

**エチオピア国
オロミア州リフトバレー地域に
おける FFS を通じた持続的自然資源
管理プロジェクト
終了時評価調査報告書**

平成 30 年 6 月
(2018 年)

独立行政法人国際協力機構
地球環境部

環境
JR
18-098

序 文

独立行政法人国際協力機構は、エチオピア国と締結した討議議事録（R/D）に基づき「オロミア州リフトバレー地域における FFS を通じた持続的自然資源管理プロジェクト」を 2013 年 6 月から実施してまいりました。

このたび、当機構は期間中の活動実績等について総合的な評価を行うとともに、今後の対応策等を協議するため、2017 年 8 月 7 日から 8 月 27 日まで終了時評価調査を実施しました。

本報告書は、同調査によるプロジェクト関係者との協議及び評価調査結果等を取りまとめたものであり、本プロジェクト並びに関連する国際協力の推進に活用されることを願うものです。

終わりに、本調査にご協力とご支援を頂いた内外の関係者に対し、心から感謝の意を表します。

2018 年 6 月

独立行政法人国際協力機構
地球環境部部長

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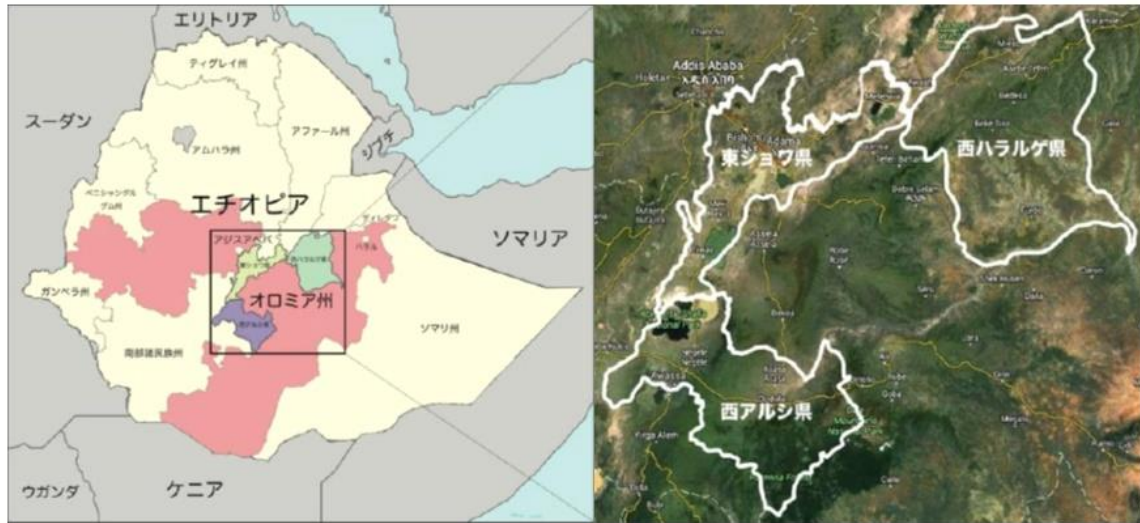
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プロジェクト位置図



出所：本事業の事業進捗報告書

略 語 表

略語	正式名	日本語
C/P	Counterpart	カウンターパート
DA	Development Agent	普及員
FAO	Food and Agriculture Organization of the United Nations	国連食糧農業機関
FFS	Farmer Field Schools	ファーマー・フィールド・スクール
FTC	Farmer Training Center	農民研修センター
GTP	Growth and Transformation Plan	成長と改革計画
GTP II	Growth and Transformation Plan II	成長と改革計画 II
JCC	Joint Coordinating Committee	合同調整委員会
M/M	Minutes of Meeting	会議議事録
OBANR (以前の OBA)	Oromia Breau of Agriculture and Natural Resources (以前の Oromia Breau of Agriculture)	オロミア州農業・自然資源局 (以前のオロミア州農業局)
PDM	Project Design Matrix	プロジェクト・デザイン・マトリックス
PIF	Ethiopia's Agricultural Sector Policy and Investment Framework	エチオピア農業セクターの政策・投資枠組み
PO	Plan of Operation	活動計画
R/D	Record of Discussion	討議議事録
VLDP	Village-level Development Promoter	村落レベル開発促進者(仮訳)

外貨交換レート

米ドル	US\$1 = 110.733000 円
エチオピア ブル(ETB)	ETB 1= 4.8374000 円

出所：JICA 月次精算レート (2017 年 8 月)

評価結果要約表（和文）

1. 案件の概要	
国名：エチオピア	案件名：オロミア州リフトバレー地域における ファーマー・フィールド・スクール（FFS）を 通じた持続的自然資源管理プロジェクト
分野：林業・森林保全	援助形態：技術協力プロジェクト
所轄部署： 地球環境部 森林・自然環境グループ	協力金額（評価時点）：4.1 億円
協力期間	討議議事録（R/D）： 2013 年 2 月 25 日 2016 年 5 月 30 日 (延長)：2018 年 3 月まで延長
	先方関係機関：オロミア州農業・自然資源局
	日本側協力機関：アイシーネット株式会社
	他の関連協力：
<p>1-1 協力の背景と概要</p> <p>エチオピア連邦民主共和国は、農業セクターが GDP の約 4 割を占める農業立国であり、8,470 万人（2011 年）の人口の 8 割以上が農村人口である。国土面積の 20%弱を占める半乾燥地域では、不適切な農業などにより土壌浸食が進行している。このような状況に対して、多くの国際機関・二国間ドナーや NGO が、土壌浸食対策や農業生産性向上を含む農業・農村開発のための支援を展開している。</p> <p>オロミア州は人口が 2,950 万人、面積は 35.3 万 km² でともにエチオピアの全州で最大であり、オロミア州から南部諸民族州にかけて広がるリフトバレー（大地溝帯）は半乾燥地域の典型である。点在する低山（共有地）は、森林伐採による草地・裸地化が進行しており、雨期の降雨や乾期の風蝕によって、山地や周囲の平地（主として農地）における土壌浸食が起きている。また、農地では主としてテフや小麦といった穀物が栽培されているが、農業技術の改善が十分に行われていないこともあり生産性が低い状況である。このような背景から、土壌保全を図りつつ農業生産性を向上させるような持続的な自然資源管理の実践が求められている。</p> <p>こうしたなかで、エチオピア政府は 2010 年 8 月に日本に対し、オロミア州の半乾燥地域において、住民参加型の技術普及手法であるファーマー・フィールド・スクール（Farmer Field Schools : FFS）を活用して、自然資源管理と収入向上に取り組む技術協力プロジェクトを要請した。日本政府による採択を受けて JICA は、当該地域における自然環境劣化の要因や土壌浸食対策としてのアグロフォレストリーの有効性、技術普及手法としての FFS の妥当性・有効性の確認などを目的とした実証調査「半乾燥地域ファームフォレストリープロジェクト」を、同州東ショア県リベン・チュカラ郡において実施した。これを受けて JICA は 2012 年 11 月に詳細計画策定調査団を派遣し、「オロミア州リフトバレー地域におけるファーマー・フィールド・スクール（FFS）を通じた持続的自然資源管理プロジェクト」について技術協力を実施することとした。</p>	

1-2 協力内容

(1) 上位目標

オロミア州半乾燥地域における持続的な自然資源管理に向けてオロミア州の関連政策が強化される。

(2) プロジェクト目標

プロジェクトサイト関係者の、FFS を通じた持続的自然資源管理を促進するための能力が強化される。また、その経験がオロミア州の他の地域で共有される。

(3) 成果

成果 1：農地での FFS を通じて習得したアグロフォレストリー技術の実践により FFS を卒業した住民の生産性が向上する。

成果 2：共有地での FFS 等を通じて習得した土壌保全技術の実践により対象共有地の自然資源が改善する。

成果 3：成果 1 および成果 2 が対象各郡の自然資源管理方針に反映される。

成果 4：プロジェクトの成果・教訓等が関係者（オロミア州政府、他県・他郡、他機関・他プログラム等）と共有される。

成果 5：プロジェクト対象地 3 郡における成果 1 及び成果 2 を基盤として、東ショワ県以外でも FFS を通じた自然資源管理が、オロミア州全体への拡大に向けた準備段階（プレ・スケールアップ）として実施される。

(4) 投入（評価時点）

日本側：

- ✓ 日本人専門家派遣：短期専門家 7 人
総括/自然資源管理、副総括/アグロフォレストリー/FFS（普及手法）、FFS（適用技術 1, 2）、研修監理
- ✓ 本邦研修：5 人、第三国研修：3 人、第三国視察 16 人
- ✓ 機材供与：自転車、単車、発電機、オフィス機器、合計 8.8 百万円
- ✓ 現地業務費：合計 133.0 百万円
- ✓ JICA エチオピア事務所経費：建物（311 千 ETB）、車両 2 台（59 千 US\$）

相手国側：

- ✓ カウンターパート配置：20 人
プロジェクトディレクター、プロジェクトマネージャー、州・県・郡コーディネーター、ほか。
- ✓ 土地・施設：執務スペース（OBANR 内）、会議室、一部研修会場の提供

(5) 受益者

直接的裨益対象：OBANR 職員、県・郡農業・自然資源部門職員、プロジェクト対象地域の住民

2. 評価調査団の概要			
調査者	担当分野	氏名	所属先・職位
	総括	足立 佳菜子	JICA 地球環境部 参事役 兼 自然環境第二チーム 課長
	協力企画	豊嶋 絵美	JICA 地球環境部 自然環境第二チーム 特別嘱託
	評価分析	持田 智男	OPMAC 専務取締役
調査期間	2017年8月7日～2017年8月27日		評価種類：終了時評価
3. 評価結果の概要			
3-1 実績の確認			
投入は、日本側・エチオピア側とも概ね計画どおり行われている。			
1) 成果の達成状況			
成果1：指標1-1のFFSグループの訓練実施数(79/100(実績/目標))や1-2のFFS卒業率(54.1/70%(実績/目標))は終了時評価時点では未達成(ただし卒業率は上昇傾向で、最近では70%以上)だが、指標1-5(苗木植栽本数(661/400(実績/目標)))については達成されている。FFS卒業生アグロフォレストリー技術の実践による生産性の向上を明確に示す指標は設定されていないものの、生産性向上はある程度推定された。			
成果2：いくつかの指標は達成されているが、共有地におけるFFSの活動・成果は限定的であった。例えば、本プロジェクトでは共有地の利用が許可されている組合を対象に共有地においてFFSを実施したが、FFSが1グループ32名であるのに対し組合員数はそれ以上であることもあり、この場合、共有地の利用権をFFSグループに限定することは困難であることから、実践が進まなかったと考えられる。また、エルニーニョ現象の影響を受けた干ばつ、植林に厳しい土壌条件なども指摘されている。			
成果3：予算不足により予算の配分は行われなかったが、東ショワ県の対象3郡において2016/2017年度の各郡の実施計画に、FFSの拡大実施計画が盛り込まれ承認された。FFSグループ卒業生による苗木の生産について、計画・実施された郡もある。成果3は達成された。			
成果4：プロジェクトの成果・教訓がオロミア州政府や他地域において、ワークショップやセミナー、ドキュメントなどを通じて十分に共有されている。成果4は達成された。			
成果5：西アルシ・西ハラルゲ県内の4郡で計16グループのFFSが実施されている。またOBANRはスケールアッププランを2017年1月に作成した。成果5は達成された。			
2) プロジェクト目標の達成見込み			
農民ファシリテーター数(70/100(実績/目標))、対象3郡における2017/18年度のFFS			

実施計画と予算措置、スケールアップ対象県における適切な予算措置など、終了時評価時点では達成度を確認できていない指標が一部あるものの、プロジェクト終了時までのプロジェクト目標の達成見込みは高い。州政府のガイダンスや FFS 実施予算の確保状況を引き続きフォローする必要がある。

3) 上位目標の達成の見込み

OBANR 副局長がプロジェクト結果の有効性が確認された場合、州政府では FFS を普及アプローチの 1 つとして活用するであろうとの意向を示すなどしている。上位目標達成については、FFS が州による自然資源管理に関する年次計画書内(2018/2019 年度)に組み込まれるかを見て判断する。

3-2 評価結果の要約

(1) 妥当性：高い

プロジェクトはエチオピアの開発戦略 (GTPII)、農業戦略 (PIF)、農業普及戦略 (ドラフト) やエチオピアの開発のニーズ (既存の普及システムに補完的な普及ツール、参加型自然保全、農業技術等) と整合しており、また、日本の ODA 政策とも合致している。

アプローチ面でも、FFS は参加型学習の機会を農民に提供して能力向上を図るもので、自然資源管理の方法として妥当性が高い。加えて、農民ファシリテーターの活用、対象地域の段階的な拡大や、郡から州に至るまでの各レベルの人材の巻き込み、州高官への打ち込み (ワークショップやスタディツアーを活用した関連組織上層部の理解の促進)、既存の普及制度 (Farmer Training Center) の活用、FAO との連携等も適切である。ただし共有地における FFS の実施は、コミュニティを構成する特定グループへの利用権付与の是非を巡る問題などから、難航した。

(2) 有効性：比較的高い

共有地の利用権、干ばつ、植林に厳しい土壌条件などにより進捗が限定的である成果 2 を除き、成果とプロジェクト目標の進捗は比較的円滑に進んでおり、プロジェクト目標の達成見込みは高い。ただし、各郡の政府の理解不足により 2017/2018 年度計画に FFS が盛り込まれない可能性があり、OBANR から郡レベルへの働きかけが必要である。OBANR は、適切な予算配分を受けて継続的に FFS 活動が計画・実施されるように、新しく配置された県や郡の職員を対象に頻繁に導入セミナーを実施することが重要である。

(3) 効率性：高い

成果 2 (共有地における FFS) を除き成果の達成度は高い。投入は概ね適切であったが、オフィス建設及び単車の供与に遅れが見られた (調達手続きや登録手続きの遅れなど)。

プロジェクトの外部条件としては、2015 年にエルニーニョ現象が発生し、そのため、特にアダマ郡では農民の FFS 参加や苗畑生産に影響を及ぼした。

(4) インパクト

上位目標の達成見込みについては、OBANR と州政府が FFS 手法の有効性に納得すれば、達成の見通しは高いと考えられる。また、正のインパクトとして、主に FFS 参加者やコミュニティメンバーの行動様式や意識の変化などにおいて、以下が挙げられる。

- 自然資源管理に対する FFS 参加者の意識向上
- 農作業における男女間のコミュニケーション・連携の増加、包括的な開発の重要性や女性の権利に対する認識の向上
- 野菜や果樹栽培による栄養源の多様化や作物栽培による収入増加
- 土着の伝統的な技術の発見と適用、FFS 参加者から非参加者への技術の普及

(5) 自立発展性（持続性）

持続性は今後 OBANR が示す方向性によるところが大きく、終了時評価時点では、十分に確保されるには至っていないと判断された。いくつかの点について持続性確保のためにフォローアップが必要と考える。

- 政策・制度面：OBANR は既存の普及手法を補完するものとして FFS を認識している。既に策定されている“Farmer Field School Based Extension System Plan for scaling up”の承認をもって、州政府からは、これを実行に移すための実務的なインストラクションの発出が必要になると考えられる。同インストラクションは、適切な予算配分を受けて FFS を実施することを詳しく示すものであることが期待される。政策面に関しては、農業・自然資源省の「農業普及システム」のドラフトでも FFS についての言及がある。同戦略では、農業ファシリテーターなどの Village-Level Development Promoter (VLDP) に対して、彼らが提供するサービスの対価として適切なインセンティブ供与の必要性に言及している。
- 組織面：エチオピアの既存の普及システム（約 12,500 カ所の FTC と 7 万人を超える普及員が普及活動に従事）では多くのリソースが投入されている。FFS はこの現行の普及システムを補完する役割を負うと考えられる。特にオロミア州全域に FFS の普及を図る際に、農民ファシリテーターは大きな役割を担うと考えられる。ただ、現行制度では政府機関から農民ファシリテーターへの手当の支払いができないため、今後対応策を検討する必要がある。
- 財務面：隣接県でのスケールアップ活動に現在配分されている予算は、FFS の実施に十分ではないと考えられる。既に策定されている“Farmer Field School Based Extension System Plan for scaling up”の承認、そして年次計画への FFS の織り込みをもって、州政府と郡政府は FFS 活動のために適切な予算配分を図る必要がある。適切予算の配分とともに重要なポイントとして、適切な資材調達とディリバリーシステムの整備が挙げられる。これらは、FFS 活動のタイムリーな実施にあたって不可欠な点である。
- 技術面：FFS をよく理解している CP がおり、FFS のスケールアップにあたっても継続的に関与すると考えられる。また、マスタートレーナーについては、州内での FFS 活動のスケールアップに併せて、今後その数を次第に増加させていく必要があるが、

本プロジェクトの下でも、育成されてきている。FFS を担当する州レベルのコーディネーターも OBANR に配置されており、現在実施中のマスタートレーナー研修に 2017 年後半から参加する予定である。さらに、今後ファシリテーターや関係者の参考とすべく、FFS 実施のための各種マニュアルもドラフトされている。このような現状の下、今後、FFS の質を確保するために、FFS のファシリテーションを補強するバックストッパーの育成・活用がますます重要になると考えられる。

3-3 効果発現に貢献した要因

(1) 計画内容に関すること

- 特になし

(2) 実施プロセスに関すること

- 専門家と CP の密接なコミュニケーション及び CP の高いコミットメントと FFS に対する高い理解
- 郡政府の FFS に対する理解
- 県・郡レベルでのコーディネーターの配置と彼らの積極的な研修・会議への参加
- 郡レベルの普及員 (DA) と DA スーパーバイザーの一括研修
- 対象郡間の競争意識の醸成
- FFS アプローチの推進のための FAO との連携

3-4 問題点及び問題を惹起した要因

(1) 計画内容に関すること

- 特になし。

(2) 実施プロセスに関すること

- FFS を用いた自然資源管理に関し、州政府から郡への明確なガイダンスが無い
- DA の異動・離職 (FFS 活動の中止や質の低下を招いた)
- 州・県・郡レベルで FFS 実施に関与するマネジメントの異動 (FFS 活動の質の低下を招いた)
- コミュニティを構成する特定グループへの利用権付与の是非を巡る問題
- 乾期中の苗畑における水へのアクセスの制限
- 自然災害 (干ばつ及び洪水)

3-5 結論

終了時評価時点では、いくつかの指標は達成されていないもののプロジェクト目標の達成見込みは高い。FFS は持続的自然資源管理に有効的な手法であり、他地域への拡大も期待される。

3-6 提言

(1) プロジェクト終了時までの活動に係る提言

- 1) スケールアップのためのアクションプランの策定
- 2) スケールアップ県での月例会議の開催
- 3) 既存のモニタリングシステムへの、FFS のモニタリング・評価システムの統合
- 4) FFS の振興
- 5) スケールアップ県における FFS 実施予算の確保
- 6) FFS の準備と実施プロセスのモニタリングと監督

(2) プロジェクト終了後の活動に関しての提言

- 1) FFS の戦略的なスケールアップ
- 2) FFS に係る人材育成のためのトレーニングシステムの構築
- 3) 農民ファシリテーターの制度化
- 4) 共有地における自然資源管理のための適切な手法の検討

3-7 教訓

- 1) FFS の特性を踏まえた展開
- 2) FFS を通じたジェンダー配慮
- 3) 既存の手法・制度を有する相手国政府機関に対し、特定の目的を念頭に置いた新しい手法（自然資源管理に重点を置いた FFS）を導入する場合にとられた段階的な働きかけ
- 4) 関連ドナーとの連携の必要性
- 5) 共有地における権利の確認
- 6) 指標の明確化

終了時評価調査結果要約表（英文）

I. Outline of the Project	
Country: The Democratic Republic of Timor-Les	Project title:
Issue/Sector: Natural Resource Conservation	Cooperation scheme: Technical Cooperation
Division in charge: Natural Environment Team 1, Forestry and Nature Conservation Group, Global Environment Department	Total cost: 409,107 Thousand JPY
Period of Cooperation	(R/D) February 25th, 2013 June 2013 to November 2016. (R/D) May 30th, 2016 Extended to March 2018
	Partner Country's Implementing Organization: Oromia Bureau of Agriculture and Natural Resources (OBANR) Supporting Organization in Japan: IC Net Limited
Related Cooperation:	
<p>1. Background of the Project</p> <p>The Federal Democratic Republic of Ethiopia is a country where the agricultural sector accounts for approximately 40% of the GDP and more than 80% of the population (84.7 million in 2011) are farmers. Furthermore, in the semi-arid area, which constitutes nearly 20% of the country, inappropriate agricultural methods, etc. have led to major soil erosion. To address this situation, many international agencies, bilateral government organizations and non-governmental organizations are providing support for agricultural and rural development that minimizes soil erosion and improves agricultural productivity.</p> <p>The Oromia Region has the largest population (29.5 million) and area (353,000 km²) in Ethiopia, and the Rift Valley, spreading from the Oromia Region to the southern area of Ethiopia, is a typical semi-arid land. Scattered communal lands are being denuded by the felling of trees, followed by the rain-washing a large amount of soil away. Meanwhile, on the farmlands, although cereals such as teff (a gramineous crop) and wheat are mainly cultivated, productivity is low because proper cultivation techniques have not been disseminated. Therefore, the region needs to implement sustainable natural resource management that achieves both soil conservation and improvement in agricultural productivity.</p> <p>Against this background, in August 2010, the Ethiopian government made a request to the Japanese government for a technical cooperation project on natural resource management and livelihood improvement through the Farmer Field Schools (FFS) – a method for disseminating techniques – in the semi-arid area of the Oromia Region. After Japanese Government agreed to Ethiopia's request, JICA conducted a survey in Liben-Chukala District, in the East Shewa Zone, based on which, the detailed planning survey team was dispatched in November 2012. It was decided that a technical cooperative project named the “Sustainable Natural Resources Management Project through the Farmer Field School (FFS) in the Oromia Rift Valley Region” (hereafter referred to as “the Project”) be carried out.</p> <p>2. Project Overview</p> <p>(1) Overall Goal: A policy towards sustainable natural resource management in semi-arid area of Oromia Region is strengthened.</p> <p>(2) Project Purpose Capacity of the relevant stakeholders of Liben Chukala, Bora and Adama district of East Shewa Zone in the semi-arid area of Oromia Region to promote sustainable natural resource management including agroforestry and soil conservation measures through FFS is strengthened, and their experiences are shared with other areas of Oromia Region.</p>	

<p>(3) Outputs</p> <p>Output 1: By introducing FFS on farmland, FFS graduates' productivity is improved through agroforestry practices learnt in the course of FFS</p> <p>Output 2: By introducing FFS and other demonstration practices on communal land, natural resources of the target communal lands in the target districts are improved through soil conservation practices learnt in the course of FFS.</p> <p>Output 3: Output 1 and Output 2 are reflected to the specific plan/guideline on natural resource management of the target districts.</p> <p>Output 4: The Project's outcomes and lessons learnt are shared with the Oromia Regional Government, other zones/ districts and related programs through workshop(s) and/ or seminar(s).</p> <p>Output 5: Based on the result of Output 1 and Output 2 in the three target districts in East Shewa Zone, pre-scale up of natural resource management through FFS are implemented outside of East Shewa Zone of Oromia Region.</p> <p>(4) Inputs (at the time of the terminal evaluation study)</p> <p>Japanese side:</p> <ul style="list-style-type: none"> - Short-term Experts: 7 persons Team leader/Natural resource management, Sub-leader/Agroforestry/FFS (Extension method), FFS (Application techniques 1 and 2), Training management - Training in Japan: 5 persons, Training in the third country: 3 persons, Study visit in the third countries: 16 persons - Equipment: 8.8 Million Yen (estimated up to March 2018) including bicycles) - Local cost: 132.9 Million Yen - Building at Liben Chukala District Office: 311.4 thousand ETB - Vehicle: 58,782 US\$ for 2 units <p>Ethiopian Side:</p> <ul style="list-style-type: none"> - Counterpart: 20 persons - Land and Facilities: Office (OBANR)/meeting space/training venues for trainings <p>(5) Beneficiaries</p> <p>Direct beneficiaries: Staff of Oromia Bureau of Agriculture at regional, zonal, and district levels; local people in the target area</p>	
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II. Evaluation Team		
Members of Evaluation Team	<p>Leader: Kanako ADACHI (Ms.) Senior Director, Natural Environment Team 2, Forestry and Nature Conservation Group, Global Environment Department, JICA</p> <p>Cooperation Planning: Emi TESHIMA (Ms.) Special Advisor, Natural Environment Team 2, Forestry and Nature Conservation Group, Global Environment Department, JICA</p> <p>Tomoo MOCHIDA (Mr.) Evaluation Analysis OPMAC Corporation</p> <p>Evaluation Analysis: Tomoo MOCHIDA (Mr.) Managing Director, OPMAC Corporation</p>	
Period of Evaluation	7/8/2017~ 27/8/2017	Type of Evaluation: Terminal evaluation

III. Results of Evaluation

3-1 Confirmation of Results

As a whole, inputs from both Japanese and Ethiopian sides have been provided as planned.

1) Achievement of Outputs

- Output 1: Some of indicators (Indicator 1-1: the actual number of FFS group trained was 71 against planned 100 and Indicator 1-2: the average graduation rate of participants was 54.1% against planned 70% or more) were yet to be achieved while others such as Indicator 1-5 exceeded the target (the number of seedlings planted was 661 per group against planned 400). The prospect of Output 1 being fully achieved remains to be seen at the time of the terminal evaluation in August 2017. It is noted that improvement could be seen in FFS graduates' productivity.
- Output 2: Based on the above results, the achievement level of Output 2 was limited although Indicators 2-1, 2-2 and 2-5 have been fully achieved. The reason why FFS could not produce the expected results seemed due to the nature of collective user rights/management of communal lands (for example, the maximum number of participants in one FFS group is set at 32 persons at one time while the number of cooperative members in a forest cooperative that manages communal lands concerned is more than 32.), harsh environment like droughts affected by El Nino, and unfavourable land conditions for tree plantations where the survival rate of seedlings was low.
- Output 3: Liben Chukala, Bora and Adama district offices incorporated scale-up plans of FFS activities in their district plans for 2016/2017 although these plans were not implemented due to budget shortages at the three districts. One of the districts planned and actualized seedling production by graduates of FFS groups. It was found that Output 3 was achieved in these three (3) districts.
- Output 4: Outcomes and lessons learnt from the Project were shared with the Oromia Regional Government and other zones were shared through workshops, seminars, documents and so on. It was found that Output 4 was achieved.
- Output 5: 16 FFS group activities are being facilitated in the four districts in West Arsi and West Hararge Zones. OBANR prepared a scale-up plan in January 2017. It was found that Output 5 was achieved.

2) Prospect for achieving the Project Purpose

Based on the above results, it is expected that the Project Purpose will be largely achieved by the end of the Project period. Status of the budgetary appropriation for implementation of FFS needs to be followed up.

3) Prospect for achieving the Overall Goal

The future achievement of the Overall Goal will be assessed by examining whether or not the regional government has incorporated the FFS activities in its Annual Plan 2018/2019 after the Project completion.

3-2 Summary of Evaluation Results

(1) Relevance

The relevance of the Project is high.

1) Consistency with the development policy of Ethiopia

The Project is consistent with:

- Growth and Transformation Plan II (GTP II) (2015/16-2019/20), National Planning Commission, 2016

- Ethiopia's agricultural sector policy and investment framework (PIF) 2010 – 2020, Ministry of Agriculture and Rural Development, Federal Democratic Republic of Ethiopia, 2010
- Agricultural Extension Strategy of Ethiopia (Draft), Ministry of Agriculture and Natural Resources, 2017

2) Development needs of Ethiopia

The Project has met the needs of the target group in terms of:

- Provision of complementary extension tools for the existing extension system;
- Promotion of participatory community-based natural conservation
- Provision of equal opportunities of participation to both female and male
- Provision of training opportunities to acquire new knowledge, technologies and skills for productivity increase in agriculture and forestry

3) Consistency with the Japan's ODA policy

The Project is in line with Japanese ODA policies:

- Country assistant policy to Ethiopia, April 2012
- Japanese Aid Policy to Ethiopia, Embassy of Japan in Ethiopia, October 2013
- Japan's ODA to Ethiopia: rolling plan in June 2013

4) Appropriateness of Project design and approach

The Project design and approach have been found appropriate in terms of the following aspects:

- Introduction of the FFS approach for effective natural resource management as it is characterized with a participatory, discovery-based and learning-by-doing education approach to develop capacity of farmers;
- Promotion of utilization of farmer facilitators who reside in localities for a long time and know means of communications with other farmers in the communities;
- Gradual and phased deployment of the Project activities by changing the level of development interventions, including the amount of inputs, in promoting the FFS approach from the initial two (2) districts (Liben Chukala and Bora) in East Shewa zone to Adama district in the same zone, then to four districts outside East Shewa zone (West Arsi and West Hararge zones);
- Gradual approach to involve extension offices at the level of zonal and regional offices in the Project;
- Gradual approach to convince government high-ranking officials of effectiveness of the FFS approach with a strategic use of study tours in the third countries and workshops;
- Use of Farmer Training Centers (FTC), which is an institution of the existing extension system, for implementation of FFS activities in some cases;
- Collaboration with another JICA assisted technical cooperation project, which had started earlier and already introduced the FFS approach, for exchange visits and utilization of trainers, etc.;
- Collaboration with FAO for utilization of FAO FFS experts from the third countries, etc.

However, it is difficult to apply the FFS approach in communal lands for groups like forest cooperatives and/or watershed management cooperatives, which consist of a large number of members, due to issues over the collective ownership of communal lands, etc.

(2) Effectiveness

The effectiveness of the Project is prospected to be relatively high.

1) Possibility of realizing the Project Purpose

Good progress has been observed in achieving the Outputs and the Project Purpose although achievement level of Output 2 was found limited due to the nature of collective user right/management of communal lands, harsh environment like droughts due to El Nino, and

unfavourable land conditions for tree plantations where the survival rate of seedlings was low.

2) Constraints possibly foreseen in achieving the Project Purpose

Although no major constraints are foreseen, there is a possibility that the FFS plan and supplementary budgets will not be prepared and incorporated into the District Annual Plan in 2017/2018 because of insufficient understandings on the FFS approach at the management level of the target district offices. It is important for OBANR to conduct frequent induction seminars to newly assigned zonal and district officials for planning and implementation of the continuous FFS activities with the adequate allocation of budgets.

(3) Efficiency

It is considered that efficiency is high.

Except for Output 2, the extent of achievements of Outputs is more or less good. The appropriateness of natural resource management through FFS in communal lands remains to be seen. Major inappropriateness has not been observed on kinds of equipment, their quantities and timing of supply in order to realize Outputs except: 1) the late completion of a building with an office and a meeting room at Liben Chukala District Office due to prolonged procurement procedures, etc. and 2) the late delivery of motorbikes due to complicated registration procedures. Ethiopia experienced impacts of El Nino-related drought in 2015, which affected the level of participation of farmers in FFS activities and seedling productions at nurseries, especially at Adama district

(4) Impact

1) Possibility to realize the Overall Goal

The Overall Goal is likely to be achieved if the high-ranking officials of OBANR and Oromia regional government are convinced of effectiveness of the FFS approach.

2) Positive and Negative Effects of the Project

The following effects of the Project have been observed mainly on capacity development aspects of FFS participants and community members such as changes in their behaviours and mind-sets.

Positive Effects

- Increased awareness of the FFS participants towards natural resource management as they started producing seedlings from tree seeds
- Increased communication and collaboration of male and female in farming activities, etc.
- Recognition of importance of inclusive development in a community by some farmer facilitators
- Recognition of importance of equal rights of women and men and time management by some farmers
- Diversification of sources of nutritious foods by introducing vegetables and fruit trees
- Increased opportunities of earning cash income by selling products from homesteads
- Discovery, experiments and dissemination of indigenous knowledge to deal with plant diseases and pests
- Dissemination of technologies to neighbours by FFS participants

(5) Sustainability

The sustainability of the Project in terms of policy and institutional, organizational, financial and technical aspects depends largely on the direction laid out by OBANR as follows.

1) Policy and institutional aspects

- OBANR has already indicated their direction in regard to FFS as a complementary approach to the existing extension system.
- With the approval of “Farmer Field School Based Extension System Plan for scaling up”, an issuance of a practical instruction by the regional government will be needed. The practical instruction is supposed to elaborate on the implementation of the FFS approach being supported with the adequate allocation of budgets.

- In the Agricultural Extension Strategy of Ethiopia drafted in 2017, the Ministry of Agriculture and Natural Resources refers to the FFS as one of the group approaches to provide extension services. The strategy also discusses the necessity to put appropriate incentives to be in place in order to compensate village-level development promoters such as farmer facilitators for their provided service.

2) Organizational aspect

- A considerable number of resources have been mobilized under the existing extension system in Ethiopia: about 12,500 FTCs exist throughout the country with more than 70,000 Development Agents being deployed for extension works. FFS approach is expected to play a complementary role of the existing extension system.
- Farmer facilitators are expected to play a crucial role when FFS is expanded across Oromia region. However, the direction to institutionalize farmer facilitators under the existing extension system is yet to be seen.

3) Financial aspect

- The current level of budget allocation for scaling-up of FFS in adjacent zones is not deemed sufficient to implement FFS. With the approval of the “Farmer Field School Based Extension System Plan for scaling up” and incorporation of FFS in the annual plan, regional and district offices need to make further efforts in allocating adequate amounts of budgets for FFS activities. The allocation of adequate budgets should be accompanied with appropriate procurement and delivery systems, which will be indispensable for a timely implementation of FFS activities.

4) Technical aspect

- It is expected that highly committed CPs to the Project, who had comprehensive and deep understandings on the FFS approach, continue to be involved in scale-up activities of the approach.
- A number of master trainers has been trained although it is considered that the number needs to be gradually increased in order to cope with scaling-up of the FFS approach across the region.
- Regional coordinators in charge of FFS have been assigned at OBANR and are scheduled to participate in the on-going Training of Master Trainers from the later part of 2017.
- Various manuals have been drafted for future reference of facilitators and concerned personnel.
- Mobilization of backstoppers will be deemed increasingly important from now on in order to ensure the quality of FFS activities.

3-3 Factors that promoted realization of effects

(1) Factors concerning to Planning

Not in particular

(2) Factors concerning to the Implementation Process

The Project has the following contributing factors.

- 1) Good relationship and communication between Ethiopian CPs and JICA experts
- 2) Assignment of highly committed CPs to the Project, who had comprehensive and deep understandings on the FFS approach and then, made great efforts to promote the Project
- 3) Good understandings of management at the district offices
- 4) Assignment of coordinators at zonal and district offices and their participation in coordinator trainings and meetings
- 5) Involvement of extension offices at the level of zonal and regional offices during the pre-scale up phase
- 6) Training of DA and DA supervisors at the same time
- 7) Encouragement of competitions among participating districts
- 8) Collaboration with FAO in Ethiopia for promotion of the FFS approach

3-4 Factors that impeded realization of effects

(1) Factors concerning to Planning

Not in particular

(2) Factors concerning to the Implementation Process

- 1) A clear instruction to promote natural resource management through FFS has not been issued to district offices by the regional government
- 2) Frequent and sudden transfer or leave of DA facilitators (Due to a transfer or long absence of DA facilitators in the middle of FFS activities, some FFS groups had to suspend their operations. In other cases, the quality of FFS activities were suffered. This resulted in the less number of farmer facilitators being qualified.)
- 3) Frequent transfer of management personnel of FFS activities at all the levels of the governments (For example, a transfer of team leaders and/or experts at a district level largely affected the quality of FFS activities because these personnel are supposed to manage DAs and DA supervisors, who needed to attend monthly meetings to update current activities and plan activities in the following month. Because of this reason, frequent transfer of management personnel also led to the less number of farmer facilitators being qualified.)
- 4) Difficulties on benefit-sharing of products and rights of use in communal lands when the number of community members benefiting from communal lands exceeds the number of FFS group members that plan to utilize the communal lands concerned.
- 5) Limited access to water in nurseries during a dry season
- 6) Disasters such as floods and droughts

3-5. Conclusion

Although targets of some indicators had not been achieved at the time of the terminal evaluation, the Project Purpose is likely to be achieved. FFS is evaluated as an effective approach for sustainable natural resource management and expected to be expanded throughout Oromia region and other areas.

3-6 Recommendations

(1) Recommendations of actions before the end of the Project

- 1) Formulation of an action plan for scaling up
- 2) Holding monthly meetings
- 3) Building FFS monitoring and evaluation system incorporated into the existing monitoring system
- 4) Promotion of FFS
- 5) Securing budget
- 6) Monitoring and supervising FFS preparation and implementation process

(2) Recommendations for the actions after the Project

- 1) Strategical scaling up of FFS
- 2) Building a training system for FFS
- 3) Institutionalization of farmer facilitators
- 4) Examination of appropriate methods for natural resource management at communal lands

3-7 Lessons and Learned

- 1) Expansion of FFS based on its features
- 2) Consideration of gender trough FFS
- 3) Adoption of a phased gradual approach to introduce a new method with a specific objective (FFS with a natural resource management) to a government that has an existing method and an institution.
- 4) Cooperation with relevant donors
- 5) Consideration of rights to use community lnds
- 6) Clarification of indicators in PDM

第1章 終了時評価調査の概要

1-1 調査団派遣の経緯と目的

エチオピアの国土面積の20%を占める半乾燥地域では、人口の増加に伴う薪炭材の過剰採取や土壌や生態系への配慮を欠いた農業、過放牧などにより土壌浸食が進行している。本案件の対象であるオロミア州は同国の半乾燥地域の34%を占め、人口増加に伴い平地部の森林地帯の農地化が進み、共有地においても森林伐採による草地・裸地化の進行による土壌浸食が起きている。また、農地での生産性が低いため、土壌保全を図りながら生産性を向上させる持続的な自然資源管理の実践が必要となっている。

同州では農業や自然資源管理に関する普及活動は郡農業・自然資源事務所が中心になって実施しているが、既存の普及方法は研修参加率の低さや、普及員のリソースの制約といった課題を抱えている。そのため、本案件では、オロミア州東ショワ県を対象として、FFSの手法を用いてアグロフォレストリーや土壌保全策を農地や共有地において普及すると同時に、FFSを通じた自然資源管理普及手法の政策的な導入をOBANRに働きかけてきた。

2016年3月の運営指導調査時に州全体への全面展開の準備段階(プレ・スケールアップ)の活動の実施と、それに伴いプロジェクト対象地が追加された(東ショワ県に加え、西アルシ県、西ハラルゲ県が追加)。さらに実施期間を2018年3月まで延長することが合意された。

JICAでは2014年3月1日以降に討議議事録(Record of Discussion: RD)の協議を開始する技術協力プロジェクトに関しては、中間レビューと終了時評価が原則、廃止された。しかし、JICA地球環境部森林・自然環境グループでは、各プロジェクトの特性や事情に応じ、中間レビューや終了時評価、適切な時期における合同モニタリングを実施している(但し、本終了時評価は、合同モニタリングではない)。2018年3月に終了が予定される本プロジェクトの終了時評価調査では、PDMに基づきプロジェクトの進捗状況を確認するとともに、プロジェクト終了時の目標達成見込み、事業の効率性、今後の持続性の見通し等の観点から協力の実施状況を総合的に評価し、残りの実施期間の計画を相手国政府側と策定し、プロジェクトを終了することの適否や協力延長等フォローアップの必要性、先方政府独自に継続する場合の留意点の有無等を判断した。

1-2 調査団派遣の目的ならびに調査団構成と日程

上述の経緯を踏まえ、以下を目的として終了時評価調査を実施した。

- (1) R/D、PDM及びPOに基づき、プロジェクトの投入及び活動実績や目標・成果の達成状況を確認する。
- (2) 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、評価を行う。
- (3) プロジェクトの実施プロセスを検証し、貢献要因や阻害要因を抽出する。
- (4) 上述の分析結果に基づき、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す。

1-3 調査団の構成

表 1 調査団の構成

<日本側>

氏名	担当分野	所属先・職位
総括	足立 佳菜子	JICA 地球環境部 参事役 兼 森林・自然環境グループ 自然環境第二チーム 課長
協力企画	豊嶋 絵美	JICA 地球環境部 森林・自然環境グループ 自然環境第二チーム 特別囑託
評価分析	持田 智男	OPMAC 専務取締役

現地調査は2017年8月7日から8月27日までの期間で実施した。調査日程の概要は、以下のとおりである（8月9日は評価分析団員のみによる調査）。

表 2 調査日程

日付	内容	
8月7日	月	本邦発
8日	火	アジスアベバ着
9日	水	JICA エチオピア事務所協議、専門家からのヒアリング
10日	木	東ショワ県ボラ郡にて FFS 卒業生、普及員(DA)、郡副長へのインタビュー アダマへ移動
11日	金	ToMT トレーニング訪問、マスタートレーナーほかインタビュー
12日	土	マスタートレーナーほかインタビュー
13日	日	西ハラルゲ県チロ郡へ移動。県チームリーダーへのインタビュー
14日	月	西ハラルゲ県ドバ郡トクマ・マタ・レンチャ村の FFS 訪問。 FFS 参加者、DA、DA スーパーバイザー、村長インタビュー、ドバ郡ワルタネ村の FFS 参加者 へのインタビュー
15日	火	アルシへ移動。アルシ県ヘトシー郡での FFS 訪問、FFS ファシリテーター、FFS 参加者、県チ ームリーダーへのインタビュー。アダマへ移動
16日	水	東ショワ県の郡副長へのインタビュー
17日	木	アダマにてプロジェクトディレクターへのインタビュー
18日	金	リベン・チュカラ郡への移動。アデレ・ミエチャ村での FFS 参加者ならびに郡事務所での郡副 長ほかインタビュー。
19日	土	リベン・チュカラ郡アデレ・ミエチャ村での FFS 参加者、FFS 協同組合メンバーへのインタビ ュー。アジスアベバへ移動。
20日	日	資料整理、報告書案作成
21日	月	FAO エチオピア事務所、プロジェクトディレクターへのインタビュー
22日	火	報告書案作成
23日	水	JICA 専門家とのミーティング
24日	木	評価報告書案に関する CP との協議
25日	金	JICA 事務所報告、MM の最終化
26日	土	OBANR 局長とのインタビュー、JCC、MM 署名、アジスアベバ発
27日	日	成田着

1-4 主要面談者

主要面談者は以下のとおり。

OBANR/East Shewa Zone

Mr. Desalegn Duguma	Project Director, Deputy Head of OBANR
Mr. Ahmed Seid Umer	Deputy Head, Agriculture and Natural Resources, East Shewa Zonal Office
Mr. Muhammed Kassim Wado	Former NR Team Leader of East Shewa Zonal Office

JICA エチオピア事務所

山田 健	所長
田中 宏幸	次長
中村 元哉	所員

JICA 専門家チーム (アイシーネット株式会社)

小川 慎司	総括/自然資源管理
松井 猛彦	副総括/アグロフォレストリー
稲田 菜穂子	副総括/FFS (普及手法)
山崎 晃子	研修監理

1-5 対象プロジェクトの概要

事業の内容 (PDM Ver 4.0) は、以下のとおりである。

(1) 事業の内容

プロジェクト名： オロミア州リフトバレー地域におけるファーマー・フィールド・スクール (FFS) を通じた持続的自然資源管理プロジェクト

協力金額： 409,107 千円 (終了時評価時点)

相手国実施機関： 主管官庁・実施機関： オロミア州農業・自然資源局

本プロジェクトの概要は以下のとおりである。

協力期間

協力期間： 2013 年 6 月～2018 年 3 月 (協力期間： 4 年 11 カ月間)

当初の協力期間は 2013 年 6 月～2016 年 11 月 (協力期間： 3 年 6 カ月を予定)

プロジェクトサイト

オロミア州半乾燥地域 (東ショワ県、西アルシ県、西ハラルゲ県)

当初は東ショワ県の 2 郡 (リベンチュカラ郡・ボラ郡) を対象としていた。

相手国側実施機関

オロミア州農業・自然資源局 (OBANR)

注：2016年12月にオロミア州農業局（OBA）から名称を変更。

ターゲットグループ

直接的裨益対象：OBANR 職員、県・郡農業・自然資源部門職員、プロジェクト対象地域の住民

上位目標（協力終了後3～5年後を目処とした目標）

オロミア州半乾燥地域における持続的な自然資源管理に向けてオロミア州の関連政策が強化される。

【指標】

1. オロミア州農業局により本プロジェクトの経験や教訓が自然資源管理政策に反映される。

プロジェクト目標（プロジェクト終了時の目標）

プロジェクトサイト関係者の、FFS を通じた持続的自然資源管理を促進するための能力が強化される。また、その経験がオロミア州の他の地域で共有される。

【指標】

1. FFS の推進に必要となる人材数：6名の FFS マスタートレーナー候補者、10名の認定されたバックストッパー、50名の郡職員ファシリテーターおよび100名の農民ファシリテーター
2. 対象各郡により、本プロジェクトの経験や教訓を踏まえた自然資源管理方針に基づき自然資源管理に関する実施計画が改訂される。
3. Scale up plan of natural resource management through FSS approach in Oromia Region is elaborated and implemented by OBA based on experience through the project implementation and pre-scale up. (オロミア州にて FFS を通じた自然資源管理のスケールアップ計画が、プロジェクトの実施とプレ・スケールアップを通じた経験を踏まえ、OBA によって策定・実施される。)

成果及び活動

本プロジェクトでは、5つの成果の達成によりプロジェクト目標の達成を図る。また、それら成果の達成に必要な活動を行う。

成果1：農地での FFS を通じて習得したアグロフォレストリー技術の実践により FFS を卒業した住民の生産性が向上する。

【活動】

- 1-1 Identify target sub-villages
- 1-2 Conduct baseline survey
- 1-3 Conduct facilitator trainings including supplementary technical trainings
- 1-4 Promote agroforestry in farmland through FFS
 - 1-4-1 Formulate farmers' groups for FFS

- 1-4-2 Select learning enterprises
- 1-4-3 Implement FFS sessions
- 1-4-4 Conduct participatory monitoring and evaluation
- 1-5 Prepare/ revise training materials
- 1-6 Conduct farmer facilitator trainings
- 1-7 Conduct backstopper trainings
- 1-8 Conduct master trainer trainings
- 1-9 Conduct experience-sharing workshop(s)
- 1-10 Conduct impact assessment

【指標】

- 1-1 100 の FFS グループが訓練される
- 1-2 FFS 参加者のうち 70%以上が研修を卒業する
- 1-3 FFS 卒業生のうち 75%以上が習得した技術を実際に自分の農地に適用する
- 1-4 FFS 卒業生の収入が 20%以上増加する
- 1-5 各 FFS 卒業グループが毎年 500 本以上の苗木を生産し 400 本以上を植栽する

成果 2 : 共有地での FFS 等を通じて習得した土壌保全技術の実践により対象共有地の自然資源が改善する。

【活動】

- 2-1 Conduct a survey and identify/formulate potential target groups and for specifying demonstration practices for soil conservation
- 2-2 Conduct baseline survey
- 2-3 (Conduct facilitator trainings including supplementary technical trainings)
- 2-4 Promote soil conservation measures and other demonstration practices in the target communal lands
 - 2-4-1 Identify FFS members
 - 2-4-2 Select learning enterprises
 - 2-4-3 Implement FFS sessions and demonstration practices
 - 2-4-4 Conduct participatory monitoring and evaluation
- 2-5 (Prepare/ revise training materials)
- 2-6 (Conduct farmer facilitator trainings)
- 2-7 (Conduct back stopper trainings)
- 2-8 (Conduct master trainer trainings)
- 2-9 (Conduct experience-sharing workshop(s))
- 2-10 (Conduct impact assessment)

*Note: Activity 2-3 and from Activities 2-5 through 2-10 are jointly conducted with the relevant activities for Output 1.

【指標】

- 2-1 5 の FFS グループが訓練される
- 2-2 FFS 参加者のうち 70%以上が研修を卒業する
- 2-3 FFS 卒業グループのうち 75%以上が習得した技術を実際に共有地に適用する
- 2-4 各 FFS 卒業グループが毎年 1,500 本以上の苗木を生産し 1,000 本以上を植栽する
- 2-5 3 種類以上の土壌保全技術が実践され、1.5ha 以上の共有地が対処される

成果 3：成果 1 および成果 2 が対象各郡の自然資源管理方針に反映される。

【活動】

- 3-1 Conduct regular joint monitoring
- 3-2 Conduct workshop(s) to discuss policy options on sustainable natural resource management
- 3-3 Prepare recommendations for sustainable policy options

【指標】

対象各郡の自然資源管理方針が成果 1 および成果 2 を取り込んで改訂される。

成果 4：プロジェクトの成果・教訓等が関係者（オロミア州政府、他県・他郡、他機関・他プログラム等）と共有される。

【活動】

- 4-1 Prepare promotion media (incl. training materials)
- 4-2 Conduct cross visits with other related programmes
- 4-3 Conduct joint workshop(s) with other programmes, etc.
- 4-4 Prepare project report(s) (incl. outcomes and lessons learnt)

【指標】

- 4-1 3 種類以上の広報媒体と 3 件の事業報告書を配布する
- 4-2 関連するプログラムとの相互訪問を 3 回以上実施する
- 4-3 関連するプログラムとの合同ワークショップを 3 回以上開催する

成果 5：プロジェクト対象地 3 郡における成果 1 および成果 2 を基盤として、東シヨワ県以外でも FFS を通じた自然資源管理が、オロミア州全体への拡大に向けた準備段階（プレ・スケールアップ）として実施される。

【活動】

- 5-1 Prepare and implement agroforestry through FFS outside of East Shewa Zone
 - 5.1.1 Develop pre-scale up plan
 - 5.1.2 Select zones and districts for pre-scale up
 - 5.1.3 Conduct facilitator trainings

- 5.1.4 Promote agroforestry through FFS in the target pre-scale up districts
5-2 Develop a report of pre-scale up and recommendations for scale up

【指標】

- 5-1 Additional 4 districts outside of East Shewa Zone introduce natural resource management through FFS approach during pre-scale up stage.
5-2 Lesson learned through the pre-scale up is compiled as recommendations for scale up of natural resource management through FFS approach.

(2) 投入

日本側投入：

専門家派遣：

日本人専門家派遣：短期専門家 7 人

総括/自然資源管理、副総括/アグロフォレストリー/FFS（普及手法）、FFS（適用技術 1, 2）、研修監理

機器／装置：

機材供与：自転車、単車、発電機、オフィス機器、合計 8.8 百万円

研修：

本邦研修：5 人、第三国研修：3 人、第三国視察 16 人

現地業務費：

現地業務費：合計 133.0 百万円

JICA エチオピア事務所経費：建物（311 千 ETB）、車両 2 台（59 千 US\$）

エチオピア側投入：

カウンターパートの配置：

プロジェクトディレクター、プロジェクトマネージャー、州・県・郡コーディネーター、ほか 20 人

土地・施設：

執務スペース（OBANR 内）、会議室、一部研修会場の提供

(3) 前提条件と外部条件

1) 前提条件

- 対象各郡から十分な支援・協力が得られるように、対象候補郡に対して事業目的・事業内容等を十分に説明した上で対象郡を選定する。

2) 成果達成のための外部条件

- 社会経済及び政治状況、気象条件（極端な干ばつ等）がプロジェクトの実施に負の影響を及ぼさない。

3) プロジェクト目標達成のための外部条件

- プロジェクトで研修を受けた自然資源開発課と普及課の専門官、村落開発普

及員監督官（DA supervisor）、村落開発普及員（DA）の多くが配置換えとなったり、退職したりしない。

- オロミア州の治安状況に急激な変化がない。

4) 上位目標達成のための外部条件

- OBA がプロジェクト結果を適切に評価し、関連政策に反映する。
- オロミア州における関連政策に急激な変更がない。
- OBA が FFS を通じた自然資源管理に継続的に高いコミットメントを維持する。

第2章 評価の方法

2-1 評価調査の方法

本終了時評価調査は、「新 JICA 事業評価ガイドライン 第1版 (2010年6月)」、「JICA 事業評価ガイドライン (2014年5月)」に基づき、プロジェクト・サイクル・マネジメントの一環として実施された。

2-2 調査手法・項目

(1) プロジェクトの実績

プロジェクトの実績は、投入、成果、プロジェクト目標及び上位目標の各項目について、PDMにある指標を基にその達成状況（または達成見込み）を確認した。

(2) 実施プロセス

プロジェクトの実施プロセスは、技術移転の方法、関係者間のコミュニケーション、モニタリング等、様々な観点に基づき、プロジェクトが適切に運営されたかどうかにつき検証された。さらに、実施プロセスの検証により、プロジェクトの効果発現に係る貢献要因、阻害要因を抽出した。

(3) 評価5項目に基づく評価

実績及び実施プロセスに係る検証結果に基づき、プロジェクトを評価5項目の観点から検証した。評価5項目の各項目の定義は以下のとおりである。

評価5項目の定義

項目	定義
妥当性	プロジェクトの目指している効果(プロジェクト目標や上位目標)が受益者のニーズに合致しているか、問題や課題の解決策として適切か、対象地域と日本側の政策との整合性はあるか、プロジェクトの戦略・アプローチは妥当か、公的資金である ODA で実施する必要があるかなどといった「援助プロジェクトの正当性・必要性」を問う視点。
有効性	プロジェクトの実施により、受益者もしくは社会への便益がもたらされているのか(あるいはもたらされるのか)を問う視点。
効率性	主にプロジェクトのコスト及び効果の関係に着目し、資源が有効に活用されているか(あるいはされるか)を問う視点。
インパクト	プロジェクトの実施によりもたらされる、より長期的・間接的な効果や波及効果をみる視点。この際、予期しなかった正・負の効果・影響も含む。
持続性	協力が終了しても、プロジェクトで発現した効果が持続しているか(あるいは持続の見込みはあるか)を問う視点。

出所：「改訂版 JICA 事業評価ガイドライン」2004年2月

2-2-1 調査手法

本終了時評価調査では、調査団は、2016年3月に作成されたプロジェクト・デザイン・マトリックス（PDM）ならびに2016年8月に作成された改訂版の活動計画表（Plan of Operation：PO）を評価の枠組みとして適用し、エチオピア側カウンターパート（以下、C/P）、その他の県、郡農業・自然資源事務所の関係者及びJICA専門家、対象受益農民に対して質問票・インタビュー調査を通じて情報収集を行った。

本評価調査では、本調査で、下記の方法により定量的および定性的なデータ・情報の収集を行った。

- プロジェクトで作成された報告書および関連文書のレビュー
- カウンターパートおよび日本人専門家などプロジェクト関係者への質問票に基づくインタビュー
質問票（付属資料3に質問票（一例）を掲載）
インタビュー対象者（プロジェクト・ダイレクター、県、郡レベルのコーディネーター、普及員（DA）、農民ファシリテーター、農民、日本人専門家などのプロジェクトの関係者）

2-2-2 調査項目

本調査は、以下の手順によって実施した。

- (1) PDM および PO に示されるプロジェクトの計画の進捗状況の検証。この過程で、プロジェクトの実績と実施プロセスを確認した。具体的には、それぞれ以下のとおりである。
 - 1) プロジェクトの実績
プロジェクトの実績について、投入、成果、プロジェクト目標及び上位目標の各項目について、PDMにある指標を基にその達成状況（または達成見込み）を確認した。
 - 2) 実施プロセス
プロジェクトの実施プロセスについて、技術移転の方法、関係者間のコミュニケーション、モニタリング等、様々な観点に基づき、プロジェクトが適切に運営されたかどうかにつき検証した。さらに、実施プロセスの検証により、プロジェクトの効果発現に係る貢献要因、阻害要因を抽出した。
- (2) 評価5項目によるプロジェクトの分析
- (3) プロジェクト終了後の活動に係る提言の作成
- (4) 類似案件への教訓の導出

第3章 プロジェクトの実績と現状

3-1 PDMの変更

PDMは以下のとおり変更されてきた。

1) プロジェクト期間の変更

当初のプロジェクト期間は2013年6月から2016年12月までの3年半であり、本事業期間は2013年6月から2015年2月までの前期と2015年3月から2016年12月までの後期の2期に分けられていた。

事業期間はその後見直され、後期について2015年3月から2018年3月までと、延長された。

2) 活動の変更

(a) 1年次の活動

1年次の活動は、以下のとおり変更された。

- 共有地でファシリテーションの対象となるFFSグループ数の変更
- インプットの量を限定したケースを検討すべくパイロット郡の追加（東シロワ県アダマ郡）
- 農民訓練センター（Farmer Training Centre : FTC）の活用
- 農業成長プログラムからの予算を活用したFFSの試験的实施
- FFSの実施サイクル（期間）を1年半から1年に短縮

(b) 2年次の活動

- プレ・スケールアップ活動の実施
- OBANRの州レベルの技術チーム（Regional level Technical Team of OBANR）による“Farmer Field School Based Extension System Plan for scaling up”の作成準備（2017年1月）

3) 成果の変更

- 成果3の変更

【変更前】

Output 1 and Output 2 are reflected to the specific policy/guideline on natural resource management of the target districts. (PDM Ver0)

【変更後】

Output 1 and Output 2 are reflected to the specific plan/guideline on natural resource management of the target districts. (PDM Ver1)

- 成果5の追加

Based on the result of Output 1 and Output 2 in the three target districts in East Shewa Zone, pre-scale up of natural resource management through FFS are implemented outside of East Shewa Zone of Oromia Region.

4) プロジェクト目標の変更

PDM Ver 3 では、プロジェクト目標に「, and their experiences are shared with other areas of Oromia Region.」が追加された。

【変更前】

プロジェクトサイト関係者の、FFS を通じた持続的自然資源管理を促進するための能力が強化される。

Capacity of the relevant stakeholders of Liben Chukala and another district of East Shewa Zone in the semi-arid area of Oromia Region to promote sustainable natural resource management including agroforestry and soil conservation measures through FFS is strengthened.

【変更後】

プロジェクトサイト関係者の、FFS を通じた持続的自然資源管理を促進するための能力が強化される。また、その経験がオロミア州の他の地域で共有される。

Capacity of the relevant stakeholders of Liben Chukala and another district of East Shewa Zone in the semi-arid area of Oromia Region to promote sustainable natural resource management including agroforestry and soil conservation measures through FFS is strengthened, and their experiences are shared with other areas of Oromia Region.

5) 指標の変更

- PDM Ver 0 から PDM Ver 1 への変更：各指標に対して目標値の設定
- PDM Ver 1 から PDM Ver 2 への変更：指標 2.1 に関して FFS グループ数を 20 グループから 5 グループに変更。
- PDM Ver 2 から PDM Ver 3 への変更：指標 1.5 と指標 2.4 について目標値の変更。指標 1.5 に関しては、各 FFS グループの生産する苗木本数を 2000 本から 500 本に変更。植栽する苗木の本数を 1500 本から 400 本に変更した。指標 2.4 に関しては、各グループ/各組合の生産する苗木本数を 4000 本から 1500 本へ、ターゲットとする共有地への植栽本数について 3000 本から 1000 本に変更した。
- 2015 年 12 月に開催された合同調整委員会（Joint Coordinating Committee：JCC）にてプレ・スケールアップ・プランが承認されたが、その際に、プロジェクト目標に対応して指標 3、そして成果 5 に対応する指標が追加された。
 - ✓ プロジェクト目標に対応する指標 3：
指標 3：Scale up plan of natural resource management through FFS approach in Oromia Region is elaborated and implemented by OBA based on experience through the project implementation and pre-scale up.（オロミア州にて FFS を通じた自然

資源管理のスケールアップ計画が、プロジェクトの実施とプレ・スケールアップを通じた経験を踏まえ、OBAによって策定・実施される。）

✓ 成果5に対応する指標5.1と指標5.2:

指標5.1: Additional 4 districts outside of East Shewa Zone introduce natural resource management through FFS approach during pre-scale up stage. (東シヨワ県以外で追加された4郡にて、プレ・スケールアップ段階においてFFSを通じた自然資源管理が導入される。)

指標5.2: Lesson learned through the pre-scale up is compiled as recommendations for scale up of natural resource management through FFS approach. (プレ・スケールアップにて得られた教訓がFFSを通じた自然資源管理のスケールアップのための提言としてまとめられる。)

6) 外部条件の追加

- プレ・スケールアップ・プランの承認の際に、プロジェクト目標から上位目標に至る経路の中で、以下の外部条件が追加された (PDM 4)。
 - ✓ OBNAR が、FFS を通じた自然資源管理に対して強いコミットメントを継続的に持つ。
- また成果5からプロジェクト目標に至る外部条件として以下が追加されている。
 - ✓ オロミア州の治安状況に急激な変更がない。

3-2 投入実績

本プロジェクトの終了時評価時点で入手した投入実績 (終了時までの予定と2017年7月現在の実績) は下表3のとおりである。

表3 本プロジェクトの投入 (終了時までの予定と2017年7月現在の実績)

日本側	エチオピア側
<ul style="list-style-type: none"> ■ 専門家派遣 日本人専門家派遣: 短期専門家7人 総括/自然資源管理、副総括/アグロフォレストリー/FFS (普及手法)、FFS (適用技術1, 2)、研修監理 MM数: 85.90MM (2017年7月現在: 78.00MM) ■ 機材供与 自転車、単車、発電機、オフィス機器、合計 8.8 百万円 (2017年7月現在: 7.6 百万円) ■ 研修、視察 本邦研修: 5人、第三国研修: 3人、第三国視察 16人 ■ 現地業務費: 合計 133.0 百万円 ■ JICA エチオピア事務所経費: 建物 (311 千 ETB)、車両 2 台 (59 千 US\$) 	<ul style="list-style-type: none"> ■ カウンターパート配置: 20人 プロジェクトディレクター、プロジェクトマネージャー、州・県・郡コーディネーター ■ 土地・施設: 執務スペース (OBANR 内)、会議室や研修会場、リベン・チュカラ郡の農業局内の敷地 (事務所並びに会議室用の建物を JICA 経費により建設) ■ ローカルコスト負担: なし

日本側

計画した成果達成のため、日本側から行われた投入は、専門家派遣、機材供与、研修（本邦研修、第三国研修・視察）、現地業務費の支出である。また JICA エチオピア事務所を通じて、建物（リベン・チュカラ郡農業・自然資源事務所にて事務所並びに会議室を有する建物を建設）と車両 2 台が供与されている。

◆ 専門家派遣

専門家派遣については、5 分野に 7 人の短期専門家が派遣された。第 1 年次（2013 年 6 月～2015 年 1 月）の人月（man-months：MM）数は 37.5MM（うち国内作業 0.01MM）、第 2 年次（2015 年 3 月～2018 年 3 月）は 48.40MM（2017 年 7 月現在の実績では 40.50MM）、合計 JICA 専門家の投入 85.90MM である。（付属資料 6）。

表 4 JICA 専門家の投入（2018 年 3 月までの見込み）

単位：人月（MM）

番号	専門分野	実績		
		第 1 年次 ^{注1} (2013 年 6 月～2015 年 1 月)	第 2 年次 ^{注2} (2015 年 3 月～2018 年 3 月)	合計
(1)	総括/自然資源管理	9.50	11.00 (10.30)	20.50
(2)	副総括/アグロフォレストリー	5.50	4.50 (3.50)	10.00
(3)	副総括/FFS (普及手法)	2.00	7.67 (5.83)	9.67
(4)	FFS (適用技術)	7.00	13.66 (12.50)	20.66
(5)	研修監理	13.50	11.57 (8.37)	25.07
	合計	37.50	48.40 (40.50)	85.90

出所：プロジェクト事務所

注 1：第 1 年次業務計画書（2013 年 6 月）によれば、第 1 年次の投入予定は現地 38.00MM、国内 0.00MM、合計 38.00MM であった。実績は上記表のとおりであるが、37.50MM のうち 0.01MM が国内業務に活用されている。

注 2：第 2 年次業務計画書（2015 年 3 月）によれば、第 2 年次の投入予定は 2015 年 3 月から 2016 年 11 月までの期間に現地 33.40MM、国内 0.00MM と想定されていた。上記表中、第 2 年次のカッコ内の数字は、2015 年 3 月から 2017 年 7 月までの MM 数。

注 3：上記日本人専門家のほか、マスタートレーナー養成研修講師として、第三国専門家（ケニア）が投入されている。ケニアでは JICA の協力による「半乾燥地社会林業強化プロジェクト」において本プロジェクト類似の FFS 活動の実績があり、経験豊富な人材が育っていることがその理由である。また、普及員としての経験もあり、エチオピアの JICA 技術協力プロジェクトの先行案件において FFS に従事したエチオピア人スタッフもプロジェクトのナショナル・スタッフとして投入されている。

専門家の活動は治安の悪化に伴い影響を受けている。2016 年 10 月に事務所のあったビシヨフトゥでの騒乱を機に、オロミア州全域で治安が悪化し、JICA 事務所よりアジスアベバへの退避が指示された。これに伴い、プロジェクトでは、ビシヨフトゥ事務所を閉鎖し、アジスアベバへ移転した。

◆ 機材供与

日本から供与された機材は、郡事務所の普及員ファシリテーター用自転車（116 台）、郡事務所の FFS ファシリテーター用の単車（9 台）¹、州・県・郡事務所用の PC（15 台）、郡事務所ならびにプロジェクト事務所用プリンター（4 台）などであり、供与機材の合計金額は 7.6 百万円（プロジェクト終了時までには 8.8 百万円の支出を予定）である。供与機材リストは付属資料 9：供与機材リストのとおりである。プロジェクト期間中、供与機材のうち、国内の複雑な登録手続きにより単車のデリバリーが遅れた。広範囲に及ぶプロジェクト対象地域で供与された全ての機材の稼働状況を短期間の調査で確認することはできなかったが、訪問した郡事務所での目視による確認業務では、購入から数年を経て、故障により稼働していないプリンターなども見られた。このほか、JICA エチオピア事務所を通じて、建物（311 千 ETB）と車両 2 台（59 千 US\$）が供与されている。また、落札業者の工事着工の遅れなどによりリベン・チュカラ郡事務所敷地において事務所並びに会議室を有する建物の完成が遅延した。



農民ファシリテーターとプロジェクトにより供与された自転車：普及員は村に配置されており、プロジェクトにより自転車が供与されている。



郡事務所の単車：単車は燃料確保の問題があり、供与台数は限定的である（9 台）。単車の供与があったことも重なり、FFS 第 1 ラウンド（2013 年 6 月から開始）と比べると、第 2 ラウンド（2014 年 6 月から開始）、第 3 ラウンドはバックストップピングに行く頻度が増えたといわれる（専門家自己評価）。



リベン・チュカラ郡農業・自然資源事務所内の敷地に建設された建物（会議室と事務所が設けられている）



車両

¹ バックストップピングに利用する単車については、舗装されていない悪路でも耐えうるオフロードタイプが選定された。



リベン・チュカラ郡農業・自然資源事務所敷地内に建設された建物内に設置されたプリンターとPC。
 供与時期から時間が経過しており、訪問時稼働していない機器も見られた。

◆ 研修、視察

本邦研修は下表のとおり 5 回実施されている。

表 5 本邦研修

回	日程(期間)	参加者名:所属:役職	課題別研修コースのタイトル
1	2014 年 8 月～9 月(1 カ月)	Bekele Kefyalewu: オロミア農業局自然資源シニア専門官	農民参加による農業農村開発(C) アフリカ
2	2014 年 8 月～11 月(3 カ月)	Berhanu Eidety Kabeta: オロミア農業局自然資源シニア専門官	地域住民の参加による多様な森林保全
3	2014 年 5 月～6 月(1 カ月)	Ahmed Seid Umer: 東ショワ県農業局次長	農民主導による普及手法(A)
4	2015 年 8 月～11 月(3 カ月)	Muhammed Kassim Wado: 東ショワ県自然資源チームリーダー	地域住民の参加による多様な森林保全
5	2014 年 8 月～9 月(1 カ月)	Abebe Wolde: オロミア農業局自然資源部長	農民参加による農業農村開発(A)

本邦研修では、地域住民や農民参加による農村開発や森林保全をテーマに、実施機関、特にオロミア州農業・自然資源局（改組前はオロミア州農業局）、東ショワ県の職員を対象に実施されている。課題別研修コースへの参加であり、いずれも 1 名が 1 カ月から 3 カ月にわたり、研修に参加した。

本邦研修のほか、ケニアにおいてアフリカの気候変動への適応などに関する第三国研修（3 人）、ケニア、ルワンダにおける FFS に関する視察（16 人）が実施されている。本邦研修・第三国研修・視察の参加者リストは付属資料 8 のとおりである。

本邦研修実施のタイミングはプロジェクト期間の中盤の OBANR のスケールアップへの取り組みを検討し始めた時期である。専門分野の技術や知識を習得するだけでなく、エチオピアの農業と日本の農業や関連制度を比較する機会にもなったと考える。例えば、終了時評価にてインタビューを行った東ショワ郡農業・自然資源事務所の参加者（次長）は、日本の農家の教育レベルの高さや日本における農協の役割を指摘した（付属資料 11【面談番号 26】）。また、専門家によれば、第三国視察に関して、郡レベルや州や県の、FFS について知識が十分でない C/P に対しては、ケニアの FFS 活動の視察が近隣国のグッドプラクティス

として参考になった。研修のタイミングに関して、ある程度 FFS 運営の経験を積んだプロジェクト前半期に実施したことで、それ以降のエチオピアでの FFS 運営に適用、応用していく上で、活用できたとされる。さらに、連邦や州政府の高官対象のルワンダの FFS 制度化の視察は、プレ・スケールアップ活動において、ある程度の OBANR 側のコミットメントを引き出す上で効果があったと考えられる。ルワンダの制度化視察は、プロジェクトの終了後の持続性が問われる時期（2017 年 6 月）に実施されたことで、次年度の計画策定、予算確保にうまくつながっている。なお、ルワンダでの制度化視察を含む一連の働きかけは、以下(1)～(3)に示すとおり、OBANR への FFS に対する理解の深化を促し、次年度以降の計画策定に資すべく、ワークショップやスタディツアーを組み合わせつつ、計画的に、段階的に行われている。

- (1) 2017 年 6 月 1 日～3 日：FAO などの他ドナーを交えたプラットフォームの開催。プロジェクト関係者だけではなく、他の研究機関、他国からも参加。
- (2) 2017 年 6 月 7 日～11 日：OBANR 局長や連邦代表者が FFS を制度化したルワンダを訪問し、地方行政の各レベルで果たされている役割を視察。
- (3) 2017 年 6 月 12 日：JCC を開催。その中で、FFS の担当を州レベルに配置することが決められた。州レベルでは、プロジェクトの担当者はプロジェクト・ディレクター（OBANR 副局長）とプロジェクトマネージャー（自然資源管理の専門家）の 2 名であったが、普及担当の専門家を置き、自然資源担当の専門家と普及担当の専門家の 2 人が FFS 担当とされた。

◆ 現地業務費

現地業務費については終了時まで合計 133.0 百万円と見積もられている。現地業務費には FFS ファシリテーター、コーディネーター、マスタートレーナー等の研修や会議に必要な研修・会議費、FFS の実施に必要な文具や農林業資材費、FAO・関係省庁との合同 FFS ワークショップ開催費、FAO や関連ドナープロジェクトとの技術交換費、オロミア州や関係各県・郡の高官に対するセミナーやプロジェクトセミナーのためのセミナー開催費などが含まれる。

エチオピア側

エチオピア側の投入は以下のとおりである。

◆ カウンターパート配置

プロジェクトに合計 20 人のカウンターパート (C/P) を配置した (C/P のリストは 2017 年 8 月現在、付属資料 7 のとおり)。C/P は下表のとおり州、県、郡レベルから配置されており、2017 年 8 月現在、18 人（県、郡レベルでそれぞれ 1 人の欠員）であった。

表 6 カウンターパートの所属部署
(2017 年 8 月現在)

C/P の所属	C/P 数
州	3 人
県(うちプレ・スケールアップ県)	6 人(うち 4 人)
郡(うちプレ・スケールアップ郡)	11 人(うち 8 人)
合計	20 人(うち 12 人)

出所：プロジェクト事務所

◆ 土地・施設

エチオピア側からは、カウンターパートのほか、執務スペース（OBANR 内）、会議室や研修会場、リベン・チュカラ郡の農業・自然資源事務所内の敷地（事務所並びに会議室用の建物を JICA 経費により建設）が提供されている。ローカルコスト負担はなかった（当初計画どおり）。

専門家が執務したプロジェクト事務所は当初ビショフツ（Bishoftu）に設けられていた。ビショフツは、プロジェクト対象郡ではないが、プロジェクト開始時の対象郡であるリベン・チュカラ郡とボラ郡へのアクセスのしやすさを考慮して、プロジェクト対象地域外の当該郡に設置された。このため、プロジェクトの合意（RD）に基づくエチオピア側の事務所スペースの確保を求めず、プロジェクト予算にて手当されている。なお、治安状況の悪化に伴い、2016年にプロジェクト事務所はビショフツからアジスアベバに移転された。2017年3月にオロミア州への出張が限定的に解除になるまで、日本人専門家はアジスアベバのみでの業務となり、現場での指導に障害が生じた。2016年に治安の悪化により事務所をアジスアベバに移動した際には、急を要したために、日本側負担の総務関連の事務所と、OBANR内に実務を担当するプロジェクトスタッフ用の執務スペース（デスク）が確保されている。

3-3 活動の実績

2013年6月から、プロジェクト活動は成果1～成果5の達成を目指して実施されてきた。PDMやPOなどの資料や専門家の自己評価報告書、現地調査踏まえて2017年8月までに実施された活動を検討すると、ほぼ計画に従って活動が進められたと判断する。ただ、活動の中でも、特に成果2に関する共有地における活動に関しては、当該共有地を活用する森林組合の組合員数とFFSの許容メンバー数の上限に収まらない、水源から遠距離である、政府による苗木の無料配布による苗木生産への関心の低さ、植林後の便益配分を巡る権利が不明確、植林に厳しい土壌条件などといった諸々の理由により、活動の進捗は思わしくなかった。また、2015年にエルニーニョ現象の影響で干ばつが起こり、FFS活動への農民の参加や苗木生産に影響を与えるケースがあった。

3-4 成果の達成度

2017年6月～8月現在の達成状況を以下のとおりまとめることができる

【成果1：農地でのFFSを通じて習得したアグロフォレストリー技術の実践によりFFSを卒業した住民の生産性が向上する。】

指標1-1のFFSグループの訓練実施数（79グループ/100グループ（実績/目標））や1-2のFFS卒業率（54.1%/70%（実績/目標））は終了時評価時点では未達成である（ただし卒業率は上昇傾向を示しており、最近では70%以上である）。指標1-5（苗木植栽本数（661本/400本（実績/目標）））については達成されている。FFS卒業生のアグロフォレストリー技術の実践による生産性の向上を明確に示す指標は設定されていないものの、生産性向上はある程度推定された。

表 7 成果の達成度 (2017年6~8月現在の状況)

成果	指標	主要な達成状況
成果 1: 農地での FFS を通じて習得したアグロフォレストリー技術の実践により FFS を卒業した農民の生産性が向上する。	1.1 100 の FFS グループが訓練される	2017年7月現在、リベン・チュカラ郡、ボラ郡、アダマ郡にて実施された第1ラウンドから第4ラウンドまでの FFS にて、91 グループが参加・訓練を受け、このうち 71 グループが卒業した。2017年8月現在、リベン・チュカラ郡でさらに 8 グループが農民ファシリテーターにより研修を実施している。従って、終了時までには 79 グループの FFS 研修が終了することになる(卒業に至らなかったグループを加えると 99 グループ)。
	1.2 FFS 参加者のうち 70% 以上が研修を卒業する	2017年6月現在、リベン・チュカラ郡、ボラ郡、アダマ郡にて実施された第1ラウンドから第4ラウンドまでの FFS 参加者の平均卒業率は 54.1% である。卒業率は、第1ラウンド 40.9%、第2ラウンド 49.2%、第3ラウンド 51.7%、第4ラウンド 75.6% と、ラウンドを経て経験が積み重なるにつれて上昇している。
	1.3 FFS 卒業生のうち 75% 以上が習得した技術を実際に自分の農地に適用する	2017年1月に実施された追加エンドライン調査結果によれば、様々なエンタープライズ(事業)の平均的な適用率は 70.7% である。導入されたエンタープライズには、菜園、穀物をベースとしたアグロフォレストリー、飼料・牧草生産、果樹、苗木生産、木材生産が挙げられる。追加エンドライン調査によれば、プロジェクトの実施以前の段階と比較すると、拡大された面積は木材生産 1.5 倍、苗木生産 2.7 倍、野菜 5.4 倍、飼料 5.3 倍、果樹 30 倍であった。
	1.4 FFS 卒業生の収入が 20% 以上増加する	2017年に実施された追加エンドライン調査によると、ほとんどの FFS 卒業生は、野菜栽培などのエンタープライズ(事業)の実施により所得が向上したことを示唆している。
	1.5 各 FFS 卒業グループが 500 本以上の苗木を生産し 400 本以上を、グループの農地ならびに各個人の農地に植栽する。(Each FFS on going/graduated group produce more than 500 seedlings and plant more than 400 trees on farmlands in group and individually.)	2013年から2017年までの期間にて、FFS グループあたり平均 661 本の苗木を農地と屋敷地に植栽した(合計 52,244 本/79 グループ)。



リベン・チュカラ郡での農民ファシリテーターによる FFS の実施状況

【成果 2：共有地での FFS 等を通じて習得した土壌保全技術の実践により対象共有地の自然資源が改善する。】

いくつかの指標は達成されているが、共有地における FFS の活動・成果は限定的であった。例えば、本プロジェクトでは共有地の利用が許可されている組合²を対象に共有地において FFS を実施したが、FFS が 1 グループ 32 名³であるのに対し組合員数はそれ以上であることもあり、この場合、共有地の利用権を FFS グループに限定することは困難であることから、実践が進まなかったと考えられる。さらに、前述のとおり、共有地において水源が遠距離であること、政府による苗木の無料配布があることから苗木生産への関心が低いこと、植林後の便益配分を巡る権利が不明確、植林に厳しい土壌条件、干ばつ被害といったことも、阻害要因として挙げられている。

成果	指標	主要な達成状況
成果 2: 共有地での FFS 等を通じて習得した土壌保全技術の実践により対象共有地の自然資源が改善する。	2.1. 自然資源管理組合あるいは自然資源管理関係団体の中から 5 つの FFS グループが訓練される (5 FFS groups from natural resource management cooperatives or natural resource management related associations are trained.)	2017 年 7 月現在、5 グループ(森林組合であり、うちリベン・チュカラ郡 2 グループ、ボラ郡 3 グループ)が研修を受け、このうち 3 グループが卒業した(うちリベン・チュカラ郡 2 グループ、ボラ郡 1 グループ)が卒業した。
	2.2 FFS 参加者のうち 70% 以上が研修を卒業する	2017 年 7 月現在、3 グループの参加者のうち 72.3% が卒業した。
	2.3 FFS 卒業グループのうち 75% 以上が習得した技術を実際に適用する	<ul style="list-style-type: none"> 組合の FFS 卒業生のほとんどが FFS で学んだ技術をその農地で活用しているが、共有地での技術の適用は停滞している。 ・2016 年 5 月に実施したエンドライン調査によれば、卒業生による苗床における技術の適用は 54.5% であった(サンプル数:14 人)
	2.4 各グループ/組合が 1,500 本の苗木を生産し 1,000 本以上をターゲットとした共有地に植栽する (Each group/cooperative produces 1,500 seedlings and plants more than 1,000 trees in the target communal lands.)	FFS の実施中に 3 森林組合が生産した苗木の合計本数は 602 本であり、このうち一部が共有地に植栽された。
	2.5 3 種類以上の土壌保全技術が実践され、1.5ha 以上の共有地が対処される	<ul style="list-style-type: none"> 3 つのタイプの対策が FFS 活動の一環として実施された:1) 苗木生産、2) 植栽技術の改善、3) マイクロ集水地(micro water catchments)の建設。 リベン・チュカラ郡で FFS を実施した 2 つの森林組合が保全地域の面積は、それぞれ 16 ヘクタールと 10 ヘクタール。

【成果 3：成果 1 および成果 2 が対象各郡の自然資源管理方針に反映される。】

² 共有地は、管理する森林組合に属しているため、森林組合を対象として FFS が実施された。

³ FFS グループの参加者数の上限は一グループあたり 32 人と設定されていた(男性 16、女性 16 を抽選で決める。)

予算不足により予算の配分は行われなかったが、東シヨワ県の対象 3 郡において 2016/2017 年度の各郡の実施計画に、FFS の拡大実施計画が盛り込まれ承認された。郡の計画に FFS を活用した自然資源管理の方針が反映されたと評価した。また、FFS グループ卒業生による苗木の生産について、計画・実施された郡もある。成果 1 に関する指標には終了時評価の段階で未達成の指標も一部ある。成果 2 に関する活動・成果の達成は終了時評価時点では限定的であったが、共有地における FFS の効果が限定的であることを念頭に置きつつ、対象各郡では成果 1 および成果 2 を自然資源管理の方針に反映されたと判断した。なお、成果 1 は、「生産性の向上」とあり、成果 2 のように「自然資源の改善」については言及されていない。ただ、成果 1 に関連する活動において、プロジェクトでは、社会林業や農地林業のコンセプトを示し、FFS を通じてこれを推進してきた。また農家による小規模苗畑の活動も行われており、成果 1 に関連する活動が自然資源の改善に貢献したと考える。成果 3 は達成されたと評価する。

成果	指標	主要な達成状況
成果 3: 成果 1 および成果 2 が対象各郡の自然資源管理の方針に反映される。	3.1 対象各郡の自然資源管理方針が成果 1 および成果 2 を取り込んで改訂される。	<p>リベン・チュカラ郡</p> <ul style="list-style-type: none"> 郡事務所では 2016 年に郡の 10 FFS の実施を念頭に 313,500 ETB の予算措置をした「FFS スケーリングアップ計画 (Plan to scaling up FFS in district)」を策定した。しかし、予算不足により、本計画は実施されなかった。(枠外下のリベン・チュカラ郡の FFS 実施計画参照) 郡事務所では、2015 年の自然資源管理のため、GSP II において、FFS 活動に関連し、10 カ所の苗床の造成を計画した。また、郡事務所では、2017 年に個別並びに学校向けの苗床に関する文書を策定し、その中で、FFS の卒業生による 8 カ所の苗床での苗木栽培計画と実績を示している。(枠外下のリベン・チュカラ郡の写真参照) <p>ボラ郡</p> <ul style="list-style-type: none"> 郡事務所は 2016 年に郡の 5 FFS の実施を念頭に 87,725.5 ETB の予算措置をした「郡の FFS のスケールアップ計画 (Planing on scaling-up of FFS to district)」を策定した。しかし、予算不足により、本計画は実施されなかった。(枠外下のボラ郡の FFS 実施計画参照) 郡事務所では、2016/2017 年における FFS 卒業生により、植林用の 25 万本の苗木、土壌・水保全対策のための 22 万本の苗木について報告されている。また、2016/2017 年に FFS 卒業生による個別世帯用の苗木 12 万本について報告が行われている。 2017/18 年には、FFS の卒業生による以下の計画がある: 植林用の苗木 24 万本、土壌と水の保全用の苗木 30 万本、牧草用種子 60 万、6 万本の果樹の苗木 <p>アダマ郡</p> <ul style="list-style-type: none"> 郡事務所は 2016 年に郡の 3 FFS の実施を念頭に 89,659.9 ETB の予算措置をした「郡の FFS のスケールアップ計画 (Plan to scale up FFS in the district)」を策定した。しかし、予算不足により、本計画は実施されなかった。(枠外下のアダマ郡の FFS 実施計画参照)



リベン・チュカラ郡の農民ファシリテーター宅敷地内での苗木造り（左）と
農民宅敷地内のコーヒー苗木（右）。

成果 1 に関連する活動が自然資源の改善に貢献したと考える。

専門家によると、プロジェクト開始まで村落部に対する植林普及用の苗木はほとんどが、郡中心部における政府の苗畑から供給されていたため、遠隔地には行き届かず、樹種も限定されたものだった。しかし、農民自身が改善された苗木生産の技術を身につけたことによって、地域を選ばず希望する樹種の苗木を生産することが可能となり、村落部での植林活動が加速化することを関係者に示すことができた指摘している。

リベン・チュカラ郡の FFS 実施計画

8. Plan to scaling up FFS in district
Table 3

S/N	Activities	Unit	Amount	Schedule															
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Octo	Nov	Dec				
1	Re discussion About FFS scaling up with Agri. mngmt	no	1	x															
2	Planning meeting for FFS	no	1	x															
3	Budget proposal submission string committees of district	no	1	x															
4	Proposal Approval	no	1	x															
5	Break down the Budget	no	1	x															
6	Conducting TOF for DAs and Farmer facilitators	per	15					x											
7	Aligning Backstopping and monitoring system with DA supervisors.	mon	9					x	x	x	x	x	x	x	x	x	x	x	x
8	Establish FFS groups based on FFS implementation schedules	No	10	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
9	Documentation of FFS best practices	no	10	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

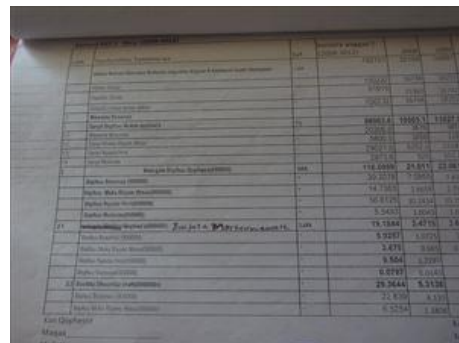
Plan to scaling up FFS in district con..
Table 3.1 Budget

S/N	Activities	Unit	Amount	Schedule												Budget				
				Jun	Jul	Aug	Sep	Octo	Nov	Dec	Jan	Feb	Mar	Apr	May					
	Village Selection	10																		5000
1	TOF	15																		20,000
	DA	5																		0
	Farmer	10																		0
2	Stationeries	10																		30,000
3	Input	10																		80,000
4	Events	10																		15,000
5	Graduation	10																		43,500
6	Fuel cost	-																		20,000
7	Monthly meeting and monitoring	12																		100,000
																				313,500

リベン・チュカラ郡事務所で提示された関連する文書の写真



文書のタイトル:
2nd GTP plan for NRM in 2007 (=2015)



FFS に関連し、苗畑数について記載 (The number of nursery sites listed by the government and individuals)



文書のタイトル:Nursery document for individual and for the schools in 2009 (=2017)

Sub-village	Year	Planned	Actual
Murrochka	2009	10,000	14,444
...
Total		80,000	26,444

表のタイトル:FFS Tree Nerseries in 2009

表中、左の欄から以下のタイトルが付されている:
village=sub-village=year of establishment = planned number=actual number

上記表では、8グループが苗木の生産を実施している。すべての FFS グループのメンバーが参加しているわけではないが、各グループには FFS の卒業生が含まれている。

ボラ郡の FFS 実施計画

S/N	Activities	Unit	Target / Annualy	Unit Price	Total Price	Remarks
1	Capacity building					
1.1	Farmer facilitator training	No	3		22,522.5	For 5day
1.2	DA facilitator training	No	4		9,897.5	For 15 days
	Total				32,420	
1.3	Training facilitators/organizer	No	25	-	8950	Depend on condition
1.4	Monthly facilitators meeting	Mon	12		16,800	Depend on condition
1.5	FFS management monthly meeting	Mon	12	-	12,888	Depend on condition
	Total					
3	Different inputs					
	Forest seed and animal fodder production	Kg/kun	70	-	5770	Depend on condition
	Fruit seed	Kg/kun	5	24	120	
	total					
3.1	Fertilizer and Different chemicals				1050	
	NPS	Kg	30	14.5	430	
	urea	Kg	15	10.5	157.5	
	2.4D E.T.C	lit	2	95	190	
3.2	Different crops	kg	25	30	750	
4	Different Polythine tube	kg	20	80	1,600	
5	Different stationary	-	-	-	6,600	Depend on condition
6	Total					
	Grand total				87,725.5	

アダマ郡の FFS 実施計画

No	Type of activities	unit	Target		Activity time											Remark	
			Act.	Bug. (birr)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov		
1	Conduct TOF (Training of facilitators) - per dime - stationary	No	1	13028	11760												10 participants
				12528 500													
2	Conduct meeting with village officials and select sub village	no	3	0													
3	Conduct promotion in selected sub village	no	3	0													
4	Briefing to village officials (8x147x1)	no	1	1176	1176												Vill. chairman & manager
5	Provision of stationary - Flipchart - Markers - Scotch tape - Pencil color - Pencil color - Fikcer/agraf - Plastic sheet - Notebook - Big not book - Plastic meter tape - Plastic ruler - Pen - Bag - Meter (5m) - Meter (50m) - clock - report format - dry cell - board	O No Se No se set M ² No No No No N0 pe N0 No No No pad no N0		12515		11015											35x130 20x140 20x20 12x15 48x15birr 12x13birr 3x70birr 12x10birr 12x10birr 1x210birr 3x250birr 3x30birr 3x100birr 3x500birr 6x10birr 3x100birr
6	Different seeds purchased			3000		1000					2000						
7	Different inputs - Fertilizers - chemicals	kg	30	600						600							20birr/kg
8	Monthly meeting (exp =171) (DA =147)	no	10	31320		3132	3132	3132	3132	3132	3132	3132	3132	3132	3132	3132	per dim for = Expert DAs Farmers
				(2day per/month)													
9	Fuel and oil - Fuel - oil	Lt kg	180 12	3720 3600 120	300	300	300	300	300	300	300	300	300	300	300	300	For super visions
10	Exchange visiting	no	4	1600						800		800					400bir/EV (2FFSgro)
11	Field day	no	6	1200							600		600				200bir/FD
12	Graduation ceremony - Certificate - T-shirt - Coffee & tea cermo	No >> >>		13350												10350	35birr/certificate 100birr/T-shir 1000birr/FFS
	Total			81509													

Contingency 10% = 8150.9

Total budget required = 89659.9birr

【成果4：プロジェクトの成果・教訓等が関係者（オロミア州政府、他県・他郡、他機関・他プログラム等）と共有される。】

プロジェクトの FFS の成果・教訓を多くの関係者と共有するためのセミナー、ワークショップが実施されてきた。歌や広報媒体、マニュアル、パンフレット、関連報告書等の作成・出版が行われている。プロジェクトの成果・教訓がオロミア州政府や他地域において、ワークショップやセミナー、ドキュメントとして十分に共有されていると評価する。成果4は達成された。

成果	指標	主要な達成状況
成果4: プロジェクトの成果・教訓等が関係者(オロミア州政府、他県・他郡、他機関・他プログラム等)と共有される。	4.1 3種類以上の広報媒体と3件の事業報告書を配布する	2017年7月現在、プロジェクトのブローchureが作成され、ウェブページも開設・更新されてきた。FFSの卒業式で、FFSの卒業生用にTシャツやキャップが用意されている。またFFSの活動カレンダー、ステッカー、FFSソング、ワークショップの際のコンファレンス・バッグなどがPR用に作成されている(枠外下の写真参照)。また3種類以上のプロジェクトレポートが配布されている。具体的には以下が挙げられる。 <ul style="list-style-type: none"> • Implementation Guide for Farmer Field Schools • Nursery Enterprise Guide For small scale tree nursery establishment and planning of comparative experiments in Farmer Field Schools (FFS) • Study Guide for Farmer Field Schools for Agroforestry and Natural Resource Development • Farmer Field School Based Extension System Plan for scaling up
	4.2 関連するプログラムとの相互訪問を3回以上実施する	他の関連プログラムとの相互訪問は3回以上実施されている。
	4.3 関連するプログラムとの合同ワークショップを3回以上開催する	他のプログラムとの合同ワークショップは3回以上開催されている。



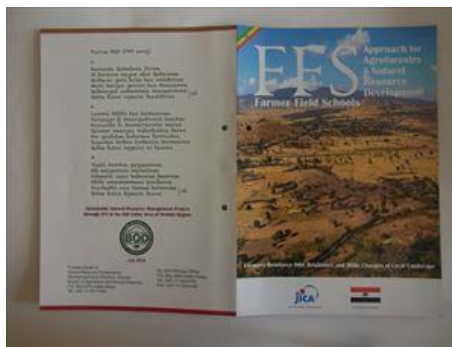
プロジェクトのキャップ



コンファレンス・バッグ (FFS Platform Workshop 用)



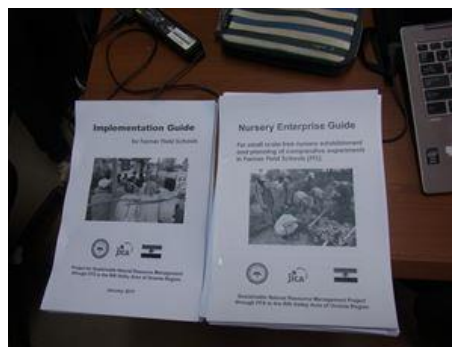
ステッカー



ブローシュア:2016年7月に作成。郡、県の Team Leader や他ドナーなどを対象にした活動紹介パンフである。裏面には FFS ソングの歌詞とプロジェクトのロゴを印刷。FFS ソングは村レベルで FFS の有効な広報媒体となっている(独自に FFS song を作っている FFS グループもある)。終了時評価でのヒアリングでは、作成されたブローシュア 1000 部のうち、800 部程度を配布済みとのこと。



FFS のプロモーション活動用の紙芝居



プロジェクトにて作成されたレポート

左: Implementation Guide for FFS (ドラフト)

右: Nursery Enterprise Guide (ドラフト)

技術マニュアルのターゲットユーザーはファシリテーターである

【成果 5: プロジェクト対象地 3 郡における成果 1 及び成果 2 を基盤として、東シヨワ県以外でも FFS を通じた自然資源管理が、オロミア州全体への拡大に向けた準備段階(プレ・スケールアップ)として実施される。】

西アルシ・西ハラルゲ県内の 4 郡で計 16 グループの FFS が実施されている。また OBANR はスケールアッププランを 2017 年 1 月に作成した。成果 5 は達成された。

成果	指標	主要な達成状況
成果 5: プロジェクト対象地 3 郡における成果 1 および成果 2 を基盤として、東シヨワ県以外でも FFS を通じた自然資源管理が、オロミア州全体への拡大に向けた準備段階(プレ・スケールアップ)として実施される。	5.1 東シヨワ県以外で追加された 4 郡にて、プレ・スケールアップ段階において FFS を通じた自然資源管理が導入される。(Additional 4 districts outside of East Shewa Zone introduce natural resource management through FFS approach during pre-scale up stage.)	<ul style="list-style-type: none"> プレ・スケールアップ計画が策定され、2 県 4 郡がプレ・スケールアップ対象として選定された。これらは、西アルシ県のアルシ・ネゲレ郡とゲデブ・アサナ郡、西ハラルゲ県のツウロ郡とドバ郡である。 2017 年 7 月現在、プレ・スケールアップ県の対象郡で、11 グループの FFS (FTC において実施されている 4 グループの FFS を含む)とさらに 5 つの FFS がプレ・スケールアップ県の普及員スーパーバイザーによって実施されている。5 つの FFS は、西アルシ県にて 2 つの FFS、西ハラルゲ圏で 3 つの FFS であり、この中には、FTC で実施されている 2 つの FFS も含まれる。

成果	指標	主要な達成状況
	5.2 プレ・スケールアップにて得られた教訓が FFS を通じた自然資源管理のスケールアップのための提言としてまとめられる。(Lesson learned through the pre-scale up is compiled as recommendations for scale up of natural resource management through FFS approach.)	OBANR の州レベルの技術チームが 2017 年 1 月 “Farmer Field School based extension system plan for scaling up” を策定し、同計画を OBANR の局長に提出した。同計画には、教訓、FFS を既存の政府の普及システムのなかで整合的に取り入れていくための提案、スケールアップの実施計画と予算などがまとめられている。

注 1：JICA 専門家による自己評価表、現地での関係者のインタビュー、各種報告書を踏まえて作成した。

注 2

：指標の一部には英文を併記している指標もある。これらの指標はプロジェクト期間に追加、修正されたことから英文のみ存在しているため和文は仮訳である。



プレ・スケールアップ県の一つ西ハラルゲ県での FFS の実施状況

3-5 プロジェクト目標の達成度

【プロジェクトサイト関係者の、FFS を通じた持続的自然資源管理を促進するための能力が強化される。また、その経験がオロミア州の他の地域で共有される。】

農民ファシリテーター数（70 人/100 人（実績/目標）⁴、対象 3 郡における 2017/18 年度の FFS 実施計画と予算措置、スケールアップ対象県における適切な予算措置など、終了時評価時点では達成度を確認できていない指標が一部あるものの、プロジェクト終了時までのプロジェクト目標の達成見込みは高い⁵。州政府のガイダンスや FFS 実施予算の確保状況を引き続きフォローする必要がある。

⁴ オロミア州内での FFS の展開を考えると、普及員数だけでは到底足りないため、農民ファシリテーターの活用が重要であると考えられている。プロジェクトでは農民ファシリテーターの育成を行い、普及員によるファシリテーションを補完することが企図された。農民ファシリテーターになるためには、FFS の卒業生であること、男女ペアを組むこと、卒業した FFS グループからの推薦があるという 3 条件を充たす必要があり、これらの条件が農民ファシリテーターを容易に増加できない一因でもある。また、ファシリテーションを行う農民ファシリテーターへの支払い問題（現システムの下では、地方政府機関による農民ファシリテーターへの対価の支払いはできない）を解決していく必要がある。

⁵ 農民ファシリテーター数の目標値達成は、プロジェクト期間中には難しいと考えられるが、マスタートレーナー、バックストッパー、ファシリテーターは目標値を上回る達成状況を示していることから、本指標はほぼ達成したと判断した。

表 8 プロジェクト目標の達成に関する現状（2017年8月現在）と達成の見込み

プロジェクト目標	指標 ^注	現状と達成の見込み																				
プロジェクトサイト関係者の、FFSを通じた持続的自然資源管理を促進するための能力が強化される。また、その経験がオロミア州の他の地域で共有される。	FFSの推進に必要な人材数:6名のFFSマスタートレーナー候補者、10名の認定されたバックstopper、50名の郡職員ファシリテーターおよび100名の農民ファシリテーター	<p>2017年6月現在、指標に対する達成状況は以下のとおり。実績は、訓練を受け、質的レベルを確認された人数を示しているが、農民ファシリテーター以外は、目標値に達している。</p> <p style="text-align: right;">単位:人</p> <table border="1"> <thead> <tr> <th>FFS推進者のタイトル</th> <th>目標値(A)</th> <th>実績(B)</th> <th>(B)-(A)</th> </tr> </thead> <tbody> <tr> <td>マスタートレーナー</td> <td>6</td> <td>9^{注1}</td> <td>3</td> </tr> <tr> <td>バックstopper</td> <td>10</td> <td>16^{注2}</td> <td>6</td> </tr> <tr> <td>郡職員ファシリテーター</td> <td>50</td> <td>61</td> <td>11</td> </tr> <tr> <td>農民ファシリテーター</td> <td>100</td> <td>70</td> <td>-30</td> </tr> </tbody> </table> <p>注1:プロジェクト終了までにさらに10人が訓練される予定。 注2:5人の農民バックstopperを含む。</p>	FFS推進者のタイトル	目標値(A)	実績(B)	(B)-(A)	マスタートレーナー	6	9 ^{注1}	3	バックstopper	10	16 ^{注2}	6	郡職員ファシリテーター	50	61	11	農民ファシリテーター	100	70	-30
	FFS推進者のタイトル	目標値(A)	実績(B)	(B)-(A)																		
	マスタートレーナー	6	9 ^{注1}	3																		
バックstopper	10	16 ^{注2}	6																			
郡職員ファシリテーター	50	61	11																			
農民ファシリテーター	100	70	-30																			
対象各郡により、本プロジェクトの経験や教訓を踏まえた自然資源管理方針に基づき自然資源管理に関する実施計画が改訂される		<ul style="list-style-type: none"> 2016/17年度、FFSの活動は対象各郡(リベン・チュカラ郡、ボラ郡、アダマ郡)の年間計画に折り込まれ、郡農業事務所に提出された。これらの計画と必要とされる予算は、郡事務所にて承認を受けたものの、予算不足により実施に至らなかった。 2017/18年度にも、FFSの計画と補正予算が策定され、郡の年間計画に折り込まれる予定である。OBANRからのFFS活動に関するInstructionが発出されれば、郡レベルでの計画、予算手当てが進められる見込みは高い。OBANRでも同Instructionの発出を前向きに取り組むとしている。 																				
オロミア州にてFFSを通じた自然資源管理のスケールアップ計画が、プロジェクトの実施とプレ・スケールアップを通じた経験を踏まえ、OBAによって策定・実施される。(Scale up plan of natural resource management through FSS approach in Oromia Region is elaborated and implemented by OBA based on experience through the project implementation and pre-scale up.)		<ul style="list-style-type: none"> OBANRの州レベル技術チームが“FFS based extension approach scale up plan”を2017年1月に策定した。OBANRは20万ETBの予算措置を行い、プロジェクト対象地域に隣接する3県に所在する6郡で18グループのFFSをファシリテーションすべく、2017年4月からFFS実施費用を支出した。 隣接県での18グループのFFSの実施を支援すべく、2017/18年予算として12万ETBが確保されている。 																				

注1: JICA 専門家による自己評価表、現地での関係者のインタビュー、各種報告書を踏まえて作成した。
注2: 指標の一部には英文を併記している指標もある。これらの指標はプロジェクト期間に追加、修正されたことから英文のみ存在しているため和文は仮訳である。

3-6 上位目標の達成見込み

【オロミア州半乾燥地域における持続的な自然資源管理に向けてオロミア州の関連政策が強化される。】

OBANR 副局長がプロジェクト結果の有効性が確認された場合、州政府では FFS を普及アプローチの 1 つとして活用するであろうとの意向を示すなどしている。上位目標達成については、FFS が州による自然資源管理に関する年次計画書内（2018/2019 年度）に組み込まれるかを見て判断する。

表 9 上位目標の達成に関する現状と達成の見込み

上位目標	指標	現状と達成見込み
上位目標: オロミア州半乾燥地域における持続的な自然資源管理に向けてオロミア州の関連政策が強化される。	オロミア州農業局(OBA)により本プロジェクトの経験や教訓が自然資源管理政策に反映される	<ul style="list-style-type: none"> プロジェクトディレクター(OBANR 副局長)が以下を示唆している・「仮にプロジェクトの結果が効果的であるということが認識されれば、州政府はFFSアプローチをその普及アプローチの一手法として採用するかもしれない。FFSを通じた自然資源管理の普及アプローチの可能性はあるかもしれない。("If effectiveness of the Project outcome is recognized, the regional government may adopt the FFS approach as one of their own extension approaches. Extension approach of the natural resource management through the FFS might have possibility.")」 2016年1月のブリーフィング時に、プロジェクトならびに郡事務所の職員がプロジェクトの達成状況についてプレゼンテーションを行い、OBANRの副局長は、現在の政府のシステムにおいて実施すべく、FFSを他の郡に普及すべきであると示唆した。 州による自然資源管理に関する年次計画書内(2018/2019年度)にFFSが折り込まれる見込みである。

3-7 実施プロセスにおける特記事項

プロジェクトの効果的な実施と関係機関の間関係強化をはかるために、プロジェクトでは図1の実施体制のとおり、本プロジェクトはJICAとOBANRが共同して実施を図ってきた。本実施体制は、プロジェクト開始からプレ・スケールアップ活動が開始される2016年6月までの実施体制を示している。

2016年6月以降、プレ・スケールアップ活動が開始され、新たに4郡(西ハラレ州のトゥロ郡(Tulo)とドバ郡(Doba)、西アルシ州のアルシ・ネゲレ(Arsi Negele)とゲデブ・アサナ(Gedeb Asana)が、当時のプロジェクト対象郡であった東ショワ州の3郡(リベン・チュカラ郡、ボラ郡、アダマ郡)に追加されることになった。新たに4郡がプロジェクト対象郡として加えられたことを踏まえ、当初の実施体制は以下のとおり変更された。

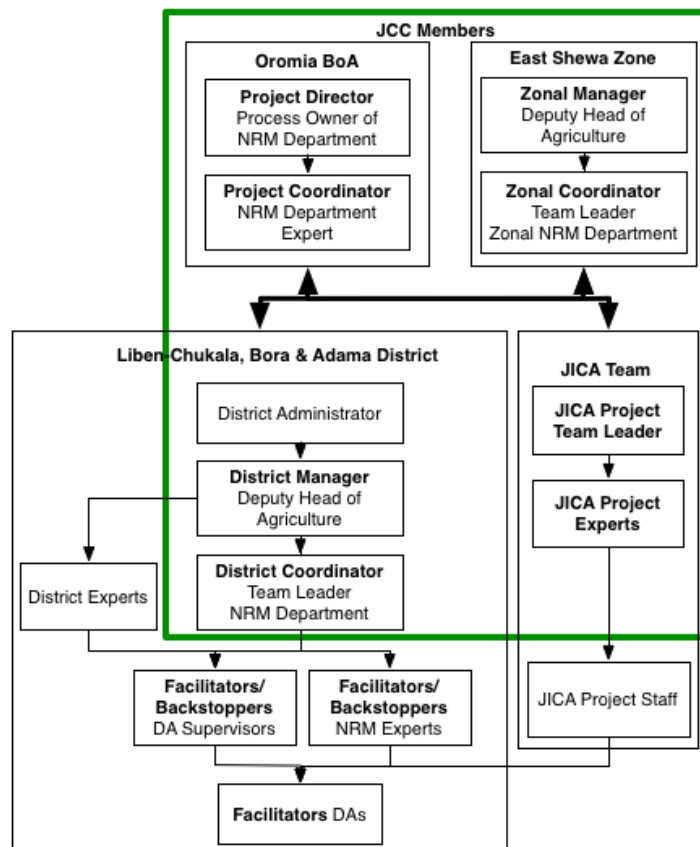


図 1 プロジェクトの実施体制 (2016年6月以前)

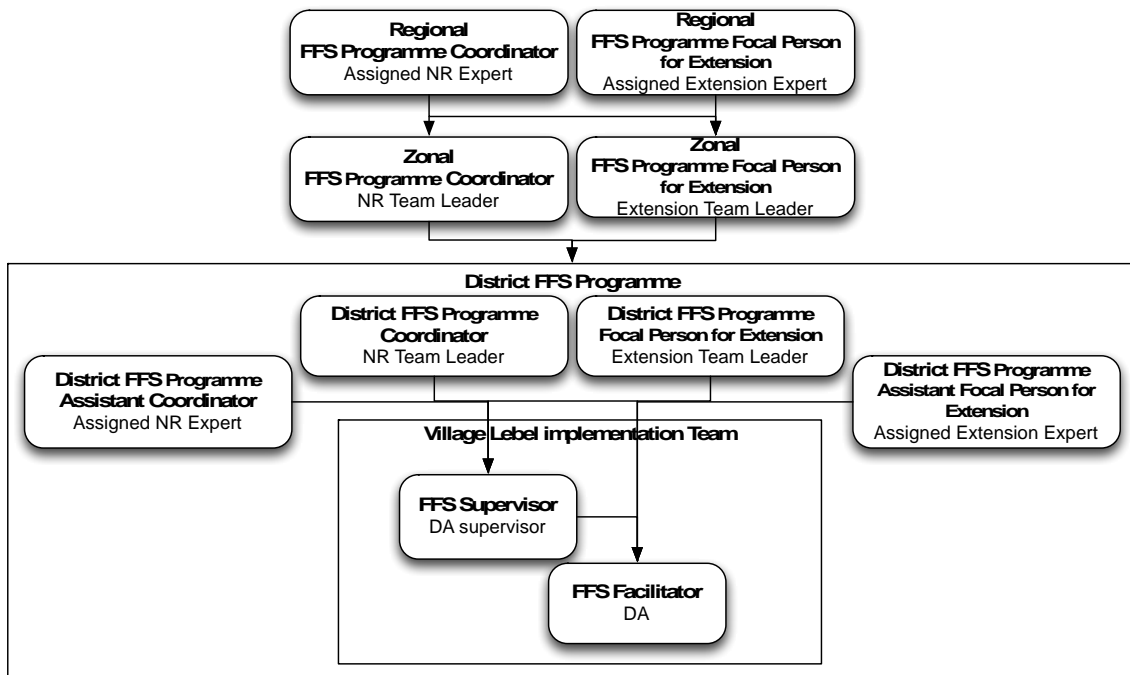


図 2 プロジェクトの実施体制（2016年6月以降）

主要な相違は以下のとおりである。

- (1) それまで配置されていなかった州、県レベルのコーディネーターの正式配置；
- (2) プロジェクトの実施体制において、県、郡事務所の普及部門⁶からチームリーダー/専門家の正式配置；
- (3) 普及員スーパーバイザー（DA supervisors）⁷をファシリテーション研修、月例ファシリテーション会議の参加者として正式配置

東シヨワ県の外でプレ・スケールアップ活動の実施に関連して追加された成果 5 に対応する活動に関して、県、郡レベルでコーディネーターが配置され、コーディネータートレーニング⁸やミーティングへの参加が要請された。さらに、自然資源部門だけではなく、普及

⁶ プロジェクトでは当初、州、県レベルの普及部門をプロジェクト活動に取り込んでいなかった。専門家によれば、FFS は普及手法であるが、州、県レベルの普及部門の力は強く、仮に普及部門の関与が強くなった場合、自然資源管理に重点を置いた FFS の導入・普及にあたって、本来意図した取り組みに必ずしもつながらない可能性がある懸念されたといわれる。ただし、プレ・スケールアップ段階では州、県レベルでも FFS の理解も進んできたことから、この段階で普及部門を巻き込むことになった。プレ・スケールアップ段階では、むしろエチオピアの FTC を中心にした普及システムの中で、積極的に州、県に FFS 手法の導入を働きかけるために普及部門を巻き込むことが重要視されたといえる。自然資源管理を中心とした FFS の実施による足場固めの段階では州、県レベルの普及部門を巻き込まず、その後、スケールアップを視野に入れ、ある程度上層部への打ち込みが重視される段階では同普及部門の巻き込みをはかるというように、目的達成を目指して、段階ごとに異なった取り組み、関係部への働きかけが行われたといえる。なお、郡レベルでは、普及員である DA が普及も担っており、当初から普及部門を分離して FFS を進めることは難しかったといえる。

⁷ 普及員スーパーバイザーは普及員に日常的にアドバイスを提供する。

⁸ コーディネーターは実際のファシリテーションは行わないが、FFS 活動全体のモニタリングやファシリテーターへの技術的なアドバイスが期待されていた。各郡で行う月例会議の開催者として、プロジェクトとファシリテーターとの橋渡しの役割も期待されていた。例えば、プレ・スケールアップにあたり 2016 年 5 月に 6 日間の日程で実施されたコーディネーター研修では、このような観点から活動全体の流れの理解、過去のファシリテーターの技術的な問題点などを取り上げ、フォローアップのポイントを共有することに力点が置かれた。同研修には、西ハラルゲ県、西アルシ県の県レベル、そして対象 4 郡レベルのコーディネーターとして、県、郡事務所の普及チームリーダー/専門官、自然資源チームリーダー/専門官が参加している。

部門の職員もプロジェクトへの参加が要請されている。トレーニングについても、普及員と普及員スーパーバイザーが同時に受講できるような工夫が行われた。

合同調整委員会

下図3では、合同調整委員会（Joint Coordinating Meetings : JCC）のアレンジメントを記載している。新たに2県4郡でプレ・スケールアップ活動が開始されたのち、各郡事務所の農業・自然資源部門からは次長（Deputy Head）のみをJCCに招聘することになっている。それ以前には、次長とともに自然資源部門のチームリーダーもJCCに招聘されていた。

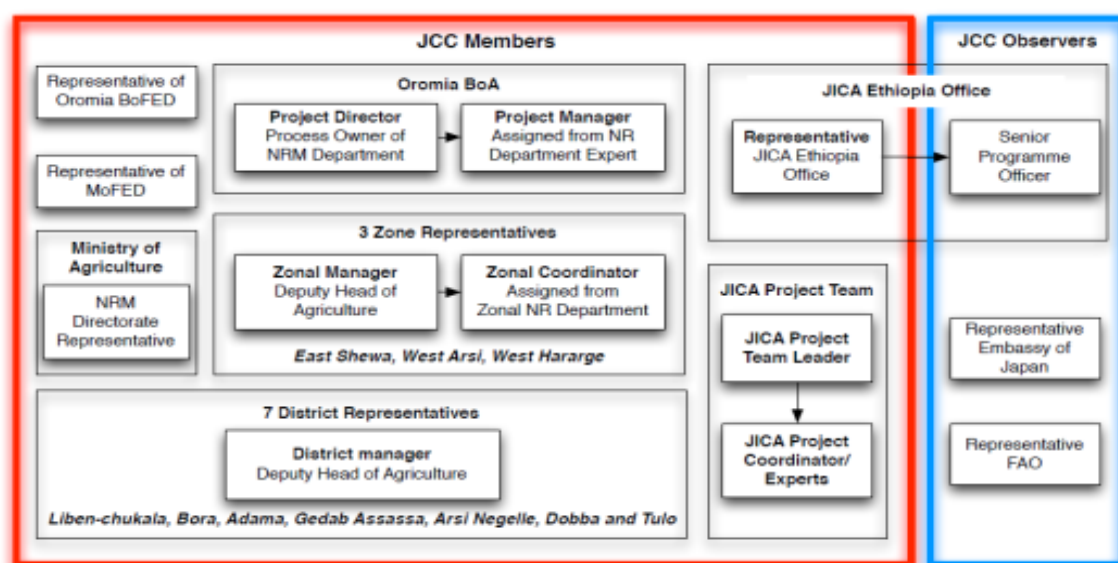


図 3 JCC の構成（プレ・スケールアップ後）

JCC の開催状況は下表に示すとおりである。

表 10 JCC の開催状況

JCC	日程
1 st kick-off meeting	July 8, 2013
2 nd JCC	November 21, 2013
3 rd JCC	May 23, 2014
4 th JCC	January 17, 2015
5 th JCC	December 18, 2015
6 th JCC	April 25, 2016
7 th JCC	December 20, 2016
8 th JCC	June 12, 2017
	August 26, 2017

3-7-1 効果発現に貢献した要因

3-7-1-1 計画内容に関すること

特になし。

3-7-1-2 実施プロセスに関すること

(1) 専門家と C/P の密接なコミュニケーション及び C/P の高いコミットメントと FFS に対する高い理解

プロジェクトでは、郡レベルにて月次ベース（当初は週次ベース）で普及員ファシリテータ（DA Facilitator）を対象とした会議（FFS の進捗状況と翌月の活動計画の確認）やプロジェクト開始後 2 年目からは東シヨワ県で四半期会議を実施し、主にチームリーダー、可能な限り次長（Deputy Head）の参加を要請（州政府からも参加）するなど、郡内、郡間、そして郡、県、州政府間の情報共有が定期的に図られた。プロジェクトでは、これらの定期的な活動、そして、プロジェクト活動の項で記載したとおりワークショップや研修の開催を通じて、専門家、C/P 間のコミュニケーションの円滑化がはかられ、さらに結果のモニタリングを通じて、C/P の FFS に対する理解とコミットメントを引き出してきたと考えられる。

(2) 郡政府の FFS に対する理解

専門家は、FFS 活動に関して数年以上の実施経験がある郡では自立的な発展が見られたとの見解である。FFS のもたらす効果について郡の上層部が十分理解・支援していることは、FFS 活動の効果の発現に寄与してきたと考えられる。特に、FFS 活動の質は、ファシリテーションの質によって大きく影響を受けることから、郡の上層部が FFS への理解を踏まえ、ファシリテーションを担う普及員のプロジェクトへの継続的な関与を後押しすることは、FFS の質と活動の広がり確保するにあたって重要な要素であったと考える。

(3) 県・郡レベルでのコーディネーターの配置と彼らの積極的な研修・会議への参加

FFS 活動全体のモニタリングやファシリテーターへの技術的なアドバイス、そして各郡で行う月例会議の開催者として、プロジェクトとファシリテーターとの橋渡しの役割も期待される、コーディネーターのポジションが作られた。県レベルでは県コーディネーター（Zonal Coordinator）、郡レベルで郡コーディネーター（District coordinator）が配置された。

(4) 郡レベルの普及員（DA）と普及員スーパーバイザーの一括研修

FFS 活動の途中での普及員の不在が、FFS 活動の質の低下を招いたことが課題であった。その後、普及員の不在時でも、普及員スーパーバイザーが月例会議に参加していれば、普及員スーパーバイザーに FFS 活動のフォローをしてもらえることが判明したことから、プロジェクトでは普及員スーパーバイザーにもファシリテーター研修から参加を要請することになった。

普及員ファシリテーターの日常的なアドバイザーとしての普及員スーパーバイザーもファシリテーター研修や月例ファシリテーター会議の参加者として配置された。

(5) 対象郡間の競争意識の醸成

プロジェクトでは、コーディネーター会議等で優秀な郡を表彰している。対象郡間の競

争意識が芽生え、FFS の質も向上した

(6) FFS アプローチの推進における FAO との連携

プロジェクトでは、その開始当初からエチオピアの FAO 担当者と密接な連絡をとり、FAO が進めていたパストラリスト・フィールド・スクール (PFS) 訪問や FFS 制度化に向けた合同ワークショップの開催、ケニアの FAO が育成した講師を第三国専門家として活用するなど行った。

3-7-2 問題点及び問題を惹起した要因

3-7-2-1 計画内容に関すること

特になし。

3-7-2-2 実施プロセスに関すること

(1) FFS を用いた自然資源管理に関する州政府から郡への明確な指導の欠如

郡レベルの実施方針・計画は、州レベルの実施方針を反映して作成される。終了時評価で訪問した郡事務所でも、郡の方針や計画の策定、予算措置において、オロミア州の FFS を用いた自然資源管理に関する明確な方針が発出される必要があると指摘しており、そのような方針がない中、郡が、独自に FFS に関する自然資源管理に係る方針や計画の策定などが難しい点が指摘された。

(2) 普及員 (DA) の異動・活動休止、FFS 実施に関連している人材の突然の異動

普及員 (DA) が他のプログラムの活動に参加することによる多忙、異動、離職、長期研修により、しばしば FFS 活動実施に影響が出た。普及員が継続的に FFS セッションをファシリテーションできないために、質の高い FFS グループが育成できないケースがあり、そういった FFS グループからは質の高い農民ファシリテーターを確保することが困難であった。普及員がファシリテーションの役割を離れることに対して、プロジェクトでは様々な対策が講じられて来ている。例えば、事前に研修参加が判明している場合には、当該普及員は、計画段階でファシリテーターからはずすなどの対策を講じている。また、普及員のスーパーバイザーが月例会議に参加していれば、普及員が不在になった場合でも、FFS のフォローが可能であることが判明したため、普及員スーパーバイザーにもファシリテーター研修への参加を要請するといった対策も講じている。

(3) 共有地における利用権の曖昧さ

本プロジェクトでは共有地の利用が許可されている組合を対象に、共有地において FFS が実施されたが、FFS の 1 グループあたりの定員を超える組合員数を有する組合もあり、この場合、共有地の利用権を FFS グループメンバーに限定することは困難であり、FFS 参加者にとって植林後の便益配分を巡る権利が不明確となる。このため共有地における FFS 活動は進まなかった。このほかにも、共有地に関しては、水源との距離、政府による苗木の無料配布の存在、植林に厳しい土壌条件、干ばつ被害などが、阻害要因として指摘されている。

(4) 水へのアクセスが制限されていることによる活動の制限

水へのアクセスが非常に困難（水源までの距離とポンプの故障などの問題）な準村では、乾期の FFS 活動を継続できないグループが見られた。このため、プロジェクトでは、FFS 対象地を決める時点で、乾期の苗木の生産にあたって、水へのアクセスの有無を選定クライテリアに入れている⁹。また、ホストファームについても、水源に近い場所にするようアドバイスをした。

(5) 自然災害（干ばつ及び洪水）

2015 年には、エルニーニョ現象の影響で干ばつが発生し、FFS 活動に影響を与えている。また、洪水で FFS 活動を継続できなかったケースもあった。

⁹ FFS では苗木生産を一つの重要なコンポーネントとして扱っている。理想としては、乾期の始まりに FFS を開始し、苗床を造成する。苗木が育った時点で雨期が始まり、植栽する。

第4章 評価結果

4-1 評価5項目による評価結果

4-1-1 妥当性

本プロジェクトの妥当性は以下の理由から高いと判断される。

(1) エチオピア政府の政策・開発ニーズとの整合性

プロジェクトはエチオピアの開発戦略（Growth Transformation Plan II (2015/16 – 2019/20): GTP II）、農業戦略（Ethiopia’s Agricultural Sector Policy and Investment Framework (2010–2020): PIF）、普及戦略（Agricultural Extension Strategy of Ethiopia（ドラフト））やエチオピアの開発のニーズ（参加型自然保全等）と整合している。

GTP II では、経済開発セクタープランの農業・農村の変革のなかで、園芸作物の生産性や生産の向上、自然資源の保全と活用、農業普及システムの拡大についてふれている。PIF においても自然資源の劣化の抑制と生産性の向上が戦略目標の一つとして掲げられている。なかでも普及戦略では、グループアプローチを通じた普及サービスとして FFS について言及されるとともに、技術の振興におけるモデル農家の適切性にふれつつも、モデル農家のアプローチから Village-Level Development Promoter (VLDP) への漸進的な移行、効果的な VLDP の創出のための能力向上、適切なインセンティブの供与について言及している。FFS の今後の広範な展開にあたって、普及員を補完する農民ファシリテーターの育成と活用が重要な課題になると考えられ、普及戦略での FFS の位置づけとともに VLDP の活用の方向性との整合性を認めることができる。

本プロジェクトのターゲットグループは、OBANR、関連する県、郡事務所職員とターゲット地域の住民であるが、以下の諸点においてターゲットグループのニーズに沿うものと考えられる。

- FFS は既存の FTC を中心とした普及システムを補完する普及するツールであること
- 参加型のコミュニティをベースにした自然資源管理の振興をしていること
- 男女に均等に参加の機会を提供し、相互にグループ学習を深める機会を提供していること
- 農業や林業分野で生産性向上を図るための新しい知識や技術を習得する研修機会を提供していること。

(2) わが国の援助政策との整合性

わが国は、2012 年 4 月策定の「対エチオピア連邦民主共和国 国別援助方針」において、農業・農村開発を民間セクター開発、インフラストラクチャー開発、教育とともに 4 つの重点分野の一つとして位置づけている。農業・農村開発においては、食料安全保障の確立のために、農業生産の拡大（具体的には小規模農民の生産性向上）をはじめとした包括的な対策の必要性を指摘している。2013 年 6 月の「事業展開計画」では、「…流域・土壌保全、生産性の安定的向上、生活向上などにより、厳しい自然環境を踏まえた生産性の安定的向上にも取り組む。」あり、本プロジェクトは、「農業・農村開発」

の下での「自然資源の管理プログラム」の一つとして位置づけられている。

(3) プロジェクトのデザインとアプローチの適切性

デザインやアプローチ面でも、自然資源管理方法、対象地域の段階的な拡大、郡から州に至るまでの各レベルの人材の巻き込み、州政府高官への働きかけ、既存の普及制度の中の FTC の活用、FAO との連携等の面で適切性を認めることができる。具体的には、以下が挙げられる。

- 農民の能力向上を図るべく、参加型・発見型の形式で、試行錯誤を通じた実践的学習という特徴を有する効果的な自然資源管理手法を導入したこと。
- 地域に長期間居住し、コミュニティ内の他の農民とのコミュニケーション方法を知る農民ファシリテーターの育成を図ったこと。
- インプットを含めた介入のレベルを変えつつ、漸進的で、段階的なプロジェクト活動の展開をはかり、エチオピア側への技術移転が進められてきたこと。具体的には、当初の東ショワ県の 2 郡（リベン・チュカラ郡とボラ郡）から同県内のアダマ郡、そして東ショワ県外の 4 郡（西アルシ郡と西ハラルゲ県）への展開が、介入のレベルを変えつつ図られた。
- 本プロジェクトの特徴（自然資源管理）に鑑みて、州、県レベルの普及部門を当初から巻き込まず、FFS への理解がある程度得られた段階で普及部門を取り込んだこと。
- 第三国視察やワークショップの機会を戦略的に活用し、FFS の効果に対する政府高官の理解を高める漸進的なアプローチがとられたこと。
- 既存の普及システムにおいて活用されている FTC において、FFS 活動が実施されるケースを導入したこと。
- FFS を既に導入している先行する JICA の技術協力プロジェクトと連携（視察やトレーナーの活用）したこと。
- FAO と連携し、第三国から FAO の FFS 専門家の活用を図ったこと。

一方、本プロジェクトではアグロフォレストリーを中心とした個人所有農地での活動だけでなく、流域上部の共有地での活動（水土保持対策、植林など）も含めたアプローチにより対象地域全体の自然資源管理に向けた活動の展開を目指したが、共有地における FFS の実施は、コミュニティを構成する特定グループへの利用権付与の是非を巡る問題などから、難航した。

4-1-2 有効性

本プロジェクトの有効性は以下の理由から比較的高いと判断される。

(1) プロジェクト目標の達成見込み

成果 2（共有地における FFS の実施）を除き、成果とプロジェクト目標の進捗は比較的円滑に進んでおり、プロジェクト目標の達成見込みは高い。

プロジェクト目標の達成度を検証する指標のうち、終了時評価時点での「FFS の推進に

必要となる人材数」の達成見込みについて、農民ファシリテーター数は高くないが、マスタートレーナー数、バックストッパー数、郡職員ファシリテーター数については目標値を上回る実績をすでに達成していることから、本指標はほぼ達成されていると判断した。2番目の指標「本プロジェクトの経験や教訓を踏まえた自然資源管理方針に基づき自然資源管理に関する実施計画が改訂される」は、2017/2018年度において、FFSの計画と補正予算が策定され、郡の年間計画に折り込まれることを確認する必要がある。OBANRからFFS活動に関するインストラクションが発出されれば、郡レベルでの計画、予算手当てが進められる見込みは高い。ただ、各郡政府の理解不足により2017/2018年度計画にFFSが盛り込まれない可能性もあり、OBANRからのインストラクションの確実な発出と郡政府への働きかけが必要となる。さらにOBANRは、適切な予算配分を受けて継続的にFFS活動が計画・実施されるように、新しく配置された県や郡の職員を対象に頻繁に導入セミナー（Induction Seminar）を実施することが重要である。3番目の指標「オロミア州にてFFSを通じた自然資源管理のスケールアップ計画が、プロジェクトの実施とプレ・スケールアップを通じた経験を踏まえ、OBAによって策定・実施される。」は、2017年1月に“Farmer Field School based extension system plan for scaling up”が策定され、隣接県で18グループのFFSの実施を支援すべく、2017/18年予算として12万ETBが確保され、既にFFSが開始されている。ただ、当該予算規模は18グループのFFSを終了するためには十分なものではないと考えられ、追加的な予算措置が必要である。OBANRでは、必要に応じて追加的な予算措置を講じるとしており（付属資料11【面談番号35】参照）、FFSの円滑な実施を確保すべく、追加的な予算配分のフォローアップが必要である。

(2) 因果関係

成果1～5は、プロジェクト目標の達成に貢献すると考えられる。本プロジェクトでは、成果1（農地でのFFSを通じた農民の生産性の向上）と成果2（共有地でのFFSを通じた自然資源の改善）の対象各郡の自然資源管理方針への反映（成果3）、そして、プロジェクトの成果・教訓の共有（成果4）、成果1と成果2を踏まえたプレ・スケールアップの実施（成果5）である。既述のとおり、成果1に関する指標の中には一部達成されていない指標もある。成果2に関する活動・成果の達成は終了時評価時点では限定的であるが、共有地におけるFFSの効果が限定的であったことを踏まえ、対象各郡では成果1および成果2を自然資源管理の方針に反映されたと判断した。また、成果1に関連する活動のなかで、プロジェクトでは、社会林業や農地林業のコンセプトを示し、FFSを通じてこれを推進してきた。また農家による小規模苗畑の活動も行われており、成果1に関連する活動においても自然資源の改善に貢献したと考える。これら5つの成果は、FFSを通じた持続的自然資源管理を促進するための能力強化に資するものであり、成果とプロジェクト目標の論理的な関係は適切と考えられる。貢献要因、阻害要因は前掲3.7.1、3.7.2に記載のとおりである。

(3) 外部条件

PDM の成果からプロジェクト目標に至る外部条件は以下のとおりである。

- プロジェクトで研修を受けた自然資源開発課と普及課の専門官、村落開発普及員監督官 (DA supervisor)、村落開発普及員 (DA) の多くが配置換えとなったり、退職したりしない。
- オロミア州の治安状況に急激な変更がない。

プロジェクト目標に至る外部条件は終了時評価の時点でも適用可能である。

外部条件のうち、前者については、州、県、郡の全てのレベルで、頻繁な異動や離職があった。プロジェクト活動の引継ぎは通常なされないことから、プロジェクトから新たに活動の説明を行う必要がありプロジェクト運営において支障が生じたが、既述のとおり、長期研修参加が事前に判明している普及員はファシリテーターの任につけないなどの対応が行われてきた。後者については、2016年10月から数か月続いた治安悪化や渡航制限の結果、プロジェクト事務所が移動され、また日本人専門家が遠隔支援しかできない期間もあったが、プロジェクトマネージャーを中心に、実施計画を立案し、またその中の計画が局長に承認・採用されたことにより、C/P のモチベーションもあがったことが専門家から報告されている。プレ・スケールアップ対象2県の4郡でFFSが実施され、治安上の問題があった1郡 (Gedab Asasa 郡の FFS 1 グループにて中断) を除き、FFS は運営されてきている。

以上のとおり外部条件が充足されていない側面もあるが、プロジェクト目標の達成を困難にするレベルのものではないと判断した。

4-1-3 効率性

指標の達成度ならびに活動の進捗から判断すると、成果の達成に向けてプロジェクト活動は進展してきている。全般的に考えると、投入は成果から見てタイミング、質、量において適切であったと考えられる。効率性は高いと評価される。

(1) 成果の達成度

既述のとおり、成果1に対応する指標の中には、FFS参加者の卒業率など一部達成が確認されない指標がある。また成果2に関する活動・成果の達成は終了時評価時点では限定的であるが、共有地における FFS の効果が限定的であったことを踏まえ、対象各郡では成果1および成果2を自然資源管理の方針に反映されたと評価した。また、成果1に関連する活動のなかで、プロジェクトでは、社会林業や農地林業のコンセプトを示し、FFSを通じてこれを推進してきた。ただ、これらの実践的な経験を踏まえて、成果1と成果2が対象各郡の自然資源管理方針に反映 (成果3) され、プロジェクトの成果・教訓の共有 (成果4)、プレ・スケールアップの実施 (成果5) が実施されてきたと考える。

(2) 外部条件

PDM の成果に対応する以下の外部条件は現時点でも適用可能である。

- 社会経済及び政治状況、気象条件 (極端な干ばつ等) がプロジェクトの実施に負

の影響を及ぼさない。

社会経済及び政治状況の変化については、有効性の項にて記載した。気象条件については、2015年にエルニーニョ現象が発生し、そのため、特にアダマ郡では農民のFFS参加や苗畑生産に影響を及ぼした。しかし、これにより成果の達成が妨げられたとは考えられない。

(3) 日本側の投入

(a) 専門家

専門家チームでは、メンバーのうち少なくとも一人が現地に滞在するように配置が工夫され、メールだけではなくスカイプなどを使い、専門家間での情報共有に努められている。専門家とのインタビューでは、日本人がFFSに直接関与したプロジェクト初期の段階では、より多くの専門家が現地に滞在し支援したが方がよかったとのC/P側の意見も指摘された。

現地調査時にインタビューを行った総括/自然資源管理、副総括/アグロフォレストリー/FFS（普及手法）、研修監理は、アフリカでの業務経験が長く、またその中にはエチオピアでの先行案件の従事者も含まれている。総括/自然資源管理のFFSに対する知見・経験は幅広い。5年弱に及ぶ比較的長期のプロジェクト期間において、小規模なチーム編成のもと、広範囲の業務が継続的かつ効率的に遂行されてきたといえる。また、上記日本人専門家以外にもマスタートレーナー養成研修講師としてケニアのFAOが育成した第三国専門家が起用されている。同専門家は、同国における治安上の問題で日本人専門家による補強指導ができない環境でも、現地にてFFSの指導を通じて、その品質管理に貢献することになった。また、JICAの先行案件に従事したエチオピア人プロジェクトスタッフも、現場でのFFSのファシリテーションの直接指導、研修指導、機関間コーディネーションなど諸側面で大きな役割を果たしている。

(b) 供与機材

供与機材は、プロジェクト活動にあたっての必要性和維持管理を勘案して最小限の機材が供与されていると判断した。単車のディリバリーが早ければ、より効率性は高まっていたと考えられる。

(c) 現地業務費

現地活動に必要な経費として妥当な範囲と判断した¹⁰。

JICA エチオピア事務所からの経費により支援されたリベン・チュカラ郡事務所での建物について、完成時期がプロジェクトの初期段階であれば、効率性はより高まったと考えられた。

¹⁰ FFS一回当たりのコストに関する他のプロジェクトとの比較は、各プロジェクトに固有なコストを勘案する必要があったことから、今回の評価では実施していない。

(d) プロジェクト事務所

プロジェクト事務所の手配は、地理的アクセスを考慮した上で、JICA 側負担にて対応されている。治安状況による事務所移転についても同時期は、プレ・スケールアップなど、州政府との協議が重要なトピックとなる時期であったため、移転は、結果的に州政府との意思疎通の円滑化に寄与することになった（専門家へのインタビューによる）。同プロジェクト事務所も日本側負担とされているが、OBANR 内に実務を担当するエチオピア人プロジェクトスタッフ用の執務スペース（デスク）も確保されている。対応について大きな問題は見られず、状況の変化に適切な対応が採られたと評価する。

(4) エチオピア側の投入

(a) プロジェクト関係者

終了時評価時点では州、県、郡レベルの職員 20 人（うち 2 人は欠員）が C/P として配置されていた。各レベルの C/P 職員の異動や離職があり、プロジェクト活動で育成・技術移転した人材の一部が活用できなかった。例えばプロジェクトディレクター、プロジェクトコーディネーター/オロミア州農業局自然資源開発シニア専門官、東シヨワ県や西ハラルゲ県のコーディネーターである自然資源課チームリーダー、郡レベルのチームリーダーなどである。C/P の頻繁な人事異動にもかかわらず、プロジェクト活動の引継ぎは通常なされないため、その都度、新たに説明する必要がありプロジェクト運営においても支障が生じた。

(5) 他の組織との調整と連携

国連食糧農業機関（FAO）は「東アフリカにおける FFS 制度化」のプログラムを 2 年間（2016-2017）にわたって実施中である。プロジェクトでは、開始当初からエチオピアの FAO 担当者との密接な連絡をとり、FAO が進めていた遊牧民を対象としたパストラリスト・フィールド・スクール（PFS）訪問やプロジェクト現場の訪問を招請するなどの交流活動を行ってきた。2017 年から、FAO では「東アフリカにおける FFS 制度化」プログラムの具体的な活動が開始され、プロジェクトでは FFS 制度化に向けた合同ワークショップが開催されている。FAO とは効率的に連携が採られてきている¹¹。

4-1-4 インパクト

(1) 上位目標の達成の見込み

上位目標の達成見込みについては、OBANR と州政府が FFS 手法の有効性を確認・納得すれば、達成の見通しは高いと考えられる。

(2) その他のプロジェクトからのインパクト

正のインパクトとして、主に FFS 参加者やコミュニティメンバーの行動様式や意識の変化などの側面において、以下の点が挙げられる

¹¹ 今後の FAO との連携に関しては、FAO 担当者から FTC に関する共同調査などの期待が表明されている【面談番号 33】パラ 11 参照。

- 種子から苗木を育成することを通じ、自然資源管理に対する FFS 参加者の意識向上がはかられたこと
- 農作業における男女間のコミュニケーション・連携の増加
- 包括的な開発の重要性¹²や女性の権利に対する認識の向上
- 野菜や果樹栽培による栄養源の多様化や作物栽培による収入増加
- 土着の伝統的な技術の発見と適用（以下写真参照）
- FFS 参加者から非参加者への技術の普及



FFS 活動が、地元で採取可能な植物を活用した病虫害対策の発見の機会になったとの説明を受けた。（現地での名称「Banji」）



現地での名称「Tiye」：
伝統的なアブラムシの殺虫剤として使用される



Black weeds (Aramaguracha) :
伝統的なアブラムシの殺虫剤として使用される



アロエ

終了時評価調査時点において、負のインパクトは確認されなかった。

(3) 外部条件

プロジェクト目標から上位目標に至る外部条件として、以下が設定されている。本プロジェクトの評価時点においても本外部条件は適用可能であり、今後とも充足されると見込まれる。

上位目標達成のための外部条件

- OBA がプロジェクト結果を適切に評価し、関連政策に反映する

¹² FFS の有する包括的な開発の側面については普及員や農民ファシリテーターとの面談の際に指摘を受けた【面談番号 13 ならびに面談番号 33 パラ 15】。

- オロミア州における関連政策に急激な変更がない
- OBA が FFS を通じた自然資源管理に継続的に高いコミットメントを維持する

4-1-5 自立発展性（持続性）

持続性は今後 OBANR が示す方向性によるところが大きく、終了時評価時点では、十分に確保されるには至っていないと判断された。いくつかの点について持続性確保のためにフォローアップが必要と考える。

(1) 政策・制度面

OBANR は既存の普及手法を補完するものとして FFS を認識している。既に策定されている“Farmer Field School Based Extension System Plan for scaling up”の承認をもって、州政府からは、これを実行に移すための実務的なインストラクションの発出が必要になると考えられる。同インストラクションには、適切な予算配分を受け、FFS を実施する点について詳しく示すことが期待される。政策面に関しては、農業・自然資源省の「農業普及システム」ドラフトでも FFS についての言及がある。同戦略では、農業ファシリテーターなどの Village-Level Development Promoter (VLDP) に対して、彼らが提供するサービスの対価として適切なインセンティブ供与の必要性に言及している。

(2) 組織面

エチオピアの既存の普及システム（約 12,500 カ所の FTC と 7 万人を超える普及員が普及活動に従事）では多くのリソースが投入されている。FFS はこの現行の普及システムを補完する役割を負うと考えられる。特にオロミア州全域に FFS の普及を図る際に、農民ファシリテーターは大きな役割を担うと考えられる。ただ、現行制度では政府機関から農民ファシリテーターへの手当の支払いができないため、今後対応策を検討する必要がある。

(3) 財務面

隣接県でのスケールアップ活動に現在配分されている予算は、FFS の実施に十分ではないと考えられる。既に策定されている“Farmer Field School Based Extension System Plan for scaling up”の承認、そして年次計画への FFS の織り込みをもって、州政府と郡政府は FFS 活動のために、今後の適切な予算配分を図る必要がある。適切予算の配分とともに重要なポイントとして、適切な資材調達とデリバリーシステムの整備が挙げられる。これらは、FFS 活動のタイムリーな実施にあたって不可欠な点である。

(4) 技術面

FFS をよく理解している C/P がおり、FFS のスケールアップにあたって継続的に関与すると考えられる。また、マスタートレーナーについては、州内での FFS 活動のスケールアップに併せて、今後その数を次第に増加させていく必要があるが、本プロジェクトの下でも、育成されてきている。FFS を担当する州レベルのコーディネーターも OBANR に配置されており、現在実施中のマスタートレーナー研修に、2017 年後半から

参加する予定である。さらに、今後ファシリテーターや関係者の参考とすべく、FFS 実施のための各種マニュアルもドラフトされている。このような現状の下、今後、FFS の質の確保をはかるために、FFS のファシリテーションを補強するバックstopperの育成・活用がますます重要になると考えられる。

4-2 結論

いくつかの指標は達成されていないもののプロジェクト目標の達成見込みは高い。FFS は持続的自然資源管理に有効的な手法であり、他地域への拡大も期待される。

評価 5 項目によるプロジェクトの分析結果については以下のとおり要約することができる。

評価項目	結果
妥当性	高い
有効性	比較的高い
効率性	高い
インパクト	上位目標の達成見込みについては、OBANR と州政府が FFS の有効性を認識すれば達成の見通しは高いと考えられる。
持続性	OBANR が設定する方針によるところが大きいと考える。

第5章 提言

5-1 プロジェクト終了時前の活動に関する提言

(1) スケールアップのためのアクションプランの策定

OBANR 州レベルの技術チーム (OBANR Regional Level Technical TEAM) は「スケールアップのための FFS に基づく普及システム計画 (Farmer Field School Based Extension System Plan for scaling up)」を策定したものの、スケールアップのための具体的なアクションプランはまだ策定されていない。本プロジェクトでは OBANR を支援し、政府機構の各レベルに対する具体的なトレーニングプランと FFS を適用する地域を選定するための手続きを含む具体的なアクションプランを策定すべきである。FFS 活動のスケールアップにあたってはファシリテーターやマスタートレーナーなどの関係者のキャパシティディベロップメントが重要であることから、これには時間を要する。そのため、人材育成にかかる時間も踏まえた長期的なアプローチをとる必要がある。このことを念頭に置いて、スケールアップ・アクションプランを戦略的に策定し、実施すべきである。

(2) スケールアップ県での月例会議の開催

DA ファシリテーターや DA スーパーバイザーといった人材の月例会議が FFS の質を維持し、ファシリテーターの能力を向上させる上で重要である、ただ、スケールアップ対象地域にて月例会議を実施するための十分な予算は未だ確保されていない状況である。OBANR は予算を確保し、当該地域における会議を監督していくべきである。

(3) 既存のモニタリングシステムへの、FFS のモニタリング・評価システムの統合

FFS の質の確保と改善のために、継続的なモニタリングと評価、そしてバックストップが必要である。FFS は普及システムの一つであり、モニタリング・評価は既存のモニタリングシステムに統合されるべきである。ただ、そのようなシステムは終了時評価時点ではまだ確立されておらず、モニタリングのためのデータ収集は期限までに行われていない。データをまとめる担当者も決められていない。このため、プロジェクトでは、既存のモニタリングシステムへの FFS のモニタリング・評価の統合と、必要なデータの収集が進められるように OBANR を支援すべきである。

(4) FFS の振興

FFS のスケールアップのためには、FFS の効果が、郡、州、連邦政府の各レベルの関係機関において認知される必要がある。そのため、OBANR とプロジェクトは、FFS の有用性を彼らに示し、FFS を振興すべきである。FAO もエチオピアにてフィールド・スクールを振興していることから、プロジェクトは FAO と協力し、FFS を政府の上層部に、共同で働きかけるべきである。JICA エチオピア事務所も、プロジェクトならびに OBANR とともに、FFS の振興を支援すべきである。

(5) スケールアップ県で実施されている FFS の実施予算の確保

月例会議の予算に加えて、プロジェクト終了後に活動を終了する予定の 18 グループによる FFS 実施のための予算が確保されるべきである。OBANR にはこれらの予算確保が求められる。

(6) FFS の準備と実施プロセスのモニタリングと監督

FFS の成功には十分な準備が必要である。すなわち、郡レベルの関係職員には、農民からの提案を受領し、必要な機材を調達・配布するスケジュールの策定などが求められる。プロジェクトでは彼らが計画的に FFS を準備できるように支援すべきである。

5-2 プロジェクト終了後の活動に関する提言

(1) FFS の戦略的なスケールアップ

OBANR は FFS を補完的な普及手法として導入し、そのために一定の予算を確保する予定である。しかしながら、その予算は十分ではない。さらに、OBANR は現在、FFS の予算を臨時計上している。しかしながら、継続的にスケールアップを進める上で、特に関係者のキャパシティディベロップメントを図るために、中・長期的な計画と予算が必要である。OBANR は既存の普及システムに FFS を統合すべく、中・長期計画を策定し、必要な予算を配分すべきである。OBANR は FFS の導入セミナーを新しく配置された郡職員に対して実施し、FFS に対する十分な理解を図ることが求められる。OBANR にはまた、スケールアップを支援する外部のパートナーを見出すことが期待される。さらに、持続的なスケールアップのために、担当者の配置が重要である。特に、FFS を新しく導入・展開する県と郡での、FFS の支援を具体的に担当するチームリーダーを、州レベルで配置することが大切である。

(2) FFS に係る人材育成のためのトレーニングシステムの構築

FFS の結果はファシリテーター、バックストッパー、マスタートレーナーといった FFS 従事者の力量に左右される。スケールアップのために、十分な数の、これらの人材が必要である。FFS のための中・長期計画に基づき、OBANR はこのような人材のための研修計画を策定し、彼らのための研修システムを構築すべきである。必要であれば、OBANR はこれを支援する外部のパートナーを探すのが期待される。さらに、エチオピアにおける FFS の将来的な深化のために、エチオピア国内ならびに近隣諸国の教育・研究・研修機関と協力することが有用である。

(3) 農民ファシリテーターの制度化

スケールアップのために、農民ファシリテーターの活用は不可欠である。農民ファシリテーターは普及員(DA)を補完する役割を担えることがプロジェクトを通じて明らかになっている。プロジェクトでは、農民ファシリテーターが組合を組成し、郡事務所の支援を受けて、新しく結成された FFS に対してファシリテーションを開始したケースがある。そのようなケースは、スケールアップに活用可能である。しかしながら、現在、農民ファシリテーターをサービス提供者 (service providers) として活用するためのメカニズムはな

い。OBANRには、州の評議会（regional council）を説得し、州全域に FFS を拡大すべく、農民ファシリテーターを活用するための制度づくりが求められる。

(4) 共有地における自然資源管理のための適切な手法の検討

共有地の利用権を巡る問題により、共有地における FFS の結果はいまひとつであった。このため、OBANR は適切な共有地の自然資源管理手法を検討すべきである。仮に FFS を活用することになった場合、共有地における生産物の利益配分と共有地の利用権に関する規約を明確にすべきである。

第6章 教訓

(1) FFS の特性を踏まえた展開

FFS はグループワークにて、1年を通じて農林業に関する小規模事業を比較検証し、結果を発表するということを実施する。この結果、農民の主体的な技術習得、観察力向上、プレゼン能力の向上が見られ、技術の適用率が高い。このような効果を得るためには適正なグループが規模（20～30人）、一定程度の期間（1年～1年半）を通じた学習、適切なファシリテーション、ファシリテーターに対する適切なフォロー、ファシリテーターやバックストッパー、マスタートレーナーといった人材が必要であるが、人材の育成には現場経験を積むことも必要で一定程度の時間を要するといったことを認識する必要がある。FFS 適用・拡大に当たってはこのような点を考慮した計画策定が必要である。

(2) FFS を通じたジェンダーの視点

プロジェクトでは男女が半々になるようにグループメンバーを選定し、男女が協働で学べるようファシリテートした。その結果、特に女性の意識や自信の向上、プレゼン能力の向上等がみられた。

(3) 既存の手法・制度を有する相手国政府機関に対し、特定の目的を念頭に置いた新しい手法

（自然資源管理に重点を置いた FFS）を導入する場合にとられた段階的な働きかけ
エチオピアでは FTC を中心にした普及システムが行われてきたが、プロジェクトでは FFS を、既存システムを補完する普及手法として位置づけ、導入が進められた。当初、プロジェクトでは、州、県レベルの普及部門をプロジェクト活動に取り込んでいなかった。関係者によれば、FFS は普及手法であるが、州、県レベルの普及部門の力は強く、仮に普及部門の関与が強くなった場合、自然資源管理に重点を置いた FFS の導入・普及にあたって、本来意図した取り組みに必ずしもつながらない可能性があるかと懸念されたといわれる。ただし、プレ・スケールアップ段階では州、県レベルでも FFS の理解も進んできたことから、この段階で普及部門を巻き込むことになった。プレ・スケールアップ段階では、むしろエチオピアの FTC を中心にした普及システムの中で、積極的に州、県に FFS 手法の導入を働きかけるために普及部門を巻き込むことが重要視されたといえる。自然資源管理を中心とした FFS の実施による足場固めの段階では州、県レベルの普及部門を巻き込まず、その後、スケールアップを視野に入れ、ある程度上層部への打ち込みが重視される段階では普及部門を巻き込むというように、目的達成を目指して、段階ごとに異なった取り組み、関係部門への働きかけが行われた。

また、スケールアップを視野に入れた段階での具体的な政府の上層部への働きかけも、ワークショップやスタディツアーを組み合わせつつ、段階的・計画的に効果が狙われている。例えば、以下(1)～(3)に示すとおり、OBANR への FFS に対する理解の深化を促し、次年度以降の計画策定に資するべく、働きかけが行われている。

- (1) 2017年6月1日～3日：FAOなどの他ドナーを交えたプラットフォームの開催。プロジェクト関係者だけではなく、他の研究機関、他国からも参加。
- (2) 2017年6月7日～11日：OBANR 局長や連邦代表者が FFS を制度化したルワンダを訪問し、地方行政の各レベルで果たされている役割を視察。
- (3) 2017年6月12日：JCC を開催。その中で、FFS の担当を州レベルに配置することが決められた。州レベルでは、プロジェクトの担当者はプロジェクトディレクター（OBANR 副局長）とプロジェクトマネージャー（自然資源管理の専門家）の2名であったが、普及担当の専門家を置き、自然資源担当の専門家と普及担当の専門家の2人が FFS 担当とされた。

ルワンダの制度化視察を含む(1)～(3)の一連の働きかけは、プロジェクトの終了後の持続性が問われる時期（2017年6月）に実施されたことで、次年度の計画策定、予算確保にうまくつながっているといえる。

(4) 関連ドナーとの連携の必要性

エチオピアにおいては FAO がフィールド・スクールの制度化を目指しており、中央省庁とのパイプを持つ FAO との連携（共同セミナー開催等）も FFS の促進には効果的であった。

(5) 共有地における権利の確認

プロジェクトにおいては共有地での FFS の実績は芳しいものではなかった。これは共有地において農民個人の利用権や事業を実施した場合の利益配分が明確でないことによる。FFS のように農民の主体的な活動を求める場合、農民の利用権等が明確にされる必要がある。

(6) 指標の明確化

本プロジェクトの PDM では「plan」「guideline」といった表現が指標に用いられているが具体的にどの計画を指すのか、ガイドラインが何を指すのか（方針なのかマニュアルなのか）明確でなく、プロジェクト内でも共通認識が無かった。PDM において用いる用語は何を指すのか明確にし、共通認識を得ておくべきであった。

以上

付 属 資 料

付属資料 1. MM

付属資料 2. 評価グリット、達成度グリット

付属資料 3. 質問表

付属資料 4. PDM Ver4

付属資料 5. Project Monitoring Sheet II

付属資料 6. 専門家リスト

付属資料 7. カウンターパートのリスト

付属資料 8. 本邦研修、第三国研修参加者リストならびに第三国視察参加者数

付属資料 9. 供与機材リスト

付属資料 10. プロジェクトコスト

収集資料リスト


**MINUTES OF MEETINGS
BETWEEN
JAPANESE TERMINAL EVALUATION TEAM
AND
OROMIA BUREAU OF AGRICULTURE AND NATURAL RESOURCE
ON
THE PROJECT FOR SUSTAINABLE NATURAL RESOURCE MANAGEMENT THROUGH FFS
IN THE RIFT VALLEY**

The Terminal Evaluation Team (hereinafter referred to as “the Team”), organized by Japan International Cooperation Agency, visited Federal Democratic Republic of Ethiopia from August 8 to 26, 2017. The purpose of the visit is to evaluate the progress of the technical cooperation project titled “The Project for Sustainable Natural Resource Management Through FFS in the Rift Valley” (hereinafter referred to as “the Project”).


During the stay, the Team visited the project sites and relevant offices, and had series of discussions with the Ethiopian authorities concerned, namely, Oromia Bureau of Agriculture and Natural Resource (hereinafter referred to as OBANR), the Project team including the Japanese experts, and related stakeholders including district and zonal agriculture and natural resource offices.

The findings of the evaluation were documented in the attached report based on the consultation with the Ethiopian side. Both sides confirmed its contents and agreed to take necessary actions that are required to accelerate the project implementation.

Addis Ababa, 26 August, 2017



Ms. Kanako Adachi
Team Leader
Terminal Evaluation Team
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Natural Resource Sector
Oromia Bureau of Agriculture and Natural
Resource
The Federal Democratic Republic of Ethiopia

Terminal Evaluation Report
on
Project for Sustainable Natural Resource Management through FFS in
Rift Valley Area of Oromia Region

August 2017

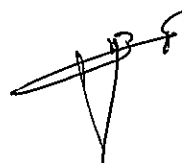
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ANNEX LIST

- Annex 1: Schedule of Terminal Evaluation
- Annex 2: Current Project Design Matrix (PDM Version 4.0)
- Annex 3: Plan of Operation (PO)
- Annex 4: Evaluation Grid for Terminal Evaluation Study
- Annex 5: Achievement Grid for Terminal Evaluation Study
- Annex 6: List of Japanese Experts
- Annex 7: List of Ethiopian Counterparts
- Annex 8: List of Ethiopian Counterparts Trained in Japan and Third Countries
- Annex 9: List of Equipment Provided and Facilities Constructed by Japanese Side
- Annex 10: Project Cost Sharing by Japanese and Ethiopian Sides
- Annex 11: Organization for Implementation



1. INTRODUCTION

1.1 Objectives of Terminal Evaluation

The objectives of the Terminal Evaluation are as follows:

- 1) To review the progress of the Project for Sustainable Natural Resource Management through FFS in Rift Valley Area of Oromia Region (hereinafter referred as 'the Project') on the basis of Project Design Matrix (PDM) and Plan of Operation (PO), and assess the achievement of Outputs, Project Purpose and Overall Goal in terms of the set indicators;
- 2) To examine the process of Project implementation and identify the obstacles and/or enabling factors which are affecting the implementation;
- 3) To assess the Project from the viewpoint of five evaluation criteria, i.e. relevance, effectiveness, efficiency, impact and sustainability; and
- 4) To provide recommendations on the Project regarding the measures to be taken in the remaining period and after the Project is completed, and identify lessons learned useful for new projects and/or other ongoing projects.

1.2 Methodology

(1) Framework of the Terminal Evaluation

The Project is evaluated by using PDM as a framework of the evaluation. The current PDM (Ver 4) shown in Annex 2 was used as a basis of the Terminal Evaluation. Both quantitative and qualitative data were gathered and utilized for analysis. Data collection methods used for the analysis include: literature review; questionnaires; key informant interviews; and direct observations.

(2) Five evaluation criteria

Based on the observations made under the above items, the Project is assessed from the viewpoint of five evaluation criteria defined by JICA, which was originally proposed by the Development Assistance Committee of the Organisation for Economic Co-operation and Development shown in the table below.

Table 1: Definition of Five Evaluation Criteria

Relevance	Relevance of the Project is reviewed by the validity of the Project Purpose and Overall Goal in connection with the Government development policy and the needs of the target group and/or ultimate beneficiaries in Ethiopia.
Effectiveness	Effectiveness is assessed to what extent the Project has achieved its Project Purpose, clarifying the relationship between the Project Purpose and Outputs.
Efficiency	Efficiency of the Project implementation is analysed with emphasis on the relationship between Outputs and Inputs in terms of timing, quality and quantity.
Impact	Impact of the Project is assessed in terms of positive/negative, and intended/unintended influence caused by the Project.
Sustainability	Sustainability of the Project is assessed in terms of institutional, financial and technical aspects by examining the extent to which the achievements of the Project will be sustained after the Project is completed.

Source: JICA Project Evaluation Handbook Version 1.1 (2016)

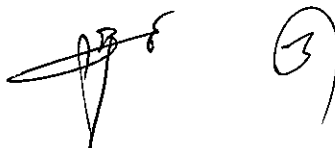
1.3 Members of Terminal Evaluation Team

The members of the Terminal Evaluation Team (hereinafter referred as 'the Team') are as follows.

Name	Role in the Team	Position, Organization
Kanako ADACHI (Ms.)	Leader	Senior Director, Natural Environment Team 2, Forestry and Nature Conservation Group, Global Environment Department, JICA
Emi TESHIMA (Ms.)	Cooperation Planning	Special Advisor, Natural Environment Team 2, Forestry and Nature Conservation Group, Global Environment Department, JICA
Tomoo MOCHIDA (Mr.)	Evaluation Analysis	OPMAC Corporation

1.4 Schedule of Terminal Evaluation

The Terminal Evaluation was conducted from 9 August to 26 August 2017 in Ethiopia. The detailed schedule has been described in Annex 1.

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2. OUTLINE OF THE PROJECT

2.1 Background

The Federal Democratic Republic of Ethiopia is a country where the agricultural sector accounts for approximately 40% of the GDP and more than 80% of the population (84,700,000 in 2011) are farmers. Furthermore, in the semi-arid area, which constitutes nearly 20% of the country, inappropriate agricultural methods have led to major soil erosion. To address this situation, many international organizations are providing support for agricultural and rural development that minimizes soil erosion and improves agricultural productivity. The Oromia Region has the largest population (29,500,000) and area (353,000 km²) in Ethiopia, and the Rift Valley, spreading from the Oromia Region to the southern area of Ethiopia, is a typical semi-arid land. Scattered communal lands are being denuded by the felling of trees, followed by the rain-washing a large amount of soil away. Meanwhile, on the farmlands, although cereals such as teff (a gramineous crop) and wheat are mainly cultivated, productivity is low because proper cultivation techniques have not been disseminated. Therefore, the region needs to implement sustainable natural resource management that achieves both soil conservation and improvement in agricultural productivity.

Against this background, in August 2010, the Ethiopian government made a request to the Japanese government for a technical cooperation project on natural resource management and livelihood improvement through the Farmer Field Schools (FFS) – a method for disseminating techniques – in the semi-arid area of the Oromia Region. After Japan agreed to Ethiopia's request, JICA conducted a survey in Liben-Chukala District, in the East Shewa Zone, based on which, the detailed planning survey team was dispatched in November 2012. It was decided that a technical cooperation project named the 'Sustainable Natural Resources Management Project through the Farmer Field School (FFS) in the Oromia Rift Valley Region' be carried out.

2.2 Project Overview

(1) Overall Goal

A policy towards sustainable natural resource management in semi-arid area of Oromia Region is strengthened.

(2) Project Purpose

Capacity of the relevant stakeholders of Liben Chukala, Bora and Adama district of East Shewa Zone in the semi-arid area of Oromia Region to promote sustainable natural resource management including agroforestry and soil conservation measures through FFS is strengthened, and their experiences are shared with other areas of Oromia Region.

(3) Outputs

1. By introducing FFS on farmland, FFS graduates' productivity is improved through agroforestry practices learnt in the course of FFS
2. By introducing FFS and other demonstration practices on communal land, natural resources of the target communal lands in the target districts are improved through soil conservation practices learnt in the course of FFS.
3. Output 1 and Output 2 are reflected to the specific plan/guideline on natural resource management of the target districts.



4. The Project's outcomes and lessons learnt are shared with the Oromia Regional Government, other zones/ districts and related programs through workshop(s) and/ or seminar(s).
5. Based on the result of Output 1 and Output 2 in the three target districts in East Shewa Zone, pre-scale up of natural resource management through FFS are implemented outside of East Shewa Zone of Oromia Region.

(4) Activities

Activities for Outputs 1 to 5 are described in the PDM 4 in Annex 2.

(5) Implementing Organisation

Oromia Bureau of Agriculture and Natural Resources (OBANR), National Regional State, Federal Democratic Republic of Ethiopia

(6) Project Period

June 2013 to March 2018

(7) Project site

Semi-arid area of Oromia Region (East Shewa Zone, West Hararge Zone and West Arsi Zone)

(8) Revision of activities, outputs and indicators

1) Project period

The initial Project period was planned for three and half years from June 2013 to December 2016. The period was divided into two sub-periods: activities in the first year were scheduled to be carried out from June 2013 to February 2015 and activities in the second year from March 2015 to December 2016.

The Project period has been revised. According to the revised plan, the activities in the second year was planned to be carried out from March 2015 up to March 2018.

2) Revision of Activities

(a) Activities in the first year

The activities in the first year were revised in the following way:

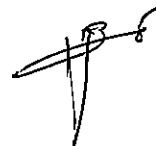
- Revision of the number of FFS groups to be facilitated in communal lands
- Addition of a pilot district in order to examine the case where the amount of inputs is limited
- Utilization of Farmer Training Centre (FTC)
- Trial implementation of FFS by making use of budgets from Agriculture Growth Program (AGP)
- Reduction of the duration of a FFS implementation cycle from one and half years to one year.

(b) Activities in the second year

- Implementation of pre-scale up activities
- Preparation of "Farmer Field School Based Extension System Plan for scaling up" by Regional level Technical Team of OBANR in January 2017

3) Revision of Outputs

- Revision of Output 3



Before revision

Output 1 and Output 2 are reflected to the specific policy/guideline on natural resource management of the target districts. (PDM Ver0)

After revision

Output 1 and Output 2 are reflected to the specific plan/guideline on natural resource management of the target districts. (PDM Ver1)

- Addition of Output 5

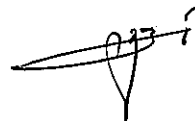
Based on the result of Output 1 and Output 2 in the three target districts in East Shewa Zone, pre-scale up of natural resource management through FFS are implemented outside of East Shewa Zone of Oromia Region.

4) Revision of indicators

- PDM Ver 0 has been revised to PDM Ver 1 by incorporating target values corresponding to each of the indicators.
- PDM Ver 1 has been revised to PDM Ver 2 by revising the number of FFS groups in the indicator 2.1 from 20 to 5.
- PDM Ver 2 has been revised to PDM Ver 3 by changing the target number of the indicators 1.5 and 2.4. As for indicator 1.5, the number of seedlings to be produced by each FFS group has been changed from 2,000 to 500 and the number of seedlings to be planted has been changed from 1,500 to 400. In case of indicator 2.5, the number of seedlings to be produced by each group/cooperative has been revised from 4,000 to 1,500 and the number of seedlings to be planted in the target communal lands was revised from 3,000 to 1,000.
- Upon approval of the pre-scale up plan at the Joint Coordinating Committee (JCC) held in December 2015, indicator 3 corresponding to the Project Purpose and indicators corresponding to Output 5 has been added.

5) Addition of an important assumption

- Upon approval of the pre-scale up plan, the following important assumption has been added in PDM 4: OBANR continuously hold strong commitments to promote natural resource management through FFS.



3. PROGRESS OF THE PROJECT

3.1 Inputs

As a whole, inputs from both the Japanese and Ethiopian sides have been provided as planned. The summary of inputs provided by both sides is as follows (the details are shown in Annex 5).

(1) Japanese side

Items	Actual Inputs
Dispatch of experts	<ul style="list-style-type: none"> - Six (6) short-term experts were dispatched in the first phase from June 2013 - January 2015 and seven (7) short term experts were dispatched in the second phase from March 2015 to August 2017 (Annex 6: a list of Japanese experts). Their professional fields of the assignment are as follows: <ol style="list-style-type: none"> 1) Team leader /Natural resource management 2) Sub-leader /Agroforestry 3) FFS (Extension method) 4) FFS (Application techniques) 5) Training management <p style="margin-left: 20px;">Note: More than one expert was dispatched for some of the fields of the assignment.</p> - The total number of man-months(MM) is expected to be 85.80 MM by the end of the second phase (77.90 MM as of July 2017)
Provision of equipment	<ul style="list-style-type: none"> - The total amount is estimated at 8,823 thousand JPY up to the end of the Project (7,638 thousand JPY up to June 2017) (Annex 9: List of Equipment Provided and Facilities Constructed by Japanese Side)
Training in Japan	<ul style="list-style-type: none"> - A total of 5 persons from OBANR and East Shewa Zonal Office participated in Training in Japan. (Annex 8: List of Ethiopian Counterparts Trained in Japan and Third Countries)
Training in the Third Countries and Study Trips	<ul style="list-style-type: none"> - 19 counterparts and concerned personnel participated in Training in Kenya and Study Visits to Kenya and Rwanda. (Annex 8: List of Ethiopian Counterparts Trained in Japan and Third Countries)
Operational costs	<ul style="list-style-type: none"> - The total amount is estimated at 132,952 thousand JPY up to the end of the Project (excluding costs for vehicles (58,782 USD) and construction works (311,400 ETB) of an office and a meeting room at Agriculture and Natural Resource Office of Liben Chukala District of East Shewa Zone , which were borne directly by JICA.)

(2) Ethiopian side

Items	Actual Inputs
Assignment of counterpart personnel	<ul style="list-style-type: none"> - A total of 20 personnel has been assigned at regional, zonal and district levels as of August 2017, with two counterpart positions being vacant. They are shown as follows: <ol style="list-style-type: none"> 1) Project Director: one (1) person 2) Project Manager/Regional Coordinator: one (1) person 3) Regional Coordinator: one (1) person 4) Zonal Coordinator: one (1) person (Vacant) 5) Zonal Vice Coordinator: one (1) person

	6) District Coordinator: three (3) persons at originally targeted three (3) districts 7) Zonal Coordinators at pre-scale up zones: four (4) persons 8) District Coordinators at pre-scale up districts: eight (8) persons (one district coordinator position is vacant.)
Facility and equipment	- Necessary facilities for the Project (office space at OBANR, meeting rooms, venues for trainings in some cases) have been provided by OBANR

3.2 Activities

The Project activities specified in Annex 3: Plan of Operation (PO).

3.3 Outputs

The current progress of each Output based on the indicators set in PDM is as follows.

Output 1: By introducing FFS on farmland, FFS graduates' productivity is improved through agroforestry practices learnt in the course of FFS

Indicators	Current Results
1-1 100 (in Liben-Chukala, Bora and Adama) FFS groups are trained.	<ul style="list-style-type: none"> - As of July 2017, the total number of FFS groups, which have been trained under the 1st to 4th round of FFS in Liben-Chukala, Bora and Adama, is 91. Out of 91, 71 FFS groups have graduated. - Another eight (8) FFS groups are being trained in the on-going FFS as of August 2017. If these FFS groups are included, the number of FFS groups trained is 99 in total. If these groups successfully graduate, the total number of FFS groups graduated will be 79.
1-2 More than 70% of FFS participants are graduated.	<ul style="list-style-type: none"> - As of June 2017, the graduation ratio of FFS participants is calculated at 54.1% on average from the 1st to the 4th round in Liben-Chukala, Bora and Adama. The ratio exhibits an increasing trend over the four rounds of FFS from 40.9% in the 1st round to 75.6% in the 4th round.
1-3 More than 75% of FFS graduates practice techniques learnt through FFS	<ul style="list-style-type: none"> - Based on the results of the additional end-line survey in January 2017, an average of the adaptation rates of various enterprises is calculated at 70.7%. Enterprises introduced are: vegetable farming, cereal-based agroforestry, forage and fodder production, fruit production, seedling nursery and woodlot. According to additional end-line survey, area expansion compared before the Project, woodlot shows 1.5 times, tree seedling 2.7 times, vegetable 5.4 times, fodder 5.3 times and fruit 30 times increased. - According to end-line survey (2016) and additional end-line survey (2017) the followings was reported;

	2016		2017	
	1st round in LC & Bora	2nd round in LC & Bora	1st & 2nd round in LC	
Year of survey				
Target group of survey				
Row planting	67.8%	85.8%	84.2%	
Manure	74.5%	67.8%	87.6%	
Compost	31.2%	67.8%	84.2%	
Tree nursery	55.7%	67.8%	79.3%	81.2%(polytube) (seed preparation fruits)

1-4 Household income of FFS graduates increase in more than 20%.	- According to the additional end-line survey in Jan. 2017, most of FFS graduates indicated that their income was improved due to such enterprises like vegetable.
1-5 Each FFS on going/ graduated group produce more than 500 seedlings and plant more than 400 trees on farmlands in group and individually	- In a period from 2013 to 2017, an average of 661 tree seedlings per FFS group (Total 52,244 / 79 FFS) of dozen varieties has been planted in their farmlands and homesteads in each FFS.

Based on the above results of Output 1, some of indicators (indicators 1-1 and 1-2) were yet to be achieved while others such as indicator 1-5 exceeded the target. The prospect of Output 1 being fully achieved remains to be seen at the time of the terminal evaluation in August 2017. It is noted that improvement could be seen in FFS graduates' productivity.

Output 2: By introducing FFS and other demonstration practices on communal land, natural resources of the target communal lands in the target districts are improved through soil conservation practices learnt in the course of FFS.

Indicators	Current Results
2-1 5 FFS groups from natural resource management cooperatives or natural resource management related associations are trained.	- As of Jul. 2017, 5 FFS groups for the forest coop (2 in L/C and 3 in Bora) were trained and 3 FFS groups (2 in L/C and 1 in Bora) out of 5 groups graduated.
2-2 More than 70% of FFS participants are graduated.	- As of July 2017, 72.3% of participants from 3 FFS groups graduated.
2-3 More than 75% of FFS graduates practice techniques learnt through FFS.	- Most of cooperative FFS graduated members practice techniques learnt through the FFS in their farmland, but application of techniques in communal lands is stagnated. - According to the end-line survey conducted in May 2016, technology adaptation on tree nursery for graduated members is 54.5% (sampling: 14 person).
2-4 Each group/cooperative produces 1,500 seedlings and plants more than 1,000 trees in the target communal lands.	- The number of seedlings produced by the 3 forestry cooperatives when FFS was run was 602 seedlings in total. Only part of these seedlings was planted in communal lands.
2-5 More than 3 types of mitigative practices learnt through FFS are demonstrated and more than 1.5 ha/year of	- Three types of mitigative practices were carried out through part of the FFS activities; 1) seedling production, 2) improved tree planting techniques, and 3) construction of micro water catchments. - The areas being protected by one cooperative is 16 ha and

degraded communal land are treated.	the other one is 10 ha in Liben Chukala.
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Based on the above results, achievement level of Output 2 was limited although Indicators 2-1, 2-2 and 2-5 have been fully achieved. The reason why FFS could not produce the expected results seemed due to the nature of collective ownership of communal lands, harsh environment like droughts affected by El Nino, and unfavourable land conditions for tree plantations where the survival rate of seedlings was low.

Output 3: Output 1 and Output 2 are reflected to the specific plan/guideline on natural resource management of the target districts.

Indicators	Current Results
3-1 Specific plan/guideline on natural resource management of the target districts is revised by incorporating the results of Output 1 and Output 2.	<p>Liben Chukala District</p> <ul style="list-style-type: none"> - The district office prepared “Plan to scaling up FFS in district” in 2016 with the budget of 313,500 ETB for implementation of 10 FFS although this plan was not implemented due to shortage of the budgets. - The district office planned 10 nursery sites related to FFS activities in their 2nd GTP plan for natural resource management in 2015. The district also prepared the nursery document (i.e., production plan) for individual and for the schools in 2017, in which the planned and actual numbers of seedlings at eight (8) tree nursery sites by graduates of FFS groups have been shown. <p>Bora District</p> <ul style="list-style-type: none"> - The district office prepared “Planning on scaling-up of FFS to district” in 2016 with the budget of 87,725.5 ETB for 5 FFS although this plan was not implemented due to shortage of the budgets. - Achievement of 250,000 seedlings for forest seedlings, 220,000 seedlings for soil and water conservation by graduates of FFS in 2016/17. 120,000 seedlings for private households by graduates of FFS in 2016/17. - It is planned in 2017/18 that around 240,000 forest seedlings will be planned and 300,000 seedlings for soil and water conservation and also 600,000 seeds of fodder grasses will be broadcast, and 60,000 fruit seedlings will be planted by graduates of FFS. <p>Adama District</p> <ul style="list-style-type: none"> - The district office prepared “Plan to scale up FFS in the district” in 2016 with the budget of 89,659.9 ETB for 3 FFS although this plan was not implemented due to shortage of the budgets.

Liben Chukala, Bora and Adama district offices incorporated FFS activities in their district plan. It was found that Output 3 was achieved in these three (3) districts.

Output 4: The Project’s outcomes and lessons learnt are shared with the Oromia Regional Government, other zones/ districts and related programs through workshop(s) and/ or seminar(s).

Indicators	Current Results
4-1 More than 3 types of promotion media and more than 3 project report(s) are distributed.	- As of July 2017, a Project brochure has been developed. Web-site has been updating in every 3 months. T-shirts and caps are provided for the FFS graduates at graduation ceremonies. FFS activity calendar, FFS stickers, FFS songs, conference bags for FFS platform workshop were produced for PR. More than 3 Project reports have been prepared or are being prepared.
4-2 Cross visits with other related programs are conducted at least 3 times.	- Cross visits with other related programs are conducted more than 3 times
4-3 Joint workshop(s) with other programs, etc. are conducted at least 3 times.	- Joint workshops with other programs, etc. are conducted more than 3 times

Based on the above results, it was found that Output 4 was achieved.

Output 5: Based on the result of Output 1 and Output 2 in the three target districts in East Shewa Zone, pre-scale up of natural resource management through FFS are implemented outside of East Shewa Zone of Oromia Region.

Indicators	Current Results
5-1 Additional 4 districts outside of East Shewa Zone introduce natural resource management through FFS approach during pre-scale up stage*. * pre-scale up period is from April 2016 to February 2018."	- The pre-scale up plan has been developed and the four districts from two zones were selected as a pre-scale up zone. They are: Arsi Negele and Gedeb Asasa in West Arsi and Tulo and Doba in West Hararge. - As of July 2017, 11 FFS (including 4 FFS in FTC) were established in the targeted districts of the pre-scale up zones and 5 additional FFS (2 in West Arsi and 3 in West Hararge including FFS in 2 FTC) are being implemented by DA supervisors in pre-scale up zones.
5-2 Lesson learned through the pre-scale up is compiled as recommendations for scale up of natural resource management through FFS approach.	- OBANR regional level technical team prepared "Farmer Field School Based Extension System Plan for scaling up" in January 2017 and shared the plan with the bureau head. It covers lessons learnt, a proposal on how to align FFS with current government extension system, scale up implementation plan and its budgets.

Based on the above results, it was found that Output 5 was achieved.

3.4 Project Purpose

The current progress of Project Purpose based on the indicators set in PDM is as follows.

Project Purpose: Capacity of the relevant stakeholders of Liben Chukala, Bora and Adama district of East Shewa Zone in the semi-arid area of Oromia Region to promote sustainable natural resource management including agroforestry

and soil conservation measures through FFS is strengthened, and their experiences are shared with other areas of Oromia Region.

Indicators	Current Results
1. Six (6) FFS master trainer candidates, and 10 back-stoppers, 50 facilitators and 100 farmer facilitators are qualified.	<ul style="list-style-type: none"> - As of June 2017, 9 master trainers, 16 back-stoppers including 5 farmer back-stoppers, 61 facilitators, and 70 farmer facilitators have been trained and qualified. By the end of the Project period, the number of farmer facilitators is expected to remain unchanged. - Another 10 master trainers will be trained by the Project termination.
2. Implementation plan on natural resource management of the target districts is revised along with the relevant guideline of the target districts.	<ul style="list-style-type: none"> - In 2016, the FFS activities had been incorporated into District Annual Plans, which was consequently submitted to the district agriculture offices. These plans and the required budgets were approved at the three district offices but were not implemented due to the budgetary shortages. - The FFS plan and supplementary budgets will be prepared and incorporated into the District Annual Plan in 2017/18.
3. Scale up plan of natural resource management through FFS approach in Oromia Region is elaborated and implemented by OBA based on experience through the project implementation and pre-scale up.	<ul style="list-style-type: none"> - OBANR Regional Level Technical TEAM elaborated on "Farmer Field School Based Extension System Plan for scaling up" in January 2017. OBANR budgeted 200,000 ETB and disbursed the amount for FFS implementation costs since April 2017 to facilitate 18 FFS in six (6) districts in three (3) zones adjacent to the Project site. - Budget proposal for 2017/18 has been prepared and the amount of 120,000 EBT has been secured to support implementation of 18 FFS in the adjacent zones.

Based on the above results, it is expected that the Project Purpose will be largely achieved by the end of the Project period. Status of the budgetary appropriation for implementation of FFS needs to be followed up.

3.5 Overall Goal

The Overall Goal and its indicator are as follows.

Overall Goal: A policy towards sustainable natural resource management in semi-arid area of Oromia Region is strengthened.

Indicators	Current Results
1. Experiences and lessons learnt of the Project are incorporated into the specific plan/guideline towards sustainable natural resource management by the Oromia Bureau of Agriculture (OBA)	<ul style="list-style-type: none"> - Project director (Deputy Head of OBANR) indicated, "If effectiveness of the Project outcome is recognized, the regional government may adopt the FFS approach as one of their own extension approaches. Extension approach of the natural resource management through the FFS might have possibility." - At the briefing in January 2016, the Project and district officials presented the Project achievement and the deputy head of OBANR suggested that FFS should expand to other districts in order to implement on current governmental system.

The future achievement of the Overall Goal will be assessed by examining whether or not the regional government has incorporated the FFS activities in its Annual Plan 2018/19 after the Project completion.

3.6 Implementation Process

(1) Progress of the Project

The Project has been carried out mostly as planned in the revised PO. The pre-scale up plan is being progressed as scheduled.

(2) Project management

Monthly facilitator meetings at the district level and quarterly coordinator meetings at the zonal level and Joint Coordinating Meetings (JCC) have been organized. Monitoring reports are prepared and backstopping activities are carried out at the pre-scale up districts.

(3) Factors promoted the realization of Project's effects

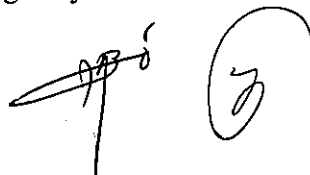
The Project has the following contributing factors.

- 1) Good relationship and communication between Ethiopian CPs and JICA experts
- 2) Assignment of highly committed CPs to the Project, who had comprehensive and deep understandings on the FFS approach and then, made great efforts to promote the Project
- 3) Good understandings of management at the district offices
- 4) Assignment of coordinators at zonal and district offices and their participation in coordinator trainings and meetings
- 5) Involvement of extension offices at the level of zonal and regional offices during the pre-scale up phase
- 6) Training of DA and DA supervisors at the same time
- 7) Encouragement of competitions among participating districts
- 8) Promotion of the FFS approach by FAO in Ethiopia

(4) Factors inhibited the realization of Project's effects

The Project has experienced the following challenges during the implementation.

- 1) A clear instruction to promote natural resource management through FFS has not been issued to district offices by the regional government
- 2) Frequent and sudden transfer or leave of DA facilitators (Due to a transfer or long absence of DA facilitators in the middle of FFS activities, some FFS groups had to suspend their operations. In other cases, the quality of FFS activities was suffered. This resulted in the less number of farmer facilitators being qualified.)
- 3) Frequent transfer of management personnel of FFS activities at all the levels of the governments (For example, a transfer of team leaders and/or experts at a district level largely affected the quality of FFS activities because these personnel are supposed to manage DAs and DA supervisors, who needed to attend monthly meetings to update current activities and plan activities in the following month. Because of this reason, frequent transfer of management personnel also led to the less number of farmer facilitators being qualified.)
- 4) Difficulties on benefit-sharing of products and rights of use in communal lands when the number of community members benefiting from communal lands exceeds the number of FFS group members that plan to utilize the communal lands concerned.
- 5) Limited access to water in nurseries during a dry season
- 6) Disasters such as floods and droughts



4. EVALUATION RESULTS BY FIVE EVALUATION CRITERIA

4.1 Relevance

The relevance of the Project is judged to be high because of the following reasons.

(1) Consistency with the development policy of Ethiopia

The Project is consistent with:

- Growth and Transformation Plan II (GTP II) (2015/16-2019/20), National Planning Commission, 2016
- Ethiopia's agricultural sector policy and investment framework (PIF) 2010 – 2020, Ministry of Agriculture and Rural Development, Federal Democratic Republic of Ethiopia, 2010
- Agricultural Extension Strategy of Ethiopia (Draft), Ministry of Agriculture and Natural Resources, 2017

(2) Development needs of Ethiopia

The Project has met the needs of the target group in terms of:

- Provision of complementary extension tools for the existing extension system;
- Promotion of participatory community-based natural conservation
- Provision of equal opportunities of participation to both female and male
- Provision of training opportunities to acquire new knowledge, technologies and skills for productivity increase in agriculture and forestry

(3) Consistency with the Japan's ODA policy

The Project is in line with Japanese ODA policies:

- Country assistant policy to Ethiopia, April 2012
- Japanese Aid Policy to Ethiopia, Embassy of Japan in Ethiopia, October 2013
- Japan's ODA to Ethiopia: rolling plan in June 2013

(4) Appropriateness of Project design and approach

The Project design and approach have been found appropriate in terms of the following aspects:

- Introduction of the FFS approach for effective natural resource management as it is characterized with a participatory, discovery-based and learning-by-doing education approach to develop capacity of farmers
- Promotion of utilization of farmer facilitators who reside in localities for a long time and know means of communications with other farmers in the communities
- Gradual and phased deployment of the Project activities by changing the level of development interventions, including the amount of inputs, in promoting the FFS approach from the initial two (2) districts (Liben Chukala and Bora) in East Shewa zone to Adama district in the same zone, then to four districts outside East Shewa zone (West Arsi and West Hararge zones)
- Gradual approach to involve extension offices at the level of zonal and regional offices in the Project
- Gradual approach to convince government high-ranking officials of effectiveness of the FFS approach with a strategic use of study tours and training opportunities in the third countries
- Use of Farmer Training Centers (FTC), which is an institution of the existing extension system, for implementation of FFS activities in some cases
- Collaboration with another JICA assisted technical cooperation project, which had started earlier and already introduced the FFS approach, for exchange visits and utilization of trainers, etc.
- Collaboration with FAO for utilization of FAO FFS experts from the third counties, etc.

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However, it is difficult to apply the FFS approach in communal lands for groups like forest cooperatives and/or watershed management cooperatives, which consist of a large number of members, due to issues over the collective ownership of communal lands.

4.2 Effectiveness

The effectiveness of the Project is prospected to be relatively high.

(1) Possibility of realizing the Project Purpose

Good progress has been observed in achieving the Outputs and the Project Purpose although achievement level of Output 2 was found limited due to the nature of collective ownership of communal lands, harsh environment like droughts due to El Nino, and unfavourable land conditions for tree plantations where the survival rate of seedlings was low.

(2) Constraints possibly foreseen in achieving the Project Purpose

Although no major constraints are foreseen, there is a possibility that the FFS plan and supplementary budgets will not be prepared and incorporated into the District Annual Plan in 2017/18 because of insufficient understandings on the FFS approach at the management level of the target district offices. It is important for OBANR to conduct frequent induction seminars to newly assigned zonal and district officials for planning and implementation of the continuous FFS activities with the adequate allocation of budgets.

4.3 Efficiency

It is considered that efficiency is high.

(1) Degree of achievement of Outputs

Except for Output 2, the extent of achievements of Outputs is more or less good. The appropriateness of natural resource management through FFS in communal lands remains to be seen.

(2) Adequacy of activities and inputs to realize the Outputs

Inadequacy has not been observed on activities and inputs in order to realize Outputs.

(3) Appropriateness of the number of Japanese experts, their fields, and timing of assignments and their terms

The number of Japanese experts, their fields, and timing of assignments and their terms are found generally appropriate to realize Outputs. It was so planned that at least one Japanese expert would be assigned in Ethiopia throughout the Project period. Conscious efforts have been made to maintain frequent dialogues with counterpart personnel, using various means of communications.

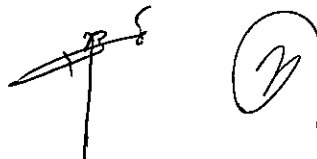
(4) Appropriateness of kinds of equipment, their quantities and timing of supply

Major inappropriateness has not been observed on kinds of equipment, their quantities and timing of supply in order to realize Outputs except: 1) the late completion of a building with an office and a meeting room at Liben Chukala District Office due to prolonged procurement procedures and 2) the late delivery of motorbikes due to complicated registration procedures.

(5) Effects of important assumptions on achievement of the Project Outputs

The following important assumptions are set in order to achieve the Outputs:

“There are no severe changes in the social, economic, and political circumstances and the climate conditions.”



Ethiopia experienced impacts of El Nino-related drought in 2015, which affected the level of participation of farmers in FFS activities and seedling productions at nurseries, especially at Adama district

4.4 Impact

(1) Possibility to realize the Overall Goal

The Overall Goal is likely to be achieved if the high-ranking officials of OBANR and Oromia regional government are convinced of effectiveness of the FFS approach.

(2) Positive and Negative Effects of the Project

The following effects of the Project have been observed mainly on capacity development aspects of FFS participants and community members such as changes in their behaviours and mind-sets.

Positive Effects

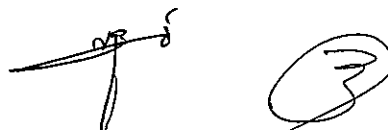
- Increased awareness of the FFS participants towards natural resource management as they started producing seedlings from tree seeds (this has been partly manifested by the facts that farmer facilitators formed a farmer facilitator cooperative to strengthen the concept of FFS approach and to supply seedlings and that one of the graduates have enrolled in the Agriculture Technical Vocational and Educational Training (ATVET) college to become DA.)
- Increased communication and collaboration of male and female in farming activities, etc.
- Diversification of sources of nutritious foods by introducing vegetables and fruit trees
- Increased opportunities of earning cash income by selling products from homesteads
- Discovery, experiments and dissemination of indigenous knowledge to deal with plant diseases and pests
- Recognition of importance of inclusive development in a community by some farmer facilitators
- Recognition of importance of equal rights of women and men and time management by some farmers
- Dissemination of technologies to neighbours by FFS participants

4.5 Sustainability

The sustainability of the Project in terms of policy and institutional, organizational, financial and technical aspects depends largely on the direction laid out by OBANR as follows.

(1) Policy and institutional aspects

- GTP II will continue to be applied until 2019/20.
- OBANR has already indicated their direction in regard to FFS as a complementary approach to the existing extension system.
- With the approval of “Farmer Field School Based Extension System Plan for scaling up”, an issuance of a practical instruction by the regional government will be needed. The practical instruction is supposed to elaborate on the implementation of the FFS approach being supported with the adequate allocation of budgets.
- In the Agricultural Extension Strategy of Ethiopia drafted in 2017, the Ministry of Agriculture and Natural Resources refers to the FFS as one of the group approaches to provide extension services. The strategy also discusses the necessity to put appropriate

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incentives to be in place in order to compensate village-level development promoters such as farmer facilitators for their provided service.

(2) Organizational aspect

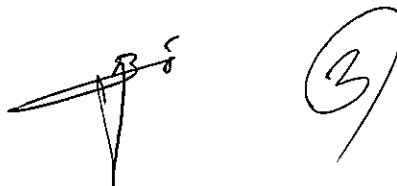
- A considerable number of resources have been mobilized under the existing extension system in Ethiopia: about 12,500 FTCs exist throughout the country with more than 70,000 Development Agents being deployed for extension works. FFS approach is expected to play a complementary role of the existing extension system.
- Farmer facilitators are expected to play a crucial role when FFS is expanded across Oromia region. However, the direction to institutionalize farmer facilitators under the existing extension system is yet to be seen.

(3) Financial aspect

- The current level of budget allocation for scaling-up of FFS in adjacent zones is not deemed sufficient to implement FFS. With the approval of the “Farmer Field School Based Extension System Plan for scaling up” and incorporation of FFS in the annual plan, regional and district offices need to make further efforts in allocating adequate amounts of budgets for FFS activities. The allocation of adequate budgets should be accompanied with appropriate procurement and delivery systems, which will be indispensable for a timely implementation of FFS activities.

(4) Technical aspect

- It is expected that highly committed CPs to the Project, who had comprehensive and deep understandings on the FFS approach, continue to be involved in scale-up activities of the approach.
- A number of master trainers has been trained although it is considered that the number needs to be gradually increased in order to cope with scaling-up of the FFS approach across the region.
- Regional coordinators in charge of FFS have been assigned at OBANR and are scheduled to participate in the on-going Training of Master Trainers from the later part of 2017.
- Various manuals have been drafted for future reference of facilitators and concerned personnel.
- Mobilization of backstoppers will be deemed increasingly important.

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5. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

Since the commencement of the Project in June 2013 up until date, both the Ethiopian and Japanese sides have been working together to introduce and develop FFS in the target areas. Based on the results of the implementation mentioned above, steady progress has been made so far towards achievement of the Outputs and the Project Purpose, although only a few of the achievement levels of the indicators are yet to be fulfilled at the time of the terminal evaluation. The Project Purpose is, however, likely to be achieved. FFS can be evaluated as an effective approach for sustainable natural resource management and expected to be expanded throughout Oromia region and other areas.

5.2 Recommendations

On the ground of the above results, the Team made the following recommendations, particular with a view to expanding FFS over wider areas in the region and securing sustainability.

#	Challenges	Possible measure
1	“Farmer Field School Based Extension System Plan for scaling up” was prepared, but a concrete action plan has not been formulated yet.	The Project should help OBANR to prepare a concrete action plan for scaling up.
2	Monthly meetings of facilitators such as DA facilitators and DA supervisors are indispensable to keep quality of FFS as well as to develop facilitators’ capacity. However, enough budget of the monthly meetings has not been secured yet at the present scaling up areas.	OBANR should secure budget for the monthly meetings and hold them at the present scaling up areas.
3	Constant monitoring & evaluation and backstopping are necessary to keep quality of FFS and to improve it. However, the system has not been established yet. Importance of backstopping activities in the FFS monitoring and evaluation should be recognized.	The Project should help OBANR to include FFS monitoring and evaluation to the existing monitoring system.
4	For scaling up, effectiveness of FFS should be recognized among stakeholders.	The Project and OBANR should promote FFS in cooperation with FAO and JICA Ethiopia office.
5	For scaling up, a long-term plan needs especially to be worked out for capacity development of the concerned personnel. Therefore, long-term budget should be secured.	OBANR is requested to secure mid and long term budget for FFS.
6	For scaling up, enough number of officers, facilitators, back-stoppers and master-trainers are needed.	OBANR should assign persons in charge of FFS, and formulate and implement a training plan for FFS. If necessary, OBANR may find development partners which support it.

7	For scaling up, utilization of farmer facilitators is indispensable. However, there is no mechanism to use farmer facilitators as service providers.	OBANR should establish a mechanism to use farmer facilitators as service providers, assist farmer facilitators to organize cooperatives and make it possible to contract with them to implement FFS.
8	The results of FFS at communal lands were not good due to issues over the collective ownership of communal lands.	OBANR should examine appropriate natural resource management methods for communal lands. If it decides to use FFS, regulations on benefit-sharing of products and rights of use in communal lands should be clarified.

The specific actions that the Team recommends in recognition of the issues above are as follows:

5.2.1 Recommendations of actions before the end of the Project

(1) Formulation of an action plan for scaling up

OBANR Regional Level Technical TEAM elaborated on “Farmer Field School Based Extension System Plan for scaling up”, however, a concrete action plan for scaling up has not been formulated yet. The Project should help OBANR to prepare the plan which includes concrete training plans for each level and procedure to select areas to apply FFS. As the scale-up of FFS activities requires capacity development of concerned personnel such as facilitators and master trainers, it is necessary to take a long-term approach. Taking it into account, a scale-up action plan should be strategically prepared and put into practice.

(2) Holding monthly meetings

Monthly meetings of facilitators such as DA facilitators and DA supervisor play an important role to keep quality of FFS as well as to develop facilitators’ capacity. However, enough budgets of the monthly meetings in scaling up areas have not been secured yet. OBANR should secure the budget and supervise the meetings in the areas.

(3) Building FFS monitoring and evaluation system incorporated into the existing monitoring system

Constant monitoring & evaluation and backstopping are necessary to keep quality of FFS and to improve it. FFS is one of extension systems, so the monitoring and evaluation should be incorporated in the existing system. However, such system has not been established yet; data collection for monitoring has not been done by deadline; it has not been decided who is in charge of compiling data. Therefore, the Project should help OBANR including FFS monitoring and evaluation to the existing monitoring system and collecting necessary data.

(4) Promotion of FFS

For scaling up, effectiveness of FFS should be recognized among stakeholders such as other relevant offices of the region and districts and federal government. OBANR and the Project should present usefulness of FFS to them and promote FFS. FAO is also promoting Field School approach in Ethiopia, so the Project should cooperate with FAO and jointly promote FFS in high level. JICA Ethiopia office also should support the promotion of FFS with the Project and OBANR.



(5) Securing budget

In addition to budget for monthly meetings, budget for FFS implementation of 18 groups, which are planned to complete their activities after the Project, should be secured. OBANR is requested to secure the budget.

(6) Monitoring and supervising FFS preparation and implementation process

Successful FFS needs well preparation; relevant officers at a district level are required to formulate a schedule to receive proposals from farmers, to procure and distribute necessary equipment and so on. The Project should support them systematically prepare FFS.

5.2.2 Recommendations for the actions after the Project

(1) Strategical scaling up of FFS

OBANR intends to introduce FFS as a complementary extension tool and prepare certain amount of budget for it. However, it is not enough. In addition, at present, OBANR prepares budgets for FFS on ad-hoc basis. However, for continuous scaling up, mid and long term plan and budget are needed especially for capacity development of the concerned personnel. OBANR should formulate a mid and long term plan to apply FFS incorporated with the existing extension system, and allocate necessary budget. OBANR is requested to hold FFS induction seminars to newly assigned district officers in order to gain their sufficient understanding toward FFS. OBANR is also expected to find external partners which support the scaling up. In addition, assignment of persons in charge is important for sustainable scaling up. Especially, it is important to assign team leaders at the regional level, who are specifically in charge of supporting FFS in zones and districts where FFS are newly introduced and deployed.

(2) Building a training system for FFS

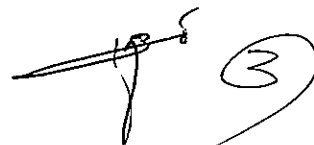
Results of FFS depend on FFS implementers such as facilitators, backstoppers and master trainers. For scaling up, sufficient number of these personnel are needed. Based on mid and long term plan for FFS, OBANR should make a training plan for these personnel and build a training system for them. If necessary, OBANR may find external partners which support it. In addition, for the future deepening of FFS in Ethiopia, it will be useful to collaborate with education and research and training institutes in Ethiopia and neighbouring countries.

(3) Institutionalization of farmer facilitators

For scaling up, utilization of farmer facilitators is indispensable. It has been proved that farmer facilitators will be able to play a complementary role to DAs. There is a case under the Project where farmer facilitators organized a cooperative and started extending facilitation to newly formed FFS with the support of the district office. Such a case can be used for scaling up. However, at present, there is no mechanism to use farmer facilitators as service providers. OBANR is requested to persuade the regional council to institutionalize a system to mobilize farmer facilitators to expand FFS across the region.

(4) Examination of appropriate methods for natural resource management at communal lands

The results of FFS at communal lands were not very good due to issues over the collective ownership of communal lands. Therefore, OBANR should examine appropriate natural resource management methods for communal lands. If it decides to use FFS, regulations on benefit-sharing of products and rights of use in communal lands should be clarified.



Evaluation Schedule for FFS Project in Ethiopia

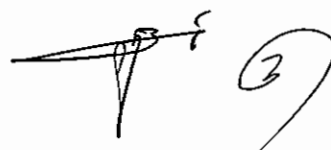
Date	Activity	Place
8/9/2017	Interview JICA Ethiopia Office Interview the Japanese Experts Team	JICA Ethiopia Office
8/10/2017	Move to Bora District Interview FFS graduates from 4 villages at Bora, DA (Development Agent), and District Deputy Head Move to Adama	District Office of Bora of East Showa zone
8/11/2017	Visit ToMT Training Interview Master Trainers and Third Country Expert from Kenya	Hotel Comfort at Adama
8/12/2017	Interview Master Trainers	Hotel Comfort at Adama
8/13/2017	Move to Chiro, West Harerge Interview to the Team Leader of Doba Zone, Chiro District	Chiro District
8/14/2017	Visit FFS at Tokuma District Interview FFS Participants at Tokuma Village, DA&DA Supervisor, the Village head and FFS participants at Waltanee Village	Tokuma Village, Chiro
8/15/2017	Move to Arsi Visit FFS at Hetosea District Interview DA (FFS Facilitator) and FFS participants Interview zonal team leader Move to Adama	Hetosea District Arsi Zonal Office
8/16/2017	Interview Deputy Head of the Office of East Showa	East Showa District Office
8/17/2017	Interview the Project Director (Mr. Desalegn Duguma)	
8/18/2017	Move to Liben Chukara Visit to FFS at Adele Miecha Village and Interview FFS participants Interview Deputy Head, Coordinators	Adele Miecha Village, LC District Office (Liben Chukala District)
8/19/2017	Interview Farmers (Graduated & failed to graduate) of Adele Miecha in Liben Chukala District Interview FFS Cooperative members in Liben Chukala District	LC District Farmer Facilitator Cooperative
8/20/2017	Documentation	
8/21/2017	Interview FAO Interview the Project Director (Mr. Desalegn Duguma)	FAO East Africa Regional Office OBANR
8/22/2017	Documentation	
8/23/2017	Meeting with Japanese Experts for a discussion on the draft report	JICA Ethiopia Office
8/24/2017	Meeting with CPs for a discussion on the draft report	Adama District
8/25/2017	Finalisation of MM	
8/26/2017	JCC	Addis Ababa

PDM (Project Design Matrix)**Project title:** Project for Sustainable Natural Resource Management through FFS in the Rift Valley**Area of Oromia Region****Project period:** June 2013 to March 2018**Executing agency:** Oromia Bureau of Agriculture**Target area:** Semi-arid area of Oromia Region (East Shewa Zone, West Hararge Zone and West Arsi Zone)**Target group:** Staff of Oromia Bureau of Agriculture at regional, zonal, and district levels; local people in the target area

PDM version: 4

Date: March 2016

Narrative summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal			
A policy towards sustainable natural resource management in semi-arid area of Oromia Region is strengthened.	1. Experiences and lessons learnt of the Project are incorporated into the specific plan/guideline towards sustainable natural resource management by the Oromia Bureau of Agriculture (OBA).	1. Revised plan/guideline paper	
Project Purpose			
Capacity of the relevant stakeholders of Liben Chukala, Bora and Adama district of East Shewa Zone in the semi-arid area of Oromia Region to promote sustainable natural resource management including agroforestry and soil conservation measures through FFS is strengthened, and their experiences are shared with other areas of Oromia Region.	<ol style="list-style-type: none"> 6 FFS master trainer candidates, and 10 back-stoppers, 50 facilitators and 100 farmer facilitators are qualified. Implementation plan on natural resource management of the target districts is revised along with the relevant guideline of the target districts. Scale up plan of natural resource management through FFS approach in Oromia Region is elaborated and implemented by OBA based on experience through the project implementation and pre-scale up. 	<ol style="list-style-type: none"> Project report Implementation plan of each target District <ol style="list-style-type: none"> Formulated Scale up plan Appointed implementation structure Project report 	<ul style="list-style-type: none"> OBA properly evaluates the project results and incorporates them into the relevant policy. There are no drastic changes in the relevant policies of Oromia Region OBA continuously hold strong commitments to promote natural resource management through FFS.
Outputs			
1. By introducing FFS on farmland, FFS graduates' productivity is improved through agroforestry practices learnt in the course of FFS	<ol style="list-style-type: none"> 100 (in Liben-Chukala, Bora and Adama) FFS groups are trained. More than 70% of FFS participants are graduated. More than 75% of FFS graduates practice techniques learnt through FFS. Household income of FFS graduates increase in more than 20%. Each FFS on going/graduated group produce more than 500 seedlings and plant more than 400 trees on farmlands in group and individually. 	<ol style="list-style-type: none"> Project report Project report Impact assessment report Impact assessment report Impact assessment report 	<ul style="list-style-type: none"> Not so many expert(s) of Natural Resource Development Department and Extension Department, DA Supervisors, and DAs, who are trained in the Project, change their positions nor leave their jobs.
2. By introducing FFS and other demonstration practices on communal land, natural resources of the target communal lands in the target districts are improved through soil conservation practices learnt in the course of FFS.	<ol style="list-style-type: none"> 5 FFS groups from natural resource management cooperatives or natural resource management related associations are trained. More than 70% of FFS participants are graduated. More than 75% of FFS graduates practice techniques learnt through FFS. Each group/cooperative produces 1,500 seedlings and plants more than 1,000 trees in the target communal lands. More than 3 types of mitigative practices learnt through FFS are demonstrated and more than 1.5 ha/year of degraded communal land are treated. 	<ol style="list-style-type: none"> Project report Project report Impact assessment report Impact assessment report Impact assessment report 	
3. Output 1 and Output 2 are reflected to the specific plan/guideline on natural resource management of the target districts.	3.1 Specific plan/guideline on natural resource management of the target districts is revised by incorporating the results of Output 1 and Output2.	3.1 Revised plan/guideline of each target District	



4. The Project's outcomes and lessons learnt are shared with the Oromia Regional Government, other zones/ districts and related programmes through workshop(s) and/ or seminar(s).	4.1 More than 3 types of promotion media and more than 3 project report(s) are distributed. 4.2 Cross visits with other related programmes are conducted at least 3 times. 4.3 Joint workshop(s) with other programmes, etc. are conducted at least 3 times.	4.1 Record of distribution 4.2 Cross visit report 4.3 Workshop proceedings	-
5. Based on the result of Output 1 and Output 2 in the three target districts in East Shewa Zone, pre-scale up of natural resource management through FFS are implemented outside of East Shewa Zone of Oromia Region.	5.1 Additional 4 districts outside of East Shewa Zone introduce natural resource management through FFS approach during pre-scale up stage. 5.2 Lesson learned through the pre-scale up is compiled as recommendations for scale up of natural resource management through FFS approach.	5.1. Pre-scale up proposal approved by OBA 5.2. Recommendation notes for scale up	- There are no drastic changes of security status in Oromia Region

Activities	Inputs		
	Japanese side	Ethiopian side	
<p>1.1. Identify target sub-villages 1.2. Conduct baseline survey 1.3. Conduct facilitator trainings including supplementary technical trainings 1.4. Promote agroforestry in farmland through FFS 1.4.1. Formulate farmers' groups for FFS 1.4.2. Select learning enterprises 1.4.3. Implement FFS sessions 1.4.4. Conduct participatory monitoring and evaluation 1.5. Prepare/ revise training materials 1.6. Conduct farmer facilitator trainings 1.7. Conduct backstopper trainings 1.8. Conduct master trainer trainings 1.9. Conduct experience-sharing workshop(s) 1.10. Conduct impact assessment</p> <p>2.1. Conduct a survey for identifying/formulating potential target groups and for specifying demonstration practices for soil conservation 2.2. Conduct baseline survey 2.3. (Conduct facilitator trainings including supplementary technical trainings) 2.4. Promote soil conservation measures through FFS and other demonstration practices in the target communal lands 2.4.1. Identify FFS members 2.4.2. Select learning enterprises 2.4.3. Implement FFS sessions and demonstration practices 2.4.4. Conduct participatory monitoring and evaluation 2.5. (Prepare/ revise training materials) 2.6. (Conduct farmer facilitator trainings) 2.7. (Conduct backstopper trainings) 2.8. (Conduct master trainer trainings) 2.9. (Conduct experience-sharing workshop(s)) 2.10. (Conduct impact assessment) *Note: 2.3. and from 2.5. through 2.10. are jointly conducted with the relevant activities for Output 1.</p> <p>3.1. Conduct regular joint monitoring</p>	<p><u>Japanese experts (long-term)</u> - Chief Advisor/ Natural Resource Management - Agroforestry/ FFS - Coordinator/ Cooperation Management</p> <p><u>Japanese experts (short-term)</u> - If necessary</p> <p><u>Machinery and equipment</u> - Cars - Motorbikes - Bicycles - Office equipment such as PC, printer, etc.</p> <p><u>Training</u> - Training in Japan and/or other country</p> <p><u>Materials for soil conservation works</u></p>	<p><u>Counterpart</u> - Project Director - Project Manager - District Coordinator - Other counterpart(s)</p> <p><u>Facility, machinery and equipment</u> - Project office, meeting room, necessary machinery and equipment</p>	<p>- There are no severe changes in the social, economic, and political circumstances and the climate conditions.</p> <p>Pre-conditions: - Target districts will be selected after their full understanding of the purpose, activities and limitation of the</p>

Activities	Inputs		
	Japanese side	Ethiopian side	
3.2. Conduct workshop(s) to discuss policy options on sustainable natural resource management 3.3. Propose recommendations for sustainable natural resource management to the target districts 4.1 Prepare promotion media (incl. training materials) 4.2 Conduct cross visits with other related programmes 4.3 Conduct joint workshop(s) with other programmes, etc. 4.4 Prepare project report(s) (incl. outcomes and lessons learnt) 5.1 Prepare and implement agroforestry through FFS outside of East Shewa Zone 5.1.1 Develop pre-scale up plan 5.1.2 Select zones and districts for pre-scale up 5.1.3 Conduct facilitator trainings 5.1.4 Promote agroforestry through FFS in the target pre-scale up districts 5.2 Develop a report of pre-scale up and recommendations for scale up			Project and their inputs to the Project.

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Activity	Sub-Activities	Plan	2013				2014				2015				2016				2017				2018		Responsible Organization	
			Actual	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	Japan	GOETH			
Output 1: By introducing FFS on farmland, FFS graduates' productivity is improved through agroforestry practices learnt in the course of FFS																										
1.1	Identify target sub-villages	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
1.2	Conduct baseline survey (conducted in the 1st phase)	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
1.3	Conduct facilitator trainings	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
1.4	Conduct supplementary technical trainings to facilitators	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
1.5	Promote agroforestry in farmland through FFS	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
1.5.1	Formulate farmers' groups for FFS	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
1.5.2	Select learning enterprises	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
1.5.3	Implement FFS sessions	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
1.5.4	Conduct participatory monitoring and evaluation	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
1.6	Prepare/ revise training materials	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
1.7	Conduct farmer facilitator trainings	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
1.8	Conduct backstopper trainings	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
1.9	Conduct master trainer trainings	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
1.10	Conduct experience-sharing workshop(s)	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
1.11	Conduct impact assessment	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
Output 2: By introducing FFS and other demonstration practices on communal land, natural resources of the target communal lands in the target districts are improved through soil conservation practices learnt in the course of FFS.																										
2.1	Conduct a survey and identify/formulate potential target groups	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
2.2	Conduct baseline survey (conducted in the 1st phase)	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
2.3	Conduct facilitator trainings	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
2.4	Conduct supplementary technical trainings to facilitators	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
2.5	Promote agroforestry and soil conservation measures in farmland and communal land through FFS	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
2.5.1	Formulate farmers' groups for FFS	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
2.5.2	Select learning enterprises	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
2.5.3	Implement FFS sessions	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
2.5.4	Conduct participatory monitoring and evaluation	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
2.6	Prepare/ revise training materials	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
2.7	Conduct farmer facilitator trainings	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
2.8	Conduct back stopper trainings	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
2.9	Conduct master trainer trainings	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
2.10	Conduct experience-sharing workshop(s)	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
2.11	Conduct impact assessment	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
Output 3: Output 1 and Output 2 are reflected to the specific plan/guideline on natural resource management of the target districts.																										
3.1	Conduct regular joint monitoring	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
3.2	Conduct workshop(s) to discuss policy options on sustainable natural resource management	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
3.3	Prepare recommendations for policy options	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
Output 4: The Project's outcomes and lessons learnt are shared with the Oromia Regional Government, other zones/ districts and related programmes through workshop(s) and/ or seminar(s).																										
4.1	Prepare promotion media (incl. training materials)	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
4.2	Conduct cross visits with other related programmes	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
4.3	Conduct joint workshop(s) with other programmes, etc.	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
4.4	Prepare project report(s) (incl. outcomes and lessons learnt)	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
Output 5: Based on the result of Output 1 and Output 2 in the three target districts in East Shewa Zone, pre-scale up of natural resource management through FFS are implemented outside of East Shewa Zone of Oromia Region.																										
5.1	Prepare and implement agroforestry through FFS outside of East Shewa Zone	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
5.1.1	Develop pre-scale up plan	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
5.1.2	Select zones and districts for pre-scale up	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
5.1.3	Conduct facilitator trainings	Plan																							Project experts	OBA, Zone and Districts
		Actual																								
5.1.4	Promote agroforestry through FFS in the target pre-scale up districts	Plan																								

Evaluation Grid for Terminal Evaluation on the Project for Sustainable Natural Resource Management Through FFS in the Rift Valley Area of Oromia Region

1. Achievement of the Project

Items		Indicators	Necessary Data	Data Source / Data Collection Methods
Overall goal	A policy towards sustainable natural resource management in semi-arid area of Oromia Region is strengthened.	1. Experiences and lessons learnt of the Project are incorporated into the specific plan/guideline towards sustainable natural resource management by the Oromia Bureau of Agriculture (OBA).	The extent to which experiences and lessons learnt of the Project have been incorporated into the specific plan/guideline towards sustainable natural resource management by OBA will be examined and confirmed.	<ul style="list-style-type: none"> - Revised plan / guideline paper - Interview with the head of OBA, etc.
Project purpose	Capacity of the relevant stakeholders of Liben Chukala, Bora and Adama district of East Shewa Zone in the semi-arid area of Oromia Region to promote sustainable natural resource management including agroforestry and soil conservation measures through FFS is strengthened, and their experiences are shared with other areas of Oromia Region.	<ol style="list-style-type: none"> 6 FFS master trainer candidates, and 10 back-stoppers, 50 facilitators and 100 farmer facilitators are qualified. Implementation plan on natural resource management of the target districts is revised along with the relevant guideline of the target districts. Scale up plan of natural resource management through FFS approach in Oromia Region is elaborated and implemented by OBA (OBANR: the Oromia Bureau of Agriculture and Natural Resources) based on experience through the project implementation and pre-scale up. 	<ol style="list-style-type: none"> The number of personnel required to promote FFS The extent to which the implementation plan on natural resource management of the target districts has been revised along with the relevant guideline of the target districts will be examined and confirmed. The extent to which the scale up plan of natural resource management through FFS approach in Oromia Region has been elaborated and implemented by OBA (OBANR) will be examined and confirmed. 	<ul style="list-style-type: none"> - Project reports & references review - Implementation plan of each target district - Formulated scale-up plan, appointed implementation structure, project report, budget plan (whether or not budgets for FFS have been incorporated)
Outputs	1. By introducing FFS on farmland, FFS graduates' productivity is improved through agroforestry practices learnt in the course of FFS	<ol style="list-style-type: none"> 100 (in Liben-Chukala, Bora and Adama) FFS groups are trained. More than 70% of FFS participants are graduated. More than 75% of FFS graduates practice techniques learnt through FFS. Household income of FFS graduates increase in more than 20%. Each FFS on going/graduated group produce more than 500 seedlings and plant more than 400 trees on farmlands in group and individually. 	<ol style="list-style-type: none"> The number of FFS groups trained The graduation rate of FFS participants The ratio of FFS graduates who practices techniques learnt through FFS The rate of an increase in the household income of FFS graduates The number of seedlings produced and planed by each FFS on-going/graduated group. 	<ul style="list-style-type: none"> - Project reports & references review - Interviews with natural resource staff at Zonal and District levels and FFS groups
	2. By introducing FFS and other	2.1 5 FFS groups from natural resource	2.1 The number of FFS groups from natural	- Project reports &

Items	Indicators	Necessary Data	Data Source / Data Collection Methods
demonstration practices on communal land, natural resources of the target communal lands in the target districts are improved through soil conservation practices learnt in the course of FFS.	<p>management cooperatives or natural resource management related associations are trained.</p> <p>2.2 More than 70% of FFS participants are graduated.</p> <p>2.3 More than 75% of FFS graduates practice techniques learnt through FFS.</p> <p>2.4 Each group/cooperative produces 1,500 seedlings and plants more than 1,000 trees in the target communal lands.</p> <p>2.5 More than 3 types of mitigative practices learnt through FFS are demonstrated and more than 1.5 ha/year of degraded communal land are treated.</p>	<p>resource management cooperatives or natural resource management related associations trained.</p> <p>2.2 The graduation rate of FFS participants</p> <p>2.3 The rate of FFS graduates who practiced techniques learnt through FFS</p> <p>2.4 The number of seedlings produced and planted by each group/cooperative in the target communal lands.</p> <p>2.5 The types of mitigative practices learnt through FFS that have been demonstrated and the areas of degraded communal land which have been treated per year.</p>	<p>references review</p> <ul style="list-style-type: none"> - Interviews with natural resource staff at Zonal and District levels and FFS groups references review
3. Output 1 and Output 2 are reflected to the specific plan/guideline on natural resource management of the target districts.	3.1 Specific plan/guideline on natural resource management of the target districts is revised by incorporating the results of Output 1 and Output2.	3.1 The extent to which specific plan/guideline on natural resource management of the target districts has been revised by incorporating the results of Output 1 and Output2.	<ul style="list-style-type: none"> - Project reports & references review - Specific plan/guideline on natural resource management of the target districts (including checklists for monitoring of extension activities, production plan of seedlings and watershed management program, which might have incorporated results of FFS activities)
4. The Project's outcomes and lessons learnt are shared with the Oromia Regional Government, other zones/ districts and related programmes through workshop(s) and/ or seminar(s).	<p>4.1 More than 3 types of promotion media and more than 3 project report(s) are distributed.</p> <p>4.2 Cross visits with other related programmes are conducted at least 3 times.</p> <p>4.3 Joint workshop(s) with other programmes, etc. are conducted at least 3 times.</p>	<p>4.1 The types of promotion media and project report(s) distributed.</p> <p>4.2 The number of cross visits with other related programmes conducted</p> <p>4.3 The number of joint workshops with other programmes, etc. conducted.</p>	<ul style="list-style-type: none"> - Project reports & references review

Items		Indicators	Necessary Data	Data Source / Data Collection Methods
	5. Based on the result of Output 1 and Output 2 in the three target districts in East Shewa Zone, pre-scale up of natural resource management through FFS are implemented outside of East Shewa Zone of Oromia Region.	5.1 Additional 4 districts outside of East Shewa Zone introduce natural resource management through FFS approach during pre-scale up stage. 5.2 Lesson learned through the pre-scale up is compiled as recommendations for scale up of natural resource management through FFS approach.	5.1 The number of additional districts outside of East Shewa Zone that has introduced natural resource management through FFS approach during pre-scale up stage. 5.2 The extent to which lessons learned through the pre-scale up have been compiled as recommendations for scale up of natural resource management through FFS approach.	- Project reports & references review -
Inputs	Inputs from Ethiopian side	Planned inputs 1. Counterparts 2. Facilities, machinery and equipment 3. Other direct activity cost	Actual inputs including unplanned ones	Project reports & references review
	Inputs from Japanese side	Planned inputs 1. Japanese experts (Long-and short-term) 2. Machinery and equipment 3. Other direct activity cost 4. Trainings in Japan and/or other countries	Actual inputs including unplanned ones	Project reports & references review
Important assumptions	Important assumptions towards overall goal	- OBA properly evaluates the project results and incorporates them into the relevant policy - There are no drastic changes in the relevant policies of Oromia Region - OBA continuously hold strong commitments to promote natural resource management through FFS	Important assumptions that are likely to have impacts on the Project	- Project reports & references review
	Important assumptions towards project purpose	- Not so many expert(s) of Natural Resource Development Department and Extension Department, DA Supervisors, and DAs, who are trained in the Project, change their positions nor leave their jobs.	Important assumptions that have given impacts on the Project	- Project reports & references review

2. Implementation Process

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Implementation of activities	Have the project activities been implemented as planned?	<ul style="list-style-type: none"> - Comparison of the planned activities indicated in PDM with the actual activities implemented - Existence of added or suspended activities and their reasons 	<ul style="list-style-type: none"> - PO - Implementation status of the planned activities 	<ul style="list-style-type: none"> - Project reports & references review
Project management system	Is there no problem in the project management system?	<ul style="list-style-type: none"> - Whether the project implementation system is appropriate for managing the project effectively and efficiently. - Whether the project is managed properly. 	<ul style="list-style-type: none"> - Project implementation structure/system - Situation of project management 	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Is the monitoring system for the project managed appropriately?	<ul style="list-style-type: none"> - Whether JCC meetings are regularly held and the project progress is shared among the committee members. - Whether the project is monitored properly. 	<ul style="list-style-type: none"> - JCC meetings held - Project's monitoring situation 	<ul style="list-style-type: none"> - Project reports & references review - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Is there no problem in the communication between experts and C/P?	Whether regular and enough communication between JICA experts and C/P is taken.	Frequency of communication between experts and C/P	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
Degree of participation of C/P	Has the degree of participation/ownership of C/P in the project been high?	<ul style="list-style-type: none"> - Whether C/P fully understand the objectives, progress and issues to be improved of the project. - Whether C/P takes the initiative in getting engaged in the project activities. 	<ul style="list-style-type: none"> - C/P's level of understanding to the project - C/P's level of participation to the project activities 	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Are appropriate post/personnel allocated as C/P?	Whether appropriate organization, department and personnel are allocated as C/P.	Existence of other organization, department and personnel necessary to cooperate in the project	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Has the degree of participation/ownership of the target group in the project been high?	C/Ps' participation in the project activities.	Conditions of the participation	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
Problems in the process of implementation	Are there any factors that have inhibited the smooth implementation of the project? If	<ul style="list-style-type: none"> - Existence of obstructive factors in the implementation of the project - Whether any correspondence to the obstructive 	<ul style="list-style-type: none"> - Examples of obstructive factors in the implementation of the project - Examples of correspondence to the 	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA,

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
	any, what is the cause?	factors is taken or not.	obstructive factors	Zonal and District levels

3. Five Evaluation Criteria

Relevance

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Necessity	Does the project meet local development needs?	Whether there have been no changes in local development needs on FFS in Oromia Region after the project started.	Local development needs on FFS in Oromia Region	<ul style="list-style-type: none"> - Detailed Planning Survey Report review - Specific plan/guideline towards sustainable natural resource management by OBA
Priority	Is the project in line with the development policy of Ethiopia?	Whether there have been no changes in the natural resource management policy in Oromia Region after the project started.	Natural resource management policy in Oromia Region	<ul style="list-style-type: none"> - Detailed Planning Survey Report review - Specific plan/guideline towards sustainable natural resource management by OBA
	Is the project in line with the Japan's ODA policy?	Whether there have been no changes in the Japan's ODA policy towards Ethiopia after the project started.	Japan's ODA policy towards Ethiopia <ul style="list-style-type: none"> - Country Assistance Policy for Ethiopia (April 2012) - Rolling Plan for Ethiopia (June 2013) 	<ul style="list-style-type: none"> - Detailed Planning Survey Report review - Japan's ODA policy review towards Ethiopia
Appropriateness of project means	Is the project appropriate as a strategy for producing an effect to the development issues in Ethiopia?	<ul style="list-style-type: none"> - Whether the project approach/design is appropriate as the means of achieving the project purpose and overall goal. - Existence of inconsistency and problem of PDM 	<ul style="list-style-type: none"> - Natural resource management policy (revised specific plan/guideline) in Oromia Region - Evaluation to the project approach/design by stakeholders - PDM 	<ul style="list-style-type: none"> - Revised specific plan/guideline towards sustainable natural resource management by OBA - Interviews with natural resource staff at OBA, Zonal and District levels - Interview with experts
	Can the project effects become widespread to other areas/groups?	Whether the sustainable natural resource management through FFS developed by the project can be applied to natural resource	Opinions of relevant persons (factors that helped smooth applications and/or posed difficulties in terms of smooth applications in	<ul style="list-style-type: none"> - Interviews with natural resource staff at OBA, Zonal and District levels

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
		management in other zones and districts in Oromia Region.	other zones and districts)	- Interview with experts

Effectiveness

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Prospect for achieving project purpose	Is there any prospect for achieving project purpose by the end of the project?	Indicators of project purpose	Results of indicators of project purpose	Same as "Project Purpose" under "1. Achievement of the Project" above
Causal relationship	Are outputs enough to achieve project purpose?	<ul style="list-style-type: none"> - Whether project purpose will be achieved as a result of the achievement of outputs. - Existence of contributive factors to the achievement of project purpose other than outputs 	<ul style="list-style-type: none"> - Achievement level of outputs - Examples of contributive factors 	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Are there any obstructive/preventive factors against the achievement of project purpose?	<ul style="list-style-type: none"> - Existence of negative factors that inhibit the achievement of project purpose - Whether any counter/mitigating measures in response to the obstructive/preventive factors are taken. 	<ul style="list-style-type: none"> - Examples of obstructive/preventive factors - Examples of counter/mitigating measures taken in response to the obstructive/preventive factors 	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Will the important assumptions towards project purpose not give influence on the project?	Existence of important assumptions that have given impact/influence on project purpose	Important assumptions that gave impact/influence on the project	Same as "Important assumptions towards project purpose" under "1. Achievement of the Project" above

Efficiency

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Achievement of outputs	Is the achievement level of outputs favorable?	Indicators of outputs 1 to 5	Results of indicators of outputs 1 to 5	Same as "Outputs" under "1. Achievement of the Project" above
Causal relationship	Are inputs and activities appropriate in achieving outputs?	<ul style="list-style-type: none"> - Whether activities are necessary and sufficient conditions in just proportion for achieving outputs. 	<ul style="list-style-type: none"> - Actual inputs - Actual activities implemented 	Same as "Inputs" under "1. Achievement of the Project" and

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
		- Whether inputs are necessary in just proportion for implementing the project activities.		"Implementation of Activities" under "2. Implementation Process" above
	Are there any preventive/obstructive factors against the achievement of outputs?	Existence of negative factors that inhibit the achievement of outputs (such as a level of understandings of senior management at district offices on effectiveness of FFS and their support to the project, possibility of long-term absence from the offices and high turn-over rate of staff at the offices) - Whether any countermeasures/mitigating measures to the preventive/obstructive factors are taken.	- Examples of preventive/obstructive factors - Examples of countermeasures/mitigating measures to the preventive/obstructive factors	- Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
Appropriateness of inputs from Ethiopian side	Are the head count, placement and skills of C/P appropriate?	Existence of problem in the number of C/P personnel, placement and skills of C/P	Problems in the number of C/P personnel, placement and skills of C/P	Same as "Degree of participation of C/P" under "2. Implementation Process" above
	Are the facilities and equipment from Ethiopian side appropriate?	Existence of problem in the facilities and equipment provided by Ethiopian side	Facilities and equipment provided by Ethiopian side	- Project reports & references review
	Is the local cost from Ethiopian side appropriate?	Existence of problem in the local cost from Ethiopian side	Local cost from Ethiopian side	- Project reports & references review
Appropriateness of inputs from Japanese side	Are the number of experts dispatched, their fields of expertise, and timing and period of dispatch appropriate?	Existence of problem in the number of experts, field of expertise, and timing and period of assignment	- PO - Allocation and assignment of experts	- Interviews with natural resource staff at OBA, Zonal and District levels
	Are the number of trainees, their fields, training contents, training period and timing of overseas training appropriate?	Existence of problem in the number of trainees, their fields, training contents, training period and timing of Training in Japan and other countries	Past record of overseas training	- Project reports & references review - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Are the type, quantity and timing of the installation of equipment appropriate?	Existence of problem in the type, quantity and timing of the installation of equipment	List of equipment provided	- Project reports & references review - Interview with experts

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
				- Interviews with natural resource staff at OBA, Zonal and District levels
	Are the project budget and local cost appropriate?	Existence of problem in the project budget and local cost	Local cost from Japanese side	- Project reports & references review - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels

Impact

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Prospect for achieving overall goal	Is there any prospect for achieving overall goal after the project?	Indicators of overall goal	Results of indicators of overall goal	Same as "Overall Goal" under "1. Achievement of the Project" above
Causal relationship	Does overall goal not lose touch with project purpose? (existence of close causal relationship between the overall goal and the project purpose)	Whether the setting level of overall goal is appropriate.	Opinions of relevant persons	- Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Are there any preventive/obstructive factors against the achievement of overall goal?	Existence of negative factors that inhibit the achievement of overall goal	Examples of preventive/obstructive factors	- Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Will the important assumptions towards overall goal not give impact/influence on the project?	Existence of important assumptions that is likely to give impact/influence on overall goal	Important assumptions that is likely to give impact/influence on the project	Same as "Important assumptions towards overall goal" under "1. Achievement of the Project" above
Other impacts	Are there any project impacts on policies and systems of Ethiopia?	Existence of project impacts on national policies and systems of Ethiopia	National policies and systems newly made or revised by the project	- Interviews with natural resource staff at OBA, Zonal and District levels
	Are there any positive or negative	Existence of positive or negative impacts that are	Examples of positive and negative impacts	- Interview with experts

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
	impacts that are not planned at the time of planning but have been produced by the project?	not planned at the time of planning but have been produced by the project		- Interviews with natural resource staff at OBA, Zonal and District levels

Sustainability

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Policy and institutional aspect	Will the political support by the Ethiopian government be carried on?	- Whether the Government of Oromia Region will support the sustainable natural resource management through FFS.	Opinions of relevant persons	- Interviews with natural resource staff at OBA, Zonal and District levels
	Will the project effects be disseminated to other areas?	Whether there is any plan for disseminating the sustainable natural resource management through FFS in other zones/districts of Oromia Region (however, except the target zones/districts of the pre-scale-up activities, i.e., Tulo and Doba districts in West Harerge zone and Arsi Negele and Gedeb Asasa districts in West Arsi zone) Prevailing conditions of FSS activities in adjacent zones (i.e., Arsi, East Harerge and South-west Sho'a) of the pre-scale-up activities, which have been carried out with the budget of OBANR	Disseminating plan of the natural resource management through FFS in other zones/districts of Oromia Region	- Interviews with natural resource staff at OBA, Zonal and District levels
Organizational aspect	Will the organizational support by the implementing agencies be carried on?	Whether an organizational system has been built in at OBA and zonal/district offices in order to continue support on sustainable natural resource management through FFS introduced and developed by the project in the future. More specifically, what kinds of arrangements have been made in order to institutionalize FFS, over the long run, in the government extension system, which utilizes Farmer Training Centers (FTC).	Opinions of relevant persons on such aspects as: - Evaluation method of FFS activities and evaluation results under the evaluation of the current extension system of the government. - Future possibilities of assigning officers in charge of FFS at OBANR (like inter-zonal program coordinators) - Capacity development of personnel at zonal and district levels for master trainers	- Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
			- Institutional arrangements to transfer knowledge and experiences to those who succeed the positions when personnel transfer takes place	
Financial aspect	Will the implementing agencies allocate the budget for sustaining the project effects?	Whether OBA and zonal/district offices will secure the budget in order to continue support on sustainable natural resource management through FFS introduced and developed by the project in the future.	Budget plan for sustainable natural resource management through FFS at OBA and zonal/district offices, the extent of collaborations with the Agriculture Growth Program (AGP)	- Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
Technical aspect	Do project stakeholders have enough skills for sustaining the project effects?	Whether OBA and zonal/district offices have sufficient skills in order to continue support on sustainable natural resource management through FFS introduced and developed by the project in the future.	Opinions of relevant persons on such aspects as: - Length of a FFS cycle, institutional aspects at communal lands (interpretation of user-rights and conditions of the cooperatives) - Existence of a new implementation scheme of FFS (such as implementation of FFS by DA supervisors)	- Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels

Handwritten signature and initials, possibly 'AB' followed by a circled '3'.

Annex 5: Achievement Grid

Terminal Evaluation on the Project for Sustainable Natural Resource Management Through FFS in the Rift Valley Area of Oromia Region

The Achievement Grid describes the situation as of the terminal evaluation in August 2017.

1. Achievement Grid of Outputs

Planned		Actual		Issues/Countermeasures/ Assistance/Remarks																								
No.	Indicators	Achievements																										
Output 1: By introducing FFS on farmland, FFS graduates' productivity is improved through agroforestry practices learnt in the course of FFS																												
Summary of Achievement of Output 1: Based on the above results of Output 1, some of indicators (indicators 1-1 and 1-2) were yet to be achieved while others such as indicator 1-5 exceeded the target. The prospect of Output 1 being fully achieved remains to be seen at the time of the terminal evaluation in August 2017. It is noted that improvement could be seen in FFS graduates' productivity.																												
1.1	100 (in Liben-Chukala, Bora and Adama) FFS groups are trained.	<p>As of July, 2017, the total number of FFS groups, which have been trained under the 1st to 4th round of FFS in Liben-Chukala, Bora and Adama, is 91. Out of 91, 71 FFS groups have graduated. The details on the number of FFS groups in each round are described in the following table:</p> <p style="text-align: center;"><u>Number of FFS groups that started and graduated as of July 2017</u></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Round (period)</th> <th>No. of FFS groups (started)/(A)</th> <th>No. of FFS groups (graduated)/(B)</th> <th>Ratio (B)/(A) x 100 (%)</th> </tr> </thead> <tbody> <tr> <td>1st round (Jun 2013-Dec 2014)</td> <td>14</td> <td>11</td> <td>78.6%</td> </tr> <tr> <td>2nd round (May 2014-Dec 2015)</td> <td>35</td> <td>29</td> <td>82.9%</td> </tr> <tr> <td>3rd round (Dec 2014-Jan 2016)</td> <td>19</td> <td>11</td> <td>57.9%</td> </tr> <tr> <td>4th round (Dec 2015-Dec 2016)</td> <td>23</td> <td>20</td> <td>87.0%</td> </tr> <tr> <td>Total</td> <td>91</td> <td>71</td> <td>78.0%</td> </tr> </tbody> </table> <p style="text-align: right;">Unit: No. of Groups</p>		Round (period)	No. of FFS groups (started)/(A)	No. of FFS groups (graduated)/(B)	Ratio (B)/(A) x 100 (%)	1st round (Jun 2013-Dec 2014)	14	11	78.6%	2nd round (May 2014-Dec 2015)	35	29	82.9%	3rd round (Dec 2014-Jan 2016)	19	11	57.9%	4th round (Dec 2015-Dec 2016)	23	20	87.0%	Total	91	71	78.0%	<p>The indicator is yet to be achieved as of August 2017.</p> <p>If additional 8 FFS groups are included, a total of 99 FFS groups will be trained by the end of the Project.</p>
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Total	91	71	78.0%																									
1.2	More than 70% of FFS participants are graduated.	<p>As of Jun, 2017, the graduation ratio of FFS participants is calculated at 54.1% on average from the 1st to the 4th round in Liben-Chukala, Bora and Adama. The ratio exhibits an increasing trend over the four rounds of FFS from 40.9% in the 1st round to 75.6% in the 4th round.</p> <p style="text-align: center;"><u>Number of FFS participants that got registered and graduated as of July 2017</u></p> <p style="text-align: right;">Unit: No. of Persons</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Round (period)</th> <th>Registered (A)</th> <th>Graduates (B)</th> <th colspan="2">out of which</th> <th>Ratio (B)/(A) x 100 (%)</th> </tr> <tr> <td></td> <td></td> <td></td> <th>Male</th> <th>Female</th> <td></td> </tr> </thead> <tbody> <tr> <td>1st round (Jun 2013-Dec 2014)</td> <td>352</td> <td>144</td> <td>67</td> <td>77</td> <td>40.9%</td> </tr> <tr> <td>2nd round (May 2014-Dec 2015)</td> <td>928</td> <td>457</td> <td>239</td> <td>218</td> <td>49.2%</td> </tr> </tbody> </table>		Round (period)	Registered (A)	Graduates (B)	out of which		Ratio (B)/(A) x 100 (%)				Male	Female		1st round (Jun 2013-Dec 2014)	352	144	67	77	40.9%	2nd round (May 2014-Dec 2015)	928	457	239	218	49.2%	<p>The indicator is yet to be achieved as of August 2017.</p> <p>It is understood that the graduation rate has increased as the experiences have been gained over the four rounds of FFS.</p>
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Total	2,099	1,136	577	559	54.1%																			
1.3	More than 75% of FFS graduates practice techniques learnt through FFS.	<p>- Based on the results of the additional end-line survey in January 2017, an average of the adaptation rates of various enterprises is calculated at 70.7%. Enterprises introduced are: vegetable farming, cereal-based agroforestry, forage and fodder production, fruit production, seedling nursery and woodlot. [The data was collected using a structured questionnaire survey for 92 project participants such as host farmers (11), FFS members (42), FFS officials (26) and FFS facilitators (13) in various village in Liben Chukala.]</p> <p>-According to additional endline survey, area expansion compared before the project, woodlot shows 1.5 times, tree seedling 2.7 times, vegetable 5.4 times, fodder 5.3 times and fruit 30 times increased.</p> <p>-According to endline survey (2016) and additional endline survey (2017), the followings were reported;</p> <table border="1"> <thead> <tr> <th>Year of survey</th> <th>2016</th> <th>2017</th> </tr> </thead> <tbody> <tr> <td>Target group of survey</td> <td>1st round in LC & Bora 2nd round in LC & Bora</td> <td>1st & 2nd round in LC</td> </tr> <tr> <td>Row planting</td> <td>67.8%</td> <td>85.8%</td> </tr> <tr> <td>Manure</td> <td>74.5%</td> <td>67.8%</td> </tr> <tr> <td>Compost</td> <td>31.2%</td> <td>67.8%</td> </tr> <tr> <td>Tree nursery</td> <td>55.7%</td> <td>81.2%(polytube) 67.8% 79.3% (seed preparation fruits)</td> </tr> </tbody> </table>	Year of survey	2016	2017	Target group of survey	1st round in LC & Bora 2nd round in LC & Bora	1st & 2nd round in LC	Row planting	67.8%	85.8%	Manure	74.5%	67.8%	Compost	31.2%	67.8%	Tree nursery	55.7%	81.2%(polytube) 67.8% 79.3% (seed preparation fruits)	Most of the data show that FFS graduates practiced learnt through FFS.			
Year of survey	2016	2017																						
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1.4	Household income of FFS graduates increase in more than 20%.	<p>2.1 According to endline survey, the average total revenue in 2016 decreased by 30 to 45 percent from the total revenue of the baseline survey. The decline of total revenue in 2016 stems largely from the loss of agricultural revenue due to the El Nino effect.</p> <p>2.2 At endline survey, the respondents who participated to the FFS in 2013 increased the annual income from vegetable production by approximately 3,000 to 5,000 birr compared with other respondents.</p> <p>2.3 According to the additional end-line survey in Jan. 2017, most of FFS graduates indicated that their income was improved due to such enterprises like vegetable.</p>	It is difficult to see conclusive results but some improvement has been observed.																					
1.5	Each FFS on going/graduated group produce more than 500 seedlings and plant more than 400 trees on farmlands in group and individually.	<p>In a period from 2013 to 2017, an average of 661 tree seedlings per FFS group (Total 52,244 / 79 FFS) of dozen varieties has been planted in their farmlands and homesteads in each FFS. The following table shows the number of seedlings planted over the period from 2013 to 2017. Variability in the number of seedling planted has been observed from group to group.</p> <p style="text-align: center;"><u>Number of Seedlings Planted as of July 2017</u></p> <p style="text-align: right;">Unit: No. of Seedling Planted</p> <table border="1"> <thead> <tr> <th>Year(Season)</th> <th>2013</th> <th>2014</th> <th>2015</th> <th>2016</th> <th>2017</th> <th>Total (2013-2017)</th> </tr> </thead> <tbody> <tr> <td>Total no. of seedling planted</td> <td>3,706</td> <td>14,211</td> <td>3,167</td> <td>25,450</td> <td>5,710</td> <td>52,244</td> </tr> <tr> <td>No. of FFS groups involved</td> <td>13</td> <td>29</td> <td>11</td> <td>18</td> <td>8</td> <td>79</td> </tr> </tbody> </table>	Year(Season)	2013	2014	2015	2016	2017	Total (2013-2017)	Total no. of seedling planted	3,706	14,211	3,167	25,450	5,710	52,244	No. of FFS groups involved	13	29	11	18	8	79	The indicator has been fully achieved.
Year(Season)	2013	2014	2015	2016	2017	Total (2013-2017)																		
Total no. of seedling planted	3,706	14,211	3,167	25,450	5,710	52,244																		
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Output 2: By introducing FFS and other demonstration practices on communal land, natural resources of the target communal lands in the target districts are improved through soil conservation practices learnt in the course of FFS.																																								
Summary of Achievement of Output 2: Based on the above results, achievement level of Output 2 was limited although Indicators 2-1, 2-2 and 2-5 have been fully achieved. The reason why FFS could not produce the expected results seemed due to the nature of collective ownership of communal lands, harsh environment like droughts affected by El Nino, and unfavorable land conditions for tree plantations where the survival rate of seedlings was low.																																								
2.1	5 FFS groups from natural resource management cooperatives or natural resource management related associations are trained	As of Jul. 2017, 5 FFS groups for the forest coop (2 in L/C and 3 in Bora) were trained and 3 FFS groups (2 in L/C and 1 in Bora) out of 5 groups graduated.		The indicator has been achieved.																																				
2.2	More than 70% of FFS participants are graduated.	<p>As of July 2017, 72.3% of participants from 3 FFS groups graduated as shown in the table below.</p> <p style="text-align: center;"><u>Number of FFS participants that got registered and graduated as of July 2017</u></p> <p style="text-align: right;">Unit: No. of Persons</p> <table border="1"> <thead> <tr> <th rowspan="2">District</th> <th rowspan="2">Sub-village</th> <th rowspan="2">Registration (A)</th> <th rowspan="2">Graduates (B)</th> <th colspan="2">out of which:</th> <th rowspan="2">Ratio (B)/(A) x 100 (%)</th> </tr> <tr> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>LC</td> <td>Tulu chukala(FC)</td> <td>32</td> <td>22</td> <td>21</td> <td>1</td> <td>68.8%</td> </tr> <tr> <td>LC</td> <td>Ameti (FC)</td> <td>37</td> <td>37</td> <td>27</td> <td>10</td> <td>100.0%</td> </tr> <tr> <td>Bora</td> <td>Dalota (WC)</td> <td>32</td> <td>14</td> <td>0</td> <td>14</td> <td>43.8%</td> </tr> <tr> <td colspan="2">Total</td> <td>101</td> <td>73</td> <td>48</td> <td>25</td> <td>72.3%</td> </tr> </tbody> </table> <p>Source: Project office Note: FC stands for Forestry Cooperative while WC for Women's Cooperative.</p>	District	Sub-village	Registration (A)	Graduates (B)	out of which:		Ratio (B)/(A) x 100 (%)	Male	Female	LC	Tulu chukala(FC)	32	22	21	1	68.8%	LC	Ameti (FC)	37	37	27	10	100.0%	Bora	Dalota (WC)	32	14	0	14	43.8%	Total		101	73	48	25	72.3%	The indicator has been fully achieved.
District	Sub-village	Registration (A)					Graduates (B)	out of which:		Ratio (B)/(A) x 100 (%)																														
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Total		101	73	48	25	72.3%																																		
2.3	More than 75% of FFS graduates practice techniques learnt through FFS.	<p>- Most of cooperative FFS graduated members practice techniques learnt through the FFS in their farmland, but application of techniques in communal lands are stagnated.</p> <p>- According to the endline survey conducted in May 2016, technology adaptation on tree nursery for graduated members is 54.5% (sampling: 14 person).</p>		The application of the techniques in the communal lands seems to be low.																																				

2.4	Each group/cooperative produces 1,500 seedlings and plants more than 1,000 trees in the target communal lands.	The number of seedlings produced by the 3 forestry cooperatives when FFS was run was 602 seedlings in total. The number of seedlings planted is 90% of them, which is calculated at 542 (90% is an average percentage used to estimate the number of seedlings planted.). The number of seedlings produced in L/C is 500 out of 602. About 300 seedlings out of 500 were planted in the communal lands but they did not survive due to shortage of water and insufficient preparation of pits.	Seedling plantation in communal lands seems to be limited.
2.5	More than 3 types of mitigative practices learnt through FFS are demonstrated and more than 1.5 ha/year of degraded communal land are treated.	-Three types of mitigative practices were carried out through part of the FFS activities; 1) seedling production, 2) improved tree planting techniques, and 3) construction of micro water catchments. -The areas being protected by one cooperative is 16 ha and the other one is 10 ha in Liben Chukala. -In addition, mitigative practices such as gabion construction and soil bund construction were carried out not only by the forest cooperatives but also by the communities in general.	The indicator has been fully achieved.
Output 3: Output 1 and Output 2 are reflected to the specific plan/guideline on natural resource management of the target districts.			
Summary of Achievement of Output 3: Liben Chukala, Bora and Adama district offices incorporated FFS activities in their district plan. It was found that Output 3 was achieved in these three (3) districts.			
3.1	Specific plan/guideline on natural resource management of the target districts is revised by incorporating the results of Output 1 and Output 2.	<p>Liben Chukala District</p> <ul style="list-style-type: none"> - The district office prepared "Plan to scaling up FFS in district" in 2016 with the budget of 313,500 ETB for implementation of 10 FFS although this plan was not implemented due to shortage of the budgets. - The district office planned 10 nursery sites related to FFS activities in their 2nd GTP plan for natural resource management in 2015. The district also prepared the nursery document (i.e., production plan) for individual and for the schools in 2017, in which the planned and actual numbers of seedlings at eight (8) tree nursery sites by graduates of FFS groups have been shown. <p>Bora District</p> <ul style="list-style-type: none"> - The district office prepared "Planning on scaling-up of FFS to district" in 2016 with the budget of 87,725.5 ETB for 5 FFS although this plan was not implemented due to shortage of the budgets. - Achievement of 250,000 seedlings for forest seedlings, 220,000 seedlings for soil and water conservation by graduates of FFS in 2016/17. 120,000 seedlings for private households by graduates of FFS in 2016/17. - It is planned in 2017/18 that around 240,000 forest seedlings will be planned and 300,000 seedlings for soil and water conservation and also 600,000 seeds of fodder grasses will be broadcast, and 60,000 fruit seedlings will be planted by graduates of FFS. <p>Adama District</p> <ul style="list-style-type: none"> - The district office prepared "Plan to scale up FFS in the district" in 2016 with the budget of 89,659.9 ETB for 3 FFS although this plan was not implemented due to shortage of the budgets. 	The indicator has been fully achieved.
Output 4: The Project's outcomes and lessons learnt are shared with the Oromia Regional Government, other zones/ districts and related programmes through workshop(s) and/ or seminar(s).			

Summary of Achievement of Output 4: Based on the above results, it was found that Output 4 was achieved.			
4.1	More than 3 types of promotion media and more than 3 project report(s) are distributed.	As of July 2017, a Project brochure has been developed. Web-site has been updating in every 3 months. T-shirts and caps are provided for the FFS graduates at graduation ceremonies. FFS activity calendar, FFS stickers, FFS songs, conference bags for FFS platform workshop were produced for PR. More than 3 Project reports have been prepared or are being prepared. They are shown as follows: <ul style="list-style-type: none"> • Implementation Guide for Farmer Field Schools • Nursery Enterprise Guide For small scale tree nursery establishment and planning of comparative experiments in Farmer Field Schools (FFS) • Study Guide for Farmer Field Schools for Agroforestry and Natural Resource Development • Farmer Field School Based Extension System Plan for scaling up 	The indicator has been fully achieved.
4.2	Cross visits with other related programmes are conducted at least 3 times.	Cross visits with other related programs are conducted more than 3 times <ul style="list-style-type: none"> - Cross visit with "The Pastoral Field School Project" by FAO was conducted in December 2014. - Cross visit with "Quality Seed Promotion Project (QSPP) for Smallholder Farmers" by JICA was conducted in November 2013. - As part of the training, a third country training dealing with FFS implementation by Kenya Forest Authority was conducted in Kenya. - In May 2014, Experience sharing with Kenya Forest Authority was conducted and the C/P and the project received the suggestions, comments and technical advice to improve the quality of FFS. - Experience sharing with JICA Research Institute from Japan was conducted and the C/P and the project received the suggestions, comments and technical advice to improve the quality of FFS. - In May 2016, field visit of the project site of Belete-Gera participatory forest management project was conducted with the experts and facilitators of east Shewa zone for visiting the graduated members. - In June 2017, The Head and high officials of OBANR and Federal government visited Rwanda to see the institutionalized FFS programme by Rwanda Agriculture Board and Ministry of Agriculture and Livestock. 	The indicator has been fully achieved.
4.3	Joint workshop(s) with other programmes, etc. are conducted at least 3 times.	Joint workshops with other programs, etc. are conducted more than 3 times <ul style="list-style-type: none"> - FFS seminar was conducted in collaboration with FAO and QSPP experts in Jan 2014. - In 2013, Climate Change Seminar was conducted for the officials and the experts of ten districts of east Shewa zone. - In Jan. 2015, Forest Cooperative Experience Sharing Workshop was conduct together with Lume District. - Two-day technical workshop with EEFRI was conducted in Feb. 2016. - Field School Platform Workshop was conducted in collaboration with FAO in Jun. 2017. 	The indicator has been fully achieved.
Output 5: Based on the result of Output 1 and Output 2 in the three target districts in East Shewa Zone, pre-scale up of natural resource management through FFS are implemented outside of East Shewa Zone of Oromia Region.			
Summary of Achievement of Output 5: Based on the above results, it was found that Output 5 was achieved.			

5.1	Additional 4 districts outside of East Shewa Zone introduce natural resource management through FFS approach during pre-scale up stage.	<p>- The pre-scale up plan has been developed and the four districts from two zones were selected as a pre-scale up zone. They are: Arsi Negele and Gedeb Asasa in West Arsi and Tulo and Doba in West Hararge.</p> <table border="1" data-bbox="667 276 1167 379"> <thead> <tr> <th>pre-scale up zone</th> <th>FFS</th> <th>Total</th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>West Harerge</td> <td>6</td> <td>182</td> <td>89</td> <td>93</td> </tr> <tr> <td>West Arsi</td> <td>5</td> <td>121</td> <td>58</td> <td>63</td> </tr> <tr> <td>Total</td> <td>11</td> <td>303</td> <td>147</td> <td>156</td> </tr> </tbody> </table> <p>Note: Due to worsening security conditions, one of the FFS in Gedeb Asasa District of West Arsi Zone suspended their activities. The number in the table above does not include the one that suspended the activities.</p> <ul style="list-style-type: none"> - The first half of facilitator training was conducted in May 2016 and the second one was held in April 2017. - As of Jul 2017, 11 FFS (including 4 FFS in FTC) were engaged in promotion of agroforestry in the targeted districts of the pre-scale up zone. 303 FFS members are participated. - Implementation structure of each level is highly functional. Monthly and weekly meeting is continually conducted. - Awareness and attention given to the FFS from leader, experts, coordinators and facilitators are strong. - As of Jul. 2017, 5 additional FFS (2 in West Arsi and 3 in West Hararge including FFS in 2 FTC) are implementing activities through facilitation of DA supervisors in pre-scale up zones. <table border="1" data-bbox="667 730 1167 826"> <thead> <tr> <th>pre-scale up zone</th> <th>FFS</th> <th>Total</th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>West Harerge</td> <td>3</td> <td>96</td> <td>48</td> <td>48</td> </tr> <tr> <td>West Arsi</td> <td>2</td> <td>56</td> <td>28</td> <td>28</td> </tr> <tr> <td>Total</td> <td>5</td> <td>152</td> <td>76</td> <td>76</td> </tr> </tbody> </table>	pre-scale up zone	FFS	Total	Male	Female	West Harerge	6	182	89	93	West Arsi	5	121	58	63	Total	11	303	147	156	pre-scale up zone	FFS	Total	Male	Female	West Harerge	3	96	48	48	West Arsi	2	56	28	28	Total	5	152	76	76	The indicator has been fully achieved.
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5.2	Lesson learned through the pre-scale up is compiled as recommendations for scale up of natural resource management through FFS approach.	<ul style="list-style-type: none"> -OBANR regional level technical team prepared “Farmer Field School Based Extension System Plan for scaling up” in January 2017 and shared the plan with the bureau head. It covers lessons learnt, a proposal on how to align FFS with current government extension system, scale up implementation plan and its budgets. - M&E data collection and feedback system using existing government structure has been discussed in May 2017. 	The indicator has been fully achieved.																																								

2. Achievement Grid of the Overall Goal and Project Purpose

Planned		Actual	Issues
No.	Indicators	Achievements	Countermeasures/ Assistance/Remarks
Overall goal: A policy towards sustainable natural resource management in semi-arid area of Oromia Region is strengthened.			
Summary of Achievement of Overall Goal: The future achievement of the Overall Goal will be assessed by examining whether or not the regional government has incorporated the FFS activities in its Annual Plan 2018/19 after the Project completion.			
1	Experiences and lessons learnt of the Project are incorporated into the specific plan/guideline towards sustainable natural resource management by the Oromia Bureau of Agriculture (OBA).	<ul style="list-style-type: none"> -Project director (Deputy Head of OBANR) indicated, "If effectiveness of the Project outcome is recognized, the regional government may adopt the FFS approach as one of their own extension approaches. Extension approach of the natural resource management through the FFS might have possibility." -At the briefing in January 2016, the Project and district officials presented the Project achievement and the deputy head of OBANR suggested that FFS should expand to other districts in order to implement on current governmental system. 	The future achievement of the Overall Goal will be assessed by examining whether or not the regional government has incorporated the FFS activities in its Annual Plan 2018/19 after the Project completion.
Project purpose: Capacity of the relevant stakeholders of Liben Chukala, Bora and Adama district of East Shewa Zone in the semi-arid area of Oromia Region to promote sustainable natural resource management including agroforestry and soil conservation measures through FFS is strengthened, and their experiences are shared with other areas of Oromia Region.			
Summary of Achievement of Project Purpose: Based on the above results, it is expected that the Project Purpose will be largely achieved by the end of the Project period. Status of the budgetary appropriation for implementation of FFS needs to be followed up.			
1	4 FFS master trainer candidates, and 10 back-stoppers, 50 facilitators and 100 farmer facilitators are qualified.	<ul style="list-style-type: none"> - As of June 2017, 9 master trainers, 16 back-stoppers including 5 farmer back-stoppers, 61 facilitators, and 70 farmer facilitators have been trained and qualified. By the end of the Project period, the number of farmer facilitators is expected to remain unchanged. - Another 10 master trainers will be trained by the Project termination. 	<p>The indicator has not been fully achieved as of August 2017.</p> <p>The number of farmer facilitators being trained in adjacent sites to the Project areas have not been included in 70 farmer facilitators because the adjacent sites are outside the Project area.</p>
2	Implementation plan on natural resource management of the target districts is revised along with the relevant guideline of the target districts.	<ul style="list-style-type: none"> - In 2016, the FFS activities had been incorporated into District Annual Plans, which was consequently submitted to the district agriculture offices. These plans and the required budgets were approved at the three district offices but were not implemented due to the budgetary shortages. - The FFS plan and supplementary budgets will be prepared and incorporated into the District Annual Plan in 2017/18. 	<p>The indicator has not been fully achieved of August 2017.</p> <p>Status of the budgetary appropriation for implementation of FFS needs to be followed up.</p> <p>It is important for OBANR to conduct frequent induction seminars to newly assigned zonal and district officials for planning and implementation of the</p>

			continuous FFS activities.
3	Scale up plan of natural resource management through FFS approach in Oromia Region is elaborated and implemented by OBA (OBANR: the Oromia Bureau of Agriculture and Natural Resources) based on experience through the project implementation and pre-scale up.	<ol style="list-style-type: none"> 1) OBANR Regional Level Technical TEAM elaborated on "Farmer Field School Based Extension System Plan for scaling up" in January 2017. OBANR budgeted 200,000 ETB and disbursed the amount for FFS implementation costs since April 2017 to facilitate 18 FFS in six (6) districts in three (3) zones adjacent to the Project site. 2) Budget proposal for 2017/18 has been prepared and the amount of 120,000 EBT has been secured to support implementation of 18 FFS in the adjacent zones. 	The indicator has been fully achieved. Status of the budgetary appropriation for implementation of FFS needs to be followed up.

3. Evaluation Grid on Achievements

Evaluation Questions		Criteria for Judgment	Study results	Data Source / Data Collection Methods
Items	Sub-Survey Items			
Inputs	Inputs from Ethiopian side	Planned inputs Counterparts Facilities, machinery and equipment Other direct activity cost	<ul style="list-style-type: none"> - A total of 20 personnel has been assigned at regional, zonal and district levels as of August 2017, with two counterpart positions being vacant. They are shown as follows: <ul style="list-style-type: none"> Project Director: one (1) person Project Manager/Regional Coordinator: one (1) person Regional Coordinator: one (1) person Zonal Coordinator: one (1) person (Vacant) Zonal Vice Coordinator: one (1) person District Coordinator: three (3) persons at originally targeted three (3) districts Zonal Coordinators at pre-scale up zones: four (4) persons District Coordinators at pre-scale up districts: eight (8) persons (one district coordinator position is vacant.) - Necessary facilities for the project (office space at OBANR, meeting rooms, venues for trainings in some cases) have been provided by OBANR 	Project reports & references review
	Inputs from Japanese side	Planned inputs Japanese experts (Long-and short-term) Machinery and equipment	<ul style="list-style-type: none"> - Six (6) short-term experts were dispatched in the first phase from June 2013 - January 2015 and seven (7) short term experts were dispatched in the second phase from March 2015 to August 2017 (Annex 6: a 	Project reports & references review

Evaluation Questions		Criteria for Judgment	Study results	Data Source / Data Collection Methods
Items	Sub-Survey Items			
		Other direct activity cost Trainings in Japan and/or other countries	<p>list of Japanese experts). Their professional fields of the assignment are as follows:</p> <ul style="list-style-type: none"> Team leader /Natural resource management Sub-leader /Agroforestry FFS (Extension method) FFS (Application techniques) Training management <p>Note: More than one expert was dispatched for some of the fields of the assignment.</p> <ul style="list-style-type: none"> - The total number of man-months(MM) is expected to be 85.80 MM by the end of the second phase (77.90 MM as of July 2017) - The total amount of equipment provided is estimated at 8,823 thousand JPY up to the end of the Project (7,638 thousand JPY up to June 2017) (Annex 9: List of Equipment Provided and Facilities Constructed by Japanese Side) - A total of 5 persons from OBANR and East Shewa Zonal Office participated in Training in Japan. (Annex 8: List of Ethiopian Counterparts Trained in Japan and Third Countries) - 19 counterparts and concerned personnel participated in Training in Kenya and Study Visits to Kenya and Rwanda. (Annex 8: List of Ethiopian Counterparts Trained in Japan and Third Countries) - The total amount of operational costs is estimated at 132,952 thousand JPY up to the end of the Project (excluding costs for vehicles (58,782 USD) and construction works (311,400 ETB) of an office and a meeting room at Agriculture and Natural Resource Office of Liben Chukala District of East Shewa Zone, which were borne directly by JICA.) 	
Important assumptions	Important assumptions towards overall goal	OBA properly evaluates the project results and incorporates them into the relevant policy There are no drastic changes in the relevant policies of	<p>These important assumptions are likely to be fulfilled. The following points need to be followed up:</p> <ul style="list-style-type: none"> (1) Status of implementing "Farmer Field School Based 	<ul style="list-style-type: none"> - Project reports & references review - Interview with experts

Evaluation Questions		Criteria for Judgment	Study results	Data Source / Data Collection Methods
Items	Sub-Survey Items			
		Oromia Region OBA continuously hold strong commitments to promote natural resource management through FFS	Extension System for scaling up” prepared by OBANR Regional Level Technical TEAM in January 2017 (2) Incorporation of FFS activities in the annual plan of the region	and CPs
	Important assumptions towards project purpose	Not so many expert(s) of Natural Resource Development Department and Extension Department, DA Supervisors, and DAs, who are trained in the Project, change their positions nor leave their jobs.	- There have been frequent changes of personnel observed at various levels. The Project took measures at the time of selecting facilitators for FFS so that facilitators would leave for other offices during facilitation periods would not be selected as facilitators. - The Project made efforts to draw commitments from DA.	- Project reports & references review - Interview with experts and CPs

4. Evaluation Grid on Implementation Process

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Implementation of activities	Have the project activities been implemented as planned?	- Comparison of the planned activities indicated in PDM with the actual activities implemented - Existence of added or suspended activities and their reasons	- Activities relating to Output 2 tend to be delayed as the Project faced difficulties in carrying out FFS activities in communal lands. - Output 5 and correspond activities were added in order to pre-scale up FFS activities under the Project.	- Project reports & references review - Interview with experts and CPs
Project management system	Is there no problem in the project management system?	- Whether the project implementation system is appropriate for managing the project effectively and efficiently. - Whether the project is managed properly.	- Inappropriateness has not been observed in terms of the project management. - The Project assigned CPs at the regional, zonal and district levels and organize periodical meetings.	- Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Is the monitoring system for the project managed appropriately?	- Whether JCC meetings are regularly held and the project progress is shared among the committee members. - Whether the project is monitored properly.	- JCC meetings were regularly held and the progress and issues were discussed and shared among the participants (JCC meetings were described in Annex 11 for Organization of Implementation). - JICA Headquarters dispatched Japanese Consultation Missions from time to time to provide advices to the Project.	- Project reports & references review - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
			- Revision of PDM was discussed at JCC based on the progress of the Project.	
	Is there no problem in the communication between experts and C/P?	Whether regular and enough communication between JICA experts and C/P is taken.	- It was so planned that at least one Japanese expert would be assigned in Ethiopia throughout the project period. - Smooth communications have been maintained between JICA experts and C/P through regular meetings, e-mails, etc. even during the time when the experts were away from Ethiopia.	- Interview with experts Interviews with natural resource staff at OBA, Zonal and District levels
Degree of participation of C/P	Has the degree of participation/ownership of C/P in the project been high?	- Whether C/P fully understand the objectives, progress and issues to be improved of the project. - Whether C/P takes the initiative in getting engaged in the project activities.	- Highly committed CPs have been assigned to the Project. They had comprehensive and deep understandings on the FFS approach and made their efforts to promote implementation of the Project.	- Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Are appropriate post/personnel allocated as C/P?	Whether appropriate organization, department and personnel are allocated as C/P.	- CPs are from Agriculture and Natural Resources offices at regional, zonal and district levels.	- Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Has the degree of participation/ownership of the target group in the project been high?	CPs' participation in the project activities.	- Good (Annex 7: List of Ethiopian CPs as of August 2017)	- Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
Problems in the process of implementation	Are there any factors that have inhibited the smooth implementation of the project? If any, what is the cause?	- Existence of obstructive factors in the implementation of the project - Whether any correspondence to the obstructive factors is taken or not.	The Project has experienced the following challenges during the implementation. - A clear instruction to promote natural resource management through FFS has not been issued to district offices by the regional government - Frequent and sudden transfer or leave of DA facilitators (Due to a transfer or long absence of DA facilitators in the middle of FFS activities, some FFS groups had to suspend their operations. In other cases, the quality of FFS activities was suffered. This resulted in the less number of farmer facilitators being qualified.) - Frequent transfer of management personnel of FFS	- Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels

3

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
			<p>activities at all the levels of the governments (For example, a transfer of team leaders and/or experts at a district level largely affected the quality of FFS activities because these personnel are supposed to manage DAs and DA supervisors, who needed to attend monthly meetings to update current activities and plan activities in the following month. Because of this reason, frequent transfer of management personnel also led to the less number of farmer facilitators being qualified.)</p> <ul style="list-style-type: none"> - Difficulties on benefit-sharing of products and rights of use in communal lands when the number of community members benefiting from communal lands exceeds the number of FFS group members that plan to utilize the communal lands concerned. - Limited access to water in nurseries during a dry season - Disasters such as floods and droughts - With regard to the frequent and sudden transfer or leave of DA facilitators, counter-measures were taken as described in "Important assumptions towards project purpose in 3. Evaluation Grid on Achievements" above. - With regard to limited access to water in nurseries during a dry season, the extent of water access was used as one of the selection criteria of sub-villages for implementation of FFS. 	

5. Evaluation Grid on Five Evaluation Criteria

Relevance

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Necessity	Does the project meet local development needs?	Whether there have been no changes in local development needs on FFS in Oromia Region after the project started.	<p>The Project has met the needs of the target group in terms of:</p> <ul style="list-style-type: none"> -Provision of complementary extension tools for the existing extension system; -Promotion of participatory community-based natural 	<ul style="list-style-type: none"> - Detailed Planning Survey Report review - Specific plan/guideline towards sustainable natural resource

3

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
			conservation -Provision of equal opportunities of participation to both female and male -Provision of training opportunities to acquire new knowledge, technologies and skills for productivity increase in agriculture and forestry	management by OBA - Interviews with CPs, farmers and experts
Priority	Is the project in line with the development policy of Ethiopia?	Whether there have been no changes in the natural resource management policy in Oromia Region after the project started.	The Project is consistent with: - Growth and Transformation Plan II (GTP II) (2015/16-2019/20), National Planning Commission, 2016 - Ethiopia's agricultural sector policy and investment framework (PIF) 2010 – 2020, Ministry of Agriculture and Rural Development, Federal Democratic Republic of Ethiopia, 2010 - Agricultural Extension Strategy of Ethiopia (Draft), Ministry of Agriculture and Natural Resources, 2017	- Detailed Planning Survey Report review - Specific plan/guideline towards sustainable natural resource management by OBA
	Is the project in line with the Japan's ODA policy?	Whether there have been no changes in the Japan's ODA policy towards Ethiopia after the project started.	The Project is in line with Japanese ODA policies: Country assistant policy to Ethiopia, April 2012 Japanese Aid Policy to Ethiopia, Embassy of Japan in Ethiopia, October 2013 Japan's ODA to Ethiopia: rolling plan in June 2013	- Detailed Planning Survey Report review - Japan's ODA policy review towards Ethiopia
Appropriateness of project means	Is the project appropriate as a strategy for producing an effect to the development issues in Ethiopia?	- Whether the project approach/design is appropriate as the means of achieving the project purpose and overall goal. - Existence of inconsistency and problem of PDM	- The Project design and approach have been found appropriate in terms of the following aspects: - Introduction of the FFS approach for effective natural resource management as it is characterized with a participatory, discovery-based and learning-by-doing education approach to develop capacity of farmers - Promotion of utilization of farmer facilitators who reside in localities for a long time and know means of communications with other farmers in the communities - Gradual and phased deployment of the Project activities by changing the level of development interventions, including the amount of inputs, in promoting the FFS approach from the initial two (2) districts (Liben Chukala and Bora) in East Shewa zone to Adama district in the same zone, then to four districts outside East Shewa zone	- Revised specific plan/guideline towards sustainable natural resource management - Interviews with natural resource staff at OBA, Zonal and District levels - Interview with experts

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
			(West Arsi and West Hararge zones) <ul style="list-style-type: none"> - Gradual approach to involve extension offices at the level of zonal and regional offices in the Project - Gradual approach to convince government high-ranking officials of effectiveness of the FFS approach with a strategic use of study tours and training opportunities in the third countries - Use of Farmer Training Centers (FTC), which is an institution of the existing extension system, for implementation of FFS activities in some cases - Collaboration with another JICA assisted technical cooperation project, which had started earlier and already introduced the FFS approach, for exchange visits and utilization of trainers, etc. - Collaboration with FAO for utilization of FAO FFS experts from the third counties, etc. - However, it is difficult to apply the FFS approach in communal lands for groups like forest cooperatives and/or watershed management cooperatives, which consist of a large number of members, due to issues over the collective ownership of communal lands. 	
	Can the project effects become widespread to other areas/groups?	Whether the sustainable natural resource management through FFS developed by the project can be applied to natural resource management in other zones and districts in Oromia Region.	<ul style="list-style-type: none"> - The sustainable natural resource management through FFS can be applied to natural resource management in other zones and districts in Oromia Region if the high-ranking officials of OBANR and regional cabinet members are convinced of effectiveness of the FFS approach. - The sustainability of the Project in terms of policy and institutional, organizational, financial and technical aspects depends largely on the direction/instruction to be laid out by OBANR. 	<ul style="list-style-type: none"> - Interviews with natural resource staff at OBA, Zonal and District levels - Interview with experts

Effectiveness

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			

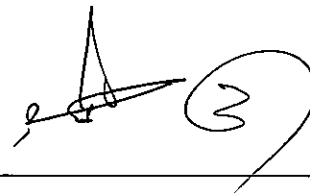
Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Prospect for achieving project purpose	Is there any prospect for achieving project purpose by the end of the project?	Indicators of project purpose	Good progress has been observed in achieving the Outputs and the Project Purpose although achievement level of Output 2 was found limited due to the nature of collective ownership of communal lands, harsh environment like droughts due to El Nino, and unfavourable land conditions for tree plantations where the survival rate of seedlings was low.	Same as "Project Purpose" under "1. Achievement of the Project" of Annex 4: Evaluation Grid
Causal relationship	Are outputs enough to achieve project purpose?	<ul style="list-style-type: none"> - Whether project purpose will be achieved as a result of the achievement of outputs. - Existence of contributive factors to the achievement of project purpose other than outputs 	<ul style="list-style-type: none"> - The project purpose is expected to be achieved as a result of the achievement of outputs. 	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Are there any obstructive/preventive factors against the achievement of project purpose?	<ul style="list-style-type: none"> - Existence of negative factors that inhibit the achievement of project purpose - Whether any counter/mitigating measures in response to the obstructive/preventive factors are taken. 	<ul style="list-style-type: none"> - Although no major constraints are foreseen, there is a possibility that the FFS plan and supplementary budgets will not be prepared and incorporated into the District Annual Plan in 2017/18 because of insufficient understandings on the FFS approach at the management level of the target district offices. It is important for OBANR to conduct frequent induction seminars to newly assigned zonal and district officials for planning and implementation of the continuous FFS activities with the adequate allocation of budgets. - Status of the budgetary appropriation for implementation of FFS needs to be followed up. 	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Will the important assumptions towards project purpose not give influence on the project?	Existence of important assumptions that have given impact/influence on project purpose	As described in Important assumptions towards project purpose under 3. Evaluation Grid of Achievements"	Same as "Important assumptions towards project purpose" under "3. Evaluation Grid on Achievements" above

Efficiency

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Achievement of	Is the achievement level of	Indicators of outputs 1 to 5	Except for Output 2, the extent of achievements of Outputs is	Same as "Outputs" under "1.

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
outputs	outputs favorable?		more or less good. The appropriateness of natural resource management through FFS in communal lands remains to be seen.	Achievement Grid of Outputs" above
Causal relationship	Are inputs and activities appropriate in achieving outputs?	<ul style="list-style-type: none"> - Whether activities are necessary and sufficient conditions in just proportion for achieving outputs. - Whether inputs are necessary in just proportion for implementing the project activities. 	- Inappropriate inputs and activities have not been observed.	Same as "Inputs" under "3. Evaluation Grid on Achievements" and "Implementation of activities" of "4. Evaluation Grid on Implementation Process" above
	Are there any preventive/obstructive factors against the achievement of outputs?	<p>Existence of negative factors that inhibit the achievement of outputs (such as a level of understandings of senior management at district offices on effectiveness of FFS and their support to the project, possibility of long-term absence from the offices and high turn-over rate of staff at the offices)</p> <ul style="list-style-type: none"> - Whether any countermeasures/mitigating measures to the preventive/obstructive factors are taken. 	- As described in "Problems in the process of implementation in 4. Evaluation Grid on Implementation Process" above.	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
Appropriateness of inputs from Ethiopian side	Are the head count, placement and skills of C/P appropriate?	Existence of problem in the number of C/P personnel, placement and skills of C/P	- No major inadequacy has been observed expect frequent transfer or leave of CPs. (Annex 6: A list of Ethiopian CPs)	Same as "Degree of participation of C/P" under "2. Implementation Process" above
	Are the facilities and equipment from Ethiopian side appropriate?	Existence of problem in the facilities and equipment provided by Ethiopian side	<ul style="list-style-type: none"> - Necessary facilities for the Project (office space at OBANR, meeting rooms, venues for trainings in some cases) have been provided by OBANR. Problems have not been observed. - The Project office was established at Bishoftu in order to maintain easier access to the initial Project sites (Liben Chukala and Bora Districts). Therefore, the expenses for the Project office was born by the JICA side. When the 	<ul style="list-style-type: none"> - Project reports & references review - Interview with experts

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
			Project office was moved to Addis Ababa in 2016 due to worsening security conditions, the Project office was set up at the expenses of the JICA side due to urgent necessity. A work space (a desk) was secured for a national staff member of the Project at OBANR.	
	Is the local cost from Ethiopian side appropriate?	Existence of problem in the local cost from Ethiopian side	- Local costs were not provided by Ethiopian side during the Project period. (PDM 4 does not specify the local cost to be borne by Ethiopian side.)	Project reports & references review
Appropriateness of inputs from Japanese side	Are the number of experts dispatched, their fields of expertise, and timing and period of dispatch appropriate?	Existence of problem in the number of experts, field of expertise, and timing and period of assignment	- The number of Japanese experts, their fields, and timing of assignments and their terms are found generally appropriate to realize Outputs. It was so planned that at least one Japanese expert would be assigned in Ethiopia throughout the Project period. - An expert from Kenya was also mobilized.	- Interviews with natural resource staff at OBA, Zonal and District levels - Interview with experts
	Are the number of trainees, their fields, training contents, training period and timing of overseas training appropriate?	Existence of problem in the number of trainees, their fields, training contents, training period and timing of Training in Japan and other countries	Training in Japan and the Third Countries, Study Visits to the Third Countries are found appropriate in terms of the contents, timing and selection of participants.	- Project reports & references review - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Are the type, quantity and timing of the installation of equipment appropriate?	Existence of problem in the type, quantity and timing of the installation of equipment	Major inappropriateness has not been observed on kinds of equipment, their quantities and timing of supply in order to realize Outputs except: 1) the late completion of a building with an office and a meeting room at Liben Chukala District Office due to prolonged procurement procedures and 2) the late delivery of motorbikes due to complicated registration procedures. For backstopping purpose, off-road type bikes were introduced in consideration of rough road conditions.	- Project reports & references review - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Are the project budget and local cost appropriate?	Existence of problem in the project budget and local cost	- Major inappropriateness has not been observed.	- Project reports & references review - Interview with experts - Interviews with natural resource staff at OBA,



Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			Zonal and District levels

Impact

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			Zonal and District levels
Prospect for achieving overall goal	Is there any prospect for achieving overall goal after the project?	Indicators of overall goal	The Overall Goal is likely to be achieved if the high-ranking officials of OBANR and regional cabinet members are convinced of effectiveness of the FFS approach.	Same as "Overall Goal" under "1. Achievement of the Project" of Annex 4: Evaluation Grid
Causal relationship	Does overall goal not lose touch with project purpose? (existence of close causal relationship between the overall goal and the project purpose)	Whether the setting level of overall goal is appropriate.	The setting level of overall goal is appropriate.	- Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Are there any preventive/obstructive factors against the achievement of overall goal?	Existence of negative factors that inhibit the achievement of overall goal	There exist no negative factors, but the high-ranking officials of OBANR and regional cabinet members need to be convinced of effectiveness of the FFS approach.	- Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Will the important assumptions towards overall goal not give impact/influence on the project?	Existence of important assumptions that is likely to give impact/influence on overall goal	As described in "Important assumptions towards overall goal" under "3. Evaluation Grid on Achievements" above	Same as "Important assumptions towards overall goal" under "3. Evaluation Grid on Achievements" above
Other impacts	Are there any project impacts on policies and systems of Ethiopia?	Existence of project impacts on national policies and systems of Ethiopia	- Increased awareness of the FFS participants towards natural resource management as they started producing seedlings from tree seeds (this has been partly manifested by the facts that farmer facilitators formed a farmer facilitator cooperative to strengthen the concept of FFS approach and to supply seedlings and that one of the graduates have enrolled in the Agriculture Technical Vocational and Educational Training (ATVET) college to become DA.)	- Interviews with natural resource staff at OBA, Zonal and District levels, farmers

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
			<ul style="list-style-type: none"> - Increased communication and collaboration of male and female in farming activities, etc. - Diversification of sources of nutritious foods by introducing vegetables and fruit trees - Increased opportunities of earning cash income by selling products from homesteads -Discovery, experiments and dissemination of indigenous knowledge to deal with plant diseases and pests -Recognition of importance of inclusive development in a community by some farmer facilitators -Recognition of importance of equal rights of women and men and time management by some farmers -Dissemination of technologies to neighbors by FFS participants 	
	Are there any positive or negative impacts that are not planned at the time of planning but have been produced by the project?	Existence of positive or negative impacts that are not planned at the time of planning but have been produced by the project	Some of the positive impacts described above were not clearly expected before the Project, but they can be interpreted as consequences of applying the FFS approach.	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels, farmers

Sustainability

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Policy and institutional aspect	Will the political support by the Ethiopian government be carried on?	<ul style="list-style-type: none"> - Whether the Government of Oromia Region will support the sustainable natural resource management through FFS. 	<ul style="list-style-type: none"> -GTP II will continue to be applied until 2019/20. - OBANR has already indicated their direction in regard to FFS as a complementary approach to the existing extension system. -With the approval of "Farmer Field School Based Extension System Plan for scaling up", an issuance of a practical instruction by the regional government will be needed. The practical instruction is supposed to elaborate on the implementation of the FFS approach being supported with the adequate allocation of budgets. 	<ul style="list-style-type: none"> - Interviews with natural resource staff at OBA, Zonal and District levels - Interview with experts -Reference



3

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
			-In the Agricultural Extension Strategy of Ethiopia drafted in 2017, the Ministry of Agriculture and Natural Resources refers to the FFS as one of the group approaches to provide extension services. The strategy also discusses the necessity to put appropriate incentives to be in place in order to compensate village-level development promoters such as farmer facilitators for their provided service.	
	Will the project effects be disseminated to other areas?	Whether there is any plan for disseminating the sustainable natural resource management through FFS in other zones/districts of Oromia Region (however, except the target zones/districts of the pre-scale-up activities, i.e., Tulo and Doba districts in West Harerge zone and Arsi Negele and Gedeb Asasa districts in West Arsi zone) Prevailing conditions of FSS activities in adjacent zones (i.e., Arsi, East Harerge and South-west Sho'a) of the pre-scale-up activities, which have been carried out with the budget of OBANR	- FFS activities in adjacent zones (i.e., Arsi, East Harerge and South-west Sho'a) have been carried out with the budget of OBANR.	- Interviews with natural resource staff at OBA, Zonal and District levels - Interview with experts
Organizational aspect	Will the organizational support by the implementing agencies be carried on?	Whether an organizational system has been built in at OBA and zonal/district offices in order to continue support on sustainable natural resource management through FFS introduced and developed by the project in the future. More specifically, what kinds of arrangements have been made in order to institutionalize FFS, over the long run, in the government extension system, which utilizes Farmer Training Centers (FTC).	- A considerable number of resources has been mobilized under the existing extension system in Ethiopia: about 12,500 FTCs exist throughout the country with more than 70,000 Development Agents being deployed for extension works. FFS approach is expected to play a complementary role of the existing extension system. - Farmers facilitator are expected to play a crucial role when FFS is to be in expanded across Oromia region. However, the direction to institutionalize farmers facilitators under the existing extension system is yet to be seen.	- Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels, an officer at FAO - Reference

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Financial aspect	Will the implementing agencies allocate the budget for sustaining the project effects?	Whether OBA and zonal/district offices will secure the budget in order to continue support on sustainable natural resource management through FFS introduced and developed by the project in the future.	<ul style="list-style-type: none"> - The current level of budget allocation for scaling-up of FFS in adjacent zones is not deemed sufficient to implement FFS. With the approval of the “Farmer Field School Based Extension System Plan for scaling up” and incorporation of FFS in the annual plan, regional and district offices need to make further efforts in allocating adequate amounts of budgets for FFS activities. The allocation of adequate budgets should be accompanied with appropriate procurement and delivery systems, which will be indispensable for a timely implementation of FFS activities. 	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
Technical aspect	Do project stakeholders have enough skills for sustaining the project effects?	Whether OBA and zonal/district offices have sufficient skills in order to continue support on sustainable natural resource management through FFS introduced and developed by the project in the future.	<ul style="list-style-type: none"> - It is expected that highly committed CPs to the Project, who had comprehensive and deep understandings on the FFS approach, continue to be involved in scale-up activities of the approach. - A number of master trainers has been trained although it is considered that the number needs to be gradually increased in order to cope with scaling-up of the FFS approach across the region. - Regional coordinators in charge of FFS have been assigned at OBANR and are scheduled to participate in the on-going Training of Master Trainers from the later part of 2017. - Various manuals have been drafted for future reference of facilitators and concerned personnel. - Mobilization of backstoppers will be deemed increasingly important. 	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels - Reference

Annex 6: List of Japanese Experts

List of Japanese Experts and their assignments (M/M) in the respective phases of the Project

	Field	Name	1 st Phase (June 2013 - January 2015)	2 nd Phase (March 2015 - March 2018) ^{Note 1}	Total of Phase 1 and Phase 2
1.	Team leader /Natural resource management	Ogawa Shinji	9.50	11.00 (10.30)	20.50
2.	Sub-leader /Agroforestry	Matsui Takehiko	5.50	-	5.50
	Agroforestry ^{Note 2}		-	4.50 (3.50)	4.50
3.	FFS (Extension method)	Inada Naoko	1.97	1.00 (1.00)	2.97
	Sub-leader / FFS (Extension method) ^{Note 2}		-	6.67 (4.83)	6.67
4.	FFS (Application techniques)	Ogawa Naoko	2.70	5.33 (5.33)	8.03
5.	FFS (Application techniques)	Mana Ishigaki	4.23	8.33 (7.17)	12.56
6.	Training management	Takaki Kayoko	13.50	5.57 (5.57)	19.07
7.		Yamasaki Akiko	-	6.00 (2.80)	6.00
	Total		37.40	48.40 (40.50)	85.80

Note 1: The numbers of M/M shown in the brackets are those as of July 2017.

Note 2: From June 2016

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Annex 7: List of Ethiopian Counterparts

As of August 2017, the following Ethiopian Counterparts have been assigned for the project implementation.

No	Name	C/P title	Position and Organization
1	Mr. Desalegn Duguma	Project Director	Deputy Head, Oromia Regional Bureau of Agriculture and Natural Resources
2	Mr. Sileshi Lemma	Project Manager/ Regional Coordinator	Senior Expert, Natural Resource (NR) Department, Oromia Regional Bureau of Agriculture and Natural Resources
3	Ms. Derartu Mitiku	Regional Coordinator	Expert, Extension Department, Oromia Regional Bureau of Agriculture and Natural Resources
4	(Vacant)	Zonal Coordinator	NR team leader, East Shewa Zone
5	Mr Gizatu Nam'e	Zonal vice-coordinator	Extension team leader, East Shewa Zone
6	Ms. Mebit Estifanos	District Coordinator	NR team leader, Liben Chukala District of East Shewa zone
7	Mr. Shallo Guddata	District Coordinator	NR team leader, Bora District of East Shewa zone
8	Mr. Eshetu Desalegn	District Coordinator	NR team leader, Adama District of East Shewa zone
	Pre-scale up zone		
9	Mr. Mekonen Tefera	Zonal Coordinator	NR team leader, West Harerge Zone
10	Mr Wase Bekele	Zonal Coordinator	Extension team leader, West Harerge Zone
11	Mr Zewditu Alemu	Zonal Coordinator	NR team leader, West Arsi Zone
12	Mr. Huseien Gemedi	Zonal Coordinator	Extension team leader, West Arsi Zone
13	Mr. Yusuf Mohammed	District Coordinator	NR team leader, Doba District of West Harerge zone
14	(Vacant)	District Coordinator	Extension team leader, Doba District of West Harerge zone
15	Mr Mohammed Habib	District Coordinator	NR team leader, Tolo District of West Harerge zone
16	Mr. Tamene Desa	District Coordinator	Extension team leader, Tolo District of West Harerge zone
17	Mr Getachew Kebede	District Coordinator	NR team leader, Arsi Negele District of West Arsi zone
18	Mr. Buni Gebi	District Coordinator	Extension team leader, Arsi Negele District of West Arsi zone
19	Mr. Wakiti Kerenso	District Coordinator	NR team leader, Gedeb Asasa District of West Arsi zone
20	Mr. Sultan Awo	District Coordinator	Extension team leader, Gedeb Asasa District of West Arsi zone

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Annex 8: List of Ethiopian Counterparts Trained in Japan and the Third Countries

Training in Japan

No.	Course Title	Period (Duration)	Participants	Position and Organization
1	Integrated Agriculture and Rural Development Through the Participation of Local Farmers (C) Africa	August to September 2014 (1 month)	Bekele Kefyalewu	Senior Expert, Natural Resources Department, Oromia Bureau of Agriculture
2	Various Forest Conservation with Community Participation	August to November 2014 (3 months)	Berhanu Eidety Kabeta	Senior Expert, Natural Resources Department, Oromia Bureau of Agriculture
3	Farmer-led Extension Method (A).	May to June 2014 (1 month)	Ahmed Seid Umer	Deputy Head of Agriculture Office, East Shewa Zone
4	Various Forest Conservation with Community Participation	August to November 2015 (3 months)	Muhammed Kassim Wado	Natural Resource Team Leader of East Shewa Zone
5	Integrated Agriculture and Rural Development Through the Participation of Local Farmers (A)	August to Sept 2014 (1 month)	Abebe Wolde	Head of Natural Resources Department, Oromia Bureau of Agriculture



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Training in the Third Countries

No.	Third Country	Course Title	Period (Duration)	Participants	Affiliation
1	Kenya	Mitigating Climate Change in Africa through Social Forestry	October to November 2013 (1 month)	Muhammed Kassim Wado	Natural Resource Team Leader, East Shewa Zone
2	Kenya	Adaptation to Climate Change in Africa through Social Forestry	January to February 2015 (1 month)	Yidnekachew Woldeyesus Mengesha	Natural Resource Team Leader, Liben Chukala District of East Shewa Zone
3	Kenya	Adaptation to Climate Change in Africa through Social Forestry	October to December 2016 (1.25 months)	Gebere Godana	Natural Resource Team Leader of Bora District of East Shewa Zone

Study Visits to the Third Countries

No.	Third Country	Title of Study Visit	Period (Duration)	Participants	Affiliation
1	Kenya	FFS Study Visit to Kenya	May 2014 (6 days)	CP 10 persons	- OBANR - East Shewa zone - Liben Chukala District - Bora District - Adama District
2	Rwanda	Preparation for FFS Study Visit to Rwanda	May 2017 (5 days)	(3 persons)	(Project team members)
3	Rwanda	FFS Study Visit to Rwanda	June 2017 (5 days)	6 persons	- OBANR - Federal Ministry of Agriculture and Natural Resources - Agriculture Transformation Agency

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Annex 9: List of Equipment Provided and Facilities Constructed by Japanese Side

List of equipment as of the end of July 2017

Name	Quantity	Remarks
Bicycles	116	For DA facilitators in Districts: Liben Chukala (28), Bora (21), Adama (13), West Hararge (10), West Arsi (12), East Hararge (10), South West Showa (11), Arsi (11)
PC	15	For OBANR (2), For Agriculture and Natural Resource Zonal Office: West Hararge (1), East Showa (1), West Arsi (1) For District Agriculture and Natural Resource Office: Liben Chukala (2), Adama (1), Bora (2), Tulo (1), Doba (1), Gedeb Asasa (1), Arsi Negele (1) For Project Office (1)
Printer	4	For District Agriculture and Natural Resource Office: Liben Chukala (1), Adama (1), Bora (1) For Project Office (1)
Photocopy machine	1	For District Agriculture and Natural Resource Office: Liben Chukala (1)
Motorbike	9	For FFS Coordinators at District Agriculture and Natural Resources Office: Adama (1), West Arsi (2), Leben Chukala (3), Bora (3)
Generator	2	Project Office (2)
Projector	2	Project Office (2)
Monitor for Desk top	1	Liben Chukala (1)

Note: The project office plans to handover the equipment to OBANR, which is currently used at the project office.

The following equipment and facilities have been supported under the budget of JICA Ethiopia Office

Name	Quantity	Remarks
A building at Liben Chukala	1	One meeting room and one office for Natural Resources under District Agriculture and Natural Resource Office at Liben Chukala
Vehicle	2	Project cars (Toyota Hi-Lux)

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Annex 10: Project Cost Sharing by Japanese and Ethiopian Sides

Japanese side

Item	Cost (estimated up to March 2018)	Remarks
Equipment	8,823 Thousand JPY	7,632 thousand JPY (actual) up to June 2017
Operational costs	132,952 thousand JPY	45,185 thousand JPY (actual) up to February 2015
Building at Liben Chukala District Office	311,400.31 ETB	Construction of a building with an office for Natural Resources under Agriculture and Natural Resources Office and a meeting room at Liben Chukala District Office
Vehicle	58,782 USD	Two (2) Vehicles (Toyota Hi-Lux)

Ethiopian Side

Item	Cost	Remarks
2016/2017 budgets	200,000 ETB	Actual for scale-up activities in 3 adjacent zones
2017/2018 budgets	120,000 ETB	Planned for scale-up activities in 3 adjacent zones

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Annex 11: Organization for Implementation

With a view to operating the Project effectively and strengthening relationship amount the stakeholders, the implementation structure of the Project was developed initially as in Figure 1 before. The figure described the structure from the beginning of the Project until the pre-scale up activities started in June 2016.

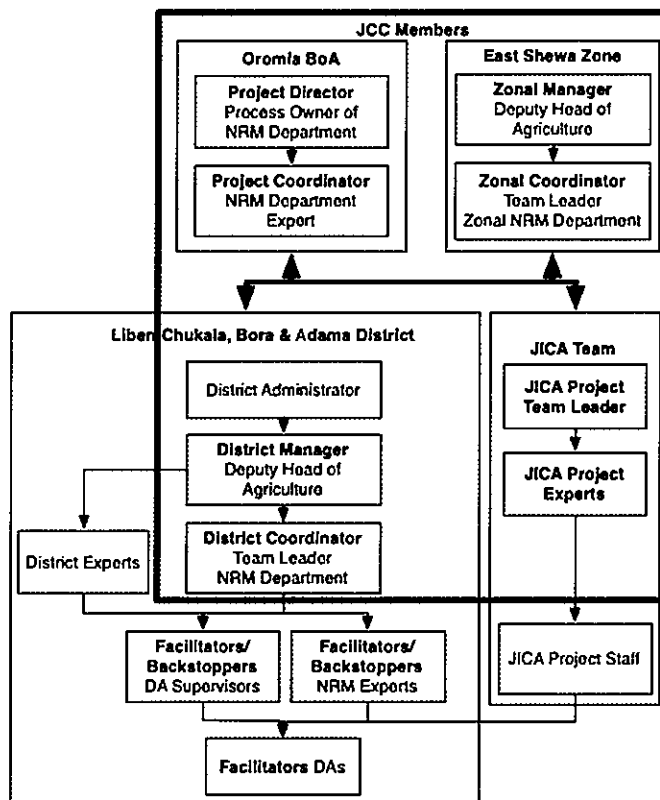


Figure 1: Implementing Structure of the Project before June 2016

Since June 2016, pre-scale up activities were started and four (4) districts (i.e., Tulo and Doba Districts of West Hararge Zone, Arsi Negele and Gedeb Asana Districts of West Arsi Zone) were added to the then-existing target districts (i.e., Liben Chukala, Bora and Adama Districts of East Shewa Zone). With the four districts being newly included as the target areas in the Project, the initial implementing structure was re-organized as shown in Figure 2 below.

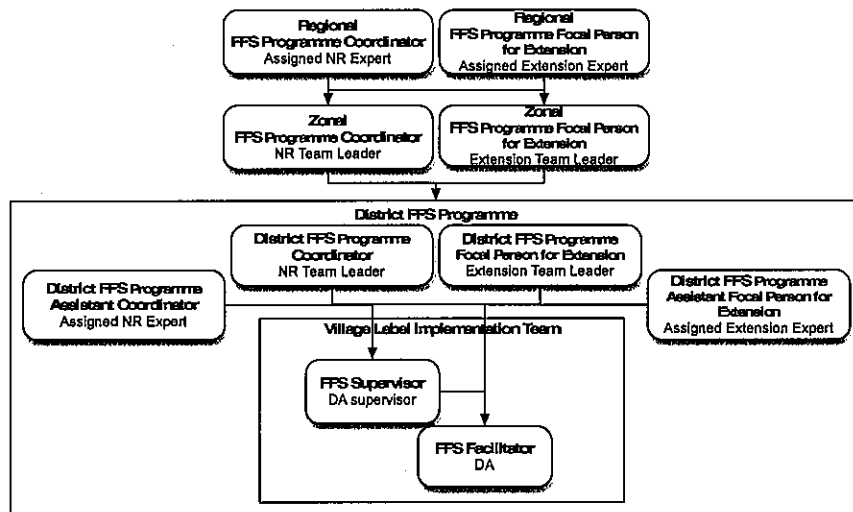


Figure 2: Implementing Structure of the Project from June 2016

The main differences from the initial implement structure can be pointed out as follows:

- (1) Official assignment of Regional and Zonal Coordinators, who had not been assigned until that time;
- (2) Official assignment of team leaders/experts from the extension department at zonal and district offices in the implementation structure of the Project;
- (3) Assignment of DA supervisors, who provide DA with advices on a daily basis, as participants in the trainings of facilitators as well as monthly facilitator meetings.

With regard to the activities relating to Output 5, which have been added for the pre-scale up activities outside East Shewa Zone, coordinators were assigned at both zonal and district levels and requested to participate in coordinator trainings and meetings. In addition, staff from not only natural resource departments but also extension departments was requested to participate in the Project. Trainings were conducted for both DA and DA supervisors at the same time.

Joint Coordinating Meetings (JCC)

Figure 3 below describes the participants and arrangements for the JCC. After the pre-scale up activities had been started in additional four (4) district of two (2) zones, JCC members were changed so that only Deputy Heads of Agriculture and Natural Resources Department at respective District Offices were invited to participate in the JCC. Previously, Team Leaders of Natural Resources were also invited together with Deputy Heads.

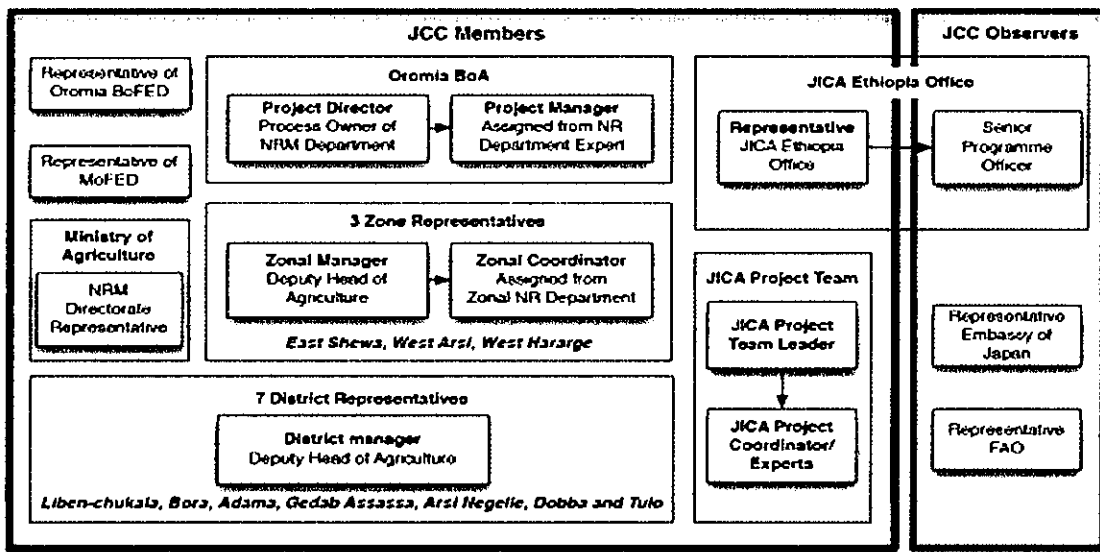


Figure 3: Participants and Arrangements of Joint Coordinating Committee

The JCC meetings were held as shown in the table below.

Table 1: Organization of JCC Meetings

JCC meetings	Date
1 st kick-off meeting	July 8, 2013
2 nd JCC	November 21, 2013
3 rd JCC	May 23, 2014
4 th JCC	January 17, 2015
5 th JCC	December 18, 2015
6 th JCC	April 25, 2016
7 th JCC	December 20, 2016
8 th JCC	June 12, 2017
9 th JCC	August 26, 2017

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付属資料 2 : 評価グリッド、達成度グリッド

(1) 評価グリッド

Evaluation Grid for Terminal Evaluation on the Project for Sustainable Natural Resource Management Through FFS in the Rift Valley Area of Oromia Region

1. Achievement of the Project

Items		Indicators	Necessary Data	Data Source / Data Collection Methods
Overall goal	A policy towards sustainable natural resource management in semi-arid area of Oromia Region is strengthened.	1.Experiences and lessons learnt of the Project are incorporated into the specific plan/guideline towards sustainable natural resource management by the Oromia Bureau of Agriculture (OBA).	The extent to which experiences and lessons learnt of the Project have been incorporated into the specific plan/guideline towards sustainable natural resource management by OBA will be examined and confirmed.	<ul style="list-style-type: none"> - Revised plan / guideline paper - Interview with the head of OBA, etc.
Project purpose	Capacity of the relevant stakeholders of Liben Chukala, Bora and Adama district of East Shewa Zone in the semi-arid area of Oromia Region to promote sustainable natural resource management including agroforestry and soil conservation measures through FFS is strengthened, and their experiences are shared with other areas of Oromia Region.	<ol style="list-style-type: none"> 1. 6 FFS master trainer candidates, and 10 back-stoppers, 50 facilitators and 100 farmer facilitators are qualified. 2.Implementation plan on natural resource management of the target districts is revised along with the relevant guideline of the target districts. 3.Scale up plan of natural resource management through FFS approach in Oromia Region is elaborated and implemented by OBA (OBANR: the Oromia Bureau of Agriculture and Natural Resources) based on experience through the project implementation and pre-scale up. 	<ol style="list-style-type: none"> 1. The number of personnel required to promote FFS 2. The extent to which the implementation plan on natural resource management of the target districts has been revised along with the relevant guideline of the target districts will be examined and confirmed. 3. The extent to which the scale up plan of natural resource management through FFS approach in Oromia Region has been elaborated and implemented by OBA (OBANR)will be examined and confirmed. 	<ul style="list-style-type: none"> - Project reports & references review - Implementation plan of each target district - Formulated scale-up plan, appointed implementation structure, project report, budget plan (whether or not budgets for FFS have been incorporated)

Items		Indicators	Necessary Data	Data Source / Data Collection Methods
Outputs	1. By introducing FFS on farmland, FFS graduates' productivity is improved through agroforestry practices learnt in the course of FFS	<p>1.1 100 (in Liben-Chukala, Bora and Adama) FFS groups are trained.</p> <p>1.2 More than 70% of FFS participants are graduated.</p> <p>1.3 More than 75% of FFS graduates practice techniques learnt through FFS.</p> <p>1.4 Household income of FFS graduates increase in more than 20%.</p> <p>1.5 Each FFS on going/graduated group produce more than 500 seedlings and plant more than 400 trees on farmlands in group and individually.</p>	<p>1.1 The number of FFS groups trained</p> <p>1.2 The graduation rate of FFS participants</p> <p>1.3 The ratio of FFS graduates who practices techniques learnt through FFS</p> <p>1.4 The rate of an increase in the household income of FFS graduates</p> <p>1.5 The number of seedlings produced and planed by each FFS on-going/graduated group.</p>	<ul style="list-style-type: none"> - Project reports & references review - Interviews with natural resource staff at Zonal and District levels and FFS groups
	2. By introducing FFS and other demonstration practices on communal land, natural resources of the target communal lands in the target districts are improved through soil conservation practices learnt in the course of FFS.	<p>2.1 5 FFS groups from natural resource management cooperatives or natural resource management related associations are trained.</p> <p>2.2 More than 70% of FFS participants are graduated.</p> <p>2.3 More than 75% of FFS graduates practice techniques learnt through FFS.</p> <p>2.4 Each group/cooperative produces 1,500 seedlings and plants more than 1,000 trees in the target communal lands.</p> <p>2.5 More than 3 types of mitigative practices learnt through FFS are demonstrated and more than 1.5 ha/year of degraded communal land are treated.</p>	<p>2.1 The number of FFS groups from natural resource management cooperatives or natural resource management related associations trained.</p> <p>2.2 The graduation rate of FFS participants</p> <p>2.3 The rate of FFS graduates who practiced techniques learnt through FFS</p> <p>2.4 The number of seedlings produced and planted by each group/cooperative in the target communal lands.</p> <p>2.5 The types of mitigative practices learnt through FFS that have been demonstrated and the areas of degraded communal land which</p>	<ul style="list-style-type: none"> - Project reports & references review - Interviews with natural resource staff at Zonal and District levels and FFS groups' references review

Items		Indicators	Necessary Data	Data Source / Data Collection Methods
			have been treated per year.	
	3. Output 1 and Output 2 are reflected to the specific plan/guideline on natural resource management of the target districts.	3.1 Specific plan/guideline on natural resource management of the target districts is revised by incorporating the results of Output 1 and Output 2.	3.1 The extent to which specific plan/guideline on natural resource management of the target districts has been revised by incorporating the results of Output 1 and Output 2.	<ul style="list-style-type: none"> - Project reports & references review - Specific plan/guideline on natural resource management of the target districts (including checklists for monitoring of extension activities, production plan of seedlings and watershed management program, which might have incorporated results of FFS activities)
	4. The Project's outcomes and lessons learnt are shared with the Oromia Regional Government, other zones/ districts and related programmes through workshop(s) and/ or seminar(s).	<p>4.1 More than 3 types of promotion media and more than 3 project report(s) are distributed.</p> <p>4.2 Cross visits with other related programmes are conducted at least 3 times.</p> <p>4.3 Joint workshop(s) with other programmes, etc. are conducted at least 3 times.</p>	<p>4.1 The types of promotion media and project report(s) distributed.</p> <p>4.2 The number of cross visits with other related programmes conducted</p> <p>4.3 The number of joint workshops with other programmes, etc. conducted.</p>	<ul style="list-style-type: none"> - Project reports & references review
	5. Based on the result of Output 1 and Output 2 in the three target districts in	5.1 Additional 4 districts outside of East Shewa Zone introduce natural resource management through FFS approach	5.1 The number of additional districts outside of East Shewa Zone that has introduced natural resource	<ul style="list-style-type: none"> - Project reports & references review -

Items		Indicators	Necessary Data	Data Source / Data Collection Methods
	East Shewa Zone, pre-scale up of natural resource management through FFS are implemented outside of East Shewa Zone of Oromia Region.	during pre-scale up stage. 5.2 Lesson learned through the pre-scale up is compiled as recommendations for scale up of natural resource management through FFS approach.	management through FFS approach during pre-scale up stage. 5.2 The extent to which lessons learned through the pre-scale up have been compiled as recommendations for scale up of natural resource management through FFS approach.	
Inputs	Inputs from Ethiopian side	Planned inputs 1. Counterparts 2. Facilities, machinery and equipment 3. Other direct activity cost	Actual inputs including unplanned ones	Project reports & references review
	Inputs from Japanese side	Planned inputs 1. Japanese experts (Long-and short-term) 2. Machinery and equipment 3. Other direct activity cost 4. Trainings in Japan and/or other countries	Actual inputs including unplanned ones	Project reports & references review
Important assumptions	Important assumptions towards overall goal	- OBA properly evaluates the project results and incorporates them into the relevant policy - There are no drastic changes in the relevant policies of Oromia Region - OBA continuously hold strong commitments to promote natural resource management through FFS	Important assumptions that are likely to have impacts on the Project	- Project reports & references review
	Important assumptions towards project purpose	- Not so many expert(s) of Natural Resource Development Department and Extension Department, DA Supervisors, and DAs, who are trained in the Project, change their positions	Important assumptions that have given impacts on the Project	- Project reports & references review

Items		Indicators	Necessary Data	Data Source / Data Collection Methods
		nor leave their jobs.		

2. Implementation Process

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Implementation of activities	Have the project activities been implemented as planned?	<ul style="list-style-type: none"> - Comparison of the planned activities indicated in PDM with the actual activities implemented - Existence of added or suspended activities and their reasons 	<ul style="list-style-type: none"> - PO - Implementation status of the planned activities 	<ul style="list-style-type: none"> - Project reports & references review
Project management system	Is there no problem in the project management system?	<ul style="list-style-type: none"> - Whether the project implementation system is appropriate for managing the project effectively and efficiently. - Whether the project is managed properly. 	<ul style="list-style-type: none"> - Project implementation structure/system - Situation of project management 	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Is the monitoring system for the project managed appropriately?	<ul style="list-style-type: none"> - Whether JCC meetings are regularly held and the project progress is shared among the committee members. - Whether the project is monitored properly. 	<ul style="list-style-type: none"> - JCC meetings held - Project's monitoring situation 	<ul style="list-style-type: none"> - Project reports & references review - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Is there no problem in the communication between experts and C/P?	Whether regular and enough communication between JICA experts and C/P is taken.	Frequency of communication between experts and C/P	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
Degree of participation of C/P	Has the degree of participation/ownership of C/P in the project been high?	<ul style="list-style-type: none"> - Whether C/P fully understand the objectives, progress and issues to be improved of the project. - Whether C/P takes the initiative in getting engaged in the project activities. 	<ul style="list-style-type: none"> - C/P's level of understanding to the project - C/P's level of participation to the project activities 	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
				District levels
	Are appropriate post/personnel allocated as C/P?	Whether appropriate organization, department and personnel are allocated as C/P.	Existence of other organization, department and personnel necessary to cooperate in the project	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Has the degree of participation/ownership of the target group in the project been high?	CPS' participation in the project activities.	Conditions of the participation	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
Problems in the process of implementation	Are there any factors that have inhibited the smooth implementation of the project? If any, what is the cause?	<ul style="list-style-type: none"> - Existence of obstructive factors in the implementation of the project - Whether any correspondence to the obstructive factors is taken or not. 	<ul style="list-style-type: none"> - Examples of obstructive factors in the implementation of the project - Examples of correspondence to the obstructive factors 	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels

3. Five Evaluation Criteria
Relevance

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Necessity	Does the project meet local development needs?	Whether there have been no changes in local development needs on FFS in Oromia Region after the project started.	Local development needs on FFS in Oromia Region	<ul style="list-style-type: none"> - Detailed Planning Survey Report review - Specific plan/guideline towards sustainable natural resource management by OBA
Priority	Is the project in line with the development policy of Ethiopia?	Whether there have been no changes in the natural resource management policy in Oromia Region after the project started.	Natural resource management policy in Oromia Region	<ul style="list-style-type: none"> - Detailed Planning Survey Report review - Specific plan/guideline towards sustainable natural resource management by OBA
	Is the project in line with the Japan's ODA policy?	Whether there have been no changes in the Japan's ODA policy towards Ethiopia after the project started.	Japan's ODA policy towards Ethiopia <ul style="list-style-type: none"> - Country Assistance Policy for Ethiopia (April 2012) - Rolling Plan for Ethiopia (June 2013) 	<ul style="list-style-type: none"> - Detailed Planning Survey Report review - Japan's ODA policy review towards Ethiopia
Appropriateness of project means	Is the project appropriate as a strategy for producing an effect to the development issues in Ethiopia?	<ul style="list-style-type: none"> - Whether the project approach/design is appropriate as the means of achieving the project purpose and overall goal. - Existence of inconsistency and 	<ul style="list-style-type: none"> - Natural resource management policy (revised specific plan/guideline) in Oromia Region - Evaluation to the project approach/design by stakeholders 	<ul style="list-style-type: none"> - Revised specific plan/guideline towards sustainable natural resource management by OBA

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
		problem of PDM	- PDM	- Interviews with natural resource staff at OBA, Zonal and District levels - Interview with experts
	Can the project effects become widespread to other areas/groups?	Whether the sustainable natural resource management through FFS developed by the project can be applied to natural resource management in other zones and districts in Oromia Region.	Opinions of relevant person(factors that helped smooth applications and/or posed difficulties in terms of smooth applications in other zones and districts)	- Interviews with natural resource staff at OBA, Zonal and District levels - Interview with experts

Effectiveness

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Prospect for achieving project purpose	Is there any prospect for achieving project purpose by the end of the project?	Indicators of project purpose	Results of indicators of project purpose	Same as “Project Purpose” under “1. Achievement of the Project” above
Causal relationship	Are outputs enough to achieve project purpose?	- Whether project purpose will be achieved as a result of the achievement of outputs. - Existence of contributive factors to the achievement of project purpose other than outputs	- Achievement level of outputs - Examples of contributive factors	- Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Are there any obstructive/preventive factors against the achievement of project	- Existence of negative factors that inhibit the achievement of project purpose - Whether any counter/mitigating	- Examples of obstructive/preventive factors - Examples of counter/mitigating measures taken in response to the	- Interview with experts - Interviews with natural resource staff

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
	purpose?	measures in response to the obstructive/preventive factors are taken.	obstructive/preventive factors	at OBA, Zonal and District levels
	Will the important assumptions towards project purpose not give influence on the project?	Existence of important assumptions that have given impact/influence on project purpose	Important assumptions that gave impact/influence on the project	Same as “Important assumptions towards project purpose” under “1. Achievement of the Project” above

Efficiency

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Achievement of outputs	Is the achievement level of outputs favorable?	Indicators of outputs 1 to 5	Results of indicators of outputs 1 to 5	Same as “Outputs” under “1. Achievement of the Project” above
Causal relationship	Are inputs and activities appropriate in achieving outputs?	<ul style="list-style-type: none"> - Whether activities are necessary and sufficient conditions in just proportion for achieving outputs. - Whether inputs are necessary in just proportion for implementing the project activities. 	<ul style="list-style-type: none"> - Actual inputs - Actual activities implemented 	Same as “Inputs” under “1. Achievement of the Project” and “Implementation of Activities” under “2. Implementation Process” above
	Are there any preventive/obstructive factors against the achievement of outputs?	Existence of negative factors that inhibit the achievement of outputs (such as a level of understandings of senior management at district offices on effectiveness of FFS and their support to the project, possibility of long-term absence from the offices and high turn-over rate of staff at the	<ul style="list-style-type: none"> - Examples of preventive/obstructive factors - Examples of countermeasures/mitigating measures to the preventive/obstructive factors 	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
		offices) - Whether any countermeasures/mitigating measures to the preventive/obstructive factors are taken.		
Appropriateness of inputs from Ethiopian side	Are the head count, placement and skills of C/P appropriate?	Existence of problem in the number of C/P personnel, placement and skills of C/P	Problems in the number of C/P personnel, placement and skills of C/P	Same as “Degree of participation of C/P” under “2. Implementation Process” above
	Are the facilities and equipment from Ethiopian side appropriate?	Existence of problem in the facilities and equipment provided by Ethiopian side	Facilities and equipment provided by Ethiopian side	- Project reports & references review
	Is the local cost from Ethiopian side appropriate?	Existence of problem in the local cost from Ethiopian side	Local cost from Ethiopian side	- Project reports & references review
Appropriateness of inputs from Japanese side	Are the number of experts dispatched, their fields of expertise, and timing and period of dispatch appropriate?	Existence of problem in the number of experts, field of expertise, and timing and period of assignment	- PO - Allocation and assignment of experts	- Interviews with natural resource staff at OBA, Zonal and District levels
	Are the number of trainees, their fields, training contents, training period and timing of overseas training appropriate?	Existence of problem in the number of trainees, their fields, training contents, training period and timing of Training in Japan and other countries	Past record of overseas training	- Project reports & references review - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Are the type, quantity and timing of the installation of equipment appropriate?	Existence of problem in the type, quantity and timing of the installation of equipment	List of equipment provided	- Project reports & references review - Interview with

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
				experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Are the project budget and local cost appropriate?	Existence of problem in the project budget and local cost	Local cost from Japanese side	- Project reports & references review - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels

Impact

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Prospect for achieving overall goal	Is there any prospect for achieving overall goal after the project?	Indicators of overall goal	Results of indicators of overall goal	Same as "Overall Goal" under "1. Achievement of the Project" above
Causal relationship	Does overall goal not lose touch with project purpose? (existence of close causal relationship between the overall goal and the project purpose)	Whether the setting level of overall goal is appropriate.	Opinions of relevant persons	- Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Are there any preventive/obstructive factors against the	Existence of negative factors that inhibit the achievement of overall goal	Examples of preventive/obstructive factors	- Interview with experts - Interviews with

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
	achievement of overall goal?			natural resource staff at OBA, Zonal and District levels
	Will the important assumptions towards overall goal not give impact/influence on the project?	Existence of important assumptions that is likely to give impact/influence on overall goal	Important assumptions that is likely to give impact/influence on the project	Same as “Important assumptions towards overall goal” under “1. Achievement of the Project” above
Other impacts	Are there any project impacts on policies and systems of Ethiopia?	Existence of project impacts on national policies and systems of Ethiopia	National policies and systems newly made or revised by the project	- Interviews with natural resource staff at OBA, Zonal and District levels
	Are there any positive or negative impacts that are not planned at the time of planning but have been produced by the project?	Existence of positive or negative impacts that are not planned at the time of planning but have been produced by the project	Examples of positive and negative impacts	- Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels

Sustainability

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Policy and institutional aspect	Will the political support by the Ethiopian government be carried on?	- Whether the Government of Oromia Region will support the sustainable natural resource management through FFS.	Opinions of relevant persons	- Interviews with natural resource staff at OBA, Zonal and District levels
	Will the project effects be disseminated to other areas?	- Whether there is any plan for disseminating the sustainable natural resource management through FFS in other zones/districts of Oromia	Disseminating plan of the natural resource management through FFS in other zones/districts of Oromia Region	- Interviews with natural resource staff at OBA, Zonal and District levels

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
		<p>Region (however, except the target zones/districts of the pre-scale-up activities, i.e., Tulo and Doba districts in West Harerge zone and Arsi Negele and Gedeb Asasa districts in West Arsi zone)</p> <ul style="list-style-type: none"> - Prevailing conditions of FFS activities in adjacent zones (i.e., Arsi, East Harerge and South-west Sho'a) of the pre-scale-up activities, which have been carried out with the budget of OBANR 		
Organizational aspect	Will the organizational support by the implementing agencies be carried on?	<ul style="list-style-type: none"> - Whether an organizational system has been built in at OBA and zonal/district offices in order to continue support on sustainable natural resource management through FFS introduced and developed by the project in the future. - More specifically, what kinds of arrangements have been made in order to institutionalize FFS, over the long run, in the government extension system, which utilizes Farmer Training Centers (FTC). 	<p>Opinions of relevant persons on such aspects as:</p> <ul style="list-style-type: none"> - Evaluation method of FFS activities and evaluation results under the evaluation of the current extension system of the government. - Future possibilities of assigning officers in charge of FFS at OBANR (like inter-zonal program coordinators) - Capacity development of personnel at zonal and district levels for master trainers - Institutional arrangements to transfer knowledge and experiences to those who succeed the positions when personnel transfer takes place 	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
Financial aspect	Will the implementing agencies allocate the budget for sustaining the project	Whether OBA and zonal/district offices will secure the budget in order to continue support on sustainable natural	Budget plan for sustainable natural resource management through FFS at OBA and zonal/district offices, the	<ul style="list-style-type: none"> - Interview with experts - Interviews with

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
	effects?	resource management through FFS introduced and developed by the project in the future.	extent of collaborations with the Agriculture Growth Program (AGP)	natural resource staff at OBA, Zonal and District levels
Technical aspect	Do project stakeholders have enough skills for sustaining the project effects?	Whether OBA and zonal/district offices have sufficient skills in order to continue support on sustainable natural resource management through FFS introduced and developed by the project in the future.	Opinions of relevant persons on such aspects as: <ul style="list-style-type: none"> - Length of a FFS cycle, institutional aspects at communal lands (interpretation of user-rights and conditions of the cooperatives) - Existence of a new implementation scheme of FFS (such as implementation of FFS by DA supervisors) 	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels

(2) 達成度グリッド

Annex 5: Achievement Grid

Terminal Evaluation on the Project for Sustainable Natural Resource Management Through FFS in the Rift Valley Area of Oromia Region
The Achievement Grid describes the situation as of the terminal evaluation in August 2017.

1. Achievement Grid of Outputs

Planned		Actual		Issues/Countermeasures/ Assistance/Remarks																								
No.	Indicators	Achievements																										
Output 1: By introducing FFS on farmland, FFS graduates' productivity is improved through agroforestry practices learnt in the course of FFS																												
Summary of Achievement of Output 1: Based on the above results of Output 1, some of indicators (indicators 1-1 and 1-2) were yet to be achieved while others such as indicator 1-5 exceeded the target. The prospect of Output 1 being fully achieved remains to be seen at the time of the terminal evaluation in August 2017. It is noted that improvement could be seen in FFS graduates' productivity.																												
1.1	100 (in Liben-Chukala, Bora and Adama) FFS groups are trained.	<p>As of July, 2017, the total number of FFS groups, which have been trained under the 1st to 4th round of FFS in Liben-Chukala, Bora and Adama, is 91. Out of 91, 71 FFS groups have graduated. The details on the number of FFS groups in each round are described in the following table:</p> <p style="text-align: center;"><u>Number of FFS groups that started and graduated as of July 2017</u></p> <p style="text-align: right;">Unit: No. of Groups</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Round (period)</th> <th>No. of FFS groups (started) (A)</th> <th>No. of FFS groups (graduated) (B)</th> <th>Ratio (B)/(A) x 100 (%)</th> </tr> </thead> <tbody> <tr> <td>1st round (Jun 2013-Dec 2014)</td> <td>14</td> <td>11</td> <td>78.6%</td> </tr> <tr> <td>2nd round (May 2014-Dec 2015)</td> <td>35</td> <td>29</td> <td>82.9%</td> </tr> <tr> <td>3rd round (Dec 2014-Jan 2016)</td> <td>19</td> <td>11</td> <td>57.9%</td> </tr> <tr> <td>4th round (Dec 2015-Dec 2016)</td> <td>23</td> <td>20</td> <td>87.0%</td> </tr> <tr> <td>Total</td> <td>91</td> <td>71</td> <td>78.0%</td> </tr> </tbody> </table> <p>Source: Project office</p> <p>- Additional 8 FFS groups are undertaking FFS activities in August 2017 in Liben Chukala. FFS groups are facilitated by farmer facilitators. If these FFS groups are included, the number of FFS groups trained is 99 in total. If these groups successfully graduate, the total number of FFS groups graduated will be 79.</p>		Round (period)	No. of FFS groups (started) (A)	No. of FFS groups (graduated) (B)	Ratio (B)/(A) x 100 (%)	1st round (Jun 2013-Dec 2014)	14	11	78.6%	2nd round (May 2014-Dec 2015)	35	29	82.9%	3rd round (Dec 2014-Jan 2016)	19	11	57.9%	4th round (Dec 2015-Dec 2016)	23	20	87.0%	Total	91	71	78.0%	<p>The indicator is yet to be achieved as of August 2017.</p> <p>If additional 8 FFS groups are included, a total of 99 FFS groups will be trained by the end of the Project.</p>
Round (period)	No. of FFS groups (started) (A)	No. of FFS groups (graduated) (B)	Ratio (B)/(A) x 100 (%)																									
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Planned		Actual					Issues/Countermeasures/ Assistance/Remarks																																						
No.	Indicators	Achievements																																											
1.2	More than 70% of FFS participants are graduated.	<p>As of Jun. 2017, the graduation ratio of FFS participants is calculated at 54.1% on average from the 1st to the 4th round in Liben-Chukala, Bora and Adama. The ratio exhibits an increasing trend over the four rounds of FFS from 40.9% in the 1st round to 75.6% in the 4th round.</p> <p style="text-align: center;"><u>Number of FFS participants that got registered and graduated as of July 2017</u></p> <p style="text-align: right;">Unit: No. of Persons</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">Round (period)</th> <th rowspan="2">Registered (A)</th> <th rowspan="2">Graduates (B)</th> <th colspan="2">out of which:</th> <th rowspan="2">Ratio (B)/(A) x 100 (%)</th> </tr> <tr> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>1st round (Jun 2013-Dec 2014)</td> <td>352</td> <td>144</td> <td>67</td> <td>77</td> <td>40.9%</td> </tr> <tr> <td>2nd round (May 2014-Dec 2015)</td> <td>928</td> <td>457</td> <td>239</td> <td>218</td> <td>49.2%</td> </tr> <tr> <td>3rd round (Dec 2014-Jan 2016)</td> <td>352</td> <td>182</td> <td>95</td> <td>87</td> <td>51.7%</td> </tr> <tr> <td>4th round (Dec 2015-Dec 2016)</td> <td>467</td> <td>353</td> <td>176</td> <td>177</td> <td>75.6%</td> </tr> <tr> <td>Total</td> <td>2,099</td> <td>1,136</td> <td>577</td> <td>559</td> <td>54.1%</td> </tr> </tbody> </table> <p>Source: Project office</p>					Round (period)	Registered (A)	Graduates (B)	out of which:		Ratio (B)/(A) x 100 (%)	Male	Female	1st round (Jun 2013-Dec 2014)	352	144	67	77	40.9%	2nd round (May 2014-Dec 2015)	928	457	239	218	49.2%	3rd round (Dec 2014-Jan 2016)	352	182	95	87	51.7%	4th round (Dec 2015-Dec 2016)	467	353	176	177	75.6%	Total	2,099	1,136	577	559	54.1%	<p>The indicator is yet to be achieved as of August 2017.</p> <p>It is understood that the graduation rate has increased as the experiences have been gained over the four rounds of FFS.</p>
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1.3	More than 75% of FFS graduates practice techniques learnt through FFS.	<ul style="list-style-type: none"> - Based on the results of the additional end-line survey in January 2017, an average of the adaptation rates of various enterprises is calculated at 70.7%. Enterprises introduced are: vegetable farming, cereal-based agroforestry, forage and fodder production, fruit production, seedling nursery and woodlot. [The data was collected using a structured questionnaire survey for 92 project participants such as host farmers (11), FFS members (42), FFS officials (26) and FFS facilitators (13) in various village in Liben Chukala.] - According to additional endline survey, area expansion compared before the project, woodlot shows 1.5 times, tree seedling 2.7 times, vegetable 5.4 times, fodder 5.3 times and fruit 30 times increased. - According to endline survey (2016) and additional endline survey (2017), the followings were reported; 					<ul style="list-style-type: none"> - Most of the data show that FFS graduates practiced learnt through FFS. 																																						

Planned		Actual				Issues/Countermeasures/ Assistance/Remarks																																										
No.	Indicators	Achievements																																														
		Year of survey	2016		2017																																											
		Target group of survey	1st round in LC & Bora	2nd round in LC & Bora	1st & 2nd round in LC																																											
		Row planting	67.8%	85.8%	84.2%																																											
		Manure	74.5%	67.8%	87.6%																																											
		Compost	31.2%	67.8%	84.2%																																											
		Tree nursery	55.7%	67.8%	81.2%(polytube) 79.3% (seed preparation fruits)																																											
1.4	Household income of FFS graduates increase in more than 20%.	2.6	According to endline survey, the average total revenue in 2016 decreased by 30 to 45 percent from the total revenue of the baseline survey. The decline of total revenue in 2016 stems largely from the loss of agricultural revenue due to the El Nino effect.			It is difficult to see conclusive results but some improvement has been observed.																																										
		2.7	At endline survey, the respondents who participated to the FFS in 2013 increased the annual income from vegetable production by approximately 3,000 to 5,000 birr compared with other respondents.																																													
		2.8	According to the additional end-line survey in Jan. 2017, most of FFS graduates indicated that their income was improved due to such enterprises like vegetable.																																													
1.5	Each FFS on going/graduated group produce more than 500 seedlings and plant more than 400 trees on farmlands in group and individually.	<p>In a period from 2013 to 2017, an average of 661 tree seedlings per FFS group (Total 52,244 / 79 FFS) of dozen varieties have been planted in their farmlands and homesteads in each FFS. The following table shows the number of seedlings planted over the period from 2013 to 2017. Variability in the number of seedling planted has been observed from group to group.</p> <p style="text-align: center;"><u>Number of Seedlings Planted as of July 2017</u></p> <p style="text-align: right;">Unit: No. of Seedling Planted</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Year (Season)</th> <th>2013</th> <th>2014</th> <th>2015</th> <th>2016</th> <th>2017</th> <th>Total (2013-2017)</th> </tr> </thead> <tbody> <tr> <td>Total no. of seedling planted</td> <td>3,706</td> <td>14,211</td> <td>3,167</td> <td>25,450</td> <td>5,710</td> <td>52,244</td> </tr> <tr> <td>No. of FFS groups involved</td> <td>13</td> <td>29</td> <td>11</td> <td>18</td> <td>8</td> <td>79</td> </tr> <tr> <td>Average per FFS group</td> <td>285</td> <td>490</td> <td>288</td> <td>1,413</td> <td>714</td> <td>661</td> </tr> <tr> <td>Max no. of seedlings per FFS</td> <td>870</td> <td>3,408</td> <td>516</td> <td>3,904</td> <td>1,010</td> <td>3,904</td> </tr> <tr> <td>Min no. of seedlings per FFS</td> <td>11</td> <td>100</td> <td>27</td> <td>270</td> <td>200</td> <td>11</td> </tr> </tbody> </table> <p>Source: Project office Note: FFS groups include FFS cooperatives for communal lands</p>				Year (Season)	2013	2014	2015	2016	2017	Total (2013-2017)	Total no. of seedling planted	3,706	14,211	3,167	25,450	5,710	52,244	No. of FFS groups involved	13	29	11	18	8	79	Average per FFS group	285	490	288	1,413	714	661	Max no. of seedlings per FFS	870	3,408	516	3,904	1,010	3,904	Min no. of seedlings per FFS	11	100	27	270	200	11	The indicator has been fully achieved.
Year (Season)	2013	2014	2015	2016	2017	Total (2013-2017)																																										
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Planned		Actual	Issues/Countermeasures/ Assistance/Remarks																																					
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		The reasons for a significant increase in the number of seedlings planted in 2016 are a site selection in consideration of water access, improvement of watering technology, fencing and quality seeds.																																						
Output 2: By introducing FFS and other demonstration practices on communal land, natural resources of the target communal lands in the target districts are improved through soil conservation practices learnt in the course of FFS.																																								
Summary of Achievement of Output 2: Based on the above results, achievement level of Output 2 was limited although Indicators 2-1, 2-2 and 2-5 have been fully achieved. The reason why FFS could not produce the expected results seemed due to the nature of collective ownership of communal lands, harsh environment like droughts affected by El Nino, and unfavorable land conditions for tree plantations where the survival rate of seedlings was low.																																								
2.1	5 FFS groups from natural resource management cooperatives or natural resource management related associations are trained	As of Jul. 2017, 5 FFS groups for the forest coop (2 in L/C and 3 in Bora) were trained and 3 FFS groups (2 in L/C and 1 in Bora) out of 5 groups graduated.	The indicator has been achieved.																																					
2.2	More than 70% of FFS participants are graduated.	As of July 2017, 72.3% of participants from 3 FFS groups graduated as shown in the table below. <u>Number of FFS participants that got registered and graduated as of July 2017</u> Unit: No. of Persons <table border="1"> <thead> <tr> <th rowspan="2">District</th> <th rowspan="2">Sub-village</th> <th rowspan="2">Registration (A)</th> <th rowspan="2">Graduates (B)</th> <th colspan="2">out of which:</th> <th rowspan="2">Ratio (B)/(A) x 100 (%)</th> </tr> <tr> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>LC</td> <td>Tulu chukala(FC)</td> <td>32</td> <td>22</td> <td>21</td> <td>1</td> <td>68.8%</td> </tr> <tr> <td>LC</td> <td>Ameti (FC)</td> <td>37</td> <td>37</td> <td>27</td> <td>10</td> <td>100.0%</td> </tr> <tr> <td>Bora</td> <td>Dalota (WC)</td> <td>32</td> <td>14</td> <td>0</td> <td>14</td> <td>43.8%</td> </tr> <tr> <td colspan="2">Total</td> <td>101</td> <td>73</td> <td>48</td> <td>25</td> <td>72.3%</td> </tr> </tbody> </table> <p>Source: Project office Note: FC stands for Forestry Cooperative while WC for Women's Cooperative.</p>	District	Sub-village	Registration (A)	Graduates (B)	out of which:		Ratio (B)/(A) x 100 (%)	Male	Female	LC	Tulu chukala(FC)	32	22	21	1	68.8%	LC	Ameti (FC)	37	37	27	10	100.0%	Bora	Dalota (WC)	32	14	0	14	43.8%	Total		101	73	48	25	72.3%	The indicator has been fully achieved.
District	Sub-village	Registration (A)					Graduates (B)	out of which:		Ratio (B)/(A) x 100 (%)																														
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2.3	More than 75% of FFS graduates practice techniques learnt through FFS.	<ul style="list-style-type: none"> - Most of cooperative FFS graduated members practice techniques learnt through the FFS in their farmland, but application of techniques in communal lands are stagnated. - According to the endline survey conducted in May 2016, technology adaptation on tree nursery for graduated members is 54.5% (sampling:14 person). 	- The application of the techniques in the communal lands seems to be low.																																					

Planned		Actual	Issues/Countermeasures/ Assistance/Remarks
No.	Indicators	Achievements	
2.4	Each group/cooperative produces 1,500 seedlings and plants more than 1,000 trees in the target communal lands.	The number of seedlings produced by the 3 forestry cooperatives when FFS was run was 602 seedlings in total. The number of seedlings planted is 90% of them, which is calculated at 542 (90% is an average percentage used to estimate the number of seedlings planted.). The number of seedlings produced in L/C is 500 out of 602. About 300 seedlings out of 500 were planted in the communal lands but they did not survive due to shortage of water and insufficient preparation of pits.	- Seedling plantation in communal lands seems to be limited.
2.5	More than 3 types of mitigative practices learnt through FFS are demonstrated and more than 1.5 ha/year of degraded communal land are treated.	- Three types of mitigative practices were carried out through part of the FFS activities; 1) seedling production, 2) improved tree planting techniques, and 3) construction of micro water catchments. - The areas being protected by one cooperative is 16 ha and the other one is 10 ha in Liben Chukala. - In addition, mitigative practices such as gabion construction and soil bund construction were carried out not only by the forest cooperatives but also by the communities in general.	- The indicator has been fully achieved.
Output 3: Output 1 and Output 2 are reflected to the specific plan/guideline on natural resource management of the target districts.			
Summary of Achievement of Output 3: Liben Chukala, Bora and Adama district offices incorporated FFS activities in their district plan. It was found that Output 3 was achieved in these three (3) districts.			
3.1	Specific plan/guideline on natural resource management of the target districts is revised by incorporating the results of Output 1 and Output 2.	Liben Chukala District - The district office prepared “Plan to scaling up FFS in district” in 2016 with the budget of 313,500 ETB for implementation of 10 FFS although this plan was not implemented due to shortage of the budgets. - The district office planned 10 nursery sites related to FFS activities in their 2 nd GTP plan for natural resource management in 2015. The district also prepared the nursery document (i.e., production plan) for individual and for the schools in 2017, in which the planned and actual numbers of seedlings at eight (8) tree nursery sites by graduates of FFS groups have been shown. - Bora District - The district office prepared “Planning on scaling-up of FFS to district” in 2016 with the budget of 87,725.5 ETB for 5 FFS although this plan was not implemented due to shortage of the budgets. - Achievement of 250,000 seedlings for forest seedlings, 220,000 seedlings for soil and water	The indicator has been fully achieved.

Planned		Actual	Issues/Countermeasures/ Assistance/Remarks
No.	Indicators	Achievements	
		<p>conservation by graduates of FFS in 2016/17. 120,000 seedlings for private households by graduates of FFS in 2016/17.</p> <p>- It is planned in 2017/18 that around 240,000 forest seedlings will be planned and 300,000 seedlings for soil and water conservation and also 600,000 seeds of fodder grasses will be broadcast, and 60,000 fruit seedlings will be planted by graduates of FFS.</p> <p>Adama District</p> <p>- The district office prepared "Plan to scale up FFS in the district" in 2016 with the budget of 89,659.9 ETB for 3 FFS although this plan was not implemented due to shortage of the budgets.</p>	
<p>Output 4: The Project's outcomes and lessons learnt are shared with the Oromia Regional Government, other zones/ districts and related programmes through workshop(s) and/ or seminar(s).</p>			
<p>Summary of Achievement of Output 4: Based on the above results, it was found that Output 4 was achieved.</p>			
4.1	More than 3 types of promotion media and more than 3 project report(s) are distributed.	<p>As of July 2017, a Project brochure has been developed. Web-site has been updating in every 3 months. T-shirts and caps are provided for the FFS graduates at graduation ceremonies. FFS activity calendar, FFS stickers, FFS songs, conference bags for FFS platform workshop were produced for PR. More than 3 Project reports have been prepared or are being prepared. They are shown as follows:</p> <ul style="list-style-type: none"> • Implementation Guide for Farmer Field Schools • Nursery Enterprise Guide For small scale tree nursery establishment and planning of comparative experiments in Farmer Field Schools (FFS) • Study Guide for Farmer Field Schools for Agroforestry and Natural Resource Development • Farmer Field School Based Extension System Plan for scaling up 	The indicator has been fully achieved.
4.2	4. Cross visits with other related programmes are conducted at least 3 times.	<p>Cross visits with other related programs are conducted more than 3 times</p> <ul style="list-style-type: none"> - Cross visit with "The Pastoral Field School Project" by FAO was conducted in December 2014. - Cross visit with "Quality Seed Promotion Project (QSPP) for Smallholder Farmers" by JICA was conducted in November 2013. - As part of the training, a third country training dealing with FFS implementation by Kenya Forest Authority was conducted in Kenya. - In May 2014, Experience sharing with Kenya Forest Authority was conducted and the C/P and the project received the suggestions, comments and technical advice to improve the quality of FFS. 	The indicator has been fully achieved.

Planned		Actual	Issues/Countermeasures/ Assistance/Remarks																				
No.	Indicators	Achievements																					
		<ul style="list-style-type: none"> - Experience sharing with JICA Research Institute from Japan was conducted and the C/P and the project received the suggestions, comments and technical advice to improve the quality of FFS. - In May 2016, field visit of the project site of Belete-Gera participatory forest management project was conducted with the experts and facilitators of east Shewa zone for visiting the graduated members. - In June 2017, The Head and high officials of OBANR and Federal government visited Rwanda to see the institutionalized FFS programme by Rwanda Agriculture Board and Ministry of Agriculture and Livestock. 																					
4.3	Joint workshop(s) with other programmes, etc. are conducted at least 3 times.	<p>Joint workshops with other programs, etc. are conducted more than 3 times</p> <ul style="list-style-type: none"> - FFS seminar was conducted in collaboration with FAO and QSPP experts in Jan 2014. - In 2013, Climate Change Seminar was conducted for the officials and the experts of ten districts of east Shewa zone. - In Jan. 2015, Forest Cooperative Experience Sharing Workshop was conduct together with Lume District. - Two-day technical workshop with EEFRI was conducted in Feb. 2016. - Field School Platform Workshop was conducted in collaboration with FAO in Jun. 2017. 	The indicator has been fully achieved.																				
<p>Output 5: Based on the result of Output 1 and Output 2 in the three target districts in East Shewa Zone, pre-scale up of natural resource management through FFS are implemented outside of East Shewa Zone of Oromia Region.</p>																							
<p>Summary of Achievement of Output 5: Based on the above results, it was found that Output 5 was achieved.</p>																							
5.1	Additional 4 districts outside of East Shewa Zone introduce natural resource management through FFS approach during pre-scale up stage.	<ul style="list-style-type: none"> - The pre-scale up plan has been developed and the four districts from two zones were selected as a pre-scale up zone. They are Arsi Negele and Gedeb Asasa in West Arsi and Tulo and Doba in West Hararge. <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">pre-scale up zone</th> <th style="text-align: center;">FFS</th> <th style="text-align: center;">Total</th> <th style="text-align: center;">Male</th> <th style="text-align: center;">Female</th> </tr> </thead> <tbody> <tr> <td>West Harerge</td> <td style="text-align: center;">6</td> <td style="text-align: center;">182</td> <td style="text-align: center;">89</td> <td style="text-align: center;">93</td> </tr> <tr> <td>West Arsi</td> <td style="text-align: center;">5</td> <td style="text-align: center;">121</td> <td style="text-align: center;">58</td> <td style="text-align: center;">63</td> </tr> <tr> <td>Total</td> <td style="text-align: center;">11</td> <td style="text-align: center;">303</td> <td style="text-align: center;">147</td> <td style="text-align: center;">156</td> </tr> </tbody> </table> <p>Note: Due to worsening security conditions, one of the FFS in Gedeb Asasa District of West Arsi Zone suspended their activities. The number in the table above does not include the one that suspended the activities.</p> <ul style="list-style-type: none"> - The first half of facilitator training was conducted in May 2016 and the second one was held in April 2017. 	pre-scale up zone	FFS	Total	Male	Female	West Harerge	6	182	89	93	West Arsi	5	121	58	63	Total	11	303	147	156	The indicator has been fully achieved.
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Planned		Actual	Issues/Countermeasures/ Assistance/Remarks																				
No.	Indicators	Achievements																					
		<ul style="list-style-type: none"> - As of Jul 2017, 11 FFS (including 4 FFS in FTC) were engaged in promotion of agroforestry in the targeted districts of the pre-scale up zone. 303 FFS members are participated. - Implementation structure of each level is highly functional. Monthly and weekly meeting is continually conducted. - Awareness and attention given to the FFS from leader, experts, coordinators and facilitators are strong. - As of Jul. 2017, 5 additional FFS (2 in West Arsi and 3 in West Hararge including FFS in 2 FTC) are implementing activities through facilitation of DA supervisors in pre-scale up zones. <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">pre-scale up zone</th> <th>FFS</th> <th>Total</th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>West Hararge</td> <td style="text-align: center;">3</td> <td style="text-align: center;">96</td> <td style="text-align: center;">48</td> <td style="text-align: center;">48</td> </tr> <tr> <td>West Arsi</td> <td style="text-align: center;">2</td> <td style="text-align: center;">56</td> <td style="text-align: center;">28</td> <td style="text-align: center;">28</td> </tr> <tr> <td>Total</td> <td style="text-align: center;">5</td> <td style="text-align: center;">152</td> <td style="text-align: center;">76</td> <td style="text-align: center;">76</td> </tr> </tbody> </table>	pre-scale up zone	FFS	Total	Male	Female	West Hararge	3	96	48	48	West Arsi	2	56	28	28	Total	5	152	76	76	
pre-scale up zone	FFS	Total	Male	Female																			
West Hararge	3	96	48	48																			
West Arsi	2	56	28	28																			
Total	5	152	76	76																			
5.2	Lesson learned through the pre-scale up is compiled as recommendations for scale up of natural resource management through FFS approach.	<ul style="list-style-type: none"> - OBANR regional level technical team prepared “Farmer Field School Based Extension System Plan for scaling up” in January 2017 and shared the plan with the bureau head. It covers lessons learnt, a proposal on how to align FFS with current government extension system, scale up implementation plan and its budgets. - M&E data collection and feedback system using existing government structure has been discussed in May 2017. 	- The indicator has been fully achieved.																				

2. Achievement Grid of the Overall Goal and Project Purpose

Planned		Actual	Issues Countermeasures/ Assistance/Remarks
No.	Indicators	Achievements	
Overall goal: A policy towards sustainable natural resource management in semi-arid area of Oromia Region is strengthened.			
Summary of Achievement of Overall Goal: The future achievement of the Overall Goal will be assessed by examining whether or not the regional government has incorporated the FFS activities in its Annual Plan 2018/19 after the Project completion.			
1	Experiences and lessons learnt of the Project are incorporated into the specific plan/guideline towards sustainable natural resource management by the Oromia Bureau of Agriculture (OBA).	<ul style="list-style-type: none"> - Project director (Deputy Head of OBANR) indicated, "If effectiveness of the Project outcome is recognized, the regional government may adopt the FFS approach as one of their own extension approaches. Extension approach of the natural resource management through the FFS might have possibility." - At the briefing in January 2016, the Project and district officials presented the Project achievement and the deputy head of OBANR suggested that FFS should expand to other districts in order to implement on current governmental system. 	The future achievement of the Overall Goal will be assessed by examining whether or not the regional government has incorporated the FFS activities in its Annual Plan 2018/19 after the Project completion.
Project purpose: Capacity of the relevant stakeholders of Liben Chukala, Bora and Adama district of East Shewa Zone in the semi-arid area of Oromia Region to promote sustainable natural resource management including agroforestry and soil conservation measures through FFS is strengthened, and their experiences are shared with other areas of Oromia Region.			
Summary of Achievement of Project Purpose: Based on the above results, it is expected that the Project Purpose will be largely achieved by the end of the Project period. Status of the budgetary appropriation for implementation of FFS needs to be followed up.			
1	6 FFS master trainer candidates, and 10 back-stoppers, 50 farmer facilitators and 100 farmer facilitators are qualified.	<ul style="list-style-type: none"> - As of June 2017, 9 master trainers, 16 back-stoppers including 5 farmer back-stoppers, 61 facilitators, and 70 farmer facilitators have been trained and qualified. By the end of the Project period, the number of farmer facilitators is expected to remain unchanged. - Another 10 master trainers will be trained by the Project termination. 	The indicator has not been fully achieved as of August 2017. The number of farmer facilitators being trained in adjacent sites to the Project areas have not been included in 70 farmer facilitators because the adjacent sites are outside the Project area.
2	Implementation plan on natural resource management of the target districts is revised along with the relevant guideline of the target districts.	<ul style="list-style-type: none"> - In 2016, the FFS activities had been incorporated into District Annual Plans, which was consequently submitted to the district agriculture offices. These plans and the required budgets were approved at the three district offices but were not implemented due to the budgetary shortages. - The FFS plan and supplementary budgets will be prepared and incorporated into the District Annual Plan in 2017/18. 	The indicator has not been fully achieved of August 2017. Status of the budgetary appropriation for implementation of FFS needs to be followed up. It is important for OBANR to conduct

Planned		Actual	Issues Countermeasures/ Assistance/Remarks
No.	Indicators	Achievements	
			frequent induction seminars to newly assigned zonal and district officials for planning and implementation of the continuous FFS activities.
3	Scale up plan of natural resource management through FFS approach in Oromia Region is elaborated and implemented by OBA (OBANR: the Oromia Bureau of Agriculture and Natural Resources) based on experience through the project implementation and pre-scale up.	<p>1) OBANR Regional Level Technical TEAM elaborated on “Farmer Field School Based Extension System Plan for scaling up” in January 2017. OBANR budgeted 200,000 ETB and disbursed the amount for FFS implementation costs since April 2017 to facilitate 18 FFS in six (6) districts in three (3) zones adjacent to the Project site.</p> <p>2) Budget proposal for 2017/18 has been prepared and the amount of 120,000 EBT has been secured to support implementation of 18 FFS in the adjacent zones.</p>	The indicator has been fully achieved. Status of the budgetary appropriation for implementation of FFS needs to be followed up.

3. Evaluation Grid on Achievements

Evaluation Questions		Criteria for Judgment	Study results	Data Source / Data Collection Methods
Items	Sub-Survey Items			
Inputs	Inputs from Ethiopian side	Planned inputs Counterparts Facilities, machinery and equipment Other direct activity cost	<p>- A total of 20 personnel has been assigned at regional, zonal and district levels as of August 2017, with two counterpart positions being vacant. They are shown as follows:</p> <ul style="list-style-type: none"> ✓ Project Director: one (1) person ✓ Project Manager/Regional Coordinator: one (1) person ✓ Regional Coordinator: one (1) person ✓ Zonal Coordinator: one (1) person (Vacant) ✓ Zonal Vice Coordinator: one (1) person 	Project reports & references review

Evaluation Questions		Criteria for Judgment	Study results	Data Source / Data Collection Methods
Items	Sub-Survey Items			
			<ul style="list-style-type: none"> ✓ District Coordinator: three (3) persons at originally targeted three (3) districts ✓ Zonal Coordinators at pre-scale up zones: four (4) persons ✓ District Coordinators at pre-scale up districts: eight (8) persons (one district coordinator position is vacant.) - Necessary facilities for the project (office space at OBANR, meeting rooms, venues for trainings in some cases) have been provided by OBANR 	
	Inputs from Japanese side	Planned inputs Japanese experts (Long-and short-term) Machinery and equipment Other direct activity cost Trainings in Japan and/or other countries	<ul style="list-style-type: none"> - Six (6) short-term experts were dispatched in the first phase from June 2013 - January 2015 and seven (7) short term experts were dispatched in the second phase from March 2015 to August 2017 (Annex 6: a list of Japanese experts). Their professional fields of the assignment are as follows: <ul style="list-style-type: none"> ✓ Team leader /Natural resource management ✓ Sub-leader /Agroforestry ✓ FFS (Extension method) ✓ FFS (Application techniques) ✓ Training management Note: More than one expert was dispatched for some of the fields of the assignment. - The total number of man-months(MM) is expected to be 85.80 MM by the end of the second phase (77.90 MM as of July 2017) - The total amount of equipment provided is estimated at 8,823 thousand JPY up to the end of the Project (7,638 thousand JPY up to 	Project reports & references review

Evaluation Questions		Criteria for Judgment	Study results	Data Source / Data Collection Methods
Items	Sub-Survey Items			
			<p>June 2017) (Annex 9: List of Equipment Provided and Facilities Constructed by Japanese Side)</p> <ul style="list-style-type: none"> - A total of 5 persons from OBANR and East Shewa Zonal Office participated in Training in Japan. (Annex 8: List of Ethiopian Counterparts Trained in Japan and Third Countries) - 19 counterparts and concerned personnel participated in Training in Kenya and Study Visits to Kenya and Rwanda. (Annex 8: List of Ethiopian Counterparts Trained in Japan and Third Countries) - The total amount of operational costs is estimated at 132,952 thousand JPY up to the end of the Project (excluding costs for vehicles (58,782 USD) and construction works (311,400 ETB) of an office and a meeting room at Agriculture and Natural Resource Office of Liben Chukala District of East Shewa Zone, which were borne directly by JICA.) 	
Important assumptions	Important assumptions towards overall goal	<ul style="list-style-type: none"> - OBA properly evaluates the project results and incorporates them into the relevant policy - There are no drastic changes in the relevant policies of Oromia Region - OBA continuously hold strong commitments to promote natural resource management through FFS 	<p>These important assumptions are likely to be fulfilled. The following points need to be followed up:</p> <ol style="list-style-type: none"> (1) Status of implementing “Farmer Field School Based Extension System for scaling up” prepared by OBANR Regional Level Technical TEAM in January 2017 (2) Incorporation of FFS activities in the annual plan of the region 	<ul style="list-style-type: none"> - Project reports & references review - Interview with experts and CPs
	Important		- Not so many expert(s) of Natural	- There have been frequent changes of

Evaluation Questions		Criteria for Judgment	Study results	Data Source / Data Collection Methods
Items	Sub-Survey Items			
	assumptions towards project purpose	Resource Development Department and Extension Department, DA Supervisors, and DAs, who are trained in the Project, change their positions nor leave their jobs.	<p>personnel observed at various levels. The Project took measures at the time of selecting facilitators for FFS so that facilitators would leave for other offices during facilitation periods would not be selected as facilitators.</p> <ul style="list-style-type: none"> - The Project made efforts to draw commitments from DA. 	<p>references review</p> <ul style="list-style-type: none"> - Interview with experts and CPs

4. Evaluation Grid on Implementation Process

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Implementation of activities	Have the project activities been implemented as planned?	<ul style="list-style-type: none"> - Comparison of the planned activities indicated in PDM with the actual activities implemented - Existence of added or suspended activities and their reasons 	<ul style="list-style-type: none"> - Activities relating to Output 2 tend to be delayed as the Project faced difficulties in carrying out FFS activities in communal lands. - Output 5 and correspond activities were added in order to pre-scale up FFS activities under the Project. 	<ul style="list-style-type: none"> - Project reports & references review - Interview with experts and CPs
Project management system	Is there no problem in the project management system?	<ul style="list-style-type: none"> - Whether the project implementation system is appropriate for managing the project effectively and efficiently. - Whether the project is managed properly. 	<ul style="list-style-type: none"> - Inappropriateness has not been observed in terms of the project management. - The Project assigned CPs at the regional, zonal and district levels and organize periodical meetings. 	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Is the monitoring system for the project managed appropriately?	<ul style="list-style-type: none"> - Whether JCC meetings are regularly held and the project progress is shared among the committee members. - Whether the project is monitored properly. 	<ul style="list-style-type: none"> - JCC meetings were regularly held and the progress and issues were discussed and shared among the participants (JCC meetings were described in Annex 11 for Organization of Implementation). - JICA Headquarters dispatched Japanese Consultation Missions from time to time to 	<ul style="list-style-type: none"> - Project reports & references review - Interview with experts - Interviews with natural resource staff at OBA, Zonal and

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
			<p>provide advices to the Project.</p> <ul style="list-style-type: none"> - Revision of PDM was discussed at JCC based on the progress of the Project. 	District levels
	Is there no problem in the communication between experts and C/P?	Whether regular and enough communication between JICA experts and C/P is taken.	<ul style="list-style-type: none"> - It was so planned that at least one Japanese expert would be assigned in Ethiopia throughout the project period. - Smooth communications have been maintained between JICA experts and C/P through regular meetings, e-mails, etc. even during the time when the experts were away from Ethiopia. 	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
Degree of participation of C/P	Has the degree of participation/ownership of C/P in the project been high?	<ul style="list-style-type: none"> - Whether C/P fully understand the objectives, progress and issues to be improved of the project. - Whether C/P takes the initiative in getting engaged in the project activities. 	<ul style="list-style-type: none"> - Highly committed CPs have been assigned to the Project. They had comprehensive and deep understandings on the FFS approach and made their efforts to promote implementation of the Project. 	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Are appropriate post/personnel allocated as C/P?	Whether appropriate organization, department and personnel are allocated as C/P.	<ul style="list-style-type: none"> - CPs are from Agriculture and Natural Resources offices at regional, zonal and district levels. 	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Has the degree of participation/ownership of the target group in the project been high?	CPs' participation in the project activities.	<ul style="list-style-type: none"> - Good (Annex 7: List of Ethiopian CPs as of August 2017) 	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
Problems in the process of implementation	Are there any factors that have inhibited the smooth implementation	<ul style="list-style-type: none"> - Existence of obstructive factors in the implementation of the project 	<p>The Project has experienced the following challenges during the implementation.</p> <ul style="list-style-type: none"> - A clear instruction to promote natural resource 	<ul style="list-style-type: none"> - Interview with experts - Interviews with

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
	of the project? If any, what is the cause?	<ul style="list-style-type: none"> - Whether any correspondence to the obstructive factors is taken or not. 	<p>management through FFS has not been issued to district offices by the regional government</p> <ul style="list-style-type: none"> - Frequent and sudden transfer or leave of DA facilitators (Due to a transfer or long absence of DA facilitators in the middle of FFS activities, some FFS groups had to suspend their operations. In other cases, the quality of FFS activities was suffered. This resulted in the less number of farmer facilitators being qualified.) - Frequent transfer of management personnel of FFS activities at all the levels of the governments (For example, a transfer of team leaders and/or experts at a district level largely affected the quality of FFS activities because these personnel are supposed to manage DAs and DA supervisors, who needed to attend monthly meetings to update current activities and plan activities in the following month. Because of this reason, frequent transfer of management personnel also led to the less number of farmer facilitators being qualified.) - Difficulties on benefit-sharing of products and rights of use in communal lands when the number of community members benefiting from communal lands exceeds the number of FFS group members that plan to utilize the communal lands concerned. - Limited access to water in nurseries during a dry season - Disasters such as floods and droughts - With regard to the frequent and sudden transfer or leave of DA facilitators, counter-measures 	natural resource staff at OBA, Zonal and District levels

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
			<p>were taken as described in “Important assumptions towards project purpose in 3. Evaluation Grid on Achievements” above.</p> <ul style="list-style-type: none"> - With regard to limited access to water in nurseries during a dry season, the extent of water access was used as one of the selection criteria of sub-villages for implementation of FFS. 	

5. Evaluation Grid on Five Evaluation Criteria

Relevance

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Necessity	Does the project meet local development needs?	Whether there have been no changes in local development needs on FFS in Oromia Region after the project started.	<p>The Project has met the needs of the target group in terms of:</p> <ul style="list-style-type: none"> - Provision of complementary extension tools for the existing extension system; - Promotion of participatory community-based natural conservation - Provision of equal opportunities of participation to both female and male - Provision of training opportunities to acquire new knowledge, technologies and skills for productivity increase in agriculture and forestry 	<ul style="list-style-type: none"> - Detailed Planning Survey Report review - Specific plan/guideline towards sustainable natural resource management by OBA - Interviews with CPs, farmers and experts
Priority	Is the project in line with the development policy of Ethiopia?	Whether there have been no changes in the natural resource management policy in Oromia Region after the project started.	<p>The Project is consistent with:</p> <ul style="list-style-type: none"> - Growth and Transformation Plan II (GTP II) (2015/16-2019/20), National Planning Commission, 2016 - Ethiopia’s agricultural sector policy and 	<ul style="list-style-type: none"> - Detailed Planning Survey Report review - Specific plan/guideline towards sustainable

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
			investment framework (PIF) 2010 – 2020, Ministry of Agriculture and Rural Development, Federal Democratic Republic of Ethiopia, 2010 - Agricultural Extension Strategy of Ethiopia (Draft), Ministry of Agriculture and Natural Resources, 2017	natural resource management by OBA
	Is the project in line with the Japan's ODA policy?	Whether there have been no changes in the Japan's ODA policy towards Ethiopia after the project started.	The Project is in line with Japanese ODA policies: - Country assistant policy to Ethiopia, April 2012 - Japanese Aid Policy to Ethiopia, Embassy of Japan in Ethiopia, October 2013 - Japan's ODA to Ethiopia: rolling plan in June 2013	- Detailed Planning Survey Report review - Japan's ODA policy review towards Ethiopia
Appropriateness of project means	Is the project appropriate as a strategy for producing an effect to the development issues in Ethiopia?	- Whether the project approach/design is appropriate as the means of achieving the project purpose and overall goal. - Existence of inconsistency and problem of PDM	- The Project design and approach have been found appropriate in terms of the following aspects: - Introduction of the FFS approach for effective natural resource management as it is characterized with a participatory, discovery-based and learning-by-doing education approach to develop capacity of farmers - Promotion of utilization of farmer facilitators who reside in localities for a long time and know means of communications with other farmers in the communities - Gradual and phased deployment of the Project activities by changing the level of development interventions, including the amount of inputs, in promoting the FFS	- Revised specific plan/guideline towards sustainable natural resource management - Interviews with natural resource staff at OBA, Zonal and District levels - Interview with experts

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
			<p>approach from the initial two (2) districts (Liben Chukala and Bora) in East Shewa zone to Adama district in the same zone, then to four districts outside East Shewa zone (West Arsi and West Hararge zones)</p> <ul style="list-style-type: none"> - Gradual approach to involve extension offices at the level of zonal and regional offices in the Project - Gradual approach to convince government high-ranking officials of effectiveness of the FFS approach with a strategic use of study tours and training opportunities in the third countries - Use of Farmer Training Canters (FTC), which is an institution of the existing extension system, for implementation of FFS activities in some cases - Collaboration with another JICA assisted technical cooperation project, which had started earlier and already introduced the FFS approach, for exchange visits and utilization of trainers, etc. - Collaboration with FAO for utilization of FAO FFS experts from the third counties, etc. - However, it is difficult to apply the FFS approach in communal lands for groups like forest cooperatives and/or watershed management cooperatives, which consist of a large number of members, due to issues over the collective ownership of communal lands. 	
	Can the project effects become widespread to	Whether the sustainable natural resource management through FFS	- The sustainable natural resource management through FFS can be applied to natural resource	- Interviews with natural resource staff

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
	other areas/groups?	developed by the project can be applied to natural resource management in other zones and districts in Oromia Region.	management in other zones and districts in Oromia Region if the high-ranking officials of OBANR and regional cabinet members are convinced of effectiveness of the FFS approach. - The sustainability of the Project in terms of policy and institutional, organizational, financial and technical aspects depends largely on the direction/instruction to be laid out by OBANR.	at OBA, Zonal and District levels - Interview with experts

Effectiveness

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Prospect for achieving project purpose	Is there any prospect for achieving project purpose by the end of the project?	Indicators of project purpose	Good progress has been observed in achieving the Outputs and the Project Purpose although achievement level of Output 2 was found limited due to the nature of collective ownership of communal lands, harsh environment like droughts due to El Nino, and unfavourable land conditions for tree plantations where the survival rate of seedlings was low.	Same as "Project Purpose" under "1. Achievement of the Project" of Annex 4: Evaluation Grid
Causal relationship	Are outputs enough to achieve project purpose?	- Whether project purpose will be achieved as a result of the achievement of outputs. - Existence of contributive factors to the achievement of project purpose other than outputs	- The project purpose is expected to be achieved as a result of the achievement of outputs.	- Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Are there any obstructive/preventive	- Existence of negative factors that inhibit the achievement of	- Although no major constraints are foreseen, there is a possibility that the FFS plan and	- Interview with experts

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
	factors against the achievement of project purpose?	<p>project purpose</p> <ul style="list-style-type: none"> - Whether any counter/mitigating measures in response to the obstructive/preventive factors are taken. 	<p>supplementary budgets will not be prepared and incorporated into the District Annual Plan in 2017/18 because of insufficient understandings on the FFS approach at the management level of the target district offices. It is important for OBANR to conduct frequent induction seminars to newly assigned zonal and district officials for planning and implementation of the continuous FFS activities with the adequate allocation of budgets.</p> <ul style="list-style-type: none"> - Status of the budgetary appropriation for implementation of FFS needs to be followed up. 	<ul style="list-style-type: none"> - Interviews with natural resource staff at OBA, Zonal and District levels
	Will the important assumptions towards project purpose not give influence on the project?	Existence of important assumptions that have given impact/influence on project purpose	As described in Important assumptions towards project purpose under 3. Evaluation Grid of Achievements”	Same as “Important assumptions towards project purpose” under “3. Evaluation Grid on Achievements” above

Efficiency

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Achievement of outputs	Is the achievement level of outputs favorable?	Indicators of outputs 1 to 5	Except for Output 2, the extent of achievements of Outputs is more or less good. The appropriateness of natural resource management through FFS in communal lands remains to be seen.	Same as “Outputs” under “1. Achievement Grid of Outputs” above
Causal relationship	Are inputs and activities appropriate in achieving outputs?	<ul style="list-style-type: none"> - Whether activities are necessary and sufficient conditions in just proportion for achieving outputs. - Whether inputs are necessary in just proportion for 	<ul style="list-style-type: none"> - Inappropriate inputs and activities have not been observed. 	Same as “Inputs” under “3. Evaluation Grid on Achievements” and “Implementation of activities” of “4. Evaluation Grid on

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
		implementing the project activities.		Implementation Process” above
	Are there any preventive/obstructive factors against the achievement of outputs?	Existence of negative factors that inhibit the achievement of outputs (such as a level of understandings of senior management at district offices on effectiveness of FFS and their support to the project, possibility of long-term absence from the offices and high turn-over rate of staff at the offices) - Whether any countermeasures/mitigating measures to the preventive/obstructive factors are taken.	- As described in “Problems in the process of implementation in 4. Evaluation Grid on Implementation Process” above.	- Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
Appropriateness of inputs from Ethiopian side	Are the head count, placement and skills of C/P appropriate?	Existence of problem in the number of C/P personnel, placement and skills of C/P	- No major inadequacy has been observed expect frequent transfer or leave of CPs. (Annex 6: A list of Ethiopian CPs)	Same as “Degree of participation of C/P” under “2. Implementation Process” above
	Are the facilities and equipment from Ethiopian side appropriate?	Existence of problem in the facilities and equipment provided by Ethiopian side	- Necessary facilities for the Project (office space at OBANR, meeting rooms, venues for trainings in some cases) have been provided by OBANR. Problems have not been observed. - The Project office was established at Bishoftu in order to maintain easier access to the initial Project sites (Liben Chukala and Bora Districts). Therefore, the expenses for the Project office was	- Project reports & references review - Interview with experts

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
			born by the JICA side. When the Project office was moved to Addis Ababa in 2016 due to worsening security conditions, the Project office was set up at the expenses of the JICA side due to urgent necessity. A work space (a desk) was secured for a national staff member of the Project at OBANR.	
	Is the local cost from Ethiopian side appropriate?	Existence of problem in the local cost from Ethiopian side	- Local costs were not provided by Ethiopian side during the Project period. (PDM 4 does not specify the local cost to be borne by Ethiopian side.)	Project reports & references review
Appropriateness of inputs from Japanese side	Are the number of experts dispatched, their fields of expertise, and timing and period of dispatch appropriate?	Existence of problem in the number of experts, field of expertise, and timing and period of assignment	- The number of Japanese experts, their fields, and timing of assignments and their terms are found generally appropriate to realize Outputs. It was so planned that at least one Japanese expert would be assigned in Ethiopia throughout the Project period. - An expert from Kenya was also mobilized.	- Interviews with natural resource staff at OBA, Zonal and District levels - Interview with experts
	Are the number of trainees, their fields, training contents, training period and timing of overseas training appropriate?	Existence of problem in the number of trainees, their fields, training contents, training period and timing of Training in Japan and other countries	- Training in Japan and the Third Countries, Study Visits to the Third Countries are found appropriate in terms of the contents, timing and selection of participants.	- Project reports & references review - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Are the type, quantity and timing of the installation of equipment appropriate?	Existence of problem in the type, quantity and timing of the installation of equipment	- Major inappropriateness has not been observed on kinds of equipment, their quantities and timing of supply in order to realize Outputs except: 1) the late completion of a building with an office and a meeting room at Liben Chukala	- Project reports & references review - Interview with experts - Interviews with

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
			District Office due to prolonged procurement procedures and 2) the late delivery of motorbikes due to complicated registration procedures. For backstopping purpose, off-road type bikes were introduced in consideration of rough road conditions.	natural resource staff at OBA, Zonal and District levels
	Are the project budget and local cost appropriate?	Existence of problem in the project budget and local cost	- Major inappropriateness has not been observed.	- Project reports & references review - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels

Impact

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Prospect for achieving overall goal	Is there any prospect for achieving overall goal after the project?	Indicators of overall goal	The Overall Goal is likely to be achieved if the high-ranking officials of OBANR and regional cabinet members are convinced of effectiveness of the FFS approach.	Same as "Overall Goal" under "1. Achievement of the Project" of Annex 4: Evaluation Grid
Causal relationship	Does overall goal not lose touch with project purpose? (existence of close causal relationship between the overall goal and the project purpose)	Whether the setting level of overall goal is appropriate.	The setting level of overall goal is appropriate.	- Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
	Are there any preventive/obstructive factors against the achievement of overall goal?	Existence of negative factors that inhibit the achievement of overall goal	There exist no negative factors, but the high-ranking officials of OBANR and regional cabinet members need to be convinced of effectiveness of the FFS approach.	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
	Will the important assumptions towards overall goal not give impact/influence on the project?	Existence of important assumptions that is likely to give impact/influence on overall goal	As described in “Important assumptions towards overall goal” under “3. Evaluation Grid on Achievements” above	Same as “Important assumptions towards overall goal” under “3. Evaluation Grid on Achievements” above
Other impacts	Are there any project impacts on policies and systems of Ethiopia?	Existence of project impacts on national policies and systems of Ethiopia	<ul style="list-style-type: none"> - Increased awareness of the FFS participants towards natural resource management as they started producing seedlings from tree seeds (this has been partly manifested by the facts that farmer facilitators formed a farmer facilitator cooperative to strengthen the concept of FFS approach and to supply seedlings and that one of the graduates have enrolled in the Agriculture Technical Vocational and Educational Training (ATVET) college to become DA.) - Increased communication and collaboration of male and female in farming activities, etc. - Diversification of sources of nutritious foods by introducing vegetables and fruit trees - Increased opportunities of earning cash income by selling products from homesteads - Discovery, experiments and dissemination of indigenous knowledge to deal with plant diseases and pests - Recognition of importance of inclusive development in a community by some farmer 	<ul style="list-style-type: none"> - Interviews with natural resource staff at OBA, Zonal and District levels, farmers

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
			facilitators - Recognition of importance of equal rights of women and men and time management by some farmers - Dissemination of technologies to neighbors by FFS participants	
	Are there any positive or negative impacts that are not planned at the time of planning but have been produced by the project?	Existence of positive or negative impacts that are not planned at the time of planning but have been produced by the project	Some of the positive impacts described above were not clearly expected before the Project, but they can be interpreted as consequences of applying the FFS approach.	- Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels, farmers

Sustainability

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Policy and institutional aspect	Will the political support by the Ethiopian government be carried on?	- Whether the Government of Oromia Region will support the sustainable natural resource management through FFS.	- GTP II will continue to be applied until 2019/20. - OBANR has already indicated their direction in regard to FFS as a complementary approach to the existing extension system. - With the approval of “Farmer Field School Based Extension System Plan for scaling up”, an issuance of a practical instruction by the regional government will be needed. The practical instruction is supposed to elaborate on the implementation of the FFS approach being supported with the adequate allocation of budgets. - In the Agricultural Extension Strategy of	- Interviews with natural resource staff at OBA, Zonal and District levels - Interview with experts - Reference

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
			Ethiopia drafted in 2017, the Ministry of Agriculture and Natural Resources refers to the FFS as one of the group approaches to provide extension services. The strategy also discusses the necessity to put appropriate incentives to be in place in order to compensate village-level development promoters such as farmer facilitators for their provided service.	
	Will the project effects be disseminated to other areas?	<ul style="list-style-type: none"> - Whether there is any plan for disseminating the sustainable natural resource management through FFS in other zones/districts of Oromia Region (however, except the target zones/districts of the pre-scale-up activities, i.e., Tulo and Doba districts in West Harerge zone and Arsi Negele and Gedeb Asasa districts in West Arsi zone) - Prevailing conditions of FSS activities in adjacent zones (i.e., Arsi, East Harerge and South-west Sho'a) of the pre-scale-up activities, which have been carried out with the budget of OBANR 	<ul style="list-style-type: none"> - FFS activities in adjacent zones (i.e., Arsi, East Harerge and South-west Sho'a) have been carried out with the budget of OBANR. 	<ul style="list-style-type: none"> - Interviews with natural resource staff at OBA, Zonal and District levels - Interview with experts
Organizational aspect	Will the organizational support by the implementing agencies be carried on?	<ul style="list-style-type: none"> - Whether an organizational system has been built in at OBA and zonal/district offices in order to continue support on sustainable natural resource 	<ul style="list-style-type: none"> - A considerable number of resources has been mobilized under the existing extension system in Ethiopia: about 12,500 FTCs exist throughout the country with more than 70,000 Development Agents being deployed for 	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
		<p>management through FFS introduced and developed by the project in the future.</p> <ul style="list-style-type: none"> - More specifically, what kinds of arrangements have been made in order to institutionalize FFS, over the long run, in the government extension system, which utilizes Farmer Training Centers (FTC). 	<p>extension works. FFS approach is expected to play a complementary role of the existing extension system.</p> <ul style="list-style-type: none"> - Farmers facilitator are expected to play a crucial role when FFS is to be in expanded across Oromia region. However, the direction to institutionalize farmers facilitators under the existing extension system is yet to be seen. 	<p>District levels, an officer at FAO</p> <ul style="list-style-type: none"> - Reference
Financial aspect	Will the implementing agencies allocate the budget for sustaining the project effects?	Whether OBA and zonal/district offices will secure the budget in order to continue support on sustainable natural resource management through FFS introduced and developed by the project in the future.	<ul style="list-style-type: none"> - The current level of budget allocation for scaling-up of FFS in adjacent zones is not deemed sufficient to implement FFS. With the approval of the “Farmer Field School Based Extension System Plan for scaling up” and incorporation of FFS in the annual plan, regional and district offices need to make further efforts in allocating adequate amounts of budgets for FFS activities. The allocation of adequate budgets should be accompanied with appropriate procurement and delivery systems, which will be indispensable for a timely implementation of FFS activities. 	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels
Technical aspect	Do project stakeholders have enough skills for sustaining the project effects?	Whether OBA and zonal/district offices have sufficient skills in order to continue support on sustainable natural resource management through FFS introduced and developed by the project in the future.	<ul style="list-style-type: none"> - It is expected that highly committed CPs to the Project, who had comprehensive and deep understandings on the FFS approach, continue to be involved in scale-up activities of the approach. - A number of master trainers has been trained although it is considered that the number needs to be gradually increased in order to cope with scaling-up of the FFS approach across the 	<ul style="list-style-type: none"> - Interview with experts - Interviews with natural resource staff at OBA, Zonal and District levels - Reference

Evaluation Questions		Criteria for Judgment	Study Results	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
			<p>region.</p> <ul style="list-style-type: none"> - Regional coordinators in charge of FFS have been assigned at OBANR and are scheduled to participate in the on-going Training of Master Trainers from the later part of 2017. - Various manuals have been drafted for future reference of facilitators and concerned personnel. - Mobilization of backstoppers will be deemed increasingly important. 	

付属資料 3 : 質問票 (一例)

July 25, 2017

Mr. Desalegn Duguma
Project Director
Oromia Bureau of Agriculture and Natural Resource
National Regional State
Federal Democratic Republic of Ethiopia

Subject: Questionnaire relating to Terminal Evaluation on the Project for Sustainable Natural Resource Management Through FFS in the Rift Valley Area of Oromia Region

Dear Mr. Desalegn Duguma,

“The Project for Sustainable Natural Resource Management Through FFS in the Rift Valley Area of Oromia Region” started in June 2013 and is going to end in March 2018. The Japan International Cooperation Agency (JICA) has decided to carry out a terminal evaluation of the project. The main purpose of this evaluation is to review the progress and implementation process of the project and assess its achievements, so that we may draw recommendations and lessons for possible modifications to reflect in the project improvement in the rest of the project period as well as for the future cooperation. The evaluation also aims to fulfill the requirements for accountability and transparency to the Japanese taxpayers.

For this purpose, the Terminal Evaluation Team is scheduled to visit Oromia Region from 8th to 27th August 2017. We would like to coordinate with your office to find out a suitable time for an interview with concerned personnel of the project in your office (a meeting with your office is currently scheduled on August 10, 2017). We have prepared a set of major questions as per attached. We would be most grateful if you could kindly review the questions in advance so that the Team could receive your answers at the meeting in your office, possibly with relevant data and documents to substantiate your answers.

We highly appreciate your kind cooperation in advance and are looking forward to meeting you.

Sincerely yours,

Terminal Evaluation Team

**Terminal Evaluation on the Project for Sustainable Natural Resource Management
Through FFS in the Rift Valley Area of Oromia Region
Questionnaire (Q1)**

Please review the following questions for the meeting scheduled on August 10, 2017. Should you have any questions with regards to the questions, please send inquiries to the following contact person.

Contact person: Tomoo MOCHIDA (Mr.), a Consultant, OPMAC Corporation.
E-mail address: mochida@jopmac.co.jp

We appreciate your providing us with your frank comments and suggestions at the meeting.

1. Points concerning implementation arrangement and process

Have you had any challenges/difficulties in managing and implementing the Project activities with regards to the points described in the box below? If so, please explain what challenges/difficulties that you have identified are and what measures that you have taken to deal with such challenges are?

- (1) Any challenges/difficulties with regard to the following points concerning implementation arrangements
 - Internal restructuring at your office (change from OBA to OBANR)
 - Coordination with Zonal and District Offices
 - Coordination with Development agents
 - Assignments of counterparts and their abilities to transfer technologies to and communication with the farmers
 - Transfer of concerned personnel (counterparts) to other offices
 - Level of understandings on the effects of FFS by management of Zonal and District Offices
 - Coordination with donors other than JICA
 - Others, if any.
- (2) Decision-making and monitoring processes of the Project at Joint Coordination Committee (JCC) and regular meetings among stakeholders
- (3) Project implementation during the period when JICA experts are away from the Project site in Ethiopia
- (4) Communication with JICA office/missions
- (5) Communication with JICA experts
- (6) Other issues

2. Relevance

- (1) Do the Project purpose and the overall goal meet:
 - 1) needs of the target areas of the Project and
 - 2) needs of the target group?
 - 1) Needs of the target areas of the Project (semi-arid area of Oromia Region (East Shewa Zone, West Hararge Zone and West Arsi Zone)
 - 2) Needs of the target group (i.e., staff of OBANR at regional, zonal, and district levels; local people in the target areas)

(2) Is the selection of the target group and the project site (originally East Shewa and then, 2 other zones) appropriate in the light of replicating experiences gained from the project implementation?

(3) Does OBANR think that the FFS approach and design of the project are appropriate as a means to achieve the Project purpose and the overall goal of the project?

(Note)

Project purpose: Capacity of the relevant stakeholders of Liben Chukala, Bora and Adama district of East Shewa Zone in the semi-arid area of Oromia Region to promote sustainable natural resource management including agroforestry and soil conservation measures through FFS is strengthened, and their experience are shared with other areas of Oromia Region.

Overall goal: A policy towards sustainable natural resource management in semi-arid area of Oromia Region is strengthened.

(4) Are the project purpose and the overall goal in line with the current specific plan/guideline towards sustainable natural resource management by OBANR?

3. Effectiveness

(1) According to the indicator of PDM and relevant documents concerning the project implementation, the Evaluation Team understands that as of the end of June 2017, the achievement levels of the targets of the respective indicators corresponding to the Project purpose are as follows:

Indicators	Achievement level	Update or revision if any
Indicator 1: 6 FFS master trainer candidates, and 10 back-stoppers, 50 facilitators and 100 farmer facilitators are qualified.	As of Jun. 2017, 9 master trainers, 16 back-stoppers including 5 farmer back-stoppers, 61 facilitators, and <u>70 farmer facilitators are trained and qualified.</u> Another 10 master trainers will be trained by the project termination.	
Indicator 2: Implementation plan on natural resource management of the target districts is revised along with the relevant guideline of the target districts.	<ul style="list-style-type: none"> • 4 FFS in Farmer Training Centre (FTC) was implemented in E/S zone and another 11 FTC-FFS is on-going. • 5 FFS by the funds from Agriculture Growth Program (AGP) for the agro-forestry extension. • Head of OBANR announced that FFS as complementary and essential extension for current extension system and expand to 3 adjacent zones using OBANR budget. 	
Indicator 3: Scale up plan of natural resource management through FFS approach in Oromia Region is elaborated and implemented by OBA based on experience through the project implementation and pre-scale up.	<ul style="list-style-type: none"> • Technical Committee submitted “FFS based extension approach scale up plan” in Jan 2017 OBANR disbursed FFS implementation cost since April 2017 to expand 3 zone, 6 districts, 18 FFS. • Budget proposal for 2017/18 is currently prepared and it is prospected to secure 120,000Birr for next year. 	

- (1) With regard to Indicator 1, how is the possibility to increase the number of farmer facilitators to the target number (100 farmer facilitators)?
 - (2) With regard to Indicator 2, which district in E/S zone is FFS being implemented? How has the FSS been integrated into operations at FTCs? Has FTC encountered any difficulties in terms of mobilizing the adequate number of staff members, budgets, facilities, and so on in integrating FFS into their operations?
 - (3) With regard to Indicator 2, what kind of effects (both positive and negative) have you observed so far when FFS was implemented at FTC? Effects include such effects on expansion of outreach of the extension activities (broadening of beneficiaries of extension activities including women's participation), on accumulation of deeper/broader experiences of target beneficiaries,
 - (4) With regard to Indicator 2, do you have any plan to implement similar types of FFS activities at FTC in West Hararge and West Arsi zones, 3 adjacent zones (Arsi, South-West Shewa and East Hararge Zones) and also other zones in the region? If you started implementation of similar types of FSS activities at FTC in other zones, what are the current status of the sustainable natural resource management through FFS?
 - (5) With regard to Indicator 2, how much has been secured for implementation of 5 FFS by the funds from Agriculture Growth Program (AGP) for the agro-forestry extension? What is the future prospect of continuous mobilization of the funds from AGP?
 - (6) With regard to Indicators 2 and 3, what is the future prospect of continuous use of OBANR budgets for natural resource management through FFS, including budges at district and zonal offices? What will be the factors that are likely to contribute to securing of OBANR budgets, including budgets at district and zonal offices, for natural resource management through FFS?
- (2) What do you think are the effects (positive and/or negative) having been produced by the Project and/or to be expected to be produced by the Project? Please also explain any unexpected effects that you have identified so far.
 - (3) How is OBANR monitoring and evaluating, and plan to monitor and evaluate the process and procedures for implementation of FFS at FTC, and to evaluate effects of the Project after completion of the Project (methods and indicators, and institutional arrangements)?
 - (4) What is the prospect for achievement of the overall goal? Is the overall goal likely to be achieved three to five years after completion of the Project?

Indicators	Prospect to achievement the overall goal	Any comments /observations
Experiences and lessons learnt of the Project are incorporated into the specific plan/guideline towards sustainable natural resource management by the Oromia Bureau of Agriculture		

- (5) According to PDM, the following important assumptions are placed in order to achieve the Project purpose:
Not so many expert(s) of Natural Resource Department and Extension Department, DA Supervisors, and DAs, who are trained in the Project, change their positions nor leave their jobs.

Have these important assumptions been fulfilled? Are there any data available to support your responses?

According to PDM, the following important assumptions are placed in order to achieve the overall goal:

OBA properly evaluates the project results and incorporates them into the relevant policy.

There are no drastic changes in the relevant policies of Oromia Region.

OBA continuously hold strong commitments to promote natural resource management through FFS.

Are these important assumptions likely to be fulfilled? Are there any data available to support your responses?

4. Efficiency

- (1) Please give us your observations over the appropriateness of the number of JICA experts dispatched, areas of their professional fields, timing and duration of assignment periods for respective experts, and so on in the light of achieving the outputs of the Project.

Title of JICA Experts assigned
Team leader/Natural Resource Management
Agroforestry
Deputy team leader/FFS (Extension method)
FFS Application Techniques
Training Management

- (2) Please also update the list of counterpart staff and give us your observations on the counterparts in these areas (such as the number, professional fields, technical capacity, timing and duration of the assignments, frequency of personnel transfers) as of July 2017.

C/P Title	Position and organization	No. of persons	Frequency of changes during the project period
Project Director	Process owner, Oromia Regional Bureau of Agriculture and Natural Resources (OBANR)	1	
Acting Project Manager	Senior Expert, Natural Resource Department, OBANR	1	
Zonal Coordinator	Natural Resource (NR) team leader, East Shewa Zone	1	
Zonal vice-coordinator	Extension team leader, East Shewa Zone	1	
District Coordinator	NR team leader, Liben Chukala District of East Shewa zone	1	
District Coordinator	NR team leader, Bora District of East Shewa zone	1	
District Coordinator	NR team leader, Adama District of East Shewa zone	1	
Pre-scale up zone			
Zonal Coordinator	NR team leader, West Harerge zone	2	
Zonal Coordinator	NR team leader, West Arsi zone	2	

District Coordinator	NR team leader, Doba District of West Harerge zone	4	
District Coordinator	NR team leader, Tolo District of West Harerge zone	4	
District Coordinator	NR team leader, Arsi Negele District of West Arsi zone	4	
District Coordinator	NR team leader, Gedeb Asasa of West Arsi zone	4	

(3) Please give us your observations over the contents, frequency, duration and timing of domestic and overseas trainings, which have been provided to the counterparts by the Project, with a view to achieving the outputs. Overseas trainings include those conducted in Japan as well as in the third countries.

(4) Please give us your observations over utilization and appropriateness of equipment supported by the Project.

List of equipment as of the end of November 2016	Quantity
Bicycle	20
PC	8
Photocopy machine	1
Motorbike	3

(5) Please provide the C/P budgets born by Ethiopian side.

Unit: ETB

Fiscal Year	Plan	Actual
2013/14 (July 2013 to June 2014)		
2014/15 (July 2014 to June 2015)		
2015/16 (July 2015 to June 2016)		
2016/17 (July 2016 to June 2017)		
2017/18 (July 2017 to June 2018)		

(6) According to PDM, the following important assumptions are set in order to achieve the outputs:
 - There are no severe changes in the social, economic, and political circumstances and the climate conditions.

Likewise, the following conditions are set in order to achieve the outputs:

Pre-Conditions

- Target districts will be selected after their full understanding of the purpose, activities and limitation of the Project and their inputs to the Project.

Have these important assumptions and pre-conditions being fulfilled?

5. Sustainability

(1) Please let us know the current status of “Farmer Field School Based Extension System Plan for scaling up” prepared by Regional level Technical Team of OBANR in November 2016 (when is the plan scheduled to be put into practice?).

(2) Please explain evaluation method of FFS under the current evaluation system of extension activities.

(3) Does OBANR plan to assign officers in charge of FFS for the region (regional coordinators in charge of FFS)? If so, what will be the role of the regional coordinators?

- (4) Does OBANR plan to train personnel at regional and zonal levels to Master Trainers?
- (5) What kind of mitigating measures against difficulties arisen from personnel transfer could be taken in order to make smooth transfer of knowledge and experiences concerning FFS to newly appointed personnel?
- (6) What will be possible mitigating measures to enhance group activities in the communal lands? Is application of uniform understandings/interpretations for user rights of communal lands crucial for enhancement of group activities in the communal lands?
- (7) Are there any new implementation scheme of FFS such as support of implementation by DA supervisor?

6. If you have any comments or suggestions to the Project, please let us know.

Appendix: PDM Ver 4.0

End

Thank you for your time and kind cooperation

Project title: Project for Sustainable Natural Resource Management through FFS in the Rift Valley Area of Oromia Region

Project period: June 2013 to March 2018

Executing agency: Oromia Bureau of Agriculture

Target area: Semi-arid area of Oromia Region (East Shewa Zone, West Hararge Zone and West Arsi Zone)

Target group: Staff of Oromia Bureau of Agriculture at regional, zonal, and district levels; local people in the target area

PDM version: 4

Date: March 2016

Narrative summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal			
A policy towards sustainable natural resource management in semi-arid area of Oromia Region is strengthened.	2. Experiences and lessons learnt of the Project are incorporated into the specific plan/guideline towards sustainable natural resource management by the Oromia Bureau of Agriculture (OBA).	1. Revised plan/guideline paper	
Project Purpose			
Capacity of the relevant stakeholders of Liben Chukala, Bora and Adama district of East Shewa Zone in the semi-arid area of Oromia Region to promote sustainable natural resource management including agroforestry and soil conservation measures through FFS is strengthened, and their experiences are shared with other areas of Oromia Region.	4. 6 FFS master trainer candidates, and 10 back-stoppers, 50 facilitators and 100 farmer facilitators are qualified. 5. Implementation plan on natural resource management of the target districts is revised along with the relevant guideline of the target districts. 6. Scale up plan of natural resource management through FFS approach in Oromia Region is elaborated and implemented by OBA based on experience through the project implementation and pre-scale up.	1. Project report 2. Implementation plan of each target District 3.1 Formulated Scale up plan 3.2 Appointed implementation structure 3.3 Project report	- OBA properly evaluates the project results and incorporates them into the relevant policy. - There are no drastic changes in the relevant policies of Oromia Region - OBA continuously hold strong commitments to promote natural resource management through FFS.
Outputs			
4. By introducing FFS on farmland, FFS graduates' productivity is improved through agroforestry practices learnt in the course of FFS	1.6 100 (in Liben-Chukala, Bora and Adama) FFS groups are trained. 1.7 More than 70% of FFS participants are graduated. 1.8 More than 75% of FFS graduates practice techniques learnt through FFS. 1.9 Household income of FFS graduates increase in more than 20%. 1.10 Each FFS on going/graduated group produce more than 500 seedlings and plant more than 400 trees on farmlands in group and individually.	1.1 Project report 1.2 Project report 1.3 Impact assessment report 1.4 Impact assessment report 1.5 Impact assessment report	- Not so many expert(s) of Natural Resource Development Department and Extension Department, DA Supervisors, and DAs, who are trained in the Project, change their positions nor leave their jobs.

Narrative summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
5. By introducing FFS and other demonstration practices on communal land, natural resources of the target communal lands in the target districts are improved through soil conservation practices learnt in the course of FFS.	2.9 5 FFS groups from natural resource management cooperatives or natural resource management related associations are trained. 2.10 More than 70% of FFS participants are graduated. 2.11 More than 75% of FFS graduates practice techniques learnt through FFS. 2.12 Each group/cooperative produces 1,500 seedlings and plants more than 1,000 trees in the target communal lands. 2.13 More than 3 types of mitigative practices learnt through FFS are demonstrated and more than 1.5 ha/year of degraded communal land are treated.	2.1 Project report 2.2 Project report 2.3 Impact assessment report 2.4 Impact assessment report 2.5 Impact assessment report	
6. Output 1 and Output 2 are reflected to the specific plan/guideline on natural resource management of the target districts.	3.3 Specific plan/guideline on natural resource management of the target districts is revised by incorporating the results of Output 1 and Output2.	3.1 Revised plan/guideline of each target District	
4. The Project's outcomes and lessons learnt are shared with the Oromia Regional Government, other zones/ districts and related programmes through workshop(s) and/ or seminar(s).	4.4 More than 3 types of promotion media and more than 3 project report(s) are distributed. 4.5 Cross visits with other related programmes are conducted at least 3 times. 4.6 Joint workshop(s) with other programmes, etc. are conducted at least 3 times.	4.1 Record of distribution 4.2 Cross visit report 4.3 Workshop proceedings	
5. Based on the result of Output 1 and Output 2 in the three target districts in East Shewa Zone, pre-scale up of natural resource management through FFS are implemented outside of East Shewa Zone of Oromia Region.	5.1 Additional 4 districts outside of East Shewa Zone introduce natural resource management through FFS approach during pre-scale up stage. 5.2 Lesson learned through the pre-scale up is compiled as recommendations for scale up of natural resource management through FFS approach.	5.1. Pre-scale up proposal approved by OBA 5.2. Recommendation notes for scale up	- There are no drastic changes of security status in Oromia Region

Activities	Inputs		
	Japanese side	Ethiopian side	
4.3 Conduct joint workshop(s) with other programmes, etc. 4.4 Prepare project report(s) (incl. outcomes and lessons learnt)			
5.1 Prepare and implement agroforestry through FFS outside of East Shewa Zone 5.1.1 Develop pre-scale up plan 5.1.2 Select zones and districts for pre-scale up 5.1.3 Conduct facilitator trainings 5.1.4 Promote agroforestry through FFS in the target pre-scale up districts 5.2 Develop a report of pre-scale up and recommendations for scale up			

付属資料 6：専門家のリスト

専門家のリストならびに配置状況は以下のとおりである。

List of Japanese Experts and their assignments (M/M) in the respective phases of the Project

	Field	Name	1 st Phase (June 2013 - January 2015)	2 nd Phase (March 2015 - March 2018) ^{Note 1}	Total of Phase 1 and Phase 2
1.	Team leader /Natural resource management	Ogawa Shinji	9.50	11.00 (10.30)	20.50
2.	Sub-leader /Agroforestry	Matsui	5.50	-	5.50
	Agroforestry ^{Note 2}	Takehiko	-	4.50 (3.50)	4.50
3.	FFS (Extension method)	Inada Naoko	1.97	1.00 (1.00)	2.97
	Sub-leader / FFS (Extension method) ^{Note 2}		-	6.67 (4.83)	6.67
4.	FFS (Application techniques)	Ogawa Naoko	2.73	5.33 (5.33)	8.06
5.	FFS (Application techniques)	Mana Ishigaki	4.30	8.33 (7.17)	12.63
6.	Training management	Takaki Kayoko	13.50	5.57 (5.57)	19.07
7.		Yamasaki Akiko	-	6.00 (2.80)	6.00
	Total		37.50	48.40 (40.50)	85.90

Note 1: The numbers of M/M shown in the brackets are those as of July 2017.

Note 2: From June 2016

付属資料 7 : カウンターパートのリスト

2017年8月現在、以下のとおりカウンターパートが配置されている。

No	Name	C/P title	Position and Organization
1	Mr. Desalegn Duguma	Project Director	Deputy Head, Oromia Regional Bureau of Agriculture and Natural Resources
2	Mr. Sileshi Lemma	Project Manager/ Regional Coordinator	Senior Expert, Natural Recourse (NR) Department, Oromia Regional Bureau of Agriculture and Natural Resources
3	Ms. Derartu Mitiku	Regional Coordinator	Expert, Extension Department, Oromia Regional Bureau of Agriculture and Natural Resources
4	(Vacant)	Zonal Coordinator	NR team leader, East Shewa Zone
5	Mr Gizatu Nam'e	Zonal vice-coordinator	Extension team leader, East Shewa Zone
6	Ms. Mebit Estifanos	District Coordinator	NR team leader, Liben Chukala District of East Shewa zone
7	Mr. Shallo Guddata	District Coordinator	NR team leader, Bora District of East Shewa zone
8	Mr. Eshetu Desalegn	District Coordinator	NR team leader, Adama District of East Shewa zone
	Pre-scale up zone		
9	Mr. Mekonen Tefera	Zonal Coordinator	NR team leader, West Harerge Zone
10	Mr Wase Bekele	Zonal Coordinator	Extension team leader, West Harerge Zone
11	Mr Zewditu Alemu	Zonal Coordinator	NR team leader, West Arsi Zone
12	Mr. Huseien Gemedi	Zonal Coordinator	Extension team leader, West Arsi Zone
13	Mr. Yusuf Mohammed	District Coordinator	NR team leader, Doba District of West Harerge zone
14	(Vacant)	District Coordinator	Extension team leader, Doba District of West Harerge zone
15	Mr Mohammed Habib	District Coordinator	NR team leader, Tolo District of West Harerge zone
16	Mr. Tamene Desa	District Coordinator	Extension team leader, Tolo District of West Harerge zone
17	Mr Getachew Kebede	District Coordinator	NR team leader, Arsi Negele District of West Arsi zone
18	Mr. Buni Gebi	District Coordinator	Extension team leader, Arsi Negele District of West Arsi zone
19	Mr. Wakiti Kerenso	District Coordinator	NR team leader, Gedeb Asasa District of West Arsi zone
20	Mr. Sultan Awo	District Coordinator	Extension team leader, Gedeb Asasa District of West Arsi zone

付属資料 8 : 本邦研修、第三国研修参加者リストならびに第三国視察参加者数

(1) 本邦研修参加者リスト

No.	Course Title	Period (Duration)	Participants	Position and Organization
1	Integrated Agriculture and Rural Development Through the Participation of Local Farmers (C) Africa	August to September 2014 (1 month)	Bekele Kefyalewu	Senior Expert, Natural Resources Department, Oromia Bureau of Agriculture
2	Various Forest Conservation with Community Participation	August to November 2014 (3 months)	Berhanu Eidety Kabeta	Senior Expert, Natural Resources Department, Oromia Bureau of Agriculture
3	Farmer-led Extension Method (A).	May to June 2014 (1 month)	Ahmed Seid Umer	Deputy Head of Agriculture Office, East Shewa Zone
4	Various Forest Conservation with Community Participation	August to November 2015 (3 months)	Muhammed Kassim Wado	Natural Resource Team Leader of East Shewa Zone
5	Integrated Agriculture and Rural Development Through the Participation of Local Farmers (A)	August to Sept 2014 (1 month)	Abebe Wolde	Head of Natural Resources Department, Oromia Bureau of Agriculture

出所 : プロジェクト事務所

(2) 第三国研修参加者リスト

No.	Third Country	Course Title	Period (Duration)	Participants	Affiliation
1	Kenya	Mitigating Climate Change in Africa through Social Forestry	October to November 2013 (1 month)	Muhammed Kassim Wado	Natural Resource Team Leader, East Shewa Zone
2	Kenya	Adaptation to Climate Change in Africa through Social Forestry	January to February 2015 (1 month)	Yidnekachew Woldeyesus Mengesha	Natural Resource Team Leader, Liben Chukala District of East Shewa Zone
3	Kenya	Adaptation to Climate Change in Africa through Social Forestry	October to December 2016 (1.25 months)	Gebere Godana	Natural Resource Team Leader of Bora District of East Shewa Zone

出所 : プロジェクト事務所

(3) 第三国視察参加者数

No.	Third Country	Title of Study Visit	Period (Duration)	Participants	Affiliation
1	Kenya	FFS Study Visit to Kenya	May 2014 (6 days)	C/P 10 persons	- OBANR - East Shewa zone - Liben Chukala District - Bora District - Adama District
2	Rwanda	Preparation for FFS Study Visit to Rwanda	May 2017 (5 days)	(3 persons)	(Project team members)
3	Rwanda	FFS Study Visit to Rwanda	June 2017 (5 days)	6 persons	- OBANR - Federal Ministry of Agriculture and Natural Resources - Agriculture Transformation Agency

出所：プロジェクト事務所

付属資料 9 : 供与機材リスト

List of equipment as of the end of July 2017

Name	Quantity	Remarks
Bicycles	116	For DA facilitators in Districts: Liben Chukala (28), Bora (21), Adama (13), West Hararge (10), West Arsi (12), East Hararge (10), South West Showa (11), Arsi (11)
PC	15	For OBANR (2), For Agriculture and Natural Resource Zonal Office: West Hararge (1), East Showa (1), West Arsi (1) For District Agriculture and Natural Resource Office: Liben Chukala (2), Adama (1), Bora (2), Tulo (1), Doba (1), Gedeb Asasa (1), Arsi Negele (1) For Project Office (1)
Printer	4	For District Agriculture and Natural Resource Office: Liben Chukala (1), Adama (1), Bora (1) For Project Office (1)
Photocopy machine	1	For District Agriculture and Natural Resource Office: Liben Chukala (1)
Motorbike	9	For FFS Coordinators at District Agriculture and Natural Resources Office: Adama (1), West Arsi (2), Leben Chukala (3), Bora (3)
Generator	2	Project Office (2)
Projector	2	Project Office (2)
Monitor for Desk top	1	Liben Chukala (1)

出所：プロジェクト事務所

The following equipment and facilities have been supported under the budget of JICA Ethiopia Office

Name	Quantity	Remarks
A building at Liben Chukala	1	One meeting room and one office for Natural Resources under District Agriculture and Natural Resource Office at Liben Chukala
Vehicle	2	Project cars (Toyota Hi-Lux)

出所：プロジェクト事務所

付属資料 10：プロジェクトコスト

Japanese side

Item	Cost (estimated up to March 2018)	Remarks
Equipment	8,823 Thousand JPY	7,632 thousand JPY (actual) up to June 2017
Operational costs	132,952 thousand JPY	45,185 thousand JPY (actual) up to February 2015
Building at Liben Chukala District Office	311,400.31 ETB	Construction of a building with an office for Natural Resources under Agriculture and Natural Resources Office and a meeting room at Liben Chukala District Office
Vehicle	58,782 USD	Two (2) Vehicles (Toyota Hi-Lux)

出所：プロジェクト事務所、JICA エチオピア事務所

収集資料リスト

オロミア州リフトバレー地域における FFS を通じた持続的自然資源管理プロジェクト関係資料

- (1) 独立行政法人国際協力機構、詳細計画策定調査報告書、2013年2月
- (2) 独立行政法人国際協力機構、アイシーネット株式会社

業務計画書、2013年6月

プロジェクト事業進捗報告書 1年次1期、2014年3月

プロジェクト事業進捗報告書 1年次2期、2014年8月

プロジェクト業務完了報告書 1年次、2015年2月

第2年次業務計画書、2015年3月

プロジェクト事業進捗報告書 2年次1期、2016年2月

プロジェクト事業進捗報告書 2年次2期、2016年8月

プロジェクト事業進捗報告書 2年次2期後半、2016年12月

プロジェクト事業進捗報告書 2年次3期、2017年7月

各期 Project Monitoring Sheet

- (3) 独立行政法人国際協力機構、運営指導調査ミッション（11/17-11/21）調査結果

エチオピア政府開発政策関連資料

- (1) Ministry of Agriculture and Rural Development, “Ethiopia’s Agriculture Sector Policy and Investment Framework (2010 – 2020)” (Draft Final Report), September 2010
- (2) National Planning Commission, “Growth Transformation Plan II (2015/16 – 2019/20)”, May 2016
- (3) Ministry of Agriculture and Rural Development, “Agricultural Extension Strategy of Ethiopia”, 2017