

## Summary

Evaluation conducted by: JICA Iran Office

<b>1. Outline of the Project</b>	
<b>Country:</b> The Islamic Republic of Iran	<b>Project title:</b> The Project of The Haraz Agricultural Human Resources Development Center
<b>Issue/sector:</b> Agriculture/General	<b>Cooperation scheme:</b> Technical cooperation
<b>Division in charge:</b> Rural Development Department	<b>Total cost:</b> 880 million Yen
<b>Period of Cooperation</b>	July 1 <sup>st</sup> 1999 to June 30 <sup>th</sup> 2004
	<b>Partner Country's Implementing Organization:</b> Ministry of Jihad-e-Agriculture
	<b>Supporting Organization in Japan:</b> Ministry of Agriculture, Forestry and Fisheries
<b>Related Cooperation:</b> None	
<p><b>1-1. Background of the Project</b>                  In Iran, agriculture is a main industry sector comparable with oil industry, accounting for 20 percent of GDP and 25 percent of total workforce. On the other hand, agricultural land accounts for mere 10 percent of the country's total land area. Several measures are necessary to be taken, including Irrigation development, improvement of cultivation techniques, acceleration of motivation to produce rice with stable cultivation, and improvement of distribution system. Increase in rice production, one of major cereals of the country, has been suffering from slowing down because area of paddy fields has not impressively expanded in recent years. Therefore measures are required to promote rice production, as well as improvement of land productivity with efficient utilization of paddy fields.</p>	
<p><b>1-2. Project Overview</b>                  In order to disseminate rice crop agricultural technologies demonstrated in the previous cooperation project "Caspian Sea Coast Area Agriculture Development Center Project (CAPICS)", which aimed to transfer the skill of land consolidation, farm mechanization and other advanced agriculture technologies, the Government of Iran made a formal request to the Government of Japan for another project under the project-type technical cooperation scheme. The Project aimed to strengthen and enrich the Center's training functions for engineers, technicians and farmers.</p>	
<p><b>(1) Overall Goal</b>                  Productivity of rice is improved and rice production yield is increased.</p>	
<p><b>(2) Intermediate Goal</b>                  Land consolidation is developed and technology for rice cultivation is improved.</p>	
<p><b>(3) Project Purpose</b>                  The Haraz Agricultural Human Resources Development Center functions as a technology center for developing human resources concerned with land consolidation and rice production in consolidated land.</p>	
<p><b>(4) Outputs</b></p> <ol style="list-style-type: none"> <li>1. A system for training implementation is completed.</li> <li>2. Teaching materials are prepared.</li> <li>3. Lecturers for training are secured.</li> <li>4. Training for engineers, technicians and farmers is implemented on accordance with the training implementation plan.</li> <li>5. Pilot model farms are operated as a base for demonstration and dissemination of appropriate mechanized cultivation technology in Haraz basin area.</li> </ol>	
<p><b>(5) Inputs (as of Project's termination)</b></p> <p><b>Japanese side:</b></p> <ul style="list-style-type: none"> <li>Long-term experts: 8 experts</li> <li>Short-term expert: 48 experts</li> <li>Acceptance of Iranian trainees: 22 trainees</li> <li>Provision of equipment: US\$ 1,154 thousand</li> <li>Project operation cost: US\$ 270 thousand</li> </ul> <p><b>Iranian side:</b></p> <ul style="list-style-type: none"> <li>Counterpart personnel: 38 persons and supporting staff</li> </ul>	

Land, buildings and facility Project cost: US\$ 5 million, including construction of a new building and facility		
<b>2. Evaluation Team</b>		
Members of Evaluation Team	JICA Iran Office Commissioned to: Mr. Izumi Sakaya – Japanese Consultant Dr. Mohammad Hassan Jouri – National Consultant	
Period of Evaluation	October 2 <sup>nd</sup> to December 15 <sup>th</sup> , 2006	Type of Evaluation: Ex-post
<b>3. Results of Evaluation</b>		
<b>3-1. Summary of Evaluation Results</b>		
<b>(1) Impact</b>		
<p>The Project has had a huge impact on activities of the Haraz Technology Extension and Development Center (renamed from Haraz Agricultural Human Resources Development Center, HAHRDC). Since the completion of a new building, the Center has become capable of full-fledged activities by utilizing its knowledge and skills obtained by the Project. On the other hand, the magnitude of impact in terms of overall goal and intermediate goal is still difficult to estimate.</p>		
<b>1) Overall goal</b>		
<p>Indicators to measure achievement of the Overall goal show the mixed results as production cost of rice has been rising recently. Those indicators are likely to be affected by various factors and therefore it is extremely difficult to identify causal relationship with activities of the Center, taking account of the fact that only two and a half years have passed since the Project was terminated. At this moment, the followings are observed;</p>		
<p>a. production cost of rice has been risen,</p>		
<p>b. productivity of rice per hectare has been slightly improved, (2004-2006 11.66% up)</p>		
<p>c. paddy field area in Iran has been slightly enlarged, (2004-2006 3% up)</p>		
<b>2) Intermediate goal</b>		
<p>Indicators to measure achievement of the Intermediate goal show good performances for recent years, and the activities of the Center have obviously made significant contributions. Increase in paddy field area in the both provinces would support this assumption. In addition, another data reveals that the farmers who participated in the training courses of the Center increased their unit yield of rice, making it clear that technology for rice cultivation was upgraded in Mazandaran province, at least for the farmers whom the Center provided with knowledge and skills</p>		
<b>3) Others</b>		
<p>There are impacts such as;</p>		
<p>i) raising income and reducing working hours of farmers -which partially justified by the interviews with those involved-</p>		
<p>ii) Positive environmental impact of land consolidation by flood and erosion.</p>		
<p>iii) Restraint of negative social impact of land consolidation, offering the training of conflict prevention among the parties involved upon the consolidation process.</p>		
<p>and</p>		
<p>iv) Publicity of Japanese ODA, since the project is a fruit of some 20 years-long cooperation in the region between Iran and Japan and quite well-known to the local society as a symbol of agriculture development supported by Japan.</p>		
<p>Especially, the Center has contributed much to prevention of disputes which are associated with land consolidation by focusing on the issue in its training curriculum.</p>		
<b>(2) Sustainability</b>		
<p>Since the termination of the Project, the Center has been expanding its activities with stable institutional and financial conditions, proving high sustainability. Machinery and equipment are generally well maintained and appropriately used, though further efforts are required to fully utilize its facility in some cases.</p>		
<b>1) Policy/Institutional aspect</b>		
<ul style="list-style-type: none"> <li>• The activities of the Center are totally consistent with the current national development plan (the 4<sup>th</sup> Five Year Plan 2005-2009) Chapter 1. Article 18, as the development policy of MoJA which emphasizes the importance of promotion of land consolidation and self-sustenance of rice.</li> </ul>		
<b>2) Organizational/Financial aspect</b>		
<ul style="list-style-type: none"> <li>• The Center has consolidated its status in the Ministry of Jihad-e-Agriculture (MOJA) and expansion of the organization is expected.</li> <li>• Most of professional staff members of the HAHRDC are still working in the Center and no staff has left his profession who benefit from technology transfer during the Project, which proves high sustainability of human</li> </ul>		

<p>resources. The budget of the Center has been stable since the commencement of the Project.</p> <p><b>3) Technological aspect</b></p> <ul style="list-style-type: none"><li>• Since the opening of the new building, training courses of the Center has been fully activated as much larger number of trainees participated in various training courses in the last two years than during the Project period. Also, with accommodation facility, many trainees from remote areas have participated in training courses, enlarging the scope of impact of the Center.</li><li>• Training courses are by and large highly evaluated by trainees as the results of surveys of trainees indicate that they are mostly satisfied with contents and modes of the training they attended, as well as capability of course lectures.</li><li>• As for research activities, since the termination of the project, staff members have produced three books, more than 150 papers and articles for seminars scientific journals and other periodicals demonstrating that their ability and willingness for research and development are quite high.</li><li>• The negative aspect would be that the professional staff members do not have many opportunities to attend trainings themselves to freshen up and update their knowledge and skills in their respective field.</li><li>• Machinery and equipment are in general utilized and well maintained and they look quite new. Maintenance system is properly established and budget for maintenance is secured every year to such an extent that most of machinery and equipment are operated and utilized adequately.</li><li>• On the other hand, however, a few Japanese machines are out of order because parts are not available. According to the Center, import procedure of Japanese-made parts is complicated and the prices of those parts are expensive while replacement with Iranian parts or other cheaper parts is difficult.</li></ul>
<p><b>3-2. Factors that have promoted project</b></p> <p><b>3-2-1. Sustainability</b></p> <ul style="list-style-type: none"><li>• Most importantly, completion and opening of the main building has greatly accelerated the activities of the Center.</li><li>• The Center keeps a good reputation among MOJA and Management and Planning Organization which is supervising the ministries/organization's performance.</li></ul> <p><b>3-2-2. Impact</b></p> <ul style="list-style-type: none"><li>• High capability of both top managers and staff members of the Center is appreciated by trainees.</li></ul>
<p><b>3-3. Factors that have inhibited project</b></p> <p><b>3-3-1. Impact</b></p> <ul style="list-style-type: none"><li>• Delay in construction of the main building brought about adverse effects in Project activities. Although the Project set a target of the number of trainees as 1400, less than half the number was achieved due to the delay. While the completion was initially scheduled in 2001, official opening of the building was March 2005, eight month after the termination of the Project.</li></ul> <p><b>3-3-2. Sustainability</b></p> <ul style="list-style-type: none"><li>• Some of machines are not used because of difficulty in obtaining parts., which could have been avoided with more careful selection of machines to be installed for the Project</li></ul> <p><b>3-3-3. Others</b></p> <ul style="list-style-type: none"><li>• Iranian side alleges that technology transfer during the Project was not fully practiced, hindering current activities of the Center, such as soil mechanic testing.</li></ul>
<p><b>3-4. Conclusions</b></p> <ul style="list-style-type: none"><li>• The HAHRDC Project is totally consistent with the present agricultural policy of the Iranian Government and the Center has more importance in its roles and functions than before.</li><li>• The Project has had positive impact on agricultural development of Mazandaran province and its surrounding area in the sense that skills and knowledge transferred to the staff of the Center have defused to engineers, technicians and farmers in the area.</li><li>• Although it may take some time before intermediate goal and overall goal are judged to be achieved, it is presumed that the Center will continue to contribute to the promotion of land consolidation and rice cultivation of Iran, with reasonably high sustainability of the Project in terms of policy, institutional, organizational, financial and technological aspects.</li></ul>
<p><b>3-5. Recommendations</b></p> <p><b>(1) Iranian side</b></p> <ul style="list-style-type: none"><li>• The Center is expected to play a role as research and training center to defuse its skills, knowledge, and technology to neighboring countries by fully utilizing its human resources and facility.</li><li>• To further improve and strengthen its training courses, the Center should establish a monitoring system of</li></ul>

ex-trainees by regularly keeping in touch with them to verify the effects of training.

- More opportunities for the staff members to attend professional training are desired. In order for the center to perform as a research and training institution, especially, but not limited to, the land consolidation and mechanization.
- The Center is expected to make further efforts on its own, for instance, contacting foreign manufacturers of machines or inquiring of relevant institutions about operation of equipment for scientific experiments.

**(2) Japanese side**

- JICA may consider future cooperation with the Center in terms of schemes for "Third Country Training" and "Triangle Cooperation" involving neighboring countries, to utilize human resources and facility of the Center.
- The Iranian side is eager for JICA's further technical cooperation for the activities of the Center. JICA could sincerely scrutinize the requests by the Iranian side, as stated in the Terminal Evaluation Study report.

**3-6. Lessons learned**

- The most serious impediment of the Project was the delay in construction of the main building of the Center, which brought about adverse effects in Project activities. Although many factors were responsible, the delay could have been predicted. It is desired that a realistic and cautious schedule be designed for construction of main facilities by scrutinizing local conditions.
- For selection of machinery and equipment to be introduced for projects, it should be noted that the maintenance of those machinery and equipment is secured with parts readily available even after the termination of the project.
- The Ex-post Evaluation Study for this project could be conducted