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Ex-post Evaluation Report on the Hlegu Township Rural Development Project in Myanmar

2013. 12

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한국국제협력단



461-833 경기도 성남시 수정구 대왕판교로 825
Tel.031-7400-114 Fax.031-7400-655
<http://www.koica.go.kr>



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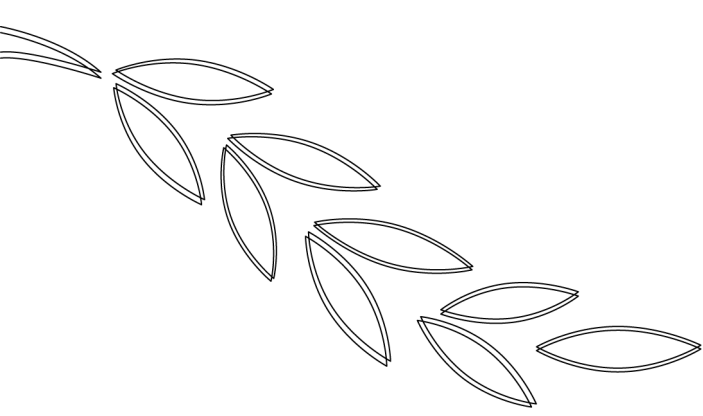
In order to ensure the independence of evaluation contents and results, a large amount of evaluation work is carried out by external evaluators. Also, the Evaluation Office directly reports evaluation results to the President of KOICA.

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This evaluation study was entrusted to Yeungnam University by KOICA for the purpose of independent evaluation research. The views expressed in this report do not necessarily reflect KOICA's position.

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I . Overview

1. Background and Objectives
2. Scope
3. Project Information



1. Background and Objectives

This report purports to evaluate the “Hlegu Township Rural Development Project in Myanmar” implemented by the Korea International Cooperation Agency (KOICA), which aims to propose a pilot model of the comprehensive rural development projects and spread the model to all rural areas in Myanmar.

This post-evaluation is to check that the original objectives of the project have been achieved and the project has been implemented considering the project’s sustainability. If problems were found, the causes of the problems are identified as well as the lessons learned from the project.



2. Scope

This evaluation is to measure not only the performance of the project itself but also its ripple effects, so it is conducted focusing on the influence, impact, sustainability and effectiveness of the project for three villages in Hlegu township.



3. Project Information

1) Outline

<Table 1> Details of the "Hlegu Township Rural Development Project in Myanmar"

Project	Korean	미얀마 흘레구지역 농촌개발사업	
	English	The Hlegu Township Rural Development Project in Myanmar	
Objectives		<p>To construct a pilot rural community which can generate more income, make a better environment to live in and continue to develop a sustainable village through the villagers' self-help and cooperation.</p> <p>To develop a rural development model in Myanmar which can be used for the rural development policies of Myanmar.</p>	
Details	Korea	Dispatch of experts (USD 570,000)	Project advisors (quarterly site inspection, overall project management) Experts in rural development (PM, 24MM) Farming specialists (4MM) Agrotechnicians (8MM) *Dispatch period of each field will be determined according to the PMC's field investigation results after the start of the project.
		Education and training (USD 230,000)	Training for community leaders (160, a week each) Farming techniques (800, a day each) International training in Korea by inviting trainees (20, two weeks)
		Pilot projects (990,000USD)	Income generation (USD 20,000): Cultivate rice and vegetable in demonstration fields and promote livestock industry.

			Micro finance (USD 90,000): Support farming materials and promote non-farming income.
			Infrastructure construction (USD 420,000): Repair roads and irrigation channels.
			Living environment improvement (USD 250,000): Improve houses and establish community halls.
			Health and hygiene improvement (USD 70,000): Improve kitchens and toilets.
			Educational environment improvement (USD 140,000): Establish a school and provide school equipment.
			Community organization reinforcement: Vitalize villager's organizations by strengthening community's general meeting.
		Support for materials (110,000USD)	Agricultural machines, amplifiers and vehicles.
	Others (100,000USD)	Pre-feasibility study, project discussion, mid- and post-evaluation.	
Myanmar	Administrative convenience	Administrative convenience. Dealing with portions of the working expenses and tariffs. Arrangement of workforce for the project management and counterparts. Offices for dispatched experts and related office supplies.	
Villages	Three villages in Hlegu township in Yangon region (Sa Khan Gyi, Kha Yaung and Kyauk Kha Din).		
Scale/period	USD 2,000,000/3 years (2008-2010)		

Beneficiaries		Government officials involved in agriculture and community residents in Hlegu township in Myanmar.
Expectations	Korea	Improve economic cooperation between the two countries and boost the image. Introduce a Saemaul Undong (New Village Movement)-based rural development model.
	Myanmar	Propagate the villagers'self-help oriented rural development model.
Organization	Korea	KOICA/contract organization (PMC): Hankyong University
	Myanmar	MOAI (Ministry of Agriculture and Irrigation)

2) Selected villages

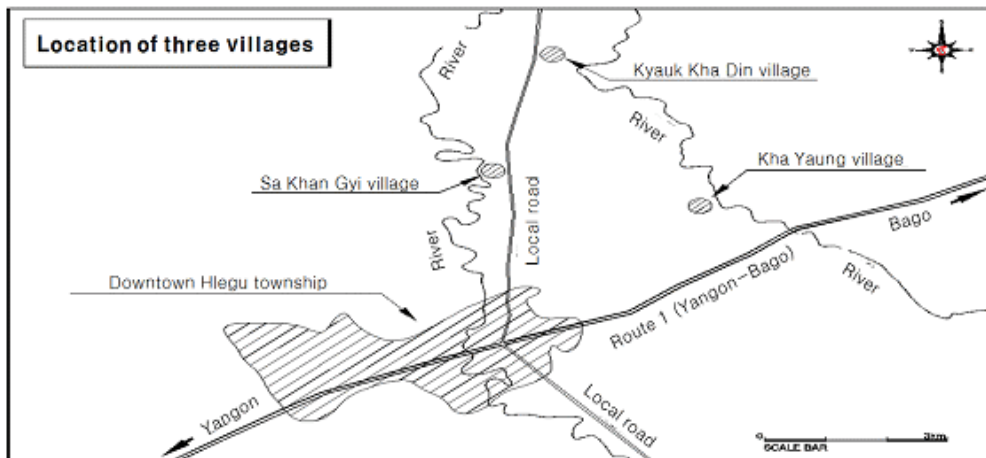
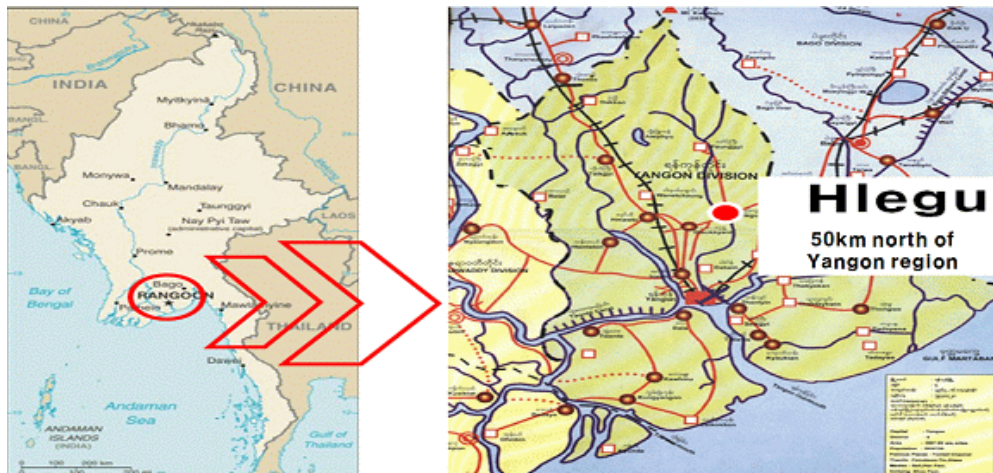
Around 63% of the total population of Myanmar, a primarily agricultural country, is involved in farming and 45% of the GDP is agricultural products. However, the people of Myanmar are still struggling to escape from absolute poverty because of poor agricultural production infrastructure and farming skills.

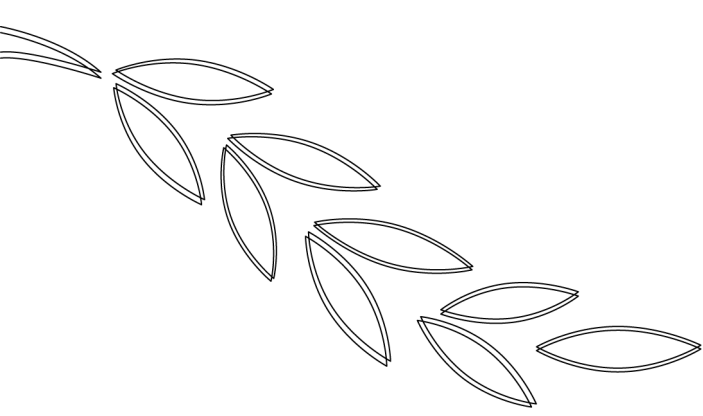
The Myanmar government thinks that the solution for the extreme poverty is the development of rural areas. The Myanmar government has implemented several projects including infrastructure improvement, living environment improvement, educational environment improvement, health and hygiene improvement and income generation. In the same context, the Department of Agriculture and Irrigation of Myanmar asked for support from Korea for rural development projects such as infrastructure improvement, educational environment improvement and training of farming techniques to raise productivity in Hlegu township, Yangon Region last July 2007. In response to this, KOICA agreed to implement rural-development pilot projects in three villages which aim to promote agricultural productivity, the establishment of infrastructure, educational environment improvement and health and

hygiene improvement as well as develop a pilot model applicable in other areas.

The three pilot villages, Sa Khan Gyi, Kha Yaung and Kyauk Kha Din, were selected by considering various conditions; the scale, living standards, living environment, educational facilities and infrastructures among the 56 villages in Hlegu township.

<Map of the project target>





II . Evaluation Framework

1. Criteria and Items
2. Evaluation Methods
3. Organization of the Evaluation Team and the Responsibilities
4. Program of the Field Investigation
5. Limits and Restrictions

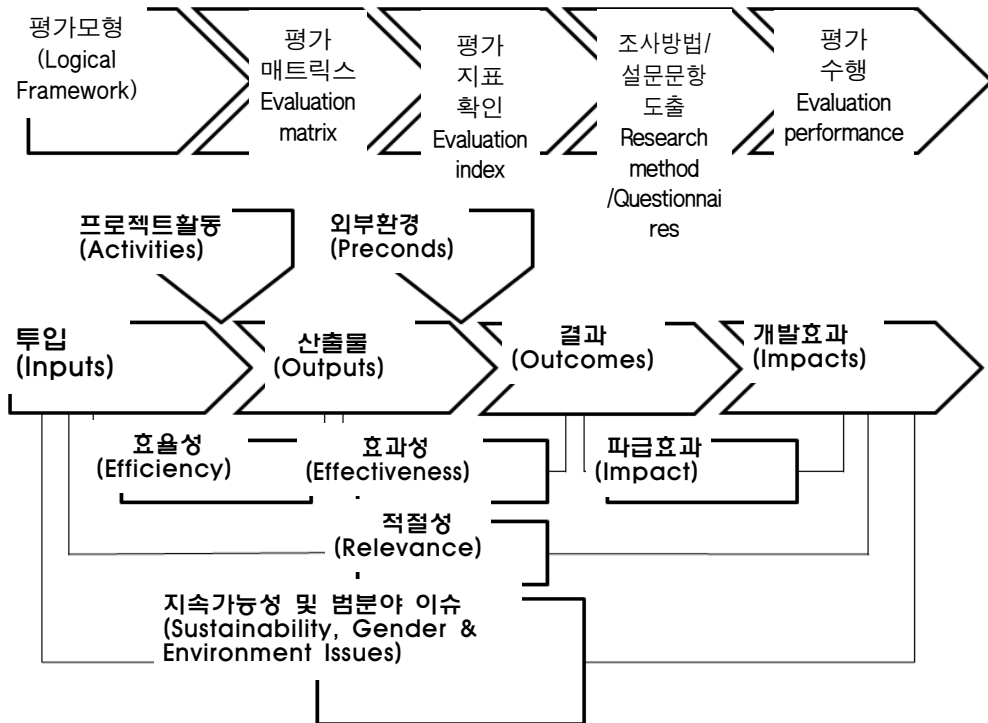
II

Evaluation Framework

1. Criteria and Items

This post-evaluation is conducted through the general logical process illustrated in <Table 2>. Objective and logical evaluations were conducted, and the conclusion was drawn by setting evaluation criteria and items, and details of the evaluation index as well as conducting literature search, field investigations and interviews.

<Table 2> Logical process development of the evaluation



The evaluation items were measured by applying the OECD DAC evaluation criteria and divided into process and performance evaluations. In the whole evaluation process, six items including relevance, efficiency, effectiveness, impact, sustainability and general issues were measured and assessed based on the details of the evaluation criteria. Particularly, this post-evaluation was conducted by concentrating on effectiveness, impact, sustainability and general issues of the project at this point in time.

<Table 3> Evaluation criteria and details of items

Evaluation criteria		Details
Process evaluation	Relevance	<ul style="list-style-type: none"> - Discovery, formation, implementation structure and implementation method of the project. - Conformity with strategies of the rural development policies of Myanmar.
	Efficiency	<ul style="list-style-type: none"> - Execution of working expenses. - Support and participation of donor and recipient countries. - Project implementing process. - Check of practicability of project facilities.
Performance Evaluation	Effectiveness	<ul style="list-style-type: none"> - Income generation in rural areas. - Living environment improvement. - Villager's convenience and satisfaction by establishing infrastructure. - Capacity-building for irrigation development techniques.
	Impact	<ul style="list-style-type: none"> - Contribution to achieving the UN's MDGs. - Elimination of relative poverty of villagers. - Change in villagers' attitude and awareness. - Propagation of the pilot model to other villages. - Dissemination of improved pigsty and poultry house, and organic farming method to other villages to increase income.

	Sustainability	<ul style="list-style-type: none"> - Availability as the rural development policies of Myanmar. - Maintenance of established infrastructure. - Contribution to the improvement of policies and institutions. - Reinforcement of villager’s self-help-based capability. - Efforts and policies of the Myanmar government to spread the pilot model.
	Cross-cutting issues (general issues including environment)	<p>Gender equality of the projects and policies. Restriction conditions on gender equality. Opportunities for both genders to make suggestions during the project plan. Roles of women in the decision-making structure in a community.</p>



2. Evaluation Methods

In addition to a pre-investigation and literature search for the development of evaluation plan and index, field investigations for sample study and interviews were also included.

1) Literature search

The evaluation investigates Myanmar’s national development goals, the development state of its communities and current conditions of support from other donor organizations or countries. Furthermore, the project’s connection to the national development goals, agricultural industry through rural development policies, strategies for the agricultural area and plans for agricultural development and farm production infrastructure are examined. The fundamental materials, including the statistical and policy data of Myanmar were collected to assess ownership of recipient nations and relevance of the project. In addition, the project implementation

plan from the institution in charge of the project, research reports and reports after the experts' return from abroad (which helped in understanding the project and assessing its process) were analyzed to collect data to support this evaluation.

2) Interview with project-related people and stakeholders both in Korea and Myanmar

Interviews with Korean stakeholders (PMC and KOICA) were conducted to investigate implementation process and details of the project. Moreover, interviews with the experts involved in the implementation of the project were also conducted to review the problems or difficulties in the implementation process. In terms of the interviews with the Korean stakeholders, the implementing plan and research reports were analyzed in detail through literature survey, and interviews with people from KOICA and the PMC as well as related experts were conducted by focusing on the process of planning and implementation of the project, difficulties, matters to be considered and suggestions for the field investigation.

<Table 4> Classification of stakeholders and details of the investigation

Stakeholders		Details of analysis and investigation
Beneficiaries	Villagers of communities where the project has been implemented	<ul style="list-style-type: none"> • Living environment improvement and income generation through rural development. • Activities of autonomous organizations such as village-independent organizations or women's associations. • Operation of microcredit. • Cultivation of the Saemaul spirit including diligence, self-help and self-reliance.
	Department of Agriculture and Irrigation	<ul style="list-style-type: none"> • Establishment of a rural development model, • Financial and institutional support for sustainability, • Myanmar government's evaluation on this project, • Necessity for follow-up projects,
	Local	<ul style="list-style-type: none"> • Income generation and capacity-building of related

Stakeholders		Details of analysis and investigation
	government	<p>government officials.</p> <ul style="list-style-type: none"> • Efforts to continue the project and strengthen its impact. • Necessity for follow-up projects. • Government's will to adopt the project as their policies.
Donors	KOICA	<ul style="list-style-type: none"> • Structure and management of the implementation of the project. • Aid for collecting related data. • Monitoring system and will after the completion of the project.
	KOICA office in Myanmar	<ul style="list-style-type: none"> • Aid for collecting related data.
	PMC	<ul style="list-style-type: none"> • Establishment of infrastructure, dispatch of experts, invitation of trainees, implementation of income generation projects, management and understanding of project performance.
	Related experts	<ul style="list-style-type: none"> • Mid- and post-evaluation. • Matters to be considered and suggestions for the field investigation.

The interview was conducted from June to August 2013 and Korean interviewees are as follows.

- Director Kim, Jin-Hwa (Technology Assessment Department of KOICA, project manager in Myanmar)
- Professor Seo, Jong-Hyeok (Project manager of the rural development project)
- Dr. Kim, Yong-Taek (participant on the post-evaluation of the project in Myanmar)
- Kim, Tae-Eun, (KOICA assistant, in charge of writing an evaluation report on the completion of the project)

Surveys and interviews targeting stakeholders of the recipient countries were conducted to collect materials, and questionnaires were completed by villagers to analyze the performance and impact of the project. Semi-structured surveys and interviews with related government officials were completed mainly to investigate sustainability of the project, necessity for the follow-up project and suggestions for related projects. During the field investigation in Myanmar, interviews were given to related officials from the central (Ministry of Agriculture and Irrigation) and local governments (Department of Agriculture), and beneficiaries, and they also completed questionnaires and provided additional materials.

Particularly, during the field investigation, interviews with community heads were conducted and structured questionnaires for the accomplishment evaluation was completed to collect and analyze data.

3) Field investigation

At this point, three years after the completion of the project, the impact of the project including living environment improvement, income generation, propagation of pilot project such as the livestock industry among villagers, completion of the establishment of infrastructure such as roads, schools and bridges, maintenance of the infrastructure, capabilities of villagers, and educational activities was examined.

For this field investigation, interviews, surveys and visits targeting the heads of the communities, villagers and related government officials were conducted.



3. Organization of the Evaluation Team and the Responsibilities

1) Investigation team

Name	Belonging to	Responsibilities
Han, Dong-Geun	School of Economics and Finance, Yeungnam University	Research director in charge of evaluation project and field investigation
Lee, Yang-Su	Regional Development and Welfare Administration	Expert in rural development, and in charge of field investigation and analysis of findings

2) Assistants

Name	Belonging to	Responsibilities
Zaw Zaw	Master course of Park Chung Hee School of Policy and Saemaul , Yeungnam University	Coordinator in Myanmar supporting for survey of villagers
Tin Naing Seo	Master course of Park Chung Hee School of Policy and Saemaul, Yeungnam University	Coordinator in Myanmar supporting for survey of villagers
Aungko Min	Master course of Park Chung Hee School of Policy and Saemaul, Yeungnam University	Coordinator in Myanmar supporting for survey of villagers
Lee, Hyeon-Jin	Master course of Park Chung Hee School of Policy and Saemaul, Yeungnam University	Support for survey of villagers

3) Advisory team

This team consists of professors of the Park Chung Hee School of Policy and Saemaul at Yeungnam University (YNU), and data and advice were collected through

the analysis of the surveys of each pilot project and interviews with related people.

Name	Field	Details
Professor Park, Seung-Woo	Expansion of social infrastructure	<ul style="list-style-type: none"> ○ Living environment improvement ○ Construction of a community hall
Professor Lee, Byeong-Wan	Establishment of economic infrastructure	<ul style="list-style-type: none"> ○ Construction of village roads
	Expansion of production infrastructure and development of income sources	<ul style="list-style-type: none"> ○ Support for microfinance
Professor Kim, Yong-Sik	Expansion of production infrastructure and development of income sources	<ul style="list-style-type: none"> ○ Creation of the environment-friendly organic pilot farming complex ○ Construction of a pilot complex for livestock husbandry
Professor Mun, Yong-Seon	Expansion of production infrastructure and development of income sources	<ul style="list-style-type: none"> ○ Creation of the environment-friendly organic pilot farming complex ○ Training for a pilot complex for livestock husbandry and operation of farms
Professor Hwang, Seong-Su	Establishment of system and development of capability	<ul style="list-style-type: none"> ○ Educational and training projects in Myanmar
	Expansion of social infrastructure	<ul style="list-style-type: none"> ○ Reinforcement of village organizations
Professor Jeon, In	Establishment of economic infrastructure	<ul style="list-style-type: none"> ○ Improvement of drainage
	Expansion of social infrastructure	<ul style="list-style-type: none"> ○ Improvement of health and hygiene environment (underground water/water supply)



4. Program of the Field Investigation

- Period: Monday, August 11, 2013–Saturday, August 17, 2013
- Villages and organizations to be investigated:
 - Ministry of Agriculture and Irrigation (MOAI)
 - Department of Agriculture (DOA) in Yangon region
 - Three pilot villages in Hlegu township (Sa Khan Gyi, Kha Yaung and Kyauk Kha Din)
 - Saemaul pilot village in East Phaunge in Hlegu township (this village was not the site to be evaluated but investigated to retrieve data for comparison)

<Table 5> Schedule and details of the field investigation

Date		Details (including visit to sites to be evaluated)	Participants
Aug. 11	Evening	Arrival at Myanmar	Daegu → Incheon → Yangon
Aug. 12	Morning	Report on starting the field investigation in the KOICA office in Myanmar	Evaluation team and Sin, Man-Sik, Director of KOICA in Myanmar; Lee, Min-Jeong, Deputy director of KOICA in Myanmar; and Sin, Jong-Su, expert
	Afternoon	Interview with the manager in DOA in Yangon region	U Tun Paw, Deputy Director of DOA U Zaw Lin, Governor Daw Mya Mya Win, Section Chief
Aug. 13	Morning	DOA office in Hlegu township	Evaluation team U Tun Paw, Deputy Director of DOA U Zaw Lin, Governor Daw Mya Mya Win, Section Chief
	Afternoon	Field investigation in Kha Yaung village	Evaluation team U Tun Paw, Deputy Director of DOA

			U Zaw Lin, Governor Daw Mya Mya Win, Section Chief U Thet Naing, Community Head Lee, Min-Jeong, Deputy Director of KOICA in Myanmar
Aug. 14	Morning	Field investigation in Sa Khan Gyi village	U Tun Paw, Deputy Director of DOA U Zaw Lin, Governor Daw Mya Mya Win, Section Chief U Aung Ko, Community Head
	Afternoon	Field investigation in Kyauk Kha Din village	Evaluation team U Tun Paw, Deputy Director of DOA U Zaw Lin, Governor Daw Mya Mya Win, Section Chief U Tin Hlaing, Community Head
Aug. 15	Morning	Yangon → Naypyidaw	
	Afternoon	Interview with the Minister of the Ministry of Agriculture and Irrigation	Evaluation team U Mya Nyein, Minister of the Ministry of Agriculture and Irrigation, U Ohn Than and U Kyaw Win, Directors General
Aug. 16	Morning	Field investigation in East Phaunge in Hlegu township	Evaluation team; Song, Jung-Geun, Saemaul specialist; Chieng Naing, Saemaul leader; and U Tun Zyi, former community head
	Afternoon	Report on the completion of the field investigation in KOICA office in Myanmar	Evaluation team Sin, Man-Sik, Director of KOICA in Myanmar Lee, Min-Jeong, Deputy director of KOICA in Myanmar,
Aug. 17	Morning	Return to Korea	Yangon → Incheon → Daegu

<Table 6> Weekly post-evaluation schedule

Classification (Month/week)	May		June			July			August			September			October			November					
	4 th	5 th	2 nd	3 rd	4 th	5 th	1 st	2 nd	3 rd	4 th	5 th	2 nd	3 rd	4 th	5 th	1 st	2 nd	3 rd	4 th	5 th	1 st	2 nd	
Plan on investigation and evaluation	■	■																					
Report on initiating the investigation			■																				
Plan of field investigation both in Korea and Myanmar			■	■	■					■	■												
Field investigation						■					■												
Analysis of findings							■	■				■	■										
Interim report									■														
Draft of the final report													■	■	■	■							
Final report																■							
Evaluation of report																	■						
Correction and supplementation of the report																		■	■				
Submission of the final report (Korean)																				■			
Submission of the final report (English)																					■	■	



5. Limits and Restrictions

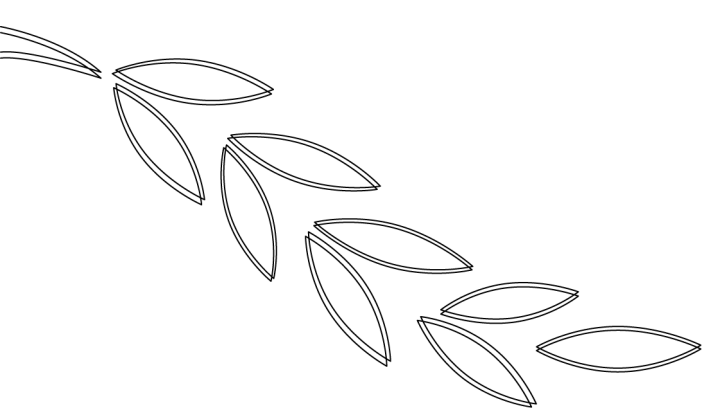
Even though the evaluation was intended to be conducted through objective and quantifiable data, there were limitations due to several reasons. Reliable statistical data was absent in Myanmar, so it was impossible to collect data showing the village income or living standard before the initiation of the project. Therefore, there was not a basis to compare indexes before and after the project from the beginning.

To prepare for the field investigation in advance, contact with related government officials and organizations was made, so villagers and village heads already knew what kinds of questions they would be asked. Thus, they were more likely to respond with edited and prepared answers. It was even often witnessed that village heads secretly studied government official's faces.

In addition, the rumor of implementation of a follow-up project by KOICA already spread over the village, so residents gave answers with 'expectations', which can raise problems of reliability.

Even under the limitations above, the evaluation team paid an unexpected visit and performed intensive interviews to collect objective and supporting evidence. In addition, the interviews were conducted without government officials to facilitate interviewees to provide honest answer. Moreover, the same questions were sometimes given to other interviewees to cross-check answers between villagers and government officials.

This kind of strategy was successful because the observations and interviews were divided and investigated by several experts including the advisory team members. In addition, the assistants from Myanmar and graduate students of the Park Chung Hee School of Policy and Saemaul at YNU also played significant roles.



III. Analysis

1. Analysis of the Local Condition



1. Analysis of the Local Condition

1) Village problems before the project

The description below is quoted from a report on the feasibility study of the project.

■ Low agricultural productivity and poverty

Even though Myanmar has good natural farming conditions (e.g., double crops of rice in a year), the productivity of rice is just around 2.9tons/ha due to poor irrigation facilities and drainage. Particularly, farming income is usually from economic crops during dry season, but the production and grain quality are very low and poor during the rainy season compared to the dry season because of habitual water logging and flooding.

Almost 30% of villagers in Kha Yaung are tenant farmers and make a living through family side lines, and 60% in Sa Khan Gyi do not own farmland with annual average income of just USD 300 in 2007.

■ Poor village infrastructure and unsanitary living environment

In all three villages, transportation is poor because of poor fundamental public facilities, and educational level is very low because of lack of basic educational equipment. In addition, housing conditions are also poor; for example, the house roofs of the poor need replacing every three years. The toilet conditions in ordinary farm houses are also unsanitary, which can cause diseases such as waterborne

epidemics, so this is an urgent area that needs improvement. In some villages, a well for underground water causes waterborne diseases or diarrhea due to poor water supply facilities or sanitary conditions, so securing clean drinking water should be provided immediately.

■ Villagers' mindset with self-help

Village organizations include various government-controlled administrative, women's and maternal-child health care groups, but these groups have not been involved in actual activities. Moreover, villagers also feel they need to develop their communities through income generation, living environment improvement and infrastructure expansion, but development has not been able to progress due to absence of village leaders as well as the mindset and experiences of the villagers.

2) Details of the project

■ The maintenance of irrigation canals and drain, and the increase of non-farming income

Fields in Hlegu township were irrigated from Ngamoeyeik bank, but offset facilities for water supply and water management equipment were poor. Thus, it was proposed to have these maintained. In particular, the suggestions included flood prevention measures against the rainy season and diversification of the cropping system because of the dry soil of farmlands in order to ultimately raise more income. For income generation, demonstration fields of rice and vegetables should be operated to make farmers experience agricultural skills and learn new techniques. In addition, a microfinance support system is also created to help generate more income through family side lines such as livestock-raising and domestic craft works.

■ Infrastructure expansion and living environment improvement

Repair of the village entrance and roads and installation of power supply lines were necessary to be implemented first to reduce traffic inconvenience and use

electricity respectively. In addition, a standard design of pilot houses was distributed to improve living environment and kitchens of 80 households were also repaired.

In particular, some portions of the expenses for the establishment of a community hall were covered in-kind or through the participation of villagers.

■ Villagers' mindset reformation

Education of the Saemaul spirit, which includes self-help, self-reliance and cooperation, practical training at Ganaan Farmhand School in Myanmar and awareness-raising education were provided to change the villagers' mindset at the same time.

Training of farming techniques about each major crop was provided for farmers and awareness-raising education was offered to help villagers develop a self-help spirit as well.

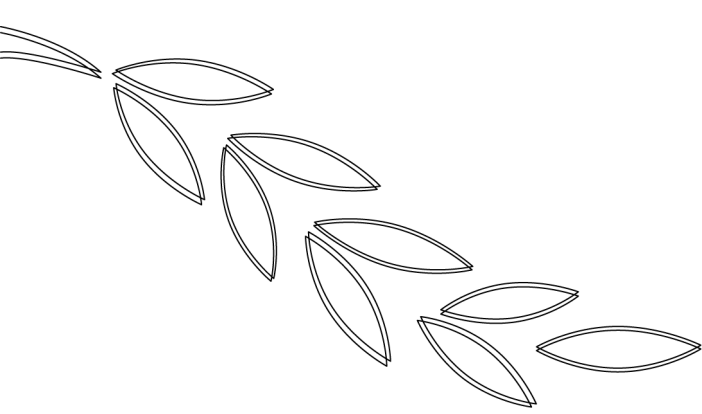
In addition, an international program was offered by inviting farming-related government officials and farmers to Korea to introduce advanced farming techniques, encourage a self-help spirit, take a tour to developed rural communities with excellent agricultural products and finally propose a vision of rural development.

<Table 7> Performance of the implementation of the rural development project in Myanmar

Performance		
I. Pilot projects		
A. Expansion of social infrastructure		
1. Living environment improvement	Pilot houses (15) - 5 per village - Repair of roofs	- Training for carpenters. - Completion of the design of 3-type houses. - 417houses.
	Establishment of community halls (3) - 1 per village	- Completion of establishment (3 villages). - Arrangement of living environment (landscape).
2. Educational environment improvement	Establishment of a school (Sa Khan Gyi)	- Establishment of a school and repair of fences.
	Repair of a school (Kha Yaung)	- Completion of the maintenance.
	Support for educational materials	- Support for desks, chairs, blackboards and shoe shelves (total 6 schools). - Completion of repair of roofs in 3 schools in Kyauk Kha Din.
3. Health and hygiene environment improvement	Development and supply of drinking water	- Completion of water examination of drinking water. - Completion of the development of 7 drinking water sources. - Completion of installation of a water tank. - Construction of water supplies in Kha Yaung and Kyauk Kha Din (total 720households).
	Installation of toilets	- Installation of 5 sawdust toilets. - Installation of 20 cement septic tanks.

Performance		
B. Expansion of economic infrastructure		
1. Construction and repair of village roads	Kha Yaung (2.0Km)	- Completion of expanding and paving by using laterite (2.3Km).
	Sa Khan Gyi (1.2Km)	- Completion (1. 2Km)
	Kyauk Kha Din (1.2Km)	- Completion (2.8Km)
2. Construction of bridges	Sa Khan Gyi (4×36m)	- Completion
3. Repair of drainage	Sa Khan Gyi (2.4Km)	- Completion
C. Construction of sustainable production-based infrastructure		
1. Organic farming	Rice farming (3ha of three) - One per village (1ha each)	- Completion in Sa Khan Gyi (under cultivation) - Kha Yaung: 1ac - Kyauk Kha Din: —
	Horticulture (total 1.5ha in three) - One per village (0.5ha each) - Crops: sweet potatoes, okra, pumpkin, water-convolvulus, pepper, condiment herb	- Sa Khan Gyi : — - Kha Yaung: 1ha - Kyauk Kha Din: 0.5ha
		- Pilot farms in Hlegu
2. Livestock-raising	Training of pilot livestock farm - Breeding pigsty (1) - Fed pigsties (3) - Poultry houses (3)	- 3Completed - 4Completed - 4Completed
3. Micro finance	Preparation for the project implementation plan	- Completion
	Selection and training of operating personnel	- Completion
		- Establishment of an office inside the Hlegu office.
	Support for micro finance	- Support for the selected pilot farmhouses.

Performance		
II. Capacity-building project		
1. International training program in Korea	Implemented in 2009	- Completion
2. Educational training in Myanmar	Ganaan Farmhand School	- 1-3rd training (2009-2010)
	Training for carpenters	- Jan.4, 2010-Jan. 10, 2010
	Training for farmers	- Feb.3, 2010-Feb. 9, 2010
	Intensive training	- 1-2nd (2010.2)
	Pig-raising training	- Jun.1, 2010-Jun. 30, 2010
III. Construction of the system		
1. Construction of project implementation system	<ul style="list-style-type: none"> - Construction of PSC, PMC, PIC systems - Organization and operation of the community development associations 	- Completed in 2009
2. Extension program for operating techniques	<ul style="list-style-type: none"> - Farming training - Extension program for the community development 	<ul style="list-style-type: none"> - Continued farming training. - Continued training for the community development.
3. Support for management equipment	<ul style="list-style-type: none"> - Support for agricultural machines - Amplifier and community hall supplies - Computer (MAS, livestock extension office and 3 community halls) 	<ul style="list-style-type: none"> - Completion - Completion (except amplifier) - Completion



IV. Performance Model and Performance Evaluation Matrix

1. Performance Evaluation Matrix
2. Process Evaluation and Process Evaluation Matrix



IV

Performance Model and Performance Evaluation Matrix



1. Performance Evaluation Matrix

To evaluate the performances of the project, the matrix of performance evaluation has been drawn by focusing on the scope and inputs of the project. The matrix consists of five elements including inputs, activities, outputs, outcomes and impact, and each element includes its related details. The meaning of inputs is financial, human and material resources used for the development project, and activities are tasks to be implemented by using various inputs such as financial or technical supports to produce specific outputs. Outcomes are effectiveness (objectives) able to be obtained by producing outputs designed by the project, and outputs are products, capital goods and services from the development project and include outcome achievement-related changes during the implementation of the project. However, outcomes are short- and mid-term effectiveness which are achieved or achievable from the outputs of the project. Impacts are defined as both positive and negative first and second long term effects which are caused directly or indirectly, and intentionally or unintentionally by the development project.

Details of evaluation items and index are described in <Table 8>.

<Table 8> Evaluation items and index

Classification	Evaluation items	Evaluation index	Considerations
Outputs	<ol style="list-style-type: none"> 1. Increase of agricultural productivity and income 2. Operation of a community fund 3. Improvement of community infrastructure 4. Living environment improvement 5. Educational facility improvement 6. Reinforcement of health care activities 7. Villager's mindset reformation 8. Establishment of community governance system 	<ol style="list-style-type: none"> 1. Productivity of main crops 2. Income of farmhouses 3. Road improvement/rate of paved road 4. Establishment of irrigation canals/improvement rate 5. Penetration rate of improved houses 6. Establishment rate of sanitary toilet 7. Penetration rate of clean drinking water 8. Penetration rate of smokeless kitchen 9. Frequency of travelling medical treatment activities 10. Preventive injection for infants 11. Change in awareness and attitude 12. Diffusion of a rural development model 	<ol style="list-style-type: none"> 1. establishment of the systematic cooperative system with recipient countries 2. Villager's participation 3. Occurrence of natural disasters
	Confirming methods	Index of the final evaluation and assessment of effectiveness of project proliferation	
Outcomes	<ol style="list-style-type: none"> 1. Income level of residents 2. Productivity of main crops 3. Index of living environment 4. Index of infrastructure 5. Educational facilities 6. Index of health and hygiene 7. Degree of residence autonomy 	<ol style="list-style-type: none"> 1. Income level of residents 2. Productivity of main crops 3. Index of living environment 4. Index of infrastructure 5. Educational facilities 6. Index of health and hygiene 7. Degree of residence autonomy 	<ol style="list-style-type: none"> 1. Degree of residence autonomy 2. Participation and support of local governments 3. Occurrence of natural disasters
	Confirming methods	Mid- and final-evaluation/Evaluation of project's effectiveness/Proliferation of the development model	

Classification	Evaluation items	Evaluation index	Considerations
Impacts	1. Support to construct welfare rural area through self-help and cooperation of residents of the pilot village 2. Development of a rural development model applicable across the nation	1. Selection of pilot villages 2. Proposal of a rural development model 3. Securement of policy methods to spread a rural development model	1. Timely start of the project 2. Successful implementation of the project 3. Policy support from the Myanmar government
	Confirming methods	Evaluation of policy reflection and financial support	



2. Process Evaluation and Process Evaluation Matrix

The process evaluation is conducted based on the planning and implementation process of the project, and usually deals with relevance, efficiency, sustainability and cross-cutting issues. The relevance of the project was assessed by being divided into: 1) priority at the government level, 2) local and sector policies, 3) project components and 4) others. Efficiency was evaluated considering the inputs and mechanism, sustainability by considering management strategies, stakeholder's will and capacity-building in recipient countries, and cross-cutting issues by considering gender equality or environment-related areas.

<Table 9> Process evaluation matrix

Classification	Items	Questions	Evaluation materials	Confirmation tools and analysis methods
Relevance				
Priorities at a government level	1. Accordance with the priorities of Myanmar	Do the goals, plans and implementation of the project accord with the priorities, strategies and policy direction of Myanmar?	Support status to Myanmar, the rate of aid budget and its progress, policy document and strategic documents.	<ul style="list-style-type: none"> Review of the plan on grant-type aid. Review of KOICA's support strategies of grant-type aid to Myanmar. Review of policies and plans related to Myanmar. Use of KOICA's statistical data on grant-type aid.
	2. Accordance with priorities in recipient countries	Does the project accord with priorities, strategies and policy direction of recipient countries?	Receiving status of recipient countries, importance of each sector and the development of change, policy document and strategic documents.	<ul style="list-style-type: none"> Review of the plan on national development strategies of Myanmar. Review of national food security plan. Review of document and plan related to the Ministry of the Food and Agriculture. Use of statistical data of OECD DAC member countries.
Local and sector policies	3. Connection with local government's sector policies in pilot villages	Is the sector one that the local government puts the top priority on?	Policies and strategies of the local government about the sector.	<ul style="list-style-type: none"> Review of strategic importance in Yangon region, particularly, Hlegu township.

Classification	Items	Questions	Evaluation materials	Confirmation tools and analysis methods
		Do goals and contents of the project accord with local government's sector policies and strategies?	Understanding of the policies and strategies, and its reflection on the project plan.	<ul style="list-style-type: none"> · Review of a result report on the discussion. · Interview with a manager in charge of the project implementation.
		Was there discussion on policies with local government in the planning stage of the project?	Meeting of the policy discussion in the planning stage of the project (including frequency, period and agenda).	<ul style="list-style-type: none"> · Interview with local government officials. · Interview with managers in charge of the project implementation.
		Was a committee organized to improve the environment for the project implementation under the regular discussion with local government?	Organization of a committee and its operating status (members, frequency, period and agenda).	<ul style="list-style-type: none"> · Review of date and strategic plans of major donor countries. · Interview with officials in the committee.
Project components	4. Relevance of the selection of implementing organizations of Myanmar	Are vision and project plan of the implementing organization plan highly connected with the project?	Vision and details of the project plan, and rate of the project finance out of the whole budget.	

Classification	Items	Questions	Evaluation materials	Confirmation tools and analysis methods
	and the donor country	Has the implementing organization project performance in the region or sector?	Details of project implementation in the region or sector.	<ul style="list-style-type: none"> Review of data of the implementing organization.
		Did the project accord with specialty and experience of the implementing organization?	Area the implementing organization focuses on and performance.	<ul style="list-style-type: none"> Review of data of the implementing organization and interview.
	5. Relevance of selection of the village	Does this place need aid for the development of the sector compared with other places?		<ul style="list-style-type: none"> Agricultural development plan in the place Impact of the agricultural development.
		Are there any other donor organizations supporting this sector in this place?	Number of other donor organizations, support scale, activities and goals.	<ul style="list-style-type: none"> Interview with the department in charge of receiving aid in the central government and local government. Analysis of donor country's support strategies, project plans and support status for recipient countries, and interviews.

Classification	Items	Questions	Evaluation materials	Confirmation tools and analysis methods
	6. Relevance of the selection of the target village	Are standard and process of the selection of the target village appropriate?	Standard of selection, research methodology (scope and collection of data), number of places to be investigated, and standard-based analyzed materials.	<ul style="list-style-type: none"> Review of a report on pre-investigation/discussion Interviews with the implementing organization.
	7. Relevance of the selection of beneficiaries	Standard of selection of beneficiaries	Standard of selection and standard-based analyzed materials.	<ul style="list-style-type: none"> Review of a report on pre-investigation/discussion. Interviews with related people.
Others	8. Validity of the selection of goals	Are there systematic relationship between inputs, outputs, outcomes and goals of the project?	Logical error or jump between goal achievement and the process through activities, and impact of external factors.	<ul style="list-style-type: none"> Review of PDM. Review of a report on pre-investigation/discussion.
	9. Validity of the plan	Are time, period, budget and scale appropriate for the goal achievement of the project?	Lack of time, period, budget and scale for the achievement of goals.	<ul style="list-style-type: none"> Review of PDM. Review of a report on pre-investigation/discussion.

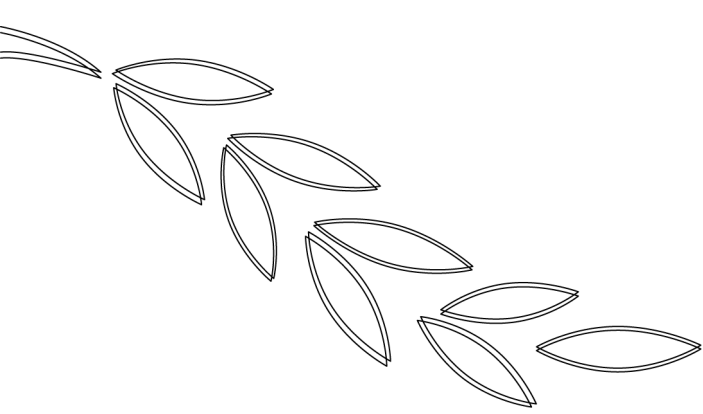
Classification	Items	Questions	Evaluation materials	Confirmation tools and analysis methods
	10. Reflection of needs of beneficiaries	Were the needs of beneficiaries reflected well?	Channel of offering suggestions, and process of opinion convergence and its application.	<ul style="list-style-type: none"> · Review of PDM. · Interviews with villagers and government officials in Myanmar.
Efficiency				
Inputs	11. Period required	Were outputs timely achieved?	Change of project period.	Review of the final result report and confirmation of the site.
	12. Budget	Was the project completed under the planned budget?	Change (increase and decrease) of budget.	Review of the final result report.
	13. Manpower	Was the project completed under the planned input manpower?	Change of the input manpower (frequency and reasons).	Interviews with the implementing organizations and review of the final result report.
	14. Elements	Were there inputs timely as originally planned?	Offer time of the elements.	Review of the final result report. Interviews with the implementing organizations. Interviews with participants in Myanmar.

Classification	Items	Questions	Evaluation materials	Confirmation tools and analysis methods
	15. Activities	Was training offered with appropriate contents during the time needed?	Quality level, frequency and period of educational training.	Review of the final result report. Interviews with the implementing organizations. Interviews with participants in Myanmar.
Mechanism	16. Efficiency of mechanism of the project management	Did communication between KOICA headquarters, the office in Myanmar and PMC go smoothly?	Reporting system and feedback (frequency, period, contents).	Interview with the implementing organizations.
		Did communication with PMC, recipient country, the implementing organizations, and beneficiaries go smoothly?	Official channel of discussion (frequency, period, contents).	Interviews with the implementing organizations and beneficiaries. Review of the final result report.
		Did communication between PMC and the implementing organizations go smoothly?	Official channel of discussion (frequency, period, contents).	Interviews with the implementing organizations. Review of the final result report.

Classification	Items	Questions	Evaluation materials	Confirmation tools and analysis methods
		Did communication between the implementing organizations and each beneficiary go smoothly?	Channel of reflection of opinions of beneficiaries during the implementation period (frequency, period, contents).	Interviews with the implementing organizations and beneficiaries. Review of the final result report.
	17. Problem-solving structure	If unexpected problems occur, is there problem-solving system?	Problem-occurring frequency, and period and subjects of problem-solving.	Interviews with the implementing organizations, beneficiaries and KOICA office in Ynagon region.
Sustainability				
Management strategies	18. Exit strategies	Did the implementing organizations have exit strategies? If so, are the strategies appropriate?	Whether or not exit strategies and its validity Progress of preparation for the implementation of the exit strategies.	Interviews with the implementing organizations and review of exit strategies.
	19. Post-management and follow-up measures	Were there discussions on the plan on the size of budget and proper input of human resources to maintain the effectiveness of the project?	Plan on input of human resources. Budget allocation.	Interviews with the government officials.

Classification	Items	Questions	Evaluation materials	Confirmation tools and analysis methods
		How much budget has been actually executed to maintain the positive effect of the project and realize its follow-up plan?	Details of the budget execution.	Review of the government data and interviews with government officials.
Will and capacity	20. Ownership	Have the beneficiaries recognized performances of the project?	Awareness and satisfaction of project performance.	Survey targeting beneficiaries. Interviews with the beneficiaries.
		Are there follow-up plans of the local government/impl implementing organizations to maintain the performance?	Follow-up plans. Budget allocation. Details of budget execution.	Interviews with the residents/villager's organizations and local government.
	21. Capacity-building	Are the capacities of implementing organizations and beneficiaries built in the implementation process to realize its follow-up plan?	Validity and feasibility of the follow-up plans. Capacity-building .	Interviews with residents/villager's organizations and the local government.

Classification	Items	Questions	Evaluation materials	Confirmation tools and analysis methods
Cross-cutting issues				
Gender	22. Consideration of gender	Are some parts able to influence gender equality considered in the implementation process of the project?	Consideration of policies of gender equality in each nation or town, and complaints received related to gender equality from beneficiaries.	Interviews with the implementing organizations, the local government and beneficiaries.
Environment	23. Consideration of environment	Are some parts able to influence environment considered in the implementation process of the project?	Consideration of environmental regulations (if support for building construction), and complaints received related to environment from residents.	Interviews with the implementing organizations, the local government and beneficiaries.



V. Evaluation Results Based on the DAC Standard

1. Relevance
2. Efficiency
3. Effectiveness
4. Impact
5. Sustainability
6. Cross-Cutting Issues



V

Evaluation Results Based on the DAC Standard



1. Relevance

1) Connection with the government policies of the recipient country

The agricultural administrative goal of Myanmar is to satisfy their domestic food demands by promoting rural revival as their top priority policy. This includes taking initiative such as expanding farmland and increasing productivity, obtaining foreign currencies through export of farm surpluses and supporting rural development through agricultural development. Myanmar puts emphasis of their policy goals on agriculture-oriented economic development, and their first priority for economic development is the agricultural area.

Agricultural development has already progressed through the installation of irrigation facilities, mechanization of agriculture, power supply to rural areas and expansion of supply of fertilizer and agricultural pesticides over the past 20 years. In addition, they have started logging and reclamation projects to expand farmland area, and also made efforts to expand infrastructure in rural areas including the expansion of irrigation and drainage facilities in the new farmlands, and the establishment of new fertilizer manufacturers. Particularly, five community development plans, including increase of productivity, support for social services (education and medical treatment), supply of drinking and agricultural water, improvement of infrastructure and generation of non-farming income, have been made to promote the rural industry and meet the social and economic demands of

the people in rural areas.

They also established the Myanmar Agricultural Development Bank (MADB) to development rural areas through microfinance and the credit industry, and support subsidies and loan for villagers. However, unlike its original goals, MADB is quite limited in the support for subsidies and loans, and cannot function as well as originally expected for reasons such as a ban on aid from other financial institutions.

The Myanmar MOAI has six rural development strategies: 1) support for the breed improvement for the production of top-quality products, 2) construction of banks to supply agricultural water regardless of seasons, 3) aid for farming funds to the Agriculture Bank or Micro Bank at low interest, 4) support for agricultural pesticides and planting techniques, 5) efforts to protect farmers from enormous profits by brokers or agents, and 6) Myanmar president's promotion of success stories of farming at a national level¹⁾.

From those perspectives of which the Myanmar government has agricultural administration focusing on increase in agricultural production and income, it is considered that this project accords with the government policies, strategies and agricultural directions in Myanmar. Therefore, it is also safe to say that this project was relevantly selected and discovered.

2) Relevance of project sites and beneficiaries

The DOA in Hlegu township managing the project sites to be evaluated, is the one of 8 townships in Northern Yangon District, Yangon Region, and in charge of seed production, and training and education for villagers. R&D is usually conducted by the higher administrative level than township. Particularly, DOA usually manages 3 pilot projects (Sa Khan Gyi, Kha Yaung, Kyauk Kha Din) and micro finance. The township committee has been created to discuss important community issues with government officials, community leaders and village heads²⁾. In other words, the organization with

1) Interview with U Mya Nyein, Minister of the MOAI (Ministry of Agriculture and Irrigation)

2) Interview with U Tun Paw, Deputy Director of DOA (Department of Agriculture) in Yangon region

the authority managing this project is the local government, so the project has been implemented relevantly. However, if the supporting projects with similar goals need to be implemented next time, it is necessary to select government organizations in charge of farming skills and community development to spread the impacts and expect further effectiveness for rural development in the recipient country. The Hlegu township is about 50 km northeast of Yangon region, the economic capital in Myanmar, so if the pilot project becomes successful in this area, it can easily have an impact on neighboring cities. Therefore, this region is relevant to implement this project.

All villagers benefit from the project, the plan and implementation of the project were well evaluated under the plan on the project implementation of the PMC, and according to the interviewees, the villagers generally considered the project successful. In particular, microcredit and agricultural machine rental projects were expected to have a great impact on the increase of productivity.

In Kha Yaung village, almost 50 of residents have their own land and the rest of the residents are peasants or farm workers. Even the residents with their own farmland have a hard time in purchasing improved seeds or agricultural machines to increase productivity. Peasants or farm workers have also made their own living based on traditional farming methods because there is no way to secure funds to do side lines. Under this situation, the microcredit project was expected to give benefits to all villagers. In addition, projects of the improvement of drinking water through the development of underground water and repair of village roads also provide advantages to all residents as well. Therefore, it can be evaluated that this rural development project is appropriate in terms of its inclusion of all villagers.



2. Efficiency

1) Inputs and communicative structure

This project, as one of the ODA policies of KOICA to support rural development in Myanmar, ultimately aims at establishing a sustainable and self-supporting rural pilot model. Under this goal, the project is divided into pilot projects for environment improvement/income generation, dispatch of related experts, educational training and equipment support. It can be evaluated that the project is efficient by considering the implementation of the program and input of budget for this project.

For this project, the total amount of USD 2 million (USD 990,000 was used for pilot projects, USD 570,000 for dispatch of experts, USD 230,000D for education training, USD 110,000 for equipment support and USD 100,000 for other management) was invested. It can be considered that the investment was efficient by considering that it was quite a small fund compared to the size of the project sites. In particular, the execution of finances was flexible to raise the performance of the project by saving expenses for the construction of infrastructure, living environment improvement and educational environment, but increasing expenses for income generation and microfinance projects in great demands of villagers, which finally increased its efficiency of the entire project. In addition, villagers cooperated to work for the project voluntarily and technicians were also hired with a small amount of wages to save project expenses. This improved the efficiency of the execution of the project.

However, the project was implemented in three villages, which means its scope is quite big, so the efficiency of the project range can be limited. Therefore, it is considered that concentrated investment and expansion of support scale are necessary to maximize its efficiency of the follow-up project against inputs and increase effectiveness of the whole projects respectively.

<Table 10> Annual budget input

(Unit: USD/million KRW)

Classification	Total	2008	2009	2010
Total	200 (1,980)	50 (495)	100 (990)	50 (495)
Dispatch of experts	57 (564)	20 (198)	20 (198)	17 (168)
Pilot project	99 (980)	21 (208)	57 (564)	21 (208)
Creation of income sources				
Microfinance	2	1	1	0
Establishment of infrastructure	9	4	5	0
Living environment improvement	42	2	29	11
Health and hygiene improvement	25	8	14	3
Educational environment improvement	7	2	3	2
	14	4	5	5
Educational training	23 (228)	3 (28)	10 (100)	10 (100)
Equipment support	11 (109)	0	11 (109)	0
Project management	10 (99)	6 (59)	2 (20)	2 (20)

To measure the efficiency of communication in the process of the establishment of the project plan and its implementation, the relationship between stakeholders was investigated and analyzed in detail. At the government level, KOICA headquarters, the KOICA office in Myanmar, Myanmar MOAI and DOA in Yangon region are included in major communicative partners. Major decision-making was conducted mainly by discussion between KOICA headquarters, the KOICA office in Myanmar and Myanmar MOAI. It was considered that DOA in Yangon region has played a leading role in managing the project rather than taking instructions from higher organizations (according to an interview with Project Manager Seo, Jong-Hyeok).

The implementation of the entire pilot projects, its management, dispatch of experts and education were conducted with the participation of the PMC and construction companies in Korea. During the process, Project Manager (PM) Seo, Jong-Hyeok, one of experts dispatched, seemed to have close relationships with the

villagers to implement the project. The villagers had favorable impression of the activities and contributions of PM Seo, Jong-Hyeok, which reflects that the communication was greatly efficient during the project implementation. Communication was usually made through the village head, and the village has their own election method by putting ten households as one unit to elect candidates and finally electing the community head out of ten. The village heads discussed major issues and participated in the decision-making process in various government meetings, which shows that the communication with the project PM was usually made through the head.

In conclusion, in the process of the planning and implementation of the project, the communication was fully made between donor and recipient countries, residents and PM. However, according to interviews with women, there was lack of communication with women and their opinions might not have been reflected well. For example, when it came to the kitchen improvement project, they did not even see the necessity for improvement, so they did not follow the project at all. Taking another instance, it was revealed that they barely used the public washing place, which means there was lack of opinion convergence on understanding since they do not have a culture of doing laundry together.

2) Efficiency of the project implementation³⁾

First, taking a look at the plans and performance of the project, the project achieved 100% of its output based on the output plan of each stage, and the fields including construction and improvement of village roads and operation of organic and livestock pilot farms accomplished more than what was originally expected. Before the school and community halls were built, a qualified local construction company was selected, and the selection process was opened to the public. In addition, related technical training was given to villagers to allow them use the facilities and equipment supported for the project.

3) Cited from the final report



<Bridge constructed by the project - Sa Khan Gyi village>

Considering the usability of the implementation techniques of the project, the skills and management methods were appropriate to raise the efficiency of the project. The techniques and management methods used for the project are described in the table below.

<Table 11> Techniques and management methods used for the each project

Project	Techniques and management methods
Living environment improvement	<ul style="list-style-type: none"> - Construction of distribution pilot houses based on the standard design. - Application of turnkey way for design and construction of a community hall.
Educational environment improvement	<ul style="list-style-type: none"> - Division of classes by grade and 30 students in one class.
Health environment improvement	<ul style="list-style-type: none"> - For the development of underground water and construction of water supply facilities, except for support for the materials and technicians, piping related works were done by villagers' voluntary participation. - Toilets were made with direct participation of the beneficiaries.

Establishment of village infrastructure	<ul style="list-style-type: none"> - Support for techniques, equipment and materials to construct a bridge and repair village roads. - Design and construction of the bridge based on turn-key way and use of construction method of laterite-applied gravel pavement. - Increased productivity due to efficient water management, and design and construction of drainage based on the turn-key way.
Expansion of production infrastructure and income sources	<ul style="list-style-type: none"> - Installation of facilities for manure production by using organic agricultural materials and introduction of environment-friendly manure manufacturing skills. - Installation of portable duck-raising facilities for farming by using ducks. - Establishment of an extension system of producers of each crop suitable for each region. - Run in a guideline-based financial type by offering skills and management guidance for successful development of both farming and non-farming sources. - Introduction of small investment and use of facilities and organization of MADB for the microfinance project. - Use of the system of the veterinary diseases control of the Myanmar government to protect animals from developing diseases. - One-year guarantee period for facilities and buildings.

There were difficulties in managing agricultural products and protecting livestock from diseases due to poor farming skill, heavy rainfall (an annual average of 3,000 mm), particularly the during rainy season and the five-month dry season. In addition, when it comes to the livestock-raising pilot project, use of modernized skills and management methods not considering the situation in Myanmar at the beginning of the project produced trial and error. Moreover, the introduction of the manufacturing skills of organic manure and environment-friendly farming showed quite limited performances because the market for organic products has yet been developed in Myanmar.



3. Effectiveness

When it comes to the effectiveness of the project, the villagers have made a positive evaluation on the effectiveness of education. Particularly, around 50 people (including 15 women) have received education in Ganaan Farmhand School. What was the most special about that education was giving them opportunities of changing their mindset based on the spirit of diligence, self-help and cooperation.

Mind training and education for women, such as sewing, craft and floriculture, still remain impressive. Particularly, people receiving secondary school education and above said that besides the farming training, the extra IT education could be applied to their jobs and considered positive and ideal. This education encouraged them to promote cooperation and develop a will to work hard, and the village head introduced Korean Saemaul Undong to the villagers after receiving training in Korea. Furthermore, it was expressed that the villagers showed great interest in this. 30 people (including 12 women) from Sa Khan Gyi village also participated in three Saemaul training programs in Korea, and they also said that they have learned the spirit of making their lives better through training in Ganaan Farmhand School. 30 people (including 10 women) from Kyauk Kha Din village also participated in three training programs in Ganaan Farmhand School. However, some training focused on skill and technical education, which could not be applied in reality, so its effectiveness appeared quite low. For example, farming machines were distributed but it was barely used, because users had a big burden of responsibility of fixing troubles. Moreover, people tried to avoid pig-raising because they often died from diseases, so the effectiveness about livestock-raising education for income generation appeared low.

When it comes to combined agriculture, almost all farmers are involved in rice farming in Kha Young village, and only four households out of 110 have increased income through poultry and pig farming. However, most farmers have produced rice due to the lack of seed money. Therefore, it is considered that the direction to raise

productivity by investing farming machines and storages through education of income generation and microfinance funds should be found.

Meanwhile, based on this project, all three villages came to have electricity, so the villagers' satisfaction was very high. It was considered that installation of electricity helped improve their living environment by taking over well water to supply to each house by using the power. Before this project, people who used water from reservoirs suffered from waterborne diseases, but the sanitary conditions has been improved due to the use of underground water and regular water examination. So far, the water has been considered good for drinking. Also, public wells have been well managed, and the effectiveness of the project appeared high.



<Reservoir used for drinking water before the project and public tapped-well after the project>

The project villagers have shown great interests in microcredit, which started with USD 70,000 and has granted loans to three villages. As of August 2013, a net profit of 6,000,000 Kyat a year was made, but operating expenses has been realized as described in the table below. Thus, the starting capital is still preserved. However, there were some issues for loan qualifications. The villagers should: 1) be a member of microcredit (securing permanent membership with payment of 3,000 Kyat), 2) have two joint sureties, 3) actually live in the relevant village, and 4) be responsible for repayment and accept supervision and instructions. These strict loan conditions

caused some problems such as people being blocked from the benefits of small credit loans. Only one-third of the villagers signed up for microfinance because most villagers are not qualified to get a loan; thus, most villagers were not even interested in getting a loan. The rate of the number of peasant households without their farmland was revealed 40% in Kha Yaung, 20% in Sa Khan Gyi and 40% in Kyauk Kha Din, which means over one-third of the people in the villages could not qualify for a loan under the current microfinance system.

<Table 12> Finance status of the micro credit

Period	Classification	Amount
2010-2011	Initial capital	5,8470,000 / 7,675K
2010-2011	Profit	2600000 / 5,289K
2011-2012	Profit	6390000 / 3,055K
2012-2013*	Revenue	4350000 / 8,020K
2010-2013	Fee	342,000K
2012-2013	Profit	3260000 / 8372K
	Total (balance)	7,5440000 / 4,411K

Note) Fiscal year is from April 1 to March 31 of the following year, and in fiscal 2012, to January 31, 2013.

The villagers want to apply for a loan to purchase rice and peanut seeds, but most cannot benefit from microfinance. Also, the loan limit per household is just 150,000 Kyat, so the effectiveness is limited.

When it comes to evaluating the effectiveness of the follow-up management of the pilot project, for the roof improvement project, the zinc roofs have been maintained well and the villagers can repair them by themselves by using the skills learned. Therefore, the effectiveness is quite high. However, heat generated by zinc caused some difficulties, but residents are mostly satisfied with their improved roofs, because they do not have to lose labor force to replace it every year.



<Roofs in good hands - Kha Young village>

All three villages barely use the day care center and clinic center in the community hall, so its effectiveness is quite low. The community hall is just used for wedding ceremonies or general meetings, and the day care center is not currently operated due to lack of personnel expenses for nursing teachers.

Roads in Sa Khan Gyi village are not maintained well, so the roads have excess water and damages on the roadside. People seem to not possess the will to repair the roads by themselves. The fundamental problem of the poorly maintained road is from the beginning of the project because the road was built with gravel and sand, which can be destroyed during the rainy season. The condition of the bridge was still good but it was revealed that the earth has been eroded at the bank.

When it comes to the school facilities in Sa Khan Gyi village, the connection portion of the banister in a classroom fell out, which is dangerous for students, and the paint was falling off of the ceiling. However, nobody took the maintenance of this condition seriously, so the building which was constructed just 3 years ago has been deteriorating quickly. Like this, problems of follow-up management, maintenance and the villager's awareness have been brought up. Putting all these situations together, even though most projects were well implemented during the period, after the completion of the project, there were some problems, including poor maintenance of the facilities, lack of villager's self-help and cooperation, low usage of facilities and limited effectiveness of income generation project. Thus, it was evaluated that the mid- and long-term effects are quite low.

4. Impact

There was no clear evidence on the increase of income in the three villages, which was one of the goals of this project. However, it is considered that farming has been diversified through livestock husbandry (chicken and pig) and farming production has been increased to some degree. For example, in Kha Young village, improved poultry facilities and education of how to provide nutrients through the pilot project helped people to generate more income. In Kha Young village, it was observed that the people were satisfied with the improved poultry facilities. For instance, the facilities distributed as the pilot project have a two-storied iron structure, which helps manage many hens together at the space, and it is particularly convenient for disposing fowl droppings. Some villagers observed this and also made hen houses by following the structure of the pilot project, which is one of cases using cheap materials from the local area and bringing out the best of the pilot project.



<Model distributed as the pilot project - Kha Young village>



<Following the model - Kha Young village>

High production due to multi-storied structure/Use of bamboo instead of costly iron

Other villages, except Kha Yaung, rarely follow the improved facility but most have raised hens just by pasturing in the traditional way.

As for the pilot project, improved pigsties were distributed to help the villagers raise their pigs in a more efficient way. The pilot pigsty has a tap (well) with a slight slope to let night soils go out easily, which can be maintained hygienically. However, this project barely shows any impacts because the villagers tried to avoid raising livestock due to the high risk of diseases without any infrastructure for prevention and cure of animal diseases. Currently, only pilot pigsties provided as the project are being managed, and the number of pigs is quite small compared with the size of pigsty. In other words, diversification of income through improved pigsties and education, which is the original purpose, has yet been achieved.



<Pilot pigsty - Kyauk Kha Din village: well-managed but did not spread as expected>

Agricultural machines such as threshers and cultivators were also one part of project to be evaluated. When it comes to operation of farming machines, the rental service is provided by one manager (villager) in charge of its maintenance through the management contract, and the user must fix the machine if it should break. A user pays rental fees to the manager, the manager pays 350,000 Kyat a year to the village and the rest goes to his own income. Villagers are aware that productivity will increase by using farming machines but the utilization of the costly machines is

low, because they are burdened by repair they must undertake should it break. Villagers prefer Chinese machines because the parts are cheap and easily available. It was also revealed that there was a partial impact of support for farming machines through the increase of productivity and acquisition of the management skills of the machines. However, their management should be improved because some machines are kept without care, even under rain, so some have already corroded.



<Corroded farming machine stored in place without the ceiling - Kha Young village>

The community hall was built in the same structure and size in all three villages, and it has a meeting room, day care center and clinic. The purpose of this project was to promote better communication among the villagers, collect their opinions, create a cooperative atmosphere and vitalization of their autonomous groups, but there was little evidence that these goals were achieved. The hall has been used for wedding ceremonies and general meetings, but it was not used as frequently as originally planned. In particular, the day care center and clinic were almost neglected.



<Community hall - almost same size and structure in all three villages>



<Clinic inside the community hall - Kyauk Kha Din village: almost left unused>



<Day care center, neglected in all three villages>

In Kyauk Kha Din village, the community hall was constructed at the entrance of the village because this village consists of four natural communities. It takes over 20 minutes by car from each community to the hall, which means the location of the

hall cannot be made to have all villagers gather actively. In addition, all three halls have the same structure, so it cannot show the characteristics of each village. A village located near the public health center did not have to use the clinic inside the hall, which contributed to the low use of the clinic.

The villagers have showed great interest in microfinance. Thus, if microfinance is operated well, it can have a great deal of impact. It is possible for people with insufficient funds to purchase improved seeds and fertilizers, construct improved poultry facilities and open a small shop. However, funds were extremely insufficient and the loan qualification process was very strict, so the impact is not significant. The microfinance office is located inside the DOA in Hlegu township, and three officials in their 20s from the village are in charge of providing loan guidelines and the document process. After submission of the loan document, it takes around a week to receive a loan. Due to the reasons explained earlier, only one-third of the people in the three villages signed up for membership, and they mainly received a loan for farming. There were barely loans related to livestock husbandry, especially, pig-raising, because there was a risk of not being able to get the loan back in case of their deaths. Therefore, providing insurance-like options should be considered to avoid risks and vitalize microfinance in the future. As such, it is apparent that microfinance can have a great impact, but it is restricted in some extent due to the lack of available resources and environmentally limiting conditions.



<Office of the micro credit - Kha Young village>

All three villages paved their village entrance and roads by using laterite, which helped modernize logistics. As a result, villagers experienced more convenience in terms of travel. Even though it was not possible to retrieve data about the roads' impacts on the improvement of income for villagers, according to interviews with residents, this project provided visible benefits and satisfied the villagers. Therefore, it is considered that it has greatly improved the living environment. However, the number of people who use the road appeared differently during rainy season, because each village has maintained it differently. Kha Young villagers have maintained it voluntarily, but in Sa Khan Gyi village, some parts made vehicle traffic difficult due to water retention and thus require repair. Therefore, it is revealed that the impact of the road improvement appears differently in each village.



<Well-repaired village road - Kha Young village>

During the implementation period of this project, almost all houses received electricity through investment of the Myanmar government. Each individual was burdened with the expense for bringing electricity into their house, and they received a loan through microfinance. The monthly charge for electricity is 5,000 Kyat a day per household, which the villagers found affordable and they used it for four to five hours on average. As the village got electricity, each household was finally able to access tap water by bringing in underground water into the water tank with a pump. This is a case of creating a synergy effect between electricity and

other projects. Before this project, people often developed waterborne diseases by drinking water from a reservoir, but now the sanitation has been greatly improved. Therefore, it is considered that this project has a great impact on health care and convenience for the villagers.

When it comes to the analysis of the impact on the organization of residents and their self-help and cooperation, the impact appeared differently, particularly depending on abilities of the village heads. In Kha Yaung village, residents systematically participated in the maintenance of the road, but in Sa Khan Gyi village, people were barely involved. In Kha Yaung village, the village head knew every single detail of the residents' lives and village issues, and the villagers also gathered well to discuss village issues. On the other hand, in Sa Khan Gyi village, there were conflicts between the head and villagers due to allocation of resources during the implementation of the project. The newly-elected village head did not know the village situation well and had a difficult time in gaining the villagers' trust.



5. Sustainability

1) Possibility of self-help

There was no evidence that the project has been spread out to other towns but the Myanmar government assessed that this project has contributed to the elimination of poverty in rural areas⁴⁾.

However, according to the interview with officials in Hlegu township and central government servants in Naypyidaw, it was revealed that there is no plan to establish and implement their own comprehensive rural development project modeling this project. This means that the measures to achieve the original goals for the elimination of poverty in rural areas by spreading this pilot project have not been implemented to both local and national government levels.

4) Interview with U Tun Paw, Deputy Director of DOA in Yangon region

According to the survey for the evaluation of the sustainability of the pilot project, Kha Yaung villagers which had high project performance and satisfaction with the previous projects, had discussion on and showed great interest in the sustainability. People from other 13-14 villages visited Kha Yaung as their field trip. During this, some envied the change in Kha Yaung village, and some showed great interest in microfinance, which means Kha Yaung has become a good model to other villages. However, almost the entire rural areas in Myanmar have suffered from the lack of resources, so if the government and public sectors do not make the efforts to spread this project, its impact and sustainability can be very limited.

It was difficult to evaluate the cultivation of community spirit because of no previous data before the project. However, impact has been shown differently depending on the leadership of each village head. In Kha Yaung village, it was evaluated that the community spirit was much greater than other villages, with successful communication among residents, cooperative atmosphere, frequency of villager's gathering and trust toward their village head. In particular, the residents trained in Ganaan Farmhand School in Korea thought the most important thing was a change in mindset and attitude. However, it did not seem that Kyauk Kha Din villagers had cultivated the community spirit. In Sa Khan Gyi village, it was considered that villagers had little self-help, cooperation and community spirit by analyzing poor school facilities and road conditions.



<Entrance road of Sa Khan Gyi village - water retention>

Kha Yaung village has organized and operated the women's association and the youth association. Particularly, the women's association saves money (5,000~10,000Kyat) which is traditionally given to unmarried women by the father of a bride or a bridegroom and uses it as their funds.

Generally, it was evaluated that articles supported through this project have been well maintained, but there is a couple of problems such as poor management of some farming machines, for example being kept under rain. In Kyauk Kha Din village, a pigsty, three threshers and three plows are under use, but people do not use these costly machines often due to consideration of its failure.

In terms of the management of facilities, the sustainability issue has also been raised. In Sa Khan Gyi village, an elementary school was constructed as part of the project just three years ago, but it has already deteriorated rapidly. A banister was broken, so its condition could be so dangerous for students, and the edge of some eaves were falling apart. In addition, the ceiling was heavily mildewed due to water leakages.



<School in Sa Khan Gyi village - peeling of paint and water leakages>



<School in Sa Khan Gyi village - broken banister>

Even in Kha Young village, whose residents actively participated in the village project, there was serious water leakages in the public tank but no plan to repair was created. It is important to note that if these leakages are not maintained and repaired early on, they can become much more severe as the cracks get larger.



<Serious water leakage in a tank - Kha Young village>

As mentioned earlier, the day care center and clinic in the community hall have been unused, and there was no will or plan to use it for other purposes. According to interviews with residents, they do not use the day care center because they do not have personnel expenses for nursing teachers. Thus, they have asked for some support from KOICA. The villagers were not willing to solve the problems by themselves such as taking care of children in turns, which can be considered to give limitations on maintaining these kinds of facilities.

When it comes to the evaluation of the education area, people considered computer and farming education in Ganaan Farmhand School were very effective. For example, they realized the importance of making a horizontal rice paddy, so they spread it to others and it finally led to the productivity.

Microfinance is one aspect of the project which villagers have shown the greatest interest in and the impact of microfinance is also high. The villagers and managers have asked for more support for funds to KOICA to increase the capital scale. However, the outside fund-based microfinance project itself has been limited because

the people have been putting efforts on signing up for the membership by themselves and securing endogenous funds should come first for sustainable development. To compare the villages to be evaluated with others, the team visited East Phaunge village, and found out that the village does not have any external funds, and the villagers themselves collected seed money and operated micro finance. However, in the three villages, there was no voluntary effort from the residents to operate microfinance, so the sustainability of microfinance can be restricted in the long term.

Farming machines provided as part of this project should be well maintained for efficient and long-term use. There has been impact of its use on the improvement in terms of productivity and learning about management of the machines, but the problem is that some machines are poorly maintained and have already corroded due to rain exposure, which means there is big restriction on its sustainability.



<Farming machines corroding quickly - Kha Yang village>

2) Restrictions on self-help and sustainability

Unlike Korean Saemaul Undong, the Myanmar government currently does not have an institution in charge of the rural development project and has no plan to establish a department to implement the rural development project systematically in the near future⁵). Currently, in Myanmar, the MOAI and Ministry of Cooperatives have implemented the rural development project individually. The MOAI has

emphasized the technical side of irrigation facilities and farming technologies, and the Ministry of Cooperatives has shown some interest in mindset reformation like Korean Saemaul Undong. Under the fragmented structure, the pilot project does not seem to spread across the country. Like the limitations in the existing physical infrastructure, the sustainability also has been restricted due to the lack of resident's participatory awareness based on self-help and cooperation explained in this post-evaluation. In other words, it is necessary to implement the "Saemaul Rural Development Project" which is systematic and supplementary with the physical infrastructure project and mindset reformation project. Therefore, the Korean government and KOICA should give support for the development of institutions to establish physical infrastructure and propagate the Saemaul spirit. For this, it is urgent to share basic information on the implementation strategies, structure and characteristics of Saemaul Undong, and prepare for the implementation system at the government level.

Dependence on support from the outside is also obstacle to sustainability. As mentioned earlier, the residents expecting a follow-up project by KOICA have the attitude that their community issues can only be solved by outside help and not by themselves. Some cases should be tackled through the external support because of lack of abilities of the mobilization of material resources; for example, Kyauk Kha Din village has around 230 households in three natural communities in remote areas. These places have problems such as no electricity, so even if deep wells are developed, water cannot be brought into each house to secure drinking water. The government installed power lines up to the boundaries of these places, but villagers cannot afford to install a transformer and collect funds by themselves to draw power to inside of the village. In this case, they fundamentally need external support such as the Myanmar government or KOICA.

When it comes to rental of farming machines, the ultimate problem restricting the sustainability of this project is that residents do not know how to use the farming

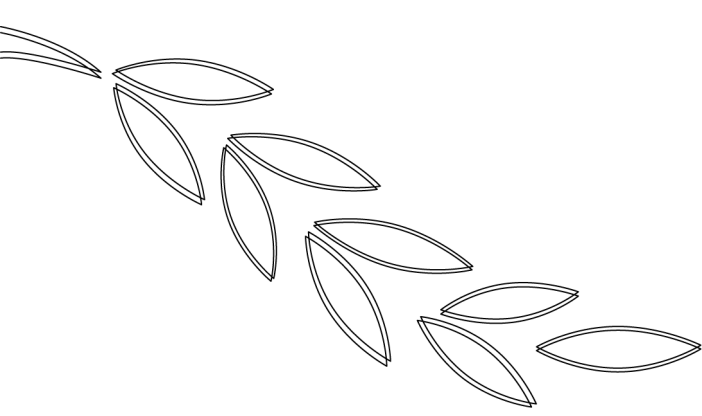
5) Interview with U Tun Paw, Deputy Director of DOA in Yangon region. This question was also given to the Minister of MOAI (Ministry of Agriculture and Irrigation) in Naypyidaw.

machines and equipment. The first reason for this is the lack of technology of handling the machines. Even though basic training for machine usage has been provided, technical training such as the replacement of parts has not been sufficiently offered, so the villagers receive great pressure from dealing with the machines itself. In addition, the operation method (e.g., some machines including a cultivator are expensive) creates a burden on the villagers as there would be bigger responsibility when machines break down. Therefore, stronger technical training should be considered in the future.



6. Cross-Cutting Issues

In the project, it was revealed that the opinions of women were not sufficiently collected. For example, the kitchen improvement and public washing place did not spread well or were realistic in nature, because Myanmar did not have cultural tradition of doing laundry together. However, they had great aspirations to learn sewing to work in factories or hairdressing techniques to start small businesses. As a question about why they did not express their opinions as part of the income generation project, they said there was no way to do so because the village leaders whose members are mostly male were the ones discussing it with government officials to plan the project. To open small shops where women can work, they need support from microfinance but there is no support condition for businesses run by women. In Kyauk Kha Din village, there are many young people and women have shown a strong will to be involved in the non-farming area. Therefore, the demands of women should be considered well to implement projects more efficiently in the future



VI. Conclusion and Proposals

1. General Conclusion
2. Lessons and Proposals



1. General Conclusion

Generally, it can be evaluated that the project has achieved the implementation process and desired results of the project. The degree of achievement of the project's original purpose was quite high, the projects implemented at each village were also well progressed, and the residents' satisfaction for the support project appeared high as well.

However, it was evaluated that the effectiveness and impact of the project related to the residents' self-help and self-reliance, the ultimate goals of this project, were not that high. According to the survey results from interviews with residents, there was a big difference between the residents' will of self-help and increase in their income level. Moreover, there were some problems of assessing relevance, effectiveness/impact, efficiency, sustainability and other general issues by focusing on living environment improvement, income generation and introduction of a model of the sustainable rural development, and finally developing a rural development model in Myanmar.

<Table 13> Summary of the evaluation based on five categories

Relevance	Effectiveness/Impact	Efficiency	Sustainability	Result
-Adequate for development goals and strategies of recipients countries.	-Good achievement of output of the implemented projects. Excellent implementation of projects and effective	-Capacity building through mental and technical support	-Low self-help and sustainability of the village to keep microfinance	Successful

<p>-Adequate selection of pilot project to improve the poor living environment in Hlegu township.</p> <p>-Adequate for rural development policies in recipient countries.</p>	<p>technology transfer by donor country.</p> <p>-With time, the effectiveness of the project and impact on the people, institutions and environment deteriorated compared with the beginning.</p>	<p>rather than material support can be more efficient to achieve the purpose of the project.</p> <p>-One-time short-term material support may promote the residents' expectation for further support.</p>	<p>and maintain support facilities.</p> <p>-The government showed interest in the project at the start of support, but there are no political efforts to expand the project.</p>	
3	2	2	2	9

Furthermore, it is impossible to generalize the results of all the three different target villages as one entire project and evaluate its success or failure, because each village has shown different levels of effectiveness and impact in their project. For example, the pilot pigsty spread and well regarded from their residents in Kyauk Kha Din, but in Sa Khan Gyi village, it was evaluated as a failed project and almost no resident wanted to install the pilot pigsty. Also, each village showed a different level of leadership and cooperation of their heads, and Kha Young village has managed the village road well by performing repairs often, but the people in Sa Khan Gyi village did not have the will and efforts to repair it by themselves even though their road was seriously damaged.

The day care center in all three villages has not been used as it was originally intended. The villagers cannot pay money to leave their children in the center, so the village cannot hire nursing teachers and the place is being used for other purposes.

In Kha Young village, the pilot poultry house has been spreading among the residents but the people in other villages have barely tried to follow it.

In Sa Khan Gyi village, the school has been rapidly deteriorating and the banister

has fallen off. These are dangerous conditions for students and requires repair, but no one has attempted to make repairs and reflects the lack of ownership.

In Sa Khan Gyi village, a great amount of resources were invested in the construction of the bridge, which increased convenience for the residents, but it was hard to obtain evidence of increase in productivity. In addition, the maintenance of facilities in the village has appeared different depending on the leadership of heads, and it is also necessary to organize and vitalize a women's association to collect their opinions. For this, a human resource development (HRD) program should be implemented. Particularly, what the evaluation team learned from the field investigation was that the village head played a semiofficial role in bridging the government and village. Moreover, they are paid money from the government, so it is considered to allow them to become leaders who make efforts towards changing their village.



2. Lessons and Proposals

It was evaluated that this project has been successful in introducing the rural development project model by completing the project within the originally scheduled period, attracting villagers to participate, providing farming and livestock husbandry techniques, constructing a poultry house, a community hall and a school, installing electricity and offering training programs for the residents' capacity building. However, the follow-up evaluation was supposed to be conducted by focusing on impact and sustainability, but the evaluation team faced some limitations. In other words, there were limits in trying to accumulate evidence of other villages' adoption of the pilot project through benchmarking. Furthermore, the government also recognized some limitations of being satisfied with short-term and one-off support and not making it their policy to further disseminate or develop the will to propagate it.

1) Impact and dissemination

It was hard to identify the impact of the project because there was no evidence on dissemination of the pilot poultry house, pigsty and farming skills among residents or any trials of other villages to follow these pilot projects. All three villages refused to use the pigsty, and when it came to the poultry house, it was partly accepted in Kha Yaung village but did not spread to the other two. For organic farming, the farming method has not been used at all because there is no market for organic products. In addition, the community hall was originally expected to create an enabling atmosphere for collecting people's opinions and promote cooperation among villagers, but it remains almost unused. Moreover, it was revealed that the clinic and day care center have been almost completely neglected, so they have not shown any impact.

In Sa Khan Gyi village, the construction of the bridge provided convenience for residents and children in remote areas, but there was no evidence that the increase in convenience and more efficient product transportation led to increased incomes.

When it comes to training, the people completing the international training program in Korea received a strong impression from Korea, but it still had limits in that there were no ideas on how to determine if self-help and cooperation influenced practice. Therefore, consideration should be given for future training programs to include how to make people develop a sense of self-help by asking questions to themselves about why they should awaken their consciousness and how they can help make better lives.

In some pilot projects, they were found to have great impacts by providing electricity and installing a well so that villagers can finally use power four to five hours a day and secure clean drinking water from the well.

However, the conditions of microfinance proved to be too complicated and limited. For example, if people wish to receive a loan, they are required to have their own land; thus, the system does not perform as it was originally intended to.

2) Sustainability

As facilities provided for this project have deteriorated, these should be maintained or repaired, but the villagers have not shown the will to manage it by themselves. Therefore, a question on the sustainability of the project has been raised. In Sa Khan Gyi village, a school was constructed just three years ago, but the banister has already come off. This poses a great risk of injury particularly to the students, but no one cared to fix it. The village road has also remained neglected with areas of water retention, so the edge of the road has been damaged seriously. In addition, if the day care center and clinic remain unused continuously without facilitating it for other purposes, it is expected that the hall will deteriorate quickly.

The Kha Young village was evaluated to have a relatively high participation from residents, but it also had some problems with water leakage from a tank. They have planned to repair it by collecting village funds, but there is currently no plan for fundraising.

The village has also asked for support for the microfinance fund, but they are passive about investing their own money. Thus, this results in a limit in the sustainability. According to the field investigation, all villages (and villagers) and DOA in Yangon region have asked for an increase in support for seed money, but it can be considered that this is different from the basic purpose of microfinance. In other words, it is desirable that residents themselves, based on initial support, increase their community fund.

3) Proposals for related future or follow-up projects

According to this post-evaluation, it was revealed that impact and sustainability without strategies for building self-help and cooperation of the villagers can have great limitations. Even though Kha Young village was under the poorest environment, they have maintained their infrastructure and generated income by spreading the improved standard poultry house. However, Sa Khan Gyi village has not managed the

infrastructure well, and the villagers have not actively participated in village projects. The initial effectiveness of the project will decrease with time in this kind of village. Eventually, the projects only focusing on construction of infrastructure without the Saemaul spirit (diligence, self-help and cooperation) can have limitations on its long-term impact and sustainability.

Based on the observation, proposals for the related future or follow-up projects are as follows:

- Education or training programs should be expanded to strengthen the self-help capacity of residents and in particular, the roles of village leaders and women are very significant so specialized programs should be provided for them. In addition, it is necessary to reject the formal education program but include substantial contents to make people change their consciousness.
- The introduction of the mechanism of the follow-up support through competition and evaluation can be considered. In Korean Saemaul Undong, the government evaluated how well villagers, based on diligence, self-help and cooperation, used the materials supported from the government, and differentiated the support in the following year. Through this system, villages came to have competition in good faith, which played a key role in increasing unity among residents and finally improving the success of the Saemaul project. Like this, the future Myanmar rural development project should be also designed to include competition and accountability.
- The fact that Kha Yaung village has shown the greatest performance for the project despite having the smallest size among the three villages is worth of notice. The residents' voluntary participation and cooperation were positive when the values were shared and the leader's influence over the people is effective. This value-sharing and leader's influence over villagers depend on the scale of the village. Further research on how the size of a village can affect the

organization of residents and exercise of leadership needs to be conducted, but it should be reconsidered to select the project village by defining community by not only considering the administrative level but also population size.

- To enhance the use of farming machines, the psychological burden in the case of malfunction or break down should be lessened. Thus, technical education on how to fix the agricultural machines should be provided. Moreover, it is also important to design the project with support for equipment and materials considering their conditions with affordable prices at their economic level.

- The community halls in all three villages were constructed based on the same standardized drawing, which can be concluded that the fact the facilities were created in the same way without reflecting different characteristics of each village may produce less positive results.

**Ex-post Evaluation Report on the Hlegu Township Rural Development
project in Myanmar**

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825 Daewangpangyo-ro, Sujeong-gu, Seongnam-si,

Gyeonggi-do, Korea 461-833

C.P.O Box 2545

Tel: 82-31-740-0114, Fax: 82-31-740-0693

Website: <http://www.koica.go.kr>

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