は「やや低い」評価となったが、結果的に所期の研修活動は基本的にすべて終了する予定である。ただし、今後は、未着手であるガイドラインの作成や、最近になってプロジェクトに参加し始めた新規の CI、PI 等への能力強化支援を行う必要がある。

困難な時期もあったものの、終了時評価時点においては、持続性こそ「中程度」評価となったが、妥当性、有効性、インパクトは「高い」「おおむね高い」と評価でき、総じて本プロジェクトの期待された成果は発現しており、目標をおおむね達成する見込みである。以上から、本プロジェクトは予定どおりに 2015 年 7 月に終了する。

第6章 提 言

終了時評価において、下記の提言を行った。

6-1 プロジェクト期間中の提言

(1) プロジェクト成果物の完成

終了時評価時点において、幾つかの成果物が未着手である。これらは農協強化に関する公的なガイドラインと成功・失敗事例集を指す。また、研修テキストも、今後、PI から農協に対する信用事業研修を行う過程で必要な修正箇所が発見されることが予想されるため、追って、研修テキストの最終改訂も必要となる。プロジェクトは、最終成果物が確定する前に関係者間で確認、共有する時間をもてるよう、極力早くにこれら作成作業に取り掛かることが必要である。

(2) 未実施分野の研修及び新規参加者への研修

信用事業については、まだ PI から農協への研修が実施されていないため、今後各省で実施する必要がある。その際には、PI 独力で実施することが理想であるが、必要に応じて CI の助力も検討する必要がある。

また新規 CI（カントー大、SOCENCOOP、フエ大学）に対して、研修が終了していない分野がみられる。これらの研修は CI への研修実績を有する CMARD 2 や日本人専門家によって着実に行うことが求められる。もし仮にプロジェクト期間内に終了できなかった場合には、DCRD によって残された研修を完遂させる必要がある。

(3) PMU 内の情報共有

実施プロセスで記載したとおり、本プロジェクトにおける日本側とベトナム側のコミュニケーションはプロジェクトダイレクターと日本人専門家にはほぼ限られていた。プロジェクトで得られた経験、教訓を共有するためにも、PMU 全体のコミュニケーション体制を整備することが必要である。このことで、特定個人の記憶に頼らない、DCRD 全体の知見蓄積が可能となるものと期待できる。

6-2 プロジェクト終了後の提言

(1) 農協機能強化に係る研修実施のためのアクションプランの作成

本プロジェクトが対象としてきた JMB、JPB、中期計画、信用事業の4分野の研修を全国展開するためには、DCRD が具体的な研修普及計画を有していることが重要である。全国及び期間を俯瞰した全体像を有していない限りは、研修実施がいわゆる全国各省への勧奨レベルで終わることが危惧される。

アクションプランとしては、例えば、① CI の配置・増員計画、② PI 増員計画、③ 普及に係る時間フレームの設定、④ 優先地域、⑤ 必要予算、⑥ DCRD、DARD、CI、PI 等の主たる関係者の役割と責任、⑦ モニタリング方法・フォーマット等である。このほか、計画には手順や研修方法のメニューなどを提示することも可能であろう。この関連では、プロジェクト期間中に作成されるガイドラインが、アクションプランを補完する作用を有するものと考え

られる。

（２）プロジェクト対象省のモデル化

本プロジェクトが支援を続けた対象５省を、今後の普及活動におけるモデル省として活用することを提言する。各省が取り組んでいるPIの体制や研修方法、フォローアップ方法などは新たに活動を開始する地方省にとって、有効な先行事例となる。

また、農協を訪問する見学ツアーも効果的である。特に他地域の農協が先行事例を見学することは他農協の経験を学ぶ効果だけでなく、参加農協を鼓舞する効果も期待できる。

（３）農協の活動に対するモニタリング実施

本プロジェクトでは、農協の活動をモニタリングするツールとしてフィールドレポートや進捗ステージを確認できるモニタリングシートを開発した。これらは、農協の活動実績を把握することに有用であるのみならず、他の関係者への情報伝達においても有用である。今後、更なるフォーマット改善を行いながら、これらモニタリングツールをPIが継続利用することを提言する。これは、今後本プロジェクトの上位目標の指標を検証するうえでも必要となる。

第7章 教 訓

本プロジェクトから得られた教訓は以下のとおり。

- (1) 本プロジェクトは開始するまでに約1年のパイプライン期間を設け、その開始に向けて周到な準備を行った。しかしながら、結果的にはPMUが機能せず、中間レビューまでの長い時間を混沌として過ごす結果となった。JICA ベトナム事務所もベトナム政府側に対して、相応の働きかけを継続したものの、結果的には明確な変化を引き起こすことはできなかった。中間レビューのような「場」を設けることによって一定の変化をもたらした事実にかんがみると、本プロジェクトでは中間レビューの前に運営指導調査団を派遣するなどの手段を考慮すべきであった。
- (2) すべてのプロジェクトは所期のプロジェクト期間中に、プロジェクト目標を達成するべく最大限の努力を払うべきであることを常に認識しておくことが大切である。そして、このような最大限の努力は、日本側及び裨益国側の両者間及びそれぞれの組織内での調和した業務環境があつてこそはじめて結実し得るものである。

第8章 団員所感

協同組合運営担当 萬木 孝雄 東京大学大学院農学生命科学研究科 准教授

今回のプロジェクトフェーズ2（2012年7月より2015年7月までの3年間）の終了時評価に付随した所感として、以下にその内容を記していく。参考とした資料は主に、プロジェクトフェーズ1（2006年3月より2010年3月までの4年間、及び同年9月まで6カ月間延長）の終了時評価報告書（2011年1月提出）、プロジェクトフェーズ2の中間レビューにおいて提出された合同評価報告書、そして同報告書において筆者が分担して執筆した部分、である。また、筆者が2014年4月に中間評価を行った際に滞在をした約10日間、及び2015年3月に終了時評価を行う際に滞在した約1週間の各期間において、そこで得られた知見や聞き取り結果も利用されている。

（1）プロジェクトに参加する各農協における事業実績の把握について

プロジェクトフェーズ1は、ベトナムの農協におけるさまざまな事業のなかで、特定の事業に焦点を絞って支援を行うものではなかった。農協に関する全般的な事業の支援とその把握が、プロジェクトフェーズ1における主な目的であったと考えられる。その意味で今回のプロジェクトフェーズ2においては、事業の支援を特に、JMB、JPB、3年間の中期計画策定（MTP）、そして信用事業、について課題を絞り、それらに関する研修を集中的に実施してきた点については評価できる。また中期計画の策定と提出については、対象となった5省における25の農協すべてが、それを終了させている。

ただし、各農協の役員や担当職員の研修受講以降において、農協の事業がどのように変化したのかについての把握は、かなり弱かったといわざるを得ない。具体的には研修の内容は、受講者が所属する各農協における事業の状況や進展度も相当異なるなかで、各農協が現在抱えている課題を明確にして、それを克服するような内容とはなっていない。研修を受けたのちに、事業がどのように変化したのかを把握するためには、まずそれまでの各農協における事業の実績を確認する作業が不可欠である。

プロジェクトフェーズ1における終了時評価報告書では、支援の直接的な対象となるパイロット農協が3つと少なく、またベトナムの農協全体を把握する必要があったこともあり、それらの農協における事業実績や経営数値は最終報告書においてもかなり詳細に示されている。今回のプロジェクトフェーズ2においては、研修で対象としていた各事業の現況や変化がもし十分にとらえきれていなかったとすれば、それは一定の時間を確保してその作業は行われるべきであったと考えられる。残りの7月までの期間において、それらの事業に関する客観的な数値の把握と整理が期待される。

（2）農協の事業を取り巻く経済環境について

前項では、研修を受けた事前と事後の変化をとらえることの重要性を指摘したが、この項では研修が対象とする事業について、各農協を取り巻く状況や事業を推進するうえでの環境を把握する必要性についても述べておきたい。プロジェクトフェーズ1の段階から、タイビン省では2つの農協がパイロットとして参加していたが、プロジェクトフェーズ2から参加した3つの農協も含めた5つの農協は、プロジェクトフェーズ2が主要な目標として定めた

農産物の JMB 及び肥料の JPB において、両事業ともに一定の成果を上げていることが確認された。ただしそれ以外の省においては、販売や購買による事業に苦戦している農協も少なくはないと考えられる。

販売や購買による農協の共同事業が進展しない理由は、①商人や民間業者などの既存ルートが既に確立されているため、農協がそれらとの間で競争力を確保することが難しい、あるいは組合員農家自身が現在の販売や購買先に関して大きな不満はなく、農協に対する期待や必要性を強くは感じていない、②農産物は自家消費や近隣での消費が中心で換金作物の割合が低く、肥料などの農業投入財ではたい肥などの利用によって、購入に頼る度合いが低い、③各地のコミュニオンなどにおける公的な組織が、既に販売や購買の事業を担っているために、農協がそれに代替して行う必要がない、といったさまざまな理由が考えられる。

プロジェクトフェーズ 1 における最終報告書のなかには、「JMB 事業を例に挙げると、①市場ニーズの把握、②市場情報の蓄積、③個人販売から JMB への展開に備えた市場整備を含む流通改革等、農協事業にまつわる諸課題のなかには農協で対応できないこともある」(p.26 上)、と貴重な意見が記されている。JMB 事業を進展させるうえで、そもそもニーズが存在するかどうか、ニーズがあったとしてもそれを阻害する要因が何であるのかについての把握が必要であると考えられる。

また肥料などの JPB についても、各農協における仕入れはどのような相手先や経路であるのか、地域における連合会組織が存在しないなかで、近隣する農協同士で共同の発注を行った場合には、大口の仕入れとして購入単価やその配送コストを軽減化できる可能性がないかどうかなどの助言も、可能であれば研修で盛り込んでいくことが期待される。

(3) 信用事業に関する研修及び同事業の推進について

農協による貯金の吸収や資金の貸出などの信用事業については、今回のプロジェクトフェーズ 2 が対象とする 25 の農協も含めて、伸び悩んでいる場合が多い。農協による信用事業の進展が難しい理由は、既にベトナムの農村部においてもかなりの民間金融機関も進出しており、多くの競合する機関が存在するためである。また政府系の金融機関においても、ベトナム農業農村開発銀行 (Vietnamese Bank for Agricultural and Rural Development : VBARD)、郵便貯蓄銀行 (Postal Savings Bank)、人民信用基金 (Peoples' Credit Fund) など数多くの機関やその支店が設置されている場合も多い。

小規模で地方都市からも離れた地域に居住する組合員農家には、農協を利用して、短期、無担保、無保証による小口資金を借りたいというニーズは相当にあることが予想されるが、それを実現するためには、農協が貸出資金の原資を、貯金、出資金、組合の事業利益からの内部留保などによって、自力で調達することが不可欠となる。ベトナムの農業・農村金融に関する研究については、泉田洋一・東京農業大学教授 (前・東京大学教授、萬木の研究室・前任教授) や研究室のベトナム人大学院修了生をはじめとして、日本国内でもかなりの研究蓄積がある。現在の農業・農村金融において農協が果たしている役割や実態については、時間を割いて情報を収集しておくことが求められる。

またこれは前の第 2 項とも関係する点であるが、信用事業の研修における受講者からは、彼・彼女らが所属する農協の現況について簡単なレポートを提出してもらい、各農協の実態を把握しておくことが効果的であると考えられる。筆者がプロジェクトフェーズ 2 の中間評

価を行う際に、農協の JMB に関する研修に実際に参加して感じた点は、受講者が所属する各農協の取り組みについては、相当に幅があった点である。JMB に類似する事業形態にかなり長期にわたって取り組んできた農協もあれば、まったく行われていない農協もあった。

信用事業の取り組みについても、場合によっては販売や購買の事業以上に農協のばらつきが大きいことも予想される。農協の信用事業を取り巻く全国や各地域の状況、そして各農協が直面しているそれぞれの課題を把握しながら、きめ細やかな研修プログラムが構築されるように修正が行われながら、研修が終了したのちの検証についても何らかの作業が行われることも期待したい。

付 属 資 料

- 1 . Joint Terminal Evaluation Report for The Project for Enhancing Functions of Agricultural Cooperatives in Vietnam (Phase II)

1. Joint Terminal Evaluation Report for The Project for Enhancing Functions of Agricultural Cooperatives in Vietnam (Phase II)

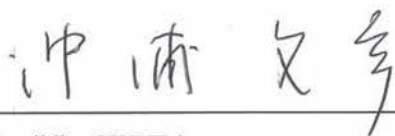
Joint Terminal Evaluation Report

For

The Project for Enhancing Functions of Agricultural Cooperatives in Vietnam (Phase II)

Hanoi

March 2015



Mr. Fumihiko OKIURA
Senior Representative
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Japan International Cooperation Agency
Japan



Mr. Tran Kim Long
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The Socialist Republic of Vietnam

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LIST OF ABBREVIATIONS

AC	Agricultural Cooperative
CI	Central-level Instructor
C/P	Counterpart
CMARD	College of Management in Agriculture and Rural Development
DARD	Department of Agriculture and Rural Development
DCRD	Department of Cooperatives and Rural Development
ICB	Internal Credit Business
JICA	Japan International Cooperation Agency
JCC	Joint Coordinating Committee
JMB	Joint Marketing Business
JPB	Joint Purchasing Business
MARD	Ministry of Agriculture and Rural Development
M/M	Minutes of Meetings
MTP	Midterm Planning
ODA	Official Development Assistance
OJT	On the Job Training
OVI	Objectively Verifiable Indicators
PDM	Project Design Matrix
PMU	Project Management Unit
PI	Provincial-level Instructor
PO	Plan of Operation
PPC	Provincial People's Committee
R/D	Record of Discussion
SOCENCOOP	Southern Center for Support Development of Cooperatives, Small and Medium Enterprises
VCA	Vietnam Cooperative Alliance
VND	Vietnam Dong

7

1. OUTLINE OF THE TERMINAL EVALUATION

1-1. BACKGROUND OF THE PROJECT

Agriculture in Vietnam is the basic industry for the country which accounts of 21% of GDP (2011), 48% of labor force (2011) and 26.5 % of export value. It also has aspects of food security and acquisition of foreign currency. Under the “Doi Moi” (renewal) Policy since 1986 that leads to the vigorous economic growth with the application of market-economy mechanisms, the establishment of new model cooperatives has been carried out. The conversion from old model cooperatives to the new model is still in process in accordance with the law on cooperative which was enacted in 1996. In Vietnam, many farmers have difficulties in selling their products, yet the majority of the old model cooperatives are still focusing on production with little attention to processing or marketing. Due to lack of experienced personnel, it is difficult for agricultural cooperatives (hereinafter AC) to meet the needs of their members and start up new businesses.

Under these circumstances, the Vietnamese Government requested the Japanese Government to implement the Project for Enhancing Functions of Agricultural Cooperatives in Vietnam (2006 – 2010), aiming at developing model ACs through pilot activities (hereinafter Phase-1 Project). The purpose of the Phase-1 Project was “Good models for enhancing of functions of ACs that lead the members’ livelihood improvement are established in Pilot Provinces” and the actual activities were enhancing the functions of ACs such as Mid-term and Annual Planning for ACs and consultation of Joint Marketing Business, Joint Purchasing Business and Internal Credit.

After the completion of the Phase-1 Project, both Vietnamese Government and Japanese Government agreed to implement the Phase-2 of the project (hereinafter the Project), aiming at disseminating the lessons and results of the Phase-1 Project to other areas of three regions (North, Central and South).

The Project has officially started from July 2012 until July 2015 for the period of three years, from the date of the first dispatch of the Japanese expert in July 2012 as decided in the R/D.

1-2. SUMMARY OF THE PROJECT

The Project has 3 years project period from July 2012 to July 2015. The major counterpart (herein after C/P) of the Project is Department of Cooperative and Rural Development (herein after DCRD) of Ministry of Agriculture and Rural Development (hereinafter MARD) and the collaborative bodies are Department of Agriculture and Rural Development (hereinafter DARD) in 5 Provinces such as Thai Binh, Hai Duong, Hoa Binh (3 provinces in North Region), Binh Dinh (1 province in Central Region) and An Giang (1 province in South Region). The Mid-term review was conducted in April 2014 and Objectively Verifiable Indicators (hereinafter OVI) for the project outputs and the purpose have been revised. The summary of the Project is shown in Table 1-1.

Table 1-1 Summary of the Project

Overall Goal	The method for enhancing functions of AC, which contribute to rural development, is applied nationwide under the initiatives of Vietnamese government.
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Overall Goal	The method for enhancing functions of AC, which contribute to rural development, is applied nationwide under the initiatives of Vietnamese government.
Project Purpose	The system of supporting ACs for enhancement of their functions is established in central and target provinces
Output 1	The basic framework for enhancing AC functions is formed.
Output 2	The system of training and providing guidance to provincial officials at the national level is established.
Output 3	The system of training and providing guidance to ACs at the target province is established.
Activity 1	<p>1-1 To monitor, analyze, and provide necessary support to the Monitoring ACs in Thai Binh, Hoa Binh, Hai Duong, Binh Dinh and An Giang</p> <p>1-2 To collect, analyze successful/unsuccessful examples of ACs in other areas and share with stakeholders(*Study/analyze activities of target provinces of MPI, VCA and development partners' projects, as lessons from MPI, VCA and development partners' projects can be discussed in the dialogue mentioned at Activity 1-4)</p> <p>1-3 (CIs and PIs) To revise the manuals for services such as economic business and credit business, as well as Mid-term Plan, and utilize the manuals for the activities in Output 2 and 3</p> <p>1-4 To hold policy dialogue on AC between MARD and JICA based on the challenges obtained through activities above and activities in Output 2 and 3. (※Representatives of MPI, VCA and development partners may also participate in the policy dialogue.)</p> <p>1-5 To draft the guideline and training course curriculum for enhancement of AC functions</p>
Activity 2	<p>2-1 To set up central-level instructor team as trainers for provincial instructors</p> <p>2-2 To conduct training and develop materials and its curricula on mid-term plan, credit service, marketing service, purchasing service, financial report and management, and new cooperative law jointly with MPI by central-level instructor as a OJT, to officials of target provinces or Monitoring AC</p>
Activity 3	<p>3-1 To set up provincial-level instructor team as trainers for ACs as well as select Monitoring ACs in each province.</p> <p>3-2 To conduct baseline survey on the selected ACs using AC overall rating/monitoring sheets</p> <p>3-3 To formulate mid-term plan, and draft a template of annual plan in accordance with mid-term plan</p> <p>3-4 To give AC leaders some consultations on new AC business</p> <p>3-5 To monitor and evaluate each activity of the ACs in the target provinces</p> <p>3-6 To conduct a seminar or meeting among ACs/PPCs/CPCs to share their experience on the implementation of the plans for three services supported by the project</p> <p>3-7 To produce PR materials and organize the nation-wide final seminar to promote project's outputs to expand to other provinces.</p>
Input (Japanese Side)	<p>1. Dispatch of Experts <Long Term> Chief Advisor/Credit business, Project Coordinator/Training Planning /Public Relations</p> <p><Short Term> Economic business Others</p> <p>2. Trainings for counterpart personnel in Japan or in third countries</p> <p>3 Necessary equipment</p> <p>4 Necessary expenses for the Project activities</p>
Input (Vietnamese Side)	1. Assignment of C/P, 2. Project Office, 3. C/P Budget

1-3. OBJECTIVE OF THE TERMINAL EVALUATION

In anticipation of the Project completion in the Middle of July 2015, Joint Terminal Evaluation Team (hereinafter the Team) was dispatched in February 2015. The purpose of the Team was firstly to confirm achievement of project activities, outputs and project purpose after Mid-term review which was conducted in April 2014. And the Team will lead conclusion, recommendations and lessons and learned for further project implementation in the remaining project period and with 5 evaluation criteria (Relevance, Effectiveness, Efficiency, Impacts and Sustainability).

1-4. MEMBER OF THE TEAM

The member of the Team will be shown in Table 1-2 and 1-3.

Table 1-2 Member of Japanese side

Name	Position	Organization
Mr. Fumihiko OKIURA	Team Leader	Senior Representative, JICA Vietnam Office
Mr. Takao YURUGI	Cooperatives Management	Associate Professor, Department of Agriculture and Resource Economics, The University of Tokyo
Ms. Jun Totsukawa	Analysis and Review	Director, International Department Sano Planning Co., Ltd
Mr. Satoshi YAMAMOTO	Cooperation Planning	Project Formulation Advisor, JICA Vietnam

Table 1-3 Member of Vietnamese side

Name	Position	Organization
Mr. Tran Kim Long	Director General	International Cooperation Department, Ministry of Agriculture and Rural Development
Mr. Nguyen Anh Minh	Director	Bilateral Cooperation Division, International Cooperation Department, Ministry of Agriculture and Rural Development

1-5. SCHEDULE OF THE TERMINAL EVALUATION

The terminal evaluation (hereinafter the Evaluation) was conducted from 24th February to 14th March, 2015. The detailed schedule of the Evaluation is shown in Table 1-4.

Table 1-4 Detailed Schedule of the Terminal Evaluation

Date	Time	Events	Working Place	Hotel	Rental Car
24th, Feb	Tuesday	AM	Narita → Hanoi	Sakura Hotel 16 Lieu Giai Str., Hanoi Tel: 04.7106.5678	-
		16:00	Meeting in Project Office (20 Thuy Khue, Tay Ho, Ha Noi)		1 Hanoi
25th	Wednesday	8:00	Meeting with Mr. Yamamoto (at Sakura hotel)		1 Hanoi
		9:00	Meeting with JP Experts & MARD-DCRD (at DCRD, MARD, 2 Ngoc Ha)		
		14:00	Meeting with VCA (at VCA Office, Duong Dinh Nghiem, Yen Hoa, Cau Giay, Hanoi)		
26th	Thursday	9:00	Site Survey in Thai Binh Province Meeting at Thai Binh Sub-Dept	VN (Thai Binh)	1 Hanoi
27th	Friday	9:00	Site Survey in Hoa Binh Province Meeting at Hoa Binh Sub-Dept *Mr. Thanh, DCRD joins	VN (Hoa Binh)	1 Hanoi
28th	Saturday	All day	Data Analysis & Documentation	VN (Hanoi)	1 Hanoi
1st, Mar	Sunday	AM	Data Analysis & Documentation	VN (An Giang)	1 An Giang
		PM	Hanoi 13:30 → Can Tho 15:40 (VN1203) → An Giang 17:30 * Rental car arranged by project office will pick up Mr. Tsukawa at Sakura hotel at 11:20, then Mr. Uchiumi at Sofitel Plaza at 11:45, and move to airport. * Other mission members will arrange vehicles and leave for airport by themselves	VN (An Giang)	
2nd	Monday	8:30	Site Survey in An Giang Province Meeting at An Giang Sub-Dept	VN (An Giang)	1 An Giang
		PM	An Giang 13:30 → Can Tho 15:00 16:00 Interview for Can Tho Univ.	VN (Can Tho)	1 Can Tho
			13:30 - 14:30 Meeting with An Giang Plant Protection Joint Stock Company 15:00 - 16:00 Meeting with An Giang Food and Foodstuff Company 16:00 An Giang → Can Tho * Ms. Huyen - Staff of CTU will join	VN (An Giang)	-
			18:30 Dinner with Can Tho University	VN (Can Tho)	1 Can Tho
3rd	Tuesday	AM	Can Tho 08:00 → HCM 14:00	VN (Ho Chi Minh)	1 Ho Chi Minh
		15:30	Interview for SOCEMCOOP		
4th	Wednesday	9:00	Interview for CMARD2	VN (Ho Chi Minh)	1 Ho Chi Minh
		PM	Ho Chi Minh 15:20 → Quy Nhon 16:30 (VN 1396 15:20 - 16:30)	VN (Binh Dinh)	1 Binh Dinh
			Ho Chi Minh 15:30 → Hanoi 17:35 (VN 250)	VN (Hanoi)	-
5th	Thursday	8:30	Site Survey in Binh Dinh Meeting at Binh Dinh Sub-Dept	VN (Binh Dinh)	1 Binh Dinh
6th	Friday	AM	Quy Nhon 09:05 → Hanoi 10:35 → Hai Duong 15:00 (VN 1620 09:05 - 10:35)	VN (Hai Duong → Hanoi)	1 Hanoi
		13:00	Site Survey in Hai Duong Meeting at Hai Duong Sub-Dept Hai Duong 18:00 → Hanoi 20:00		
7th	Saturday	AM	Data Analysis & Documentation	VN (Hanoi)	1 Hanoi
			Narita 10:00 → Hanoi 14:25 (VN311)	JP → VN	-
		PM	Meeting in JICA Vietnam	VN (Hanoi)	1 Hanoi
8th	Sunday	All day	Meeting in JICA Vietnam Making Terminal Evaluation Report	VN (Hanoi)	1 Hanoi
9th	Monday	AM	Hanoi 06:00 → Thai Binh 8:30 Site Survey in Thai Binh Province	VN (Thai Binh)	1 Hanoi
		PM	Thai Binh 14:00 → Hanoi 17:00	VN (Thai Binh → Hanoi)	
10th	Tuesday	9:00	Meeting with VCA	VN (Hanoi)	1 Hanoi
		14:00	Meeting with MARD-DCRD		
11th	Wednesday	All day	Meeting with MARD-DCRD, Making Terminal Evaluation Report	VN (Hanoi)	1 Hanoi
12th	Thursday	All day	Meeting with MARD-DCRD, Making Terminal Evaluation Report	VN (Hanoi)	1 Hanoi
13th	Friday	All day	Meeting with MARD-DCRD, Finalizing Terminal Evaluation Report	VN (Hanoi)	1 Hanoi
14th	Saturday	AM	3rd JCC	VN (Hanoi)	1 Hanoi
		PM	Making JP report on Terminal Evaluation Hanoi → Narita (dept. 00:20, 15 Mar/VN310)	VN → JP	
15th	Sunday	AM	Arrival at Narita	JP	

1-6. METHODOLOGY OF EVALUATION

The Team conducted various interviews and field surveys through the Evaluation.

1-6-1. JOINT EVALUATION

The Project was jointly evaluated by the Japanese and Vietnamese Teams in accordance with the Record of Discussions (hereinafter referred to as "R/D"), the PDM and the Plan of Operations (hereinafter referred to as "PO"). The Evaluation activities, including report analyses, field surveys, and interviews with staff of relevant institutions, beneficiaries, Japanese experts and other concerned personnel of the Project, were conducted based on the Five Evaluation Criteria described in the following section. The Team was composed of four (4) members from Japanese side and one (2) member from the Vietnamese side.

1-6-2. EVALUATION FRAMEWORK: FIVE EVALUATION CRITERIA

The Evaluation is preceded along with the following five criteria, which are the major points of consideration when assessing development projects.

Table 1-5 Five Evaluation Criteria

Items	Components
(1) Relevance	Relevance is to question whether the project purpose and overall goal are still in line with the priority needs and concerns at the time of the Evaluation
(2) Effectiveness	Effectiveness concerns the extent to which the project purpose has been achieved, or is expected to be achieved, in relation to the outputs produced by the Project.
(3) Efficiency	Efficiency is a productivity of the implementation process: how efficiently the various inputs are converted into outputs.
(4) Impact	Impact is any intended and unintended, direct and indirect, positive and negative that is brought about as a result of the Project.
(5) Sustainability	Sustainability of the project is assessed in terms of institutional, financial and technical aspects by examining the extent to which the achievement of the Project will be sustained after the project is completed.

1-6-3. SOURCE OF INFORMATION UTILIZED FOR THE EVALUATION

The sources of information were shown in Table1-6.

Table1-6 Source of Information

1	Project planning documents such as R/D, PDM, and Minutes of Meetings (hereinafter referred as "M/M")
2	Periodical reports of the Project
3	Interviews and discussions with the Japanese experts

4	Interviews and discussions with the counterpart personnel
5	Record of inputs
6	Project documents on the progress and achievements of the Project
7	Field visits to target areas and discussion with the beneficiaries

1-6-4. PDM FOR THE EVALUATION

The current PDM (version 1.0: as of 1st April 2014) shown in Annex 1 is used as the PDM for the Evaluation.

2. ACHIEVEMENTS AND IMPLEMENTATION PROCESS

2-1. RECORDS OF INPUTS

The following are the achievements of inputs by the time of the Evaluation by both Japanese side and Vietnamese side.

2-1-1. JAPANESE SIDE

1) Assignment of Experts

From the onset of the Project, two long term experts, namely chief advisor/internal credit, and project coordinator/training plan were assigned in addition to one short term expert on joint marketing and joint purchasing business. The details are attached in Annex 2.

2) Training in Japan

Training opportunities in Japan were provided for counterparts twice in 2012 and 2013. In total 14 counterparts visited Okinawa, Japan. The details are attached in Annex 5.

3) Provision of Machinery and Equipment

The Japanese side has provided computers, projectors, and other necessary items for office works and trainings. The details are attached in Annex 4.

2-1-2. VIETNAMESE SIDE

1) Assignment of Counterparts

The Vietnamese side has assigned 42 counterparts in total, including the targeted five provinces. The details are attached as Annex 3.

2) Facilities and local costs

The Vietnamese side provided office spaces for Japanese experts and covered local expenses for counterparts' works in total 1.2 Billion VND which consists of DCRD: 50 Million VND, Hoa Binh DARD: 150 Million VND, Hai Duong DARD: 200 Million VND, Binh Dinh: 200 Million VND and Thai Binh DARD: 150 Million VND.

2-2. RESULTS OF THE ACTIVITIES AND ACHIEVEMENT OF THE OUTPUTS

Achievement status of the expected each output is as follows:

Output 1: The basic framework for enhancing AC functions is formed.	
OVI	Activities and Achievement Level
1. Formal guideline and training course curriculum on AC development is formulated by DCRD.	<p><u>The indicator is fulfilled by half as of the Evaluation.</u></p> <p>DCRD has already established the "training framework" composed of 13 modules and now in the process of adding 4 training modules, which are the Project's targeted fields, namely joint marketing, joint purchasing, Mid-term plan and internal credit. It can be interpreted the "training framework" is a part of the formal guideline for training implementation, however, the current framework is not covering</p>

	<p>enough the detailed contents such as “how-to-conduct” the training courses from various aspects such as inputs of necessary manpower, material and procedures for the training modules as well as curriculum. It is necessary for the Project to formulate the guideline and curriculum in collaboration with Japanese experts and Vietnamese counterparts by the end of the Project.</p>
2. Formal guideline is drafted by CIs and PIs and finalized at the technical advisory meeting.	<p>Vietnamese side and Japanese side exchanged the minutes regarding the cancellation of establishment of the technical advisory meeting in 2014 because the establishment of the advisory board requires long time administrative procedures. The Project judged that the development of the guideline would not be in time if they establish the technical advisory meeting and to wait for official approval.</p>
3. Study case for successful/unsuccessful examples are developed	<p><u>The indicator is not fulfilled yet, however, possibly to be fulfilled by the end of the Project.</u></p> <p>CMARD 2 will be in charge of drafting the study case on joint marketing, joint purchasing and internal credit. The detailed contents will be discussed between CMARD 2 and Japanese experts from this March. It is necessary to accelerate the development process in consideration of the remaining period of the Project.</p>

Overall Assessment:

The achievement status of the Output 1 is medium.

DCRD has already established the “training framework” for AC supports, and now under process to add the Project’s outputs, joint marketing, joint purchasing, Mid-term plan and internal credit. This is important step and regarded as one of the tangible outcomes of the Project, though, the formal guideline is still remaining as another expected output of the Project.

In this line, Output 1 is evaluated “medium” status of its achievement.

Output 2: The system of training and providing guidance to provincial officials at the national level is established.	
OVI	Activities and Achievement Level
1. Capable Instructor to provide guidance continuously to provincial officials are secured.	<p><u>The indicator is fulfilled by half as of the Evaluation.</u></p> <p>The number of CI was limited until the Middle of 2014 to cover the targeted 5 provinces, however, it has rapidly increased owing to the new CI candidates from various organizations since the latter half of 2014 such as Can Tho university and SOCENCOOP. As of the Evaluation, Hue university is also about to join the Project activities as another candidate.</p>

	<p>Table: Number of CI</p> <table><tr><th></th><th>July 2012 (beginning)</th><th>July 2013</th><th>July 2014</th><th>Feb. 2015 (latest)</th></tr><tr><td>MTP</td><td>3</td><td>3</td><td>4</td><td>38</td></tr><tr><td>JMB</td><td>4</td><td>4</td><td>4</td><td>37</td></tr><tr><td>JPB</td><td>4</td><td>4</td><td>4</td><td>37</td></tr><tr><td>ICB</td><td>3</td><td>3</td><td>4</td><td>38</td></tr></table> <p>Note: The number excludes Hue university, who will assign 4 staffs as CI.</p> <p>It can be judged that CI is secured in terms of the number, but, cannot be evaluated as satisfactory condition in terms of the quality because many of CI candidates have not completed trainings and actual implementation of trainings to PI.</p>		July 2012 (beginning)	July 2013	July 2014	Feb. 2015 (latest)	MTP	3	3	4	38	JMB	4	4	4	37	JPB	4	4	4	37	ICB	3	3	4	38
	July 2012 (beginning)	July 2013	July 2014	Feb. 2015 (latest)																						
MTP	3	3	4	38																						
JMB	4	4	4	37																						
JPB	4	4	4	37																						
ICB	3	3	4	38																						
<p>2. Performance of</p> <p>Central-level instructors is evaluated according to the Evaluation criteria.</p>	<p><u>The indicator is fulfilled by half as of the Evaluation.</u></p> <p>The performance of CI, CMARD2 in this case, was evaluated as shown in the Table. It is observed that the Evaluation scores have been improving for the last five months in comparison with the time until the middle of 2014. The Project reviewed the contents of the training courses and training texts/handouts on the basis of trainees’ feedback. Owing to these reviewing efforts, the score is growing in general.</p> <p>Table: Evaluation score of CMARD 2 made by trainees</p> <table><tr><th></th><th>Until Sep. 2014</th><th>After Sep. 2014</th><th>Note</th></tr><tr><td>MTP</td><td>79.4</td><td>75.0</td><td rowspan="3">Theory parts were satisfied in general, but practical parts had lower satisfaction in particular at MTP.</td></tr><tr><td>JMB</td><td>76.9</td><td>87.0</td></tr><tr><td>JPB</td><td>81.4</td><td>85.7</td></tr><tr><td>Total</td><td>79.2</td><td>82.5</td><td>-</td></tr></table> <p>Note: Full mark of the evaluation score is 100.</p> <p>However, again, only CMARD 2 can be on the stage to be evaluated their instructors’ experiences as of the Evaluation. Other CI has not started instructions to PI.</p> <p>In this line, the achievement status is evaluated Middle.</p>		Until Sep. 2014	After Sep. 2014	Note	MTP	79.4	75.0	Theory parts were satisfied in general, but practical parts had lower satisfaction in particular at MTP.	JMB	76.9	87.0	JPB	81.4	85.7	Total	79.2	82.5	-							
	Until Sep. 2014	After Sep. 2014	Note																							
MTP	79.4	75.0	Theory parts were satisfied in general, but practical parts had lower satisfaction in particular at MTP.																							
JMB	76.9	87.0																								
JPB	81.4	85.7																								
Total	79.2	82.5	-																							
<p>Overall Assessment:</p> <p><u>The achievement status of the Output 2 is medium.</u></p> <p>The system of training and providing guidance to provincial officials, which is interpreted equal to CI</p>																										

mechanism, is in the Middle stage of completion in terms of its capacity. The number of CI has been on the increase especially in the last half year, but, the actual application experience is still limited. In addition from the viewpoint of CI's distribution, although southern part of the country has rather abundant CI resources, on the other hand, the northern part is limited as of now. The increase in CI for taking care of northern part will be another issue for achievement of this output aspect.

Output 3: The system of training and providing guidance to ACs at the target province is established.	
OVI	Activities and Achievement Level
1. The number of AC who formulated Mid-term plan based on the needs of AC members	<p><u>The indicator was already fulfilled.</u></p> <p>All the 25 ACs have already formulated the Mid-term plan through workshops inviting the members and needs surveys conducted by members themselves.</p> <p>It was the first experience for ACs to formulate the plan with Mid-term perspective, which enabled them to recognize the direction to go for years. In addition, the participative approach to determine the plan was welcomed to AC members because of its democratic manner in the determination process. The approach could reflect the members' opinions, and encouraged the members to join AC's activities including new activities such as joint marketing and others.</p>
2. Implementation rate of the three services in accordance with Mid-term plan	<p><u>The indicator is almost fulfilled as of the Evaluation.</u></p> <p>Judging from the field reports made by PI, most of AC have progressed the series of activities basically well on the basis of the Mid-term plan in particular of joint marketing and joint purchasing. Some AC are still facing delays in gaining consensus among AC members regarding the service fee ratio on joint marketing and purchasing, the level of quality of marketing items as such, however, it can be evaluated they are showing progress almost on the schedule in general. Further challenges for AC are to catch up the schedule in some delayed aspects as abovementioned, and to promote internal credit. Internal credit activities are delayed in many of AC.</p>
3. The monitoring ACs improve more than one grade in monitoring sheets of marketing and purchasing businesses	<p><u>The indicator is fulfilled as of the Evaluation.</u></p> <p>Many of ACs showed improvement by more than one grade in the marketing and purchasing business. The Table shows that 92% of AC upgraded the grade in marketing and 72% in purchasing. Regarding the AC which stayed in the "same" degree between 2012 and 2015, they are concentrated in a specific province.</p> <p>It can be concluded that AC in most targeted provinces improved in</p>

	<p>their performance of marketing and purchasing.</p> <p>Table: Number of AC upgraded the grade of “marketing” between 2012 and 2015 (as of January/February)</p> <table><tr><th>The degree of changes</th><th>Number of AC</th><th>%</th></tr><tr><td>Upgraded 2 grade</td><td>7</td><td rowspan="2">92</td></tr><tr><td>Upgraded 1 grade</td><td>16</td></tr><tr><td>No change</td><td>2</td><td rowspan="2">8</td></tr><tr><td>Lower graded</td><td>0</td></tr></table> <p>Table: Number of AC upgraded the grade of “purchasing” between 2012 and 2015 (as of January/February)</p> <table><tr><th>The degree of changes</th><th>Number of AC</th><th>%</th></tr><tr><td>Upgraded 2 grade</td><td>9</td><td rowspan="2">72</td></tr><tr><td>Upgraded 1 grade</td><td>9</td></tr><tr><td>No change</td><td>7</td><td rowspan="2">18</td></tr><tr><td>Lower graded</td><td>0</td></tr></table>	The degree of changes	Number of AC	%	Upgraded 2 grade	7	92	Upgraded 1 grade	16	No change	2	8	Lower graded	0	The degree of changes	Number of AC	%	Upgraded 2 grade	9	72	Upgraded 1 grade	9	No change	7	18	Lower graded	0
The degree of changes	Number of AC	%																									
Upgraded 2 grade	7	92																									
Upgraded 1 grade	16																										
No change	2	8																									
Lower graded	0																										
The degree of changes	Number of AC	%																									
Upgraded 2 grade	9	72																									
Upgraded 1 grade	9																										
No change	7	18																									
Lower graded	0																										
4. CIs and PIs revise the training materials for each province.	<p><u>The indicator is almost fulfilled as of the Evaluation, and possibly be fully fulfilled by the end of the Project.</u></p> <p>As of the Evaluation, the training materials of Mid-term plan, joint marketing and joint purchasing were already reviewed by CI and PI in all the 5 provinces. The remaining item is the material of internal credit. The material will be reviewed by CI and PI while conducting the training events on internal credit by PI to AC from March 2015.</p>																										
<p>Overall Assessment:</p> <p><u>The achievement status of the Output 3 is relatively high.</u></p> <p>The system of training and providing guidance to ACs at the target province, which is interpreted equal to PI mechanism, has developed at a certain level. Through the Project activities, PI in each province has developed their knowledge and instruction experiences on joint marketing, purchasing, Mid-term plan, and internal credit. However, the experiences on consecutive follow up actions to AC at field level are still limited, or not conducted yet in some contents such as internal credit.</p> <p>Considering such remaining challenges of PI, the achievement of the Output 3 is evaluated relatively high, although the indicators are showing satisfactory status mostly.</p>																											

2-3. ACHIEVEMENT OF PROJECT PURPOSE

Project Purpose: The system of supporting ACs for enhancement of their functions is established in central and target provinces	
OVI	Activities and Achievement Level

1. The monitoring ACs will improve more than one grade in ""Overall rating of Vietnam AC"".	<p><u>The achievement status of the indicator is high.</u></p> <p>Many of ACs, 21 ACs among 25 in total, showed improvement by more than one grade in the overall rating as shown in the Table.</p> <p>Table: Number of AC upgraded the Overall rating between 2012 and 2015 (as of January/February)</p> <table><tr><th>The degree of changes</th><th>Number of AC</th><th>%</th></tr><tr><td>Upgraded 2 grade</td><td>1</td><td rowspan="2">84</td></tr><tr><td>Upgraded 1 grade</td><td>20</td></tr><tr><td>No change</td><td>4</td><td rowspan="2">16</td></tr><tr><td>Lower graded</td><td>0</td></tr></table>	The degree of changes	Number of AC	%	Upgraded 2 grade	1	84	Upgraded 1 grade	20	No change	4	16	Lower graded	0
The degree of changes	Number of AC	%												
Upgraded 2 grade	1	84												
Upgraded 1 grade	20													
No change	4	16												
Lower graded	0													
2. Policy for supporting AC is established by DCRD	<p><u>The achievement status of the indicator is high.</u></p> <p>Training framework for AC was issued in 2013 as Decision 2217, which was composed of 13 training modules for AC leaders.</p> <p>In addition, DCRD is now developing the decree on supporting AC and supposedly issues within the year of 2015. The primary contents of the decree will be 1) organizational strengthening of AC by giving clear roles/responsibility of members and management board, 2) definition of the possible business fields of AC, 3) organizational setting of governmental administration, and 4) promotion of business activities by AC.</p>													
3. CMARD2 and VCA adopt the training courses introduced by the project as part of their regular training program, as well as those who join the training courses from other organizations such as universities and development partners.	<p><u>The achievement status of the indicator is relatively high.</u></p> <p>The situation of adoption is as follows.</p> <table><tr><th>Organization</th><th>Current situation</th></tr><tr><td>CMARD 2</td><td>> Already adopted, and actually conducted the trainings to AC in non-targeted provinces such as Ba Ria Vung Tau, Tay Ninh, Dong Nai in 2014.</td></tr><tr><td>VCA</td><td>> Already planned to adopt in the training courses, and about to start trainings.</td></tr><tr><td>SOCENCOOP</td><td>> Already adopted, and actually conducted the trainings to AC in non-targeted provinces such as Long An and Tay Ninh, which invited 20 AC for two days.</td></tr></table> <p>Other CI organizations are not on the stage yet to adopt the training courses in their own.</p>	Organization	Current situation	CMARD 2	> Already adopted, and actually conducted the trainings to AC in non-targeted provinces such as Ba Ria Vung Tau, Tay Ninh, Dong Nai in 2014.	VCA	> Already planned to adopt in the training courses, and about to start trainings.	SOCENCOOP	> Already adopted, and actually conducted the trainings to AC in non-targeted provinces such as Long An and Tay Ninh, which invited 20 AC for two days.					
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SOCENCOOP	> Already adopted, and actually conducted the trainings to AC in non-targeted provinces such as Long An and Tay Ninh, which invited 20 AC for two days.													
Overall Assessment:														

The achievement status of the Project purpose is evaluated “relatively high”.

One of the key components of supporting system to AC, which is CI mechanism, is under development towards completion stage. The effectiveness of the mechanism itself is confirmed, though, it is still necessary to strengthen CI candidates' capacity and to secure other CI resources particularly in northern part.

As another key component, PI has developed their capacity through theoretical trainings and actual instruction experiences. They also, however, need to accumulate more follow up experiences and also to gain more knowledge on all the fields.

In addition, formal guideline for AC support will be the incoming requirement output towards establishment of the AC supporting system more firmly.

Overall, considering the fulfillment status of the indicators, which are almost satisfactorily, and remaining challenging issues on the other hand, the achievement level of the Project purpose is evaluated “relatively high”.

2-4. Prospect of Achievement of Overall Goal

Overall goal: The method for enhancing functions of AC, which contribute to rural development, is applied nationwide under the initiatives of Vietnamese government.

OVI:

1. The monitoring ACs will improve more than one grade point in "Overall rating of Vietnam AC".
2. The number of guidance which central-level instructors gave to provinces.
3. The number of provinces where agricultural cooperative Mid-term plan is formulated based on the needs of AC members

Prospect:

It is possible for the Overall goal to be achieved, however, the leadership of DCRD is required in the dissemination process to provinces nationwide.

As for the indicator 1, the monitoring AC has been steadily developing their own capacity and showed the growth of overall evaluation scores in the Project period. Towards the timing of overall goal achievement, it can be said that many of AC have possibilities to continue developing by their own efforts and continuous supports by PI. It should be noted, however, that there are actually differences among targeted provinces in terms of manpower of PI already, therefore, different results may appear from province to province.

As to the indicator 2, as abovementioned in the Project purpose, some of CI organizations have already adopted the training contents into their own training courses and actually provided trainings in several provinces. Considering such spontaneous events conducted by CI, this indicator is possibly to be fulfilled.

The indicator 3 has also possibility to be fulfilled, however, it depends on the dissemination efforts by DCRD to non-targeted provinces. Since DCRD has a plan to send instruction nationwide on the new training modules which is including the Mid-term plan, non-targeted provinces would follow the instruction and conduct trainings to AC. However, it would be difficult to gain tangible results if

without any concrete master plan for dissemination efforts by DCRD.

2-5. IMPREMENTATION OF THE PROJECT

2-5-1. COMMUNICATION

The Project had faced challenges on smooth communication among PMU in the first half of the Project period. The detailed is described in “3-2-3 Inhibition Factors”.

After the Mid-term review, communication was apparently improved between Vietnamese counterparts and Japanese experts, and led to smoother implementation of the Project activities. However, the communication has been made on the necessity basis mainly between the Project director and Japanese experts only. Communication with whole PMU is still limited even as of the Evaluation partly due to lack of setting regular basis meeting such as weekly and/or monthly meeting. From the viewpoint of efficiency as speedy decision process, such compact communication between just two parties is effective, but, it would be ideal to involve all the PMU staffs in order to share the Project’s progress and lessons with an eye to sustainability.

Communication with the targeted provinces has been basically smooth until the Evaluation. Each province set up the PMU at provincial level with assignment of liaison personnel, and made communication with the Project office satisfactorily.

2-5-2. MONITORING

1) Monitoring of the Project activities on the basis of PDM

The progress of the Project activities on the basis of “Plan of Operation” has been monitored by the Japanese experts and the Project director mainly. The delay in the Project activities in the beginning half of the Project in particular had been recognized by both of them, however, the actually effective actions could not be taken.

2) Monitoring of training implementation

The Project collected opinions of trainees on the training courses they received, and reviewed the contents and the ways of training implementation. It is judged that the monitoring of training implementation has been functioned well.

3) Monitoring of targeted AC’s performance

Monitoring of targeted AC was in charge of each provincial DARD, basically PI, on the basis of the PI field reports. The accuracy and punctuality of filling the report topics were different from province to province. The insufficient information or delayed submittal of the report affected the timing to determine the necessary countermeasures conducted by the Project.

2-5-3. OTHER ISSUES: STRUCTURE AND COUNTERMEASURES TO SUPPORT THE PROJECT

1) Effectiveness of JCC

There were only twice JCC held until the Evaluation, which was 16 months after the Project commenced and in a few months after the Mid-term review. Considering that the Project had various challenging issues for smoother implementation in particular of the first half period, JCC should have been held earlier, and functioned as the utmost authorization body which has power to bring the Project back to the right track. In this line, the JCC had not functioned as originally expected.

2) Dispatch of missions

Although the JICA Vietnam office had been making efforts to enhance the function of PMU, the efforts could not yield tangible results until the Mid-term review.

The advisory and/or monitoring missions were not sent from the JICA headquarter. Along with the consecutive efforts by the JICA office, sending these missions prior to the Mid-term review should have been considered in this context.

3. EVALUATION BY FIVE CRITERIA

Each criterion is evaluated using the following five rankings: “high”, “relatively high”, “medium”, “relatively low”, and “low”.

3-1. RELEVANCE

The relevance of the Project is high.

The Project is in accordance with the priority of development policies of Vietnam, the needs of the key stakeholders/counterparts, and Japan’s Official Development Assistance (ODA) policy. Also, the Project effectively utilizes Japanese experiences.

3-1-1. CONSISTENCY WITH THE DEVELOPMENT POLICY OF THE GOVERNMENT

Vietnamese government regards the agriculture cooperatives as one of the vital driving forces of agricultural economic growth in the country because of its potential to accelerate the agricultural produce and productivity. The government amended the cooperative law in 2012 to strengthen its functions in this line, and, moreover in 2014, issued the new rural development plan from 2014 to 2020 as 710QD-BNN-KTHT. The plan stresses the necessity to develop institutional frameworks and mechanisms in order for agricultural cooperatives to strengthen their functions.

The Project has aimed at establishment of supporting system of agricultural cooperatives from the training aspects. In this line, it is evaluated that the Project is consistent with the national policy/plan of the Vietnamese government.

3-1-2. CONSISTENCY WITH JAPANESE ODA POLICY/PLAN

The Country Assistance Policy for Vietnam issued in December 2012 sets three priority areas of assistance, one of which is to focus on “Coping with vulnerabilities”. In this priority area, the Assistance Policy stresses the importance to assist in poverty reduction and reducing the urban-rural disparities through agriculture and rural development.

In addition, the Rolling Plan for Vietnam in the year of 2014 also places this Project as one of the key technical cooperation project in the area of “agricultural and rural development” program. The consistency with the Japanese assistance policy of the Project is confirmed in these lines.

3-1-3. CONSISTENCY WITH THE NEEDS

As the governmental policy declared, strengthening agricultural cooperatives is one of the prioritized issues in the agricultural sector, which can expectedly contribute to economic development nationwide. As a responsible government organization, MARD had been seeking more effective and efficient support system to agricultural cooperatives.

The Project has introduced the unique training system, which modified TOT system that MARD had conducted even before the Project into CI and PI mechanism. In this line, the Project contents meet with the needs of MARD.

3-1-4. APPROPRIATENESS OF THE PROJECT SITES

The Project selected five provinces as target areas, which are three provinces in northern, one in central and another in southern part of the country, and conducted pilot activities in each province. Since there are differences in general of the development status and characters of the agricultural cooperatives among them, it is evaluated reasonable selection in order for the Project to develop the supportive system for the agricultural cooperatives which are applicable to various conditions.

3-1-5. ADVANTAGE OF JAPANESE TECHNOLOGIES

The major items of the technical transfer/training courses in the Project, “joint marketing business”, “joint purchasing business”, “internal credit business” and “making Mid-term plan” are the essential outputs derived from the long time experiences of agricultural cooperatives in Japan. It is evaluated that the Project has utilized a series of knowledge, experiences and technical skills that Japan had.

3-2. EFFECTIVENESS

The effectiveness of the Project is relatively high.

Although there was stagnancy period until the Mid-term review, the Project purpose is now on the track in general.

3-2-1. PROGRESS OF PROJECT PURPOSE

The Project has been developing the supporting system to AC by use of CI and PI mechanism. Although there are still challenging issues such as further capacity development of newly participated CI candidates and accumulation of instruction experiences of PI providing to AC, it is evaluated that the Project purpose is on the track towards achievement.

3-2-2. CONTRIBUTION FACTORS

1) Variety of trainings

The Project held training events inviting various PI from targeted provinces in addition to the normal training courses, called as “exchange training”. These events enabled each other to observe the instruction methods and to realize the advantage and weak points that each PI had. This kind of exchange events contributed to enhancement of the PI’s capacity beside normal courses.

In addition, study tour which gave opportunities for AC in northern provinces to observe the AC’s business activities in An Giang also yielded positive impacts on the AC’s performance.

3-2-3. INHIBITION FACTORS

1) Stagnancy period until the Mid-term review

In accordance with the original plan of implementation structure, Vietnamese side allocated counterparts from DCRD as members of PMU. The majority of the division staffs in charge of AC was selected, thus, the assignment itself was evaluated appropriate.

However, the PMU did not function as expected due to lower attendance ratio of PMU staffs in the Project activities, and difficulty in smooth communication among PMU during the first half of the Project period. It resulted in significant delays of the scheduled activities.

Owing to the accelerated efforts by the newly formed PMU after the Mid-term review, the scheduled training courses would be managed to be completed by the end of the Project, however, the Project has only quite limited time to conduct follow up activities for AC and to strengthen capacities of CI and PI. It means the stagnancy period of PMU gave influence on the achievement status of the Outputs and the Project purpose.

3-3. EFFICIENCY

Efficiency of the Project is relatively low.

Stagnancy period caused by lower function of PMU until the Mid-term review affected the achievement status of the Project purpose. The delay is now catching up under the new structure, though, the Project is facing the difficulty in reserving enough time to conduct necessary follow up actions.

3-3-1. MANPOWER INPUTS

1) Japanese manpower input

Japanese side dispatched long term experts of chief advisor/internal credit, and coordinator/training program, and one short term expert on economic activities including joint marketing, joint purchasing as originally planned.

The components of these experts are evaluated appropriate inputs for implementation of the Project, though, since there was stagnancy period due to difficulty in coordination of implementation of the Project among PMU until the Mid-term review, Japanese experts could not conduct the series of the Project activities as originally scheduled. In this context, there was inefficiency in Japanese manpower inputs.

2) Vietnamese manpower input

As described in the inhibition factors, the assignment itself was appropriate, though, the inputs did not function as originally expected in the framework of PMU in the first half of the Project period.

It had given influence on the degree of achievement of the Project purpose as well as sustainability.

3) External manpower input

The Project effectively utilized external human resources as CI, namely VCA, CMARD 1 and 2, Can Tho University and SOCENCOOP. As of the Evaluation, Hue University is about to join the Project as another CI resources.

CMARD 2 has accumulated more training experiences as CI to PI than other CI organizations, and already functioned as trainers for incoming new CI as well.

3-3-2. Material inputs

Material inputs in the Project focused on only necessary equipment such as computers, projector and others for training purpose. It is evaluated reasonable inputs for the Project implementation in terms of volume, specification, timing, usability and targeted users.

3-3-3. BUDGETARY INPUTS

Amount and timing of the budget disburse were appropriate for the Project activities.

3-3-4. TRAINING IN JAPAN

The trainings provided the participants with the opportunities to learn the AC's activities and the ways of management in Japan, and produced positive effects particularly in training contents. For example, CMARD2 as CI started to add business stories that Japanese AC had experienced into his/her lecture, which enriched the training contents. Such tangible effects have been observed.

3-3-5. Complementary effects and duplication of activities

There were no projects which had complementary effects each other, but, the Project gave technical inputs to other projects. It is described in the Impact.

3-4. Impact

Impact of the Project is relatively high.

The Project has impact on business activities of AC through the trainings and study tours by the Project. In addition, the Overall goal is also prospected to be possibly achieved as long as DCRD successfully disseminate the Project's outputs to provinces nationwide.

3-4-1. POSITIVE IMPACT

Impacts are observed in various aspects as follows:

1) Economy aspect

Through the Project activities, many targeted ACs showed better business performances in joint marketing, which is assumingly giving positive impact on AC members' farming economy. Although the growth of joint marketing volume could not be achieved only by the Project's training inputs, it can be judged that this change was triggered by the Project's intervention.

2) New business

Observation at study tours triggered the ideas of new business by AC. Some of ACs started new business. The followings are the examples.

- > One of the targeted ACs started "solid waste collection" business in their commune, covering nearly 2,000 households, which is contributing to the AC's capital (Thai Binh).
- > One of the targeted ACs started "transportation" business. The AC purchased a truck and used it for carrying construction materials. The income is giving large financial contribution to the AC (Hoa Binh).

3) Technical aspect

The Project received trainees from other JICA projects such as "Strengthening the Capacities for the Field of Management of Vietnam's Crop Production Sector for Improving the Productivity and Quality of Crop's Products", and "Agriculture Development Program in Nghe An Province". The trainees joined the training courses with other counterparts of this Project, which were instructed by CI. The training

provided information on joint marketing and purchasing, which expectedly leads to enriching the activities in these abovementioned projects.

3-4-2. NEGATIVE IMPACT

There are no negative impacts observed.

3-5. SUSTAINABILITY

Sustainability is medium.

The Project has been working for establishment of “The system of supporting ACs”, which utilizes manpower of Central instructors, CI, and Provincial instructors, PI, on the targeted training fields”. The viewpoint of sustainability is placed as “whether this supporting system will continuously function or not” in this context.

Policy aspect has high possibility to be sustainable, but the organizational and technical aspects are still facing challenges. Financial aspect has potential, but is not firmly promising as of the Evaluation.

3-5-1. POLICY ASPECT

It should be evaluated the sustainability of policy aspect from the following three viewpoints.

1) National policy as basic direction

As the new rural development plan from 2014 to 2020 along with the new cooperative law amended in 2012 declares, strengthening AC will be placed as one of the important issues for the Vietnamese government for contribution to economic growth. It is highly prospected for the policy to keep its crucial status.

2) Specific policy for actual implementation by DCRD

DCRD already has official training program which composed of 13 modules, and is now under the process of adding 5 modules including the Project’s targeted contents, joint marketing, joint purchasing, internal credit and Mid-term plan. Once this official procedure completes, DCRD can start dissemination efforts to provinces nationwide. Although DCRD’s jurisdiction cannot enforce implementation at provinces, it is prospected that provincial DARD pays attention and reflects their own training programs.

3) Specific policy for actual implementation by province

Many of targeted provinces already have or are in the process of formulating the Mid-term training plan for AC on the basis of DCRD’s direction.

In the case of An Giang province, DARD has already made five year training plan for AC 2015-2020, which pays more attention on business support aspects than the previous five year plan, indicating the 4 courses are one of the crucial parts of training contents. Binh Dinh province is also now in the process of development of the five year plan for supporting AC with necessary cost estimation. This plan also would include the 4 courses as primary contents of the trainings. Both plans at An Giang and Binh Dinh contain the expansion program for new PI candidates as well.

In these lines, the sustainability of policy aspect is almost ensured.

3-5-2. INSTITUTIONAL ASPECT

As of the Evaluation, all the CI have conducted the series of trainings to targeted PI on the basis of the MOU with the Project's framework. In this line, there are concerns about the future activities of "CI to PI training" after the Project ends because there are no solid promise for these CI to be employed continuously in the targeted provinces and/or other provinces. It should be considered for DCRD how to conduct trainings nationwide with the effective use of CI.

3-5-3. ORGANIZATION AND TECHNICAL ASPECT

1) CI

Through the Project activities there are nearly 40 CIs trained as of the Evaluation. However, many of them are new comers of the Project activities from the year of 2014, therefore, the actual experiences to provide trainings to PI are still limited. As of the Evaluation, only CMARD2 has accumulated training experiences with satisfactory reputation from trainees. Judging from the current situation, the sustainability of CI's technical capacity is still unclear in general viewpoint.

However, it should be noted that the evaluation team is also recognized that these new CI would gain enough capacity gradually because many of them have already theoretical background as lectures at training institutes and/or universities. As long as they can secure chances to receive trainings and to accumulate actual experiences at the field, they would be able to work as CI in the future.

From the organizational aspect, all the CI's organizations have long time experiences of instruction to local government staffs, AC, and other types of entities in response to the government's requests and/or international donors as well. They have reasonable organizational structure with the enough number of staffs. It is evaluated the organizational aspect has enough sustainability.

2) PI

(1) The number of PI

Considering the number of AC existed in the targeted provinces, the number of PI is not enough in general. Some provinces such as An Giang and Binh Dinh have plan to increase the number of PI, inviting lecturers of vocational school, university, PCA and others. Such actions would support enhancement of the sustainability of PI's functions, though, as a general situation, the current number of PI will be a challenging factor for dissemination of assistance to AC in provincial wide.

(2) Technical capacity of PI

Through the Project implementation, many of PI successfully upgraded their own knowledge and skills of JMB, JPB and Mid-term plan in particular of theoretical aspect. In addition to the theoretical aspect, it is now necessary for PI to have more actual application practices at the field level in order to ensure the technical sustainability.

Among four targeted contents, which are joint marketing, joint purchasing, Mid-term plan and internal credit, there was a particular delay in completion of training events on the internal credit. As

of the Evaluation, PI has not conducted trainings to AC yet, and expressed concerns in the interviews by evaluation team that they would not be able to contest to AC's questions properly or not. From the evaluation viewpoint, internal credit is one of the most challenging items in PI's technical capacity.

3-5-4. FINANCIAL ASPECT

The primary budget source for trainings to AC would be the each province's budget, which is determined by each PPC. There is no solid promising budget for the trainings especially on the 4 courses as of the Evaluation.

As described in the policy aspect, the provinces started to make Mid-term training plan for AC, and showed strong intention to negotiate with PPC for securing the necessary budget in order to carry out the training plan. The evaluation team confirmed such positive and strong intention of DARD, though, it is difficult to be convinced whether the provinces would successfully secure sufficient budget to conduct AC trainings with necessary follow ups in their provinces entirely.

3-6. CONCLUSION

The Project had stagnancy period in the beginning half of the Project due to lower functions of PMU, however, owing to the newly formed PMU's efforts after the Mid-term review, the Project has been completing the scheduled activities. Although there are still some necessary efforts for further improvements of the capacity development of CI and PI, and formulation of the guideline for dissemination of the Project's outputs from now on, it is evaluated that the Project shows almost satisfactory achievements. In this line, the Project will terminate in originally scheduled July 2015.



4. RECOMMENDATIONS

The evaluation team recommends the following issues during the remaining period of the Project in order to enhance its effectiveness, to ensure the sustainability after the Project.

4-1. RECOMMENDATIONS FOR THE REMAINING PERIOD OF THE PROJECT

1) To ensure completion of the Project's products

There are several products that have not been finished yet as of the Evaluation, namely, guideline, and study case for successful/unsuccessful examples. It is necessary for the Project to start the actions sooner and to secure sufficient time for reviewing and sharing the products among the Project related personnel.

2) To conduct the trainings for the remaining topics and/or for personnel newly participated

Trainings on internal credit from PI to AC have not been conducted yet. It should be conducted in all the five targeted provinces by PI themselves or with assistance of CI, if necessary. In addition, it is recommended that the trainings lectured by CMARD2/JICA Experts for new CI candidates including Can Tho University, SOCENCOOP and, Hue University should be steadily completed during the Project period.

If the necessary training courses for CI candidates cannot be completed by the Project ends, it is necessary for DCRD to take over the remaining actions.

3) To share information among PMU

As noted in "Implementation process of the Project", communication between Japanese side and Vietnamese side at central level has been conducted mainly by the Project director and the Japanese experts. In order to share the experiences and lessons learnt from the Project implementation, it is recommended that the frequent communication is established among all PMU staff. The sharing would contribute to enhancing knowledge management of DCRD.

4-2. RECOMMENDATIONS FOR THE TIME AFTER THE PROJECT

1) To develop the Action Plan of trainings on the Project's targeted courses

In order to implement the trainings on the joint marketing, joint purchasing, Mid-term plan, and internal credit, which the Project has targeted, it is necessary for DCRD to have a concrete plan for its dissemination of the trainings nationwide. The plan, namely in here Action plan, can include contents such as: 1) plan of the increase/allocation of CI, 2) plan of the increase of PI, 3) time frame to disseminate, 4) priority area, if any, 5) necessary cost, 6) roles and responsibility of players on the activities and cost sharing by DCRD, DARD, CI, PI, and others, 7) monitoring methodology/format. In addition, the Plan should show the procedures and the ways of training implementation. Formal guideline can be a supplementing tool for the Action Plan in this context.

2) To utilize the targeted five provinces as model provinces

It is recommended that the targeted five provinces of the Project be utilized as model provinces for

supporting activities to ACs. The implementation structure of the trainings and follow up activities by PI in these provinces can provide the valuable lessons to other provinces' officials. A kind of study tour to the targeted ACs of the Project can also show ideas to visitors particularly in AC, and expectedly will encourage other ACs to take further steps towards improvement of their activities.

3) To continue monitoring of AC's performance

The Project has developed the monitoring devices which show the development stage of each AC, called as monitoring sheet, and PI field report as another monitoring format. These are the effective tools to grasp the performance of ACs and to convey the message to others in order to follow up actions. It is recommended that DCRD and DARD continuously use the devices with necessary modification for proper monitoring. This will be important for measuring the achievements of the targeted ACs for 3 or 5 years after the Project ends.

5. LESSONS LEARNED

The Team suggests the Lessons Learned from the Project as shown below.

- 1) The Project had 13 months of preparation period from June 2011 to July 2012 and the JICA long term expert was dispatched as a pipeline expert. The 1st JCC was held in October 2013 that was 15 months later from the commencement of the Project. After 5 months from the 1st JCC, the Mid-term Review was conducted in April 2014 that brought drastic change of the Project components and PMU members. The Team recognized that after the Mid-term review, the Project had been implemented speedy and the set purpose and outputs will be achieved.

Considering the period of 33 month's confusion from the preparation period to the Mid-term review, there should have been a chance to dispatch a consultation mission or early Mid-term review mission for "Organizational Solution".

If a project faces to any difficulties on implementations, "Organizational Solution" such as the mission scheme should be considered.

- 2) All the Project related personnel should always bear in mind that the Project should achieve the Project purpose within the scheduled period. It is also necessary to reconfirm that these efforts can be optimized only under harmonized environment among all the related personnel and organizations. Mutual understanding and consideration among the related institutions are one of the key elements for successful implementation of the Project.

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ANNEXES

- Annex 1: PDM for Terminal Evaluation
- Annex 2: List of Japanese Experts
- Annex 3: List of Counterpart Personnel
- Annex 4: List of Equipment Provided by JICA
- Annex 5: List of Participants of Training in Japan
- Annex 6: Training, Seminar and Others Implemented
- Annex 7: Project Outputs
- Annex 8: Activities Cost Borne by JICA
- Annex 9: Evaluation Grid

Annex 1. Project Design Matrix (Version 1)

Project for Enhancing Functions of Agricultural Cooperatives in Vietnam (Phase 2)

Target Province: Hoa Binh, Thai Binh, Hai Duong, An Giang and Binh Dinh

Target Group: Farmers, staff and leaders of agricultural cooperatives and government officials

as of

April 1, 2014

<i>Narrative Summary</i>	<i>Verifiable Indicators</i>	<i>Means of Verification</i>	<i>Important Assumptions</i>
Overall Goal:			
The method for enhancing functions of AC, which contribute to rural development, is applied nationwide under the initiatives of Vietnamese government.	1. The monitoring ACs will improve more than one grade point in "Overall rating of Vietnam AC" 2. The number of guidance which central-level instructors gave to provinces. 3. The number of provinces where agricultural cooperative mid-term plan is formulated based on the needs of AC members	Monitoring sheet and questionnaires	• Vietnamese government maintains the policy of supporting Agricultural Cooperatives
Project Purpose:			
The system of supporting ACs for enhancement of their functions is established in central and target provinces	1. The monitoring ACs will improve more than one grade in "Overall rating of Vietnam AC". 2. Policy for supporting AC is established by DCRD 3. CMARD2 and VCA adopt the training courses introduced by the project as part of their regular training program, as well as those who join the training courses from other organizations such as universities and development partners.	Monitoring sheet and Policy, records of CMARD and VCA	• There is no substantial change in Vietnamese counterpart personnel, especially Central-level instructors keep working • No serious natural disasters occur in target province
Output:			
1. The basic framework for enhancing AC functions is formed.	1. Formal guideline and training course curriculum on AC development is formulated by DCRD 2. Formal guideline is drafted by CIs and PIs and finalized at the technical advisory meeting. 3. Study case for successful/unsuccessful examples are developed	Guideline, training course curriculum, manuals and study case	• Prices of agricultural products do not fall
2. The system of training and providing guidance to provincial officials at the national level is established.	1. Capable Instructor to provide guidance continuously to provincial officials are secured. 2. Performance of Central-level instructors is evaluated according to the evaluation criteria.	List of instructors and questionnaires	
3. The system of training and providing guidance to ACs at the target province is established.	1. The number of AC who formulated mid-term plan based on the needs of AC members 2. Implementation rate of the three services in accordance with mid-term plan 3. The monitoring ACs improve more than one grade in monitoring sheets of marketing and purchasing businesses 4. CIs and PIs revise the training materials for each province.	Mid-term plan formulated by AC and questionnaires	

<i>Activities:</i>	<i>Input:</i>	
<p>1-1 To monitor, analyze, and provide necessary support to the Monitoring ACs in Thai Binh, Hoa Binh, Hai Duong, Binh Dinh and An Giang</p> <p>1-2 To collect, analyze successful/unsuccessful examples of ACs in other areas and share with stakeholders (*Study/analyze activities of target provinces of MPI, VCA and development partners' projects, as lessons from MPI, VCA and development partners' projects can be discussed in the dialogue mentioned at Activity 1-4)</p> <p>1-3 (CIs and PIs) To revise the manuals for services such as economic business and credit business, as well as Mid-term Plan, and utilize the manuals for the activities in Output 2 and 3</p> <p>1-4 To hold policy dialogue on AC between MARD and JICA based on the challenges obtained through activities above and activities in Output 2 and 3. (※Representatives of MPI, VCA and development partners may also participate in the policy dialogue.)</p> <p>1-5 To draft the guideline and training course curriculum for enhancement of AC functions</p>	<p>(Japanese side)</p> <p>1. Dispatch of Experts</p> <p><Long Term></p> <ul style="list-style-type: none"> - Chief Advisor/Credit business - Project Coordinator/Training Planning /Public Relations <p><Short Term></p> <ul style="list-style-type: none"> - Economic business - Training Manual - Others <p>2. Trainings for counterpart personnel in Japan or in third countries (training themes to be decided)</p> <p>3 Necessary equipment</p> <p>4 Necessary expenses for the Project activities</p>	<p>(Vietnamese side)</p> <p>1. Assignment of full time C/P</p> <p>2. Provision of office for the JICA project</p> <p>3. Provision of information on relevant policy or projects</p> <p>4. Necessary expenses for the Project activities</p>
<p>2-1 To set up central-level instructor team as trainers for provincial instructors</p> <p>2-2 To conduct training and develop materials and its curricula on mid-term plan, credit service, marketing service, purchasing service, financial report and management, and new cooperative law jointly with MPI by central-level instructor as a OJT, to officials of target provinces or Monitoring AC</p>		
<p>3-1 To set up provincial-level instructor team as trainers for ACs as well as select Monitoring ACs in each province.</p> <p>3-2 To conduct baseline survey on the selected ACs using AC overall rating/monitoring sheets</p> <p>3-3 To formulate mid-term plan, and draft a template of annual plan in accordance with mid-term plan</p> <p>3-4 To give AC leaders some consultations on new AC business</p> <p>3-5 To monitor and evaluate each activity of the ACs in the target provinces</p> <p>3-6 To conduct a seminar or meeting among ACs/PPCs/CPCs to share their experience on the implementation of the plans for three services supported by the project</p> <p>3-7 To produce PR materials and organize the nation-wide final seminar to promote project's outputs to expand to other provinces.</p>		

Annex 2. List of Japanese experts

Name	Undertaking	Period	Organization belonged to prior to dispatch
Chikara Sato	Chief Advisor/Internal Credit	2011/6 - 2015/7 (Including Pipeline period)	Central Union of Agricultural Cooperatives (Zenchu)
Shitau Miura	Project Coordinator/Training Plan	2012/7 - 2015/7	Individual
Kiminori Zaitu	Joint Marketing and Joint Purchasing Business	2012/2 - 2012/7 (5MM) 2012/9 - 2013/3 (6MM) 2013/10 - 2013/12 (2MM) 2014/1 - 2014/1 (1MM) 2014/3 - 2014/6 (3MM) 2015/1 - 2015/2 (1MM)	2012/2-2014/1 (A part-time employee in Zenchu) 2014/3~Individual

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Annex 3. List of Counterpart Personnel

C/P Name	Relation to the Project	C/P Position	C/P Organization	C/P's Responsibility	Length of Service
Mr. Tran Thanh Nam	Joint Coordination Committee Chair	Vice- Minister	MARD		3
Mr. Ma Quang Trung	Member of JCC	Director of DCRD	DCRD	Overall management of DCRD	2
Mr. Le Duc Thinh	Project Director	Vice- director	DCRD	Cooperative and Farm	2
Ms. Hoang thi Hong Van	Project Coordinator	Vice- Manager of Cooperative Division	DCRD	Cooperative and Farm	11
Mr. Nguyen Van Nghiem	Member of PMU	Manager of Cooperative Division	DCRD	Cooperative and Farm	32
Mr. Tran Dinh Dung	Member of PMU	Manager of Administrative Division	DCRD	Administration	9
Ms. Tran Thi Loan	Member of PMU	Vice- Manager of Cooperative Division	DCRD	Cooperative and Farm	2
Mr. Pham Quoc Sinh	Member of PMU	Staff of Cooperative Division	DCRD	Cooperative and Farm	11
Ms. Nguyen Thi Nhung	Member of PMU	Staff of Cooperative Division	DCRD	Cooperative and Farm	5
Mr. Doan Ngoc Pha	Member of JCC Director of Sub- PMU An Giang	Vice- director of An Giang DARD	An Giang Department of Agriculture and Rural development	Overall management	
Mr. Nguyen Van Xuan	Vice- Director of Sub- PMU	Director of Sub- Dept	An giang Sub- Department of Rural development	Overall management	16
Ms. Nguyen Thi Bich Ngoc	Member of Sub- PMU	Manager of Cooperative Division	An giang Sub- Department of Rural development		
Mr. Tran Hung Thanh	Member of Sub- PMU PI in charge of JPB	Vice- manager of Cooperative Division	An giang Sub- Department of Rural development	Rural Development	7
Mr. Ly Phuc	Member of Sub- PMU PI in charge of MTP	Staff of Cooperative Division	An giang Sub- Department of Rural development	Economy	3
Ms. Nguyen thi The	Member of Sub- PMU PI in charge of JMB	Staff of Cooperative Division	An giang Sub- Department of Rural development	Rural Development	6
Mr. Phan Trong Ho	Member of JCC Director of Sub- PMU Binh Dinh	Director of Binh Dinh DARD	Binh Dinh Department of Agriculture and Rural development	Giving manager and general operation of all activities of DARD	6
Mr. Bui Dang Cuong	Vice- Director of Sub- PMU Binh Dinh	Director of Sub- Dept	Binh Dinh Sub- Department of Rural Development	Giving manager and general operation of all activities of Sub- Dept	34
Mr. Hoang Quoc Viet	Member of Sub- PMU PI in charge of the trained area	Manager of Cooperative Division	Binh Dinh Sub- Department of Rural Development	Policies and Rural Economy	8
Mr. Doan Trung Tuan	Member of Sub- PMU PI in charge of the trained area	Staff of Cooperative Division	Binh Dinh Sub- Department of Rural Development	Policies and Rural Economy	4
Mr. Ha Thai Thanh	Member of Sub- PMU PI in charge of the trained area	Staff of Cooperative Division	Binh Dinh Sub- Department of Rural Development	Policies and Rural Economy	5
Ms. Nguyen thi Hong An	Member of Sub- PMU PI in charge of the trained area	Vice- manager of Cooperative Division	Binh Dinh Sub- Department of Rural Development	Policies and Rural Economy	8
Mr. Do Xuan Tung	Member of Sub- PMU Accounting issues of Sub- PMU	Accountant of Sub- Department	Binh Dinh Sub- Department of Rural Development	Accounting	
Ms. Nguyen Hoang An	PI in charge of the trained area	Staff of Cooperative Division	Binh Dinh Sub- Department of Rural Development	Policies and Rural Economy	4
Mr. Nguyen Huu Rong	Member of JCC Director of Sub- PMU Thai Binh	Director of Thai Binh DARD	Thai Binh Department of Agriculture and Rural development	Overall management	15
Mr. Vu Cong Binh	Vice- Director of Sub- PMU Thai Binh	Director of Thai Binh Sub- Department	Thai Binh Sub- Department of Rural Development	Overall management	16
Mr. Vu Cong Hoang	Member of Sub-PMU PI in charge of MTP and JMB	Manager of Cooperative Division	Thai Binh Sub- Department of Rural Development	Cooperative	11
Mr. Nguyen Kim Thanh	Member of Sub- PMU PI in charge of JPB and ICB	Vice- Manager of Cooperative Division	Thai Binh Sub- Department of Rural Development	Cooperative	12
Ms. Nguyen Thi Lam	Member of Sub- PMU PI in charge of JMB and MTP	Vice- Manager of Cooperative Division	Thai Binh Sub- Department of Rural Development	Cooperative	12
Ms. Nguyen thi Chung	Member of Sub- PMU PI in charge of ICB and JMB	Staff of Cooperative Division	Thai Binh Sub- Department of Rural Development	Cooperative	8
Mr. Nguyen Anh Quan	Member of JCC Director of Sub-PMU Hoa Binh	Vice- Director of Hoa Binh DARD	Hoa Binh Department of Agriculture and Rural development	Overall management	
Mr. Dinh Duy Chuyen	Standing Vice- Director of Sub-PMU Hoa Binh	Director of Hoa Binh Sub- Department	Hoa Binh Sub- Department of Rural Development	Overall management	

Annex 3. List of Counterpart Personnel

C/P Name	Relation to the Project	C/P Position	C/P Organization	C/P's Responsibility	Length of Service
Mr. Le Van Thach	Vice- Director of Sub- PMU Hoa Binh	Vice- Director of Hoa Binh Sub- Department	Hoa Binh Sub- Department of Rural Development	Overall management	
Mr. Doan Trung Hieu	Member of Sub- PMU PI in charge of the trained area	Staff of Cooperative Division	Hoa Binh Sub- Department of Rural Development	Cooperative and Farm, New rural development	6
Ms. Nguyen thi Hanh Huong	Member of Sub- PMU PI in charge of the trained area	Staff of Cooperative Division	Hoa Binh Sub- Department of Rural Development	Cooperative and Farm	6
Ms. Bui Thi Minh Thuy	Accounting issues of Sub- PMU	Staff of Sub- Department	Hoa Binh Sub- Department of Rural Development	Accounting	
Mr. Nguyen Van Phu	Member of JCC Director of Sub-PMU Hai Duong	Director of Hai Duong DARD	Hai Duong Department of Agriculture and Rural development	Overall management	2
Mr. Tran Khac Doan	Vice- Director of Sub- PMU Hai Duong	Director of Hai Duong Sub- Department	Hai Duong Sub- Department of Rural Development	Overall management	
Mr. Ha Van Quoc	Member of Sub- PMU PI in charge of JMB	Vice- Director of Sub- Dept	Hai Duong Sub- Department of Rural Development	Cooperative and Farm	6
Mr. Pham Quang Khoa	Coordinator of Sub- PMU PI in charge of ICB	Manager of Cooperative Division	Hai Duong Sub- Department of Rural Development	Cooperative and Farm	6
Mr. Tran Dang Khu	Member of Sub- PMU PI in charge of ICB	Vice- Manager of Cooperative Division	Hai Duong Sub- Department of Rural Development	Cooperative and Farm	
Ms. Nguyen thi Thu Phuong	Member of Sub- PMU PI in charge of JPB	Vice- Manager of Cooperative Division	Hai Duong Sub- Department of Rural Development	Cooperative and Farm	
Ms. Nguyen thi Thu Huong	Member of Sub- PMU PI in charge of MTP	Staff of Cooperative Division	Hai Duong Sub- Department of Rural Development	Cooperative and Farm	

Annex 4. List of Equipment Provided by JICA

Equipment Arriv	Equipment Name	Product Model	Manufacturer	Purchase Price (Currency: VND)	Section Name (User)	Current Operational Status (used, unused, or broken)
2011/08/29	Note book PC	HP G4-1035TU	HP	9,990,000	Thai Binh Province DARD	used
2011/11/22	Louderspeaker 4pcs	TJ105- 6pcs	China	16,200,000	Thai Binh Province DARD	used
2011/11/22	Mixer for the conference	Nano A 2120	China	5,800,000	Thai Binh Province DARD	used
2011/11/22	Mixer for the stage	Nano 927 A	China	6,000,000	Thai Binh Province DARD	used
2011/11/22	Louderspeaker for the stage	Nano 412 2pcs	China	5,500,000	Thai Binh Province DARD	used
2011/11/22	Micro for the conference	390	China	700,000	Thai Binh Province DARD	used
2011/11/22	Speakers	Sua LX 881	China	1,800,000	Thai Binh Province DARD	used
2011/11/22	Other componets (lines of louderspeaker)	100m	China	1,000,000	Thai Binh Province DARD	used
2011/11/22	Air- conditions	Panasonic 18,000 BTU, 2 ways made in Malaysia- A18 MKH 4pcs	Panasonic	80,000,000	Thai Binh Province DARD	used
2011/11/22	Other componets for installing air- conditions	4pcs	Vietnam	7,040,000	Thai Binh Province DARD	used
2011/11/22	Projector	Sony VPL- EX 120 (seri number: 5104177)	Sony	19,560,000	Thai Binh Province DARD	used
2011/11/22	Screen	Daliter (96" x 96")	Sony	2,880,000	Thai Binh Province DARD	used
2011/11/22	Desktop (PC)	PC ACER AX 1920	Acer	8,780,000	Thai Binh Province DARD	used
2011/11/22	Monitor	LCD P196HQV (18.5" ACER)	Acer	2,640,000	Thai Binh Province DARD	used
2011/11/22	Printer	Canon LBP 2900	Canon	3,000,000	Thai Binh Province DARD	used
2011/11/22	Microlab	Microlab M100		600,000	Thai Binh Province DARD	used
2011/11/22	Fax machine	Brother MFC- 7360	Brother	6,840,000	Thai Binh Province DARD	used
2011/11/22	Chair	THT-02B HP- 80pcs	Vietnam	62,400,000	Thai Binh Province DARD	used
2011/11/22	Tables for the conference room	GN- 2000x600x750- 14pcs	Vietnam	86,800,000	Thai Binh Province DARD	used
2011/11/22	Table for PMU office	GN- 2000x600x750- 1pcs	Vietnam	27,000,000	Thai Binh Province DARD	used
2011/11/22	Iron board	1000x450x1830HN- 1pcs	Hoa Phat	2,350,000	Thai Binh Province DARD	used
2012/02/24	Laptop	Vostro V1450 (294DG4)-2430-Grey 2 pcs	Vostro	35,200,000	Thai Binh Province DARD	used
2012/02/24	Window software	2pcs	Microsoft	5,800,000	Thai Binh Province DARD	used
2012/02/24	Anti- virus software	2pcs	Microsoft	580,000	Thai Binh Province DARD	used
2012/02/24	Chairs for staffs	Hoa Phat GL101 4pcs	Hoa Phat	3,300,000	Thai Binh Province DARD	used
2012/02/24	Cabinet	CAT 09K3T Hoa Phat 1pcs	Hoa Phat	2,750,000	Thai Binh Province DARD	used
2012/02/24	Cabinet	CAT 09K4T Hoa Phat 1pcs	Hoa Phat	2,800,000	Thai Binh Province DARD	used
2012/02/24	Desk for staff	CU 1200FH Korea 1pcs	Korea	2,200,000	Thai Binh Province DARD	used
2012/02/24	Laptop	Lenovo G470 2pcs	Lenovo	28,980,000	Thai Binh Province ACs	used
2012/02/24	Printer	Cannon 2900 2pcs	Canon	6,000,000	Thai Binh Province ACs	used
2012/02/24	Window software	2pcs	Microsoft	5,800,000	Thai Binh Province ACs	used
2012/02/24	Anti- virus software	2pcs	Microsoft	580,000	Thai Binh Province ACs	used
2012/02/24	Safety box	Hoa Phat KA100 3pcs	Hoa Phat	9,570,000	Thai Binh Province ACs	used
2012/02/24	Cabinet	CAT 09K2HN 3pcs	Hoa Phat	7,050,000	Thai Binh Province ACs	used
2012/02/24	Carrying fee to ACs	3pcs	Local service	900,000	Thai Binh Province ACs	used
2012/02/28	Laptop	Toshiba Satellite L754-1146 4pcs	Toshiba	64,000,000	Hai Duong Province DARD	used
2012/02/28	Projector	Multimedia projector epson EB- S9 1pcs	Epson	13,250,000	Hai Duong Province DARD	used
2012/02/28	Screen	Dalite 100 inch 1pcs	European	2,750,000	Hai Duong Province DARD	used
2012/02/28	Printer	Canon LaserJet Printer MF- 4421 1pcs	Canon	4,800,000	Hai Duong Province DARD	used

Annex 4. List of Equipment Provided by JICA

Equipment Arr	Equipment Name	Product Model	Manufacturer	Purchase Price (Currency: VND)	Section Name (User)	Current Operational Status (used, unused, or broken)
2012/02/28	Fax machine +Telephone	Panasonic KX-FL422 1pcs	Panasonic	4,700,000	Hai Duong Province DARD	used
2012/02/28	Air- conditions	Panasonic CU/CS A12MHK-8 1pcs	Panasonic	16,000,000	Hai Duong Province DARD	used
2012/02/28	Window software	Window home premium 4pcs	Inten	11,000,000	Hai Duong Province DARD	used
2012/02/28	Anti- virus software	Kaspersky 4pcs	Kaspersky	1,160,000	Hai Duong Province DARD	used
2012/02/28	Desk for leader	Hoa Phat ET1400G 1pcs	Hoa Phat	4,100,000	Hai Duong Province DARD	used
2012/02/28	Chair for leader	Hoa Phat G904H 1pcs	Hoa Phat	3,900,000	Hai Duong Province DARD	used
2012/02/28	Desk for staffs	Hoa Phat SV1500HL 3pcs	Hoa Phat	6,150,000	Hai Duong Province DARD	used
2012/02/28	Chairs for staffs	Hoa Phat G528H 3pcs	Hoa Phat	2,850,000	Hai Duong Province DARD	used
2012/02/28	Cabinet	Hoa Phat CAT09K5 1pcs	Hoa Phat	3,710,000	Hai Duong Province DARD	used
2012/02/28	Laptop	SonyValo VPCEB23FM/BI 5pcs	Sony	75,000,000	Hai Duong Province ACs	used
2012/02/28	Printer	FUJI Xerox 3124 5pcs	Xerox	13,000,000	Hai Duong Province ACs	used
2012/02/28	Window software	Window home premium 5pcs	Inten	13,750,000	Hai Duong Province ACs	used
2012/02/28	Anti- virus software	Kaspersky 5pcs	Kaspersky	1,450,000	Hai Duong Province ACs	used
2012/02/28	Safety box	Hoa Phat KN54 120kg 5pcs	Hoa Phat	15,000,000	Hai Duong Province ACs	used
2012/02/28	Cabinet	Hoa Phat 09K6 5pcs	Hoa Phat	14,000,000	Hai Duong Province ACs	used
2012/02/28	Laptop	ProBook 4530S- 2pcs	ProBook	32,600,000	Hoa Binh Province DARD	
2012/02/28	Desktop (PC)	HP pro 4000- 2pcs	HP	24,800,000	Hoa Binh Province DARD	
2012/02/28	Window software	Window Pro- 4pcs	Microsoft	11,600,000	Hoa Binh Province DARD	
2012/02/28	Anti- virus software	Kaspersky- 4pcs	Microsoft	1,200,000	Hoa Binh Province DARD	
2012/02/28	Projector + Screen	Toshiba NPX 10A (NP) 1pcs	Toshiba	16,500,000	Hoa Binh Province DARD	
2012/02/28	Printer	Canon LBP 2900	Canon	2,950,000	Hoa Binh Province DARD	
2012/02/28	Fax+ tel machine	Panasonic KX-FL422 1pcs	Panasonic	4,690,000	Hoa Binh Province DARD	
2012/02/28	Air- condition (including setting fee)	Panasonic 1200 BTU 1pcs	Panasonic	15,400,000	Hoa Binh Province DARD	
2012/02/28	Desk for leader	PU- 1pcs	Vietnam	5,100,000	Hoa Binh Province DARD	
2012/02/28	Chair for leader	HP- 1pcs	Vietnam	2,750,000	Hoa Binh Province DARD	
2012/02/28	Meeting table	PU- 1pcs	Vietnam	8,000,000	Hoa Binh Province DARD	
2012/02/28	Chairs for meeting table	6pcs	Vietnam	4,800,000	Hoa Binh Province DARD	
2012/02/28	Desktop (PC)	HP pro 4000- 2pcs	HP	24,800,000	Hoa Binh Province ACs	
2012/02/28	Printer	Canon LBP 2900	Canon	5,900,000	Hoa Binh Province ACs	
2012/02/28	Window software	Window pro- 2pcs	Microsoft	5,800,000	Hoa Binh Province ACs	
2012/02/28	Anti- virus software	Kaspersky- 2pcs	Kaspersky	600,000	Hoa Binh Province ACs	
2012/02/28	Safety box	BTM K70 1pcs	Vietnam	2,545,000	Hoa Binh Province ACs	
2012/02/28	Cabinet	Hoa Phat 1pcs	Hoa Phat	2,700,000	Hoa Binh Province ACs	
2012/02/27	Desktop (PC)	Corei3-2100 2pcs	Core	21,600,000	Binh Dinh Province DARD	used
2012/02/27	Laptop	Notebook Dell inspiron 15R-N5-110 2pcs	Dell	32,000,000	Binh Dinh Province DARD	used
2012/02/27	Projector	Panasonic PT-LB1VEA - 1pcs	Panasonic	13,200,000	Binh Dinh Province DARD	used
2012/02/27	Screen	1pcs	Panasonic	2,400,000	Binh Dinh Province DARD	used
2012/02/27	Printer	Canon LBP 2900 1pcs	Canon	2,850,000	Binh Dinh Province DARD	used
2012/02/27	Fax+ tel machine	Panasonic KX-FP 701 1pcs	Panasonic	2,400,000	Binh Dinh Province DARD	used

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Annex 4. List of Equipment Provided by JICA

Equipment Arriv	Equipment Name	Product Model	Manufacturer	Purchase Price (Currency: VND)	Section Name (User)	Current Operational Status (used, unused, or broken)
2012/02/27	Window software	Window home premium 4pcs	Microsoft	12,000,000	Binh Dinh Province DARD	used
2012/02/27	Anti- virus software	KAV 4pcs	Kaspersky	1,120,000	Binh Dinh Province DARD	used
2012/02/27	Air- condition	Panasonic 2.0HP ion	Panasonic	15,500,000	Binh Dinh Province DARD	used
2012/02/27	Setting fee for air- condition	1pcs	Local service	1,000,000	Binh Dinh Province DARD	used
2012/02/29	Desks for staffs	Made by wood 4pcs	Vietnam	12,000,000	Binh Dinh Province DARD	used
2012/02/29	Cabinet	Iron 2pcs	Hoa Phat	8,000,000	Binh Dinh Province DARD	used
2012/02/27	Desktop (PC)	Corei3-2100 5pcs	Core	54,000,000	Binh Dinh Province ACs	used
2012/02/27	Printer	Canon LBP2900	Canon	14,250,000	Binh Dinh Province ACs	used
2012/02/27	Window software	Window home premium 5pcs	Microsoft	15,000,000	Binh Dinh Province ACs	used
2012/02/27	Anti- virus software	KAV 5pcs	Microsoft	1,400,000	Binh Dinh Province ACs	used
2012/02/27	Cabinet	Iron cabinet 5pcs	Hoa Phat	15,000,000	Binh Dinh Province ACs	used
2012/02/27	Safety box	110K1C1 5pcs	Hoa Phat	13,500,000	Binh Dinh Province ACs	used
2012/02/27	Carrying fee to ACs	5pcs		2,500,000	Binh Dinh Province ACs	
2012/02/28	Desktop (PC)	Dell Optiplex 390MT Corei302100 +LCD Dell 1905- 2pcs	Dell	26,720,000	An Giang Province DARD	Used
2012/02/28	Laptop	Dell Vostro V1450 Core i3-2330/4G- 2pcs	Dell	31,800,000	An Giang Province DARD	Used
2012/02/28	Window software	Win 7pro- 4pcs	Microsoft	11,800,000	An Giang Province DARD	Used
2012/02/28	Anti- virus software	KIS 2012- 1 year- 4pcs	Microsoft	1,200,000	An Giang Province DARD	Used
2012/02/28	Projector	Mishubishi ES 200U 1pcs	Mishubishi	14,000,000	An Giang Province DARD	Used
2012/02/28	Screen	Lenix LT(D) 9696M- 1pcs	Lenix	2,000,000	An Giang Province DARD	Used
2012/02/28	Printer	Canon LBP 2900- 1pcs	Canon	2,980,000	An Giang Province DARD	Used
2012/02/28	Fax+ tel machine	Panasonic 422- 1pcs	Panasonic	4,950,000	An Giang Province DARD	Used
2012/02/24	Air-condition (including setting fee)	Panasonic CS-S13MHK-8 1.5HP- 1pcs	Panasonic	14,200,000	An Giang Province DARD	Used
2012/02/28	Desk for leader	Made by wood: 0.8x1.6m 1pcs	Vietnam	2,930,000	An Giang Province DARD	Used
2012/02/28	Chair for leader	HP- 1pcs	HP	1,200,000	An Giang Province DARD	Used
2012/02/28	Meeting table	Made by wood: 1.2x2.4m-1pcs	Vietnam	6,100,000	An Giang Province DARD	Used
2012/02/28	Chairs for meeting table	Inox- 12pcs	Hoa Phat	7,440,000	An Giang Province DARD	Used
2012/02/28	Cabinet	Hoa Phat CAT09K3GT	Hoa Phat	3,500,000	An Giang Province DARD	Used
2012/02/28	Desktop (PC)	Dell Optiplex 390MT Corei302100 +LCD Dell 1905- 5pcs	Dell	66,800,000	An Giang Province ACs	1 set of Computer was
2012/02/28	Printer	Canon LBP 2900- 5pcs	Canon	14,900,000	An Giang Province ACs	used 1 set of
2012/02/28	Window software	Win 7 pro 5pcs	Microsoft	14,750,000	An Giang Province ACs	Software was
2012/02/28	Anti- virus software	KIS- 5pcs	KIS	1,500,000	An Giang Province ACs	Used
2012/02/28	Cabinet	CAT09K6T- 5pcs	Hoa Phat	15,000,000	An Giang Province ACs	Used
2012/02/28	Safety box	KA54- 5pcs	Hoa Phat	12,500,000	An Giang Province ACs	Used
2012/02/28	Carrying fee to ACs	5pcs		3,200,000	An Giang Province ACs	Used
2012/02/29	Laptop + window software	Asus UX21E-KX004- 1pcs	China	26,686,000	DCRD	Used
2012/02/29	Laptop + window software	Aus UX31E-RY009- 1pcs	China	29,386,000	DCRD	Used
2012/02/29	Desktop+ monitor	Dell Inspiron 620MT- 3pcs	China	57,828,000	DCRD	Used
2012/02/29	Printer	HP laser 5200- 3pcs	China	52,400,000	DCRD	Used
2012/02/29	Window software	Window Pro 7- 3pcs	China	10,050,000	DCRD	Used
2012/03/05	Aircondition	Daikin Inverter- 1pcs	China	11,500,000	DCRD	Used
2012/03/05	Setting fee for air- condition	1pcs	China	1,000,000	DCRD	Used

Annex 5. List of Participants of Training in Japan

Name	Training Period	Subject of Training	Training Contents	Position as Participating in Training	Current Position
Mr. Tang Minh Loc	2011/7/ -2012/2/	Rural Development for Small-Scale Farmers through Agricultural Cooperatives Activity in Asia (A)/ Organization and Business of Agricultural Cooperatives	Enhancement of Functions of Agricultural Organizations Project JA Okinawa Training Center/ Zenchu, JA East Bwa Lake	Director General, DCRD, MARD	Remaining in the same position
Mr. Nguyen Van Nghiem	2011/7/2012/2/	Rural Development for Small-Scale Farmers through Agricultural Cooperatives Activity in Asia (A)/Organization and Business of Agricultural Cooperatives	Enhancement of Functions of Agricultural Organizations Project JA Okinawa Training Center/ Zenchu, JA East Bwa Lake	Manager of Cooperative Division, DCRD, MARD	Remaining in the same position
Mr. Tran Khac Doan	2011/7/	Rural Development for Small-Scale Farmers through Agricultural Cooperatives Activity in Asia (A)	Enhancement of Functions of Agricultural Organizations in Vietnam JA Okinawa Training Center	Director of Sub-Department of Rural Development, Hai Duong	Remaining in the same position
Vu Quang Canh	2011/7/	Rural Development for Small-Scale Farmers through Agricultural Cooperatives Activity in Asia (A)	Enhancement of Functions of Agricultural Organizations in Vietnam JA Okinawa Training Center	Director of Sub-Department of Rural Development, An Giang	Remaining in the same position
Bui Da Cuong	2011/7/	Rural Development for Small-Scale Farmers through Agricultural Cooperatives Activity in Asia (A)	Enhancement of Functions of Agricultural Organizations in Vietnam JA Okinawa Training Center	Director of Sub-Department of Rural Development, Binh Dinh	Remaining in the same position
Vu Cong Binh	2011/7/	Rural Development for Small-Scale Farmers through Agricultural Cooperatives Activity in Asia (A)	Enhancement of Functions of Agricultural Organizations in Vietnam JA Okinawa Training Center	Director of Sub-Department of Rural Development, Thai Binh	Remaining in the same position
Nguyen Anh Quan	2011/7/	Rural Development for Small-Scale Farmers through Agricultural Cooperatives Activity in Asia (A)	Enhancement of Functions of Agricultural Organizations in Vietnam JA Okinawa Training Center	Director of Sub-Department of Rural Development, Hoa Binh	Vice-Director of DARD, Hoa Binh
Ms. Nguyen Thi Nhung	2012/7/	Rural Development for Small-Scale Farmers through Agricultural Cooperatives Activity in Asia (A)	Enhancement of Functions of Agricultural Organizations in Vietnam JA Okinawa Training Center	Staff of Cooperative Division, DCRD, MARD	Remaining in the same position
Lê Thái Cơ	2012/7/	Rural Development for Small-Scale Farmers through Agricultural Cooperatives Activity in Asia (A)	Enhancement of Functions of Agricultural Organizations in Vietnam JA Okinawa Training Center	Hòa Bình Sub-Department of Rural Development	Retired
Hà Văn Quốc	2012/7/	Rural Development for Small-Scale Farmers through Agricultural Cooperatives Activity in Asia (A)	Enhancement of Functions of Agricultural Organizations in Vietnam JA Okinawa Training Center	Vice- Director of Sub- Dept, Hai Duong Sub-Department of Rural Development	Remaining in the same position
Lê Nguyễn Hoài	2012/7/	Rural Development for Small-Scale Farmers through Agricultural Cooperatives Activity in Asia (A)	Enhancement of Functions of Agricultural Organizations in Vietnam JA Okinawa Training Center	Vice-Director of Sub-Dept, Thái Bình Sub-Department of Rural Development	Remaining in the same position
TRẦN HÙNG THANH	2012/7/	Rural Development for Small-Scale Farmers through Agricultural Cooperatives Activity in Asia (A)	Enhancement of Functions of Agricultural Organizations in Vietnam JA Okinawa Training Center	Staff of Cooperative Division, An Giang Sub-Department of Rural Development	Remaining in the same position
Hoàng Xuân Bình	2012/7/	Rural Development for Small-Scale Farmers through Agricultural Cooperatives Activity in Asia (A)	Enhancement of Functions of Agricultural Organizations in Vietnam JA Okinawa Training Center	Vice-Director of Sub-Dept, Binh Dinh Sub-Department of Rural Development	Remaining in the same position
PHUONG Dinh Anh (Mr.)	2013/7/7 -27	Rural Development for Small-Scale Farmers through Agricultural Cooperatives Activity in Asia (A)	Enhancement of Functions of Agricultural Organizations in Vietnam [2nd Phase] JA Okinawa Training Center	Deputy Head of Administration Division, Department of Cooperatives and Rural Development, Ministry of Agriculture and Rural Development	Remaining in the same position
DOAN Trung Hieu (Mr.)	2013/7/7 -27	Rural Development for Small-Scale Farmers through Agricultural Cooperatives Activity in Asia (A)	Enhancement of Functions of Agricultural Organizations in Vietnam [2nd Phase] JA Okinawa Training Center	Staff, Cooperative Division, Sub-department of Rural Development of Hoa Binh	Remaining in the same position
NGUYEN Thi Lam (Ms.)	2013/7/7 -27	Rural Development for Small-Scale Farmers through Agricultural Cooperatives Activity in Asia (A)	Enhancement of Functions of Agricultural Organizations in Vietnam [2nd Phase] JA Okinawa Training Center	Deputy Chief of Bureau, Economic Cooperation and Farm Household Division, Sub- Department of Rural Development of Thai Binh	Remaining in the same position
HOANG Quoc Viet (Mr.)	2013/7/7 -27	Rural Development for Small-Scale Farmers through Agricultural Cooperatives Activity in Asia (A)	Enhancement of Functions of Agricultural Organizations in Vietnam [2nd Phase] JA Okinawa Training Center	Deputy Head of Policy and Rural Economics Division, Sub-Department of Rural Development of Binh Dinh	Remaining in the same position
TRAN Thi The (Ms.)	2013/7/7 -27	Rural Development for Small-Scale Farmers through Agricultural Cooperatives Activity in Asia (A)	Enhancement of Functions of Agricultural Organizations in Vietnam [2nd Phase] JA Okinawa Training Center	Staff, Cooperative Economic Division, Sub-department of Rural Development of An Giang	Remaining in the same position
VUONG Van Giang (Mr.)	2013/7/7 -27	Rural Development for Small-Scale Farmers through Agricultural Cooperatives Activity in Asia (A)	Enhancement of Functions of Agricultural Organizations in Vietnam [2nd Phase] JA Okinawa Training Center	Deputy Head of Section, Farmer organizations and farm promotion Division, Nam Sach district, Hai Duong	Deputy Director of Department of Resource and Environment/ Director of Department of Land Use Registration, Nam Sach district, Hai Duong
NGUYEN Thi Bích Dao (Ms.)	2013/7/7 -27	Rural Development for Small-Scale Farmers through Agricultural Cooperatives Activity in Asia (A)	Enhancement of Functions of Agricultural Organizations in Vietnam [2nd Phase] JA Okinawa Training Center	Lecturer Faculty of Enterprise Administration, College of Management for Agriculture and Rural Development 1, Ministry of Agriculture and Rural Development	Remaining in the same position
LA Son Ka (Mr.)	2013/7/7 -27	Rural Development for Small-Scale Farmers through Agricultural Cooperatives Activity in Asia (A)	Enhancement of Functions of Agricultural Organizations in Vietnam [2nd Phase] JA Okinawa Training Center	Lecturer Faculty of Extension and Rural Development, College of Management for Agriculture and Rural Development 2, Ministry of Agriculture and Rural Development	Remaining in the same position

Annex 6. Training, Seminar and Others Implemented
1. Led by JICA Experts

FY	Title	Lecturer	Date	Days	# of Participants	Trainees/Participants	Location	Remarks
H23	Use of Monitoring Sheet Workshop	JICA Expert	2011/11/11	1	6	CMARD1	Hanoi	Pipeline Period
H23	Use of Monitoring Sheet Workshop	JICA Expert	2011/11/15	1	6	CMARD2	HCM	Pipeline Period
H24	Joint Marketing Business	JICA Expert	2012/06/13	2.5	4	CMARD 1 and CMARD 2	HCM	1st training of 5 times (before training design change)
H24	Mid-term planning	JICA Expert	2012/10/04	2	5	CMARD 1 and CMARD 2	Ha Noi	
H24	Joint Purchasing Business	JICA Expert	2012/11/21	2.5	4	CMARD 1 and CMARD 2	Ha Noi	1st training of 5 times (before training design change)
H25	Use of Tabulation sheet and need survey for mid-term planning	JICA Expert	2013/04/10	2	20	Thai binh AC and PI	Thai Binh	
H25	Use of Tabulation sheet and need survey for mid-term planning	JICA Expert	2013/04/16	1	19	Hai Duong AC and PI	Hai Duong	
H25	Use of Tabulation sheet and need survey for mid-term planning	JICA Expert	2013/04/25	2	20	Binh Dinh AC and PI	Binh Dinh	
H25	Use of Tabulation sheet and need survey for mid-term planning	JICA Expert	2013/05/08	3	19	An Giang AC and PI	An Giang	
H25	Use of Tabulation sheet and need survey for mid-term planning	JICA Expert	2013/05/28	3	18	Hoa Binh AC and PI	Hoa Binh	
H25	Follow-up Consultation for mid-term planning	JICA Expert	2013/07/30	4	Unspecified number	Binh Dinh AC, PI and CI(CMARD2)	Binh Dinh	
H25	Follow-up Consultation for mid-term planning	JICA Expert	2013/08/06	3	Unspecified number	Hai Duong AC, PI and CI (CMARD2)	Hai Duong	
H25	Follow-up Consultation for mid-term planning	JICA Expert	2013/08/15	2	Unspecified number	Thai binh AC, PI and CI(CMARD2)	Thai Binh	
H25	Follow-up Consultation for mid-term planning	JICA Expert	2013/08/19	3	Unspecified number	An Giang AC, PI and CI	An Giang	
H25	Follow-up Consultation for mid-term planning	JICA Expert	2013/09/04	3	Unspecified number	Hoa Binh AC, PI and CI(CMARD2)	Hoa Binh	
H25	Follow-up Consultation for mid-term planning	JICA Expert	2013/09/10	3	Unspecified number	Binh Dinh AC, PI and CI(CMARD2)	Binh Dinh	
H25	Follow-up Consultation for mid-term planning	JICA Expert	2013/09/26	2	Unspecified number	Hoa Binh AC, PI and CI(CMARD2)	Hoa Binh	
H25	Follow-up Consultation for mid-term planning	JICA Expert	2013/10/07	5	Unspecified number	An Giang AC, PI and CI(CMARD2)	An Giang	
H25	Follow-up Consultation for mid-term planning	JICA Expert	2013/11/07	1	Unspecified number	Hai Duong AC, PI and CI(CMARD2)	Hai Duong	
H25	Joint Marketing Business	JICA Expert	2013/11/25	3	17	CMARD2, VCA, and JICA Safe Vegetable Project Officers (9pax)	Ha Noi	
H25	Joint Purchasing Business	JICA Expert	2013/11/27	2.5	17	CMARD 2 and VCA	Ha Noi	

2. OJT trainings led by CI

FY	Title	Lecturer	Date	Days	# of Participants	Trainees/Participants	Location	Remarks
H23	Use of Monitoring Sheet Workshop	CMARD1	2011/11/24	1	13	PI Hai Duong, PI Hoa Binh, PI Thai Binh	Hai Duong	Pipeline Period
H23	Use of Monitoring Sheet Workshop	CMARD2	2011/12/02	1	10	PI An Giang, PI Binh Dinh	An Giang	Pipeline Period
H24	Joint Marketing Business	CMARD1	2012/10/09	2	6	PI Hoa Binh, PI Thai Binh, PI Hai Duong	Ha Noi	1st training of 5 times (before training design change)
H24	Mid-term planning	CMARD1	2012/11/07	2	9	PI of Hoa Binh, Hai Duong and Thai Binh	Hanoi	
H24	Mid-term planning	CMARD2	2012/11/14	2	6	PI of An Giang and Binh Dinh	HCM	
H24	Joint Purchasing Business	CMARD2	2012/12/05	2	8	PI An Giang, PI Binh Dinh	Binh Dinh	1st training of 5 times (before training design change)
H24	Joint Marketing Business	CMARD2	2012/12/11	2.5	7	PI An Giang, PI Binh Dinh	Binh Dinh	1st training of 5 times (before training design change)
H24	Joint Purchasing Business	CMARD1	2012/12/26	2	5	PI Hoa Binh, PI Thai Binh, PI Hai D	Ha Noi	1st training of 5 times (before training design change)
H25	Joint Marketing Business	CMARD2	2014/01/08	3	12	PI An Giang	An Giang	
H25	Joint Marketing Business	VCA	2014/01/13	3	11	PI Hoa Binh, PI Thai Binh, PI Hai Duong	Ha Noi	
H25	Joint Purchasing Business	VCA	2014/01/15	2.5	11	PI Hoa Binh, PI Thai Binh, PI Hai Duong	Ha Noi	
H25	Joint Purchasing Business	CMARD2	2014/01/21	3	8	PI An Giang	An Giang	
H25	Joint Marketing Business	CMARD2	2014/02/24	2.5	13	PI Binh Dinh, PI Thai Binh, PI Hoa Binh, PI Hai Duong, and IFAD Project Officers (2pax)	Binh Dinh	
H25	Joint Purchasing Business	CMARD1	2014/02/26	2.5	12	PI Binh Dinh, PI Thai Binh, PI Hoa Binh, PI Hai Duong	Binh Dinh	
H25	Financial report and management	CMARD2	2014/03/05	1.5	25	PI and 10 ACs in An Giang and Binh Dinh	HCM	
H25	Financial report and management	CMARD2	2014/03/11	1.5	25	PIs and 10 ACs Hai Duong and Thai Binh	Thai Binh	
H25	Financial report and management	CMARD2	2014/03/13	1.5	20	PI Hoa Binh, 5 ACs in Hoa Binh	Hoa Binh	
H26	Mid-term planning	CMARD2	2014/09/03	2.5	20	VCA	Hanoi	
H26	Joint Marketing Business	CMARD2	2014/11/25	3	28	CMARD2, consultant from An Giang university, PIs from Socencoop and several Southern provinces	HCM	
H26	Mid-term planning	CMARD2	2014/12/02	2	15	Can Tho University	Can Tho	
H26	Joint Marketing Business	Local Expert	2014/12/10	2	15	Can Tho University	Can Tho	
H26	Mid-term planning	CMARD2	2014/12/16	2	25	SOCENCOOP	HCM	
H26	Joint Purchasing Business	CMARD2	2015/01/07	2	25	SOCENCOOP	HCM	
H26	Internal Credit Business	CMARD2	2015/01/15	2	17	PI Binh Dinh, Hai Duong, Hoa Binh, VCAs, CMARD1	Hanoi	
H26	Mid-term planning	CMARD2	2015/01/21	2	30	PI An Giang, Additional PIs	An Giang	
H26	Internal Credit Business	CMARD2	2015/01/27	2	27	PI An Giang, Additional PIs	An Giang	
H26	Joint Purchasing Business	CMARD2	2015/02/11	2	15	Can Tho University	Can Tho	

3. OJT training led by PI

FY	Title	Lecturer	Date	Days	# of Participants	Trainees/Participants	Location	Remarks
H24	Use of Monitoring Sheet	PI An Giang	2012/04/25	1	15	Monitoring ACs	An Giang	Pipeline Period
H24	Use of Monitoring Sheet	PI Binh Dinh	2012/05/10	1	15	Monitoring ACs	Binh Dinh	Pipeline Period
H24	Use of Monitoring Sheet	PI Thai Binh	2012/06/13	1	15	Monitoring ACs	Thai Binh	
H24	Use of Monitoring Sheet	PI Hai Duong	2012/07/11	1	15	Monitoring ACs	Hai Duong	
H24	Use of Monitoring Sheet	PI Hoa Binh	2012/08/02	1.5	15	Monitoring ACs	Hoa Binh	
H24	Mid- term planning	PI Binh Dinh	2012/12/03	3	22	Monitoring ACs	Binh Dinh	
H24	Mid- term planning	PI Hai Duong	2012/12/11	3	25	Monitoring ACs	Hai Duong	
H24	Mid- term planning	PI An Giang	2012/12/18	2	18	Monitoring ACs	An Giang	
H24	Joint Marketing	PI Thai Binh	2012/12/18	2.5	25	Monitoring ACs	Thai Binh	1st training of 5 times (before training design change)
H24	Mid- term planning	PI Hoa Binh	2012/12/24	2	13	Monitoring ACs	Hanoi	
H24	Joint Marketing	PI Hai Duong	2013/01/08	2.5	25	Monitoring ACs	Hai Duong	1st training of 5 times (before training design change)
H24	Joint Marketing	PI An Giang	2013/01/14	2.5	19	Monitoring ACs	An Giang	1st training of 5 times (before training design change)
H24	Joint Purchasing	PI An Giang	2013/01/17	2	21	Monitoring ACs	An Giang	1st training of 5 times (before training design change)
H24	Joint Purchasing	PI Hai Duong	2013/01/22	2	25	Monitoring ACs	Hai Duong	1st training of 5 times (before training design change)
H24	Joint Marketing	PI Hoa Binh	2013/01/29	2.5	26	Monitoring ACs	Hoa Binh	1st training of 5 times (before training design change)
H25	Mid- term planning	PI Thai Binh	2013/04/09	3	22	Monitoring ACs	Thai Binh	
H25	Joint Purchasing	PI Binh Dinh	2013/07/29	2.5	25	Monitoring ACs	Binh Dinh	1st training of 5 times (before training design change)
H25	Joint Marketing	PI Binh Dinh	2013/07/31	2.5	25	Monitoring ACs	Binh Dinh	1st training of 5 times (before training design change)
H25	Joint Purchasing Business	PI An Giang	2014/03/19	3	25	PI Hoa Binh, Monitoring ACs	An Giang	Training exchange with other PIs from other provinces
H25	Joint Marketing Business	PI Hai Duong	2014/03/24	3	25	VCA, PI Hoa Binh, Monitoring ACs	Hai Duong	Training exchange with other PIs from other provinces
H26	Joint Marketing Business	PI An Giang	2014/04/02	3	28	CMARD2, PI Thai Binh, PI Hoa Binh, PI Hai Duong, Monitoring ACs	An Giang	Training exchange with other PIs from other provinces
H26	Joint Purchasing Business	PI Binh Dinh	2014/04/14	2.5	24	CMARD2, Monitoring ACs	Binh Dinh	
H26	Joint Marketing Business	PI Binh Dinh	2014/04/16	2.5	24	CMARD2, Monitoring ACs	Binh Dinh	
H26	Joint Marketing Business	PI Hoa Binh	2014/04/23	3	20	VCA, Monitoring ACs	Hoa Binh	
H26	Joint Purchasing Business	PI Hai Duong	2014/05/06	5	22	Monitoring ACs	Hai Duong	
H26	Joint Marketing Business	PI Thai Binh	2014/05/12	2.5	37	PI Thai Binh, Monitoring ACs, Local Expert from An Giang university, Nghe An PCA, Nghe An Sub- Department, PI Binh Dinh	Thai Binh	Training exchange with other PIs from other provinces
H26	Joint Purchasing Business	PI Thai Binh	2014/05/14	2.5	37	PI Thai Binh, Monitoring ACs, Local Expert from An Giang university, Nghe An PCA, Nghe An Sub- Department, PI Binh Dinh	Thai Binh	Training exchange with other PIs from other provinces
H26	Joint Purchasing Business	PI Hoa Binh	2014/05/20	3	22	VCA, PI Binh Dinh, Monitoring ACs	Hoa Binh	Training exchange with other PIs from other provinces

4. Seminar and others

FY	Title	Lecturer	Date	Days	# of Participants	Trainees/Participants	Location	Remarks
H24	Introduction of Joint Marketing Business		2012/6	1	40	JICA Safe Vegetable Project C/P	Quang Ninh	Seminar
H24	Joint Marketing Business and JA Experience	Dong Nai DARD (Facilitator)	2012/11/16	1	150	Agribusiness Sector, ACs	Dong Nai	Seminar
H24	Study Tour on Joint Machin Use Business in Southern Agricultural Cooperatives	DCRD (Facilitator)	2013/03/19	2	38	Thai Binh PI, Hoa Binh PI, Hai Duong PI, 15 Monitoring ACs, DCRD	An Giang	
H25	Seminar to share experience in making mid- term planning	PI Binh Dinh (Facilitator)	2013/11/07	1	25	ACs in Binh Dinh (incl'd Non-Monitoring AC)	Binh Dinh	Seminar
H25	Brief introduction of Project	JICA Safe Vegetable Project (Facilitator)	2013/11/19	1	30	JICA Safe Vegetable Project C/P	Ha Noi	Seminar
H25	Seminar to share experience in making mid- term planning	PI Hoa Binh (Facilitator)	2013/11/26	1	20	ACs in Hoa Binh (incl'd Non-Monitoring AC)	Hoa Binh	Seminar
H25	Seminar to share experience in making mid- term planning	PI Hai Duong (Facilitator)	2013/12/09	1	100	ACs in Hai Duong (incl'd Non-Monitoring AC)	Hai Duong	Seminar
H25	Project Introduction and JA Experience	Long An PPC (Facilitator)	2014/02/12	1	90	Delta Mekong Region's Cooperative Alliance and Provincial People's Committee (PPC)	Long An	Seminar
H26	Project Introduction for Provincial Dissemination	-	2014/07/07	0.5	20	PPC, DARD, PCA and other stakeholders in Binh Dinh	Binh Dinh	Conference
H26	Project Introduction for additional CIs	-	2014/08/14	0.5	10	Can Tho University	Can Tho	Conference
H26	Project Introduction for additional CIs	-	2014/09/15	0.5	10	Faculty of Economics and Rural Development, Hanoi Agricultural University	Hanoi	Conference
H26	Project Introduction for additional CIs	-	2014/10/01	0.5	15	Hue University of Agriculture and Forestry	Hue	Conference
H26	Project Introduction for Provincial Dissemination	-	2014/11/28	0.5	40	PPC, DARD, PCA and other stakeholders in Binh Dinh	An Giang	Conference

Annex 7. Project Outputs

#	Activity	Production	Remarks
01	Monitoring Sheet Questionnaire	Monitoring Sheet Questionnaire	Vietnamese, English
02	3 training courses (MTP, JMB, JPB)	trainee's feedback questionnaire	Vietnamese, English under translation
03	Mid-term plan training course	training text (National version)	Vietnamese, English under translation
		presentation slide	Vietnamese, English
		AC member needs survey excel spreadsheet	Vietnamese, English
		Annual Planning Template	Vietnamese, English under translation
04	Joint Marketing Business training course	training text (National version)	Vietnamese, English under translation
		presentation slide	Vietnamese, English
		AC member needs survey excel spreadsheet	Vietnamese, English under translation
05	Joint Purchasing Business training course	training text (National version)	Vietnamese, English under translation
		presentation slide	Vietnamese, English
		AC member needs survey excel spreadsheet	Vietnamese, English under translation
06	Internal Credit Business training course	training text (National version)	Vietnamese, English under translation
		presentation slide	Vietnamese, English
07	Campaign to increase members of Agricultural Cooperative	Agricultural cooperative promotion DVD I	Vietnamese
		Agricultural cooperative promotion DVD II	Vietnamese

Annex 8. Activities Cost Borne by JICA *up to 2015. Feb.

Period	Activities Cost (Unit : VND)	Conversion in Japanese Yen (2014/2 JICA Conversion Rate: 1VND = 0.00559JYN)
FY2011 Pipeline Period (2011/7~2012/3)	2,681,870,229.00	14,991,654.58
FY2012 Pipeline Period (2012/4~2012/6)	331,532,837.00	1,853,268.56
FY2012 Phase 2 (2012/7~2013/3)	2,872,367,550.00	16,056,534.60
FY2013 Phase 2 (2013/4~2014/3)	2,463,850,326.00	13,772,923.32
FY2014 Phase 2 (2014/4~2015/1)	2,735,635,390.00	15,292,201.83
Grand Total	8,349,620,942.00	46,674,381.07

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Annex 9. Evaluation Grid: The Project for Enhancing Functions of Agricultural Cooperatives in Vietnam (Phase 2)

Evaluation Criteria	Evaluation Items		Data Sources	Result
	Main Items	Sub-Items		
Process of Implementation	<u>System/Structure of the Project management</u>	Communication among organizations/personnel ~the extent of sharing info and challenges that are/were encountered	-Interview survey -Questionnaire	<p>(Communication)</p> <p>The Project had faced challenges on smooth communication among PMU in the first half of the Project period. The detailed is described in "inhibition factor".</p> <p>After the mid-term review, communication was apparently improved between Vietnamese counterparts and Japanese experts, and led to smoother implementation of the Project activities. However, the communication has been made on the necessity basis mainly between the Project director and Japanese experts only. Communication with whole PMU is still limited even as of the terminal evaluation partly due to lack of setting regular basis meeting such as weekly and/or monthly meeting. From the viewpoint of efficiency as speedy decision process, such compact communication between just two parties is effective, but, it would be ideal to involve all the PMU staffs in order to share the Project's progress and lessons with an eye to sustainability.</p> <p>Communication with the targeted provinces has been basically smooth until the terminal evaluation. Each province set up the PMU at provincial level with assignment of liaison personnel, and made communication with the Project office satisfactorily.</p>
		Monitoring system ~practical accomplishment and its effectiveness	-Interview survey -Questionnaire	<p>(Monitoring of the Project activities on the basis of PDM)</p> <p>The progress of the Project activities on the basis of "Plan of Operation" has been monitored by the Japanese experts and the Project director mainly. The delay in the Project activities in the beginning half of the Project in particular had been recognized by both of them, however, the actually effective actions could not be taken.</p> <p>(Monitoring of training implementation)</p> <p>The Project collected opinions of trainees on the training courses they received, and reviewed the contents and the ways of training implementation. It is judged that the monitoring of training implementation has been functioned well.</p> <p>(Monitoring of targeted AC's performance)</p> <p>Monitoring of targeted AC was in charge of each provincial DARD, basically PI, on the basis of the PI field reports. The accuracy and punctuality of filling the report topics were different from province to province. The insufficient information or delayed submittal of the report affected the timing to determine the necessary countermeasures conducted by the Project.</p>
		Effectiveness of PMU ~ whether PMU functioned	-Interview survey -Questionnaire	The detailed is described in the part of manpower inputs in Efficiency.

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Evaluation Criteria	Evaluation Items		Data Sources	Result
	Main Items	Sub-Items		
		as originally expected		
		Effectiveness of JCC ~ whether JCC functioned as originally expected	-Interview survey -Questionnaire	There were only twice JCC held until the terminal evaluation, which was 16 months after the Project commenced and in a few months after the mid-term review. Considering that the Project had various challenging issues for smoother implementation in particular of the first half period, JCC should have been held earlier, and functioned as the utmost authorization body which has power to bring the Project back to the right track. In this line, the JCC had not functioned as originally expected.
	<u>Modification of Project Design</u>	Timing to modify PDM	-Interview survey	PDM was modified in the right timing as of the mid-term review, but the modification did not cover all the necessary points to be changed. Some of indicators were left without setting exact target figures such as the number of CI and PI.
		Justifiability to modify PDM, if any	-Interview survey	As abovementioned, although the modification was reasonable actions, it was not completed.
		Timing and frequencies to provide "advisory and/or monitoring missions" from JICA, and/or other assists from Vietnamese government	-Interview survey	Although the JICA Vietnam office had been making efforts to improve the implementation structure, the efforts could not yield tangible results until the mid-term review. The advisory and/or monitoring missions were not sent from the JICA headquarter. Along with the consecutive efforts by the JICA office, sending these missions prior to the mid-term review should have been considered in this context.
Relevance (To examine the justifiability or necessity for project implementation)	<u>Policy</u>	Consistency with the development policy of the government	-Documents of Vietnamese policy -Questionnaire -Interview survey	Vietnamese government regards the agriculture cooperatives as one of the vital driving forces of agricultural economic growth in the country because of its potential to accelerate the agricultural produce and productivity. The government amended the cooperative law in 2012 to strengthen its functions in this line, and, moreover in 2014, issued the new rural development plan from 2014 to 2020 as 710QD-BNN-KTHT. The plan stresses the necessity to develop institutional frameworks and mechanisms in order for agricultural cooperatives to strengthen their functions. The Project has aimed at establishment of supporting system of agricultural cooperatives from the training aspects. In this line, it is evaluated that the Project is consistent with the national policy/plan of the Vietnamese government.
	<u>Priority</u>	Consistency with Japanese ODA policy/plan (Country Assistance Policy)	-Japan's Country Assistance Program/ country-specific program	The Country Assistance Policy for Vietnam issued in December 2012 sets three priority areas of assistance, one of which is to focus on "Coping with vulnerabilities". In this priority area, the Assistance Policy stresses the importance to assist in poverty reduction and reducing the urban-rural disparities through agriculture and rural development. In addition, the Rolling Plan for Vietnam in the year of 2014 also places this Project as one of the key technical cooperation project in the area of "agricultural and rural development" program. The consistency with the Japanese assistance policy of the Project is confirmed in these lines.

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Evaluation Criteria	Evaluation Items		Data Sources	Result
	Main Items	Sub-Items		
	<u>Selection of the target group cum counterpart</u>	Needs of Vietnamese government (MARD)	-Questionnaire -Interview survey	As the governmental policy declared, strengthening agricultural cooperatives is one of the prioritized issues in the agricultural sector, which can expectedly contribute to economic development nationwide. As a responsible government organization, MARD had been seeking more effective and efficient support system to agricultural cooperatives. The Project has introduced the unique training system, which modified ToT system that MARD had conducted even before the Project into CI and PI mechanism. In this line, the Project contents meet with the needs of MARD.
		Needs of Agricultural Cooperatives	-Questionnaire -Interview survey	Agricultural cooperatives have been always looking for enhancement of organizational management with their own capacity development, however, the opportunities to receive integrated training from theory and practical viewpoints were actually limited. The Project is responding to these AC's needs.
		Appropriateness of the target group selection for the Project	-Project documents -Questionnaire -Interview survey	Considering the Project purpose, which is to establish the system of supporting ACs for enhancement of their functions nationwide, only MARD can cover such whole area of the country. It is appropriate selection in this line.
	<u>Appropriateness of project design</u>	Appropriateness of the target provinces ~ Hoa Binh, Thai Binh, Hai Dong, An Giang and Binh Dinh	-Project documents -Questionnaire -Interview survey	The Project selected five provinces as target areas, which are three provinces in northern, one in central and another in southern part of the country, and conducted pilot activities in each province. Since there are differences in general of the development status and characters of the agricultural cooperatives among them, it is evaluated reasonable selection in order for the Project to develop the supportive system for the agricultural cooperatives which are applicable to various conditions.
		Design of PDM in terms of logical structure	-Project documents -Interview survey	PDM is logically consistent, however, some of the indicators are not matched with the actual situation of the Project.
	<u>Advantage of Japanese technologies</u>	~ whether the Project utilizes the Japanese technical advantage and/or experiences	-Interview survey -Questionnaire	The major items of the technical transfer/training courses in the Project, "joint marketing business", "joint purchasing business", "internal credit business" and "making mid-term plan" are the essential outputs derived from the long time experiences of agricultural cooperatives in Japan. It is evaluated that the Project has utilized a series of knowledge, experiences and technical skills that Japan had.
Effectiveness (To examine project effects)	<u>Output 1.</u>	Achievement status of Output 1	-Project record -Questionnaire -Interview survey	Output 1. The basic framework for enhancing AC functions is formed. -Objectively verifiable indicator: 1. Formal guideline and training course curriculum on AC development is formulated by DCRD 2. Formal guideline is drafted by CIs and PIs and finalized at the technical advisory meeting. 3. Study case for successful/unsuccessful examples are developed The achievement status of the Output 1 is medium.

Evaluation Criteria	Evaluation Items		Data Sources	Result
	Main Items	Sub-Items		
				DCRD has already established the "training framework" for AC supports, and now under process to add the Project's outputs, JMB, JPB, mid-term plan and internal credit. This is important steps and one of the tangible outcomes of the Project, though, the formal guideline is still remaining as another expected output of the Project. In this line, Output 1 is evaluated "medium" status of its achievement.
	<u>Output 2</u>	Achievement status of Output 2	-Project record -Questionnaire -Interview survey	Output 2. The system of training and providing guidance to provincial officials at the national level is established. -Objectively Verifiable Indicator: 1. Capable Instructor to provide guidance continuously to provincial officials are secured. 2. Performance of Central-level instructors is evaluated according to the evaluation criteria. The achievement status of the Output 2 is medium. The system of training and providing guidance to provincial officials, which is interpreted equal to CI mechanism, is in the middle stage of completion in terms of its capacity. The number of CI has been on the increase especially in the last half year, but, the actual application is still limited. From the viewpoint of CI's distribution, southern part of the country has rather abundant CI, but, on the other hand, the northern part is still limited as of now. The increase in CI for taking care of northern part will be another issue for achievement of this output aspect.
	<u>Output 3</u>	Achievement status of Output 3	-Project record -Questionnaire -Interview survey	Output 3. The system of training and providing guidance to ACs at the target province is established. -Objectively Verifiable Indicator: 1. The number of AC who formulated mid-term plan based on the needs of AC members 2. Implementation rate of the three services in accordance with mid-term plan 3. The monitoring ACs improve more than one grade in monitoring sheets of marketing and purchasing businesses 4. CIs and PIs revise the training materials for each province. The achievement status of the Output 3 is relatively high. The system of training and providing guidance to ACs at the target province, which is interpreted equal to PI mechanism, has developed at a certain level. Through the Project activities, PI in each province has accumulated their knowledge and instruction experiences on JMB, JPB, mid-term plan, and internal credit. However, the experiences on consecutive follow up actions to AC are limited, or not conducted yet in some contents such as internal credit. Considering such remaining challenges of PI, the achievement of the Output 3 is evaluated relatively high, although the indicators are showing satisfactory status mostly.
	<u>Project purpose</u>	Achievement forecast for the	-Project record	Project Purpose: The system of supporting ACs for enhancement of their functions is established in

Evaluation Criteria	Evaluation Items		Data Sources	Result
	Main Items	Sub-Items		
		Project purpose	-Questionnaire -Interview survey	<p>central and target provinces</p> <p>-Objectively verifiable indicator</p> <ol style="list-style-type: none"> 1. The monitoring ACs will improve more than one grade in ""Overall rating of Vietnam AC"". 2. Policy for supporting AC is established by DCRD 3. CMARD2 and VCA adopt the training courses introduced by the project as part of their regular training program, as well as those who join the training courses from other organizations such as universities and development partners. <p>The achievement status of the Project purpose is evaluated "relatively high".</p> <p>One of the key components of supporting system to AC, which is CI mechanism, is under development towards completion stage. The effectiveness of the mechanism itself is confirmed, though, it is still necessary to strengthen CI candidates' capacity and to secure other CI resources particularly in northern part.</p> <p>As another key component, PI has developed in their capacity through theoretical trainings and actual instruction experiences. They also, however, need to accumulate more follow up experiences and also to gain more knowledge on all the fields.</p> <p>In addition, formal guideline for AC support will be the incoming requirement output towards establishment of the AC supporting system more firmly.</p> <p>Overall, considering the fulfillment status of the indicators, which are almost satisfactorily, and remaining challenging issues on the other hand, the achievement level of the Project purpose is evaluated "relatively high".</p>
	<u>Contribution factors</u>	Contributing factors to enhance the achievement of the Output and/or Project purpose	-Questionnaire -Interview survey	<p>Contribution factors to achievement of the Project purpose and outputs are as follows:</p> <p>The Project held training events inviting various PI from targeted provinces in addition to the normal training courses, called as "exchange training". These events enabled each other to observe the instruction methods and to realize the advantage and weak points that each PI had. This kind of exchange events contributed to enhancement of the PI's capacity beside normal courses.</p> <p>In addition, study tour which gave opportunities for AC in northern provinces to observe the AC's business activities in An Giang also yielded positive impacts on the AC's performance.</p>
	<u>Inhibition factors</u>	Factors to inhibit the achievement of the Output and/or Project purpose	-Questionnaire -Interview survey	<p>Inhibition factors to achievement of the Project purpose and outputs are as follows:</p> <p>-</p> <p>In accordance with the original plan of implementation structure, Vietnamese side allocated counterparts from DCRD as members of PMU. The majority of the division staffs in charge of AC was selected, thus, the assignment itself was evaluated appropriate.</p> <p>However, the PMU did not function as expected due to lower attendance ratio of PMU staffs in the Project activities, and difficulty in smooth communication among PMU during the first half of the Project</p>

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Evaluation Criteria	Evaluation Items		Data Sources	Result
	Main Items	Sub-Items		
				<p>period. It resulted in significant delays of the scheduled activities.</p> <p>Owing to the accelerated efforts by the newly formed PMU after the mid-term review, the scheduled training courses would be managed to be completed by the end of the Project, however, the Project has only quite limited time to conduct follow up activities for AC and to strengthen capacities of CI and PI. It means the stagnancy period of PMU gave influence on the achievement status of the Outputs and the Project purpose.</p> <p>* Important assumptions (have been secured or not, and prospects for the remaining period) Important assumptions have been fulfilled until the terminal evaluation.</p>
Efficiency (To examine project efficiency)	<u>Input (manpower)</u>	Enhancement of the output by the manpower input of Japanese experts (number, expertise, timing, performance) * to see the appropriateness of the balance between manpower input and project's design / framework	-Project record -Questionnaire -Interview survey	<p>Japanese manpower input Japanese side dispatched long term experts of chief advisor/internal credit, and coordinator/training program, and one short term expert on economic activities including joint marketing, joint purchasing as originally planned.</p> <p>The components of these experts are evaluated appropriate inputs for implementation of the Project, though, since there was stagnancy period due to difficulty in coordination of implementation of the Project among PMU until the mid-term review, Japanese experts could not conduct the series of the Project activities as originally scheduled. In this context, there was inefficiency in Japanese manpower inputs.</p>
		Enhancement of the output by the manpower input of counterpart personnel assigned * same as above captioned	-Project record -Questionnaire -Interview survey	<p>Vietnamese manpower input As described in the inhibition factors, the assignment itself was appropriate, though, the inputs did not function as originally expected in the framework of PMU in the first half of the Project period. It had given influence on the degree of achievement of the Project purpose as well as sustainability.</p>
		Enhancement of the output by manpower input of external human resources assigned, if any * same as above captioned	-Project record -Questionnaire -Interview survey	<p>Other manpower input (local consultants, JOCV, associations, universities etc.) The Project effectively utilized external human resources as CI, namely VCA, CMARD 1 and 2, Can Tho University and SOCENTOOP. As of the terminal evaluation, Hue University is about to join the Project as another CI resources. CMARD 2 has accumulated more training experiences as CI to PI than other CI organizations, and already functioned as trainers for incoming new CI as well.</p>
	<u>Input (material and facility)</u>	Enhancement of the output from the viewpoint of material and facility inputs (volume, specification,	-Project record -Questionnaire -Interview survey	<p>Material inputs in the Project focused on only necessary equipment such as computers, projector and others for training purpose. It is evaluated reasonable inputs for the Project implementation in terms of volume, specification, timing, usability and targeted users.</p>

Evaluation Criteria	Evaluation Items		Data Sources	Result
	Main Items	Sub-Items		
		timing, usability, provided targets)		
	<u>Input (training in Japan)</u>	Enhancement of the output (contents, timing, period, numbers)	-Project record -Questionnaire -Interview survey	The trainings provided the participants with the opportunities to learn the AC's activities and the ways of management in Japan, and produced positive effects particularly in training contents. For example, CMARD2 as CI started to add business stories that Japanese AC had experienced into his/her lecture, which enriched the training contents. Such tangible effects have been observed.
	<u>Input (Budget)</u>	Amount and timing of the disburse of budget	-Project record -Interview survey	Amount and timing of the budget disburse were appropriate for the Project activities
	<u>Complementary effect</u>	Other projects/programs to promote the Project's implementation and/or results	-Questionnaire -Interview survey	There were no projects which had complementary effects each other, but, the Project gave technical inputs to other projects. It is described in the Impact.
	<u>Duplicated activities</u>	Other projects/programs to conflict or duplicate the activities of the Project (IFAD and others)	-Questionnaire -Interview survey	There were no duplicated activities.
Impact (To examine the project's effects including the ripple effects in the Project period)	<u>Overall goal</u>	Achievement forecast for the overall goal	-Project record -Questionnaire -Interview survey	Overall goal: The method for enhancing functions of AC, which contribute to rural development, is applied nationwide under the initiatives of Vietnamese government. -Objectively Verifiable Indicator 1. The monitoring ACs will improve more than one grade point in "Overall rating of Vietnam AC". 2. The number of guidance which central-level instructors gave to provinces. 3. The number of provinces where agricultural cooperative mid-term plan is formulated based on the needs of AC members - It is possible for the Overall goal to be achieved.
	<u>Impacts occurred as ripple effects (positive and negative)</u>	Aspects as follows: • policy, • technique, • environment, • socio-economy, • organization • finance • gender	-Project record -Questionnaire -Interview survey	【Positive impact】 (Economy aspect) Through the Project activities, many targeted ACs showed better business performances in joint marketing, which is assumingly giving positive impact on AC members' farming economy. Although the growth of joint marketing volume could not be achieved only by the Project's training inputs, it can be judged that this change was triggered by the Project's intervention. (New business) Observation at study tours triggered the ideas of new business by AC. Some of ACs started new business. The followings are the examples. > One of the targeted ACs started "solid waste collection" business in their commune, covering nearly

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Evaluation Criteria	Evaluation Items		Data Sources	Result
	Main Items	Sub-Items		
				<p>2,000 households, which is contributing to the AC's capital (Thai Binh).</p> <p>> One of the targeted ACs started "transportation" business. The AC purchased a truck and used it for carrying construction materials. The income is giving large financial contribution to the AC (Hoa Binh).</p> <p>(Technical aspect)</p> <p>The Project received trainees from other JICA projects such as "Strengthening the Capacities for the Field of Management of Vietnam's Crop Production Sector for Improving the Productivity and Quality of Crop's Products", and "Agriculture Development Program in Nghe An Province ". The trainees joined the training courses with other counterparts of this Project, which were instructed by CI. The training provided information on joint marketing and purchasing, which expectedly leads to enriching the activities in these abovementioned projects.</p> <p>【Negative impact】 Nil</p>
Sustainability (To examine the sustainability after the termination of JICA's cooperation)	<u>Policy aspect</u>	Prospects of policy direction	<p>-Documents of government policy</p> <p>-Questionnaire</p> <p>-Interview survey</p>	<p>* The Project has been working for establishment of "The system of supporting ACs", which utilizes manpower of Central instructors, CI, and Provincial instructors, PI, on the targeted training fields". The viewpoint of sustainability is placed as "whether this supporting system will continuously function or not" in this context.</p> <p>It should be evaluated the sustainability of policy aspect from the following three viewpoints.</p> <p>(National policy as basic direction)</p> <p>As the new rural development plan from 2014 to 2020 along with the new cooperative law amended in 2012 declares, strengthening AC will be placed as one of the important issues for the Vietnamese government for contribution to economic growth. It is highly prospected for the policy to keep its crucial status.</p> <p>(Specific policy for actual implementation by DCRD)</p> <p>DCRD already has official training program which composed of 13 modules, and is now under the process of adding 5 modules including the Project's targeted contents, joint marketing, joint purchasing, internal credit and mid-term plan. Once this official procedure completes, DCRD can start dissemination efforts to provinces nationwide. Although DCRD's jurisdiction cannot enforce implementation at provinces, it is prospected that provincial DARD pays attention and reflects their own training programs.</p> <p>(Specific policy for actual implementation by province)</p> <p>Many of targeted provinces already have or are in the process of formulating the mid-term training plan for AC on the basis of DCRD's direction.</p>

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Evaluation Criteria	Evaluation Items		Data Sources	Result
	Main Items	Sub-Items		
				<p>In the case of An Giang province, DARD has already made five year training plan for AC 2015-2020, which stresses more on business support aspects than the previous five year plan, indicating the 4 courses are one of the crucial parts of training contents. Binh Dinh province is also now in the process of development of the five year plan for supporting AC with necessary cost estimation. This plan also would include the 4 courses as primary contents of the trainings. Both plans at An Giang and Binh Dinh contain the expansion program for new PI candidates as well.</p> <p>In these lines, the sustainability of policy aspect is almost ensured.</p>
		Prospects of legislative preparation (if necessary)	<p>-Documents of Vietnamese government policy</p> <p>-Questionnaire</p> <p>-Interview survey</p>	There are no emergent legislative preparations in order to produce the Project's outputs continuously.
	<u>Institutional aspect</u>	Appropriateness of institutional setting to continuously producing the Project's outputs	<p>-Documents of Vietnamese government policy</p> <p>-Questionnaire</p> <p>-Interview survey</p>	As of the terminal evaluation, all the CI have conducted the series of trainings to targeted PI on the basis of the MOU with the Project's framework. In this line, there are concerns about the future activities of "CI to PI training" after the Project ends because there are no solid promise for these CI to be employed continuously in the targeted provinces and/or other provinces. It should be considered for DCRD how to conduct trainings nationwide with the effective use of CI.
	<u>Organizational and Technical aspects</u>	Appropriateness of the organizational capacity from the viewpoint of structure and the number of allocated staffs (Central gov. and CI)	<p>-Questionnaire</p> <p>-Interview survey</p>	<p>(CI)</p> <p>Through the Project activities there are nearly 40 CI trained as of the terminal evaluation. However, many of them are new comers of the Project activities from the year of 2014, therefore, the actual experiences to provide trainings to PI are still limited. As of the terminal evaluation, only CMARD2 has accumulated training experiences with satisfactory reputation from trainees. Judging from the current situation, the sustainability of CI's technical capacity is still unclear in general viewpoint.</p> <p>However, it should be noted that the evaluation mission is also recognized that these new CI would gain enough capacity gradually because many of them have already theoretical background as lectures at training institutes and/or universities. As long as they can secure chances to receive trainings and to accumulate actual experiences at the field, they would be able to work as CI in the future.</p> <p>From the organizational aspect, all the CI's organizations have long time experiences of instruction to local government staffs, AC, and other types of entities in response to the government's requests and/or international donors as well. They have reasonable organizational structure with the enough number of staffs. It is evaluated the organizational aspect has enough sustainability.</p>
		Appropriateness of the organizational capacity from	<p>-Questionnaire</p> <p>-Interview survey</p>	<p>(PI)</p> <p>(The number of PI)</p>

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Evaluation Criteria	Evaluation Items		Data Sources	Result
	Main Items	Sub-Items		
		the viewpoint of structure and the number of allocated staffs (Target provinces and PI) ~ DARD ~ PI		<p>Considering the number of AC existed in the targeted provinces, the number of PI is not enough in general. Some provinces such as An Giang and Binh Dinh have plan to increase the number of PI, inviting lectures of vocational school, university, PCA and others. Such actions would support enhancement of the sustainability of PI's functions, though, as a general situation, the current number of PI will be a challenging factor for dissemination of assistance to AC in provincial wide.</p> <p>(Technical capacity of PI) Through the Project implementation, many of PI successfully upgraded their own knowledge and skills of JMB, JPB and mid-term plan in particular of theoretical aspect. In addition to the theoretical aspect, it is now necessary for PI to have more actual application practices at the field level in order to ensure the technical sustainability.</p> <p>Among four targeted contents, which are joint marketing, joint purchasing, mid-term plan and internal credit, there was a particular delay in completion of training events on the internal credit. As of the terminal evaluation, PI has not conducted trainings to AC yet, and expressed concerns in the interviews by evaluation mission that they would not be able to contest to AC's questions properly or not. From the evaluation viewpoint, internal credit is one of the most challenging items in PI's technical capacity.</p>
	<u>Financial aspects</u>	Prospects to secure sufficient financial resources to continuously produce project outputs ~ whether the MARD has detailed plan to allocate budget for AC trainings in the mid-long term perspective ~ how MARD is considering about necessary financial resources for employment or contract of CI	-Questionnaire -Interview survey	<p>The primary budget source for trainings to AC would be the each province's budget, which is determined by each PPC. There is no solid promising budget for the trainings especially on the 4 courses as of the terminal evaluation.</p> <p>As described in the policy aspect, the provinces started to make mid-term training plan for AC, and showed strong intention to negotiate with PPC for securing the necessary budget in order to carry out the training plan. The evaluation mission confirmed such positive and strong intention of DARD, though, it is difficult to be convinced whether the provinces would successfully secure sufficient budget to conduct AC trainings with necessary follow ups in their provinces entirely.</p> <p>In the case of An Giang province, DARD has already made five year training plan for AC 2015-2020, which stresses more on business support aspects than the previous five year plan, indicating the 4 courses are one of the crucial parts of training contents. Binh Dinh province is also now in the process of development of the five year plan for supporting AC with necessary cost estimation. This plan also would include the 4 courses as primary contents of the trainings. Both plans at An Giang and Binh Dinh contain the expansion program for new PI candidates as well.</p>
	<u>Social / gender/ environmental aspects</u>	If any concerns	-Questionnaire -Interview survey	There are no serious concerns on social, gender, environmental aspects which lead to negative influence on sustainability.

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