

Summary of the Results of the Evaluation Survey

1. Outline of the Project	
Country: Federal Republic of Nigeria	Project Title: Project for Enhancing the Function of RWSSC for Capacity Development in NWRI
Issue Sector : Water	Cooperation Scheme: Technical cooperation project
Division in Charge: Global Environment Department	Total Cost : 446,675,000 JPY
Period of Cooperation (R/D): Signature of R/D on 21 st October 2009 and on 2 nd October 2012 March 2010 – November 2014 (Four years eight months)	Partner Country's Implementing Organization : NWRI /RWSSC
	Supporting Organization in Japan : N/A
1-1. Background of the Project	
<p>Nigerian Government was trying to supply safe water to all population by 2011 based on " Nigeria's National Rural Water Supply and Sanitation Policy (2000) " and "Rural Water and Sanitation Programme (2004)". However, the rate to access safe water had not sufficiently improved (49% in 1990 and 48% in 2004) because of effect such as increase of the population, and the water borne diseases such as guinea worm, diarrhea and cholera especially in rural area because of utilization of insanitary water. FMWR in Nigeria realizes that capacity development is important factor for Rural Water Supply and Sanitation Agency (herein after referred to as RUWASSA) and Department of Water Resources in each State, to improve the rural water supply situation and to achieve the objective mentioned above. In addition, it is also important to reinforce the training implementation capacity of NWRI which conducts technical trainings for the relevant staff both at States and national level. So far, NWRI had conducted trainings on the level of urban water supply and water supply in small town, but had not conducted trainings in rural water supply and sanitation. For that reasons, NWRI newly established RWSSC, and tried to reinforce the training implementation capacity specially to deal with the rural water supply. However, NWRI/RWSSC had difficulties in identifying the problems such as;</p> <ol style="list-style-type: none"> 1) What are the challenges in capacity development of NWRI/RWSSC? 2) What type of training is appropriate? 3) How can we examine the curriculum and prepare training materials? 4) How can we improve the capacity of the trainers and coordinators? <p>To solve the problems, Nigerian Government requested for Technical Cooperation from Japanese Government to improve the capacity of NWRI/RWSSC in conducting of the trainings. The Project has been started since March 2010 after signing of R/D on 21st October 2009.</p>	
1-2. Project Overview	
(1) Overall Goal	
Service Delivery of RWSS is improved in Nigeria through Capacity Development of stakeholders.	
(2) Project Purpose	

Rural Water Supply and Sanitation Centre for Capacity Development (RWSSC) is effectively operated.

(3) Outputs

- 1) Capacity Gaps of RWSSC (NWRI) and RWSS stakeholders at States, LGAs and Community levels are identified.
- 2) Responsive and effective training system (Modules, materials, and facilities, etc) is developed.
- 3) Trainers capacity in RWSS is enhanced.
- 4) Trainings are reviewed based on a Plan-Do-Check-Act (PDCA) cycle.
- 5) Management of RWSSC is improved.

(4) Inputs

- 1) Japanese side:
 - Dispatch of Japanese Experts: Nine (9) Japanese experts (61.37MM)
Chief Advisor/Rural Water Supply/Operation and Management, Hydrogeology/Groundwater Development, Well Drilling Technology / Drilling Machine, Well Development/Water Supply Facilities/Well Rehabilitation, Geophysical Survey/Survey Analysis, Mechanical Equipment/Operation and Maintenance, Community Mobilization/Sanitation & Hygiene Promotion, Procurement Management
 - Equipment: Geophysical prospecting equipment, training rig and related equipment, borehole camera, monitoring equipment, pumping test equipment etc. (JY121.5 million)
 - Operational cost: JY9.7million
- 2) Nigerian side:
 - Counterparts: 12 persons in total
 - Facility and utilities provided: Project office, generator, alternative internet service
 - Operational cost: 108,458,5000 NGN

2. Evaluation Team

Members of Evaluation Team	Japanese side		
	Team Leader	Mr. Tetsuo SEKI	Chief Representative, Nigeria Office, JICA
	Cooperation Planning	Mr. Masanori YAMAZAKI	Representative, Global Environment Department, JICA
	Evaluation Analysis	Mr. Satoshi NAGASHIMA	Senior Consultant, ICONS Inc.
	Nigerian side		
	Member	Mr. Adetunji Idowu	Deputy Director, Department of Water Supply, FMWR
	Member	Mr. Abdulraheem Muhammad Yusuf	Assistant Director, International Cooperation Department, NPC
Member	Ms. Oluwakemi Ogunronbi	International Cooperation Department, NPC	
Period of Evaluation	14 th October 2014 – 2 nd November 2014		Type of Evaluation : Terminal evaluation

3. Results of Evaluation

3-1 Verification of Achievement

(1) Level of the achievement of Outputs

Output 1: Capacity Gaps of RWSSC (NWRI) and RWSS stakeholders at States, LGAs and Community levels are identified.

The Evaluation Team evaluated that Capacity Gaps of RWSSC (NWRI) and RWSS stakeholders have been identified based on Capacity Assessment Survey. Capacity Assessment Reports was prepared in first year of the Project. State level impact survey was also conducted at Niger State. The identified capacity gaps were shared through distribution of reports and presentation at seminars to RWSS stakeholders.

Output 2: Responsive and effective training system (Modules, materials, and facilities, etc) is developed.

The Evaluation Team evaluated that effective training system has been developed. Revised and newly developed training materials have been utilized in trainings based on training modules and programme. The equipment procured by the Project, has been utilized since the beginning of the third year of the Project.

Output 3: Trainer's capacity in RWSSC is enhanced.

The Evaluation Team evaluated that trainer's capacity in RWSSC was enhanced. Most of trainees responded that training methods of trainers was appropriate in the trainings of 2014. RWSSC manager evaluated that capacities of each trainer have been improved through ToT.

Output 4: Trainings are reviewed based on a Plan-Do-Check-Act (PDCA) cycle.

The Evaluation Team evaluated that trainings were reviewed based on PDCA cycle. Improvement of the training system has been conducted based on the result of M&E (Monitoring and Evaluation). A revised procedure was implemented as scheduled from the 2012 year's training cycle.

Output 5: Management of RWSSC is improved.

The Evaluation Team found that the achievement of Output 5 is unevaluable, since there is a gap that was noticed on the achievement level between Japanese experts' side and Nigerian side and insufficient source of information.

(2) Achievement level of Project Purpose

The Project Purpose has been achieved by the indicators see on PDM. Evaluation by the trainee has become higher than beginning of the Project on four implemented courses. Four hundred and five (405) participants attended the trainings as of October 2014.

3-2 Summary of Evaluation Results

(1) Relevance

Relevance of the Project is high as following reasons.

The project is consistent with the policy in Nigeria, the needs, and Japan's aid policy.

(2) Effectiveness

Effectiveness of the Project is relatively high as following reasons.

The Project Purpose has been achieved by the indicators see on PDM at the time of the terminal evaluation.

However, as activities of Japanese experts at RWSSC were restricted due to the security situation, the activities concerning improvement of the administrative capacities have not been conducted since third year of the Project. Although there is a gap in the recognition of achievement level between the Japanese experts' side and the Nigerian side due to the aforementioned reasons, the Evaluation Team evaluated that administrative capacities should be improved continuously based on the recognition of the Japanese experts. In this way, all indicators of the Project Purpose have been achieved even though achievement of a part of indicators for Output 5 (operation and maintenance of the RWSSC) is unevaluable. Therefore setting of the indicators for the Project Purpose had a little problem.

In addition, the number of participants who are funded training fees by States government was not expanded sufficiently. Although the fund from in-country trainings by Japan was utilized to ensure the number of participants, the number of participants who are funded training fees by States budget tends to be increased in 2014.

(3) Efficiency

Efficiency of the Project is moderate as following reasons.

Concerning Output 5, the activities of Japanese experts had been terminated in second year of the Project due to the security situation and technical transfer has not been conducted as planned.

There were lots of problem on Inputs of the Project. Implementation of the Project was postponed almost one year due to the security situation and some of Japanese experts could not join the Project activities again because of assignments of the other tasks. Timing of procurement of equipment was also significantly delayed. In addition, funding source for training fees which were supposed to bear by Nigerian side was unclear and the budget for training fees by Nigerian was not reserved side in the beginning of the Project.

(4) Impact

Impact of the Project is expected to be relatively high due to following reasons.

Achieving the indicator of the Overall Goal will be affected by allocation of budget by Nigerian side, continuous monitoring and rehabilitation by RUWASSAs, establishment of supply chain of spare parts and improvement of O&M at community level etc. It is likely to achieve the Overall Goal if Nigerian Government continues to make their effort properly.

As of impacts apart from the Overall Goal, modules, the materials and the equipment procured in the Project are expected to be utilized in the long term courses which NWRI is planned to introduce is expected. In addition, effect of supporting NWRI/RWSSC is expected to be expanded to other African countries such as the Gambia through existing training courses.

(5) Sustainability

Sustainability is relatively high as following reasons.

1) Policy and institutional aspects: Relatively high

There is no change on the policy of water supply and sanitation in Nigeria. In order to promote participation, NWRI management team visited each State and distributed brochures etc. Effort for adjusting the contents of training courses is needed to make it more suitable to the real needs of the participants.

2) Organizational aspects: Relatively high

Training Capacity of C/P at RWSSC was high, but most of C/Ps are senior officers and their retirement is expected within over the next 10 years. Therefore employment of new generation is needed to ensure the sustainability.

RWSSC has realized the Problem and has already started to apply the budget. Currently new candidates have already selected but employment has not been done because the budget for the employment has not been admitted by Federal Ministry of Finance yet. Current effort to apply the budget should be continued.

Due to the security situation, technical transfer by Japanese expert was insufficient for improvement of the management especially system of training implementation. Therefore, there is room for improvement on the management of RWSSC.

3) Financial aspects: Relatively high

The operation budget for RWSSC has been allocated. In addition, budget provision for 2015 already in progress and advertisement issues of trainings are already at planning stages.

On the other hand, concerning the training fees, current system that States bear the expense is expected to be continued even after the Project. Although FMWR or NWRI/RWSSC could not control the State's budget, NWRI expects that State budget disbursement for training will be improved due to increasing demand for rural water supply.

4) Technical aspects: Relatively high

Since Training Capacity of C/P at RWSSC was enough, transferred techniques will be sustained by C/Ps within over the next 10 years (before their retirement). On the other hand, most of C/Ps are senior officers and their retirements are expected. Technical transfer to next generation is needed to ensure the sustainability after 10 years. Although RWSSC has already started to apply the budget, the employment has not been admitted yet and plan of technical transfer to next generation to next generation has not been confirmed yet.

Continues revision of the modules and materials by RWSSC is expected to be carried out based on the PDCA cycles. NWRI mentions the possibility to promote introducing long term training courses apart from existing short term courses. Outputs of the Project are expected to be utilize in the new long term courses as part.

3-3 Contributing Factors to Realize the Effects

(1) On the contents of the Plan

N/A

(2) On the implementing process

- 1) NWRI received assistance by UNICEF on the field of public health and rural development since before and some manuals were already developed for utilizing the trainings of the Project.
- 2) The system of in-country trainings of Japan's grant aid Projects was utilized for "the Project for water supply in Bauchi and Katsina States" and "the Project for improvement of rural water supply" and RWSSC could ensure lots of trainees from the target States through the system.
- 3) Since RWSSC trainers (C/Ps) had long experience of trainings and they had certain level of techniques, the effect of cooperation comes out just to improve the teaching materials etc.

3-4 Inhibiting Factors to Cause the Problem

(1) On the contents of the Plan

- 1) Sufficient budgetary allocation for training fees by NWRI/RWSSC has not been ensured in the beginning of the Project because State Governments was expected to make budget provision for the trainings. In addition sufficient number of participants for the trainings from States was not ensured because their budget was not fully funded and importance of the trainings was not well understood.

(2) On the implementing process

- 1) Due to the security situation in Nigeria, Japanese experts could not visit rural area. Therefore location of the trainings had to be changed from RWSSC to Abuja and some activities were forced to terminate such as improvement of the management of RWSSC.
- 2) Due to the delay of procurement procedure, arrival of equipment was delayed and it was forced to conduct only some trainings which are not necessary the equipment until arrival of the equipment in the beginning of the Project.
- 3) Although NWRI/RWSSC could ensure sufficient number of participants by utilizing the fund from the in-country trainings by JICA, NWRI/RWSSC concentrate to implement the courses for in-country trainings. In the consequence of this, reinforcement of public relation activities to ensure trainees by their self-help was delayed.

3-5 Conclusion

In the Project, capacity gap of RWSSC (NWRI) and RWSS stakeholders were identified (Output 1), effective training system (Modules, materials, and facilities, etc) was developed (Output 2), trainer's capacity in RWSSC was enhanced (Output 3) and trainings were reviewed based on PDCA cycle (Output 4) despite lots of inhibiting factors such as security problem.

Concerning the Project Purpose, all indicators have been achieved and good signs are seen at the time of terminal evaluation such as number of participants who were funded training fees by the States increased in fourth year of the Project by the effort of NWRI/RWSSC and some measures for effective operation of RWSSC have been taken by them such as introduction of long term courses and recruitment of new staff etc. The sustainability of RWSSC can be improved if current efforts continue.

However, there is room for improvement of the management of RWSSC because Japanese experts could

not visit Kaduna after the termination of second year of the Project due to the security situation and technical transfer was not conducted as planned. For sustainable management of NWRI/RWSSC and achievement of Overall Goal, the following recommendations are proposed.

3-6 Recommendation

(1) For NWRI/RWSSC

- 1) Implementation of continuous needs assessment
- 2) Realization of long term training courses
- 3) Transfer of skills/knowledge to younger generation

(2) For FMWR and RUWASSA

- 1) Necessity to make efforts on various matters for achieving Overall Goal
- 2) Encouragement of budgetary allocation for trainings in rural water supply at RWSSC from FMWR to State Governments.

3-7 Lessons Learnt

- (1) Advantage of utilization of in-country trainings budget
- (2) Definition of the source of training fees at the beginning of the Project
- (3) Considering the composition of C/Ps age
- (4) Responsibility for procurement of equipment in the beginning of the project
- (5) Revision of the PDM due to the security situation
- (6) Setting realistic Overall Goal