

Terminal Evaluation

Africa

1. Outline of the Project

Country:

Côte d'Ivoire

Project title:

Firming System Improvement Project for Small-Scale Irrigated Agriculture

Issue/Sector:

Agriculture

Cooperation scheme:

Project-Type Technical Cooperation

Division in charge:

Agricultural Technical Cooperation Division, Agricultural Development Cooperation Department

Total cost:

178 million yen

Period of Cooperation

(R/D): 20 March 2000 - 19 March 2002
(Extension): 20 March 2002 - 19 September 2002

Partner Country's Implementing Organization:

Ministère de l' Agriculture et des Ressources Animaux (MINAGR), Agence antionale d' appui au Développement Rural (ANADER)

Supporting Organization in Japan:

Ministry of Agriculture, Forestry and Fisheries of Japan (MAFF)

Related Cooperation:

1-1 Background of the Project

Rice cultivation in Cote d'Ivoire was once completely self-sufficient, under the protection policy of the Ivorian government in the 1970s. However, currently, Cote d'Ivoire depends on imports for 60% of its supply due to failed governmental corporation and structural adjustments made in the 1980s. The government of Cote d'Ivoire announced the achievement of self-sufficiency in rice production as one of the priority issues in its master plan of agricultural development. Considering its current situation, which includes having low quality cultivation methods, delay in the development of appropriate techniques, and an undeveloped dissemination system, the government regarded the diffusion of appropriate techniques suited to the rice cultivation to central and central north areas as an important issue in order to continually increase its self-sufficiency rate in rice cultivation. Under these circumstances, the government of Cote d'Ivoire requested the government of Japan for a project-type technical cooperation in March 1996, with the aims of increasing its rice production by training extension workers and farmers on farming and water management, and providing activities that support the machine utilization association. In response to the request, JICA implemented a basic study in August 1998, a preliminary study in March 1999, and a short-term study in September 1999, on West-African rice cultivation development to determine a project implementing system and the contents of activities. Through these processes, it was found that there remained many issues to be solved, such as budget allocation by the Ivorian government side, personnel arrangement, working environment of experts, and selection of model areas. To solve these problems with the setting of the framework for full-scale cooperation, the project was to be implemented as the preparatory phase with the aim of "verifying, in the model sites, appropriate planning methods for a farming system improvement project."

The project was greatly delayed due to the deteriorated security conditions in Cote d'Ivoire and the suspension of Japanese inputs. After the project was extended for half a year, the project appropriately selected model sites, surveyed farming system in the model sites, and selected an improvement approach for a farming system suited to the current situation of producers.

1-2 Project Overview

(1) Overall Goal

N/A (for the preparatory stage)

(2) Project Purpose

To verify, in the model sites, appropriate planning methods for a farming system improvement project.

(3) Outputs

- 1) Improved farming systems for the model sites are designed.
- 2) Tentative framework of the implementation phase (hereinafter referred to as "the Phase II Project") is designed.

(4) Inputs

Japanese side:

Long-term Experts	3	Equipment	21 million yen
Short-term Experts	6	Local Cost	15 million yen
Trainees received	4	Others	Total: 178 million yen

Ivorian Side:

Counterparts	12	Equipment	N/A.
Land and Facilities	(office, center for Yamoussoukro activities)		
Local Cost	35,823,009 Fcfa		
Others			

2. Evaluation Team

Members of Evaluation Team

Team Leader: Ryoza HANYA, Director, Agricultural Technical Cooperation Division, Agricultural Development Cooperation Department, JICA
Farming Management: Masakiyo OHARA, Deputy Director, Agricultural Production and Management Improvement Department, Chugoku-Shikoku Regional Agricultural Administration Office, Ministry of Agriculture, Forestry and Fisheries
Program Officer: Ichiro ADACHI, Staff, Agricultural Technical Cooperation Division, Agricultural Development Cooperation Department, JICA
Participatory Planning and Evaluation: Izumi OKATA, SANYU CONSULTANTS, Inc
Evaluation Analysis: Yoko OGAWA, Global Link Management, Inc.

Period of Evaluation

7 April 2002 - 27 April 2002

Type of Evaluation:

Terminal Evaluation

3. Results of Evaluation

3-1. 1. Status of Achievement

What was intended in the original project plan was mostly attained, as shown below the achievement for each of the outputs.

- 1) Improved farming systems for the model sites are designed.

The baseline survey for farming system was conducted and the model site was chose according to the result of the survey. In addition, targeted outputs and necessary activities for the succeeding phase were elaborated with participation of farmers in the model site.

- 2) Tentative framework of the implementation phase (hereinafter referred to as "the Phase II Project") is designed.

The framework of the next phase of the project was drafted.

3-2 Summary of Evaluation Results

The project was regarded as preparatory activities for the project that follows. Hence, this evaluation study covered the items that can be evaluated.

(1) Relevance

The Ivorian government announced the achievement of self-sufficiency in rice production as one of its priority issues in "the master plan of agricultural development." However, it was difficult to accomplish it considering the current situation, which included low-productivity cultivation methods, the delay in the development of appropriate techniques, and an undeveloped dissemination system.

Considering the agricultural policies in Cote d'Ivoire, the Ivorian government aimed at the improvement of its whole farming system because this was indispensable for accomplishing self-sufficiency in rice production. Therefore, it was evaluated that the project was consistent with the agricultural policy of Cote d'Ivoire. The project also proposed a framework of the Phase 2 Project, including a proposal of a disseminating system, considering the appropriate technical development, and the capacity of concerned organizations. The project developed a framework for activities aiming at the conquest of constraints in Cote d'Ivoire and pursuing the sustainability, therefore, the project was judged to be relevant.

During the preparatory phase, as a result of the baseline survey (survey on farming system), three model sites were selected. After that, surveys on the actual status of other farmers were conducted to understand the constraints to the activities, to analyze the causes and ways to deal with the issues. Through these processes, the project considered and selected a farming improvement approach which met the needs and the actual situation of the producers. Therefore, the framework of the Phase 2 Project was designed to meet the needs of the target groups.

(2) Effectiveness

In this preparatory phase, in order to design an improved farming system for model sites, the model sites were selected (three sites: Anongblin, Seman-Djamalabo, and N'dakonankro-Kroussoussou). Then, farming systems were further surveyed using the following methods: (1) preliminary survey by RRA method, 2) actual farming survey, and 3) techniques survey by each expertise. After narrowing down the project approach, the contents of the concrete activities were discussed. Each survey activity was not implemented as planned because of the deteriorated security condition in Cote d'Ivoire, which resulted in the return of Japanese experts and the suspension of short-term expert dispatch. But finally, five approaches were selected to be used as the farming improvement approach in the target sites. The approaches were: (1) farming plan and organization enhancement approach, 2) training and dissemination system improvement approach, 3) irrigation agriculture foundation improvement approach, 4) sales and distribution improvement approach and 5) training and dissemination system improvement approach. Based on these approaches, Japanese inputs for a tentative framework of the Phase 2 Project was designed. Therefore, each activity contributed to the accomplishment of the project purpose effectively.

The designed framework of the Phase 2 Project included plans to enhance possibilities by preparing the implementing system. The plan included necessary budget for the Phase 2 Project, personnel assignment plan, and members of Joint Steering Committee. Therefore, it was considered that the project has assured its the effectiveness.

The counterparts of the beneficiary country practiced a range of project planning methods. These surveys and planning methods were not only verified but has also contributed to deepening their understanding of the contents of activities, which should be worked on in the Phase 2 Project. Therefore, the project was able to transfer the techniques sufficiently.

(3) Efficiency

Due to the deterioration in the security situation in Cote d'Ivoire, the Japanese experts leaving Cote d'Ivoire, the delay or suspension of short-term expert dispatch, and the delay of allocation of counterparts in Cote d'Ivoire side were factors that limited efficient technical transfer and the progress of the project activities. However, some flexible and impromptu activities of the project was able to make up for it, by such means as giving research commission to local NGOs (research on social and gender sectors) and extending the project period.

In addition, due to the above reason, the input plan was delayed such that the timing for the procurement of equipment planned for FY 2000 was changed to FY 2001, which hampered the smooth management of the project. However, the project maximally paid attention to the promotion of activities by securing equipment indispensable for the activities (PCs, printers, etc.) by changing their attributes. For example, the indispensable equipment was planned to be donated, but this was changed to portable equipment brought by experts as their own belongings, and the equipment was utilized to accomplish outputs.

On top of the delay of the preparation of the Project Office in Abidjan, there was a change and delay due to the land expropriation of the area prepared for the Project Center Test Agricultural Field, which adversely affected to the efficiency of the management and activities of the project. However, these issues will be solved without problems at the commencement of the Phase II Project.

3-3 Factors that Promoted the Realization of Effects

(1) Factors Concerning the Planning

The project was implemented based on the results of surveys, such as preliminary survey and short-term survey, which led to the sufficient information exchange and discussion between the Japanese side and the Ivorian government to take place in advance.

(2) Factors concerning the Implementation Process

An individual expert was dispatched to the Ministère de l' Agriculture et des Ressources Animaux (MINAGRA) in Cote d'Ivoire as an advisor of agricultural policies, which was effective in deepening mutual understanding on policies in both Japan and Cote d'Ivoire.

3-4 Factors that Impeded the Realization of Effects

(1) Factors Concerning the Planning

N/A.

(2) Factors concerning the Implementation Process

The deterioration of the security situation in Cote d'Ivoire obliged Japanese experts to leave temporarily during the project period, which delayed some parts of the project activities.

3-5 Conclusion

Due to the deteriorated security situation in Cote d'Ivoire, the project period had to be extended by six months, but the project purpose was accomplished in the end. Because of the change of the order of surveys and the delay, negative effects to the efficiency of the project were observed. However, considering the verification of planning methods, as it was possible to compare multiple patterns of methods in the project, there were some positive aspects that came out of it.

3-6 Recommendations

Together with optimal utilization of the outputs of the project activities, it is important that the Ivorian government continuously maintains and utilizes the working group for the development of policies of rice cultivation organized by MINAGRA as well as the existing farmers support policies (e.g. system of loans to farmers, support for irrigation facilities development, etc.).

3-7 Lessons Learned

It is effective to commence a full-scale cooperation after having had enough preparation period, such as in the case of this project, not only for the benefit of the government of the beneficiary country, but also for the purpose of exchanging opinions sufficiently with the beneficiary country and implementing detailed baseline survey.

3-8 Follow-Up Situation

The next phase of the project will be commenced after the restoration of civil order in Cote d'Ivoire.