

評価調査結果要約表（英文）

Summary of Evaluation

I. Outline of the Project		
Country : Royal Government of Cambodia		Project Title : The Battambang Rural Area Nurture and Development Project
Issue/Sector : Solid Waste Management		Cooperation scheme : Technical Cooperation Project
Division in charge : JICA Cambodia Office		Total Cost : Approximately 300 Million Yen
Period of Cooperation	(R/D): 30 November 2006 to 31 March 2010	Partner Country's Implementing Organization: Ministry of Agriculture, Forestry and Fisheries (MAFF) and Battambang Provincial Department of Agriculture (PDA)
1. Background of the Project		
<p>Agriculture is an important sector in Cambodia. Agricultural production contributes to approximately 35% of the country's gross domestic product (GDP) and approximately 75% of the national population makes their living from agriculture. Despite the abundant farmland, agricultural production is still low due to a number of factors and one major factor is extension service delivery.</p> <p>To increase productivity and diversification of agriculture, the Royal Government of Cambodia (RGC) submitted a proposal to the Government of Japan for a Technical Cooperation Project, namely "Battambang Rural Area Nurture and Development (BRAND) Project" (the Project). This was submitted through the request survey mechanism for Japan's Overseas Development Assistance (ODA) for Japanese Fiscal Year 2006. The objective of the Project was to improve agricultural production through improved agricultural extension service delivery.</p> <p>In response to the request of the RGC, the proposal was approved by the Government of Japan and the Record of Discussion (R/D) on the Project was signed on 30 November 2006. The three and a half year long project started on 30 November 2006 and will end on 31 March 2010.</p> <p>As the Project has come to a point six months before the project completion date, Japan International Cooperation Agency (JICA) dispatched an evaluation team to Cambodia from 6 December 2009 to 21 December 2009 to conduct the terminal evaluation of the Project. The evaluation was a joint undertaking by the Cambodian and Japanese sides, with full cooperation from the Ministry of Agriculture, Forestry and</p>		

Fisheries (MAFF).

2. Project Overview

(1) Overall Purpose:

Farming system of farmers in the target districts in Battambang Province is improved.

(2) Project Purpose:

Agricultural service delivery to farmers is enhanced in the target communes.

(3) Outputs:

< Output 1 >

Extension plans are formulated according to the agricultural potentials and extension needs of farmers in the target communes.

< Output 2 >

Improved agricultural techniques and methods are developed for extension according to the needs of the farmers.

< Output 3 >

Agricultural extension activities are carried out in the target communes according to the needs of farmers.

< Output 4 >

Collaboration among parties involved in agricultural production, marketing and policies is enhanced.

(4) Inputs (as of the terminal evaluation)

Japanese Side:

<Dispatch of Japanese experts> Long-term experts: 3; Short-term experts: 9

<Training> 2 participants on training in Japan and 3 participants on technical exchange in Thailand and Laos

<Equipment> USD47,005 and 2,186,330 Yen

<Local Cost> US\$574,124

Cambodian Side:

<Counterparts> A total of 17 Cambodian officers have been deployed and currently 16 counterparts are still assigned to the Project.

<Office space> Project office and its utility costs were borne by RGC side

II. Evaluation Team	
Member of Evaluation Team	Team Leader Mr. Yasujiro Suzuki, Chief Representative, JICA Cambodia Office
	Farming System Mr. Toyoshi Miyanaga, Former Executive Director, Japan Agricultural Mechanization Association
	Planning Management 1 Mr. Yukihiro Shibuya, Representative, JICA Cambodia Office
	Planning Management 2 Ms. Shoko Meguro, Staff, Paddy Field Based Farming Area Division 1, Rural Development, JICA
	Evaluation and Analysis Mr. Ken Shimizu, Director, Because Institute Co., Ltd.
Period of Evaluation: 6 December 2009 to 21 December 2009	Type of Evaluation: Terminal Evaluation
III. Results of Evaluation	
1. Achievements (as of December 2009)	
<u>(1) Output 1:</u> Extension plans are formulated according to the agricultural potentials and extension needs of farmers in the target communes.	
Output 1 was perfectly achieved by verifying the indicators as originally scheduled as follows.	
Objectively verifiable indicators	The achievements
1-1) Agricultural extension plan is formulated for all target communes.	- Agricultural extension plans have been developed as “Action Plans” for extension activities based on the commune Agro Ecosystem Analysis, several surveys and meeting results.
1-2) The extension plans are improved according to monitoring and evaluation of implementation.	-The plan was discussed and endorsed by two workshops and the final version of the three-year Action Plan was formulated.
<u>(2) Output 2:</u> Improved agricultural techniques and methods are developed for extension according to the needs of the farmers.	
The Project, even at present, has performed better than expected and shown greater practical accomplishments.	

Objectively verifiable indicators	The achievements
2-1) Improved guideline for rice-based farming systems is developed.	- 7 types of extension materials (Technical Bulletins) have been developed and disseminated to 23 villages. Manuals of the extension guidelines and materials will also be developed and distributed to extension workers and farmers before the termination of the Project.
2-2) At least one demonstration farm is established and managed in each of the 23 project villages.	- The Project established a total of 36 demonstration farms in the 23 villages. - In addition, the Project carried out its extension services in a further 19 locations following requests from many farmers.

(3) Output 3: Agricultural extension activities are carried out in the target communes according to the needs of farmers.

Output 3 has already been achieved. However, farmers' group activities need to be considered and followed up by the PDA.

Objectively verifiable indicators	The achievements
3-1) Extension activities such as FFDs are carried out at demonstration farms established in each of the 23 project villages.	- Extension activities about rice and vegetable products were carried out at the demonstration farms. The total participants in the activities reached 2,680 as of 5 November 2009 including about 500 participants in 19 additional places for workshops. - Short-term experts conducted a total of 7 seminars to introduce their activities and made recommendations.
3-2) Information is regularly delivered to and gathered from farmers using the information boards in each of the 23 project villages.	- Cambodian project members maintained the information boards installed in all of the 23 target villages. 9 comments /requests from the farmers were promptly responded to by the project team and PDA.

(4) Output 4: Collaboration among parties involved in agricultural production, marketing and policies is enhanced.

This is a challenging part of the Project. Some activities started in late 2008 and it is too early to determine its achievement.

Objectively verifiable indicators	The achievements
4-1) All target communes develop commune investment plan that reflects agricultural extension plan.	- 20 of the 37 communes in the four target districts have included extension activities, such as demonstration farms, in their Commune Investment Plans (CIPs) for 2010 based on proposals of the Project. However those demonstration farm activities could not secure an adequate budget for implementation in year 2010.
4-2) Grading system for Battambang Brand Rice is established.	-Grading and certification systems and a logo have already been established. Three rice millers have already been certified as Battambang Brand Rice suppliers. A monitoring system has just started actual implementation in 2009.
4-3) Certification system for Battambang Brand Rice is established.	
4-4) Monitoring system for Battambang Brand Rice is established.	
4-5) A logo for Battambang Brand Rice is established.	- The Project was referred to in the MAFF Annual Report (2008-2009). The Rural Development Bank and BRAND jointly conducted a rice seminar and farmers, various ministries and related organizations have recognized the activities of the Project through 10 seminars organized by the Project in Phnom Penh and Battambang in 2009.
4-6) Achievements of the project are cited in official documents.	

2. Summary of the Evaluation Results

(1) Relevance

The Project has a high degree of relevance for its approach and regional needs.

The Project's relevance is high vis-à-vis the national policies of Cambodia, needs of farmers and government officials in the region and the official development policies of Japan.

Rice-based farming continues to be an indispensable part of rural people's livelihoods and their demands for

improvement to the farming system remain high. The Project's Overall Goal to support the farming system of farmers is very much in the interest of local communities.

Farmers are suffering not only from limited access to technical information of farming, but also from limited access to market information of their products. The Project formulated an agricultural service extension plan based on the regional potential and delivered agricultural services in the target areas. In addition, the Project provided a backward approach from commercial agro-enterprises to farmers by establishing the BRPC which is expected to capitalize on regional strengths.

The Project has selected its target areas through the AEA based on Pro-Poor oriented criteria and the selection is turning out to be conducive to achievement of the Project objectives and the Overall Goal.

(2) Effectiveness

The effectiveness of the Project is relatively high.

The Project has already achieved most of its expected outputs to achieve the Project Purpose with only a few pieces left to catch up on. There are positive outcomes in the productivity of the target farmers.

Project Purpose: Agricultural service delivery to farmers is enhanced in the target communes."

Objectively verifiable indicators	The achievements
<p>1) More than 50% of the farmers who participate in the workshops, seminars, and Farmers' Field Days (FFDs) organized by the project adopt at least one of the improved techniques listed below.</p> <ul style="list-style-type: none"> a) Salt water seed selection b) Reduced seed rate c) Vegetable seedling d) Other techniques introduced by the project 	<p>According to a survey, 53% of the farmers who participated in FFDs actually applied "Salt water seed selection and Hot water disinfection". They have reduced seed rate from 90kg/ha in 2007 to 66kg/ha in 2009. 42% of farmers who joined FFDs followed BRAND recommended fertilizer application.</p>

<p>2)Marketing environment of rice has improved</p> <p>2-1) At least 50% of the participants of the final Farmers’ Field Day session recognize Battambang Brand Rice.</p> <p>2-2) At least five (5) rice millers are certified as Battambang Brand Rice suppliers.</p>	<p>The survey in July 2009 showed that 56% of the farmers (182 participants) who participated in FFDs are aware of the Battambang brand rice, “Battambang Aromatic Rice”.</p> <p>Three rice millers have already been certified as Brand Rice suppliers, while three more millers are due to be certified upon the installation of rice polishing machines expected to arrive by the end of 2009.</p>
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The Team, however, would like to mention several issues regarding the effectiveness of the Project.

- Team is a little concerned about is an absence of comparison analysis on productivity of the demonstration farm and non-demonstration farm to keep effectiveness of the Project perfectly clear.
- There seems to be a gap between BRPC promotion activities and other activities in a project. The Team also encouraged all stakeholders to reconfirm the objectives of BRPC and promote a win-win relationship between farmers and commercialized business groups in order to avoid incoherence of the project activities.

(3) Efficiency

Overall the level of efficiency of the Project was satisfactory. The achievement of outputs is adequate and most of the activities were carried out as per schedule. The quality, quantity and timing of the provision of inputs from both sides were fair and were utilized to achieve the Project Outputs.

The Team concluded that there are areas not covered, non-rice crop cultivation, but these are based on rational decisions.

There were some evidence that the Project have been hindered by inadequate coordination and management at the regional level due to unclear responsibilities of relevant persons in the Project.

(4) Impact

In the near future, the prospect of the Overall Goal being achieved after the completion of the Project is high if the relevant authority is able to follow up the activities.

At the same time, we must pay more attention to the future direction of “Battambang rice is marketed as

Battambang Brand Rice” through BRPC's activities because if BRPC’s activities start to accelerate a growing economic gap between city and remote areas or a gap between rich and poor, it could have negative impacts.

(5) Sustainability

There were the positive aspects and negative aspects on the sustainability. Even if the Project has achieved its target, it is not enough because this is a just primary goal or the first milestone in the long winding road of national level agricultural development.

The technical skills introduced by the Project were of a basic level and simple and easy for the farmers but they have unparalleled influence in farmers’ agricultural activities. As far as the technical aspect is concerned, there is a sound sustainability.

The most significant challenge, however, is the financial constraints of the Cambodian side in order to follow up agricultural extension activities after the completion of the Project. The current government financial situation has shown itself to be unable to maintain financial sustainability and to maintain further agricultural extension service delivery system. How to move towards a resolution remains unclear.

On the other hand, the Project has encouraged communes to include extension plans in their CIPs and 20 communes have already included agricultural extension activities in their CIPs. Although there have been no positive signs of funds from NGOs or other donors for the activities in fiscal year 2010, the commune chiefs showed their commitment to seek funds.

3. Major Findings

(1) Key Success Factors

< “Simple & Easy” basic techniques to improve farmers’ agricultural activities >

“Simple & Easy” techniques introduced by the Project are being widely adapted by the farmers in the target area and contributed to the improvement of agricultural productivity. The smallholders are more motivated because they can quickly adapt those techniques without any additional resources. This could be evidence that the Project contributed to some extent to poverty reduction.

< Proactive extension activities in the field >

The Project improved the information access of farmers. The Information Boards are equipped with correspondence boxes so that farmers can ask about anything. A strategic selection of the demonstration

farmers e.g. commune chiefs, key persons in the villages, in the first stage created good influential flow of extension.

Team received a lot of generous praise towards the staff, especially extension workers who are wholeheartedly working for the farmers.

The strategy of including extension works in CIPs encouraged commune authorities to get involved in agricultural extension works more actively and paved the way for better relations between the PDA and local authorities.

< Comprehensive economic approach >

The concept of the BRPC is a backward approach from enterprise to farmers' activities and the Project offered opportunities to the regional economic growth in the future.

(2) Challenging Factors

< The path to the national development goal >

One of the main development goals in the agricultural sector is "To increase productivity and diversification of agriculture" in the country. The Project is a step of the path to the national development goal but steps to the goal are not clear.

< Sustainable and Pro-Poor economic growth as a fundamental principle >

The Team is concerned about the fact that the BRPC does not have any representatives of farmers or a clear mission statement that expresses how the committee is to promote regional economies based on sustainable and pro-poor growth as a fundamental principle.

< Project framework >

The Project has no clear description of responsibilities for three project directors and sometimes suffered from poor liaison among them.

4. Recommendations by the termination of the Project

(1) Recommendations to the Project

< A quick impact survey >

The Project is recommended to carry out a quick impact survey on comparison of the demonstration farm and non-demonstration farm on the change in productivity.

(2) Recommendations to the Project & BRPC

< A clear mission statement of the BRPC >

The BRPC must have a clear mission statement that expresses the committee's aim to promote regional economies based on sustainable and pro-poor growth as a fundamental principle. The Team also recommends that the BRPC invite representatives of farmers in the future as members of the committee.

< Annual activity plan & medium and long-term plan of the BRPC >

A detailed annual production schedule and long-term plan including the financial strategy and human resource development plan of the BRPC's must be developed and would be reviewed regularly.

The Team would like to highlight the necessity of hands-on assistance in this regard in a timely manner.

(3) Recommendations to the communes in target area

< More realistic extension plans in CIPs >

The 20 communes which already developed CIPs with agricultural extension activities are recommended to review their CIP proposals and make them more realistic so that the proposals can attract sources of funding.

(4) Recommendations to the MAFF

< Sharing the outcomes of the Project >

It is recommended that the MAFF take necessary measures and instruct Battambang PDA to share the outcomes of the Project with relevant authorities like:

- * The Ministry of Economy and Finance (MEF)
- * The National Committee for the Decentralization and Deconcentration (NCDD)
- * The Provincial/Municipal Rural Development Committee or the Executive Committee (ExCom)
- * Other line departments of the MAFF
- * The general public through public media, such as TV or Radio

5. Measures to be taken after the termination of the Project

(1) Recommendations to the MAFF

< Integrate the Project's experiences with national agricultural extension plan >

The MAFF expected to integrate the simple technologies extension method and sustainable extension approach with the national level agricultural extension plan and facilitate other PDAs to follow the method.

6. Lessons Learned

(1) Importance of dialogue on how to reach the development goal of the country

There should have been more intensive dialogue between stakeholders on how to reach the national development goal, "To increase productivity and diversification of agriculture "in the county, during the project period.

(2) Set an appropriate level of the Overall Goal of the Project

The Overall Goal of the Project, having improvements in the particular province, is too narrow and this limits the range of its target.

(3) Attempt to assure the source of funds

Though the present financial situation of the country cannot be overcome immediately, the MAFF should accelerate attempting to find a source of funds for the agricultural extension activities. More direct involvement of key actors, like the MEF, in the JCC would be recommended.

(4) Capacity Development approach

A project's aim should not only concentrate on particular development activities, but also try to improve the problem-solving capacity of the recipients.

(5) Flexible & forthcoming project implementation

The appropriate techniques and extension approaches in a flexible and forthcoming manner based on the real situation of the target areas is a key success factor. It is widely recognized but rarely materialized.

(6) Clear project implementation framework

A project must have clear responsibilities for the management and decision making level in order to secure the smooth and effective implementation.