

Summary Results of the Terminal Evaluation

I. Outline of the Project	
Country: The Republic of the Union of Myanmar	Project Title : Project for Eradication of Opium Poppy Cultivation and Rural Development in the Northern Part of Shan State
Issue/Sector: Agricultural development/ Rural Development –Rural Livelihood Improvement	Cooperation scheme : Technical Cooperation
Division in charge : Team 1, Agricultural Rural Development Group 1, Rural Development Department	Total cost : 565,332,000Yen
Period of Cooperation	May 7, 2014 – May 6, 2019 (Five (5) years and 0 month)
	Partner Country’s Implementing Organization : PBANRD, DOR, and DAR
	Supporting Organizations in Japan : Nil
	Related Cooperation : the Eradication of Opium Poppy Cultivation and Poverty Reduction Project in Kokang Special Region No.1 (2005-0211)
<p>1. Background of the Project</p> <p>Northern part of Shan State is well-known in that ethnic groups and local farmers had systematically carried out illicit opium poppy cultivation for many years. Opium poppy has been confirmed almost entirely in the Shan State, and, in particular, the production of opium poppy in the Kokang and Wa Regions in the northern part of the State has reached at the 90 percent of the level of late 1990’s.</p> <p>To stabilize agriculture production, farmer households require advanced agricultural techniques such as good quality seed of food crops for domestic consumption (rice) and cash crops (maize, soybean, vegetable, etc.), sustaining soil fertility by efficient fertilizer application and pest/disease control practices. Also, farmers need to produce marketable agricultural products. JICA is one of the most experienced organizations in alternative livelihood program in the northern part of Shan State since 1997 till now through crop substitution program and agriculture based comprehensive rural development project in cooperation with Progress of Border Areas and National Races Department (PBANRD), MOBA.</p> <p>The Project for Eradication of Opium Poppy Cultivation and Rural Development in the Northern part of Shan State (the Project) was envisaged to contribute to rural development and poverty alleviation through agriculture development and livelihood improvement in order to preserve the situation of declined poppy cultivation in the northern part of Shan State.</p> <p>Approaching to the completion of the Project in May 2019, JICA decided to conduct a terminal evaluation mission from October to November to 2018 with the objectives of verifying and analyzing the achievement of project purpose and outputs, the implementation process, evaluating the Project in terms of five evaluation criteria and compiling a joint evaluation report based on the survey results.</p> <p>2. Project Overview</p> <p>(1) Overall Goal</p> <p>The status quo of opium poppy eradication in Northern Shan State is sustained.</p> <p>(2) Project Purpose</p> <p>Means of farmer's livelihood is diversified through extension of sources of income for preventing opium poppy re-cultivation.</p>	

(3) Outputs			
Output 1: Development opportunities and constraining factors are identified and documented for local development.			
Output 2: Substitute crops/varieties are identified based on the farmer's opinion, marketability and technical feasibility, and demonstrated to the farmers.			
Output 3: Measures for livelihood improvement and income generation are identified in the target area.			
Output 4: Extension methods are improved.			
(4) Inputs			
Japanese side : <u>Total cost 234,704,000 Yen</u>			
Experts	16 Experts	Equipment	5,348,000 Yen *1
Local cost	164,181,000 Yen*1	Trainees	36 Myanmar officers including 16 C/Ps
Facility construction, etc.	65,175,000 Yen*1		
Myanmar side : <u>Total cost 0 Yen</u>			
Counterparts (C/Ps)	61 C/Ps	DOA and DAR farms for trial of substitute crops, extension training and study tour visits, etc.	
Local Cost	0 Yen	*1 Amount calculated with JICA's monthly exchange rate as of October 2018 applied (1 US\$=113.029 Yen, 1 MMK=0.07157 Yen)	
II. Evaluation Team			
Members of Evaluation Team	Mr. SAKAGUCHI Kota	Leader/ Cooperation Planning	Senior Deputy Director, Team 1, Team 1, Agricultural Rural Development Group 1, Rural Development Department
	Mr. KIYOKA Masanobu	Alternative Development	Senior Advisor, JICA
	Dr. KAMIDOHZONO Akira	Farming System	Senior Advisor, JICA
	Mr. Akira OGASAWARA	Evaluation and Analysis	Consultant, VSOC Co., Ltd.
	Mr. Hein Zaw Latt	Leader	Assistant Director, Planning and inspection Section, PBANRD
	Mr. Tin Ko Win	Alternative Development	Staff Officer, Planning and inspection Section, PBANRD
	Ms. Sandar Aung	Agricultural Development	Staff Officer, Extension division, DOA
Period of Evaluation	October 24 to November 7, 2018		Type of Evaluation : Terminal Evaluation
III. Results of Evaluation			
3.1. Measurement of Results			
<u>(1) Perspective of Achievement of the Project Purpose</u>			
- (Indicator 1) The indicator is going to be fulfilled at the termination of the Project since 12 in total (PBANRD: 7, DOA: 4, and DAR: 1) completed ADT training course in June 2018 and 28 in total AD trainees will be supposed to complete AD training course in January 2019. The number of PBANRD and MOALI staff who are trained for alternative development is going to reach 40 in the target areas.			
- (Indicator 2) The total number of householders who initiate/strengthen the crops/varieties, farming			

techniques, substitute source of income and livelihood improvement skill introduced by the Project will be 2,394.

- Considering the fulfilment of the two (2) indicators and level of achievement of four (4) Outputs, the Team considers that the Project Purpose is likely to be achieved by the end of the Project period.

(2) Output 1

- (Indicator 1-1) The Project conducted and compiled as report of the following three (3) surveys: (i) Needs Assessment Survey to Pilot area (July 2014), (ii) Rapid Needs Survey to Model village (July 2015) and (iii) Socio-Economic Survey to Model villages (February 2016). Those three survey results were already shared with stakeholders through PIC.
- Output 1 is achieved at the time of the terminal evaluation with regards to the fulfilment of the indicator.

(3) Output 2

- Twelve (12) substitute crops/varieties such as Wa-u, Vegetable, Maize, Paddy field rice, Walnut, Macadamia nuts, Chinese quince, Soybean, Wheat, Job's tears, Coffee, and Tea were already identified. In addition, six (6) farming techniques such as mulching for vegetables, application of Bokashi organic fertilizer, and improvement of fertilizer application method for maize cultivation, fertilization and cultivation technique of Job's tears, shade cultivation technique for Wa-u, and fertilization and pruning technique for fruit tree were also proposed as potential farming techniques for current and ex-opium poppy cultivation area. Therefore, more than 10 substitute crops/varieties and farming techniques are identified.
- Output 2 is achieved at the time of the terminal evaluation with regards to the fulfilment of the indicator.

(4) Output 3

- (Indicator 3-1) Ten (10) kinds of LIC activities such as (i) pig farming, (ii) fish farming, (iii) fruit processing and marketing, (iv) sewing, (v) seed fund, (vi) drug control support, (vii) chicken farming (viii) solar panel distribution and utilization, (ix) water supply facility improvement and (x) fodder growing have been experimented/ practiced mainly in six (6) model villages as of the terminal evaluation.
- Output 3 is achieved at the time of the terminal evaluation with regards to the fulfilment of the indicator. The Project needs to complete a guideline of LIC by the time of project termination to ensure the outcomes of the Project.

(5) Output 4

- (Indicator 4-1) In July 2017, AD trainers training course was offered and 12 trainer candidates (7 MOBA, 4 DOA and 1 DAR) completed the course in June 2018. After that, the AD trainers conduct AD training for 28 trainees (9 MOBA, 18 DOA and 1 DAR) in total from July 2018 to January 2019. In January 2019, AD training course for the participants will be completed. Finally, the 12 AD trainers will have knowledge and practical experience from AD training and teaching practices/ experience from AD training. The indicator will be achieved in January 2019.
- (Indicator 4-2) According to the test results of "Evaluation Criteria of Agriculture Extension Staff", two (2) out of the six (6) target experienced staff (C/Ps) took more than required score (70 points) and six (6) out of eight (8) management class staff (township managers) took more than required score (80 points) as of September 2018. Accordingly, the Project will conduct questionnaire survey to take endline score in January 2019. It is highly expected that at least 13 DOA extension staff fulfil the evaluation criteria after the questionnaire survey is conducted in January 2019, according to the expert in charge.

- (Indicator 4-3) Ten (10) kinds of LIC activities such as (i) pig farming, (ii) fish farming, (iii) fruit processing and marketing, (iv) sewing, (v) seed fund, (vi) drug control support, (vii) chicken farming, (viii) solar panel distribution and utilization, (ix) water supply facility improvement and (x) fodder growing and seven (7) kinds of ADC activities (i) garlic, (ii) soybean, (iii) paddy rice, (iv) Job's tear, (v) wheat, (vi) tea and (vii) Wa-u from ADC were already extended to farmer in pilot areas as of the terminal evaluation. In 2018, macadamia nuts will be extended to farmers. Six (6) farming techniques such as (i) mulching for vegetables, (ii) Bokashi organic fertilizer, and (iii) improvement of fertilizer application method for maize cultivation, (iv) fertilization and cultivation technique of Job's tears, (v) shade cultivation technique for Wa-u and (vi) fertilization and pruning technique for fruit tree were extended to farmers. At the termination of the Project, 20 kinds of the crop varieties, farming techniques, substitute source of income and life skill are extended to farmers.
- Output 4 is expected to be achieved by the end of the Project with regards to the fulfilment of the three (3) indicators.

(6) Perspective of achievement of the Overall Goal

- (Indicator 1) According the data from “Myanmar Opium Survey 2017” (UNODC, 2017), which is the only data at this moment, areas under opium poppy cultivation are estimated to be 9,700ha in 2015 and 9,400ha in 2017. It seems to indicate that area under opium poppy cultivation does not increase in Northern Shan State. However, it is assumed that areas not under the rule of the Government need to be excluded in assessing the area under opium poppy cultivation. More AD trainers and AD officers needs to be deployed in Shan State North (Northern Shan State) to achieve the Overall Goal. Therefore, the Terminal Evaluation Team proposes that one additional indicator regarding training of AD trainers and AD officers be added for the achievement of the Overall Goal.
- (Indicator 2) The current project activities except capacity development for extension workers are not being implemented opium poppy-cultivated areas. However, the Project designed the project concept and project activities at six (6) model villages which may be adaptable to opium poppy cultivated areas. As of the Terminal Evaluation Study, it is necessary to specify target 20 village tracts concretely so as to definitely assess the perspective of the achievement of the Overall Goal.
- As of the Terminal Evaluation Study, it may not be possible to assess the perspective of the achievement of the Overall Goal since indicators for the Overall Goal needs to be redefined in terms of contents and number.

3.2. Summary of Evaluation Results

(1) Relevance

- The relevance of the Project is high.

(i) Consistency with Myanmar development plans/strategy

- The Project is highly relevant with the Myanmar planning strategy and plan since National Drug Control Policy Master plan (2001-2030) for development for the ethnic minority group residing the border and 15-Year Plan for Elimination of Narcotic Drugs also focus on the opium poppy eradication through improving the economic and social life of the national races and the border areas.
- The Government of the Republic of the Union of Myanmar formulated National Drug Control Policy in February 2018, which also stresses the importance of alternative development to achieve control drug as priority areas of the policy by creation of opportunities for sustainable livelihoods, and development of infrastructure and human resources.

(ii) Consistency with the Japanese assistance strategy for the Republic of the Union of Myanmar

- Japan announced economic cooperation policy in April 2012 so as to support Myanmar's efforts for reforms in various areas towards its democratization, national reconciliation and sustainable development, which focuses on three (3) Priority Areas: (a) Improvement of people's livelihoods, (b) Capacity building and development of systems to sustain economy and society and (c) Development of infrastructure and related systems necessary for the sustainable economic development. Improvement of people's livelihoods includes assistance for ethnic minorities and poverty groups as well as agricultural and rural development.

(2) Effectiveness

- The effectiveness of the Project is high.
- Causal relationship between Outputs 1 to 4 and the Project Purpose is sufficiently strong since (i) identification of development opportunities and constraining factors (Output 1), (ii) identification of substitute crops/varieties and farming techniques (Output 2), (iii) identification of measures for livelihood improvement and income generation (Output 3) and (iv) improvement of extension methods and capacity development of AD trainers and AD officers (Output 4) are indispensable to the attainment of diversification of means of farmer's livelihood (Project Purpose).
- Achievement levels of Project Purpose and Outputs 1, 2, 3 and 4 are relatively high.

(3) Efficiency

- The overall efficiency of the Project is relatively high in spite of suspension of project activities due to the security situation in February 2015. While the Project was not able to implement project activities sufficiently in the first half of the Project, the efficiency after the mid-term review study can be judged to be high since project activities were intensively and smoothly implemented by C/Ps and collaborated institutions.
- With regards to quality and quantity of inputs, inputs from the Japanese and Myanmar sides are appropriate. Also, the Project invested intensive inputs in Narhpot village, consequently, it can be named as "Integrated Rural Development Model Village". The project components such as ADC and LIC components have been utilized in that those project inputs from the two components are fully integrated and utilized to implement AD trainers and AD training.
- With regards to timing, project activities were temporarily terminated for almost a year due to the security situation in February 2015, which decreased the overall efficiency. Consequently, the Project dealt with the situation, shifting the project approach to human resource development for alternative development.
- Total cost by Japanese side has been slightly increased from original budget plan mainly due to implementation of residence-based AD training, which has realized due to strong commitment of the PBANRD. Hence, the Terminal Evaluation Team judge this gap of the cost as relevant.

(4). Impact

- The impact of the Project is relatively high and positive. While achievement level of the overall goal is too early to judge, the Terminal Evaluation Team observed success cases of capacity development of counterparts and socio-economic development in target area.

(i) Institutional aspects

- Impact with institutional aspects is high.
- Seven (7) counterparts from PBANRD stationed in the Project office in Lashio drafted the AD training

program to be held in Nay Pyi Taw in June 2019 on their own in response to the decision made by Director General of PBANRD, which may be expected to disseminate the concept and experience of AD training accumulated in the Project all over the country.

- PBANRD made up a decision to allocate as many as nine (9) AD trainees from the other state offices to the Project office, which is expected to disseminate the practices and experience of alternative development by way of the AD offers trained to other drug eradication areas.

(ii) Technical aspects

- Impact with technical aspects is relatively high.
- The experience and AD activity implementation by the Project will certainly be applied to the Pinlaung Project located on Southern Shan State dealing with rural development through promotion of alternative development, initiated by PBANRD. One of the trainees trained will be assigned to the Pinlaung Project.
- Some farmers in Narhpot village constructed flush toilets and other farmers in the village reconstructed fish ponds for fish farming on their own after the Project constructed the water supply system.
- The Project invested intensive inputs in Narhpot village, consequently, the Project successfully developed a “model case” for alternative development named as “Integrated Rural Development Model Village”, which may be applicable to other drug eradication areas.

(iii) Economical aspects

- Impact with economical aspects is medium.
- Two (2) farmers in Narhpot village start a new business of “piglet”, utilizing experience and profits obtained by the model village activities.

(iv) Social aspects

- Overall social impact is medium while impact for model villages is high.
- Kashi village currently plans to have a nursery school in the village, utilizing the profit from the seed fund for a salary of in-village teacher. Also, the village sets aside a certain amount of money in case they use it on some social occasions such as funeral and hospitalization for group members.
- Some villagers in Narhpot village mentioned that they are more organized than before through project activities.

(v) Perspective of achievement of overall goal

- The Terminal Evaluation Team recognized that achievement level of the overall goal is too early to judge and it is necessary to re-assess contents and numbers of indicators.

(v) Negative impact

- No negative impact has been observed.

(5) Sustainability

- Overall sustainability of the Project is expected to be medium.

(i) Institutional sustainability

- The institutional sustainability is relatively high since human resource development for alternative development as well as capacity development of PBANRD, DOA and DAR with the Myanmar development strategy as described in “3.2.(1) Relevance.”

(ii) Organizational sustainability

- The organizational sustainability is medium.
- A total of 31 out of 61 C/Ps (50.8%) that have been assigned to the Project since May 2014 to the Project currently are involved with the Project. As with AD trainers and AD trainees, 10 AD trainers out of 12 AD trainers (83.3%) that have been appointed to the Project since July 2017 are currently work with the Project as AD trainers and all of the 28 AD trainees (100%) are still engaged with the Project as AD

trainees.

- It is too early to indicate the organizational sustainability at the community level since farmers' groups to implement LIC activities have just started their LIC activities with the support by the Project. Organizational sustainability of farmers' groups relies on the sustainability of their LIC activities.

(iii) Financial sustainability

- The financial sustainability is medium since PBANRD did not share operational cost for the Project as of the Terminal Evaluation Study, however, PBANRD allocated seven (7) AD trainers including two (2) chief C/Ps and nine (9) AD trainees.
- Apart from the operational cost sharing for the Project, PBANRD set aside some amount of financial resources to alternative development that may be utilized for capacity development of AD trainers and AD trainees.

(iv) Technical sustainability

- The technical sustainability is relatively high.

(a) AD trainers and AD trainees

- AD trainers accept and begin to adopt the techniques and knowledges provided by the Project and they have accumulated the practical experience of teaching subjects, techniques and knowledges in teaching opportunities (AD training from July 2018 to January 2019).

(b) C/Ps (DOA)

- Extension workers in the pilot areas come to understand the concept of PCM and notice the possibility to apply the PCM method to future occasions for rural development and agricultural extension.
- According to the results of the interview session with extension workers in the pilot area, rice and wheat cultivation techniques, fertilization and pruning technique for fruit tree were useful to extension workers in the pilot areas.

(c) C/Ps (DAR)

- DAR farm managers mentioned in the interview sessions conducted by the Terminal Evaluation Study that they have utilized the facilities provided by the Project (Weather station, workshop, pump station, etc.).

(d) Farmers in model villages

- Some farmers in Narhpot village, the model village of "Integrated Rural Development Model Village", accepted techniques and knowledge (jam making, pig farming, fish farming, water supply facilities, etc.) introduced by the Project according to the observation of the Terminal Evaluation Team. Other than the village, farmers in other model villages come to adopt new techniques and knowledge (seed fund, solar panel distribution, etc.).

3.3. Factors that promoted realization of effects

(1) Factors concerning to Planning

- Shifting the project approach to human resource development for alternative development as capacity development of C/Ps and implementation of project activities in the model villages in the course of implementation

(2) Factors concerning to the Implementation Process

- Intensive inputs to a model village, especially "Integrated Rural Development Model Village"
- Integration and utilization of project inputs on ADC and LIC for AD training

3.4. Factors that impeded realization of effects

(1) Factors concerning to Planning

- Nil

(2) Factors concerning to the Implementation Process

- Procedures on drastic modification of project approach caused by temporal termination of project activities due to the security situation in February 2015.

3.5. Conclusion

- Due to the security situation in February 2015, the Project decided to shift the approach from pilot project activities in target area to human resource development for alternative development mainly in model villages nearby Lashio in response to recommendations made in the Mid-term Review held in November 2016.
- Consequently, the Terminal Evaluation Team confirm the satisfactory achievement of the Project Purpose and Outputs with high relevance, high effectiveness, relatively high efficiency, relatively high impact and medium sustainability. The Terminal Evaluation Team highly appreciates the efforts on the latter half of the Project made by both Myanmar and Japanese sides. However, uncertainty for ensuring sustainability is also found due to complexity of the issue on narcotic drugs in Myanmar and fragility of farmers' economic activities in the region. In response to the results and findings, the Terminal Evaluation Team strongly suggests that the Project be extended in order to promote and monitor AD activities in the field.

3.6. Recommendations

3.6.1. Recommendation within the Current Period of the Project

(1) Extension of the Duration of the Project

- Myanmar is a pioneering country that has embarked upon the fights against considerable challenges of HRD specifically for AD. The Project supports the fights through AD training that covers a wide range of AD related issues, and the Terminal Evaluation Team finds highly positive results on the AD training. On the other hand, the evaluation also identifies the insufficiency of the training that should be properly addressed to make the contribution of the Project perfect.
- The Terminal Evaluation Team, therefore, strongly suggests that the time has come to let AD trainers and AD trainees initiate, plan and implement the AD activity at their assigned areas, with the technical supports and encouragement of the JICA experts. Extension of the Project for the period of two years is recommended to ensure the sustainability of the Project in accordance with the facts and consideration explained above.

(2) Addition and Modification of Objectively Verifiable Indicators for the Overall Goal

- As with the Indicator 2 for the Overall Goal, the target figure for the indicator was set as 20 Village Tract (VTs) as of the Mid-term Review. The Terminal Evaluation Team suggests the Project needs to review as a manageable and realistic figure by the Myanmar side. From now on, the Myanmar and Japanese sides need to select candidate VTs together and confirmation will be made by the next JCC which is planned to be held on March 2019. In addition, the Team proposes that a new indicator of "AD Officer is institutionalized by Myanmar government and AD is practiced in Northern Shan State" be added in the current PDM.

(3) Utilization of "Integrated Rural Development Model Village"

- The Terminal Evaluation Team highly evaluates that the Project established "Integrated Rural Development Model Village" to present demonstration effects by intensifying several kinds of activities to a village. As the concept of "Integrated Rural Development Model Village" can be important lessons learned in promoting alternative development for the future, the Team also proposes to the Project to assess its replicability and economical effects in the project completion report.

(4) Assessing Sustainability and Replicability of ADC and LIC related Activities

- A total of 12 substitute crops/varieties and 10 LIC activities during the current phase of implementation were identified as a result of implementation of the Project and identification of the most suitable crops both by the Myanmar and Japanese sides. As the procedure in identifying substitute crops itself is more important, the Team proposes the Project to discuss the further procedures in identifying the suitable crops and, possibly, in order to ensure the replicability of the ADC activities.

(5) Human Resource Development for Securing Budget and Financial Resources

- Securing budget is indispensable to putting alternative development in practice in the future. Moreover, other than financial resources from the governmental budget, funding resources from the local financial institutions including international organizations, NGOs and microfinance institutions are also one of the important elements for attaining alternative development. In that aspect, Terminal Evaluation Team proposes to the Project that it need to consider the possibility to conduct lectures and workshops on capacity development on financial mobilization for AD trainers and AD trainees.

(6) Promotion of Market-oriented Agriculture for Small Holders

- The Terminal Evaluation Team found that further development effects are expected in adopting the concept of “market in” to crop selection for alternative development. In that perspective, the Team proposes the Project to adopt more market-oriented crop selection method as a part of the curriculum of AD training.

(7) Establishment of Local Committee of Stakeholders in Practicing Alternative Development Activities

- In order to enhance the collaboration with the relevant institutions such as PBANRD, DOA, DAR, LBVD, DOF, the Terminal Evaluation Team proposes to PBANRD and MOALI to notify their local offices where AD trainers and AD trainees are originally assigned in order to facilitate collaboration among them.

(8) Include Technical and Managerial Aspect in the Guideline on LIC Activities

- The guideline on LIC activities to be produced should cover not only technical aspects, but also managerial aspects. For example, it is desirable to make simulation of expected amount of the revolving fund in 3, 5 and 10 years period and to build a consensus on the purpose of the fund among the group members. This process can be recognized as one of the exit strategies of the Project.

3.6.2. Recommendation after the Termination of the Current Project Period

(1) Continuous Communication

- Japan and Myanmar sides may make an opportunity to take dialogue for the further cooperation and collaboration.

(2) Practice and Accumulation of Results and Data from AD Activities in the Field

- So as to assess how much AD activities implemented by AD trainers and AD trainees contribute to the eradication of opium poppy cultivation, AD trainers need work in the field. On that occasion, it is necessary for PBANRD and MOALI to implement AD activities in the field. Moreover, PBANRD and MOALI need to accumulate lessons learned from practical AD activity cases and verify the effects of AD activities.

(3) Audio-Visual Materials for Education and Public Relations

- The Terminal Evaluation Team strongly noted that the importance of producing audiovisual contents focusing on model villages which can be utilized as teaching material and also promotion material of public relations. Taking into account of the accessibility of model villages in terms of physical and security aspects, the Team recommends PBANRD to develop audio-visual materials.

(4) Monitoring Revolving Fund

- As with the revolving fund introduced by the Project, the Terminal Evaluation Team confirmed that the model villages successfully reserve the fund as scheduled. However, it is necessary to continue to monitor the sustainability of the fund management with special attention. In that aspect, the Terminal Evaluation Team proposes that monitoring the revolving fund in model villages be in charge of Lashio Office, PBANRD and also proposes that Lashio Office, PBANRD periodically report the monitoring results to ex-project stakeholders including JICA at least twice a year after completion of the Project.

3.7. Lessons Learned

(1) Flexible Project Scope Modification in the Process of Implementation of the Project in Consideration of the Security Situation

- In response to the security situation in February 2015, the Myanmar and Japanese sides discussed and decided to continue the Project with drastically modified project scope. Consequently, it is found that the Project obtained positive and substantive results at the Terminal Evaluation. This whole process can be regarded as a precious lesson learned.

(2) Establishment of “Integrated Rural Development Model Village”

- Following suggestion from PBANRD, the Project intensified project activities to Narhpot Village, as “Integrated Rural Development Model Village” within managerial capacity of the village, as one of venue of AD training. It can be recognized as an extremely important role to show the visibility / demonstration effect of the Project.

(3) PBANRD-driven Collaboration among Multi-partners/ Institutions

- It is worth mentioning that the Project has been smoothly implemented through constructive collaboration of the multi-stakeholders such as PBANRD, Myanmar government institutions such as MOALI, international organizations, NGOs and villagers to attain irreversible opium poppy eradication. Moreover, invaluable objective of the Project attracts stakeholders including the private sector to voluntarily participate in the AD training as lecturer.

(4) Effect of OJT

- A total of 16 AD trainers/trainees who reside and work with JICA experts on a daily basis are assigned to the Project for on-the-job training, where it is effective in terms of degree of absorption of subject matter of training that as many as 16 staff work together with JICA experts on a daily basis to obtain study opportunities, which would be replicable for future implementation and management of similar projects.

3.8. Follow-up Situation

- It is important to note that as follow-up of recommendation of Terminal Evaluation, several meetings are held among PBANRD, the Project and JICA Myanmar office regarding extension of the project period. As the result, PBANRD decided not to extend the project period but to discuss in order to formulate new project. In this context, it is important to continue communication and dialogue between PBANRD and JICA in order to verify possibility for formulating further activities.

(End)