

評価調査結果要約表（英文）

I. Outline of the Project		
Country: Republic of Zambia		Project title: Rural Extension Service Capacity Advancement Project (RESCAP)
Issue/Sector: Agriculture Development		Cooperation scheme: Technical cooperation
Division in charge : Zambia Office, JICA		Total cost: 716.7 million Yen
Period of Cooperation	R/D: 30 November 2009 Duration: December 2009 to December 2014 (5 years)	Implementation Organization: Department of Agriculture, Ministry of Agriculture and Livestock
		Supporting Organization in Japan:
Related Cooperation: Japan Overseas Cooperation Volunteer		
1. Background of the Project		
<p>Agricultural development is crucial for poverty reduction in Zambia. Of the 60.5% of its population living under the National Poverty Datum Line, 77.9% reside in rural areas. However, agricultural development has been a challenge to the small-scale farmers living in isolated areas where agricultural services became fragmented after drastic reduction of budget allocation to extension service operation in the Structural Adjustment Programme in early 2000s. Under this circumstance, the Government of Zambia requested the Government of Japan to implement a Technical Cooperation Project to alleviate rural poverty through Participatory Approach to Sustainable Village Development (PASViD), which was introduced by JICA Expert in 1999. This resulted in the implementation of the Participatory Village Development in Isolated Areas Project (PaViDIA) by the then Ministry of Agriculture and Cooperatives and Japan International Cooperation Agency (JICA) from 2002 to 2009.</p> <p>PAViDIA Project successfully introduced the practical participatory development model to the rural communities in isolated areas, but it also became evident that the structural weakness in the agriculture extension system would limit the expansion of the PAViDIA approach. Thus, the Government of Zambia requested Japan to implement another Technical Cooperation Project to strengthen the agriculture extension system.</p> <p>Responding to the request, JICA conducted the Preliminary Study in 2009 and had a series of discussions with the authorities concerned of the Government of Zambia. Both sides agreed on the framework of the project (see 2.2 below) as well as its title ‘Rural Extension Service Capacity Advancement Project-Through PaViDIA Approach- (RESCAP)’.</p>		
2. Project Overview		
(1) Overall Goal: Farmers’ quality of life is improved in the target areas.		
(2) Project Purpose:		
<p>Rural extension services provided by the Ministry of Agriculture and Livestock (MAL) are improved with the improved service delivery system, and skills and knowledge of extension officers including use of Participatory Extension Approach (PEA) -PaViDIA Approach (as an entry point) in the</p>		

target areas

(3) Outputs

Output 1: Appropriate technologies for farmers are identified in the target Districts of Northern/Muchinga Provinces.

Output 2: In-Service Training System for Extension Officers is institutionalized within MAL.

Output 3: Practical abilities of Extension Officers are improved in the target Provinces/Districts.

Output 4: Monitoring and backstopping capacity of camp/block, district and provincial level is strengthened.

Output 5: Management capacity of MAL's extension service is improved.

(4) Inputs

Japanese side:

Expert: 10 persons in total

Equipment: JPY 15 million

Local cost: JPY 160 million

Trainees received: 29 persons

Zambian side:

Counterpart: 64 persons

Local Cost: costs for driver, energy, etc.

Land and Facilities: Offices, meeting rooms and others

II. Evaluation Team

Members of Evaluation Team	Leader: Takeaki Sato, Senior Advisor, JICA Holistic Analysis: Hirotaka Nakamura, Senior Advisor, JICA Evaluation planning: Isaya Higa, Assistant Resident Representative, JICA Zambia Office Evaluation Analysis: Toyomitsu TERA0, Fisheries Engineering Co., Ltd	
Period of Evaluation	1 September 2014 to 18 September 2014	Type of Evaluation : Terminal evaluation

III. Results of Evaluation

1. Summary of Evaluation Results

(1) Relevance: high

National policies:

RESCAP complies with the relevant national policies of Zambia and also meets the needs of the Government to execute the policies. Based on facts that poverty groups are found mostly in small-scale farmers in the rural areas, the Revised 6th National Development Programme 2013-2016 (R-SNDP) emphasizes, as objectives of the agriculture sector, to enhance productivity through expansion and decentralization of research and extension services.

Needs of beneficiaries:

In the long term, RESCAP is aimed at improvement of quality of small-scale farmers' life.

This goal meets the poverty reduction policies of the Government and also satisfies needs of farmers as the final beneficiaries.

ODA policy of the Japanese government:

RESCAP has an overall goal of poverty reduction through development of the rural areas. This complies with Country Assistance Policy for Zambia (2014).

(2) Effectiveness: high

Most of the outputs that include those of appropriate technologies, demos, training and monitoring system contributed to achievement of the project purpose – strengthening of the extension system of MAL. Meaning of the activities for these outputs was well reviewed and contents of the activities were made to be suited to the actual needs. Through expansion of the target provinces in training and monitoring, as well as introduction of ADEOs as a management tool, trials to meet the needs have become successful. The activities meeting the actual needs jacked up the extent of achievement of the project purpose.

(3) Efficiency: high

In the beginning of RESCAP, six (6) long term expert were despatched and after the 4th year, the number was reduced to five (5). This is because the expert assigned to implementation of PaViDIA Approach in Western Province became unnecessary as implementation of PaViDIA Approach had been much improved. Inputs of equipment and training in Japan were made as scheduled.

In all the outputs - those of appropriate technologies, demos, training, monitoring system and management of extension, scope of the activities were expanded and these were implemented at the initiative of master trainers. Meanwhile, it is stressed that for those expanded activities, the financial and material resources from Japan were not increased. This was made possible through deepened communication between Japanese experts and the counterpart personnel in MAL.

(4) Impacts: expected to be high

RESCAP would be able to give a great impact if it can contribute to improve farmer's livelihood as specified in the overall goal. It is however difficult at present to assess the extent of the achievement quantitatively, as the overall goal is affected by various factors other than the extension service delivery.

Other impacts attributed to the implementation of RESCAP can be counted if these are continued or can be brought to an implementation stage;

- Demos undertaken in other provinces that are not covered in Output 3
- In-service training (IST) to be conducted in 10 provinces without support by RESCAP
- Marketing support for micro projects to be planned by Cooperative Department of MAL in districts where PaViDIA are being implemented, and

- Computer software application trainings such as Q-GIS, MS Office, and MS Access in Northern Province have enabled field staff to draw maps of Camp by using computer.

(5) Sustainability: expected to be high

Policy aspect:

The Revised 6th National Development Plan 2013-2016 (R-SNDP) emphasises, as objectives of the agriculture sector, to enhance productivity through expansion and decentralisation of research and extension services. It is considered this policy will be maintained for the future.

Institutional aspect:

Main activities for appropriate technologies, demos, training, and monitoring system were structured and implemented at the initiative of master trainers. The master trainers are assigned from all the involved departments of MAL and 10 provinces. Such group of the master trainers constitutes a good institutional condition for continuing these activities. As for MAL HQ, further improvement of the management for extension service is needed over involved departments.

Financial aspect:

RESCAP has been implemented under a situation where budgets for the extension service are limited. Shortage of the budget has given challenges to mobility of the extension officers for many years. To settle the challenges, RESCAP has obtained a part of operation budgets from funding by cooperating partners and private sector. For example, the induction training was conducted with funding by PEP (EU). These can give a temporary measure to deal with shortage of budgets.

Technical aspect:

The master trainers and other experienced officers of MAL have had a leading role in preparation for plans of training, development of teaching materials, studies on cycle to identify appropriate technologies, and others. Since there are many officers experienced in undertaking these tasks, sustainability in technical aspect is high.

2. Factors that promoted materialization of effects

Most of the activities for the appropriate technologies, demos, training, monitoring system, and management of extension service were implemented at the initiative of master trainers. Through such process, the activities were able to incorporate the actual background conditions and also to develop a higher sustainability.

3. Factors that impeded materialization of effects

For Output 5, definition of requirements for the activities set out in the PDM was insufficient. It was unclear which activities were needed for improvement of MAL's capacity to manage extension services. By this reason, an extent of achievement of Output 5 was lower than other outputs.

Although training packages for the in-service training (IST) include teaching materials for livestock and fisheries, there is still a shortage of livestock and fisheries extension officers. This presents a serious challenge in case that poultry or other livestock farming is planned to include in demo or micro project for PaViDIA approach.

4. Conclusion

RESCAP gave full considerations on objectives and backgrounds behind its activities, and constantly strove to enrich its contents. The Project's ability to carefully examine and adapt its activities to the actual situations leads to the expansion of its target provinces and institutions, notably in capacity development for training and monitoring. RESCAP has played a significant role in improving the extension system of MAL, and is deemed to achieve its Project Purpose. Therefore, the Joint Evaluation Team concludes that it is pertinent that the Project be terminated in December 2014 as planned.

5. Recommendations

1. National Extension Strategy

The National Extension Strategy will be the most important policy that sets the course of the extension activities, but currently it is still in its draft stage. The strategy must be promptly finalized by MAL and approved by the Zambian Government.

2. Financing

Part of the RESCAP's activities were funded by cooperating partners, but in order to achieve true sustainability, the inputs from the Zambian government should be gradually increased. However, since the government's financial condition may not improve immediately, receiving funds from cooperating partners and other stakeholders can be considered as a necessary measure to sustain the activities initiated by RESCAP for the time being. The Joint Evaluation Team recommends that MAL Headquarters take the initiative and be able to mobilize resources without the assistance of Japanese experts.

In order to secure funds within the government when the circumstances makes it difficult to increase the overall budget, MAL should consider streamlining the ministry budget to ensure adequate resources for the extension activities.

3. Collaboration among MAL agencies

Collaboration among the Department of Agriculture, Department of Fisheries, Department of Livestock, Department of Cooperatives, and Zambia Agriculture Research Institute should be further strengthened at Headquarters as well as at Provincial and District levels, in order to establish the implementing system of comprehensive extension services that encompasses agriculture, livestock, and fisheries.

4. Continuation of ADEOs

Agricultural Diary for the Extension Officers (ADEOs) has proven to be an indispensable

tool for the extension officers to effectively and efficiently carry out their activities. Therefore, MAL should secure the timely publication and distribution of the ADEOs from 2015 onward.