

Project Name	Project for Irrigation Farming Improvement	Agricultural Development Project in Kamba District	Milk Program in Niger: Examining Contributions to Resilience	Support to generation and consolidation of cooperatives of Argentine Puna	Mauritius- Small Scale Agricultural Development Project
Country/Major Theme	Ethiopia - Agricultural Development, Poverty Reduction, Food Security	Sierra Leone - Agricultural Development, Food Security	Niger - Food security, entrepreneurial support (primarily for women), poverty reduction, strengthening community (household level) resilience to economic shocks	Argentina - Economic reactivation of the Puna area	Mauritius - Poverty alleviation, food security, and building entrepreneurial skills
Organization	Evaluator: Kari Yamashita, JICA Cooperation Organization; JICA Implementation Agencies: OARDB (Oromia Agriculture and Rural Development Bureau), ODA (Oromia Irrigation Development Authority), OWRB (Oromia Water Resource Bureau), OWMER (Oromia Water, Mineral and Energy Bureau)	Organization: JICA Implementing Agency: Ministry of Agriculture, Forestry and Food Security (MAFFS); Rokupr Agricultural Research Center (RAR) (Former Rice Research Station at Rokupr (RRS-R))	Organization: Mercy Corps Evaluator: Improve Group	Implementing NGO: GVC ONLUS with the participation of the local counterpart, the diocese of Jujuj; Evaluator: Ida Perotti	International Fund for Agricultural Development (IFAD)
Date of Project	September 2005 - September 2008	February 2006 - March 2009	February 2008 - May 2010	December 2008 - December 2011; Duration: 36 months	May 1983 - December 1991
Date of Ex-Post Eval	November 20, 2011 - July 31, 2012	March, 2013	November, 2012	January 14, 2013 - March 20, 2013	First quarter of 1997 - August 1997
Project Objectives	(1) The overall goal was to increase the agricultural production in the target area. (2) The project objective was to improve the water utilization technology by the farmers in the project target area. (3) Intended Outputs: Rehabilitation of existing irrigation schemes (gravity flow) is standardized; management of small scale irrigation scheme (pump) is improved; water harvesting technology for agriculture is standardized; irrigation farming technology is improved.	<b>Overall Goal:</b> Productivity of food crops for self-sufficiency thereby contributing to food security in Kamba district is improved. <b>Project Objectives:</b> Agricultural technical support system in Kamba district is strengthened. Outputs: (1) Agricultural support system of MAFFS is improved. (2) Agricultural technical package to improve agricultural productivity is formulated. (3) Agricultural technical support guidelines for farmers is developed. A major goal of the project is the extension of this project throughout the entire Kamba district, as the ex-post evaluation focuses heavily on the inability of the project to complete this objective.	Project components funded by USAID/OFDA: (1) Cash for Work (CW) neighborhood sanitation activities to help vulnerable households address immediate financial and nutritional needs; (2) organizational support to peri-urban dairy cooperatives to increase availability of fresh milk; and (3) entrepreneurial support to entrepreneurs (primarily women) in solidarity groups, where participants learned strategies to improve their income-generating activities to foster resilience against future shocks. For instance, many program participants invested in at least some animals, which were used as a savings mechanism. Reliance on family, friends, and neighbors for financial loans or gifts continues to be a crucial component of surviving economic hardship.	To introduce tools to improve living conditions, work and health, in addition to the production and marketing of three benefited cooperatives "Las Salinas", "Taca", and "Horticultura". (1) Strengthening of cooperatives for salt production, horticulture, and llama breeding/clothing craft; (2) Provision of necessary infrastructure to achieve higher quality production; (3) Troubleshooting on safety and hygiene; (4) Increase in agri-food production by providing proper technology for solving problems caused by climatic conditions and inadequate irrigation; (5) Actions aimed at encouraging the income of young people in working activities in order to reduce migration flows; (6) Increased consumption of vegetables, thus improving the diet; (7) Activation of training courses for members of cooperatives and communities; (8) Increase of animal husbandry and tourism.	Project was originally designed to assist poor farm families to develop their own farm enterprises. Through an agricultural credit programme (70% of total costs), the project was to support small-scale cultivation and livestock production. Sub-programs included: (1) small-scale irrigation; (2) ricki production; (3) sericulture; (4) goat breeding; (5) construction of rural health centres; (6) a village self-help garden programme; and (7) the strengthening of monitoring and evaluation, both in the implementing institutions and at the ministerial level. The project was expected to bring a new source of livelihood to 630 participating farmers and about 1,400 goat keepers. Including their families, around 12,000 persons were expected to benefit directly.
Evaluation Methods	Rating of the project's success was based on the following criteria: Relevance (with development plan of Ethiopia, development needs of Ethiopia, and Japan's ODA policy), Effectiveness and Impact, Efficiency, and Sustainability.	Rating of project success based on the following criteria: Relevance, Effectiveness/Impact, Efficiency, Sustainability	Data collection focused on gathering relevant insights from all major beneficiary groups, and the majority of the beneficiaries were female. There were two methods of data collection: (1) interviews (group and individual) and (2) a pictorial tool developed by Improve Group to assist beneficiaries to reflect and comment on changes as individuals, despite literacy barriers. This data gathering technique allowed the full participation of illiterate populations through the use of colored stickers of household items, which the respondents were asked to use to answer questions on a large sheet of paper.	This project is evaluated based on the following criteria: Relevance, Effectiveness, Impact and Sustainability.	Evaluation assessed the impact and sustainability of IFAD's credit operations, and also reviewed the performance and current institutional capability of the Development Bank of Mauritius (DBM) and other financial institutions operating in the market, especially regarding their credit delivery, monitoring and follow-up, and recovery potentials.
Sustainable/Positive Outcomes	*Results based on interviews with farmers in the project area and questionnaires, as well as the evaluators' methods. <b>Relevance:</b> the project is "highly relevant" to the country's development plan and needs, and Japan's policy. <b>Efficiency:</b> "high" because project cost and period of cooperation were as planned. <b>Sustainability:</b> implementation and evaluation of farmer training had been maintained since project completion; operation, management, and rehabilitation of gravity irrigation scheme and pump irrigation have been performed using local funds. Overall evaluation of the project is "satisfactory", because the project helped improve water utilization technology in the target area, where the people were dependent on traditional farming technology and rain-fed agriculture.	<b>Efficiency:</b> the project cost was within the plan. As for the overall goal, the indicators to measure the achievement level were not set at the time of project planning. Nevertheless, extension officers kept applying part of the technical packages in the pilot sites after the project completion, and farmers there maintain the productivity that the pilot activities achieved (0.5/ha before the pilot activities and 0.76/ha after the pilot activities; both without fertilizer).	The most resilient groups were those whose skills were increased, namely entrepreneurs and dairy cooperative members. 82% of dairy cooperative members saw an increase or maintenance in income since the close of the MLK program, sustained during recent crises. On average, dairy co-op members were men had dramatically increased income (71%). 85% of women from another co-op maintained high income but did not increase them during crisis. Average daily income for entrepreneurs also increased over time. Food Security: 82% of women from another co-op maintained high income but did not increase them during crisis. Average daily income for entrepreneurs: Nearly all participants reported eating three meals per day throughout both periods. Few program participants saw a decline in meal quality over the post-project period, and more saw some improvement.	<b>Efficiency:</b> The project is characterized by flexibility and responsibility, where the activities supported in the original formulation were adapted to the actual conditions and degree of participation of the beneficiaries of the interested area. <b>Effectiveness:</b> Positive results in the training process and the technical assistance of small producers' organizations. The salt mining co-op and animal farming and artisanal clothing co-op were managed in an effective and efficient way, both at production and organization levels as indicated by yearly turnover and margin of profit increases of 50%. Horticulture co-op also deemed effective/efficient with yearly turnover of 50% and profit improvement by 100% (in 3 years). <b>Sustainability:</b> The implementation of training activities was carried out with the full participation of beneficiaries and with a continuous coordination with local institutions.	The project was successful in promoting small-scale enterprises in rural areas and in creating credit facilities for a section of the population who would not otherwise have benefited from loans at concessional rates. The project substantially contributed to establishing various health and veterinary centres, which are identified that are truly self-sustaining. The health centres and veterinary services are sustainable activities as their operations have been integrated into the overall national services. The project also provided useful assistance for improving the goat breeding stock of the Ministry of Agriculture (MOA). Those farmers engaged in mixed vegetables and livestock projects registered increased incomes and a general improvement of their economic conditions by the end of the project, as compared to their economic state at project design.
Failure/Negative Outcomes	<b>Efficiency:</b> there were some issues such as the delay in dispatching short-term experts and the delay in activities caused by frequent transfers and shortage of Ethiopian counterparts due to frequent organizational changes. <b>Sustainability:</b> Headquarters of OWMER and Zone offices rarely conducted regular monitoring after the project and could not determine the real situations on the ground. Overall sustainability determined to be "Fair" because irrigation farming was continued by the Water User's Cooperatives/Water User's Association (WUC/WUA) and farmers, despite concerns over the sustainability of the implementation structure due to the possibility of structural reform by the government.	<b>Effectiveness/Impact:</b> this project has only somewhat achieved the project purpose and overall goal in terms of consolidating the agricultural technical package suitable for the Kamba district and increasing food production in the pilot sites, however additional manpower is needed for expansion to the entire district. <b>Efficiency:</b> project period slightly longer than the plan. <b>Sustainability:</b> issues include insufficient manpower to cover the entire district and the insufficient level of the implementing agency's technical skills, as they are weak in applying what they learned in the field and in case-by-case application. The financial aspect may depend on donors' funding situations in the future. The project has some problems in institutional, technical and financial aspects of the implementing agency.	Cash for work participants were able to weather hard times within a year after the program ended, but at this point in time, are mostly back to where they were pre-program. CW participants had some savings, but a greater share of this group depleted their savings during the food crisis, compared to entrepreneurs. The comparison group had the lowest savings rates, and CW participants added to their debt during the crisis. Supportive relationships forged during program participation did have some ongoing value for emergency assistance. Entrepreneurs were supporters of friends and family during the past crisis, as they saw the impact of MLK on their incomes drew others to seek their help. In comparison, CW participants said that they relied relying more often on others during the post-project period.	The project is characterized for not having been able to meet the expected results foreseen by the initial identification, however the project objectives were reformulated and the ex-post evaluation was conducted based on the reformulated goals.	Despite the significant advances and progress made by Mauritius it is clear that poverty still exists to a significant extent in the country. Also, implementation was slow during the first three years, mainly as a result of the very rapid (and unexpected) growth and evolution of the macro-economic situation in Mauritius, and due to the difficulties in the agricultural credit programme, which was constrained by a scarcity of land for development. The lack of a clear interest rate policy led farmers to seek funds elsewhere, resulting in stock piled money for credit from IFAD's loan.
Transfer to Authorities	<b>Effectiveness and Impact:</b> the project largely achieved its objectives and did achieve its overall goal. In particular, all beneficiaries responded that their knowledge of water rights/ability to manage the organization had improved thanks to the project, and the members developed a sense of ownership of operation and maintenance of the scheme by learning how to periodically inspect the pump as part of training on operation and maintenance. It also emerged that the majority of farmers in the project area became able to harvest 2-3ayr including in dry seasons. In addition, 22 of 24 model farmers answered that they had disseminated the knowledge obtained from the project to other local farmers in project area.	As a result of the pilot activities in which the extension officers provided guidance to farmers with supervision by Japanese experts, crop production increased in the pilot sites (7 villages for rice and 2 villages for vegetables). However, for disseminating the agricultural technical package to rice farmers in the entire district (i.e. beyond the pilot sites), there remain challenges in terms of insufficient manpower and technical level of the extension system. Thus, the transfer to local authorities seems to be limited in scale to the pilot site of the project, unable to expand to other villages/farmers.	There was no direct transfer to an "authority", but rather a transfer of valuable information and the skills to assist in the resiliency of communities in periods of economic shock. The households/individuals that proved to be the most resilient were those that learned new money-managing skills, and the entrepreneurial support grant provided participants with tools to improve their lives in a more sustainable manner, because, at the very least, participants increased their awareness of budgeting and savings practices which increased the strategies they used for survival.	The cooperative Las Salinas, who at the time of the project's approach was "facing critical moments in organisational and marketing terms", has been strengthened and started towards a management authority that will allow a degree of sustainability. For all beneficiaries of the project and for social services, the intervention secured a commitment by the local interlocutors, which will give continuity to the activities undertaken.	The project's general line of credit helped the creation of various small and medium-size enterprises. Many of the small undertakings have today grown into medium-size firms. The project also contributed to the generation of a culture of entrepreneurship amongst the poor and now the beneficiaries are more confident to undertake new projects and to borrow. There was also a positive long-term impact on the DBM. As a result of the Bank's participation in the project, it is today a much stronger institution and certainly a leader in development banking in Mauritius. The project instilled a sense of responsibility in the DBM to provide loans to small farmers and entrepreneurs, and to facilitate their operations in this area, the DBM has created a specialised window for operating small loans for agriculture and off-farm activities.
Other	Despite concern that the level of groundwater would decline in areas where the massive introduction of small-scale pumps was encouraged. According to OWMER at the time of this evaluation, there was no accurate data on the level of groundwater and the concern remained. In the near future, a survey will be conducted at dozens of sites around Mekki. In addition, during the terminal evaluation it was also pointed out that the farmers who lived downstream of the irrigated area might suffer from water shortages. However, there has been no conflict between the WUC/WUA, since no one lived immediately downstream of Ketar and Arata Chufa. Several positive impacts have been identified such as the diversification of crops (to sell as cash crops and boost local economy) and increase in double or triple cropping, including the dry season.	This evaluation did not survey community response/reaction to the project or its sustainability.	Primary questions of evaluation: (1) To what extent have MLK program target households experienced sustained improvements? (2) How have experiences/resilience-related outcomes of participant households differed from those of their peers? (3) How did the length/intensity of household's participation influence resilience-related outcomes? (4) To what do program participants attribute any sustained impacts on their resilience (program and non-program factors)? (5) What other factors appear to be major determinants of household resilience in urban areas?	In the opinion of all the interviewed persons, the project had a strong and constant presence on the field with an apparently better diversification and structuring of operations than those made by the Government. A major impact has been made by the training on management and conflict mediation within the cooperative Las Salinas, the introduction of infrastructures and cycles of technical assistance that have allowed the members of the cooperative to gain greater bargaining power and self-management.	There was initially a lack of clear interest rate policy that slowed project efficiency until it was reformulated in 1986 to include a general line of credit from both the Mauritius Cooperative Central Bank (MCCB) and the DBM for agricultural and off-farm activities, and to raise the eligibility threshold for smallholder credit. After reformulation and by the end of the project, the total number of small loans extended under the general line of credit from the two implementing banks reached more than 3,500.
Money Invested	295,835,000 yen (2,886,650 USD), from which Equipment cost 25,010,000 yen (244,038 USD) and the Local cost was 38,350,000 yen (374,205 USD)	353,000,000 yen (3,444,440 USD), of which equipment accounted for 20,000,000 yen (195,152 USD) and the Local 52,375,980 program funded by USAID/OFDA cost accounted for 34,000,000 yen (331,759 USD)		Budget Total: EURO 964,332.00 (1,319,050 USD); Donor: Italian Government; General Direction for Development Cooperation (DGDC): EURO 482,162.00; Group of Civil Volunteer (GVC) ONLUS: EURO 83,885.00; Caritas Jujuj: EURO 339,930.00.	The total cost of this project was USD 8.73 million of which IFAD's loan amounted to USD 6.3 million.
Local Participation Level	OWMER collaborated with WUC/WUA through the process of rehabilitation and how to utilize the documentation package by preparing forms for the request form, action plan, agreement, layout map, design, cost estimate, monitoring sheet, and so on. In response, WUC/WUA became active participants in the process from the planning stage, with a sense of ownership, rights and responsibility. For example, during the Problem Analysis Workshop and Action Plan making at the initial stage, WUC/WUA members identified their own problems in facility management and prepared an action plan to solve the same. This process made the members of WUC/WUA more aware of their roles and responsibilities and more active in rehabilitation work. Survey of level of participation shows that 100% of members in Ketar I, II, III and 96.4% in Arata Chufa answered "participated" or "actively participated".	This project fails to mention any local participation in the project's planning, implementation, or long-term sustainability phases. All work is being done by the side of the implementing agency, and no surveys were conducted at the community level.	Very high level of community participation in the feedback for the ex-post evaluation of this project, with project participants involved in direct interviews and the pictorial tool survey.	The project, through flexibility toward its context, promoted the participation of community and local stakeholders in decisions and investments, thus supporting the strengthening of local autonomy. Despite initial difficulties, the changes made to the project have resulted in substantial positive results. In the opinion of this evaluation, the project's biggest impact lies in the results of work carried out for the benefit of the community, since development has generated a strong spirit of participation in the beneficiary population.	Recommendations from evaluation: Beneficiary involvement in project design, implementation and monitoring and evaluation was limited, contributing to the reduced performance. Future projects should involve more consultation with potential beneficiaries from project preparation in order to understand better their real needs, preferences and constraints. Beneficiaries should be involved in the selection of project performance indicators early on in the design of the evaluation/monitoring system, as well as during data collection and analysis. To ensure sustainability, first and foremost projects need to be participatory, involving the beneficiaries both at design stage and during implementation, also to instill a sense of ownership in, and responsibility towards, the project and its activities. A sound framework needs to be set up, at government level, which will ensure the degree of support and attention necessary to ensure sustainability.