

Country Name	<b>The Project for Confidence-building through Rural Development</b>
Bosnia and Herzegovina	

**I. Project Outline**

Background	<p>After the conflict in Bosnia and Herzegovina (BiH) in the early 1990s, the country consists of two entities (administrative entities with high autonomy): Federation of Bosnia and Herzegovina, and Republic of Srpska (RS). From 2008 to 2013, JICA supported a technical cooperation project, “The Project for Confidence-Building in Srebrenica on Agricultural and Rural Enterprise Development” in Srebrenica Municipality of RS. Having appreciated the results of this preceding project, the Ministry of Agriculture, Forestry and Water Management (MOA) of RS requested further assistance, and this new project (hereinafter referred to as “the Project”) commenced in January 2014 in three adjacent municipalities: Bratunac, Rogatica and Srebrenica. While the preceding project had rather focused on direct and tangible benefits on people under the post-conflict difficult situation, the Project emphasized to strengthen the capacity of the municipalities, so that they themselves would be able to implement sustainable rural development.</p>				
Objectives of the Project	<p>The Project aimed to strengthen the implementation system for inclusive and fair community development in Bratunac, Rogatica and Srebrenica Municipalities, by way of conducting agricultural and rural development activities through municipal capacity development, thereby promoting confidence-building among the targeted population.</p> <ol style="list-style-type: none"> <li>Overall Goal: Confidence-building among the target population is promoted through strengthening the system of agricultural and rural development with inclusiveness and fairness.</li> <li>Project Purpose: Implementation system for inclusive and fair community development is strengthened in each target area.</li> </ol>				
Activities of the Project	<ol style="list-style-type: none"> <li>Project Sites: Bratunac, Rogatica and Srebrenica Municipalities</li> <li>Main Activities: i) To implement agricultural and rural development activities based on community needs for improving livelihood; ii) To strengthen institutional capacities of the targeted municipalities in supporting agricultural and rural development; and iii) To share the information on the above-mentioned activities with the MOA of RS.</li> <li>Inputs (to carry out above activities) <table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>Japanese Side</p> <ol style="list-style-type: none"> <li>Experts: 3 persons</li> <li>Trainees Received: 14 persons</li> <li>Equipment: Agricultural machinery/equipment (A pickup truck, a tractor, a baler, and potato diggers, etc.)</li> <li>Local expenses</li> </ol> </td> <td style="width: 50%; vertical-align: top;"> <p>BiH Side</p> <ol style="list-style-type: none"> <li>Staff Allocated: 18 persons</li> <li>Office space, land for raspberry nurseries, etc.</li> <li>Cost for training, construction of small-scale infrastructure and other project expenses</li> </ol> </td> </tr> </table> </li> </ol>			<p>Japanese Side</p> <ol style="list-style-type: none"> <li>Experts: 3 persons</li> <li>Trainees Received: 14 persons</li> <li>Equipment: Agricultural machinery/equipment (A pickup truck, a tractor, a baler, and potato diggers, etc.)</li> <li>Local expenses</li> </ol>	<p>BiH Side</p> <ol style="list-style-type: none"> <li>Staff Allocated: 18 persons</li> <li>Office space, land for raspberry nurseries, etc.</li> <li>Cost for training, construction of small-scale infrastructure and other project expenses</li> </ol>
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Project Period	January 2014-March 2017	Project Cost	(ex-ante) 383 million yen, (actual) 414 million yen		
Implementing Agency	<ul style="list-style-type: none"> <li>Ministry of Agriculture, Forestry and Water Management (MOA) of Republic of Srpska (RS)</li> <li>Bratunac, Rogatica and Srebrenica Municipalities</li> </ul>				
Cooperation Agency in Japan	-				

**II. Result of the Evaluation**

## &lt;Constraints on Evaluation&gt;

- Due to Coronavirus Disease (COVID)-19 pandemic, the evaluation judgment was made by analyzing information obtained through a questionnaire survey to the three municipalities and the MOA, and a telephone interview with officials engaged in the Project. Neither face-to-face interviews nor site visits were conducted.

## &lt;Special Perspectives Considered in the Ex-Post Evaluation&gt;

- The Project Effects and impact for Srebrenica Municipality under this ex-post evaluation include those of the preceding project, namely “The Project for Confidence-Building in Srebrenica on Agricultural and Rural Enterprise Development (2008-2013)”.

**1 Relevance**

## &lt;Consistency with the Development Policy of Bosnia and Herzegovina at the Time of Ex-Ante Evaluation&gt;

The Project was consistent with “Medium Term Development Strategy of BiH (2010-2014)”, which prioritized re-building the multi-ethnic co-existent society, and economic development through improving agricultural productivity.

## &lt;Consistency with the Development Needs of Bosnia and Herzegovina at the Time of Ex-Ante Evaluation&gt;

The Project was consistent with development needs of BiH for economic reconstruction and confidence-building among ethnicities. In the targeted three municipalities, there were a considerable number of conflict-affected people. In addition, it was necessary to strengthen the capacity of the targeted municipalities, so that the municipalities themselves would be able to implement sustainable rural development.

## &lt;Consistency with Japan’s ODA Policy at the Time of Ex-Ante Evaluation&gt;

The Project was consistent with the Japanese assistance policy towards BiH, which focused on “peace consolidation and ethnic reconciliation” as one of its two priority areas<sup>1</sup>.

## &lt;Evaluation Result&gt;

In light of the above, the relevance of the Project is high.

<sup>1</sup> Source: Ministry of Foreign Affairs, “ODA Country Data Book in 2013”

## 2 Effectiveness/Impact

### <Status of Achievement of the Project Purpose at the time of Project Completion>

The Project achieved the Project Purpose at the time of project completion. “Increase in the number of cases and types of agricultural and rural development activities initiated by the municipalities” (Indicator 1) was confirmed, compared with the project commencement. The types of activities can be categorized into three: i) 20 agricultural production activities with approximately 2,500 beneficiaries of both ethnicities, ii) small scale infrastructure development (such as irrigation, water supply, access roads/bridges) at 126 sites, and iii) the total of 77 training activities (lectures, workshops and study tours) for 1,528 participants. Each municipality played a pivotal role in planning and implementing these activities, and also decided its own criteria and process for selecting project beneficiaries. (JICA Experts only suggested the points to consider for beneficiary selection, such as the balance among ethnicities.) Thus, the targeted municipalities were strengthened in management and technical skills for agricultural and rural development, which resulted in the increase of satisfaction of community people with agricultural support (Indicator 2). The increase in income of beneficiaries was remarkable in Bratunac and Rogatica, while a decrease was observed in Srebrenica, compared with the project commencement (Indicator 3).

### <Continuation Status of Project Effects at the time of Ex-post Evaluation>

The Project Effects have been continued except for a few activities (Indicator 1). All the agricultural production activities are being continued, except for grassland recovery in Rogatica, where people do not attend any more. Developed small-scale infrastructures are all or mostly utilized in each municipality through repair. Moreover, agricultural support activities by each municipality are being continued in the form of training and information services through radio and meetings, etc. and each municipality observes that community people are satisfied with their services (Indicator 2). Regarding the increase in income of beneficiaries (Indicator 3), the three municipalities observe that the Project introduced agricultural technology, know-how and assets (infrastructure, livestock, orchards, machinery, etc.), which has kept increasing the income of agricultural households. For example, in Rogatica, 15 machines were handed over to two associations of potato growers, and they are being utilized by the members of the associations for free, which has decreased production costs and increased cultivation area. Also, D-HOPE (Decentralized Hands-On Program Exhibition), a participatory approach introduced by the Project, is continued through facilitation of the municipality. In Bratunac, an organization growing and providing raspberry seedlings was established under the Project, and now the organization has expanded to growing strawberry too. In Srebrenica, joint activities for agricultural production, such as sharing water sources and collection points for raspberry and milk, have been continuing.

On the other hand, there are activities which are not conducted any more by Bratunac or Srebrenica Municipalities, such as updating the farmers’ database (developed under the Project), and facilitating D-HOPE activities.

### <Status of Achievement for Overall Goal at the time of Ex-post Evaluation>

The Overall Goal has been achieved. The three municipalities are certain that the Project has brought positive awareness changes among ethnic groups, which can be confirmed by activities such as joint sale of agricultural products. The above-mentioned D-HOPE is one of the notable activities to exemplify awareness changes. Rogatica Municipality facilitates farmers and entrepreneurs of both ethnicities to sell products and build interrelationships, through recording selected farmers and their products in catalogues for distribution, and holding product exhibitions.

### <Other Impacts at the time of Ex-post Evaluation>

According to the questionnaire survey to the MOA, participation of women in agricultural activities has been enhanced by the Project. Moreover, rural tourism has been developed in Zilicina Village in Rogatica, after constructing a bridge under the Project. On the other hand, no negative impact has been observed.

### <Evaluation Result>

Therefore, the effectiveness/impact of the Project is high.

#### Achievement of Project Purpose and Overall Goal

Aim	Indicators	Results																								
(Project Purpose) Implementation system for inclusive and fair community development is strengthened in each target area.	1. The number of cases and types of agricultural and rural development activities initiated by the municipalities is increased.	Status of the Achievement: achieved (continued) (Project Completion)/ (Ex-post Evaluation)																								
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		<p>iii) Training and Other Activities</p> <ul style="list-style-type: none"> <li>- Under the Project, the total of 77 training activities (technical training, D-HOPE workshops, and study tours, etc.) were conducted by the three municipalities. Training for farmers by each municipality is still being continued, but D-HOPE activities and utilization of the developed database are continued by only Rogatica Municipality.</li> </ul>								
	<p>2. Satisfaction of community people in the target areas increased with public services (agricultural support, information service, others) relating to community development.</p>	<p>Status of the Achievement: achieved (continued) (Project Completion)</p> <ul style="list-style-type: none"> <li>- According to the interviews with beneficiaries during the terminal evaluation, they were mostly satisfied with supports by the municipalities for conducting project activities.</li> </ul> <p>(Ex-post Evaluation)</p> <ul style="list-style-type: none"> <li>- Each municipality observes that community people are satisfied with their services, on the ground that farmers need municipalities' information and participate in events/training organized by municipalities.</li> </ul>								
	<p>3. The income of the targeted population is increased.</p>	<p>Status of the Achievement: partially achieved at project completion (continued) (Project Completion)</p> <p>The endline survey conducted under the Project showed:</p> <ol style="list-style-type: none"> <li>1) Bratunac: The ratio of the number of households with an annual income of more than 3,000 convertible mark (KM) clearly increased from 45% in 2014 to 88% in 2016. [Sample size: 311 (2014) and 340 (2016)]</li> <li>2) Rogatica: The above ratio clearly increased from 52% in 2014 to 85% in 2016. [Sample size: 283 (2014) and 290 (2016)]</li> <li>3) Srebrenica: The above ratio decreased from 85% in 2013 to 77% in 2016. [Sample size: 255 (2013) and 334 (2016)]</li> </ol> <p>(Ex-post Evaluation)</p> <ul style="list-style-type: none"> <li>- Each municipality observes that the Project increased agricultural assets and know-how, and thus has been contributing to the increase of income of agricultural households.</li> </ul>								
<p>(Overall Goal) Confidence-building among the target population is promoted through strengthening the system of agricultural and rural development with inclusiveness and fairness.</p>	<p>Positive awareness changes of target population.</p>	<p>(Ex-post Evaluation) achieved</p> <ul style="list-style-type: none"> <li>- Each municipality are certain that the Project has brought positive awareness changes among ethnic groups.</li> </ul> <table border="1"> <thead> <tr> <th>Municipality</th> <th>Notable Activities to Exemplify Positive Awareness Changes</th> </tr> </thead> <tbody> <tr> <td>Bratunac</td> <td> <ul style="list-style-type: none"> <li>- Appearing to the market together</li> <li>- Agricultural exhibition in the Raspberry Day</li> </ul> </td> </tr> <tr> <td>Rogatica</td> <td> <ul style="list-style-type: none"> <li>- Continuation of D-HOPE approach, which contributed to building trust among ethnic groups through joint activities such as solving problems and exhibition events</li> <li>- Construction of water bridge in Pjebcici Village by local people of different ethnicities</li> <li>- Joint trip to an international agricultural fair</li> </ul> </td> </tr> <tr> <td>Srebrenica</td> <td> <ul style="list-style-type: none"> <li>- Sharing water supply system</li> <li>- Joint sale of raspberry, fruits, and fresh milk</li> </ul> </td> </tr> </tbody> </table>	Municipality	Notable Activities to Exemplify Positive Awareness Changes	Bratunac	<ul style="list-style-type: none"> <li>- Appearing to the market together</li> <li>- Agricultural exhibition in the Raspberry Day</li> </ul>	Rogatica	<ul style="list-style-type: none"> <li>- Continuation of D-HOPE approach, which contributed to building trust among ethnic groups through joint activities such as solving problems and exhibition events</li> <li>- Construction of water bridge in Pjebcici Village by local people of different ethnicities</li> <li>- Joint trip to an international agricultural fair</li> </ul>	Srebrenica	<ul style="list-style-type: none"> <li>- Sharing water supply system</li> <li>- Joint sale of raspberry, fruits, and fresh milk</li> </ul>
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Source : Terminal Evaluation Report and other JICA documents, a questionnaire survey and telephone interviews with the three municipalities and the MOA.

### 3 Efficiency

While the project period was as planned, the project cost exceeded the plan (ratio against the plan: 100% and 108%, respectively). The Outputs of the Project were produced as planned. Therefore, the efficiency of the Project is fair.

### 4 Sustainability

#### <Policy Aspect>

“Strategic Plan for Rural Development of Bosnia and Herzegovina (2018-2021)” is effective till 2021. Under the plan, six main goals are stated, namely: i) income stability, ii) strengthening competitiveness, iii) improving marketability, iv) sustainable management of natural resources, v) improving the quality of life, and vi) improving institutional and legislative capacities.

#### <Institutional/Organizational Aspect>

At the entity level of Republic of Srpska (RS), the Ministry of Agriculture, Forestry and Water Management (MOA) has been providing financial incentives and training to farmers registered with the MOA. At the municipality level, the institutional setting established by the Project is still functioning in the targeted three municipalities. For example, the selection of beneficiaries through transparent criteria under the Project has been incorporated into the public calls for agricultural support. The number of staff members (five in Bratunac, five in Rogatica, and four in Srebrenica) is considered enough by each municipality. On the other hand, the evaluator observes that the agricultural support by Bratunac and Srebrenica Municipality could be further improved, such as utilizing the farmers' database developed under the Project for visiting those with low income and in needs. (Rogatica Municipality annually updates the farmer's database, and utilize it for effective assistance.)

#### <Technical Aspect>

The above-mentioned staff members in each municipality sustain their skills through their daily work and training/seminars. They have kept providing technical training/advice to farmers (such as crop protection and proper cultivation), and facilitating financial incentives and training by the MOA. The MOA provides training for both municipal officials and registered farmers, and the topics are requested through municipalities.

#### <Financial Aspect>

The above-mentioned financial incentives, for farmers reaching a certain production amount, are funded from the MOA's Agrarian

Budget which amounts to KM 75 million per annum for the total area of RS. (Aside from this, for Srebrenica Municipality, the grant amounting to KM 100,000 per annum is secured for agricultural entities.) At the municipality level, 0.5% of the total budget of each municipality is secured for agricultural and rural activities, but they are often not enough. For example, Srebrenica Municipality's budget is KM 40,000 per annum, but it is only enough for sowing in spring.

<Evaluation Result>

In light of the above, problems have been observed in terms of the institutional/organizational and financial aspects of the implementing agencies. Therefore, the sustainability of Project Effects is fair.

#### 5 Summary of the Evaluation

The Project achieved the Project Purpose (i.e. Implementation system for inclusive and fair community development is strengthened in each target area). The Project Effects have continued, and the Overall Goal (i.e. Confidence-building among the target population is promoted through strengthening the system of agricultural and rural development with inclusiveness and fairness.) has been achieved. Regarding the Sustainability, problems have been observed in terms of institutional/organizational and financial aspects, but no problem has been observed in policy and technical aspects. As for the Efficiency, the project cost exceeded the plan.

Considering all of the above points, this Project is evaluated to be satisfactory.

### III. Recommendations & Lessons Learned

Recommendations for Implementing Agency:

- It is notable that Rogatica Municipality, one of the three targeted municipalities, sustains and expands the activities (introduced by the Project) to strengthen the municipal capacity. For example, Rogatica Municipality annually updates farmers' database developed under the Project for effective assistance. Also, Rogatica Municipality still actively links farmers and entrepreneurs through holding product exhibitions, by expanding the D-HOPE (Decentralized Hands-On Program Exhibition) approach introduced by the Project. Those activities, however, are not continued by the remaining two targeted municipalities (Bratunac and Srebrenica Municipalities). It is recommended that the Ministry of Agriculture, Forestry and Water Management (MOA) and the targeted three municipalities exchange their experiences and issues, and expand successful activities among the three targeted municipalities as well as other municipalities where applicable.

Lessons Learned for JICA:

- The Project aimed to strengthen the capacity of targeted municipalities through implementing agricultural and rural activities, whereas the preceding project rather focused on direct and tangible benefits on people in Srebrenica Municipality for recovery from the conflict. Under the Project, the targeted three municipalities played pivotal roles in implementing agricultural and rural development and organizing various training and local fairs where experiences and products were exchanged. (One of such pivotal roles was selection of beneficiaries through setting transparent criteria, which has been incorporated into the public calls for current agricultural support.) The municipalities sustain the knowledge and skills gained by the Project. Especially, Rogatica Municipality still actively facilitates farmers and entrepreneurs of both ethnicities to build interrelationships, through holding product exhibitions. Thus, the approach of the Project, i.e. strengthening local government's capacity through agricultural and rural development, can be a good practice for future similar projects by JICA for peace-building, especially in the phase of consolidating the post-conflict recovery.
- The ex-post evaluation of this and preceding projects revealed that "confidence-building" among ethnicities has been surely continued through joint agricultural and rural activities. Even without visiting project sites, due to Coronavirus Disease (COVID)-19 pandemic, this was asserted by the interviewees and the evaluator. Considering the seriously devastated situation in the targeted three municipalities after the conflict, sustainability of confidence-building among ethnicities is noteworthy. Therefore, the approach of this and preceding projects (i.e. confidence-building through i) agricultural/rural development and ii) strengthening municipal capacity) could be replicated by JICA for future similar projects aiming for peace-building.



Bridge in Zlicina Village, Constructed under the Project,  
Promoted Rural Tourism Development (Rogatica Municipality)



Raspberry Production Assisted under the Project  
(Srebrenica Municipality)