

UNCLASSIFIED
CLASSIFICATION

PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

1. PROJECT TITLE CREDIT UNIONS SMALL FARMER DEVELOPMENT		2. PROJECT NUMBER 526-0101 & 526-0113	3. MISSION/AID/W OFFICE USAID/PARAGUAY
		4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) <u>78-6</u>	
		<input type="checkbox"/> REGULAR EVALUATION <input checked="" type="checkbox"/> SPECIAL EVALUATION	

5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING	7. PERIOD COVERED BY EVALUATION	
A. First PRO-AG or Equivalent FY <u>69</u>	B. Final Obligation Expected FY <u>80</u>	C. Final Input Delivery FY <u>81</u>		From (month/yr.) <u>July 1974</u>	To (month/yr.) <u>November 1977</u>
			A. Total \$ <u>7,489</u>	Date of Evaluation Review <u>Oct.-Nov. 1977</u>	
			B. U.S. \$ <u>4,928</u>		

8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
Attached is a copy of Vol. I and II of the Report on a Joint Evaluation of the Credit Unions Project (526-0101) and the Small Farmer Development Loan (526-0113).		
This evaluation has shown that these projects are essentially on target and that the Central Organization CREDICOOP is likely to attain its objective of establishing/as a technically and financially viable entity. itself		
Vol. I of the Evaluation Report includes 41 recommendations. During the time elapsed between the field work and the receipt of the final report most of the recommendations were either completed or no longer applicable. Therefore, we are listing below only those recommendations where further action is necessary:		
1. AID should make special efforts to resolve the technical problems related to the survey data to allow for the necessary analysis to be undertaken to measure project impact on small farmer income. This analysis should be prepared in a separate report and distributed to all project participants.	Larry K. Laird	June 30, 79
2. The goal statement should more precisely define relative achievement, since the term "statistically significant" has little operational meaning. A quantifiable measure, e.g., a 5 percent increase in	Henry L. Miles	June 30, 79

9. INVENTORY OF DOCUMENTS TO BE REVIEWED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan (e.g., CPI Network)	<input type="checkbox"/> Other (Specify)
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO:T	
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO:C	<input type="checkbox"/> Other (Specify)
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO:P	

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A. Continue Project Without Change

B. Change Project Design and/or Change Implementation Plan

C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER BANKING PARTICIPANTS (AS APPROPRIATE (Names and Titles))

Henry L. Miles
Henry L. Miles, Project Manager

12. Mission/AID/W Office Director Approval

Signature: *[Signature]*

Typed Name: Abe M. Felt, Director, USAID/P

Date: Oct. 23, 1978

participant income over non-participant income, should be used.

3. CREDICOOP staff and leadership should examine the issue of Membership growth vs. selectivity to determine how they should proceed in pursuing these two potentially conflicting objectives in order to allow for optimum attainment of each. This statement should be prepared as a guide for all staff, particularly for use by the field promoters in their regular contacts with the credit unions.

Henry L. Miles Dec.31, 78
4. The action plans and activities report formats should be revised to ensure that information reported can be related to the organizational plan, such that progress toward attainment of the plan's objectives can be effectively monitored.

Henry L. Miles Dec.31, 78
5. More emphasis should be placed on the mobilization of additional internal capital (both shares and deposits) as an alternative or at least a substantial supplement to external loans. (The planned development of deposit programs may help meet this objective.)

Henry L. Miles Open
6. CREDICOOP should prepare an overall annual projection (cash flow) for all anticipated receipts and payments. (This is planned for 1978.)

Henry L. Miles Nov.30, 78
7. The monthly financial statement should be modified to:
 - Include lines for total assets and total liabilities.
 - Include lines for total income and expenses which should include the marketing component.
 - Marketing costs should be itemized along with administrative and financial costs.

Henry L. Miles Nov.30, 78
8. Establish policies and procedures for management and investment of the fund.

Henry L. Miles Nov.30, 78
9. Allocation to the fund should be tied to savings rather than membership growth, since the growth rate for savings is higher, and since savings protection is one potential use of the fund.

Henry L. Miles Nov.30, 78

10. CREDICOOP should devote greater resources to developing proper storage facilities at the local level and training farmer and credit union personnel in improved handling and storage techniques. Henry L. Miles Open
11. CREDICOOP should continue to develop the comité por compañía concept and gradually extend it to other credit unions. Henry L. Miles Open
12. CREDICOOP should place additional emphasis on planning in its education program, assisting participants to prepare more useful planning documents that will demonstrate the benefits that will accrue if the process is effectively performed. Henry L. Miles Open
13. To the degree possible, CREDICOOP field promoters should be available to provide assistance when each credit union is preparing its annual plan. Henry L. Miles Open
14. CREDICOOP should emphasize the uses the budget should serve to credit union management, through its educational programs, and through the regular contacts of the field promoters. Henry L. Miles Open
15. CREDICOOP should continually monitor the lending policies of its affiliates to ensure they conform to sound financial practices. It should continue its efforts to improve the loan analysis procedures among its affiliates. Henry L. Miles Open
16. CREDICOOP should document the procedures to be followed in the collection of delinquent loans for dissemination to its affiliates. Field promoters should provide special assistance to those credit unions with serious delinquency problems. Henry L. Miles Dec.31, 78
17. The use of "Comités por compañía" ^{should} be encouraged as a means to reduce loan delinquency both in education/analysis prior to loan disbursement and as a follow-up form of social pressure. Henry L. Miles Open