AID 1020-25 (11-70)

REPORT U-448

6630/62-②

PD-AAB-942-G1

PROJECT APPRAISAL REPORT (PAR)

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1. PROJECT NO.	2. PAR FOR PERIOD:	3. COUNTRY	4. PAR SERIAL NO.
663-55-130-162	7/1/73 TO 10/31/74	Ethiopia	75-7 4p

5. PROJECT TITLE

ADA DISTRICT DEVELOPMENT

6. PROJECT DURATION: Began FY 71 Ends FY 78	7. DATE LATEST PROP 4-23-71	8. DATE LATEST PIP -	9. DATE PRIOR PAR 9-27-73 (73-6)

10. U.S. FUNDING	a. Cumulative Obligation Thru Prior FY: $-988,000 $1,300,000	b. Current FY Estimated Budget: $-341,000	c. Estimated Budget to completion After Current FY: $ 2,478,000 (Grant) $ 564,000 (Loan)

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

a. NAME	b. CONTRACT, PASA OR VOL. AG. NO.
Clapp and Mayne, Inc.	Host Country Contract
Trans-Century Corp.	Host Country Contract

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

A. ACTION (X) USAID	AID/W	HOST	B. LIST OF ACTIONS	C. PROPOSED ACTION COMPLETION DATE
		X	Continue improving linkages between the project, MinAg, the Debre Zeit Experiment Station, and the Institute of Agriculture Research.	Continuing
		X	Effect phase-down of project funding and new administrative arrangement for Ada Project.	June 30, 1975
X	X		Expedite completion of Near East Foundation contracts with expatriate personnel.	December 5, 1974 for Daniel and Parker. February 15, 1975 for Muhr.
X	X	X	Expedite procurement and delivery of final project commodities.	Continuing
X			Complete contractor performance evaluation report on Clapp and Mayne.	January 1, 1975
X	X	X	Effect final payment and audit of Clapp and Mayne.	June 30, 1975
X		X	Complete scope of work and FY 1976 budget for MSU/IDR research.	April 30, 1975
X	X		Finalize revised Project Paper	November 30, 1974

D. REPLANNING REQUIRED: REVISED ~~IMMEDIATE~~ [X] PP [ ] PIP [ ] PRO AG [ ] PIO/T [ ] PIO/C [ ] PIO/P

E. DATE OF MISSION REVIEW: November 12, 1974

PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE: Richard A. Cobb 11/12/74

MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE: John L. Withers John L. Withers

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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: UNSATISFACTORY 1	2	SATISFACTORY 3	4	5	OUTSTANDING 6	7	C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (X): LOW 1	2	MEDIUM 3	4	HIGH 5
1. Clapp and Mayne, Inc.		X										X
2. Don Schmidt (TC Corp.)					X				X			
3.												

Comment on key factors determining rating: 1. Clapp and Mayne - Recruitment of some poorly qualified personnel resulted in replacement and early departure of some team members. Project implementation has suffered, and achievement of targets has been behind schedule. Performance improved somewhat in early 1974, but for reasons cited below (Part 6) overall results have been unsatisfactory. The Clapp and Mayne contract will not be extended beyond December 4, 1974.
2. Don Schmidt - The contractor has been assigned to the Debre Zeit Experiment Station. He has assisted the Extension Department of the Ada Project in the establishment of field trials on model farmer sites. He has been instrumental in maintaining good relationships between the project and the experiment station.

	1	2	3	4	5	6	7	1	2	3	4	5
4. PARTICIPANT TRAINING				X					X			

Comment on key factors determining rating:

Several project employees have been involved in short term training programs and observational visits to development projects in Kenya. These programs have proven to be generally useful in broadening the perspective of the participant.

	1	2	3	4	5	6	7	1	2	3	4	5
5. COMMODITIES		X										X

Comment on key factors determining rating: The limited grant financed commodities have arrived within acceptable time limits. The loan financed commodities, on the other hand, have been delayed due to reasons cited in the previous PAR. The delay in arrival of project vehicles and road building equipment has been a key factor in the project targets being behind schedule.

		1	2	3	4	5	6	7	1	2	3	4	5
6. COOPERATING COUNTRY	a. PERSONNEL Management		X										X
	Other Staff				X								
	b. OTHER MinAg linkages		X										X

Comment on key factors determining rating: 1. Personnel - There has been a weakness of direction and administration on the part of GOE project management. As a result of a joint USAID and MinAg evaluation of the project conducted in April 1974, the management of the project has changed and more direct control of project activities will be exercised by MinAg. The field staff of the project and most of the unit heads have demonstrated professional capabilities and good attitudes despite the problems mentioned previously.
2. MinAg Linkages and Direction - The MinAg evaluation in April 1974 emphasized the lack of central leadership provided to the Ada project during its start-up period. This situation has since been remedied by the changes in project administration and renewed MinAg attentiveness to the management and direction of the Ada Project.

	1	2	3	4	5	6	7	1	2	3	4	5
7. OTHER DONORS USAID				X						X		

(See Next Page for Comments on Other Donors)

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II. 7. Continued: Comment on key factors determining rating of ~~[illegible]~~ USAID

Early in the reporting period there was a lack of coordination within USAID. Timely approval of procurement was delayed. These deficiencies have since been rectified.

It should be noted that the USAID Project Officer acts as liaison with MinAg. He does not serve in a project management capacity.

III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					
		CUMULATIVE PRIOR FY	CURRENT FY 75 TO DATE	CURRENT FY 75 TO END	FY 76	FY 77	END OF PROJECT
Number of Farmers participating in the Project.	PLANNED	512	2000	4000	6000	8000	10000
	ACTUAL PERFORMANCE	1085	3000				
	REPLANNED			5500	8000	12000	12000
Number of centers operational.	PLANNED	3	5	5	10	10	10
	ACTUAL PERFORMANCE	4	4				
	REPLANNED			7	10	10	10
Kilometers of road constructed.	PLANNED	20	10	50	-	-	50
	ACTUAL PERFORMANCE	8	13				
	REPLANNED			20	30	50	100
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						

B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS	COMMENT:
1. Local centers managed by farmer associations.	Problems of cooperative development are receiving full attention of project and MinAg. To date, 4 local centers with warehouse facilities are constructed. These will be the focal point of cooperative development efforts.
2. Production and socio-economic research providing data on farmer response and effects of project inputs.	The research activities commenced in September 1974 and should acquire useful information during the current harvest.
3.	

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IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged. 1/

3. Same as in CAMS? ☒ yes ☐ no

Revised PP

To develop and test in the Ada District, new technology, local institutions and delivery mechanisms which are financially, technically and administratively reproducible by the GOE within the Ethiopian context and which will facilitate movement of small holders and tenants from subsistence to market-oriented agriculture.

B. 1. Conditions which will exist when above purpose is achieved.	2. Evidence to date of progress toward these conditions.
1. Cooperatives, or farmers associations, have been established to provide credit and production inputs, to market crops and to disseminate information.	1. Four trade centers established, loan committees and model farmers selected.
2. GOE agencies working effectively together to achieve project purposes.	2. Linkages established and functioning between the Debre Zeit Experiment Station, the MSU Institute of Development Research and MinAg.
3. Net farm income for tenants and small holders increased.	3. Anticipated increases in net farm income to be measured during current crop year.
4. Increased diversification of crops.	4. Willingness of participant farmers to diversify also to be measured by MSU/IDR research.
5. Adoption and replication of selected project techniques and systems in other areas.	5. To be determined.
6. Research capability developed to measure impact of new technologies and inputs in rural sector.	6. To be determined through research data.

V. PROGRAMMING GOAL

A. Statement of Programming Goal

To achieve a primary GOE goal which emphasizes the modernization and monetization of peasant subsistence agriculture by the development of institutions and infrastructure for improving the socio-economic status of small holder and tenant farmers.

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.

The Ada experience will hopefully offer techniques and approaches which the GOE, using its own resources, can utilize in other rural areas of Ethiopia.

1/ In early 1974, MinAg and USAID conducted a joint review of the Ada Project. Based on that review and other internal changes within the GOE, the project management and administrative system have been significantly improved. A new project coordinator has been appointed and the Ada Project will now have direct responsibility to the Extension and Project Implementation Department (EPID) of MinAg. EPID serves as coordinating body for all agricultural field activities and projects in Ethiopia. Also, project overhead costs have been reduced and renewed emphasis has been placed on the original experimental nature of project activities.