

Summary of the Results of Evaluation Study

I. Outline of the Project	
Country: Rwanda	Project Title: Project for Increasing Crop Production with Quality Extension Services in the Eastern Province
Issues/Sector: Agriculture	Cooperation Scheme: Technical Cooperation Project
Division in Charge: Rural Development Department	Total Cost : 620 Million Yen
Period of Cooperation	October 2010 – October 2013
Related Cooperation: Development Study “the Study on Sustainable Rural and Agricultural Development in Bugesera District in Eastern Province, Rwanda”	
<p>1. Background of the Project</p> <p>The Republic of Rwanda has the highest population density of 380 persons/ km² in sub-Saharan Africa, in which farmers are engaged in small-scale farming with the average of 0.76ha farm per household (hereinafter called as FHH). In addition, 80% of farmlands are 5 to 55 degrees slanted. In the hilly area, low productivity and profitability are predominant because of limited irrigation water, dependency on rainfall, and ineffective farming systems. In lowland, on the other hand, where accessibility to irrigation water is relatively better compared with hilly areas, paddy farming has been practiced and has higher potential to increase productivity, if proper farming techniques and water management are introduced.</p> <p>The current project area, Bugesera and Ngoma Districts have relatively less precipitation as compared to other districts in Eastern Province. The area, in many places, is also endowed with rolling hill-like topography, which applies to other areas. Under such conditions, it is necessary to promote agriculture with higher productivity and profitability in order to boost the farmers' economy and to cope with increasing population pressure, which the Project Area has been facing in late years.</p> <p>For that purpose, it is required to improve farming techniques on the field through developing capacities of farmers, agricultural extension officers, related parties like NGOs and other organizations.</p> <p>The current project, in the light of the current situation mentioned above, centers on the enhancement of rice and horticulture crop cultivation and strengthening farmers' organizations plus concerned agricultural extension personnel. On top of such activities, agricultural production in the Project area can be raised with improved farming methods.</p>	
<p>2. Project Overview</p> <p>(1) Overall Goal</p> <p>Rice production is increased in Bugesera District and Ngoma District of the Eastern Province. Benefit of horticultural crop production cooperative is increased in Bugesera District and Ngoma District of the Eastern Province.</p>	

(2) Project Purpose

Targeted rice production cooperatives increase production and horticultural crop production cooperatives increase benefits with quality extension services.

(3) Outputs:

1. Rice cultivation technique of farmers' organizations targeted by the Project is improved.
2. Horticulture cultivation technique of farmers' organizations targeted by the Project is improved.
3. Management capacity of farmers' organization targeted by the Project is improved.
4. Local government officers, agronomist and other people / supporters engaged in agricultural extension in the targeted area provide quality services.

(4) Inputs (by the end of April 2013)

Japanese Side:

Dispatch of Experts: 10 experts (98 M/M)

Provision of Equipment:

Bearing of Local Operation Cost:

Training of Counterpart Personnel in Japan and the third country (Kenya): 4

Rwandan Side:

Counterpart personnel from MINAGRI, RAB, NAEB and target districts: 79

Land and Facilities

II. Evaluation Team

Members of the Evaluation Team	< Japanese Team >		
	Dr. Jiro AIKAWA	Leader	Senior Advisor, JICA
	Mr. Kenichi MATSUMOTO	Cooperation Planning	Program Officer, Eastern and Southern Africa Division, Rural Development Department, JICA
	Ms. Keiko ITAGAK I	Evaluation & Analysis	Researcher, Global Link Management, Inc.
	<Rwandan Team >		
	Mr. SENDEGE Norbert	Leader	Director General Crop Production, MINAGRI
Mr. NDAGANO Jean Claude	Member	Cooperative and Marketing Manager, Rice Special Program, RAB	
Ms. UFITINEMA Chantal	Member	Officer, Horticulture Production Support, NAEB	

Period of Evaluation: 30 May – 16 June 2013

Type of Evaluation: Terminal Evaluation

III. Results of Evaluation

1. Achievements

1-1. Achievement of Outputs

(1) Output 1: already achieved

The Project has so far conducted Farmer Field School (FFS) sessions for 79 times over three cropping

seasons, which were attended by a cumulative total of 3,744 farmers from the 18 target cooperatives and 125 sector officers. The average rate of application of learnt rice cultivation techniques was 88.3% in Bugesera District and 89.6% in Ngoma District. As for the post harvest techniques, the average rate of application was 89.9% in Bugesera District and 91.7% in Ngoma District, and aggregated average of 90.8%.

(2) Output 2: already achieved

The Project has conducted FFS sessions on horticulture crop cultivation for 74 times with a cumulative total of 2,056 participants, composed of 1,904 farmers from target cooperative, 97 sector officers, 28 RAB officers and 27 NAEB officers.. As for the common plots that the cooperative members jointly cultivate, rate of application of the learnt techniques reaches as high as 99.3%. The rate of application at the individual plots is 78.0%, understandably lower than application at the common plots, which still exceeds the target figure of the indicator.

(3) Output 3: already achieved

As for the organizational strengthening and gender mainstreaming, the Project has conducted the TOT for the district/sector officers, the participants of which have then served as the trainers in the general training for the cooperative members and trained a cumulative total of 14,741 members from 61 target cooperatives. The Project has also provided training on marketing for horticulture cooperatives, which were attended by a cumulative total of 1,566, including market stakeholders. As the results, the overall Group Empowerment Level (GEL) increased by 1.3 point on average and the GEL of 89.3% of the target cooperatives leveled up 1 point or more. In 14 out of 18 rice cooperatives (78%), the cases of conflicts over the water distribution have been decreased. All of the 43 target horticulture cooperatives have duly prepared their “cooperative action plan”, which is composed of situation and problem analysis, “crop selection sheet” and crop calendar in each cultivation season.

(4) Output 4: mostly achieved

The Project has mobilized the relevant government staff as well as other supporters to involve them in the Project activities. About 80% of the district / sector officers apply what they have learnt from the Project. All of the agronomists hired by the target rice cooperatives (100%) have practiced the 32 out of the 35 rice cultivation techniques (91%) learnt from the Project. As for the officers from RAB and NAEB, 100% of participating officers responded that they understands more than 50% of what the Project has introduced. The Project has hired 10 agronomists, i.e. 5 each for rice and horticulture component, all of whom (100%) have been practicing more than 90% of what they have learnt from the Project in their daily activities. Also, a draft of “PiCROPP extension package” has already been formulated, which is currently in the final stage of compilation with extensive discussion among relevant stakeholders and authorities concerned.

1-2. Achievement of Project Purpose

As for the increase of yield performances of rice, 7 out of 9 cooperatives (78%) could achieve the targeted increase, i.e. more than 10% in Bugesera District, while 7 out of 8 target cooperatives (88 %) in Ngoma District could achieve the target increase, i.e. more than 15%. As for the increased benefit from horticulture production among the targeted cooperatives, all of the 1st batch of the core cooperatives have

achieved increase of benefit much more than 15%. Therefore the Project purpose would satisfactorily be attained by the end of the cooperation period.

2. Summary of Evaluation Results

2-1. Relevance: High

There has not been any drastic change in the development plans and sector programs of Government of Rwanda and the Project is still consistent with the major strategies of agricultural development. The Project is also well in line with Japan's ODA policy for the Republic of Rwanda, in which agricultural development is set as one of the four priority areas, with concrete focus on promotion of value added agriculture and business. The Project also properly addresses the needs of beneficiaries as members of the target cooperatives have highly appreciated the learnt cultivation techniques which has brought about the increased production and benefits.

2-2 Effectiveness: High

Through the training activities of the Project on cultivation techniques, marketing, and organizational management, application of improved techniques and fair increase of yield of rice as well as the increased benefits of the horticulture cooperatives have been reported, and the Project purpose would satisfactorily be achieved by the end of the cooperation period. The logical sequence between the outputs and Project purpose was also confirmed as appropriate.

2-3 Efficiency: Fair

The inputs by both Japanese and Rwandan sides were generally considered to be adequate and sufficient in terms of the volume as well as of the quality to conduct the planned activities and thus to produce the intended outputs, except for human resource allocation. Some Project personnel regret that the assignment of the most of the Japanese experts has been short and intermitted, making it difficult for them to work as one cohesive team with mutual sharing and linkage among the different components of the Project. It was also pointed out that the allocation of limited number of officers and their multiple responsibilities made it difficult for the Project to mobilize the full participation of the counterpart personnel both at RAB and NAEB, as well as at the district and sectors, particularly in the Project activities at the field level.

2-4 Impacts: High positive impacts

Both technical and organizational capacities of the target cooperatives have been improved, and the rice production and benefits from horticulture production have been increased. Therefore, positive impacts are anticipated on the attainment of the overall goal, given that the necessary interventions for further dissemination and scale up of achievements of the Project would continuously be extended. There have been tangible improvements in the livelihood and household economy of the members of target cooperatives, as well as social and behavioral changes such as increased trust among the members, mutually beneficial linkage with traders, closer and better relationship with sector officers, and favorable recognition by and increased supports from local authorities, and so forth. There have also been ripple effects reported by the traders who participated in the Project activities such as continuous business relationship with cooperatives which is also beneficial for the part of the traders. There has not been any negative impact of notable degree observed or reported.

2-5 Sustainability: Moderate

It is generally assumed that the policy supports would continuously be secured, and the institutional mandates of the implementing agencies would not be changed for the coming years. There would be financial and human resource constraints for the part of implementing agencies, while the target cooperatives have gained better financial and organizational capacities. The technical officers at the districts and sectors have acquired technical expertise in organizational strengthening and marketing, but they may still need further reinforcement on the rice and horticulture crop production to ensure the technical sustainability, while high adoption of the technologies are continuously expected at the level of target cooperatives.

3. Factors that Promoted Realization of Effects

(1) Factors Concerning the Planning N/A.

(2) Factors Concerning the Implementation Process

With the restructuring of MINAGRI that took place in 2011, the value chain officers of NAEB were newly attached to the district levels who have closely worked with the Project. Their involvement was vital and essential not only for the implementation of the Project activities but also in view of future sustainability, as it was practically difficult for the officers from NAEB head office to take part in the Project activities, which should be appreciated as a promoting factor to the Project

4. Factors that Inhibited Realization of Effects

(1) Factors Concerning the Planning N/A.

(2) Factors Concerning the Implementation Process

Initially, the Project was planning to introduce rice processing technologies to the target rice cooperatives, aiming to improve the quality of the produce as well as to facilitate better income for them. However, the Instruction of the Ministry of Trade and Industry (No.19 of November 3rd, 2012) on Rice Processing and Trade allows only the registered millers to process the paddy, limiting the possibility of rice processing activities by the cooperatives. Although this directive did not critically “hamper” the Project, it is still to be noted that the Project had to re-design the contents of the post harvest training upon this policy change.

5. Conclusion

The Team has confirmed that the expected outputs have largely been achieved without any critical problem or notable delay in the implementation of the Project. It was also assumed that the Project would successfully achieve its purpose within the cooperation period. The Team thus concluded that the Project will be terminated as stipulated in the R/D.

6. Recommendations

(1) Efforts of the implementing agencies to scale up the achievement of the Project

Although it is generally appreciated among the relevant stakeholders that the Project has been successful in improving the technical and organizational capacities of the target cooperatives, many of them also pointed out with regrets that the intervention of the Project has yet been too concentrated on the limited

areas. Since the tangible outputs including the comprehensive “PiCROPP extension packages” would readily be available by the end of the Project, it is now expected that the relevant institutions of GoR, i.e. primarily the RAB and NAEB, will take over the responsibility. It is therefore requested to the implementing agencies to accelerate their efforts to secure resources necessary to continue, further expand and scale up the Project accomplishments. In relation to that, the institutional arrangements of agricultural extension should properly be streamlined to provide quality service to the farmers.

7. Lessons Learned

(1) Monitoring of projects with any components contributing both project purpose and overall goal

The Project is designed to achieve 4 outputs, i.e. the output 1 and 2 of to improve production techniques on different crops, the output 3 is to strengthen the organizational capacities regardless of the crops they grow, and the output 4 is to facilitate the entire process of capacity development pertaining to the output 1, 2, and 3. It should not be overlooked however the achievement of the output 4 is also essential to ensure the contribution of Project purpose to the overall goal level. In cases of projects with such framework, it is important to carefully examine not only the direct attributes to the Project purpose, but also the indirect impacts on the overall goal level upon monitoring the degree of achievement of such facilitating outputs.