

## 評価調査結果要約表（延長時）

<b>1. Outline of the Project</b>	
Country: Bosnia and Herzegovina(BiH)	Project Title: The Project for Confidence-Building in Srebrenica on Agricultural and Rural Enterprise Development
Issue/sector: Agriculture/Rural Development	Cooperation Scheme: Technical Cooperation Project
Division in Charge: Rural Development Department, Field Crop Based Farming Division	Total Cost (as of the time of evaluation): 390 million yen
Period of Cooperation: (R/D): August 2008 – August 2011 (3 years) + (Extension) September 2008 to November 2013 (2 year and 3 months) In total 5 year 3 months	Partner Country's Implementing Organization: Ministry of Human Rights and Refugees, Srebrenica Municipality
	Supporting Organization in Japan: -
	Other Related Organization: -
<b>1-1. Background of the Project</b>	
<p>The Srebrenica Municipality was one of the most seriously devastated areas during the Bosnian War, which was the conflict among the several ethnic groups in BiH in the early 90's. The significance of tragedies was widely shared in the international community. Japan, which has been playing a positive role in the state building process of the newly established country as a member of the Steering Board of the Peace Implementation Council (PIC), has been laying emphasis on the confidence building among the ethnic groups in the war-torn city of Srebrenica.</p> <p>Japan International Cooperation Agency (JICA) started its support for the Municipality in October 2004, dispatching an agricultural and rural development expert to Skelani, eastern part of Srebrenica, to carry out field surveys and pilot activities. A wide range of development potential was identified through these activities to formulate a project with multiple objectives: (1) to develop a basis for enabling environment for confidence-building; and (2) to promote local development through agricultural and rural development activities. It was recognized that development activities in the post-conflict multi-ethnic 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. With this recognition, both Governments agreed to implement the project through technical cooperation scheme of JICA for duration of 3 year from August 2008 to August 2011.</p> <p>In accordance with the recommendation of the joint evaluation conducted by BiH and Japan in April 2011, both sides agreed to extend the Project period until November 2013 and to add 7 more MZs to cover all 19 MZs in Srebrenica Municipality.</p>	

## 1-2. Project Overview

### (1) Overall Goal:

- 1) The economic situation of the targeted population is improved.
- 2) Reconciliation of people in the target area is promoted.

### (2) Project Purpose:

Confidence among the targeted population is built through strengthening the capacity to manage agricultural and rural development joint activities

### (3) Outputs

Output 1: Agricultural and rural development activities are implemented continuously by the targeted people

Output 2: Information about agricultural and rural development for re-building co-existent society is disseminated.

### (4) Inputs (as of the time of evaluation)

#### 1) Japanese side

Dispatch of Japanese 3 persons

Experts, Long-term:

- Chief Advisor/Agriculture Extension
- Rural Development/Project Coordinator
- Multi-ethnic Participatory Rural Activities/Project Coordination

Dispatch of Japanese 2 persons

Experts, Short-tem:

- Merchandise Development/ Addition of Commercial Value on Prod
- Adviser for Education Techniques and Management System  
Pre-schools Education

Training in Japan: In total 15 persons (4 in 2008, 7 in 2009 and 4 in 2011)

Provision of

Equipment/Machinery: 47,454,502 Yen

Local Expense: 1,674,943 Euro Currency

#### 2) BiH side

Deployment of Counterpart 5 persons

(C/P) :

Expense: 114,205 KM (BiH Currency))

Others: Office space was provided by Srebrenica Municipality

## 2. Evaluation Team

<Member>

Team Leader/ Peace Building	Dr Keiichi HASHIMOTO	Senior Advisor (Peace Building), JICA
Cooperation Planning	Mr Jun HIRASHIMA	Project Formulation Advisor, JICA Balkan Office
Evaluation Analysis	Ms Rie KAWAHARA	R-Quest Corporation

Period of Evaluation: October 28 to November 13, 2013

Type of Evaluation: Terminal Evaluation (Extension )

## 3. Results of Evaluation

### 3-1. Achievements

#### 3-1-1. Outputs

In general, it is evaluated that the levels of achieving the two (2) Outputs were satisfactory. In the following, status towards achieving two (2) Outputs based on the indicators of PDM is described.

(1) Output 1: Agricultural and rural development activities are implemented continuously by the targeted people

20 different types of agricultural production activities below have been supported by the Project. Most of them have been actively carried sustainably by efforts of beneficiary groups or individuals while some activities, mushroom, herb and animal market, were suspended due to external factors. The programs for sheep distribution, blueberry production and vegetable seedling production have been also introduced after 2011.

- 1) Strawberry
- 2) Greenhouse
- 3) Vinyl for Green House
- 4) Fruits planting
- 5) Raspberry
- 6) Blueberry
- 7) Grassland recovery
- 8) Irrigation
- 9) Rosehip
- 10) Apiculture
- 11) Chestnut
- 12) Japanese Acacia
- 13) Hazelnut
- 14) Kindergarten (Playroom)
- 15) Sheep
- 16) Herb
- 17) Kidney beans

- 18) Potato
- 19) Agro-machinery
- 20) Pruning

(2) Output 2: Information about agricultural and rural development for re-building co-existent society is disseminated.

Output 2 has been made progress since 2011 as compared prior. C/Ps of the Srebrenica Municipality, together with JICA Experts, surveyed the Project sites and also conducted a series of discussions on progress of field activities and future activities. In particular, since 2011, C/P have played roles on planning decision on the Project activities as compared prior. Information sharing and dissemination on progress of the Project activities have become more active through a website of the municipality, radio, the Project web-site and Facebook etc..

Following a suggestion made at the terminal evaluation in 2011, Development Unit was established in Srebrenica Municipality. However it is suggested that the Development Unit promote dissemination of information in future by Srebrenica Municipality

**3-1-2. Achievement of Project Purpose:** Confidence among the targeted population is built through strengthening the capacity to manage agricultural and rural development joint activities”

It is assessed that the Project Purpose has been met satisfactory levels of achievement in the following reasons. As stated before, through 20 different agricultural activities, confidence and relations between different ethnics in beneficiary groups and target communities have been becoming more firms. It was observed that most of beneficiaries have also increased a sense of self-dependence on production, and strengthened confidence on interpersonal relations more in the communities as their income level grows.

Numbers of beneficiary households are more than 5,000 since 2006, when the Expert for the previous cooperation was dispatched in the Municipality. This number shows that all the households which are assumed about 1,600 in 2013 in the Municipality have participated at least about 3 different types of the Project activities. As a result of the continuous cooperation and beneficiaries’ participation into the Project, agricultural production techniques and knowledge have firmly rooted among beneficiary groups and individual households.

### **3-2. Evaluation based on the Five Criteria (Summary)**

#### (1) Relevance

It is evaluated that relevance of the Project implementation has been very high in the following reasons:

##### 1) Policies of BiH and Development Strategies of Srebrenica Municipality

The Project is in line with development strategy formulated by both the BiH strategy and the municipality targets. Medium-term strategy of BiH in 2010 to 2014 (draft) stipulates development of

agricultural production, and income increase as one of the key targets in the agricultural and rural development sector. Development Strategies of Srebrenica Municipality also state that enhancing agriculture production, which aims to an increase in an income level, and building an opened society of multi-ethnicities and religions, are major operational objectives.

## 2) Consistency with Japan's Assistance Policies

It was stated at the Ministerial Conference on Peace Consolidation and Economic Development of the Western Balkans held in Tokyo in 2004 that "Japan will actively contribute to Western Balkans peace consolidation, economic development and regional cooperation". One of the priority areas of Japan's assistance to BiH is Peace Consolidation and Reconciliation.

### (2) Effectiveness

It is found that Project Purpose has been mostly achieved. Through 20 different types of activities supported by the Project, the Project met its purpose. These activities, in particular, at the beginning stages of the Project period were conducted by the multi-ethnic composed organizations, and those beneficiaries including both ethnicities have increased opportunities to communicate more by taking part in the activities.

While there is no definite quantitative measure to evaluate the extent of "confidence" according to a "Beneficiary Survey for Economic Situation and Reconciliation between Two Ethnic Groups" carried out by the Project in 2010 (referred to as "Beneficiary Survey") shows that 51 % of the beneficiaries recognize that the number of opportunities to interact with other ethnic groups have been increased by the Project. Moreover, 38.4 % of them answered that the relationships with other ethnic groups would not have been improved if the Project had not been implemented.

### (3) Efficiency

Efficiency of the Project is evaluated relatively high, since most of inputs were effectively utilized in order to attain Outputs, and planned activities were carried out as they were planned in timely manners. Continuity of the JICA Expert from the previous period since 2006 made possible to conduct the Project planning and implementation in smooth because needs identifications and contacts of prospect beneficiaries were already firm, and good relations with C/Ps were established prior to a start of the Project in 2008.

In particular, JICA Experts have lived at the target areas throughout the Project period, and this made needs identification, confirmation, monitoring on activities and technical transfer to C/Ps and beneficiaries on the ground highly effective.

### (4) Impact

It is evaluated that Overall Goal will be achieved, as long as the present attainment of the Project is sustained further by the beneficiaries in the target communities.

According to a preliminary result by a survey conducted in October and November, 2013 by the Project, it is found that number of households with higher income (more than 6,000 KM) has drastically increased, and households in lower income (less than 500 KM) have decreased in 12MZs comparing to the results of 2008 and 2010. The same tendency is also observed in the 7 MZs by comparing the data of 2010 and 2013. It is noted that in the years when the studies carried out (2008, 2010, 2011 and 2013), no major fluctuation of yields due to a climate change etc. was occurred.

There is no established methodology to numerically/quantitatively evaluate the progress on “promotion of reconciliation among people” which is one of the Overall Goals. However, following cases in the target communities are regarded as good signs to foresee to meet Overall Goal.

- Sharing water sources for irrigation
- Sharing collection points/venues of agricultural production such as raspberry and milk
- Exchange of agricultural machinery services

As an unexpected effect by the Project, it is observed that the Project support on grassland recovery invited development assistance such as cow distribution to farmers from other international organizations.

#### (5) Sustainability

##### 1) Institutional Aspects

Development Unit at the Srebrenica Municipality was established during the Project period as a focal point to plan and coordinate the donor supports. It is expected that this Unit will be functioning for a channel to utilize resource inflow into the Municipality effectively. Srebrenica Municipality has allocated salary of teachers in the Playrooms, and according to the interview result during the evaluation study, Mayor showed intension of continuity of the Playrooms after the Project.

##### 2) Financial Aspect

Srebrenica Municipality expressed an intention to increase budget for agricultural and rural development projects in the coming Fiscal Year 2014. With this policy maintained further, financial sustainability on supporting agricultural production and rural development activities is positive.

##### 3) Technical Aspects

It is observed that agricultural production technologies and knowledge assisted by the Project have been rooted on the ground firmly, and beneficiaries are highly expected to continue using the technologies for reproduction of farming in self-sustained manners.

## **4. Lessons Learnt and Recommendations**

### **4-1. Lessons Learnt**

#### (1) Quick launching

It would take a longer time to realize reconciliation, if mutual distrust were left untouched longer. So it

would be desirable to address the issue with as short preparation periods as possible by adopting flexible interpretation of methods of technical cooperation.

(2) Combination of “quick impact” and “dividend of peace”

It is quite significant to show fruits of the projects as soon as possible to acquire trust among inhabitants. But on the other hand, it would make them realize the dividend of peace if they see the totally changed rural scenery with longer-term sub-project of agriculture. The combination of those sub-projects of different nature would make the impact bigger.

(3) Dissemination of information

Even though the selection of beneficiaries has been implemented based on fair criteria, it was inevitable that distributions of support-materials became seeds of discontent among non-beneficiaries, or sometimes even among beneficiaries. Those kinds of discontents could be easily manipulated politically, as we could see in conflict-prone situations.

So it is advisable that information on the procedures including those criteria, selection process and so forth, would be widely disseminated at an appropriate timing.

(4) Relation between economic empowerment and change of mind-set

It has been proved in the course of the project that job-creation and empowerment are the appropriate means to build confidence among inhabitants.

#### **4-2. Recommendations**

The project covered the whole municipality by addressing the remaining 7 MZ during the expanded period and, according to the preliminary results of the beneficiary survey carried out in October-November 2013, succeeded in improving the economic situation of the inhabitants by 30-40% on average compared with the incomes in 2011. Especially those farmers who are engaged in raspberry production, apiculture, sheep breeding, and milk collection have established a stable livelihood.

During the extended period, the project began to support sheep breeding, which has proved to be effective in ensuring a fixed income. At the beginning of the extended period, the project focused on the remaining 7 MZ to fill the gap between the formerly targeted areas and the 7 MZ. But since 2012, the support has been extended to the whole 19 MZ, which contributed to the standardization and total improvement of the economic situation of the inhabitants.

As the result of this standardized improvement, the living atmosphere of the municipality has been greatly ameliorated and the reconciliation of the two ethnic groups has been advanced as could be seen in the above-mentioned phenomena.

With the notion just mentioned, the Joint Evaluation Team is of the opinion that the project has successfully accomplished its objectives, both in term of confidence-building and agricultural/rural development, and that it could be terminated as scheduled.

But taking into consideration of the fact that the environmental situations of BiH remain fragile, the Team recommends the local stakeholders to continue their efforts to strengthen the sustainability of the

outputs. In the long run, the Municipality and C/Ps of the Project will transfer the acquired knowledge and skills onto the neighboring municipalities for a wider peace and confidence building as to contribute further to the stability of the country and its preparation for the European integration.