

Summary Sheet for Result of Evaluation Study After the Project

1. Outline of the Project		
Country: Islamic Republic of Afghanistan	Project title: JICA Support Programme for Reintegration and Community Development in Kandahar (JSPR) in Islamic Republic of Afghanistan	
Issue/Sector: Agricultural/ Rural Development	Cooperation scheme: Technical cooperation project	
Division in charge: Paddy Field Farming Area Division II (South Asia), Rural Development Department	Total cost (at the time of evaluation): 740 million yen	
Period of Cooperation	(R/D): June 12, 2004 (Extension):	Partner Country's Implementing Organization: Ministry of Rural Rehabilitation and Development
	(F/U):	Supporting Organization in Japan:
	(E/N): (Grant Aid)	Related Cooperation:
<p>1-1 Background of the Project</p> <p>Addressing peace-building assistance as one of the priority sectors and supporting a seamless transition from emergency humanitarian assistance to sustainable regional comprehensive development as part of the Ogata Initiative, the Japanese Government has been providing assistance to the Islamic Republic of Afghanistan (hereafter referred to as Afghanistan) through various "Human Security" projects which focus on the communities and residents including in Kandahar.</p> <p>The project had originally intended internally displaced persons (IDP) and refugees to be the target population. However, the result of JICA's peace-building needs assessment in Afghanistan suggested that a well-balanced community livelihood improvement projects involving both the returnees and the neighboring community residents are required, in order to avoid unnecessary conflict in the reconstruction phase. In response, JICA formulated the project concept incorporating community rehabilitation/reinforcement activities as the means to build the capacity of the communities to accept the IDPs who were originally from Kandahar.</p> <p>As the result of the Project Formulation Study and Ex-ante Evaluation conducted in 2003, it was decided that the primary objective of the project would be to implement community development activities (livelihood improvement and income generating activities) to produce rapid impact in the reconstruction stage. It was also decided to simultaneously develop human resource (for Provincial Rural Rehabilitation and Development Department (PRRD), local NOGs, and national staff) in order to ensure efficient and effective implementation of the project. The Ministry of Rural Rehabilitation and Development (MRRD) was assigned as JICA's counterpart in the Afghan Government and it was agreed between the two governments to implement the project in 36 communities in Kandahar (approximately 10 urban districts and 26 rural villages), targeting a total of 45,000 population.</p> <p>The project was implemented under the Proposal-Type Technical Cooperation (PROTECO) scheme. A project implementation contract was concluded with Pacific Consultants International (current Oriental Consultants Co. Ltd.) and the entire process from project formulation to project implementation was carried out in collaboration with the company.</p>		

1-2 Project Overview

The Project aims to build the capacity of those engaged in community development programmes in Kandahar and to ensure that the residents of the project areas can enjoy the benefits of the progress made through the community development activities.

(1) Overall Goal

Villagers including returnees in Kandahar enjoy their development through community development projects implemented using locally available resources.

(2) Project Purpose

The capacities of those who are engaged in development programmes are developed to manage sustainable community development activities.

(3) Outputs

Output 1:

Those who are engaged in community development acquire knowledge and mind-set required for carrying out participatory community development projects through training programmes (Theory).

Output 2:

Those who are engaged in community development acquire skills and attitudes required for carrying out participatory community development projects through implementation of projects for Community Development (Practice).

Output 3:

Those who are engaged in community development are able to have better coordination and to effectively collaborate among themselves.

Output 4:

A model of strengthening system of Community Development Councils (CDCs) by utilizing locally available resources is developed.

(4) Inputs (at the time of evaluation)

1) Japanese side:

Long-term Expert: 0 person

Equipment: 14 million yen

Short-term Expert: 16 persons

Local cost: 310 million yen

Trainees received: 8 persons

2) Afghan side:

Counterpart: 55 persons

Land and Facilities:

Local cost:

II. Evaluation Team

Members of Evaluation Team	(Specialized field: name, title) (1) Leader: Mr. Kozo Ito, Division Director, Paddy Field Area Division III (South Asia, Rural Development Department, JICA (2) Peace Building: Dr. Keiichi Hashimoto, Senior Advisor, JICA (3) Project Management: Ms. Minako Yamamoto, Program Officer, Paddy Field Area Division III (South Asia), Rural Development Department, JICA
----------------------------	---

	(4) Evaluation and Analysis: Ms. Rie Kawahara, Consultant, R-Quest Corporation	
Period of Evaluation	January 13 – January 30, 2009	Type of Evaluation: Terminal
III. Results of Evaluation		
<p>3-1 Confirmation of Results</p> <p>3-1-1 Achievement of the Project Purpose</p> <p>Based on the following fact, it is foreseen that the Project Purpose will be achieved.</p> <ol style="list-style-type: none"> 1) 33 members of the staff of the Department of Rural Rehabilitation and Development (RRD) in Kandahar were trained and 10 members of the staff participated in exposure trips to facilitate and monitor community development activities. 2) Various trainings and planning/implementation of community development projects have allowed the development workers to learn the processes of community development and acquire management skills. <p>3-1-2 Achievement of Programme Outputs</p> <p>Output 1: More than 80% of the training participants replied that they were satisfied with the training and that their knowledge and skills had improved. In total, 298 persons participated in the JSRP trainings by January 2009. Therefore, Output 1 was achieved satisfactorily as planned.</p> <p>Output 2: The experiences of implementation and coordination of community development projects have allowed CDC members to increase their capacity to respond to the villagers' needs and to gain the trust of the villagers. Therefore, Output 2 was successfully achieved as planned.</p> <p>Output 3: While the result of interview surveys of counterparts indicated that the members had found the weekly/monthly meetings to be very effective to facilitate mutual understanding of the project progress and to resolve problems, it was the project team that had taken the leading role in the coordination of those meetings. It would have been preferable to hand over the coordination role to the counterpart departments in order to enhance their sense of ownership. Their capacities for coordination and partnership are still in the process of improvement.</p> <p>Output 4: Since output 4 is to be implemented after this evaluation process, it is recommended to evaluate its achievement a certain period of time after the completion of the project.</p> <p>3-2 Summary of Evaluation Results</p> <p>(1) Relevance</p> <p>The relevance of the project is very high. The project purpose, which includes “capacity development of development workers” and “model formulation for community development”, is in line with one of MRRD goals. It also meets the needs of the 10 target communities, in which the villagers are eager to create an enabling environment to improve their livelihood and living condition after the long-term civil conflict in the country. Furthermore, the project is also coherent with Japan's assistant policy, which places importance on supporting a seamless transition from emergency humanitarian response to sustainable and comprehensive community development, based on the Ogata Initiative.</p> <p>(2) Effectiveness</p> <p>The project is highly effective and the project purpose is expected to be achieved. The level of achievement of each output is also generally satisfactory, except for Output 4 which is due for completion in February 2009. In particular, Output 1 (Theory) and Output 2 (Practice) complements each other well</p>		

in terms of project coordination and implementation and are effectively contributing to the achievement of the project purpose. On the other hand, anti-governmental activities and local conflicts have hampered the progress of the project and affected the impact of the project.

(3) Efficiency

Efficiency of the project is, in general, considered moderate. Inputs of both Afghan and Japanese sides have been delivered as planned, and most of the inputs have been effectively utilized in order to produce the outputs. However, some members of the counterpart organizations expressed concerns that the number of project sites (10 villages) was reduced from the original plan and the volume of input as well. Since the project focuses on human resource development through implementation of pilot projects and formulation of a model based on the experience of the project, the outcomes are expected to be realized in medium to long-term period and it is not possible to measure the efficiency of community development alone. Therefore, it is yet too soon to presume on the efficiency of the overall project at this point.

(4) Impact

Overall assessment of the impact is positive. Although it is difficult to evaluate the achievement of the Overall Goal at this stage, there is a possibility that the security and stability in Kandahar will improve with the progress of community-level development activities and consequently contribute to increasing the possibility of achieving the Overall Goal.

Human resources for community development in Kandahar (such as PRRD officials, Facilitation Partners (FPs), and National staff of the JSPR Team) have been trained and their capacity has been greatly strengthened for management of community development.

The combination of “theory and practices” in the capacity-building programme was useful and contributing to better performance in their duties. Also the bottom-up approach for community mobilization was new to Afghans and the counterparts were inspired and motivated by the approach. In the 10 target villages, the CDC members gained new ideas and experiences of using local resources instead of being dependent on external resources.

(5) Sustainability

Sustainability of the project is expected to be achievable, although some uncertain factors remain. There are possibilities to sustain the effects of the project since the capacity of development workers has been strengthened. The Deputy Minister of MRRD has an idea to expand the development model proposed by this project as a standard model for community development.

3-3 Factors that Promoted Realization of Effects

(1) Factors Concerning Planning

Giving theoretical and practical training to the persons engaged in community development (Output 1 and Output 2) greatly enhanced their capacity. Moreover, combining Output 1 and Output 2 in a complementary manner has contributed to the achievement of the effects.

(2) Factors Concerning the Implementation Process

Since the combination of “theory and practices” and the repetition of this concept in the capacity-building programme were useful in their duties and the use of bottom-up approaches for community mobilization were new to Afghanistan, these concepts inspired the development workers and

encouraged their proactive participation in the project; thus promoting the realization of effects.

3-4 Factors that Impeded Realization of Effects

(1) Factors Concerning Planning

Security in Kandahar rapidly deteriorated due to anti-governmental resistances, especially after the Parliament election in September 2005. In June 2006, the Japanese experts had to withdraw from Kandahar and resettle in Kabul. This hampered the progress of the project and possibly affected the realization of effects. However, the impact of deteriorating security was minimized by the Japanese experts in Kabul and the national staff of the project in Kandahar by working in close contact with each other.

(2) Factors Concerning the Implementation Process

The effects were also limited by the transfer of trained staff members due to personnel rotation of government officials.

3-5 Conclusion

According to the analysis of the achievement of the project, process of project implementation, and 5 evaluation criteria, as of January 2009, activities have been in general implemented satisfactorily, and it is foreseen that the achievement of the project purpose will be ensured by the end of the project period stipulated in R/D. Therefore, it is appropriate that the project terminates in June 2009, as planned.

3-6 Recommendations

(1) During the remaining project period (to be taken care of by the project team and MRRD)

- In order to ensure the sustainability and further expansion of the project outcomes, MRRD is recommended to promote coordination for further development of JSPP models (which involves the Guidelines for Human Resource Development in Community Development and the methods to approach the communities). The models are expected to be adopted by other organizations, including the Community-Led Development Department (CLDD) of MRDD and Afghanistan Institute of Rural Development (AIRD).
- The development activities in the target CDCs of this project were relatively easy to achieve and the experience of development of these communities is not necessarily applicable to other communities with ease. It will be necessary to improve the procedures and methods and make adaptations for the development of CDCs facing some difficulties.

(2) After the project completion (recommendations to MRRD)

- Capacity-building trainings for community development, especially practical trainings need to be provided continuously to the MRRD officials. It is also recommended for MRRD to develop a system to ensure that the impact of the trainings are maintained and accumulated in the organization without losing acquired expertise at the time of personnel rotation.
- Also other technical Ministries (Agriculture, Health and Sanitation, and Education, etc.) could be encouraged to make use of the training module developed by the project to train their officials. By strengthening their capacity to engage in development, MRRD could play a role to facilitate more

dynamic development by coordinating technical ministries.

- The FPs that are implementing the National Solidary Programme could perform more active role to bridge communities by providing them with training opportunities and giving certificates for their proof of skill.
- It will be necessary to develop a system to support the core activity of CDCs, which is the revision of community development plans.

3-7 Lessons Learned

- JSPP is significant as a “Bridge Project” linking the two types of projects; between “quick impact projects” and development projects with medium to long-term perspectives.
- It is essential for community-based development projects to make use of locally available resources at most.
- Repetition of “theory and practice” trainings has been proved effective.
- In-country trainings with participants from diverse ethnic groups are effective not only for technical transfer but also for consolidating peace among different ethnic groups.