

Summary of Evaluation

I. Outline of the Project		
Country: South Sudan		Project title: Livelihood Improvement in and around Juba for Sustainable Peace and Development
Issue/Sector: Agriculture Development, Rural Development		Cooperation scheme: Technical Cooperation
Division in charge: South Sudan Office		Total cost: 390 million Yen
Period of Cooperation	(R/D): December 10, 2008	Partner Country's Implementing Organization: Ministry of Cooperative and Rural Development, Republic of South Sudan
	(Extension): March 4, 2009 - February 12, 2012	
		Supporting Organization in Japan: None
		Related Cooperation: None
<p>1. Background of the Project</p> <p>Since the independence of Sudan in 1956, South Sudan has been a battleground for two civil wars that resulted in egregious suffering loss of the life and opportunities, widespread poverty and food insecurity. The Comprehensive Peace Agreement (CPA) of January 2005 brought an era of post conflict reconstruction for the country. Repatriation of refugees and IDPs started moving in huge numbers and people had started searching for means of livelihood. Yet, the high levels of extreme poverty, particularly in rural communities, have been highlighted as potential source of instability. Under these circumstances, the Government of South Sudan requested the Government of Japan for a technical cooperation to establish the basic conditions for extension of livelihood improvement models suitable for various communities in and around Juba. In response to the request, the Government of South Sudan and JICA started "the Project for Livelihood Improvement in and around Juba for Sustainable Peace and Development" in March 2009 (hereafter referred as the Project). The duration of the Project is 3(three) years from March 2009 to February 2012. The Project has multiple components: i) to develop basic tools in extension of livelihood improvement models, ii) to develop capacity of the governmental staff and community leaders, iii) to strengthen institutional capacity of Ministry of Cooperative and Rural Development (MCRD) and Ministry of Agriculture and Forestry (MAF), and iv) to implement model project adapting livelihood improvement models. It was recognized that development activities in the post-conflict society should adopt a community-based approach that would give a better chance for an outside assistance to play a catalytic role in a fair manner. Target area of the Project is in Juba County, Central Equatoria State (CES).</p>		
<p>2. Project Overview</p> <p>(1) Overall Goal</p> <p>Livelihood of the community people will be widely improved through the adaption of "Livelihood improvement models" in and out of Juba County</p> <p>(2) Project Purpose</p> <p>Basic conditions for extension of livelihood improvement models suitable for various communities in and around Juba are established.</p>		

(3) Outputs

- 1) Basic tools for Community Development Services are developed; i) Community development manuals are developed and ii) Agricultural technology packages are developed.
- 2) Capacity of relevant government staff and community leaders in extension of Livelihood Improvement Models is strengthened.
- 3) Institutional Capacity of MCRD/GOSS/CES, and MAF/CES in effective operation of Livelihood Improvement Models is strengthened.
- 4) The Model projects adapting Livelihood Improvement Models are implemented.

(4) Inputs

Japanese side:

Expert: 15 (108.47MM), Equipment: 7,211,957 Yen, Local cost (Estimation): 109,372,000 Yen

Trainees received (Training in Japan and Third Country Trainings courses): 44

Palestinian side:

Counterpart: 59, Land and Facilities: the office space at the MCRD/CES in Juba

Local Cost: Salary for counterparts

II. Evaluation Team

Members of Evaluation Team	Mr. Shinjiro AMAMEISHI Mr. Kensuke OSHIMA Ms. Eri NAKAMURA Mr. Harumi IIDA	Team Leader Cooperation Planning Evaluation Planning Evaluation Analysis
Period of Evaluation	August 28, 2011 ~ September 24, 2011	Type of Evaluation: Terminal evaluation

III. Results of Evaluation

1. Result of Achievements

Output 1: Basic tools for Community Development Services are developed - (1) Community development manuals are developed and (2) Agricultural technology packages are developed.

(1) Achievement of Outputs

The draft of Community Development Manual (CDM) has already been developed, and it has been distributed to C/Ps. The draft of the manuals will be evaluated and finalized by the end of the Project. On the other hands, the draft of “Manual for Extensionists and Farmers” as a part of Agricultural packages has been developed. Some of techniques in the packages have been utilized by Group Farming as well as Farmer Teachers (FTs) in the model sites. Also, the draft of the packages will be evaluated and finalized by the end of the Project. The Project will produce other manuals and materials for community development and agricultural development, those are followings:

1) Community development

Rural Development Directory,

Curriculum for transiting courses of community development workers

Auto-visual training materials: Japanese experience of community development in post-war and Songa Nbele community development in Kenya.

CDO/AEO library

(2) Agricultural development

Curriculum for introductory training course for farmer teacher

Agricultural extension manual: formation of farmer group and their training

Output 2: Capacity of relevant government staff and community leaders in extension of Livelihood Improvement Models is strengthened.

More than 48 CDOs as counterparts have been trained thorough training courses, workshops and study tours. They have practiced their acquired knowledge and skills in the model sites. Field works at the model sites have become “On-the-Job Training (OJT) for some CDOs with less experiences. The number of visit by CDOs to the model sites increased dramatically from the commencement of the Project. Community members in the six model sites have trusted the CDOs to discuss and consult the issue of communities. Almost all the CDOs consider that they become more active and the works have been more functional than before the Project. CDOs now take initiatives in organizing and facilitating the weekly progress meeting of the Project.

Output 3: Institutional Capacity of MCRD/GOSS/CES, and MAF/CES in effective operation of Livelihood Improvement Models is strengthened.

During past five years, Minister of MCRD/GOSS has been changed five times, and the position is vacant since February 2011. Therefore, dialogue among policy for rural development for South Sudan was delayed. However, Rural Development Policy Committee was established in MCRD/GOSS after the independence. The Committee will formulate and compile “MCRD Policy Framework and Strategies 2011/2012 and Policy Guideline 2011” and Rural Development Directory” by the end of Project term. In addition, in order to enhance the capacity of Amadi Rural Development Institute (ARDI) which is a national training center for rural development in the country, the Project implemented 6 training and workshops, 5 study tours to a third country, total participant were 87 in those trainings. In addition, “The Survey on Rural Development and Agricultural Extension in South Sudan” was implemented in June 2011. The workshop was held to share the result of above survey, that the issues about rural development and community mobilization as well as agricultural extension were recognized among stakeholders in central government and state government.

Output 4: The Model projects adapting Livelihood Improvement Models are implemented.

The Project has implemented the community development projects in six communities as model sites, places of those are Kapuri (Rombur Boma), Nyamini (Nyamini Boma), Kworijik Luri (Luri Boma), Sirrimon (Sirrimon Boma), Kansuk (Kansuk Boma) and Bungu (Bungu Boma). Each model site formed Boma Development Committee (BDC) and produced “Community Development Plan in 2010 – 2012 (CDP)”. The Project has supported those communities to implement pilot activities based on the CDPs. Those pilot activities include improvement of farming, income generation activities (IGA), access to drinking water, primary health and basic education.

Community development activities have progressed in each community. Community members have experienced improvement of their livelihoods supported by CDOs and the Project team. As for improvement of farming, group farming and Farmer’s Teachers were introduced; farmers who registered in pilot activities have started to adapt new farming method to increase their agricultural products. Agricultural productivity of crops such as Maize, Sorgham and G-nuts by group farmers was higher than the national average in the

season of 2010.

(3) Achievement of Project Purpose

Basic conditions for extension of livelihood improvement models suitable for various communities in and around Juba are established.

The term “basic conditions” for extension of livelihood improvement models consists of capacity development of C/P, compiling tools such as guideline and manuals and institutional building of concerned organization. Through implementation of activities and achievement of Outputs, those elements are going to be realized. Therefore, Project Purpose will be achieved by the end of Project.

2. Summary of Evaluation Results

(1) Relevance

The aim of the Project consisted with policies of Government of South Sudan and Japanese official development policy. The Project is effectively designed to achieve its purpose. Therefore, the Project is relevant to be implemented.

Policy Framework and Work plan of MCRD/GOSS 2007/2008 holds that i) to promote community based development project and ii) to support self-reliant and social life integration by providing services for groups which require special consideration/supports. In order to achieve the target, MCRD/GOSS consider it necessary to develop capacity of CDOs who are assigned at the filed level to support community directly. On the other hands, MAF/GOSS put priority on i) human resource development including AEO, ii) poverty alleviation through agricultural development and iii) Establishing agricultural extension package.

In Japanese ODA policy, supporting peace building process for conflict nation is one of the important issues. For South Sudan, re-integration of society is considered to contribute to peace process of the nation. Returning of IDP and their reunification in local society is the priority issues of the country, therefore, cross sectorial approach though community development is important. Also, JICA sets the “consolidation of peace” as major principle for the cooperation for South Sudan; it tries to respond to the urgent needs as well as long term targets.

(2) Effectiveness

The aim of the Project is to formulate “basic conditions” for extension of livelihood improvement models. The basic conditions consisted of i) capacity development of C/P who are mainly CDOs, ii) compiling tools such as guideline and manuals and iii) institutional building of MCRD/GOSS and CES. Through implementation of activities and achievement of Outputs, the aim of the Project will be achieved by the end of the project term. Therefore, it could be said that the Project has been effectively implemented.

(3) Efficiency

Regarding implementation of the Project, Inputs from both Japanese side and South Sudanese side are efficiently utilized in the Project activities. In Japanese inputs, especially, work of expert teams and organization of training courses are effective to develop capacity of CDOs. On the other hand, CDOs divided to six area team have become very active to implement activities.

The relationship between both sides has been kept well through daily work and regular meetings. However, absence of Minister of MCRD/GOSS for several months negatively affected policy dialogue to the Project.

Except this external factor, the Project has been efficiently implemented to produce Outputs.

(4) Impact

Regarding the expectation of Overall Goal of the Project, “Livelihood improvement models” would be able to be expanded in Juba county, due to the plan of MCRD/CES which intended to allocate all CDOs to all counties in the state. Presently, motivations of those CDOs are very high for improving the livelihood of community. They could perform mobilizing community members to produce several outputs as well as the Project. In this case, full support of MCRD/CES is crucial to sustain the activity of CDOs. From a viewpoint of the impact of the Project, mostly positive impacts are observed along the project activities while the negative impact is not found. Positive impacts are followings;

Issue of rural development at national level was realized by stakeholders in the first “Rural Development Forum” which was held in July 2010.

“Community Development Manual” will be utilized in training course of ARDI, to share skills and knowledge of the Project for other CDO from other states.

With regards to the Manual for Extensionists and Farmers”, MAF/CES intends to distribute the manual to all counties to be utilized for the activity of AEO in each county.

Regarding activity of Framers Teachers, presently, more than 70 farmers come to see the new method of Framers Teacher from outsides of group farming.

(5) Sustainability

CDOs as counterpart of the Project would be able to maintain the knowledge and skills obtained in the project activities. Framers joined in farming groups will maintain acquired knowledge and skills; they have already practice those technics in their farms. MCRD/GOSS will adapt new “Policy Framework and Work Plan 2011/2012” which is supported by the Project, to strengthen institutional background of community development. On the other hand, MCRD/CES is required to secure necessary budget for the activity of CDOs to continue their daily work after the Project ends. MAF/CES is also required to prepare budget for activity of AEOs to have collaborative work with CDOs.

(6) Conclusion

The Project has succeeded in introducing the holistic approach which includes group activities in the model sites. Group activities could provide opportunity for community members to work together for the same purpose through group farming, income generation and construction of public facilities. CDOs have become facilitator and advisor for those communities to connect public and private service providers. They realized their important role as catalysis in community development through implementation of the project activities. Regarding the present performance of the Project, the aim of it will be achieved by the end of the Project term. Therefore, the Project will be concluded at February 2012 as scheduled. After the Project ends, effective use of those CDOs will depend on continuous support of MCRD/CES as well as MCRD/GOSS.

3. Recommendations

1) August 2011, MCRD/GOSS was abolished and it is planned to be incorporated into MAF/GOSS soon. For assuring steady implementation of Rural Development Policy Framework and Strategy and other outputs of the Project, it should be guided to be in the proper place inside MAF/GOSS. Furthermore, Rural Development

Forum needs to be held under renewed administrative organization for smooth information sharing and coordination among various actors for rural development in South Sudan.

2) The Project has formulated the manuals for CDOs and AEOs and has provided the On-the-Job Training opportunities in the model communities for them. As a result, most of them have already acquired enough knowledge and experience that are being utilized for the activities like IGAs and the agricultural techniques have been gradually transferred in the communities without the guidance of the Project. For continuous and advanced utilization of those manuals after the Project period, below mentioning actions are required.

a) To secure operational budget for community development activities; i) Transportation fees for CDOs and AEOs to the communities, ii) Budget for community development activities organized by CDOs, and iii) Provision of training occasions for CDOs in the field.

b) To improve working environment for CDOs and AEOs in an appropriate manner; i) Preparing offices and accommodation for CDOs in counties and ii) Deploying CDOs to their assigned counties.

3) The six pilot communities need to implement model project proactively, supported by CDOs, in anticipation of termination of the Project.

4) The demonstration farms are utilized for communities as the model for agriculture activities in and around Juba. It is recommended that appropriate operational body is established for sustainable activities for demonstration farm after the Project period.

4. Lessons Learned

As a result of the Project, the performance of CDOs has been dramatically improved. Combination of implementing training courses and field works as On-the-Job Training were effective to develop capacity of CDOs as well as to generate their motivation. Throughout the Project activities, CDOs could show community members how their knowledge is practical and useful to solve issues community has. Consequently, CDOs have established mutual relationship among community members, and have regularly visited communities to do their duties, without payment of allowance.