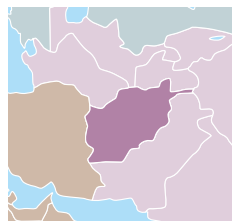


Strengthening of the Teacher Education Program

Contributing to the improvement of lessons in elementary education using teacher's guides

Asia Afghanistan



Rating

Secondary evaluation

Overall rating
A

Project Objectives and Cooperation Framework

Objectives

The project aims to improve lessons in primary education by developing "teacher's guides" and conducting in-service training. The "teacher's guides" will include an explanation about the content of the text books, how to proceed with lessons and points to remember when conducting lessons.

Cooperation Framework

Overall goal:

- The skills and abilities of Afghan in-service teachers are upgraded.

Project purpose:

- To disseminate knowledge and skills to improve teaching and learning in the classroom with by-subject, grade-specific teacher's guides for grade 1-3 teachers in the targeted areas.

Outputs:

- To develop an INSET Training Package (teacher's guides and training manuals), which is in accordance with the new curriculum for grades 1 to 3.
- To implement short-term INSET training for teachers assigned to grades 1 to 3 in the targeted areas.
- To make policy suggestions for the improvement of PRESET and long-term INSET.

Outline of the Project

- Total cost (Japanese side): 480 million yen
- Period of cooperation: June 2005 to August 2007
- Partner country's implementing agency: Teacher Education Department (TED) and Compilation and Translation Department (CTD), Ministry of Education (MOE), Afghanistan.
- The number of experts dispatched: 12 experts (short-term)
- The number of technical training participants taught in Japan: 5 participants
- Main equipment provided: audio-visual equipment, equipment for keeping animals.

Effects of Project Implementation (Effectiveness, Impact)

Project purpose (effectiveness): Development of new teacher's guides which correspond to the new curriculum is expected to be completed by the end of the project. Training was also conducted for 10,000 teachers, equal to half of the number of teachers who teach 1st to 3rd grade primary school children in the project areas. Therefore, the method for improving lessons using the teacher's guides is now used widely in the project areas. Based on the above-mentioned facts, it was determined that the project is likely to achieve its project purpose.

Forecast for the achievement of the overall goal (impact): Improvements to classes were observed through the in-service training and the utilization of the teacher's guides. Therefore, it was determined that the project is getting closer to achieving the overall goal. There were also spillover effects such as that NGOs which conduct similar activities to the project in other areas utilized the teacher's guides and the training manuals, and that other donors that work in these areas are planning to utilize the teacher's guides in their activities.

Relevance

Teacher education and curriculum development are priority issues in the National Education Strategic Plan for Afghanistan. The Japanese government's "Basic Education for Growth Initiative (BEGIN)" also stipulates teacher education as one of the priority issues. Therefore, the project purpose is consistent with the policies of the two countries.

Efficiency

All the inputs provided by both Japan and Afghanistan have been used effectively and are contributing to the delivery of the project's effects. Meetings and school visits were often suspended or postponed due to the deteriorating security situation, but both countries' efforts enabled the project to proceed as planned. Local personnel were effectively utilized as members of the development team of the teacher's guides.

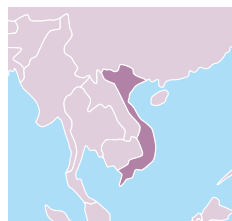
Sustainability

Lessons were improved by introducing the teacher's guides for lesson improvement, and the project activities are supported by the teachers. Therefore, it is expected that the guides will be utilized and the improvements to lessons will be seen on a wider scale. In order to continue the utilization of the project's outputs and to create further spillover effects, it is necessary for the Afghan government to closely coordinate and cooperate with other donors, NGOs, etc.

Conclusion, Lessons Learned, Recommendations

Through the efforts of Japan and Afghanistan, the expected outputs were achieved including the development of new teacher's guides and training manuals, the implementation of in-service training, etc. Regarding the impact of the project, improvements to lessons were also observed. The teachers themselves also feel that their teaching skills have improved.

* One city and five provinces (Kabul City, Kabul Province, Nangarhar Province, Balkh Province, Kandahar Province and Herat Province)



Strengthening of the Food Industries Research Institute

Contributing to the strengthening of research and development (R&D) capacities for the creation of higher value-added products in the food processing industry



Rating

Secondary evaluation

Overall rating

A

Project Objectives and Cooperation Framework

《 Objectives 》

The project was to strengthen the capabilities of the Food Industries Research Institute (FIRI) which provides technical assistance to the food processing industry, which has problems with quality management and preservation technologies. The project thereby aimed to improve the technical capacities of small and medium-sized food processing enterprises in Vietnam.

《 Cooperation Framework 》

Overall goal:

- Food processing technologies are improved in Vietnamese small and medium-sized food processing enterprises.

Project purpose:

- The FIRI's ability to develop food processing technologies is strengthened. The FIRI's function to provide the necessary information for certification is strengthened.

Outputs:

- The characteristics of major processed food products distributed in Vietnam are clarified.
- FIRI researchers' ability to utilize microorganisms and enzymes is improved.
- FIRI researchers' ability to test and analyze the components and quality of food products needed for domestic certification is improved.
- FIRI researchers' technical guidance ability is improved regarding guidance on quality management and food processing for small and medium-sized food processing enterprises

Outline of the Project

- Total cost (Japanese side): 560 million yen
- Period of cooperation: September 2002 to September 2007
- Partner country's implementing agency: the Food Industries Research Institute (FIRI)
- The number of experts dispatched: 8 experts (long-term), 21 experts (short-term)
- The number of technical training participants taught in Japan: 36 participants
- Main equipment provided: biochemical analysis instruments, etc.



Simple testing of products at a food processing site (boiled cucumber)

Effects of Project Implementation (Effectiveness, Impact)

Project purpose (effectiveness): R&D capabilities have been improved as can be seen in the fact that 40 research papers were published in the related sub-technical area and six utility solutions were obtained regarding food processing. 26 technical guidance sessions were conducted for small and medium-sized food processing enterprises. Considering that the project was focusing on technical guidance activities when the evaluation was conducted, it is expected that 35 technical guidance sessions (the set target) will be achieved by the end of the project period. Therefore, the project is expected to achieve its project purpose.

Forecast for the achievement of the overall goal (impact): Improvements were observed in the processing technologies at three food processing enterprises which had received FIRI's technical guidance. It is expected that the overall goal will be achieved if technical guidance continues to be provided. FIRI staff are aware of the importance of the activities and they are highly motivated, and therefore it is likely that the technical guidance activities will continue.

Relevance

In Vietnam, one of the priority policy issues is the development of rural areas which are home to 70% of the country's population. The government is implementing various measures to develop small and medium-sized enterprises including food processing enterprises, in addition to the development of the rural infrastructure and the diversification of agricultural products. In Japan's Country Assistance Program for Vietnam, agricultural and rural development is one of the assistance priorities. Therefore, the project is consistent with both countries' policies.

Efficiency

All the inputs provided by Japan and Vietnam have been used effectively and are contributing to the delivery of the project's effects. In the initial stage of the project, clear indicators and targets were not set in the plan. This delayed the delivery of the project's effects. However, the mid-term evaluation helped to set detailed indicators and the project activities accelerated from then on, therefore the efficiency of the project has been ensured.

Sustainability

At the time of the evaluation, it was determined that the activities were highly sustainable in terms of political, organizational, financial and technical sustainability. However, considering that the FIRI will become an independent administrative corporation in 2009, it is necessary for the FIRI to increase their independent finance sources.

Conclusion, Lessons Learned, Recommendations

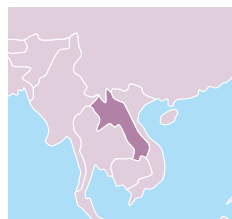
In general the project is highly appreciated. Through the project, the FIRI became recognized as an organization which played an important role in the improvement of technologies used by Vietnamese small- and medium-sized food processing enterprises. It is expected that the FIRI will continue to improve their capacity to conduct research and to provide technical assistance for enterprises, through their own efforts. Lessons learned through this project regarding the operation of a project are that clear indicators and targets should be set from the initial planning stage, and that the Project Design Matrix should be reviewed and amended where necessary as the project proceeds.



Project for Strengthening Medical Logistics

Contributing to the appropriate management of medicines and other medical supplies

Asia Laos



Rating

Secondary evaluation

Overall rating
A

Project Objectives and Cooperation Framework

《 Objectives 》

The project will educate technicians on the maintenance of medical equipment so that they can maintain and repair medical equipment, and improve the capabilities of medical supply managers, as well as improving medical supply storage conditions. Through these activities, the project aims to realize the appropriate management of medical equipment and medical supplies.

《 Cooperation Framework 》

Overall goal:

- Medicines, medical products and equipment come to be managed and utilized efficiently and properly.

Project purpose:

- The mechanism is established at the central and provincial levels for managing and utilizing medicines, medical products and equipments efficiently and properly.

Outputs:

- The system is established for supporting central and provincial levels through MES and Logistics Center.*
- The capacity of management, maintenance, and repair for technical staff is improved at MES, central and provincial hospitals.
- The management capacity for central and provincial hospital managers is improved.
- The capacity of storage, handling, and inventory control for staff in charge of inventory control of medicines and medical products is enhanced at the Logistics Center and warehouses in 4 target provinces.

Outline of the Project

- Total cost (Japanese side): 246 million yen
- Period of cooperation: May 2005 to April 2008
- Partner country's implementing agency: the Medical Product Supply Center (MPSC), the Ministry of Health (MOH)
- The number of experts dispatched: 1 expert (long-term), 18 experts (short-term)
- The number of technical training participants taught in Japan: 8 participants
- Development of facilities: construction of the Logistics Center
- Main equipment provided: forklifts, hydro-thermometers with data loggers, electric stacker lifts, etc.

Effects of Project Implementation (Effectiveness, Impact)

Project purpose (effectiveness): Through improvements in the technical abilities of technicians who maintain medical equipment in hospitals and the implementation of daily maintenance checks by users, the medical equipment maintenance was improved. Systems for managing medical products and medical equipment efficiently and appropriately were also established through the development of the Logistic Center. For example, the average storage period for medicines was halved from 12 months to six months. Therefore, it was determined that the project will be able to achieve its project purpose.

Forecast for the achievement of the overall goal (impact): The annual average operation rates for medical equipment in central and provincial hospitals are generally increasing. A 0% annual dead stock rate for medicines was achieved at the Logistics Center and at warehouses in three provinces which are the project target areas. If the daily operations (which were implemented in the project) continue to be implemented after the project ends and the operation rate for apparatus is further improved, it will be possible to realize the efficient management and utilization of medical apparatus. Therefore, it was determined that it will be possible to achieve the overall goal.

Relevance

In the Health Strategy to 2020 created by the Laos Ministry of Health, there are four priority programs which are related to the project's subject area. Therefore, the objectives of the project are consistent with the priority issues of the Laos Ministry of Health. "Improvement in health care services" is also one of the priorities stipulated in Japan's Country Assistance Program for Laos PDR. Therefore, the project is also consistent with Japan's ODA policy.

Efficiency

Through the development of the Logistics Center which serves as the central warehouse that stores medicines and medical products, the project was able to show provincial warehouses a model logistic (storage and transport) system for medical products. Therefore, the project succeeded in facilitating the establishment of appropriate logistic systems at provincial warehouses.

Sustainability

It is expected that the activities will continue to be conducted because the maintenance checks for medical equipment and the management of medicines are becoming part of their daily routine. Therefore, the activities are highly sustainable in terms of political and organizational sustainability. However, there is a need to secure appropriate personnel and financial sources for maintenance and management, in order to perform further improvements.

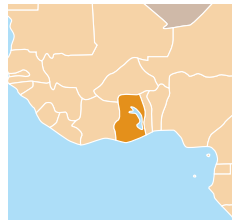
Conclusion, Lessons Learned, Recommendations

The management of medical equipment has been improved. For example, maintenance checks are now conducted at each hospital on a daily basis, and the operational status of the medical equipment can now be monitored more easily. With regard to the management of medicines, the Logistics Center started serving as a hub for the national logistics system and this enabled the appropriate storage of medicines. Therefore, the project is considered to have brought highly successful results. As the next steps, it is recommended that the MOH should develop guidelines for logistics systems and establish a budgetary system which will provide a sufficient budget for the continuation of the project's activities and the utilization of the project's outputs.

* It was previously the Central Warehouse. The Logistics Center will aim to serve as the central warehouse which stores medicines, medical products in Laos.



Africa Ghana



Project for the Promotion of Farmers' Participation in Irrigation Management

Contributing to the improvement of farmers' income from irrigation farming



Rating

Secondary evaluation

Overall rating

B

Project Objectives and Cooperation Framework

《 Objectives 》

The project aims to strengthen the technical abilities of the Ghana Irrigation Development Authority (GIDA) concerning irrigation farming and to develop a legal arrangement which will promote farmers' participation in irrigation management. The project thereby aims to promote the farmers' participation in irrigation management.

《 Cooperation Framework 》

Overall goal:

- Income per farmer from irrigated agriculture is increased in irrigation schemes under GIDA.
- Farmers participation in irrigation management is developed in Ghana.

Project purpose:

- Foundation for farmers' participation in irrigation facility management of irrigation schemes under GIDA, based on the regulations and agreements, is established.
- GIDA's function in service delivery on irrigation farming technology* is strengthened.

Outputs:

- Legal arrangement to promote farmers' participation in irrigation management is prepared.
- Implementation of farmer's participation in irrigation facility management between GIDA and farmers' organization is prepared
- Capacity of GIDA staffs in planning and implementation of training on irrigation farming technology is improved.

Outline of the Project

- Total cost (Japanese side): 250 million yen
- Period of cooperation: October 2004 to September 2006
- Partner country's implementing agency: the Ghana Irrigation Development Authority (GIDA)
- The number of experts dispatched: 7 experts (long-term), 2 experts (short-term)
- The number of technical training participants taught in Japan: 1 participant
- Main equipment provided: generators, motorcycles, etc.



Farmers working in the field (the Ashaman project district)

* They include technical services for cultivation, water management and cooperative activities.

Effects of Project Implementation (Effectiveness, Impact)

Project purpose (effectiveness): Laws which support the Joint Irrigation System Management (JISM) are being established through the revision of the irrigation authority act. Joint irrigation management between the GIDA and farmers' cooperatives has already started in 10 project districts. The project has an excellent reputation as is seen in the participants' satisfaction with the training programs held by the GIDA staff (95% of participants were satisfied with the training). Although the GIDA has not conducted training independently, it is likely that the project purpose will be achieved by the end of the project period.

Forecast for the achievement of the overall goal (impact): The GIDA and the farmers are highly motivated to work on JISM, and the GIDA staff also have sufficient technical abilities. Therefore, it is expected that JISM will be introduced in the rest of the project districts. In the districts which have already prepared for the introduction of participatory irrigation management over the past 10 years, more than 70% of farmers have increased their incomes or stabilized their level of income due to the introduction of JISM. Therefore, it was considered that the overall goal can be achieved as long as appropriate facility management can be maintained after the project ends.

Relevance

The overall goal of the project is consistent with the nine strategies for agricultural modernization (development of irrigation facilities, strengthening of dissemination systems, market development, etc.) in the Poverty Reduction Strategy Paper (PRSP) for the Second Period produced by the government of Ghana. The project is also consistent with Japanese ODA policy because Japan's Country Assistance Program for the Republic of Ghana stipulates infrastructure improvements for increasing productivity, including the development of irrigation facilities. Therefore, the project is relevant to both countries' policies.

Efficiency

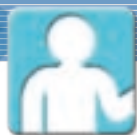
The plan had to be revised due to some unexpected situations such as changing the members of experts midway through their assignment and a delay in the World Bank's irrigation facility improvement project which is related to the JICA project. Through flexible responses such as prioritizing project activities, the project was able to continue providing inputs, starting from the districts which had irrigation facilities which were in good condition. The project avoided procuring new equipment by using existing equipment, therefore the project achieved lower equipment costs (i.e. better efficiency) than similar projects in the past.

Sustainability

In the national irrigation policy, the GIDA is defined as the facilitator for irrigation development. The GIDA staff also have sufficient skill and knowledge regarding farming, water management, etc. Therefore, it is likely that JISM will continue to be disseminated and take root after the project ends. Securing a large enough budget is essential for maintaining the level of activities that the project achieved, therefore the Ministry of Food and Agriculture (MOFA) needs to make further efforts to secure the budget.

Conclusion, Lessons Learned, Recommendations

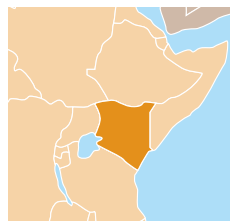
Although the financial aspect of the GIDA needs to be reviewed, the GIDA has sufficient knowledge and skills. The laws to support the implementation of JISM are also in place. Therefore, it is likely that the project purpose will mostly be accomplished by the end of the project period. Recommendations for the next steps include: strengthening farmers' organizations in each project district; developing strategies to introduce JISM into project districts which have not yet introduced JISM; etc.



Strengthening of Wildlife Conservation Education

Facilitating public understanding regarding wildlife conservation by educating citizens

Africa Kenya



Rating

Secondary evaluation

Overall rating
B

Project Objectives and Cooperation Framework

《 Objectives 》

In order to enhance public awareness of ecosystem conservation, the project is aimed at strengthening the capacity of the Kenya Wildlife Service (KWS) (which is responsible for the sustainable conservation of the natural environment and the management of national parks and reserves) to effectively implement wildlife conservation education.

《 Cooperation Framework 》

Overall goal:

- To enhance awareness and participation in wildlife conservation by Kenyan citizens.

Project purpose:

- To strengthen the institutional capacity of the KWS for the effective implementation of wildlife conservation education.

Outputs:

- An education implementation strategy has been developed.
- The capacity of the education officers has been strengthened.
- Appropriate development, operation and maintenance of education tools, materials, equipment and facilities have been improved.

Outline of the Project

- Total cost (Japanese side): 93 million yen
- Period of cooperation: February 2005 to February 2008
- Partner country's implementing agency: the Kenya Wildlife Service (KWS)
- The number of experts dispatched: 2 experts (long-term), 3 experts (short-term)
- The number of trainees received in Japan: 8 people
- Main equipment provided: audio-visual equipment, captive management equipment, etc.

Effects of Project Implementation (Effectiveness, Impact)

Project purpose (effectiveness): It is expected that the project will mostly achieve its project purpose. Many education-related officers have obtained the skills required to produce educational tools and teaching materials. The skills are used in educational activities which are conducted based on the Conservation Education Strategy. Educational tools, teaching materials, equipment and facilities are frequently utilized and maintained in a good condition. Information displays in facilities are also improved.

Forecast for the achievement of the overall goal (impact): It is expected that the overall goal will also be achieved in the long-term. The project is showing the importance of education activities which can send clear messages to different targets including residents, children and tourists. By providing wildlife conservation education to many children in particular, it is expected that they will participate in wildlife conservation activities more vigorously when they become adults.

Relevance

The relevance of the project is high for the following reasons. The Kenyan government recognizes the need to educate its people about the importance of ecosystem conservation. Human resources development in this area and conservation education are included in its Wildlife Policy (draft) as major issues. The Japanese government also included conservation of the natural environment in the Environmental Conservation Initiative for Sustainable Development (EcolSD) as one of the priority areas, as well as support for ecosystem conservation in its Country Assistance Program for Kenya.

Efficiency

The project was conducted efficiently. The inputs were provided appropriately as planned. It also minimized the provision of equipment by effectively utilizing existing equipment which was provided by the Japanese government through past Cultural Grant Aid, etc. Some of the expected outputs have already been achieved and the others are also expected to be achieved by the end of the project.

Sustainability

Organizational and financial sustainability is expected for the following reasons. The education departments in the KWS were strengthened through organizational reforms. The KWS also stated that it would secure the budget for educational activities and training activities after the project ends, and was considering an increase in the number of education-related officers. Regarding technical sustainability, the participants in the project's training activities are sharing what they have learned through the training within their own organizations. Therefore, it is expected that the project's effects will continue to be disseminated to various organizations.

Conclusion, Lessons Learned, Recommendations

The project activities were carried out seamlessly and the project is expected to achieve its project purpose. Therefore, JICA's cooperation for this project will be completed as planned. In order to continue and strengthen the activities established by the project, the KWS should make sure that there is an increase in the number of education-related officers (which is currently under consideration) and secure the necessary budget.

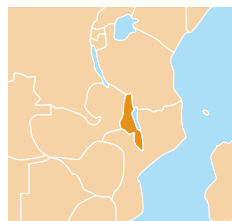
Lessons learned from the project which can be used for other projects include the importance of the consistency of the project content with the partner government's policy, and the importance of a close relationship between the project content and the counterpart organization's operations.



Teaching materials produced by the project



Africa Malawi



Strengthening of Mathematics and Science in Secondary Education through In-service Training in Malawi (SMASSE INSET Malawi)

Contributing to the improvement of the teaching skills of teachers by providing training for mathematics and science teachers in secondary education



Rating

Secondary evaluation

Overall rating

B

Project Objectives and Cooperation Framework

《 Objectives 》

The project conducts In-Service Education and Training (INSET) for mathematics and science teachers in secondary education in the South East Education Division (SEED), in order for them to be able to develop experimentation methods and improve teaching methods concerning mathematics and science lessons. The project thereby aims to improve the teachers' capabilities.

《 Cooperation Framework 》

Overall goal:

- The quality of the teaching of math and science is improved in secondary schools in Malawi.

Project purpose:

- An INSET system for secondary math and science teachers is established in SEED.

Outputs:

- Core trainers for cluster-level INSET are trained.
- The physical and material environment for INSET is improved.
- Secondary math/science teachers are trained at cluster-level INSET.
- Leadership at the school, divisional and the Ministry* levels is strengthened in terms of INSET administration. (* The Ministry of Education, Science and Technology)

Outline of the Project

- Total cost (Japanese side): 220 million yen
- Period of cooperation: September 2004 to September 2007
- Partner country's implementing agency: the Ministry of Education, Science and Technology (MoEST)
- The number of experts dispatched: 1 expert (long-term), 1 expert (short-term), 12 third-country experts
- The number of technical training participants taught in Japan: 3 participants



Students conducting an experiment in a class taught by a teacher who participated in INSET

Effects of Project Implementation (Effectiveness, Impact)

Project purpose (effectiveness): The project is getting close to achieving the four outputs as planned, namely "training Core Trainers," "improving the local INSET Centres," "conducting local INSET" and "training headmasters and MoEST officials." Therefore, it was determined that the project was close to achieving its project purpose.

Forecast for the achievement of the overall goal (impact): The impact of the project is being observed. For example, improvements in teaching methods have been observed in the project area, and it is also reported that the students' attitude towards mathematics and science lessons have improved due to the improved teaching methods. Some neighboring areas are also requesting the introduction of INSET. However, for the overall goal ("the quality of teaching of math and science is improved in secondary schools in Malawi") to be achieved, the government needs to produce and implement concrete policies.

Relevance

Malawi's education policy paper stipulates "improvement in the quality of education" as one of its priorities. Malawi's "National INSET Policy" (draft) also states that training new teachers and providing INSET is essential for ensuring teacher quality. The scope of the project is relevant according to these policy objectives. The project's content also meets the target group's needs, because the teachers themselves are aware that continuous INSET is necessary.

Efficiency

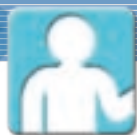
It was determined that the project was conducted efficiently for the following reasons. The inputs provided by both Japan and Malawi have been used appropriately. Furthermore, the project utilized existing resources effectively by collaborating with a similar project implemented in Kenya. These elements contributed to the achievement of the project outputs.

Sustainability

The continuation of INSET in the project area has been ensured through the following elements. The efforts of school heads contributed to establishing systems that ensure the continuity of INSET in the project area. Since teachers (the participants in INSET) became aware of the necessity for and the effectiveness of INSET, they have been asking for the expansion of INSET.

Conclusion, Lessons Learned, Recommendations

The project is close to achieving the goals which were set in the initial plan. In order to maintain the outputs achieved by the project, it was recommended that the Malawian counterparts should independently conduct seamless in-service training under INSET, and that the training budget should be disbursed in a timely and appropriate manner. The following lessons were learned from the project: (1) It is more effective to conduct project monitoring as part of the government's monitoring; and (2) in order to use the government's monitoring system, the government's monitoring capacity needs to be strengthened; (3) In order to strengthen the system for implementing INSET at the local level, it is important for the project to assist with the training activities provided by the schools designated as the INSET centers for the neighboring schools.



Coastal Wetland Conservation in the Yucatan Peninsula

Improving the capacities of the environmental administration agencies and promoting wetland conservation through joint activities with related organizations.

Latin America
Mexico



Rating

Secondary evaluation

Overall rating

C

Project Objectives and Cooperation Framework

《 Objectives 》

In order to improve the ecosystem conservation situation of the Ria Celestun Biosphere Reserve (RBRC) located in the Yucatan Peninsula, the project is aimed at supporting environmental conservation activities and the residents' sustainable resources management activities, which are jointly conducted by various organizations including the RBRC management office, the local government and NGOs.

《 Cooperation Framework 》

Overall goal:

- Conservation of the wetland ecosystem of the RBRC is improved.

Project purpose:

- Environmental management activities are carried out properly in the RBRC through leadership by the RBRC office.

Outputs:

- Mangrove ecosystem restoration in the RBRC is promoted.
- The sustainable use of natural resource is practiced by community-based organizations (CBOs).
- Solid waste management is improved.
- A mechanism for information sharing concerning wetland conservation in the RBRC among related organizations and residents is established.
- The knowledge and capacity of the residents concerning the importance of the RBRC are improved through environmental education.

Outline of the Project

- Total cost (Japanese side): 350 million yen
- Period of cooperation: March 2003 to February 2008
- Partner country's implementing agency: the National Commission of Nature Protected Areas (CONANP)
- The number of experts dispatched: 4 experts (long-term), 19 experts (short-term)
- The number of trainees received in Japan: 17 people
- Main equipment provided: PCs, equipment for surveys and research, etc.



Mexican counterpart explaining the mangrove restored under the project

Effects of Project Implementation (Effectiveness, Impact)

Project purpose (effectiveness): It is expected that the project will achieve most of the set indicators for the project purpose. The RBRC management office has established and managed task forces on wetland conservation. The office also produced a detailed annual activity plan for the project. It was considered that the RBRC management office has the basic capacity to conduct appropriate environmental management activities since the office has demonstrated its leadership abilities when coordinating and cooperating with the related government agencies, residents' organizations, NGOs, etc. in the above-mentioned processes. Therefore, the project's effectiveness is considered to be at a satisfactory level. However, further organizational improvement is needed in order for the RBRC management office to conduct these activities independently.

Forecast for the achievement of the overall goal (impact): The Mexican side has a plan to further rehabilitate mangroves in the RBRC by utilizing the skills and knowledge that they acquired through the pilot mangrove reforestation which was conducted under the project. Solid waste management in the RBRC has also been improved through the project activities. It is expected that restoration of the mangrove forest will be continued and the appropriate management of solid waste will be strengthened by further strengthening the capacity of the RBRC office in terms of institution, coordination and technical skills. Therefore, there is a good prospect of achieving the overall goal of the project.

Relevance

The relevance of the project is high. The Mexican National Development Plan stipulates the conservation and the sustainable utilization of natural resources and environmental education as priority issues. The Japanese government also regards the strengthening of capacity for the management of ecosystems as one of the priority areas for aid. Therefore, the project is consistent with both countries' policies. In addition, Japan has appropriate techniques and experience in the fields of mangrove rehabilitation, the promotion of ecotourism and waste management (which are the project's main activities), therefore these areas were appropriate for Japan to conduct technical cooperation.

Efficiency

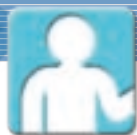
The project achieved a moderate level of efficiency. The project's activities were not smooth in the initial stage of the project because of the replacement of the head of the RBRC office and changes in its policy, but the activities became smooth after obtaining a consensus on the cooperation content. It is expected that the project will achieve its outputs in general.

Sustainability

The political and financial sustainability of the project is considered to be at a satisfactory level. However, the organizational and technical sustainability has not been sufficiently ensured, due to the delay in the project activities.

Conclusion, Lessons Learned, Recommendations

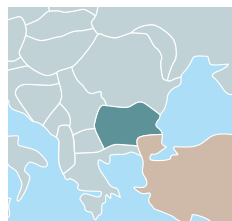
The project achieved most of the indicators which were set for each output. However, it is considered that the sustainability of some outputs were not secured due to the delay in the project activities. In order to fix and extend the results of the project, it is desirable to extend the cooperation period for around two years and to strengthen the capacity of the RBRC office, such as by developing a medium-term and long-term conservation vision and recruiting the necessary number of personnel.



Project on Development of Business Management Skills Training Center for Small and Medium sized Enterprises Managers in Bulgaria

The project contributed to training business leaders. Further strengthening of the operational system is needed.

Europe Bulgaria



Rating

Secondary evaluation

Overall rating

C

Project Objectives and Cooperation Framework

Objectives

99% of Bulgarian companies are small- and medium-sized enterprises (SMEs). The project will develop a practical training program for SME managers who have little opportunity to learn practical managerial skills. The project thereby aims to create an environment in which SME managers can learn practical management techniques.

Cooperation Framework

Overall goal:

- Managerial Skills of SME managers who participated in the training courses established in the Project are enhanced, resulting in concrete successful outputs in their companies.
- Practical educational quality of the Business Skills Training Center is maintained and further developed by the Institute for Postgraduate Studies at the University of National and World Economy - Sofia (IPS) and other Bulgarian authorities concerned

Project purpose:

- Practical Business Skills Training Center for SME managers is established in IPS.

Outputs:

- Business courses necessary for enhancing practical (not theoretical) skills of Bulgarian SME managers are developed or improved in the IPS.
- Teaching materials and methods for the improved courses are developed / maintained.
- Managers / Lecturers / Instructors for the above-mentioned courses are developed.
- Effective methods of recruiting training participants (especially from SME managers) are studied and systematically established.
- Monitoring and after-service system for ex-participants of the courses is prepared in IPS.

Outline of the Project

- Total cost (Japanese side): 188 million yen
- Period of cooperation: March 2004 to March 2007
- Partner country's implementing agency: the Institute for Postgraduate Studies (IPS) at the University of National and World Economy - Sofia
- The number of experts dispatched: 3 experts (long-term), 11 experts (short-term)
- The number of technical training participants taught in Japan: 12 participants
- Main equipment provided: projectors, screens, etc.

Effects of Project Implementation (Effectiveness, Impact)

Project purpose (effectiveness): Various training courses (such as the "global management / leadership" course) are being developed and implemented at the MSDC. Over 500 people participated in the courses and the courses are gaining a good reputation. For example, 70% of the participants said that the courses would be useful for their business according to questionnaire surveys. It is expected that the developed training courses will be maintained by recruiting more participants through utilizing the course graduates' networks, etc. Therefore, the project is likely to achieve its project purpose. However, there are some challenges such as overcoming the weak financial situation and cooperating with industry.

Forecast for the achievement of the overall goal (impact): According to the interview survey, the participants on the MSDC regular courses consider that their practical managerial knowledge and skills were significantly improved. Therefore, it is considered that the project can contribute to an improvement in the performance of Bulgarian SMEs. However, the total number of participants is still small. The courses should attract a larger number of participants and continue to be conducted after the project ends.

Relevance

As seen in the "National Economic Development Plan 2002-2006" which was produced under the framework of the Bulgarian government's development plan, the development of SMEs is set as a priority issue in Bulgaria. Therefore, the project is consistent with the Bulgarian development plan. The project is also consistent with Japanese ODA policy which focuses on assistance for the promotion of a market economy.

Efficiency

The Bulgarian government selected an appropriate counterpart which is enthusiastic and has an in-depth understanding of the project purpose, and close communication was established between the Japanese project team and the Bulgarian counterparts. These enabled efficient project implementation. However, the operational system of the MSDC needs to be strengthened and streamlined further.

Sustainability

The MSDC is still working on developing its operational system. It needs to efficiently develop concrete collaborative relationships with the private sector and government organizations such as the Ministry of Economy and Energy. It also needs to consider measures to overcome its weak financial position, because it is difficult to earn enough revenue to cover the costs by only operating the MSDC regular courses.

Conclusion, Lessons Learned, Recommendations

Practical training courses for business leaders were established and these courses and seminars are gaining a good reputation. Therefore, it is considered that the project generally achieved its project purpose. In order to ensure the project's sustainability including its financial sustainability, there is a need to produce a future strategy for the MSDC and to strengthen further the center's management abilities. The MSDC should also build a framework for cooperation with industry. Lessons learned for future projects which involve the establishment of training courses at university facilities include: the need for the development of a more efficient and organizational system; and the need for cooperation with industry, etc.