

評価調査結果要約表（英文）

1. Outline of the Project	
Country : Republic of Malawi	Project Title : Project for Community Vitalization and Afforestation in Middle Shire
Issue/Sector : Nature Conservation-Sustainable Use of Natural Resources	Cooperation Scheme : Technical Cooperation Project
Division in charge	JICA Malawi Office
	Total Cost Approximately : 410 million Yen
Period of Cooperation	Partner Country's Implementation Organization : Department of Forestry, Ministry of the Environment and Climate Change Management Land Resources Conservation Department, Ministry of Agriculture and Food Security Department of Community Development, Ministry of Gender, Children and Social Welfare
	(R/D) 2007.8.14 5 years (November, 2007 ~ November, 2012)
Supporting Organization in Japan: Japan International Cooperation Agency (JICA)	
<p>1-1 Background of the Project</p> <p>The Middle Shire basin is adjacent to Blantyre, the largest city in the Republic of Malawi. The forest resources in the Middle Shire basin provide the city with firewood and charcoal as the most common sources of energy. As the local population has exploited the forest resources for agricultural land expansion and fuel consumption, the natural environment of the basin has been deteriorated to a large extent. As a result, severe soil erosion occurred and a huge amount of sediment was deposited in the dams along Shire River, which reduced the capacity of electric power generation and urban water supply for the area.</p> <p>In order to explore a solution to this problem, “The Pilot Study on Community Vitalization and Afforestation in Middle Shire (COVAMS)” (hereinafter referred to as “the Pilot Study”), supported by JICA, was conducted from the year 2002 to 2005. The Pilot Study had verified the effectiveness of a pilot model combining afforestation and income generating activities aiming at sustainable natural resource management.</p> <p>The Government of the Republic of Malawi requested further cooperation to the Government of Japan to extend the pilot model to neighboring villages in the Middle Shire basin. On March 2nd, 2007, both governments agreed to commence the Project for Community Vitalization and Afforestation in Middle Shire.</p> <p>The terminal evaluation was jointly conducted with the Malawian team before the end of the project.</p>	
<p>1-2 Project Overview</p> <p>(1)Overall Goal Villagers in the target villages practice sustainable forest management through the improvement of livelihoods.</p> <p>(2)Project Purpose Productive activities including tree growing and soil erosion control are implemented with consideration of forest conservation and rehabilitation in the target villages.</p> <p>(3)Outputs</p> <p>a) The target villagers acquire knowledge and skills regarding productive activities including tree growing and soil erosion control.</p> <p>b) Capacity of the target villagers is enhanced to access necessary resources for productive activities</p>	

including tree growing and soil erosion control.

- c) Capacity of the counterparts is enhanced in supporting productive activities including tree growing and soil erosion control.

(4)Inputs

Input from the Japanese side

- a) Experts

Experts dispatched by JICA were as follow:

Three (3) long-term experts: Chief Advisor/Forest Resource Management (soil erosion control); Rural development; and Coordinator/Forest Resource Management (watershed management); and

Two (2) short-term experts: Participatory Rural Development Advisor/PRODEFI Model Management; and Public Relations

- b) Machinery and equipment

JICA provided the Project with various equipment including 3 vehicles and 18 motorbikes, and the total amount was MK 32.1million. All the equipment was fully used in good condition.

- c) Training

Total of 29 Government of Malawi (GoM) officers participated in training abroad: 5 in Senegal, 4 in Kenya, 1 in Tanzania, 1 in Argentina, 1 in Gabon and 17 in Japan.

- d) Local cost

As of June 2012, a total of MK 95.1million, which was equivalent to JY 41.1million, was allocated for the operational expenses including trainers' fee for Conservation Coordination Officer (CCOs) and Lead Farmer (LFs).

Input from the Malawian side

- a) Assignment of counterpart personnel

37 counterpart personnel are assigned for Project.

- b) Office space and facilities and Land for two (2)

- c) Local cost

Total of MK 28.9 million, which is equivalent to JY 6.3million, was allocated for the operational expenses including the fuel for CCOs' motorbikes.

2. Evaluation Team

Malawian Side

Assistant Director, Department of Forestry, Ministry of the Environment and Climate Change Management Teddy Kamoto (Team Leader)

Chief Land Resources Conservation Officer, Land Resources Conservation Department, Ministry of Agriculture and Food Security Thomas Chigowo

Senior Community Development Officer, Department of Community Development, Ministry of Gender, Children and Social Welfare Robert Njewa

Agricultural Communication Officer, Department of Agricultural Extension Services, Ministry of Agriculture and Food Security Kantambo Longwe

Japanese Side

Senior Advisor, Forestry and Nature Conservation Hiroyuki Hatori (Team Leader / Soil Conservation Group, Global Environment Department, Japan International Cooperation Agency)

Project Formulation Advisor, JICA Malawi Office, Ja-Ariko Toda (Evaluation Management)

pan International Cooperation Agency Program Officer, Forestry and Nature Conservation Di- Yuki Arai (Cooperation Planning / Technical vision II, Global Environment Department, Japan In- Extension) ternational Cooperation Agency Consultant, Tekizaitekisho L.L.C. Kazumi Shimaoka (Evaluation Analysis)		
Period of Survey	2012.6.2 - 2012.6.23	Type of Evaluation: Terminal Evaluation

3. Result of Evaluation

3-1 Achievement

(1) Achievement of Project Purpose

"Productive activities including tree growing and soil erosion control are implemented with consideration of forest conservation and rehabilitation in the target villages."

Verifiable Indicators

- 1: Percentage of households adopting recommended tree growing techniques to the total number of households (50% in 50 villages, 30 % in 119 villages and 20% in 75 villages)
- 2: Percentage of households adopting recommended soil erosion control techniques to the total number of households (50% in 50villages, 30% in 119 villages and 20% in 75 villages)
- 3: Percentage of households practicing other productive activities to the training participants (30% in 9 villages)

The Project has mostly achieved its Project Purpose aiming at the dissemination of productive activities in soil erosion control and tree growing in all the 244 villages of Traditional Authority (TA) Kuntaja and Senior Traditional Authority (STA) Kapeni in Blantyre District, based on the following analysis: Tree growing activities were observed in 78.1% of Households (HHs) in 50 villages, 76.1% HHs in 119 villages, and 67.9% HHs in 75 villages, according to the results of data collection conducted by the Project, in early 2012, in cooperation with all 244 village heads. Therefore, the indicators1 have been successfully achieved.

45.9% HHs in 50 villages, 32.2% HHs in 119 villages, and 15.1% HHs in 75 villages have adopted recommended soil erosion control techniques. The Indicator2 has been almost achieved.

As of the mid-term review of the Project in June 2010, the indicator2 was achieved; After the change in the Project strategy from Integrated Village Training Approach (IVTA) to Specified Village Training Approach (SVTA) focusing on Soil Erosion Control (SEC) with tree growing to expand the target to all 244 villages in 2 TAs in 2010, the Project activities for other productive activities have been minimized to some follow-ups and support on a villagers' request and commitment basis. Therefore, the indicator3 is not likely to be relevant for the terminal evaluation.

(2) Achievement of Outputs

Output 1

"The target villagers acquire knowledge and skills regarding productive activities including tree growing and soil erosion control."

- 1-1: Percentage of households whose members have participated in training to the total number of households in 50 villages (70%)
- 1-2: Percentage of training participants who acquired knowledge and skills introduced in training courses in 50 villages (75%)
- 1-3: One demonstration plot established in each of 244 target villages
- 1-4: Number of villages where lead farmers (LFs) are conducting training on tree growing and soil erosion control. (244 villages)

Output 1 has been mostly achieved based on the following analysis: The total number of HHs in 50

villages where the Project intervention started in 2008 and 2009 was 5,024 in 2011. Regarding training attendance, the Project counted the number of participants and did not count HHs, therefore the percentage is calculated by dividing total HHs into training participants of the villages in 2011. They are indicative with rationality: tree growing- 73.9%; and soil erosion control- 73.5%. It is reasonable to judge that the indicator 1-1 has been achieved. In all 244 villages, 64.9% of all HHs participated in tree growing, and 71.6% HHs participated in SEC.

Since the Project has collected data on households basis in its monitoring, no data on individual practitioner is available to measure this indicator; In the 50 villages, the numbers of HHs whose members have practiced introduced knowledge and skills in tree growing, and SEC on their plots in 2011 are 3,926 HHs (78.1%), and 2,307 HHs (45.9%) respectively. Therefore, the indicator 1-2 has been achieved nearly half. In all 244 villages, 73.2% of all HHs participated in tree growing, and 27.5% HHs participated in SEC. Demonstration plots were established in 232 villages out of 244 with 95% achievement. Therefore, the indicator 1-3 has been almost achieved.

In 2011, among 244 villages, tree growing training was conducted in 209 villages (85.7%), and SEC was conducted in 215 villages (88.1%) Therefore, the indicator 1-4 has been mostly achieved.

Output 2

"Capacity of the target villagers is enhanced to access necessary resources for productive activities including tree growing and soil erosion control"

Verifiable Indicators

2-1: Percentage of trained households who actually have accessed information about necessary resources to the total number of trained households in 50 villages (75%)

2-2: Percentage of trained households who actually have accessed the resources to the total number of trained households in 50 villages (50%)

The achievement of Output 2 has been partial based on the following analysis: In the 50 villages, information on resources for tree growing only was delivered at training to trained (participating) HHs by CCOs. The number of participants to tree growing training in 2011 was 3,713, and they all had access to the information in a sense (100%). The provided information was little and limited, including the information of resource providers such as Electricity Supply Corporation of Malawi Limited (ESCOM) and Blantyre Water Board (BWB) and the market price of forest products in Blantyre. The indicator 2-1 has been reasonably achieved.

Since most resource providers such as development programs and NGOs do not deal with individual villagers but groups of villagers and village as a unit, no data was available to measure this indicator with the Project.

Output 3

"Capacity of the counterparts is enhanced in supporting productive activities including tree growing and soil erosion control"

Verifiable Indicators

3-1: Number of training courses conducted by the Project management for the extension staff (Once a quarter)

3-2: Guidelines prepared

3-3: Percentage of the counterparts who satisfactorily understand and apply the guidelines (75%)

Output 3 has been mostly achieved based on the following analysis: 53 training courses for all CCOs were conducted on nearly a monthly basis between Nov. 2007 and June 2012 in various areas including not only technical matters but also project management and computer training. Therefore, the indicator 3-1 has

been achieved.

IVTA guideline was prepared in 2009 by Japanese experts. SVTA guideline was drafted in early 2010, modified by reflecting feedbacks from CCOs and LFs, and finalized in April 2012 by Japanese experts. Therefore, the indicator 3-2 has been achieved.

According to the questionnaire to 18 CCOs, all of them have confidence in training Lead Farmers to practice by LFs themselves the extension of techniques to fellow farmers (100%), and 8 CCOs stated that they had no difficulties in understanding the guidelines (44%). According to the questionnaire to and interview with JICA experts, they observed that CCOs had satisfactorily understood the guidelines through many discussions and meetings among the project members and actual practice on the ground with farmers. Therefore, the indicator 3-3 has been well achieved.

(3)Overall Goal

Villagers in the target villages practice sustainable forest management through the improvement of livelihoods.

Once the Project Purpose is properly achieved and continuous follow up and monitoring by CCOs with trained LFs will be made, the prospect of attaining of Overall Goal is likely to be high because of the following reasons: Positive impact has already emerged in a way that many practicing households in soil erosion control reportedly experienced the increase in the yield of their staple food, maize, during the Project period. Tree growing was widely practiced by villagers; however, its impact on livelihood was too early to make assessment.

3-2 Summary of Evaluation Results

(1)Relevance

The Project is considered to be highly relevant to the policies of both GoM and the Government of Japan (GOJ), as well as the needs of Malawi and the target beneficiaries, i.e., local people in 244 target villages.

The Government policy remains: the Project objective for forest management and land conservation is consistent with the Malawian sector development policies such as "National Forest Policy, 1996," and "Agriculture Sector Wide Approach (ASWAP)," that are in line with the Malawi Growth and Development Strategy II (MGDS II: 2011-2016), the overall medium-term development plan, which emphasizes the importance of food security through poverty reduction and sustainable land management. In addition, Middle Shire area remains as a high priority area in Malawi. Therefore, the direction of the Project is considered to be quite relevant to the policy of GoM.

SVTA using trained LFs by the Project was successfully matching to both the needs of direct beneficiaries of the Project and the revised Project strategy focusing on the rapid expansion of its area coverage for technology dissemination. As the introduced technologies for soil erosion control and tree growing, including contour ridge making, swale making and manure making, were simple and relatively low cost for villagers, and the result has become quickly visible within one harvest season in the form of increase in the production of their food crop (maize). Also, training methodology using LFs as trainers with their demonstration plots was very user friendly and accessible for villagers because LFs were selected by fellow villagers and they could learn on their land and receive encouragement from LFs at any time in a flexible manner. In addition, as part of SVTA principles, training was equally open to everyone and all households in each target village, and this was considered very much relevant for the dissemination of techniques.

Taking advantage of JICA's experience, this project was originally designed based on one JICA supported project in Senegal named "PRODEFI"¹,

(2) Effectiveness

Effectiveness of the Project is considered to be high based on the following analysis: The Purpose has been mostly achieved as stated in "2.3 Project Purpose." And, the capacity of target villagers has been highly strengthened.

All three Outputs are to contribute to the achievement of the project Purpose as a whole. Since the Project focus was shifted to the rapid and broad expansion of the dissemination of the techniques in 2009, villagers training using LFs (Output 1) and the capacity enhancement of CCOs (Output 3) have especially contributed to that effects, while resource mobilization and coordination for advanced productive activities by trained villagers (Output 2) was slightly toned down within the Project scope.

(3) Efficiency

The efficiency of the Project is considered to be high for the following reasons: By concentrating limited resources on the expansion, the Project has achieved its Project Purpose with the increasing number of participating households to training in target villages with the same input in terms of human resources: Malawian counterpart personnel including 20 CCOs and three Japanese long-term experts during nearly 5 years.

Activities in "project management" were considered as administrative and supporting and were not recognized as Output of the Project. However, actual project management activities and monitored by Japanese experts for sharing and facilitation purposes among the Project team. This task consumed the large part of the Japanese experts' work, without technology transfer component to the counterpart personnel of the Project.

(4) Impacts

Impact of the Project is considered as fairly positive based on the results of the following analysis: It was observed that the awareness was increasing among villagers that they could improve their livelihood on their own based on their experience in having increased their maize production.

Regarding the Project effects on the reduction of soil erosion, according to the result of Area Survey in SEC=activity by the Project, the number of farmers who practiced conservation technologies in 2011 planting season was estimated 9,400 HHs, hence the percentage of practiced farmers to all the HHs of 244 villages, which is 33,500, is 28%. With these HHs, 2,360ha of maize gardens are estimated as conserved. The amounts of soil protected in the gardens of two Project demonstration plots were 5.2m³ and 36.9m³ in Chiwalo and Chuma respectively. Therefore, the amount of protected soil in the entire conserved gardens of the project target area in 2011 is estimated in a range of 12,000m³ to 87,000m³.

(5) Sustainability

The organizational and financial aspect is to be ensured.

Policy and institutional aspect

The policy environment to promote productive activities including tree growing and soil erosion control through villagers training would continuously be secured, because these activities are promoted by GoM, at both Forestry and Land Resources and Conservation sectors as their core business. Since there is not much change anticipated in the existing institutional set up for forest management and land

¹ PRODEFI stands for "Project Communautaire de Developpement Forestier Integre au Senegal". See 5.2 Lessons Learnt (5) Effectiveness of PRODEFI approach.

conservation, institutional sustainability of the Project is also addresses as high.

Organizational and financial aspect

The Project activities have been carried out in line with the existing organizational structures of the implementing agencies within the scopes of their mandates. The Project already trained 20 CCOs (forestry assistants, agricultural extension development officers/AEDO and community development assistants) from three Ministries' departments to train LFs in 244 villages in their charge. Therefore, it is anticipated that activities to further promote introduced techniques, follow-up and monitor the progress in the villages would be carried out as part of their regular duties, if budget is sufficiently allocated through the sectors. So far it was found that budget requests for the activities to be implemented by agricultural extension development officers and community development assistants were respectively submitted for 2012/13 to the District Commissioner (DC). With these facts, organizational and financial sustainability would be adequately secured, once the monitoring mechanism on COVAMS villages is properly modified and duly integrated into the existing system.

Technical aspect

In terms of technical sustainability of introduced techniques at villagers' level, in 50 villages where the Project started its intervention in 2009 planting season, for example, 62.5% HHs of total trained HHs kept practicing soil erosion control as of 2011 planting season, and tree growing was also widely practiced by villagers. However, it is too early to assess their sustainability. It is anticipated that technical sustainability would be assured with villagers who have sense of ownership of their practicing techniques and also be further strengthened with regular follow-up and consultation provided by relevant agencies through LFs or extension officers.

3-3 Factors that promoted/impeded realization of effects

(1) Factors that promoted realization of effects

- Project introduced SVTA approach.
- To train farmers with existing technics in order for farmers to easily implement with low costs
- To allocate training fee for Lead Farmers.
- To provide CCO transport, motorbike and fuel.
- To introduce tools to encourage farmers to participate training, i.e. Training participant card.
- To minimize the size of the group of training within the village from whole village to HHs.
- Proper project management through conducting regular meeting among different levels.
- Farmers themselves have been realized the benefit through the implementation of the technics which was taught by Lead Farmers.

(2) Factors that impeded realization of effects

- Difficulties of relationship among village headman and Lead Farmers arose in some villages due to the lack of mutual understanding of Lead Farmers to be provided training fee for training farmers.
- Misunderstanding among farmers that trained technics cannot be effective without putting fertilizer.
- Different approach from other development partners.
- Fuel shortage after 2011 made CCO difficult to conduct activities with motorbikes.
- Shortage of the number of CCO, 20 CCOs should cover 244 villages.

3-4 Conclusion

The Project has mostly achieved its Project Purpose aiming at the dissemination of productive activities using simple and low cost existing techniques in soil erosion control and tree growing in all the 244 vil-

lages of TA Kuntaja and STA Kapeni in Blantyre District. Output 1 (villagers training) and Output 2 (capacity enhancement of counterpart personnel) were effectively contributing to achieving the Project Purpose, while the contribution of Output 2 (resource mobilization for advanced productive activities by villagers) was partial because of the shift of the Project strategy to the “wide and quick” dissemination of the techniques. The Project set targets of 50 villages with some 5,000 HHs in SVTA in 2009, and then it efficiently increased the target to 244 villages with 33,500 HHs. In parallel, furthermore, the training attendance of households in target villages increased each year. These achievements were carried out by the project with the same input in terms of human resources: Malawian counterpart personnel including 20 CCOs and three Japanese long-term experts during the Project period of nearly 5 years.

The Project Purpose and Overall Goal are still relevant to the development policy of GoM and the ODA policy of GOJ, and SVTA using trained LFs by the Project was successfully matching with the needs of the target population. The Team observed that positive impact has already emerged in a way that tree growing was widely practiced by villagers and many practicing households in soil erosion control experienced the increase of maize yields; hence, the prospect of attaining Overall Goal of the Project is likely to be high. The Team also found incentives for LFs, Training Participation cards, high mobility of CCOs equipped with individual motorbikes and the project management as promoting factors. On the other hand, however, the shortage of fuel from the last year, 2011, and different perception on the Project activities among some villagers and village heads were recognized as impeding factors.

With regard to sustainability of the Project achievement and its impacts, appropriate follow up and monitoring of households’ practice by CCOs need to be ensured in order for trained LFs to function as technical backstopping in villages.

4. Recommendations

【Recommendations to be implemented prior to project termination】

- Establishing baseline for ex-post evaluation
- Conducting sectorial workshops on COVAMS achievement at District level
- Clarification between COVAMS and FISP²
- Introduction of `Farming as Business

【Recommendations to be considered after the Project period】

1. Project management
 - Develop Communication Strategy from early stage of project implementation
 - Establish monitoring and evaluation framework for monitor output and outcome
 - Coordination with other projects and programmes
 - Monitoring and follow up of COVAMS
2. Project design - general
 - Establishment of management structure and capacity for SVTA implementation
 - Incorporate Climate Change Adaptation and Awareness
 - Research of impact of COVAMS
 - Provision of startup input for farmers
 - Incentive schemes for Lead Famers as the replacement of cash allowance
3. Project design- Tree growing activities
 - Increase emphasis on trees owned by individual HH.
 - Improvement of tree growing especially direct sowing method

² Farm Input Subsidy Program

4. Other recommendations

- The Team observed number of success stories and good practices accumulated over the project period. It is recommended that JICA considers compiling this information in accessible manner such as booklet to be disseminated so that the project achievement is appreciated by wider audience and provide good practice examples for the succeeding project and other practitioners. Possibility of producing audio visual material may also be explored.
- JICA normally conducts ex-post evaluation 3 years after the project completion. The project conducted baseline survey in selected 7 villages from the initial 50 villages. In addition, it was recommended above to take baseline data on selected key indicators in selected additional villages at the project termination stage. The information should be used as a baseline for ex-post evaluation.

5. Lessons Learnt

(1) Effectiveness of SVTA

SVTA is an effective approach in rapidly and extensively disseminating specific techniques in a short term, when the needs and priorities of the target villagers are certainly understood. On the other hand, when there is insufficient information on the needs and priorities of the target villagers, identifying the most desired techniques through IVTA can be a preferable option.

(2) Effectiveness of trainers' fee

Providing trainers' fee for LFs is an effective way to promote dissemination of techniques in a short term. In particular in COVAMS, the project has put its highest priority on rapid dissemination of specific techniques in a vast area, and it would be difficult to expect LFs to make a strong commitment without certain incentives. Though it was a small amount, providing trainers' fee for LFs helped to strengthen LFs' commitment, which enabled rapid extension.

(3) Flexible project management

Project design and strategy should be flexibly revised depending on the progress of project activities and changing natural, socio-economic conditions. Flexible project management contributes to ensure the project to achieve desired goals and to match with the beneficiaries' needs.

(4) Adopting traditionally preferred approach

Taking traditionally preferred approach into consideration is effective in implementing participatory activities. For example, COVAMS followed the traditional information sharing process and made an announcement regarding training activities through clan leaders, which appeared to be effective in calling for participation. In addition, practicing the techniques in a form of DIMA³ helped the villagers to implement the activities while they enjoy communication among themselves.

(5) Effectiveness of PRODEFI approach⁴

Utilization of local resources (including materials and human resources) contributes to enhancing adoption rate of techniques. In COVAMS, provision of materials from the Project was limited to training

³ A communal, self-help system in central Malawi

⁴ A training-based participatory rural development approach that prioritizes local peoples' training needs, utilization of local resources, conducting training within the local peoples' sphere of living, providing equal training opportunities for all, and implementing training for a large number of people.

materials only, and most materials necessary for adoption of techniques were obtained in and around the target villages. Further, instructors of training were selected among the villagers (i.e. LFs) and were not dispatched from external organizations, so that villagers can always obtain technical support from LFs even after the training is finished.

In addition, providing equal training opportunities to all the villagers without selecting particular groups or individuals helped the villagers to be motivated and to increase the number of training participants and practicing farmers. The above stated approach of optimizing utilization of local resources and providing training opportunities to all the community members were introduced from the JICA supported project in Senegal (i.e. PRODEFI), which appeared to be effective in the target areas of COVAMS.

(6) Training Participation Cards

Training Participation Cards appeared to be an effective tool to ensure everybody in the village to participate in the training programs. In COVAMS, there were some cases where the announcement of training was not fully informed to all the HHs, since information sharing is usually done only among clan members. By delivering Training Participation Cards to all the households, all the villagers became aware of the contents and opportunities of the provided training programs, which has contributed to increase the training participation rate.

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