

PD-AAB-372-DI
PROJECT APPRAISAL REPORT (PAR)

4r.

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1. PROJECT NO. 577-11-11C-C60

2. PAR FOR PERIOD July, 1973 TO June, 1975

3. COUNTRY PERU

4. PAR SERIAL NO. 75-5

5. PROJECT TITLE
AGRICULTURAL INSTITUTIONAL DEVELOPMENT AND OPERATIONS

6. PROJECT DURATION: Began FY 62 Ends FY 77

7. DATE LATEST PROP 5/21/71

8. DATE LATEST PIP

9. DATE PRIOR PAR 7/25/73

10. U.S. FUNDING

a. Cumulative Obligation Thru Prior FY: \$ 16,189

b. Current FY Estimated Budget: \$ 565

c. Estimated Budget to completion After Current FY: \$ 17,527

11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)

a. NAME	b. CONTRACT, PASA OR VOL. AG. NO.
IONA STATE UNIVERSITY	AID-1a-592
IONA STATE UNIVERSITY	AID-1a-C-1C69

I. NEW ACTIONS PROPOSED AND REQUESTED AS A RESULT OF THIS EVALUATION

A. ACTION (X)			B. LIST OF ACTIONS	C. PROPOSED ACTION COMPLETION DATE
USAID	AID/W	HOST		
X	X		1. Contractor accelerate the pace of recruitment for replacement of the Water Resources Economist to insure he is on board prior to 30 August, 1975.	ASAP
		X	2. GOP accelerate pace of studies which have been already identified (Demand, Employment, Updating of National Cultivation and Livestock Plan).	ASAP
		X	3. GOP determine prior 30 September 1975 whether Supply Study will be performed by OSPA or OSPAL.	SEPTEMBER 75
X			4. USAID continue gradual phase out of I.S.U. Contract technicians in accordance with plans laid out jointly with GOP, Contract completion date remains June, 1977 per IDG.	N/A.
X			5. USAID provide financial support to GOP for special studies; Director to travel between I.S.U. and Peru for purpose of coordinating the various studies in accordance with a previously agreed upon detailed work calendar. (Said Director will be developing planning methodology at I.S.U. during academic year 1975-76).	

D. REPLANNING REQUIRED

REVISED OR NEW: PROP PIP PRO AG PIO/T PIO/C PIO/P

E. DATE OF MISSION REVIEW

PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE: Rollo Ehrlich 7/22/75

MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE: Charles L. ein/erg 7/22/75

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II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

A. INPUT OR ACTION AGENT CONTRACTOR, PARTICIPATING AGENCY OR VOLUNTARY AGENCY	B. PERFORMANCE AGAINST PLAN							C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (X)				
	UNSATISFACTORY		SATISFACTORY			OUTSTANDING		LOW		MEDIUM		HIGH
	1	2	3	4	5	6	7	1	2	3	4	5
1. Iowa State University				X								X
2.												
3.												

Comment on key factors determining rating

1. Long-term technicians - after initial delays in recruitment during early part of this evaluation period, Seven out of Eight were on board during most of FY 75.
2. Assignment of marketing functions to Ministry of Commerce in 1973 and establishment of separate Ministries for Food and Agriculture in December 1974 required shifting of technicians and alteration of most planned schedules. Both Ministries are now getting settled.
3. Very little use made of short-term technicians.

4. PARTICIPANT TRAINING														
		X										X		

Comment on key factors determining rating

Expected number of participants failed to materialize. Last minute cancellations resultant from change in Ministerial policy which places more emphasis at the technical level and favors local training in view of the limited number of qualified people. Accordingly approximately 20% of funds earmarked for this purpose deobligated. Local training and invitational travel funds increased

5. COMMODITIES														
					X					X				

Comment on key factors determining rating

substantially. ISU contract AID/1a-C-1069 does not include participants. Therefore, contract team members were not active in identifying and referring candidates to USAID/GOP for processing. In addition, majority members of Contract Team not sufficiently familiar with participant role to make maximum use of available resources.

6. COOPERATING COUNTRY	a. PERSONNEL				X									X
	b. OTHER				X								X	

Comment on key factors determining rating

1. Professional caliber of counterpart personnel lower than expected.
2. Administrative bottlenecks in the MinAg and their inability to pay competitive salaries to high-level technicians substantially slowed down the execution of planned studies and precluded the employment of core-group personnel. Alternative arrangements for acquiring services of core group calibre personnel, partially achieved; salary problems being still the major impediment and will continue to cause problems. GOP has contributed 52% to cost of Special Studies.
3. Deficiencies previously pointed out in statistics and other information still continue to exist. Recent reorganization of Ministry may temporarily retard achievement of the project purpose.
4. Institutional instability referred to above, has been an important factor in limiting timely achievement of project objectives.

7. OTHER DONORS				X					X					
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(See Next Page for Comments on Other Donors)

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II. 7. Continued: Comment on key factors determining rating of Other Donors

Other donor contributions do not overlap with AID's. Collaboration and communication between U.S. and other donors continually maintained. Technical and financial assistance received from FAO and IICA, particularly in farmer training field.

III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					END OF PROJECT
		CUMU-74 LATIVE PRIOR FY	CURRENT FY 75		FY 76	FY 77	
			TO DATE	TO END			
Sub-Sector Studies completed or in process	PLANNED	6	6	6	3	-	9
	ACTUAL PERFORMANCE	1	3				
	REPLANNED			-	1	5	9
Comprehensive action programs	PLANNED	2	4	4	-	-	4
	ACTUAL PERFORMANCE	1	1				
	REPLANNED			-	3	-	4
Upgrading GOP officials through local short-term training	PLANNED	6	9	9	11	-	20
	ACTUAL PERFORMANCE	9	12				
	REPLANNED			2	11	-	25
U.S. trained Peruvians with M.A. or Ph.D. in Economics	PLANNED	5	10	10	5	-	15
	ACTUAL PERFORMANCE	2	2				
	REPLANNED			-	2	-	4
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS	COMMENT: Collaboration between OSPA and the ISU Contract Team in developing terms of reference for four major sub-sector studies, among which is the Planning Framework, has improved during the period, notwithstanding existent salary problems which continue to inhibit the employment of Core Group technicians. This situation is now complicated by						
1. Technical capability	the creation of the new Food Ministry which has its own separate sectoral planning mechanism. Difficulties have been encountered in coordinating Special Studies between both Ministries.						
2. Quality of statistics	COMMENT: Reliability of data is uncertain. Measures planned to improve this situation were interrupted by the transfer of the Statistical Division of MinAg to MinFood, where a new collection method is being tried out. Applications of data collected will be observed to check reliability.						

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IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged.

2. Same as in PROP? YES NO

To assist MinAg and MinFood in analyzing key problems to meet sector goals thru Special Studies leading to improved planning methodology; assist GOP to accelerate pace of supply study which is key element for sector assessment and implement programs resulting from analyses and assist GOP instructional base to continue process leading to sector assessment and planning.

B. 1. Conditions which will exist when above purpose is achieved.

2. Evidence to date of progress toward these conditions.

1. OSPA and OSPAL concurring on Planning Framework for studies of key sub-sectors and involved in design and execution. Analyzing results of studies and formulating policy recommendations for adoption by both Ministries.

1. OSPA and OSPAL technicians, with assistance from ISU, are working on Supply & Demand Analysis in which some 18 OSPA technicians are working; have developed terms of reference for an Employment Study and a Discussion Paper on the Planning Framework. The latter is being discussed by both sectoral office.

V. PROGRAMMING GOAL

A. Statement of Programming Goal

Improvement of agricultural and food sectors' performance in terms of increased employment, income redistribution and food production.

B. Will the achievement of the project purpose make a significant contribution to the programming goal, given the magnitude of the national problem? Cite evidence.

Yes. At this time, when the GOP is concentrating its efforts on food production for the 1975-1976 biennium and has created a Food Ministry (1636 personnel positions, S/.2,216 Mn. budget) to focus on the solution of key problems, the availability of alternative courses of action which have been soundly researched will be critical to maximizing results from available resources.