

5. Standard indicator reference and typical lessons learned (agricultural and rural development)

Mid-term objectives corresponding to models in this reference

Model name	Corresponding mid-term objectives
Model (1) Institutionalization	1-1 Capacity building for policy planning and implementation in the field of agricultural and rural development
Model (2) Improving water management through the strengthening of irrigation associations' capacity	1-2 Improving, maintaining, conserving and managing production infrastructure
Model (3) Improving irrigation engineers' planning, implementation, and administration of irrigation projects	1-2 Improving, maintaining, conserving and managing production infrastructure
Model (4) Technical improvement type	1-4 Capacity building for research and development
Model (5) Promoting crop production (rice and other grain crops)	1-5 Promoting crop production (rice and other grain crops)
Model (6) Promoting crop production (vegetables)	1-6 Promoting crop production (vegetables)
Model (7) Promoting the livestock sector (livestock production)	1-7 Promoting the livestock sector
Model (8) Promoting the livestock sector (livestock hygiene)	1-7 Promoting the livestock sector
Model (9) Expanding target area farmers' crop production through improvement of the agricultural extension system	1-8 Promoting agricultural extension
Model (10) Constructing and institutionalizing an extension system	1-8 Promoting agricultural extension
Model (11) Improving the distribution and sale of food	3-2 Improving the distribution and sale of food
Model (12) Promoting the agricultural processing industry	3-3 Promoting the agricultural processing industry
Model (13) Community development type	3-9 Participatory rural development

(Note) No mid-term sub-targets have been set for the Thematic Guidelines on Agricultural and Rural Development

**JICA standard indicator reference and typical lessons learned in technical cooperation projects (agricultural and rural development)**

**Model (1) Institutionalization**

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/ Policies for setting indicators	Typical lessons learned	Example of project purpose (image of projects)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country's government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact)  Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the "mid-term sub-targets" from the perspectives of: 1) planning stages, and 2) management.	Example of project purpose (image of projects)	Project information with good practices to refer to
1. Sustainable agricultural production	1-1 Capacity building for policy planning and implementation in the field of agricultural and rural development	(1) Ratio of undernourished population (2) Ratio of population under the international poverty line (3) Ratio of farmers to the rural working population (4) Number of agricultural extension workers	(No mid-term sub-targets have been set for the thematic guidelines for agricultural and rural development.)	(Proposed model description) To establish a farmer-participatory irrigation management system between the irrigation authorities of ○ ● country and farmers' associations, (outcome) By establishing a legal system and agreements to promote farmers' participation in irrigation management, (output) Thereby contributing to the development of farmer-participatory irrigation management and an increase in irrigation agriculture income per farmer in the irrigation districts under the jurisdiction of the authorities. (impact)  (Standard indicator examples) 1. Indicator examples of overall goals (1) Number of the irrigation authorities of ○ ● country's irrigation projects that began to be managed jointly according to the joint irrigation facilities management agreement between the authorities and farmers (2) YY% increase in the irrigation agriculture income per farmer in the irrigation districts under the jurisdiction of the irrigation authorities of ○ ● country	* When setting baseline and target numbers of quantitative indicators, it is important to set values based on the baseline survey and agricultural statistics and other information in the target country or region, referring to other, similar projects, because natural, agricultural and social conditions greatly differ among countries and regions in the agricultural and rural development sector.	<ul style="list-style-type: none"> <li>• Mutually complementary relationship with another donor</li> <li>The implementation of joint irrigation system management (JISM) requires the appropriate functioning of irrigation facilities. However, because most of the facilities had been developed in the 1970s, they were considerably decrepit. Farmers could not repair them, which might result in farmers' giving up irrigation agriculture. In this project, because irrigation facilities were planned to be repaired by the World Bank, JICA was able to concentrate on the preparation of agreements and the strengthening of the function of the C/P agency. This mutually complementary relationship made it possible to achieve the project purpose. (From Reference Project 12 written on the right.)</li> <li>• Importance of grasping the target groups' needs</li> <li>Initially, the project purpose was set on the assumption that the target group was small and medium scale farmers. However, at the stage of project formation, small farmers' needs for management improvement were not grasped. As a result, the project was formulated without reflecting their needs and became inappropriate as a means, resulting in low relevance of the project. A social survey expert should have been called in to grasp the actual condition of the target group before the implementation of the project. Based on the result, the target group should have been reviewed and the project purpose should have been set. (From Reference Project 13 written on the right.)</li> </ul>	<p>To establish the bases of a farmer-participatory irrigation management system based on the legal system and the agreement and strengthen the Ghana Irrigation Development Authority (GIDA)'s services related to irrigation agriculture skills in the irrigation districts under the jurisdiction of GIDA, By establishing a legal system for promotion of farmers' participation in irrigation management, constructing a system for managing irrigation facilities between GIDA and farmers' associations and improving GIDA staff's capacity to plan and hold training in irrigation agriculture skills, Thereby contributing to an increase in the irrigation agriculture income per farmer in the irrigation districts under the jurisdiction of GIDA and the development of farmer-participatory irrigation management in Ghana.</p> <p>To clarify support systems necessary for the business improvement of small and medium scale farmers through dairy farming and improve the roles and functions of relevant agencies, By conducting surveys on activities by small and medium scale farmers, agricultural cooperatives, producers' associations, markets, and the Ministry of Agriculture and Livestock's Livestock Research and Production Bureau and the status of the Ministry's measures in the dairy farming sector, clarifying measures for supporting the business improvement of small and medium scale farmers and clarifying the roles and functions of relevant agencies to support the business improvement of small and medium scale farmers, Thereby contributing to the construction of a livestock management model suitable for small and medium scale farmers.</p>	<p>12. Project for Promotion of Farmers' Participation in Irrigation Management in Ghana (Term of Cooperation: October 2004 – September 2006)</p> <p>13. Improvement of Small and Medium Scale Dairy Farm Management Project in the Republic of Paraguay (Term of Cooperation: November 2002 – November 2004)</p>

			<p>2. Indicator example of project purpose</p> <p>(1) Number of the irrigation districts that began to be managed jointly according to the joint irrigation facilities management agreement between the authorities and irrigation farmers' associations of ○● country.</p> <p>(2) Number of services that were planned, carried out, and evaluated by the staff of the irrigation authorities of ○● country and provided by the authorities</p> <p>(3) More than ZZ% of the farmers will satisfy the provided services and training.</p>	<p>• Importance of an approach centering on organization reform in policy-supporting technical cooperation</p> <p>It has been pointed out that there was a mismatch between the purpose and the means, and this mismatch may have hindered the achievement of sufficient project effects. Although the project purpose was determined as the improvement of the organizational function as a result of the recognition of the C/P agency's administrative capacity and organizational problems, an approach for a technical cooperation project focusing on technical improvement was adopted mainly for the Technical Department to be treated as the main counterpart.</p> <p>To give effective policy-supporting technical cooperation to the C/P agency, which had many problems, in terms of the original intent it was necessary to review the framework of the project while discussing and consulting with the partner country fully after closely analyzing what approach would be needed from the viewpoint of organizational systems. However, this was not carried out.</p> <p>If policy-supporting technical cooperation is chosen as a means, it is necessary to recommend and support improvements in the organization and management of the C/P agency and adopt an approach that takes into consideration a system that uses the local government and farmers' associations. (From Reference Project 13 written on the right.)</p>	<p>To construct a "plan to report agricultural data regularly" from villages to the central government within the framework of the monitoring and evaluation system of the Agriculture Sector Development Program (ASDP) by, By formulating a "plan to report agricultural data regularly" integrated among the government offices related to the agriculture sector, having the interested regional, district, division, and village persons in the Morogoro Region and the Dodoma Region acquire how to use the plan, revising the plan through trial implementation in the regional governments, the governments of the target districts, and the divisions and villages in the target districts, revising the "framework document for the monitoring and evaluation of ASDP" and sharing the progress and results of this technical cooperation with the relevant central and local governments and the relevant donors, Thereby contributing to the appropriate monitoring and evaluation of ASDP by the use of agricultural data reported according to the "plan to report agricultural data regularly."</p> <p>To strengthen the function of the food security system in Indonesia, * By constructing an information collection and management system, carrying out a food supply and demand policy simulation model in the country and provinces of Indonesia, enhancing the capacity to formulate policies concerning food security and improving the method for formulating and managing policies and the system for managing it concerning food security, Thereby contributing to the formulation of effective policies by the food security agency in Indonesia.</p> <p>* Strengthen the function: refers to securing the transparency of the food security system in Indonesia and improving staff's capacity to formulate, carry out, and manage policies on their own accountability.</p>	<p>22. Project for Capacity Development for the ASDP Monitoring and Evaluation System in Tanzania (Term of Cooperation: March 2008 – March 2011)</p> <p>23. Institutional Support for Food Security in Indonesia (Term of Cooperation: March 2005 – March 2008)</p>
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**JICA standard indicator reference and typical lessons learned in technical cooperation projects (agricultural and rural development)**

**Model (2) Improving water management through the strengthening of irrigation associations' capacity**

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/ Policies for setting indicators	Typical lessons learned	Example of project purpose (image of projects)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country's government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact)  Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the "mid-term sub-targets" from the perspectives of: 1) planning stages, and 2) management.	Example of project purpose (image of projects)	Project information with good practices to refer to
1. Sustainable agricultural production	1-2 Improving, maintaining, conserving and managing production infrastructure	(1) Volume of yields (2) Area of farmland (3) Grain harvest area (4) Irrigation area (5) Irrigation area ratio (6) Irrigation association membership ratio (7) Irrigation and maintenance fee collection ratio (8) Annual ratio of planted farmland (9) Increase in harvest per unit area	(No mid-term sub-targets have been set for the thematic guidelines for agricultural and rural development.)	(Proposed model description) To expand the area of fields planted with dry season crops in the model area, (outcome) By founding, developing and strengthening irrigation associations so that the formulation of a water distribution plan for each basin and the irrigation associations' water management can be carried out efficiently, (output) Thereby contributing to improvement in farmers' incomes. (impact)  (Standard indicator examples) 1. Indicator examples of overall goals (1) Farmers' agricultural incomes (2) Farmers' livelihood  2. Indicator example of project purpose (1) Field crops will be cultivated in fields of more than ▲△ hectares in total in the model area during the dry season by the month of XX in the year of ○●. (2) Area of irrigable land	* It is necessary to improve their concrete methods and systems for recording the management of water management associations through cooperation.  * When setting baseline and target numbers of quantitative indicators, it is important to set values based on the baseline survey and agricultural statistics and other information in the target country or region, referring to other, similar projects, because natural, agricultural, and social conditions greatly differ among countries and regions in the agricultural and rural development sector.	<ul style="list-style-type: none"> <li>Organizing farmers Populations are expected to continue increasing, especially in developing countries, and so in order to secure food production corresponding to this population growth, it is crucial that irrigation facilities be improved and maintained in line with other circumstances and social developments. When doing so, in addition to improving "hard" aspects, such as properly maintaining and repairing water resources facilities and water-use facilities, this must also be accompanied by the proper management of irrigation water (water management). Two prerequisites for proper water management are the organization of farmers (establishment of irrigation associations) and the development of those organizations carrying out water management. (From "Thematic Guidelines – Agricultural and Rural Development," p. 35)</li> <li>Farming support Particularly in cases where improvements are made to irrigation and drainage facilities, getting farmers to practice irrigated agriculture in the beneficiary districts will enable them to generate enough profit to pay for maintenance costs, which is also important from the perspective of maintaining the facilities. Therefore, in addition to providing support for infrastructure, providing support related to agricultural extension (linkage with production) is also effective. (From "Thematic Guidelines – Agricultural and Rural Development," p. 36)</li> </ul>	<p>To establish a model of proper operation and management of irrigation facilities by activating the irrigation associations in the model area through the support and cooperation of the local government, By strengthening the organization of the irrigation associations, distributing irrigation water to the terminals efficiently in the fields in the model area, maintaining and improving the irrigation facilities according to the condition of the model area, carrying out farming based on the efficient use of irrigation water, and having local government officials and other stakeholders acquire knowledge and experience necessary for giving proper guidance to the irrigation associations, Thereby contributing to proper operation and management of the irrigation facilities by activating the irrigation association in the Bili-bili irrigation district through the support and cooperation of the local government.</p> <p>To expand the area of fields planted with dry season crops in the model area and promote the diversification of crops through efficient use of irrigation water in the dry season, By improving farming facilities, conducting water management at the basin delta level, establishing an irrigation association, engaging farming, and carrying out training, Thereby contributing to an increase in farmers' incomes through the improvement of the sustainable farming system.</p>	<p>6. Project for Empowerment of Water Users Association in Indonesia (Term of Cooperation: April 2004 – March 2007)</p> <p>7. Modernization of Water Management System in Thailand (Term of Cooperation: April 1999 – September 2005)</p>

						<p>To promote water management through capacity building of farmer leaders and water technology engineers along with the participation of farmers and to improve agricultural productivity in terms of both yield and cost at the model site,</p> <p>By strengthening the Academy for Water Resources Participatory Water Management Center's function of promoting water management with the participation of farmers, having the engineers of the Irrigation Management Company acquire knowledge and skills in water management, improving the farmers' association's water management at the model site and diversifying crops,</p> <p>Thereby contributing to improvement in agricultural productivity in terms of both yield and cost through efficient water management in the area where participatory water management has been developed.</p>	<p>8. Capacity Development of Participatory Irrigation Management System through the Vietnam Institute for Water Resources Research for Improvement of Agricultural Productivity in Vietnam (Term of Cooperation: June 2005 – June 2010)</p>
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								agricultural production by realizing efficient management of water resources through appropriate irrigation projects in the project target area.	
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**JICA standard indicator reference and typical lessons learned in technical cooperation projects (agricultural and rural development)**

**Model (4) Technical improvement type**

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/ Policies for setting indicators	Typical lessons learned	Example of project purpose (image of projects)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country's government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact)  Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the "mid-term sub-targets" from the perspectives of: 1) planning stages, and 2) management.	Example of project purpose (image of projects)	Project information with good practices to refer to
1. Sustainable agricultural production	1-4 Capacity building for research and development	(1) Volume of Crop yield production (2) Number of domestic animals (3) Crop harvest area (4) Irrigated area (5) Number of Agricultural machines per unit area of farmland (6) Amount of fertilizer applied per unit area of farmland (7) Amount of agricultural chemicals used per unit area of farmland	(No mid-term sub-targets have been set for the thematic guidelines for agricultural and rural development.)	(Proposed model description) To enable ○● research institute to develop technologies necessary for small-scale farmers, (outcome) By improving the basic research capacity of the researchers of the research institute, (output) Thereby contributing to the strengthening of the agricultural extension support system in the pilot area in ▲ △ province. (impact)  (Standard indicator examples) 1. Indicator examples of overall goals (1) ○● research institute will develop YY (number) extension packages for small-scale farmers by 20XX. (2) By the end of the project, the extension office in ▲△ Province will provide YY (number) farmers in the pilot	* It can be thought that efforts will be made to set up a level required to researchers, and evaluation system as capacity development of the C/P agency.  * It is relatively easy to collect records such as academic journals and the C/P agency's annual reports. Efforts can be made through cooperation to clarify the C/P agency's department in charge of the management of such records, standardize to put such records in annual reports.  * When formulating or strengthening a "model" or "system" in the project purpose, it is necessary to define the "model" or "system" concretely enough to illustrate.  * Indicators can be set in terms of quantity or in terms of ratio.	• In many developing countries, there are many instances where the linkage between research institutes at the central level and regional organizations is weak, and where not enough research and application is undertaken to make the outputs of basic research usable at the local level by adapting them to suit the natural conditions of each region. Green Revolution technologies to date have been effectively developed and disseminated, but in regions where the conditions are not right for adopting these technologies, intra-regional and inter-regional disparities have widened. In such regions, "agriculture based on the use of local resources" has not functioned well as a technology for farming sustainably in fragile environmental conditions, which can also be introduced for the poor (accessible and easy methods and yet which are not a financial burden) and which has little burden on the environment. Therefore, human resources needs to be developed, capable of developing technologies best suited to local conditions, including making improvements to conventional technologies, not just introducing new technologies. Moreover, any of these technologies that exist in Japan need to be systemized, and the most efficient farmer technology needs to be made universal. (From "Thematic Guidelines – Agricultural and Rural Development," p. 54)	To strengthen the agricultural technology support system mainly for farmers in Kambia District, By constructing a system for providing agricultural technology support to farmers, establishing agricultural technology packages useful for improvement in the model farmers' agricultural productivity, and establishing guidelines on agricultural technology support, Thereby contributing to food security in Cambia District through an increase in the production of edible products.  To establish a system that enables search and collection, classification and evaluation, restoration and multiplication, data management, and exchange of genetic resources and information within a seed bank, By acquiring knowledge and skills in search and collection, classification and evaluation, and restoration and multiplication, improving the management and use of data and improving the genetic resources and information system, Thereby contributing to improvement in agricultural production and productivity in Myanmar through the use of collected plant genetic resources for breeding business.	8. Agricultural Development Project in Kambia District in Sierra Leone (Term of Cooperation: February 2006 – March 2009)  17. Seed Bank Project in the Union of Myanmar (Term of Cooperation: June 1997 – May 2002)



			<p>area with extension packages for small-scale farmers developed by ○● research institute.</p> <p>(3) Training for farmers' groups will be held more than X times a year for technical exchange between the provincial extension office (extension workers) and ○● research institute staff.</p> <p>(4) By the end of the project, X percent of the small-scale farmers in the pilot area will introduce the technology provided by the extension service and will be able to apply it continuously.</p> <p>2. Indicator examples of project purpose</p> <p>(1) By 20XX, regular surveys on farmers' needs will be conducted according to a manual that describes a method for conducting a survey on farmers' needs in coordination with extension workers' activities.</p> <p>(2) By 20XX, regular surveys on farmers' adoption of developed and provided technologies will be conducted according to a manual that describes a method for grasping the status of adoption.</p> <p>(3) By 20XX, the number of research plans formulated by the use of a participatory research method based on surveys on farmers' needs will become more than X % of the total number of research plans.</p> <p>(4) The number of cases where technology is provided based on the results of the research will become more than ZZ a year.</p>	<p>* When setting baseline and target numbers of quantitative indicators, it is important to set values based on the baseline survey and agricultural statistics and other information in the target country or region, and also referring to other, similar projects, because natural, agricultural, and social conditions greatly differ among countries and regions in the agricultural and rural development sector.</p>		<p>To improve the agricultural productivity in a project sub-site (the demonstration area where irrigation association members cultivate crops within the Capayas irrigation plan area) through the improvement of farming, By conducting basic research and monitoring by the staff of the Bohol Agricultural Promotion Center (APC), adopting in the sub-site a farming system suitable for the local situation where paddy rice is the core crop, managing the irrigation association efficiently in the sub-site, improving the skills of the extension workers and the core farmers in Bohol, and improving the agricultural promotion system through the strengthening of the cooperation between APC and the local government, Thereby contributing to an increase in the farmers' agricultural production and incomes in Bohol Island.</p> <p>To strengthen the Regional Agricultural Investigation Center's research capacity concerning the breeding, cultivation, and soil management for the production of soybeans to develop proper species and sustainable cultivation technology, By improving the technology of breeding soybeans, the cultivation technology for the establishment of a proper cultivation system, and the technology of managing soil, Thereby contributing to developing breeding technology and sustainable cultivation technology and, through the transfer of the technologies to farmers, realizing the stable production of soybeans and the expansion of production areas.</p> <p>To increase the production volume and productivity of NERICA rice in the project activity area, By strengthening and developing NERICA rice (including paddy rice) research function (organization and human resources) of the National Crops Resources Research Institute and the Zonal Agricultural Research and Development Institute (ZARDI), and disseminating appropriate rice cultivation technology among the farmers in the target area, Thereby contributing to the achievement of self-sufficiency in rice and improvement of rice producing farmers' incomes through the improvement of the production volume and productivity of rice.</p>	<p>18. Bohol Integrated Agriculture Promotion Project in the Philippines (November 1996 – November 2001)</p> <p>19. Research Project on Soybean Production in Paraguay (Term of Cooperation: October 1997 – September 2002)</p> <p>20. NERICA Rice Promotion Project in Uganda (August 2008 – June 2011)</p>
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**JICA standard indicator reference and typical lessons learned in technical cooperation projects (agricultural and rural development)**

**Model (5) Promoting crop production (rice and other grain crops)**

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/ Policies for setting indicators	Typical lessons learned	Example of project purpose (image of projects)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country's government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact)  Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the “mid-term sub-targets” from the perspectives of: 1) planning stages, and 2) management.	Example of project purpose (image of projects)	Project information with good practices to refer to
1. Sustainable agricultural production	1-5 Promoting crop production (rice and other grain crops)	(1) Grain production per unit area (crop yield / harvested area) (2) Volume of yields (3) Ratio of farmland area (4) Grain harvest area	(No mid-term sub-targets have been set for the thematic guidelines for agricultural and rural development.)	(Proposed model description) To improve the production volume and productivity of rice in the project target area, (outcome) By strengthening and developing agricultural research institutes' rice research function (organization and human resources) and disseminating appropriate rice cultivation technology among the farmers in the target area, (output) Thereby contributing to improvement in the incomes of the rice producing farmers in the project target area. (impact)  (Standard indicator examples) 1. Indicator examples of overall goals (1) Incomes of rice producing farmers in the project target area  2. Indicator examples of project purpose (1) Production yield of rice in the project target area (2) Production yield of rice per unit area in the project target area	The levels of outcome and impact should be set carefully according to the on-site situation and the development level. For example, given that project periods are often between three and five years, it may be difficult to achieve the improvement of farmers' incomes. In this case, it is necessary to set production volume and productivity at the impact level and set the introduction and dissemination of cultivation technology at the project purpose level.  * If a project aims to increase the income of the female poor, measure impact on women by collecting data by gender. When setting the purpose at improvement in earnings or income, it is necessary to take measures concerning external conditions, such as preventing sharp decline in prices of farm products.  * Clarify the external conditions that influence household income.  * Report the value of each single-period product (rainy season / dry season).  * When setting baseline and target numbers of quantitative indicators, it is important to set them based on the baseline survey and the agricultural statistical information in the target country or region, referring to other, similar projects, because natural,	• The stage of development in a local region's grain production and distribution first needs to be ascertained before gradually considering support tailored to each stage. Specifically, at the stage where farmers are aspiring for self-sufficiency, support should be given to activities focused on “varieties and seeds” and “water”; then, once farmers anticipate a certain increase in yield, support should shift to the appropriate use of “fertilizers and pesticides”; and at the stage where farmers have achieved stable sales, support should be widened to include distribution and selling, such as “post-harvest processing” and the creation of farmer organizations”. With respect to “agriculture based on the use of local resources” which anticipates sustained improvements in productivity while utilizing local resources effectively, consolidate and systemize the various efforts conducted in the past, and utilize them effectively for support targeting disadvantaged areas. (From “Thematic Guidelines – Agricultural and Rural Development,” p. 63)	To increase the production volume and productivity of NERICA rice in the project target area, By strengthening and developing NERICA rice (including paddy rice) research function (organization and human resources) of the National Crops Resources Research Institute and the Zonal Agricultural Research and Development Institute (ZARDI) and disseminating appropriate rice cultivation technology among the farmers in the target area, Thereby contributing to the achievement of self-sufficiency in rice and improvement in rice producing farmers' incomes through the improvement of the production volume and productivity of rice.  To distribute registered seeds in a planned way, By producing and distributing registered seeds of attractive varieties in a more planned way, increasing the yield of the registered seeds, realizing the purchase of them more easily and having more specific knowledge on varieties, Thereby contributing to small-scale farmers' use of excellent rice seeds.  To increase the production of certified rice seeds in this project, , By increasing the production volume of registered seeds in the five provinces in the central zone, improving the quality, strengthening activities for spreading rice growing, improving leader seed producers' production technology, and improving the Seed Inspection and Certification Service (SICS) seed inspectors' skills and knowledge on rice cultivation, Thereby contributing to an increase in the unit yield of rice and the production	3. NERICA Rice Promotion Project in Uganda (Term of Cooperation: August 2008 – June 2011)  1. Reinforcement of Certified Seed Production System in Popular Rice in Cuba (Term of Cooperation: March 2008 – November 2010)  2. Project for extension and diffusion of technologies for certified rice seed production in the central zone of Cuba (Term of Cooperation: January 2012 – January 2016)

				<p>agricultural, and social conditions greatly differ among countries or regions in the agricultural and rural development sector.</p>	<p>This technical cooperation took the following steps: (1) clarification of the agricultural sector development program; (2) calculation of training expenses; (3) visit to districts; (4) sharing of information through workshops; and (5) participation of decision-makers, such as district administration chiefs. During these steps, emphasis was placed on Tanzania's budget for general training expenses. As a result, the stakeholders' capacity to demand budgets was strengthened and a high burden ratio of training expenses (about 60%) was budgeted into the agricultural development plan of the district. Such detailed steps should be considered for other projects. (From Reference Project 4 written on the right.)</p>	<p>of rice.</p> <p>Paddy yield and management will be improved in the irrigation districts by identifying the target district of irrigation rice growing training through consultations with stakeholders, strengthening the implementing agency (agricultural training center)'s training capacity, improving the district's capacity to plan irrigation rice growing training and providing rice growing training and thematic training (gender, irrigation district organization management, rice marketing) based on extension among farmers in the irrigation districts all over Tanzania. Moreover, the capacities of research, training, and extension institutes will be strengthened to promote rice growing further through workshops for stakeholders, support for selection of NERICA varieties, and technical support for the districts' spread of rice.</p>	<p>4. Technical Cooperation in Supporting Service Delivery Systems of Irrigated Agriculture in Tanzania (Term of Cooperation: June 2007 – June 2012)</p>
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**JICA standard indicator reference and typical lessons learned in technical cooperation projects (agricultural and rural development)**

**Model (6) Promoting crop production (vegetables)**

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/ Policies for setting indicators	Typical lessons learned	Example of project purpose (image of projects)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country's government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact)  Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the "mid-term sub-targets" from the perspectives of: 1) planning stages, and 2) management.	Example of project purpose (image of projects)	Project information with good practices to refer to
1. Sustainable agricultural production	1-6 Promoting crop production (vegetables)	(1) Volume of yields (2) Area of farmland	(No mid-term sub-targets have been set for the thematic guidelines for agricultural and rural development.)	(Proposed model description) To increase the production of horticultural yields by the producers' associations in the project target area, (outcome) By improving the agricultural technology of the members of the producers' associations in the project target area, (output) Thereby contributing to an increase in the production of horticultural yields in the whole project target district. (impact)  (Standard indicator examples) 1. Indicator examples of overall goals (1) Volume of horticultural yields in the whole project target district  2. Indicator example of project purpose (1) More than XX% of the horticultural producers' associations in the project target area will increase the productivity of horticultural yields per unit area by YY%.	* When setting baseline and target numbers of quantitative indicators, it is important to set them based on the baseline survey and the agricultural statistical information in the target country or region, referring to other similar projects, because natural, agricultural and social conditions greatly differ among countries or regions in terms of the agricultural and rural development.  * Indicators can be set in terms of quantity or in terms of ratio.	<ul style="list-style-type: none"> <li>Reduced quality due to inappropriate post-harvest processing</li> <li>Sorting vegetables properly and improving packaging and means of transportation are highly effective for improving the quality of vegetables, lengthening the selling period and extending the distance that vegetables can be transported. On the other hand, in introducing these practices, there are various factors to be considered, including: (1) (infrastructure development) much infrastructure needs to be developed, such as facilities for sorting, packaging and storing vegetables, as well as distribution infrastructure and markets for trading produce; (2) ("soft" responses) in order to convey the improvements in quality to the market, initiatives are also needed for such "soft" aspects as the creation of organizations for making lots of the same quality and the introduction of highly transparent trading markets, including the establishment of uniform quality standards and the development of price information systems; (3) (market maturity) cost-effectiveness can only be achieved if the market is responsive to high quality. Consequently, once an overall evaluation of these factors has been made, initiatives need to be taken which are suited to local conditions. (From "Thematic Guidelines – Agricultural and Rural Development," p. 65)</li> </ul>	<p>To strengthen the system for supporting vegetable cultivation by the small farmers in the eastern area, By establishing a system for disseminating the vegetable cultivation technologies available to the small farmers and constructing a system for giving guidance about management improvement methods to the small farmers and vegetable producers' associations, Thereby contributing to improvement in the small farmers' revenues from vegetable cultivation.</p> <p>To improve vegetable production technology for small vegetable producers by the National Agronomic Institute (IAN) of the Ministry of Agriculture and Livestock's Department of Agriculture Investigation and encouraging leading small-scale farmers in the target area to use the technology, By selecting and growing excellent varieties, improving proper cultivation technology, clarifying how main pests emerge, developing technology for preventing them from emerging, and disseminating the developed technology and knowledge among the extension workers of the Ministry of Agriculture and Livestock's Department of Agricultural Extension (DEAG) and leading farmers, Thereby contributing to the stabilization of small-scale farmers' management and the improvement of living standards.</p> <p>To increase the production of vegetable seeds of sufficiently high quality to export in this project,, By (1) strengthening the system for promoting the seed industry, (2) disseminating seed production technology through farming training and Farmer Field Schools (FFS), (3) improving seed inspection technology, and (4) industrializing seed production, Thereby contributing to the expansion of the export volume of vegetable seeds.</p>	<p>1. Project for Supporting Small-Scale Farmer in the Eastern Region in El Salvador (Term of Cooperation: March 2008 – March 2012)</p> <p>2. Project for the Improvement of Vegetable Production Techniques for Small Scale Farmers in Paraguay (Term of Cooperation: April 1997 – March 2002)</p> <p>4. Project for Promotion of Exportable Vegetable Seed Production in Kyrgyz (Term of Cooperation: May 2013 – May 2018)</p>



**JICA standard indicator reference and typical lessons learned in technical cooperation projects (agricultural and rural development)  
Model (7) Promoting the livestock sector (livestock production)**

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/ Policies for setting indicators	Typical lessons learned	Example of project purpose (image of projects)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country's government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact)  Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the "mid-term sub-targets" from the perspectives of: 1) planning stages, and 2) management.	Example of project purpose (image of projects)	Project information with good practices to refer to
1. Sustainable agricultural production	1-7 Promoting the livestock sector	(1) Ratio of undernourished population (2) Ratio of population under the international poverty line (3) Number of domestic animals (4) Number of households by income (5) Production volume (value) of animal products (milk, meat, eggs, processed animal products (dairy products, meat products, leather, animal hair, etc.))	(No mid-term sub-targets have been set for the thematic guidelines for agricultural and rural development.)	(Proposed model description) To increase the milk productivity of the small and medium scale dairy farmers in the project target area through improvement of the activities for disseminating dairy farming technologies in the target area, (outcome) By improving the function of the dairy technology extension center, improving the center staff's capacity to guide extension workers about dairy technology and improving extension workers' capacity to carry out extension activities for small and medium scale dairy farmers, (output) Thereby contributing to an increase in small and medium scale dairy farmers' revenues in the target area. (impact)  (Standard indicator examples) 1. Indicator examples of overall goals (Basic) (1) Improvement in milk productivity (2) Improvement in dairy farmers' revenues  2. Indicator examples of project purpose (Basic) (1) The artificial insemination technicians in the project target area will understand the significance of progeny test and answer that they would like to introduce seed bulls' semen that has passed the progeny test.	* If there are several kinds of technologies, it is possible to make evaluation concerning each technical item and, after weighted counting, make overall evaluation. For example, in the case of agricultural extension workers, it may be necessary to improve not only the capacity to give guidance about cultivation technology but also the capacities to organize farmers, manage and guide the organizations, promote participatory development, conduct marketing, and improve agricultural management.  * It is necessary for the C/P agency to prepare "technical standards" and establish an evaluation method (a test method, judgment standards, a judgment system, etc.) through cooperation.  * When setting baseline and target numbers of quantitative indicators, it is important to set them based on the baseline survey and the agricultural statistical information in the target country or region, referring to other, similar projects, because natural, agricultural, and social conditions greatly differ among countries or regions in the agricultural and rural development sector.  * If there are characteristics according to race, gender, or farm size, it is useful to set indicators for each.	• With technical cooperation in the area of livestock farming, because the feeding of animals is viewed as part of the existing mixed farming system conducted by farmers, consideration needs to be given to the reasonableness of all production activities as a whole. Thus, an appropriate approach is needed which correctly ascertains which functions should be extended. Based on a technical cooperation project, the scheme needs to start gradually with cooperation related to improving livestock farming management, feed production and animal health, before shifting to breeding-related technology in accordance with the stage of development. At the same time, providing support on ways of using the instructed technology and on improving systems and mechanisms is also compelling for the partner country, and is also important from the perspective of self-reliance. Furthermore, it is also necessary to perform the role of developing the next generation of human resources working in cooperation, such as by cooperating with JICA volunteers and getting them to experience technology dissemination at the grass-roots level. In planning and implementing region-wide cooperation, on a basis of conventional bilateral cooperation with each country, consider actively and flexibly incorporating third-country experts and third-country training, utilizing the technical resources of medium-developed countries. Furthermore, because women play a crucial role in livestock farming, due consideration needs to be given to any increase in workload and any changes in benefits for women as a consequence of development. (From "Thematic	To improve dairy technical extension activities in the project target area, By improving the function of the Station for Training and Extension on Dairy Techniques (STED), the guidance capacity of STED's national trainers (NTs) for local trainers (LTs) and LTs' extension activities for the small and medium scale dairy farmers in the project target area, Thereby contributing to improvement in the milk productivity of the small and medium scale dairy farmers in the northern area of Vietnam.  To create a technical extension model for the small livestock farmers in the target area, By making technical improvement of small-scale management mainly for the model groups selected in the target area and improving the extension workers' capacity and the extension system to extend to small livestock farmers the technology transferred to and accumulated in Centro Nacional de Mejoramiento de Ganado Bovino with the cooperation of Japan, Thereby contributing to improvement in the productivity of the small livestock farmers in the target area.	2. Project of Improvement of productive Technology in Small and Medium Dairy Farms in Viet Nam (Term of Cooperation: January 2006 – December 2010)  6. Improvement of Technical Extension for Small-Scale Livestock Farmers Project in Bolivia (Term of Cooperation: December 2004 – February 2008)

			<p>(2) Improved breeding management technology will be adopted by 〇% of the dairy farmers in the target area.(3) Improved technology will be used by X% of the model farmers in the project target area.</p> <p>(4) The volume of milk per cow owned by the model farmers in the project target area will increase by X%.</p> <p>(5) An increasing rate in the volume of milk per cow owned by the model groups (1 group = 1 model farmer + 5 neighboring farmers = 6 farmers; 6 farmers × 5 groups = about 30 farmers)</p> <p>(6) Extension workers will continue appropriate extension activities for model groups according to the developed model.</p> <p>(7) Improved technologies will be continuously used by X% of neighboring farmers.</p> <p>(8) By the end of the project, a system for carrying out the “dairy farming promotion plan for small and medium scale producers” that will clarify the sharing of roles among relevant agencies.</p>	<p>* With regard to the target number of domestic animals, pay attention to cases where serious environment problems and inefficient livestock management arise due to an unreasonable increase in the number of domestic animals without regard for environmental capacities, such as production efficiency and grazing capacity.</p>	<p>Guidelines – Agricultural and Rural Development,” p. 71)</p> <p>•In the countries where the public extension support system has not been established or is weak, such as Bolivia, it is important to consider constructing an extension model that combines school institutes and producers’ associations that have technicians who have the technical capacity to train extension workers, have wide knowledge on implementing agencies (research institutes, universities, etc.) and the local situation, and can carry out extension activities with the cooperation of the implementing agencies. (From Reference Project 6 written on the right)</p> <p>• Setting of suitable technical levels It is important to always be highly conscious of beneficiary farmers’ interests (increase in their incomes through the expansion of milk production), fully grasp the situation of farming through training of selected farmers, and develop practical technology instead of pursuing high-level technology rashly. (From Reference Project 3 written on the right)</p>	<p>To clarify support systems necessary for improving the management of small and medium scale farmers through dairy farming and improve the roles and functions of relevant agencies according to the results of the clarification, By investigating activities by small and medium scale farmers, agricultural cooperatives, producers’ associations, markets and the Ministry of Agriculture and Livestock’s Bureau of Animal Research and Production, clarifying measures for supporting the improvement of small and medium scale farmers’ management and clarifying the roles and functions of relevant agencies to support the improvement of small and medium scale farmers’ management, Thereby contributing to the construction of a dairy farming management model suitable for small and medium scale farmers.</p> <p>To establish technical and institutional foundations for improving small-scale dairy farming through better breeding, feeding and dairy management in the project target area, By establishing a proper progeny test method in Sri Lanka, improving technology related to artificial insemination and improving technology for feeding and dairy management, Thereby contributing to the improvement of milk productivity, an increase in dairy farmers’ incomes, the selection of seed bulls that have passed the progeny test, the popularization of artificial insemination by the use of frozen semen that has passed the progeny test, deepening of understanding of the significance of progeny test in Sri Lanka and improvement in the breeding system</p>	<p>13. Improvement of Small and Medium Scale Dairy Farm Management Project in the Republic of Paraguay (Term of Cooperation: November 2002 – November 2004)</p> <p>1. Small Scale Dairy Farming Improvement through Genetic and Feeding Management Improvement in Sri Lanka (Term of Cooperation: April 2009 – March 2014)</p>
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					<ul style="list-style-type: none"> <li>• Selection of extension routes Extension service to the dairy farmers in the target province is provided through two routes – district technicians (extension workers) and agricultural cooperatives' technicians. Because agricultural cooperatives' technicians frequently visit farmers to collect milk and perform artificial insemination, they are familiar with the situations of farmers. On the other hand, districts technicians' capacity is limited in terms of number (about 400 farmers per technician), technical level (few technicians specialized in dairy farming) and transport means (car, motorcycle, etc.). In addition, according to the result of a consultation with the Union of Indonesian Dairy Co-operatives (GKSI), GKSI was positive and eager to take charge of extension service for farmers. Given this situation, with regard to the dairy farming in Indonesia, it seems appropriate to review and reconstruct extension mechanisms, taking into consideration the trend toward decentralization and resultant privatization and considering integrating the routes for providing extension service into the cooperatives' route. (From Reference Project 3 written on the right)</li> <li>• Leaders in technical extension It is necessary to accurately grasp human resources who can serve as leaders in technical extension. In most developing countries, there are not many officials similar to extension workers belonging to local governments and agricultural cooperatives like the ones in Japan. To carry out technical extension activities in such areas, it is necessary to consider giving cooperation to technical extension human resources in the sectors other than the public sector (concretely, persons engaged in the provision of private service, such as feed sellers, animal drug sellers, and veterinary practitioners). Although the training of extension leaders is essential for promoting livestock farming, the appropriate utilization of the private sector is important for training them autonomously within a developing country. (From Reference Project 2 written on the right)</li> </ul>	<p>To establish an appropriate comprehensive technical guidance system concerning dairy farming technology, By improving feeding and dairy management technology, breeding health management technology, coarse feed production and use technology, and training for technical staff, Thereby contributing to improvement in the dairy farming technology at the level of farmers.</p> <p>To strengthen the function of the Singosari Artificial Insemination Center, By improving artificial insemination technology for the promotion of dairy farming, Thereby contributing to the development of livestock farming in Indonesia.</p>	<p>3. Dairy Technology Improvement Project in Indonesia (Term of Cooperation: March 1997 – March 2002)</p> <p>4. Strengthening of the Artificial Insemination Center in Indonesia (Term of Cooperation: February 1986 – March 1991)</p>
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					<ul style="list-style-type: none"> <li>• External conditions for dairy promotion To promote the central government's establishment of projects from the dairy promotion policies, it is important to consider external conditions, such as the stabilization of milk prices (tariff on dairy products) and the improvement of the extension system. (From Reference Project 2 written on the right)</li> <li>• Determination of a policy for progeny test Progeny test is conducted by the station method (used by public institutes) or the field method (used by farmers). The latter method (adopted for this project) is expected to improve farmers' breeding management technology, because the test is conducted directly on milk cows. Moreover, the method is advantageous in terms of cost. On the other hand, because dairy farming has just begun and there are great gaps among farmers in breeding management technology, it is difficult to acquire accurate data smoothly and select cooperative farmers and target cows, due to dairy farmers' small management scale. Therefore, it is necessary to determine a policy for progeny test after investigating and analyzing the situation and policy of dairy farming. (From Reference Project 4 written on the right)</li> </ul>	
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**JICA standard indicator reference and typical lessons learned in technical cooperation projects (agricultural and rural development)**

**Model (8) Promoting the livestock sector (livestock hygiene)**

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/ Policies for setting indicators	Typical lessons learned	Example of project purpose (image of projects)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country's government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact)  Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the "mid-term sub-targets" from the perspectives of: 1) planning stages, and 2) management.	Example of project purpose (image of projects)	Project information with good practices to refer to
1. Sustainable agricultural production	1-7 Promoting the livestock sector	(1) Ratio of undernourished population (2) Ratio of population under the international poverty line (3) Number of domestic animals (4) Number of households by income (5) Production volume (value) of animal products (milk, meat, eggs, processed animal products (such as dairy products, meat products, leather and animal hair))	(No mid-term sub-targets have been set for the thematic guidelines for agricultural and rural development.)	(Proposed model description) To improve the quality and quantity of the disease investigation center's disease diagnosis service, (outcome) By improving the disease investigation center staff's disease diagnosis technology, (output) Thereby contributing to improvement in the productivity of domestic animals in the project target area through the strengthening of measures against animal diseases in the center's jurisdiction. (impact)	* When setting baseline and target numbers of quantitative indicators, it is important to set them based on the baseline survey and the agricultural statistical information in the target country or region, referring to other, similar projects, because natural, agricultural, and social conditions greatly differ among countries or regions in the agricultural and rural development sector.	<ul style="list-style-type: none"> <li>With technical cooperation in the area of livestock farming, because the feeding of animals is viewed as part of the existing mixed farming system conducted by farmers, consideration needs to be given to the reasonableness of all production activities as a whole. Thus, an appropriate approach is needed which correctly ascertains which functions should be extended.</li> <li>Based on a technical cooperation project, the scheme needs to start gradually with cooperation related to improving livestock farming management, feed production and animal health, before shifting to breeding-related technology in accordance with the stage of development. At the same time, providing support on ways of using the instructed technology and on improving systems and mechanisms is also compelling for the partner country, and is also important from the perspective of self-reliance. Furthermore, it is also necessary to perform the role of developing the next generation of human resources working in cooperation, such as by cooperating with JICA volunteers and getting them to experience technology dissemination at the grass-roots level.</li> <li>In planning and implementing region-wide cooperation, on a basis of conventional bilateral cooperation with each country, consider actively and flexibly incorporating third-country experts and third-country training, utilizing the technical resources of medium-developed countries.</li> <li>Furthermore, because women play a crucial role in livestock farming, due consideration needs to be given to any increase in workload and any changes in benefits for women as a consequence of development. (From "Thematic Guidelines – Agricultural and Rural Development," p. 71)</li> </ul>	To construct a system for monitoring cross-border animal diseases at the site (pilot site), local, and central levels, By (1) establishing animal disease monitoring technology, (2) constructing an information system for monitoring animal diseases, and (3) creating a framework at the regional (six countries) level concerning animal disease monitoring, Thereby contributing to the construction of a system for monitoring cross-border animal diseases at the regional (six countries) level.	1. Regional Cooperation Project for Animal Disease Control among Cambodia, Lao P.D.R., Malaysia, Myanmar, Thailand and Vietnam (ADC Project Phase 2) (Term of Cooperation: February 2008 – February 2011)
				(Standard indicator examples) 1. Indicator examples of overall goals	* With regard to the target number of domestic animals, pay attention to cases where		To construct a human resource development system for animal disease diagnosis in the region and create a	2. Project of the Capacity Development for

			<p>(Basic)</p> <p>(1) By the year of ○●, the number of domestic animals that receive disease diagnosis from the disease investigation center will increase by ○○% compared with the year of ▲△.</p> <p>(2) In the project target area, by the year of ○●, the number of districts where the disease investigation center monitors animal disease management will become ○○ among the XX districts in total.</p> <p>(3) By the year of ○●, the number of enlightenment and technical support activities by the disease investigation center in the project target area will increase by ○○% compared with the year of ▲△.</p> <p>(4) A disease prevention plan will be formulated concerning important animal diseases.</p> <p>(5) Loss in the productivity of domestic animals due to animal disease will reduce by ○○%.</p> <p>2. Indicator examples of project purpose</p> <p>(1) The annual number of samples diagnosed by the disease investigation center and the number of kinds of diagnosed diseases will become more than XX and YY</p>	<p>serious environment problems and inefficient livestock management arise due to an unreasonable increase in the number of domestic animals with regard for environmental capacities, such as production efficiency and grazing capacity.</p>	<ul style="list-style-type: none"> <li>• Because C/Ps from many countries participate in a regional cooperation project, it is important to gain common understanding of project management. It is especially important to provide key persons in each country with training for full understanding of the concept of PCM and the methods of preparing PDM and PO at an early stage of the project. (From Reference Project 1 written on the right)</li> <li>• Reflection of new methods in the government manual Japanese experts dispatched to the parasitological laboratory have so far introduced many methods to improve test accuracy. Because these methods have not been described in the manual compiled by the government, the laboratory has sometimes failed to adopt them. Therefore, the test methods introduced during the project should be reflected in the revision of the manual. (Reference Project 3 written on the right)</li> <li>• Cooperation between the investigation center and local stakeholders It is important to cooperate with veterinarians and assistants intervening between the laboratory and fields, recognizing that the purpose of the investigation center is to support field technicians and producers. It is also</li> </ul>	<p>network for human cooperation and the sharing of diagnosis and disease information, By using the results of the cooperation the National University of La Plata in Argentina has so far given concerning animal disease diagnosis technology, expanding the target area to neighboring Bolivia, Paraguay, and Uruguay, giving reeducation to existing veterinarians in charge of animal disease diagnosis to strengthen the technical capacity to improve livestock hygiene and creating a region-wide network for livestock hygiene information by the use of human cooperation, reference libraries, disease information databases, and mailing lists of veterinarians, Thereby contributing to properly carrying out animal disease diagnosis in the region (the southern part of South America).</p> <p>To improve the quality and quantity of the animal disease diagnosis service provided by the Subang Disease Investigation Center (Subang DIC), By having the Subang DIC staff acquire basic and systematic animal disease diagnosis skills, strengthening the Subang DIC staff's capacity to provide sample diagnosis service (passive surveillance) from the standpoint of customers, improve the staff's capacity to give technical support for disease diagnosis and countermeasures (active surveillance) at the pilot sites, and having the staff continue information provision (newsletters, round of visits for exchange of opinions, etc.), enlightenment activities, and technical support activities, Thereby contributing to the strengthening of the animal disease countermeasures in the West Java Region (under the jurisdiction of Subang DIC).</p>	<p>Improvement of Livestock Hygiene in the Southern Part of South America through Regional Technical Cooperation (Term of Cooperation: August 2005 – July 2010)</p> <p>3. Project on Capacity Development of Animal Health Laboratory in Indonesia (Term of Cooperation: June 2011 – May 2015)</p>
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			<p>respectively at the end of the project.</p> <p>(2) The disease investigation center will be able to feed back diagnosis results to customers within the number of days specified by the project.</p> <p>(3) The staff of the disease investigation center will be able to plan, implement, monitor, and feed back animal disease diagnosis XX or more times a year, taking into consideration the local characteristics.</p> <p>(4) XX% of the users of the disease investigation center (veterinary technicians, veterinarians, and farmers) will answer “the diagnosis service is better than before the project.”</p>	<p>important for the investigation center to provide hygiene services to farmers and producers, taking into consideration that they strongly demand measures against not only contagious diseases but also production diseases. (From the Plan for the National Institute of Animal Health in Thailand (Phases 1 and 2))</p> <p>• Cooperation with international organizations To promote cooperation in the animal health sector, it is important to coordinate with regional and international frameworks for animal health and disease prevention and communicate with international organizations, such as the World Organization for Animal Health (OIE) and the Food and Agriculture Organization of the United Nations (FAO). (From the Regional Cooperation Project for Animal Disease Control among Cambodia, Lao P.D.R., Malaysia, Myanmar, Thailand, and Vietnam (Phases 1 and 2))</p> <p>• Selection of animal disease investigation institutes It is important to select cooperative institutes after fully examining the roles and functions of animal disease investigation institutes (e.g. which center on academic research and those which provide diagnosis service in actual fields). (From Reference Project 6 written on the right)</p>	<p>To strengthen the systems for supporting animal health and production technology, By improving the trained veterinary and livestock farming extension workers’ capacity to extend animal health and production technology and give guidance about them and establishing models of technical information exchange and technical exchange among persons engaged in veterinary science and livestock farming, Thereby contributing to disease countermeasures and livestock technology extension activities.</p> <p>To formulate a plan to prevent serious animal diseases and standardize diagnosis skill, By standardizing skill in diagnosing serious diseases in Thailand and use the resultant standards effectively, Thereby contributing to formulating a plan to prevent serious animal diseases.</p> <p>To strengthen immunity and immunological research concerning skill in diagnosing infectious diseases through basic and applied research, By having the staff of veterinary institutes and veterinary departments acquire skill in the basic and applied research of immunological diagnosis of animal infectious diseases, Thereby contributing to the development of livestock farming through the improvement of skill in diagnosing animal infectious diseases.</p>	<p>4. Project for Improvement of Animal Health and Production Delivery through Extension Services in Zambia (Term of Cooperation: October 2005 – September 2008)</p> <p>5. Plan for the National Institute of Animal Health in Thailand Phase II (Term of Cooperation: December 1993 – December 1998)</p> <p>6. Improvement of Technology on Diagnosis of Animal Infection Diseases in Mongolia (Term of Cooperation: July 1997 – June 2002)</p>
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**JICA standard indicator reference and typical lessons learned in technical cooperation projects (agricultural and rural development)**

**Model (9) Expanding target area farmers' crop production through improvement of the agricultural extension system**

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/ Policies for setting indicators	Typical lessons learned	Example of project purpose (image of projects)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country's government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact)  Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the "mid-term sub-targets" from the perspectives of: 1) planning stages, and 2) management.	Example of project purpose (image of projects)	Project information with good practices to refer to
1. Sustainable agricultural production	1-8 Promoting agricultural extension	(1) Volume of crop production (2) Number of domestic animals (3) Crop harvest area (4) Irrigation area (5) Number of farm machines per unit area of farmland (6) Amount of fertilizer applied per unit area of farmland (7) Amount of agricultural chemicals used per unit area of farmland (8) Unionization rate of producers (9) Irrigation and maintenance fee collection ratio (10) Number of households by income (11) Number of agricultural extension information centers (12) Number of agricultural extension workers	(No mid-term sub-targets have been set for the thematic guidelines for agricultural and rural development.)	(Proposed model description) To improve the system for extension of agricultural technology for ○● crops in the target area, (outcome) By improving extension workers' and extension groups' agricultural technology for ○● crops, (output) Thereby contributing to the expansion of farmers' production of ○● crops in the target area. (impact)  (Standard indicator examples) 1. Indicator examples of overall goals (1) Production of ○● crops per year in the target area (2) Area of cultivation of ○● crops in the target area (3) Number of farmers who began to cultivate ○● crops  2. Indicator examples of project purpose (1) Number of training manuals prepared for extension (2) Number of days of extension training courses per year (3) Number of extension workers' visits to farmers in the target area (4) Number of farmers participating in extension training courses per year (5) Agricultural extension service will be provided to XX (number) farmers in the project target area.	* When constructing or strengthening a "model" or "system" for the project purpose, it is necessary to define the "model" or "system" concretely enough to illustrate. * If there are several kinds of technologies, it is possible to make evaluation concerning each technical item and, after weighted counting, make overall evaluation. For example, in the case of agricultural extension workers, it may be necessary to improve not only the capacity to give guidance about cultivation technology but also the capacities to organize farmers, manage and guide the organizations, promote participatory development, perform marketing, and improve agricultural management.  * It is necessary for the C/P agency to prepare "technical standards" and establish an evaluation method (a test method, judgment standards, a judgment system, etc.) through cooperation.	• Construction of a system for interlocking technical improvement with income increase Because a fresh cocoon evaluation system was introduced into the cocoon market, a system was constructed to sell cocoons with high raw silk yield at a high price. As a result, farmers became highly conscious of improvement in the quality of cocoons. In this way, if a system is constructed to connect technical improvement directly to an increase in farmers' income through the market, mutual enhancement of technical improvement and income improvement can be expected. (From Reference Project 2 written on the right)	To improve the participating farmers' productivity of rice, By developing a low-input and locally adaptable cultivation system at the main place and branches and constructing a technical support system centering on rice growing technology in the three target areas, Thereby contributing to improvement in the productivity of rice and farmers' income in the target areas.  To putting the dissemination model of bivoltine sericulture on track, By strengthening the cooperation and coordination function of the administrative sector, such as the Central Silk Board and the State Silk Boards and the support system for farmers and making the mass production of excellent silkworm eggs possible through the improvement of various agencies' staffs' capacity to produce silkworm eggs and cultivate silkworms and the strengthening of the production and extension system by installing various facilities, Thereby contributing to improvement in the production volume and quality of bivoltine raw silk and an increase in the income of bivoltine sericulture farmers and raw silk producers.  To improve the productivity of rice in the model site through the training provided by Kilimanjaro Agricultural Training Centre (KATC), By establishing a concept and an approach for the model site, improving KATC's capacity to grasp training needs, strengthening KATC's technical training program in the productivity of irrigation rice growing, strengthening the training program for the improvement of the system in irrigation area, improving KATC's function of collecting and	14. Development and Promotion of Location-Specific Integrated High-Yielding Rice-Based Technologies in the Philippines (Term of Cooperation: November 2004 – November 2009)  2. Strengthening Extension System for Bivoltine Sericulture in India (Term of Cooperation: August 2002 – August 2007)  21. Kilimanjaro Agricultural Training Centre (KATC) Phase2 Project in Tanzania (Term of Cooperation: October 2001 – September 2006)



				<p>It can be thought that efforts will be made to establish and improve a system for certifying lecturers (setting of technical standards, test method, etc.) as an improvement of the C/P agency's capacity.</p> <p>* It can be thought that efforts will be made to systematize submission of participants' training reports and lecturers' evaluation (self-evaluation + interview by superior/committee) on a regular basis (about once a year) as an improvement of the C/P agency's capacity.</p> <p>* It is necessary to set "technical standards" required for extension workers.</p> <p>* For example, systems can be constructed for extension workers' "reports on extension activities" and training participants' regular feedback. In addition, a system can be constructed whereby the planning or evaluation department of the C/P agency can analyze collected data.</p> <p>* It is necessary to increase extension workers' capacity to conduct questionnaire surveys on farmers and analyze the results during the project.</p> <p>* When setting baseline and target numbers of quantitative indicators, it is important to set values based on the baseline survey and agricultural statistics and other information in the target country or region, referring to other similar projects, because natural, agricultural and social conditions greatly differ among countries and regions in the agricultural and rural development sector.</p>	<p>sending information on useful irrigation rice growing and establishing a concept and an approach for incorporating gender into the planning, implementation, and monitoring of technical training in the production of irrigation rice growing. Thereby contributing to improvement in the productivity of rice in the area where KATC provided training and neighboring areas.</p>
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			<p>purpose</p> <p>(1) Number of training manuals prepared for extension</p> <p>(2) Number of days of extension training courses per year</p> <p>(3) Number of extension workers' visits to farmers in the target area</p> <p>(4) Number of farmers participating in extension training courses per year</p> <p>(5) Agricultural extension service will be provided to XX (number) farmers in the project target area.</p> <p>(6) The agricultural extension system established by the project will be adopted by the ○○ government (central/local).</p>	<p>* If the number of extension workers is absolutely insufficient, the number of farmers per extension worker can be reduced.</p> <p>* If there are characteristics according to race, gender, or farm size, it is useful to set indicators for each.</p> <p>* It is necessary to increase extension workers' capacity to conduct and analyze questionnaire surveys on farmers during the project.</p>	<p>the situation of the agriculture in the recipient country/region and based on Japan's experience and skills. In this regard, attention should be paid to the development level in each country/region. Because the technological content and level differ according to development level, it is necessary to evaluate the development level of the local agriculture and that of the domestic market properly and consider introducing appropriate technologies.</p> <p>•It is necessary to increase the beneficial effect of technical cooperation by financially supporting capital input necessary for the establishment of foundations for the introduction of technologies. (From "Thematic Guidelines – Agricultural and Rural Development")</p> <p>•In the countries where the public extension support system has not established or is weak, such as Bolivia, it is important to consider constructing an extension model that combines school institutes and producers' associations that have technicians who have the technical capacity to train extension workers, have wide knowledge on implementing agencies (research institutes, universities, etc.) and the local situation, and can carry out extension activities with the cooperation of the implementing agencies. However, if the agencies have a strong political mission (public groups and agricultural pressure groups) and the project goal is inconsistent with the purposes of the agencies, it is necessary to pay attention to their low motivation and sustainability for the extension. On the other hand, if the project goal is consistent with the purpose of an organization as in the case of the producers' association in Yapacani, or if project activities can support an organization's business or service provision, inter-organizational cooperation is highly likely to work out well. (From Reference Project 6 written on the right)</p>	<p>accumulated in Centro Nacional de Mejoramiento de Ganado Bovino with the cooperation of Japan, Thereby contributing to improvement in the productivity of the small-scale livestock farmers in the target area.</p> <p>To establish an agricultural technology support system for small-scale farmers through the reference farms in the pilot area in the State of Tocantins, By increasing extension workers' capacity, strengthening farmers' association, developing technologies necessary for farmers, and improving communications for the dissemination of agricultural technologies and information, Thereby contributing to the establishment of an agricultural technology support system for small-scale farmers in the State of Tocantins.</p>	<p>Cooperation: December 2004 – February 2008)</p> <p>7. Strengthening the Agricultural Technical Support System to Small Scale Farmers in Tocantins State in Brazil (Term of Cooperation: April 2003 – March 2006)</p>
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**JICA standard indicator reference and typical lessons learned in technical cooperation projects (agricultural and rural development)**

**Model (11) Improving the distribution and sale of food**

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/ Policies for setting indicators	Typical lessons learned	Example of project purpose (image of projects)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country's government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact)  Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the "mid-term sub-targets" from the perspectives of: 1) planning stages, and 2) management.	Example of project purpose (image of projects)	Project information with good practices to refer to
3. Promoting Dynamic Rural Communities	3-2 Improving the distribution and sale of food	(1) Ratio of undernourished population (2) Ratio of population under the international poverty line (3) Ratio of farmers to the rural working population (4) Producers' association membership ratio	(No mid-term sub-targets have been set for the thematic guidelines for agricultural and rural development.)	(Proposed model description) To increase the number of consumers of the target crops and their sales volume, (outcome) By improving the production technology of the target crops, strengthening the target farmers' associations' marketing capacity and sales negotiation power, and improving the capacity for quality management, such as post-harvest treatment for commercialization, (output) Thereby contributing to improvement in the target farmers' livelihood. (impact)  (Standard indicator examples) 1. Indicator examples of overall goals (1) Improvement in farmers' livelihood (2) Poverty rate in the target province  2. Indicator examples of project purpose (1) Annual sales volume (2) Number of consumers (3) Unit selling prices of the target crops	* When setting baseline and target numbers of quantitative indicators, it is important to set values based on the baseline survey and agricultural statistics and other information in the target country or region, referring to other, similar projects, because natural, agricultural, and social conditions greatly differ among countries and regions in the agricultural and rural development sector.  * If a project aims to increase the income of the female poor, measure impact on women by collecting data by gender. When setting the purpose at improvement in earnings or income, it is necessary to take measures concerning external conditions, such as preventing sharp declines in the prices of farm products.  * Clarify the external conditions that influence household income.	• In considering the details of cooperation to be provided for the distribution of agricultural products, while the role of the private sector is extremely important, since the roles performed by government and the private sector vary depending on the stage of agricultural and commercialization development, the most important point to remember when formulating a project is to properly evaluate the stages of development for commercialization . In regions like Southeast Asia, as middle-income countries and medium-developed countries experience economic growth, it is expected that they will become progressively more commercialized and that the role of the private sector will grow. Therefore, in these regions, possible forms of support, in cooperation with the private sector, will also include reviewing policies, encouraging action by unions and other organizations and building technological capacity for the purpose of raising the connection between markets and farmer productivity and promoting the development of trade and markets. At the same time, even at these stages of development, it is also conceivable that governments will play an important role in some respects, such as in the development of modern markets and the introduction of more highly transparent trading systems, as well as in setting standards for quality classifications to support the sale of high-value-added products. For this reason, the series of processes from the production to consumption of agricultural products needs to be analyzed well, after which, consideration needs to be given to areas in need of support, and in providing that support, consideration needs to be given to the roles of the government, the private sector and producers. (From "Thematic Guidelines – Agricultural and Rural Development," p. 114)	To improve the quality of distributed domestic rice and decrease the post-harvest loss rate in the project target area, By identifying the measures for promoting the distribution of high-quality domestic rice, improving the standards for the quality of domestic rice, strengthening the Agricultural Development Programme (ADP) staff's capacity to provide training in marketing and post-harvest treatment technology, and increasing the post-harvest treatment capacity and the management capacity of small-scale rice polishers, parboiled processors, and rice producing farmers, Thereby contributing to improvement in the quality of distributed domestic rice and reduction in the post-harvest loss rate in the project target states.  To strengthen the management capacity of the project target small-scale horticultural farmers, By enabling the target farmers' groups to sell horticultural crops appropriately (gaining negotiation power), improving the production volume and quality of the target farmers' groups' horticultural crops, and increasing their capacity to construct production and distribution infrastructures, Thereby contributing to improvement in the small-scale horticultural farmers' livelihood in the target districts.	5. Rice Post-Harvest and Marketing Pilot Project in Nasarawa and Niger States (Term of Cooperation: September 2011 – September 2015)  1. Smallholder Horticultural Empowerment Project (SHEP) in Kenya (Term of Cooperation: November 2006 – November 2009)

								<p>To improve the agricultural profitability of the small and medium scale farmers covered by the project in the Jordan River Rift Valley,  By improving the market adaptability of farmers' groups and farmers, having farmers' groups and farmers acquire skills and knowledge on the production of high value-added farm products and having extension workers acquire skills and knowledge on the extension of value-added agriculture,  Thereby contributing to the vitalization of the agricultural economy in the Jordan River Rift Valley and improvement in the farmers' livelihood there.</p>	<p>5. Project on Improved Extension for Value-Added Agriculture in the Jordan River Rift Valley in Palestine (Term of Cooperation: June 2011 – September 2014)</p>
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**JICA standard indicator reference and typical lessons learned in technical cooperation projects (agricultural and rural development)**

**Model (12) Promoting the agricultural processing industry**

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/ Policies for setting indicators	Typical lessons learned	Example of project purpose (image of projects)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country's government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact)  Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the "mid-term sub-targets" from the perspectives of: 1) planning stages, and 2) management.	Example of project purpose (image of projects)	Project information with good practices to refer to
3. Promoting Dynamic Rural Communities	3-3 Promoting the agricultural processing industry	(1) Ratio of undernourished population (2) Ratio of population under the international poverty line (3) Ratio of farmers to the rural working population (4) Producers' association membership ratio	(No mid-term sub-targets have been set for the thematic guidelines for agricultural and rural development.)	(Proposed model description) To establish foundations for value-added agriculture in the target area, (outcome) By developing a strategy for value-added agriculture through the improvement of farming, (output) Thereby contributing to the improvement of the target farmers' livelihood. (impact)	* When setting baseline and target numbers of quantitative indicators, it is important to set values based on the baseline survey and agricultural statistics and other information in the target country or region, referring to other, similar projects, because natural, agricultural, and social conditions greatly differ among countries and regions in the agricultural and rural development sector.	<ul style="list-style-type: none"> <li>Support and development for farmers' organizations and private sector</li> <li>Consideration can be given to baseline surveys for narrowing down promising products and producing centers that could serve as business models, and to technical guidance for the improvement of processing, post-harvest processing and value-adding technology by experts and senior volunteers.</li> <li>Support for the establishment of farmers' organizations to serve as a pillar of the processing industry, and support for strengthening existing organizations and for the conduct of market surveys and product development seminars is also effective.</li> <li>Support for administrations</li> <li>The role of administrations in promoting the processing and distribution industry is wide ranging, from formulating policies and developing systems and standards, to providing technical support to farmer and producer cooperatives. Given this, in terms of the development of administrative systems, consideration can be given to clarifying the division of roles of relevant organizations and to providing support for strengthening coordination (dispatch of experts).</li> <li>Training staff from bureaus and departments connected to agribusiness is also effective.</li> <li>In addition, given that workplaces connected with the processing and distribution of agricultural products come under the jurisdiction of the Ministry of Commerce and Industry more so than the Ministry of Agriculture, attention needs to be given to cooperation between counterparts.</li> <li>((From "Thematic Guidelines – Agricultural and Rural Development," p. 125)</li> </ul>	To establish the foundations of value-added agriculture in the target area, By devising a value-added agriculture strategy through the improvement of farming, constructing a system for carrying out the strategy, and strengthening the capacities of relevant agencies and farmers, Thereby contributing to the improvement of the target farmers' livelihood through the implementation of the value-added agriculture strategy.	2. Project of Value-added Agriculture and Forestry for Improvement of the Livelihood of Small Scale Farmers in Northern La Paz in Bolivia (Term of Cooperation: March 2010 – September 2014)



				<p>(Standard indicator examples)</p> <p>1. Indicator examples of overall goals</p> <p>(1) Target farmers' agricultural incomes</p> <p>(2) Improvement in farmers' livelihood</p> <p>2. Indicator examples of project purpose</p> <p>(1) The country, the province, and the cities secure the budget and staff necessary for continuously carrying out the value-added agriculture strategy,</p> <p>(2) The country, the province, the cities, and the farmers' associations play the roles necessary for continuously carrying out the value-added agriculture strategy.</p> <p>(3) A detailed operating plan is authorized among the relevant agencies according to the value-added agriculture strategy.</p>	<p>* If a project aims to increase the income of the female poor, measure impact on women by collecting data by gender.</p> <p>When setting the purpose at improvement in earnings or income, it is necessary to take measures concerning external conditions, such as preventing sharp declines in the prices of farm products.</p> <p>* Clarify the external conditions that influence household income.</p>		<p>To train group leaders for the improvement of living and income in rural areas,</p> <p>By carrying out research and analysis on the target groups' needs and present conditions, formulating training programs, providing training for leaders, enabling the target groups to carry out monitoring and feedback to the provincial office of the Cooperative Promotion Department (CPD), providing the provincial office with information necessary for the target groups, such as the training provided by all the relevant agencies, using the leaders, CPD staff members, and agricultural cooperative members who have received training in Japan as human resources, and constructing a network of the target groups, Thereby contributing to the empowerment of the groups led by the trained leaders in the rural areas.</p>	<p>1. Project on Community Leader Development in Agricultural Cooperatives in Thailand (Term of Cooperation: March 2007 – February 2011)</p>
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JICA standard indicator reference and typical lessons learned in technical cooperation projects (agricultural and rural development)

Model (13) Community development type

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/ Policies for setting indicators	Typical lessons learned	Example of project purpose (image of projects)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country's government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact)  Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the "mid-term sub-targets" from the perspectives of: 1) planning stages, and 2) management.	Example of project purpose (image of projects)	Project information with good practices to refer to
3. Promoting Dynamic Rural Communities	3-9 Participatory rural development	(1) Ratio of undernourished population (2) Ratio of population under the international poverty line (3) Ratio of farmers to the rural working population (4) Improvement in farmers' incomes (5) Retention rate of the youth (6) Improvement of living (improvement of the living environment)	(No mid-term sub-targets have been set for the thematic guidelines for agricultural and rural development.)	(Proposed model description) To promote and carry out a rural development project with the participation of residents in the district of ○●, (outcome) By strengthening a management system for promoting the project in the district, (output) Thereby contributing to improvement in the livelihood in the rural parts in the district. (impact)  (Standard indicator examples) 1. Indicator examples of overall goals (1) By 20XX, the number of food aid beneficiaries will decrease by X% in the rural areas in the district of ○●. (2) By 20XX, the incomes of X% of the households in the district of ○● will increase by Y%.	* A liaison conference, for example, will disappear naturally unless it is clear who is liable to report what information to whom, what disadvantages occur if no report is made, and who has the right to demand to whom about what kind of demand to improve what. These should be clearly written in implementation guidelines.	<ul style="list-style-type: none"> <li>Continuous conflict assessment during the project is important for making it possible to ensure the safety of the project and carry out the project smoothly. It is necessary to review the project design and the implementation system whenever there is a dramatic change in the environment and safety of any of the places where the project is carried out. (From Reference Project 9 written on the right)</li> <li>Inadequate capacity assessment of beneficiaries for the purpose of considering what kind of participation is wanted In rural areas of developing countries, often there are no prospects for resources (personnel and budget) to provide administrative services, and so ensuring the potential for self-sustainable development centered on resident participation is an issue.</li> <li>Understanding the capacity of local communities, and setting corresponding goals For local governments with weak implementation systems, in order to implement participatory rural</li> </ul>	<p>To construct a development model for agricultural and rural rehabilitation with the participation of residents in Trincomalee District, By strengthening the community-based organizations (CBOs), developing rural infrastructures by Community Management Rehabilitation (CMR) under the leadership of communities and improving the technologies for increasing incomes other than agricultural ones, Thereby contributing to the vitalization of the rural areas in Trincomalee District by the development model constructed in the project for agricultural and rural rehabilitation.</p> <p>To establish main implementation mechanisms for participatory village development in isolated areas (PaViDIA), By establishing a project management agency, a sustainable agricultural technology package (manual and model farmers), training programs for extension workers, monitoring and risk management methods, and guidelines for carrying out sustainable PaViDIA for poverty reduction, Thereby contributing to the realization and development of the PaViDIA approach established in the project in other areas.</p>	<p>9. Project for Agricultural and Rural Development for Rehabilitation and Reconstruction through Community Approach in Trincomalee District in Sri Lanka (Term of Cooperation: October 2005 – October 2009)</p> <p>10. Project for Participatory Village Development in Isolated Areas in Zambia (Term of Cooperation: June 2002 – December 2009)</p>

<p>2. Indicator examples of project purpose  (1) By 20XX, the district of ○● will approve the resident-participatory agricultural and rural development guidelines prepared based on the pilot activities in the district of ○●.  (2) Monitoring report meetings will be held Y times by the district's rural promotion office and the target groups of farmers.  (3) By 20XX, the number of agricultural and rural promotion projects will become XX or more in the district of ○● that has been proposed, examined, approved, and begun according to the resident-participatory agricultural and rural development guidelines.  (4) By 20XX, the budget for</p>	<p>* When setting baseline and target numbers of quantitative indicators, it is important to set values based on the baseline survey and agricultural statistics and other information in the target country or region, referring to other, similar projects, because natural, agricultural, and social conditions greatly differ among countries and regions in the agricultural and rural development sector.</p>	<p>development more effectively, first, using rural community surveys and other means, ascertain the inherent factors of the local administration, community and residents, and set goals appropriate for these factors, before selecting a resident-participatory approach for achieving these goals. (From "Thematic Guidelines – Agricultural and Rural Development," p. 150~151)</p> <ul style="list-style-type: none"> <li>• Organizing the classifications of financing in resident-participation projects  One effective way of steadily fostering the self-reliance of local residents is the approach of refraining from external inputs as much as possible. In this case, following the advice of external parties, first incorporate components likely to produce benefits in a relatively short period of time for small groups of resident participants, such as the better use of local resources, and allow the residents to experience personally the merits of participatory development. Then, while maintenance may be time-consuming, consideration can be given to the step of establishing and engendering activities in the medium and long term which, maybe time-consuming but, have considerable shared benefits to participants.</li> <li>• Community organization  In projects for participatory rural development, community-based organizations are often formed as a means of encouraging resident participation efficiently and fairly, and as a forum for the learning process for empowerment. In general, using existing organizations or decision-making mechanisms is efficient and effective. In cases where it is unavoidable that the formation of a new organization be promoted by an outside party in order to achieve the project goals, generally speaking, the organization will be weak and lack sustainability unless there is sufficient social preparation and support for monitoring the organization process. However, in reality, in a limited period of cooperation, completing social preparation before proceeding to the next step is both difficult and entails a strong possibility that, during this time, the willingness of residents to participate will diminish. Adjustments need to be made for this divergence</li> </ul>	<p>To link the village residents to the terminal administrative agency for rural development, operate a link model in the target area so that the village residents' intentions can be reflected in the development in the target area, and establish a system for extending the mechanism,  By training a Union Development Officer (UDO) and an Organizer (O) in charge of liaison and coordination on behalf of the Union Coordination Committee (UCC) as administrative officers of the Bangladesh Rural Development Board (BRDB) of the Ministry of Local Government, Rural Development and Cooperatives, operating UCC as a foundation for strengthening the cooperation among the sub-district, the union (administrative village) and the villages, operating the mechanism for ensuring rural residents' participation in the development process mainly through the Village Committee (VC), improving the quality of residents' living through this mechanism, having</p>	<p>11. Participatory Rural Development Project Phase II in Bangladesh (Term of Cooperation: June 2005 – May 2010)</p>
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			<p>the district of ○●'s promotion of agricultural and rural promotion projects will increase by ZZ% and the number of applications will increase by XX%.</p>		<p>between theory and practicality once those involved have clarified the objectives and constraints. (From "Thematic Guidelines – Agricultural and Rural Development," p. 151~152)</p>	<p>BRDB strengthen the system for carrying out the link model and establishing a system for developing human resources for the dissemination of the link model, Thereby contributing to the reflection of village residents' intentions in the development through a mechanism suitable for the local characteristics in Bangladesh.</p>
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