

Summary of the Evaluation (Draft)

I. Outline of the Project		
Country: Tanzania		Project Title: Technical Cooperation in Strengthening the Backstopping Capacities for the DADP Planning and Implementation under the ASDP
Sector: Agriculture		Cooperation Scheme: Technical Cooperation Project
Division in Charge:	JICA Tanzania Office	Total Cost: Approximately 225 million Japanese Yen
		Implementing organization in Tanzania: Ministry of Agriculture, Food Security and Cooperatives (MAFC), and PMO-Rural Administration and Local Government
Cooperation Period	(R/D) 10 th December, 2008	Organization in Japan: JICA in collaboration with International Development Center of Japan (IDCJ)
	Three years (March 2009~March 2012)	

1 Background of the Project

The Government of Tanzania (hereinafter referred to as “GoT”) has adopted the Agriculture Sector Development Strategy (ASDS) in 2001, which delineates how the agricultural sector contributes to National Strategy for Growth and Reduction of Poverty (NSGRP). The Agricultural Sector Development Programme (ASDP), which became operational in 2006, is a long-term process designed to implement the ASDS. In order to implement and further improve the ASDP, it is important to enhance capacities of Local Government Authorities (LGAs) for planning and implementing District Agricultural Development Plans (DADPs), where three quarters of the resource from ASDP Basket Fund are allocated to LGAs for implementing DADPs. The Agricultural Sector Lead Ministries (ASLMs), therefore, have put up some measures of improving DADPs planned and implemented by LGAs. The measures taken include: 1) formation of Planning and Implementation Thematic Working Group (ASDP P&I TWG), whose roles are to revise DADPs Guidelines and to capacitate LGAs on DADP planning and implementation through Regional Secretariats (RSs), 2) Prime Minister’s Office - Regional Administration and Local Government (PMO-RALG) has been given mandate to facilitate consolidation of progress reports and action plans submitted by LGAs. However, ASDP P&I TWG, PMO-RALG and RSs still need to improve the backstopping capacities so that LGAs will better be facilitated in DADP Planning and Implementation.

GoT requested the Government of Japan (hereinafter referred to as “GoJ”) to undertake the TC to strengthen the backstopping capacities of ASDP P&I TWG, PMO-RALG and RSs for the DADP planning and implementation. In response to this request, the Preparatory Study Team was dispatched in 2008 and the framework of the TC was officially agreed between Japan International Cooperation Agency (JICA) and the concerned Tanzanian authorities, and the Record of Discussions

was signed on 10 December, 2008. The TC started on 10 March, 2009 for the period of three years.

In order to assess the progress to the TC, the Mid-term Review was conducted from 17 February, 2011 to 1 March, 2011. As a result, it was concluded that the TC activities had been smoothly implemented. In addition, recommendations were made for smooth and effective implementation of the TC.

2 Project Overview

2-1 Overall Goal

LGAs effectively plan and implement their DADPs.

2-2 Project Purpose

DADP planning and monitoring are improved with strengthened operation of the DADP Planning and Implementation (P&I) TWG, the Agricultural Sector Unit of PMO-RALG and Regional Secretariats (RSs) for backstopping LGAs.

2-3 Outputs of the Project

Output 1 Backstopping activities for the planning of DADPs are strengthened.

Output 2 Monitoring activities for the progress of DADPs are strengthened.

2-4 Inputs

Japanese side

Experts: 4 experts in 3 areas (Team leader/Rural Development; Planning and Monitoring-1; Planning and Monitoring-2; and Local Governance Monitoring/ Programme Coordinator), 48.68M/M in total

Trainees received: 10 trainees, 5.3M/M in total.

Equipment: 14 million Tsh. (approx. 0.7 million Yen)

Local cost: 77 million Tsh. (approx. 3.7 million Yen)

Tanzanian Side

Counterpart: 24 experts total (12 experts for ASDP P&I TWG, 6 experts for PMO-RALG Directorate of Sector Coordination (DSC) ASU and 16 experts for NFT)

Cost for activities: 76 million Tsh. (approx. 3.7 million Yen)

Others: Provision of an office at MAFC for the Japanese expert team and transportation for field trips as necessary

II. Evaluation Team

Members of the Evaluation Team	<u>Japanese side</u>	
	Mr. Minoru Homma	Team Leader, Senior Representative, JICA Tanzania Office
	Mr. Kazuhiko Obama	Cooperation Planning, Representative, JICA Tanzania Office
	Ms. Kazumi Shimaoka	Evaluation Analysis, Global Link Management, Co. Ltd.

	<u>Tanzanian side</u>	
	Mr. Nganga Maduhu Nkonya	Team Leader, Statistician, Statistic Unit, M&E and Statistic Section, DPP, Ministry of Agriculture, Food Security and Cooperatives (MAFC)
	Mr. Robert Chacha	Evaluation Analysis, Senior Economist, M&E Unit, M&E and Statistic Section, DPP, MAFC
Evaluation Period	5 Oct. 2011 – 17 Oct. 2011	Evaluation type: Terminal Evaluation

III. Overview of Evaluation Results

1. Current achievements of the Technical Cooperation

1-1 Outputs

Output 1: Backstopping activities for the planning of DADPs are strengthened.

Indicator: LGAs have received adequate backstopping from key actors at national level.

Various activities to support DADP planning were first provided for the target group of the TC, i.e., ASDP P&I TWG, NFTs and RSs, and then provided for LGAs through backstopping activities by the target group nationwide. Seminars/trainings/workshops such as “DADP Quality Assessment (including review of the assessment framework),” “Preparation for technical backstopping on DADP Planning,” and “Backstopping on DADP Planning for pilot LGAs of the TC” were conducted. Furthermore, partially covering matters on progress reporting, “DADP Quality Improvement Seminars” which share experiences and lessons learned from DADP planning, implementation and reporting among the target group and “Regional Seminars on DADP Process Improvement” for pilot regions were implemented.

In addition to the achievement, there are some relevant observations made by ASDP stakeholders in ASDP Evaluation Report (June, 2011) and the 5th JIR AM (September, 2010) on the improvement of DADP backstopping for LGAs and challenges. The Team also found that there was still room for improvement in skills and knowledge of the target group because the Government’s requirement for quality DADP had also improved and become more sophisticated to make DADP an effective tool under ASDP.

Output 2: Monitoring activities for the progress of DADPs are strengthened.

Indicator: DADP progress reports are compiled at Regional level by RSs on time..

Various backstopping activities for DADP progress reporting were conducted for the target group, i.e., PMO-RALG ASU and RSs, and then for LGAs through the target group. Seminars/trainings/workshops such as “Regular Monitoring on Progress Reporting for the pilot LGAs,” “OJT for RSs with respect to the consolidation of DADP Progress Reports,” “Facilitation for PMO-RALG DSC ASU in the consolidation of DADP Progress Reports,” and “Training for PMO-RALG DSC ASU” were conducted. As a result, according to ASDP Performance Report 2010/11 (draft 0 of August, 2011), the number of Regions which submitted on time DADP Progress Report successfully increased from 7 (2007/08, before the TC), 13 (2008/09) up to 16 (2009/10)

among 21 Regions, although the indicator does not set specific numerical targets.

There are also relevant observations made by ASDP stakeholders in ASDP Evaluation Report (June, 2011) and the 5th JIR AM (September, 2010) on the improvement in the quality of DADP progress reports.

1-2 Purpose of the TC: “DADP planning and monitoring are improved with strengthened operation of the DADP P&I TWG, the ASU of PMO-RALG and RSs for backstopping LGAs.”

The Team confirmed that the Purpose of the TC is most likely to be achieved towards the end of the TC with indicators having been making steady progress, and that backstopping activities and implementation monitoring activities by the target group were strengthened.

Indicator 1: The number of poor performers in DADP quality assessment* is decreased (from 42% to 20% of the average of 5 secondary indicators)

*: Quality assessment is conducted on the basis of assessment framework which focuses mostly on the format requirement of DADPs.

In terms of the number of poor performers in the average of 5 secondary indicators, as was observed by the mid-term review in March 2011, DADP quality assessment in 2010 for 2010/11 DADP shows that there was only 9.8% of poor performers compared with 42% in the previous year for 2009/10 DADP. The target was already achieved in 2010, while the latest DADP Quality Assessment in 2011 for 2010/11 DADP is not relevant to see the progress of the same indicators. This happened mainly because that the Quality Assessment for 2010/11 DADP drastically changed assessment items by placing substantial focus on individual investment projects.

The trend of overall assessment result of DADP quality, however, has been improved: The percentage of Districts scoring "0" decreased from 29% (for 2008/09 DADP) to 13% (for 2011/12 DADP), while the percentage of Districts scoring "2" increased from 33% (for 2008/09 DADP) to 53% (for 2011/12 DADP), as Table below shows.

Trend of LGAs' average score distribution (0, 1, or 2) across all assessment characteristics

Score	Average proportion of LGAs which scored either 0, 1, or 2 (out of 132 LGAs)			
	Assessment of 2008/09 DADP (Done in Mar. 08: FY 2007/08)	Assessment of 2009/10 DADP (Done in Mar. 09: FY 2008/09)	Assessment of 2010/11 DADP (Done in May 10: FY 2009/10)	Assessment of 2011/12 DADP (Done in May 11: FY 2010/11)
	No. of Char.: 23	No. of Char.: 26	No. of Char.: 19	No. of Char.: 10
0	29%	29%	13%	13%
1	39%	29%	33%	34%
2	33%	42%	54%	53%

Note: Score "0" = "Non-satisfactory", "1" = "Partially satisfactory", and "2" = "Fully satisfactory"

Source: compiled by Japanese experts based on DADP Quality Assessment (raw data)

Indicator 2: Quality DADP progress reports are prepared and submitted.

Regarding the quality of DADP progress report, the assessment results of 2009/10 Q4 DADP Progress Reports observed following improvements: a) 89% of LGAs included the "Summary Sheet"

and "Input Data," whereas 75% in 2008/09 Q4; and b) 62% of LGAs showed consistency between physical and financial reports, whereas 58% in 2008/09 Q4. During 2010/11, the use of report format has so prevailed that many regions started submitting only regionally consolidated reports, skipping sending LGAs' individual reports: however, almost all LGAs now use the report format properly as described in regionally consolidated reports of 2010/11 Q4. In addition, Skills Examination Report by the TC shows that all the 21 Regions (100%) submitted regionally consolidated reports for both 2009/10 Q4 and 2010/11 Q4 and that the number of regions to use the Excel format properly with functions increased from 13 Regions (62%) for 2009/10 Q4 to 20 (95%) for 2010/11 Q4.

In addition, the submission of Carry-Over Fund report from Regions to PMO-RALG has improved from 24% (2009/10 Q2) to 91% (2010/11 Q4).

1-3 Overall Goal: “LGAs effectively plan and implement their DADPs.”

The Team confirmed that signs to achieve the Overall Goal are observed, and that there were essential externalities (important assumptions) to be fulfilled to achieve the Goal by sustaining the effects of the TC, as is summarized later in “III 2-2 Effectiveness.”

Indicator 1: ASDP partners recognize quality improvement of DADP.

Regarding the recognition of the quality improvement of DADP by ASDP Development Partners, the 5th JIR AM (September 2010) and ASDP Evaluation Report (June 2011) made some remarks on the improvement of DADP quality. For further improvement, ASDP Evaluation Report (June 2011) pointed out that “DADPs do not yet contain a fully integrated and strategic vision for agricultural development at LGA level. . . . and especially do not provide an integrated approach to the use of government and non-government resources, analysis of how poverty is addressed, or of gender and environmental issues”.

Indicator 2: DADP related indicators are improved

In terms of DADP related indicators of ASDP, the latest Report (the zero draft of the ASDP Performance Report for 2010/11) shows that the proportion of LGAs that qualified to receive top-up grants are 97% for 2009/10, increasing steadily from 96% for 2008/09, 83% for 2007/08, and 51% for 2006/07.

2. Evaluation by Five Criteria

2-1 Relevance

The relevance of the TC is considered high.

Relevance to the national policy and needs of Tanzania: There are no major changes to ASDP policy of the Government of Tanzania since the time of the mid-term review. DADP planning, implementation and monitoring is still a key component of ASDP, accounting for 75% of ASDP financial resources. Further, requirements for improving DADP planning and implementation have improved and become more sophisticated to make DADP further effective and strategic means of ASDP implementation.

Relevance to the needs of the target group and final beneficiaries: The TC is in line with the needs of the target group (ASLMs and RSs) and final beneficiaries (LGAs). ASDP P&I TWG with NFT have needs to improve their skills and technique in data analysis and various reports writing (e.g. quality assessment, backstopping report), and PMO-RALG ASU have needs to improve the preparation and consolidation of regional DADP progress report and to build the capacity of RSs, who coordinate and support LGAs. RSs also seriously need backstopping activities from the TWG/NFT and PMO-RALG ASU to catch up and respond to occasional changes/improvements in government instructions such as DADP guidelines and reporting formats. The needs of LGAs similarly are serious in receiving backstopping activities from NFT and RS to prepare, implement, monitor DADP and report the progress of DADP. In addition, in order to tackle with personnel changes at both RS and LGA levels, continuous backstopping is required.

Relevance to Japan's Assistance policy: Japan's latest Country Assistance Programme for Tanzania (prepared in 2008) states that GoJ, as a major donor in Agriculture sector, supports GoT with the experience of contributing to the development of ASDP and their implementation framework. Agriculture is among the top priority areas of Japan's assistance to Tanzania.

Appropriateness of Approach to solve the problem: The approach of the TC is well along with ASDP framework, in which the L/F and the PO of the TC is aligned with the TOR and work plan of ASDP P&I TWG. The target group was selected appropriately, as agricultural officials of ASLMs and Regional Secretariats (RSs) are responsible for backstopping activities for LGAs on DADP planning, implementation and monitoring. The purpose of pilot regions and LGAs is to undertake intensive monitoring and to quickly reflect findings into activities of P&I TWG, NFT and RSs: however understanding on pilots needs to be properly shared between Japanese experts and P&I TWG members, who see those pilots practically benefiting from close interaction with the TC as additional backstopping. Also the TC is now required to focus more on promoting strategic DADPs. Japan has a strong comparative advantage since it has been providing various technical and financial cooperation for ASDP and DADP from their inception, and the active performance of Japanese cooperation is well recognized among ASDP stakeholders including the Tanzanian Government.

2-2 Effectiveness

The effectiveness of the TC is considered high.

Achievement of the Purpose of the TC: The Purpose is most likely to be achieved towards the end of the TC with indicators having been making steady progress as earlier stated in "III 1-2 Purpose of the TC," while there are some externalities (important assumptions) to be considered.

Capacity development of Target group: The Team confirmed that backstopping activities and implementation monitoring activities by the target group were strengthened. ASDP P&I TWG have improved their skills and knowledge especially in data-analysis to review quality assessment framework and DADP guidelines, which resulted in the gradual decrease of Japanese experts' involvement in assessment work. RSs have improved in coordinating LGAs' activities to follow guidelines and format,

prepare and submit DADP and its progress reports on time. Also, It was clearly observed with the progress of indicators of the TC that LGAs improved their DADP planning, implementation and monitoring capacity given the backstopping by the target group and secured budget for DADP, although there still remain some challenges to be rectified such as the mode of informing LGAs by NFT on quality assessment criteria and its timing well in advance.

Although indicators are improved, there is a need of having more strategic DADPs and feedback of findings in implementation stage to planning, so that actual and tangible results/changes can be observed at a community level.

Externalities to affect the progress of the TC: The Team observed that initially established important assumptions were still relevant and that some other external factors were identified as tables below

Status of originally established Important Assumptions in the L/F

Level	Important Assumptions	Present State
From Purpose to Overall goal	LGAs sustain the increased capacity to plan and implement high quality DADPs.	Using DADP funds, LGAs have been improving their human and physical capacity. Their intention for further improvement is fairly high, as observed in many capacity building activities listed in DADPs.
From Outputs to Purpose	LGAs earnestly follow the directives and conditions given for DADP planning and progress monitoring.	LGAs are in general following directives and conditions. However, they are not able to follow immediately after the directives (there seems many local situations that prevent immediate adjustments), but able to adapt in 2 – 3 years' time.
From Activities to Outputs	RSs are capacitated to conduct required roles and responsibilities through retooling and adequate budget allocation.	There has been encouraging expansion in support of RSs such as budget increase, supply of vehicle, assigning of the ASDP Coordinator and other staff in agricultural section of RSs.
	The clarified TORs of key actors are authorized by the high level of GoT.	Every 9 TWGs under ASDP and NFT has established their TORs, and their scope of works and responsibilities are now clear.

Status of newly identified Important Assumptions

Level	Important Assumptions	Present State
From Purpose to Overall Goal	DADP funds remain as sector specific resources (They will not be aggregated into the LGDG fund that PMO-RALG intends to materialize).	PMO-RALG proposes that all LGA funds should be aggregated into a single fund, and it implements LGRP 2: a program to promote local government reform, where LGDG - a non-earmarked development fund to LGAs – will be expanded. Since this proposal may bring a significant change in the current system, it needs to be discussed among the concerned parties including Development Partners.
From Activities to Outputs	The revised format continues to collect necessary data (diverse kinds of project, consolidation of Regional and National level).	To reduce work load of LGAs' reporting, PMO-RALG has been proposing for the last 2 years to introduce a sector-common format. There are however still ambiguities of its actual application. More dialogue with sector ministries is necessary. As of the first quarter of 2011/12, LGAs still use the original format.
	Administrative arrangement will not be altered in the agricultural sector at LGAs.	At LGAs, agricultural sector has been administered by DALDO covering crops, livestock, irrigation and other activities. However, PMO-RALG announced last year that DALDO would be split into 3 offices of crops, livestock and irrigation. If this directive is actually put in operation, there will be concerns whether a proper DADP will be produced and implemented with good coordination among the 3 offices.

	All DADP funds (DADG, AEBG, and ACBG) will be disbursed every year.	In this fiscal year (2011/12), ASLMs have suspended the supply of AEBG (Agricultural extension) by reason of less amount of the Basket Fund, disbursing only DADG (Investment) and ACBG (Capacity building). Such a sudden change in disbursement policy has brought confusion to the operation on the ground, disrupting smooth progress of DADPs.
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2-3 Efficiency

The efficiency of the TC is considered high.

Achievement of the Outputs: All the two (2) Outputs have been mostly achieved, as described in “III 1-1Outputs.”

Appropriateness of the activities and input: The input has been provided appropriately in line with the Plan of the TC, and the Tanzanian side was taking greater initiative and responsibilities in many activities both technically and financially.

Activities to produce Output 1 on DADP planning were implemented rather behind the schedule due to various constraints in overall government operation, while most activities to produce Output 2 on DADP monitoring were implemented timely as planned.

TC's financial contribution was also appropriate, because major activities of the TC were in principle supported by the ASDP Basket Fund, while the TC supplies supplementary resources for the timely implementation of following key events: Field monitoring and OJT to the pilot regions and LGAs (2nd year); DADP quality improvement seminar (2nd year); Regional seminar of the pilot regions (3rd year); Field monitoring and OJT to the pilot regions and LGAs (3rd year); NFT/RS training for 2010/11 DADP Backstopping (3rd year).

2-4 Impact (Prospect)

It is positively expected that the overall goal of the TC will be achieved by the target group in the near future, along strong recognition on the importance of DADP from the GOT and Development Partners, through continuing and improving their backstopping for LGAs with some essential important assumptions fulfilled.

In addition to the Overall Goal to be achieved, positive impact has already emerged in a way that the practice of DADP planning and monitoring was referred to by other sectors of the Government.

No significant negative effect is observed.

2-5 Sustainability (Prospect)

The sustainability of effects of the TC is fairly high with some concerns for the following reasons.

Policy and Institutional sustainability: Political support for DADP planning, implementation and monitoring within ASDP framework is guaranteed as investments in agriculture at a LGA level is considered critically important for the national development. Expansion has been made in the structure and functions of RS (e.g. assignment of ASDP coordinator and other staff, budget and equipment). DADP is to remain as a necessary tool with some modification depending on the development challenges along with ASDP2 preparation. However, the degree of modification (changes) to be made is uncertain at

the time of the terminal evaluation.

Organizational and financial sustainability: Mechanism or organizational settings to sustain backstopping activities are secured as part of established ASDP implementation structure such as ASDP P&I TWG, NFT, PMO-RALG ASU and RSs. All activities are those that the target group plan and organize, and the Japanese team is part of the TWG to contribute. Therefore, any activities taking place are those discussed and agreed by the target group. This arrangement ensures the sustainability of adopted activities after the TC's completion. In terms of capacity, ASDP P&I TWG acquired skills and knowledge especially in data-analysis to review quality assessment framework and DADP guidelines, while RSs improved in coordinating LGAs' activities to follow guidelines and format, prepare and submit DADP and its progress reports on time. Regarding financial sustainability, budget for the activities of target group and LGAs are secured by the Government through current ASDP modality, and the financial input for TC activities from the Japanese side has gradually decreased during the TC period. However, there still is a tendency of delay in budget disbursement during the early months of a financial year, and the budget for RSs for 2011/12 was decreased at the first time due to the budgetary constraints of the government.

Technical sustainability: It is likely that the transferred skills and knowledge are stable at an individual level. Considering personnel changes at a RS (and LGA) level, it is expected that further internal sharing of the skills and knowledge should enhance organizational capacity in backstopping DADP planning and implementation. In addition, as the Government intention to improve the quality of DADP keeps sophisticated, skills and knowledge of the target group needs to be further strengthened. Also, technical background of handling excels format and consolidation needs to be further understood by ASDP P&I TWG members from the viewpoint of sustainability.

3. Conclusion

The Purpose and the Overall Goal of the TC are valid and well in line with ASDP. The TC is highly relevant to the needs of the target group (agricultural officers of ASLMs, i.e., ASDP P&I TWG, NFT and PMO-RALG ASU, and Regional Secretariats/ RSs) who are responsible for backstopping LGAs on DADP planning and implementation. The two Outputs in planning and implementation aspects effectively contributed in achieving the Purpose. All the activities and input were relevant and contributed for producing Outputs, although there was slight delay in some activities.

Some more challenges in quality DADPs such as comprehensive planning, more participation of private sector in DADPs are ahead, however, the Overall Goal is likely to be achieved in the near future through collaborative work by ASLMs and DPs. For securing the sustainability of the effects of the TC's achievement, institutional and technical capacity of the target group in backstopping needs to be continuously strengthened further in response to changing circumstances and higher requirement.

IV Recommendations

4-1 Matters to be addressed before the termination of the TC

(1) Deepening understanding on format and data compilation

SDP P&I TWG is in need of further understanding on the technical background of handling excel format and consolidation. This is important from the viewpoint of sustainability as part of the capacity of ASDP P&I TWG so that they can continuously modify and improve the format and data consolidation after the termination of the TC.

(2) Feed in “Good Practices of DADPs”

As part of the TC activities supporting ASDP P&I TWG, “Good Practices” are being collected from LGAs. “Good Practices” contains actual and good attempts being made from the viewpoints of comprehensiveness such as private sector involvement, packaging infrastructure development and training & extension activities, inclusion of services from related institutions like MATIs, etc. These findings and analysis on “Good Practices” need to be summarized and then utilized in the coming backstopping season for 2012/13 DADPs.

(3) Informing LGAs well in advance on DADP quality assessment

Although the effort has been done, there is a further need of informing LGAs well in advance on DADP quality assessment criteria and assessment timeline. ASDP P&I TWG in collaboration with the TC needs to prepare for the coming backstopping season for 2012/13 DADPs.

4-2 Actions to be taken after the termination of the TC

(1) Continuous improvement of format, training guide and others

As the circumstances surrounding ASDP and DADP are changing and being evolved, it is necessary for ASDP P&I TWG to continuously improve/revise the important tools for DADP planning and implementation such as reporting format, training guide, and DADP Guidelines according to necessity.

(2) Continuous training for RSs and LGAs

Considering the personnel changes from time to time at RSs and LGAs level and changes of format and methodology related to DADP planning and implementation, continuous training for RSs and LGAs is necessary to be conducted by ASDP P&I TWG and NFT.

(3) Strengthening comprehensiveness

There is a strong need of exploring improved DADPs in terms of comprehensiveness. Concrete measures need to be taken to develop the below further. These items may be a part of targets of the requested technical cooperation project which will succeed the current TC and implemented for the next Japanese fiscal year. (The requested TC is subject to approved by the Government of Japan).

i) Comprehensive DADPs (pilot implementation)

Depending on the characteristics of LGAs, comprehensive DADP planning and implementation needs to be further explored, which also focuses on individual project

planning and implementation aiming at growth and/or food and nutrition security.

ii) Increased private sector involvement in DADPs

As an important part of comprehensive DADPs, private sector involvement along value chain is indispensable for rural development, especially for rural commercialization. DADPs need to include more concrete measures for inviting/accelerating private sector involvement/participation in DADPs. (also pointed out in ASDP Evaluation Report (June 2011))

V Lesson Learned

5-1 Having selected regions and districts for monitoring

Although the TC targeted all the districts and conducted support for nationwide operation of DADP planning and implementation, the TC sets the selected regions and districts.

It was found that it has been a contributing factor for successful implementation of the TC. By monitoring the activities and the situations in the selected regions and districts and learning from them, various improvements such in format and training guides have been made and utilized for the nationwide operation.

5-2 Use of the name “Pilot regions and districts”

In spite of the above (1), the selected regions and districts were named as “Pilot regions and districts” in the L/F of the TC. This has brought confusion among some of the C/Ps in which they thought these are the demonstration sites and would be a successful model for others.

Therefore, in a setting as in this TC, “selected regions and districts for intensive monitoring” would be more appropriate, instead of “pilot”, to avoid misunderstanding and confusion.

END