

Results of Final Evaluation on CARD

The 7th CARD General Meeting
October 2nd, 2018, Tokyo, Japan

Takanori Satoyama
General Coordinator
CARD Secretariat



CARD

COALITION for AFRICAN
RICE DEVELOPMENT

Outline

1. Overview of Final Evaluation

- 1-1. Scope of Evaluation
- 1-2. Target Countries and Institutions
- 1-3. Method of Evaluation

2. Achievement of CARD

- 2-1. Achievement at Country Level
- 2-2. Achievement at Initiative Level

3. Positive Feedback

4. Success Factors & Challenges

5. Lessons Learned

- 5-1. Lessons Learned at Country Level
- 5-2. Lessons Learned at Initiative Level

6. The Way Forward

- 6-1. Proposed target, focus areas/ approaches, and selection standards for member countries
- 6-2. Proposed priorities and scopes



CARD

COALITION for AFRICAN
RICE DEVELOPMENT

1. OVERVIEW OF THE FINAL EVALUATION



CARD

COALITION for AFRICAN
RICE DEVELOPMENT

1. Overview of Evaluation

1-1 Scope of Evaluation

Evaluation Items

		Target	
		Member countries	SC members and Partner Organizations
Evaluation Items	(1) Research on the achievements of CARD as an international initiative	—	Understand the achievements of CARD and the implementation status, and analyze the issues and KSFs
	(2) Research regarding the impact of CARD on the individual country-level	Understand the implementation status of NRDS as well as impact of CARD, and analyze the issues and KSFs	—
	(3) Preparation of recommendations for the African rice sector development beyond 2019	Prepare recommendations to African countries in order to leverage on CARD and continue to implement the NRDS beyond 2019	Prepare recommendations to CARD beyond 2019 based on research on the current situation



CARD

COALITION for AFRICAN RICE DEVELOPMENT

1. Overview of Evaluation

1-2 Target Countries and Institutions

Target Countries

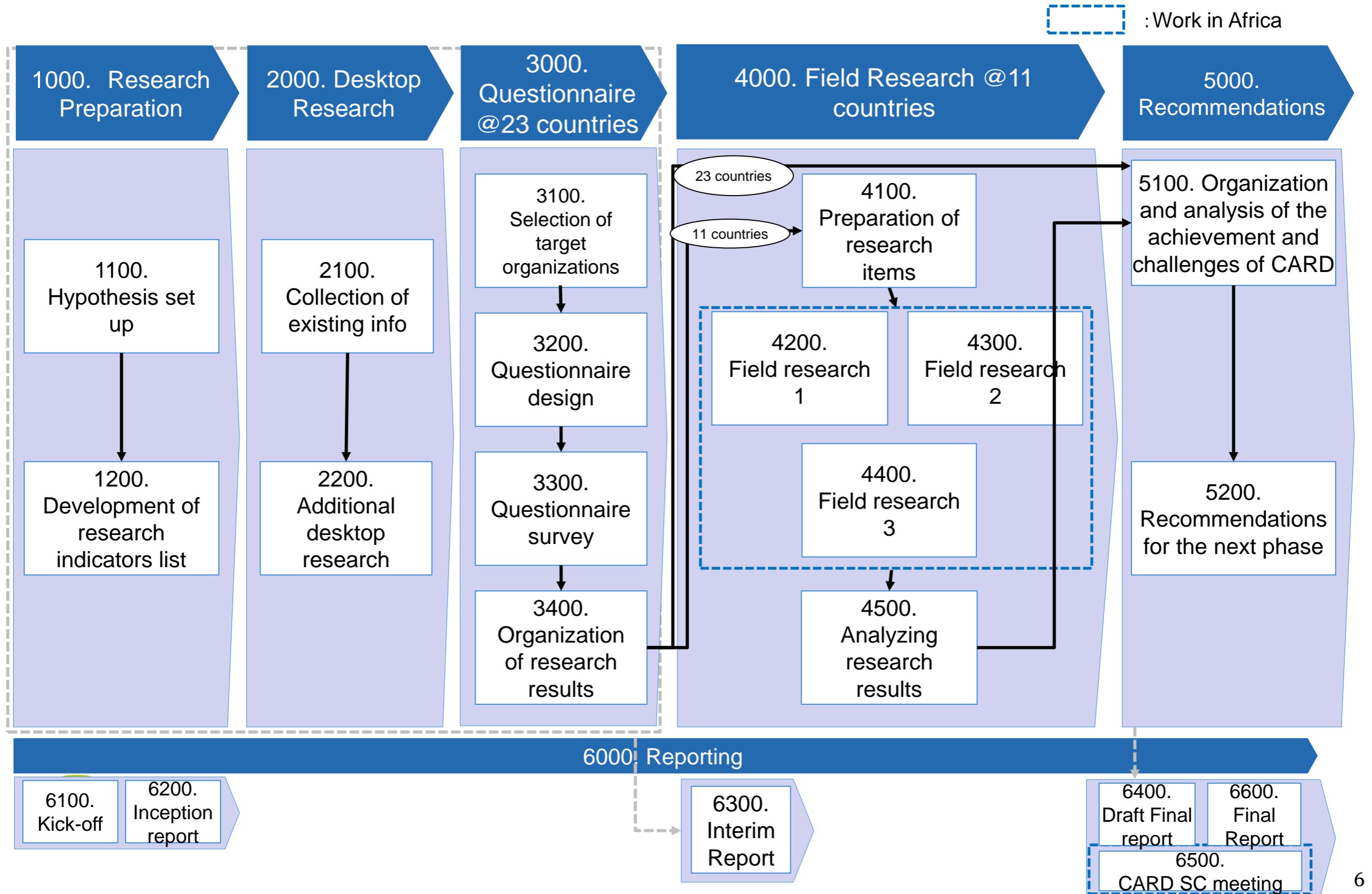
Group	Country	(1) Target countries for questionnaire	(2) Target countries for interview
1st Group	Ghana	●	●
	Guinea	●	●
	Madagascar	●	●
	Mozambique	●	●
	Nigeria	●	●
	Tanzania	●	●
	Uganda	●	●
	Cameroon	●	
	Kenya	●	▲
	Mali	●	
	Senegal	●	
	Serra Leone	●	
2nd Group	Côte d'Ivoire	●	●
	Rwanda	●	●
	Zambia	●	●
	Benin	●	●
	Burkina Faso	●	
	CAR	●	
	DR Congo	●	
	Ethiopia	●	
	The Gambia	●	
	Liberia	●	
Togo	●		
Total No. of Countries		23	11 + Kenya

Target Institutions

Group	Institutions
Steering Committee members	JICA
	JIRCAS
	FARA
	AGRA
	IRRI
	AfricaRice
	NEPAD
	FAO
	AfDB
	IFAD
	WB
CARD Secretariat	
Partner organizations	IWMI
	WFP
	BRAC
	BMGF

1. Overview of Evaluation

1-3 Method of Evaluation



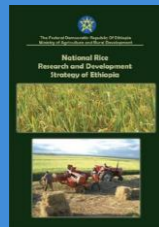
2. ACHIEVEMENT OF CARD



CARD

COALITION for AFRICAN
RICE DEVELOPMENT

2-1 Achievement at Country Level - NRDS Process -

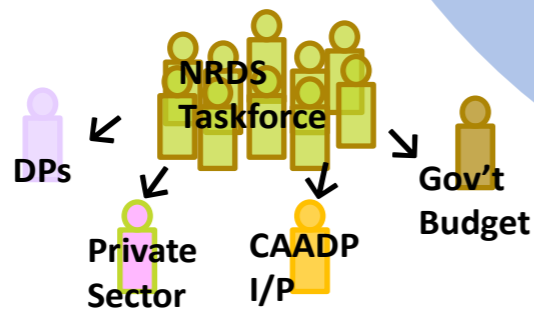


1) NRDS formulation and launch
(updating)

NRDS Process

2) Gap analysis & prioritization
Concept note formulation

3) Lobbying
for funding



Priority	Intervention	Current Status	Position	Intervention	Intervention
1	1	1	1	1	1
2	2	2	2	2	2
3	3	3	3	3	3
4	4	4	4	4	4
5	5	5	5	5	5

Donor Mapping

Priority	Intervention	Current Status	Position	Intervention	Intervention
1	1	1	1	1	1
2	2	2	2	2	2
3	3	3	3	3	3
4	4	4	4	4	4
5	5	5	5	5	5

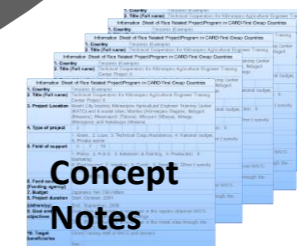
Needs Mapping

Priority	Intervention	Current Status	Position	Intervention	Intervention
1	1	1	1	1	1
2	2	2	2	2	2
3	3	3	3	3	3
4	4	4	4	4	4
5	5	5	5	5	5

Gaps

Priority	Intervention	Current Status	Position	Intervention	Intervention
1	1	1	1	1	1
2	2	2	2	2	2
3	3	3	3	3	3
4	4	4	4	4	4
5	5	5	5	5	5

Priorities


























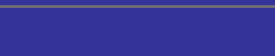



























CARD

COALITION for AFRICAN RICE DEVELOPMENT

2-1 Achievement at Country Level - Policy Development -

As of June 2017

 : Finalized and approved
 : Drafted

Country		NRDS			Rice Seeds	Mechanization
		Status	Year of formulation	Period covered		
1st Group	Cameroon		2009	2008-2018		
	Ghana		2009	-2020		
	Guinea		2009	2008-2018		
	Kenya		2009/2014	2008-2018		
	Madagascar		2009/2016	2008-2018 2016-2020		
	Mali		2009	2008-2018		
	Mozambique		2011/2016	2008-2018 2016-2027		
	Nigeria		2009	2007-2018		
	Senegal		2009/2012/2014	-2017		
	Sierra Leone		2009	2008-2018		
	Tanzania		2009	2008-2018		
2nd Group	Uganda		2012	2008-2018		
	Benin		2011	2008-2018		
	Burkina Faso		2011	2008-2018		
	CAR		2012	2008-2025		
	Cote d'Ivoire		2012	2012-2020		
	DR Congo		2013	2008-2018		
	Ethiopia		2010	2009-2019		
	The Gambia		2014	2015-2024		
	Liberia		2012	2008-2018		
	Rwanda		2011/2013	2011-2018		
	Togo		2010	2008-2018		
Zambia		2011/2016	2016-2020			

2-1 Achievement at Country Level - Implementation and Monitoring-

Country	NRDS Concept notes	CARD labeled projects
1st Group	Cameroon	7
	Ghana	14
	Guinea	6
	Kenya	4
	Madagascar	16
	Mali	18
	Mozambique	4
	Nigeria	21
	Senegal	15
	Sierra Leone	4
	Tanzania	17
2nd Group	Uganda	9
	Benin	21
	Burkina Faso	9
	CAR	N/A
	Cote d'Ivoire	13
	DR Congo	4
	Ethiopia	5
	The Gambia	2
	Liberia	N/A
	Rwanda	5
Togo	11	
Zambia	3	

As of June 2017



: Done

Evaluation reports have been drafted in about 10 countries including Cote d'Ivoire, Guinea, Mali, Nigeria, and Senegal

2-2 Achievement at Initiative Level

General Meeting

6 meetings were held in 2008, 2009, 2010, 2011, 2013 and 2015 to update progress of CARD.

Steering Committee

12 meetings were held once or twice a year to discuss the operation and management of CARD.

Workshop/Training

- Video conference seminar
 - Regional workshop
 - Pre-conference seminar
 - Side event
 - Tsukuba seminar

Website

Technical materials and analytical work produced by SC members were shared on the website.

Other

Other achievements include facilitating information exchange among stakeholders through e-mail correspondence.



CARD

COALITION for AFRICAN
RICE DEVELOPMENT

3. POSITIVE FEEDBACK



CARD

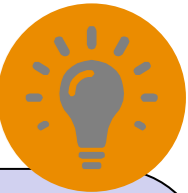
COALITION for AFRICAN
RICE DEVELOPMENT

3 Positive Feedback

Learning from the experiences of member countries	Opportunities were provided to follow each other's progress, and countries that are leaders in implementing the NRDS shared the lessons learned with others.
Capacity building (learning from SC members)	Technical advice at conferences contributed to the improvement of policy-making capabilities of participants.
South-south cooperation (SSC)	Participants learned the experiences of SSC countries through conferences and training or study tours that were organized by SSC countries.
Partnership among SC members	Information obtained from other SC members served as input for their decision making on rice projects.
Public-private partnership	CARD invited the private sector to conferences to give presentations.
Partnerships among projects/initiatives	Coordination and alignment of some initiatives were improved as duplication was avoided.
Sensitization and branding	CARD was one of the factors behind the increase in government commitment towards rice development in both member and non-member countries.
Application to other strategy formulation	CARD's approach to developing the NRDS was applied in the formulating of other strategies.
Other	CARD activities contributed indirectly to the establishment of institutions and the collection of baseline data



The Permanent Secretary for the Ministry of Agriculture in Madagascar went to Uganda to learn about the implementation structure of NRDS



In the countries such as Uganda, Zambia and the DRC, the NRDS guided the government to take a crop-specific approach.

4. SUCCESS FACTORS AND CHALLENGES



CARD

COALITION for AFRICAN
RICE DEVELOPMENT

4 Success Factors and Challenges (1/3)

	Factors	Success	Challenge
Government	The importance of rice for the national economy and/or food security	✓	
	Authority of the NRDS		✓
	Assignment of appropriate unit	✓	✓
	Government structure for implementation	✓	✓
	Authority/level of CARD focal point	✓	✓
	Number and capacity of government officials	✓	✓
	Continuity of CARD focal point / taskforce/ high-ranking officials	✓	✓
	Financial resources		✓
	Action plan for NRDS implementation		✓
	Ownership and support from high-level government officials	✓	✓
	Incentives for rice development promotion		✓
	Bureaucracy		✓
	Other government policies	✓	✓

Rice is important for many countries, but in some cases an existing strategy is already in place as a master document for fund mobilization.

A dedicated unit for rice was a key to storing institutional knowledge.

The leadership of high-level government officials has facilitated the enhancing of stakeholder involvement and NRDS implementation.



CARD

COALITION for AFRICAN RICE DEVELOPMENT

4 Success Factors and Challenges (2/3)

	Factors	Success	Challenge
Secretariat	Communication		✓
	Provision of personnel	✓	✓
	Financial resources		✓
	Number and capacity of human resources		✓
	Authority		✓
	Advocacy for government high-officials	✓	✓
	Methodology	✓	
SC members and Partner Organizations	Communication between the SC member representative and SC local office		✓
	Awareness of CARD		✓
	Incentive to participate		✓
	Commitment		✓
	Roles of SC members		✓
	JICA's support	✓	
	Inclusion in organization's development assistance strategy/policy		✓
	Donor presence and office functions		✓
	Success stories from rice project		✓
	Collaboration	✓	✓

The Secretariat with higher authority would have facilitated dialogues among the management of SC members/ Partner Organizations.

The roles of SC members were not clear, and communication between the headquarters and local offices was not encouraged.

The visibility of CARD among SC local offices was still a big challenge in many countries.

4 Success Factors and Challenges (3/3)

	Factors	Success	Challenge
GM and SC	Frequency	✓	
	Timing	✓	
	Participation/ membership	✓	
	Authority		✓
	Meeting agenda	✓	✓
	Logistics	✓	
	Venue	✓	✓
Other	Selection of member countries	✓	
	Distribution of roles among the CARD Secretariat, JICA, and other SC members	✓	✓
	Indicators and baseline data		✓
	Availability of reliable statistics and evaluation of progress		✓
	Introduction of rice as a new crop	✓	✓
	External Factors		✓
	Private-sector involvement	✓	

The CARD meetings have been well run. But the change of participants has affected the quality of discussions, because new focal points are not always well aware of the content of previous meetings.

Without an evaluation mechanism, stakeholders were not able to track the progress of the strategies.



CARD

COALITION for AFRICAN RICE DEVELOPMENT

5. LESSONS LEARNED



CARD

COALITION for AFRICAN
RICE DEVELOPMENT

5-1 Lessons Learned at Country Level

Issues in the first phase

Proposed steps in the next phase

A. Policy Development

Stakeholders, especially those outside the government do not refer to the NRDS even when it has been developed.

- A. To make the policy substantial:**
- ✓ Rice is important to the national economy and/or food security
 - ✓ Support for rice development strategy will be necessary as no other strategy works as a master strategy for rice, especially when rice is still new to a country

B. Fund matching

New focal points misunderstood that once the strategy was finalized, the aim of CARD would be achieved.

- B-1. To ensure that relevant officials raise funds under NRDS:**
- ✓ Appropriate units should be assigned to implement the policy in different areas of the rice value chain
 - ✓ Have a succession plan for focal points and task force members

Development partners were not necessarily aware of CARD, and fund matching activities were limited.

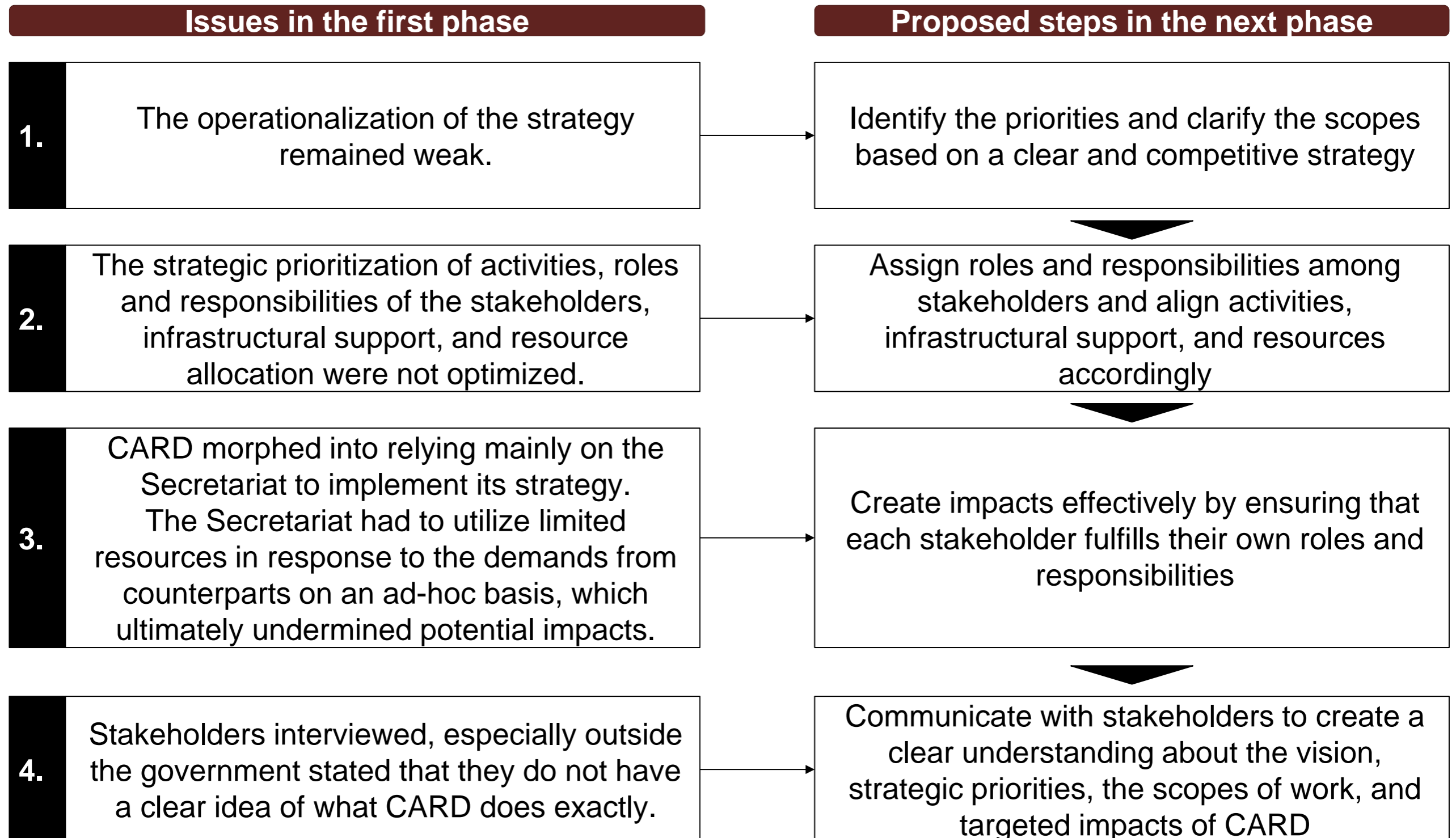
- B-2. To involve donors for harmonization under NRDS:**
- ✓ Hold frequent discussions at the technical level
 - ✓ High-level officials will have to be committed to lead technical officers in approaching donors in the right manner
 - ✓ Institutionalized regular meetings will have to be in place

C. Monitoring

Stakeholders were not able to know the progress of CARD.

- C. To conduct effective monitoring to show impacts to other stakeholders :**
- ✓ Targets and goals will have to be clear from the beginning
 - ✓ Baseline data and reliable statistics will have to be in place

5-2 Lessons Learned at Initiative Level



6. THE WAY FORWARD



CARD

COALITION for AFRICAN
RICE DEVELOPMENT

6-1 Proposed Target, Areas/Approaches, and Selection Standards for Member Countries

Target

Continue to focus on increasing rice production in Sub-Saharan Africa

Focus areas/approaches

Private sector involvement

Further engagement with private sector actors is recommended.

Country/region/group-specific approaches

Member countries may be grouped according to their commonalities.

Synergy with similar initiatives

Similar initiatives exist, and synergies should be created and a clear position established for CARD.

South-South cooperation

Increased engagement is necessary (knowledge-sharing through study tours, projects, workshops etc.)

Selection standards

Rice is one of the top strategic crops

Commitment of the government in promoting the rice sector

Commitment of SC members in supporting the rice sector

6-2 Proposed Priority and Scope

	Activities	Priorities	Actions in the second phase
Initiative level	A) Information & knowledge sharing	High-Middle	<ol style="list-style-type: none"> 1. Increase opportunities for learning from non-member countries 2. Host more workshops for knowledge-sharing among SC members 3. Create a database of best practices and lessons learned 4. Restructure the website 5. Deliver information about progress of CARD
	B) Policy dialogue & advocacy	High	<ol style="list-style-type: none"> 1. Ensure the involvement of high-level officials of SC members 2. Strengthen lobbying with high-level officers 3. Expand policy advocacy to the sub-regional level
Country level	C) Policy development	Middle	<ol style="list-style-type: none"> 1. Provide assistance for renewing current strategies 2. Ensure the involvement of development partners 3. Strengthen the incorporation of NRDS in existing policies
	D) Implementation	High	<ol style="list-style-type: none"> 1. Support the preparation of an action plan for implementation 2. Establish country-level steering committees 3. Support focal points and taskforces in marketing concept notes 4. Host roundtables for SC members at the initiative level 5. Add officers for policy planning and project coordination to taskforce 6. Strengthen institutional support
	E) M&E	High-Middle	<ol style="list-style-type: none"> 1. Encourage evaluation study 2. Encourage the involvement of M&E units 3. Training of M&E personnel

Thank you



CARD

COALITION for AFRICAN
RICE DEVELOPMENT