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UNITED STATES GOVERNMENT

memorandum

DATE: July 31, 1980
REPLY TO: Gerald G. Graf
ATTN OF: USAID/Ghana, Program Office *Graf*
SUBJECT: PES (Project No. 641-0077 ERDM)

TO: MO/PAV, AID/W

REF: STATE 314141

Per reftel, we are forwarding one copy each of the Project Evaluation Summary (PES) and the report of the Evaluation Team for Project No. 641-0077, Economic and Rural Development Management (ERDM).

These documents are being submitted for reproduction and distribution. In addition to the copies required for AID/W distribution the Mission would appreciate your sending 35 copies of both documents to the Program Office, USAID/Ghana.

cc: AFR/DP/PPE
AFR/DR/CAWARA
AFR/CWA/G

Attachments: a/s



Buy U.S. Savings Bonds Regularly on the Payroll Savings Plan

OPTIONAL FORM NO. 10
(REV. 7-78)
GSA FPMR (41 CFR) 101-11.6
5010-112

Classification

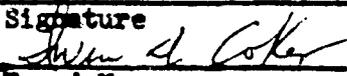
PROJECT EVALUATION SUMMARY (PES) - PART I

1. Project Title: Economic and Rural Development Management (ERDM)	2. Project Number: 641-0077	3. Mission: GHANA
4. Evaluation Number 80-3 XX Regular Eval. SPECIAL EVAL.		

5. Project Implementation Dates: A. 1st Proj. Ag. B. Final Obl. C. Final Impl. D. Final Eval. FY-77 FY-81 FY-82	6. Est. Project Funding A. Total \$5. million B. U.S. \$2.3 million	7. Period Covered By Eval. From (mo./yr.) 09/77 To (mo./yr.) 02/80 Date Eval. Review 07/09/80
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A. List decisions and/or unresolved issues:	B. Name of Responsible Officer	C. Date to be completed
1. Policy leadership is needed and the National Co-ordinating Committee (NCC) should be reactivated and reconstituted with officials from the Ministry of Local Government, Ministry of Finance and Economic Planning, The Establishment Secretariat, other relevant Ministries; with the GOG Project Co-ordinator and the USAID Project Manager as ex-officio members.	Principal Secretary/USAID	Aug. 4, 1980
2. The MFEP Secretariat be staffed by a full-time senior officer with adequate staff assistance needed to expedite project objectives and reduce administrative delays.	Principal Secretary	Sept. 15, 1980
3. Secretariat and AID staff jointly review the logistical support problem areas, particularly transportation and seek to alleviate present difficulties.	Kurland/Cann	Sept. 1, 1980
4. The Secretariat Project Coordinator (GOG) and USAID Project Officer take a more active role with Teams in evaluating seminar outputs in Training Cycles and seek ways for application of this training to reach target audiences more effectively and stimulate their involvement in development.	Kurland/Cann	Sept. 1, 1980

9. Inventory of Documents to be Revised Per Above Decisions ___ Proj. Paper ___ Imp. Plan ___ Other (Specify) ___ Fin. Plan ___ PIO/T ___ Logframe ___ PIO/C ___ Other (Specify) ___ Proj. Agr'mt ___ PIO/P	10. Alternative Decisions On Project Future A. <input checked="" type="checkbox"/> Continue w/o change B. ___ Change proj. and/or ___ Change imp. plan C. ___ Discontinue Project
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11. Project Officer and host country or other ranking participants as appropriate (Names/Titles): Kurland Coker Cann Chinery-Hesse Fuller Graf	12. Mission Director Approval Signature  Typed Name Ervin D. Coker Date July 29, 1980
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CLASSIFICATION

PROJECT EVALUATION SUMMARY (PES) - PART I

1. Project Title:		2. Project Number:	3. Mission:
		4. Evaluation Number	
		Regular Eval.	Special Eval.
5. Sup Project Implementation Dates: A. 1st Prog. B. Final Obl. Inp. Bal. C. Final FY--- FY--- FY---		6. Est. Project Funding A. Total _____ B. U.S. _____	7. Period Covered By Eval. From (mo./yr.) _____ To (mo./yr.) _____ Date Eval. Review _____
8. Action Decisions Approved By Mission Director			
A. List decisions and/or unresolved issues:		B. Name of Responsible Officer	C. Date to be completed
5. ERDM undertake identification of suitable institutions that can offer appropriate level course methods of integrated rural development and/or applications of appropriate technology to low-income tropical rural environments.		Kurland/Cann/ Fuller	Sept. 1980
6. ERDM should be moved from the Capital budget to the Recurrent Budget in order to increase the likelihood that logistical support and supplies will reach the field teams in a timely manner.		Principal Secretary	FY-82

9. Inventory of Documents to be Revised Per Above Decisions

___ Proj. Paper	___ Imp. Plan	___ Other (Specify)
___ Fin. Plan	___ PIO/T	
___ Logframe	___ PIO/C	___ Other (Specify)
___ Proj. Agr'mt	___ PIO/P	

10. Alternative Decisions On Project Future

A. Continue w/o change

B. ___ Change proj. and/or Change imp. plan

C. ___ Discontinue Project

11. Project Officer and host country or other ranking participants as appropriate (Names/Titles):

Kurland	Coker
Cann	Chinery-Hesse
Fuller	
Graf	

12. Mission Director Approval

Signature *Irvin D. Coker*

Typed Name Irvin D. Coker

Date July 29, 1980

PES PART II

13. Summary

The ERDM project concept is thus far a dynamic and potentially rewarding vehicle for both political and social improvements in the rural and local sectors. The project has similar potentials, when meshed with other government programs, to encourage economic development through field projects that utilize local participation.

ERDM has been underway for 24 months at time of this evaluation. The evaluation covers the period from start-up in June 1977 thru the completion of Cycle I training in January 1980. The total \$5.0 million authorized by the Project Paper has been earmarked for the establishment of 4 regional trainer/consultant teams (GOG), acquisition of 6 U.S. trainer technicians (PASA), an overseas training component and purchases of requisite project vehicles, spare parts, training and administrative support supplies and equipment. Despite severe economic and political disruptions in Ghana considerable progress has been made in accomplishing project objectives and achieving the project's goal as originally planned.

Delays have occurred, especially in timely receipt of project vehicles and support materials. Lack of GOG national policy guidelines have caused severe delays in release and receipt of required operational funds. This has been compounded by an acute shortage of commodities in the Country.

14. Methodology

The evaluation was a mid-stream exercise conducted by six outside evaluators; three from the U.S. and three from Ghana. The purpose of the evaluation was to examine the impact outputs on clientele served by the Project and the measures of progress towards institutionalization of the program. Included were ERDM staff capabilities, Cycle I course effectiveness, participant perceptions, project log-frame analysis and timeliness and level of U.S. and GOG inputs. Results were intended to serve as an interim measure of progress for officials concerned with financing and management of the project.

It was agreed that the most effective approach to the evaluation task would be thru discussion and interviews with a wide-ranging sample of project personnel, supporting organization officials and participants. Travel to all regions and select districts was planned; however, due to in-country travel constraints and adverse road conditions two regions had to be dropped. Additionally, a review of all available records and reports, both centrally and in the field, would be used to supplement discussions and interviews within the time available.

The evaluation team was composed of Mr. Robert Johnson, Clapp and Mayne; Dr. Robert M. Price, University of California (Berkeley); Dr. E. Richard Wheaton, USDA; Dr. John Nsarkoh, School of Administration; Legon; Mr. I.K. Boateng, Ministry of Health; and Mr. Gabriel Aidoo, Institute of Agricultural Management, Kwadaso. Period of the evaluation was June 10-27, 1980.

15. External Factors

In recent years adverse economic conditions and changes of government have caused considerable disruptions in the provision of goods and services to rural areas of Ghana. Additionally, disruptions have been experienced in local elections resulting in changes of personnel charged with the responsibilities for government action at local levels. Delays in the adoption of the National Decentralization Act by the Ghana Government had delayed implementation of much of ERDM training by District and Regional officials. Without clear-cut guidance from Central much of the training content and methodology received is being held in abeyance. The above conditions, have, at least psychologically, affected ERDM trainer/consultants in providing content of training seminars that can be considered a clear mandate for application and for implementation.

16. Inputs

Start up of the project was slower than planned due to long delays in obtaining requisite human resources as well as long delays in arrival of commodities, especially project vehicles. Identifying and training GOG trainer/consultants as well as U.S. trainer technicians required additional time not foreseen in the original Project Paper. Receipt of U.S. manufactured vehicles ordered thru AAPC in conformance with USG policy have taken up to 14 months to arrive in country. U.S. origin vehicles have proved to be difficult to maintain and repair since spare parts are non existent locally and local mechanics are unfamiliar with U.S. manufactured vehicles. These vehicles are not fuel efficient and given the high cost and scarcity of petrol and oil, especially at up-country locations have proven to be a nightmare for ERDM team members. All training materials for conduct of seminars must be acquired off-shore at considerable expense and with long delays experienced. While the GOG has urged AID to procure support commodities, including vehicles of a non U.S. manufacture AID procurement regulations prohibit purchase of these items. Therefore, present purchasing procedures will be maintained.

17. Outputs

Although the actual schedule now lags the original plan by about one year, those outputs contemplated for completion by the end of Cycle I training have for the most part been met. These include the establishment of a National Coordinating Committee (which will be reconstituted on August 4), establishment of a Project Secretariat, formation of eight regional training/consultant teams of three men each, design and development of eight curriculum/course materials and training systems and provisions of consultancy services. What is lacking is National Policy Guidance overall and an increased leadership role by the National Secretariat staff.

18. Purpose

Stated Project Purpose: Establish an effective planning, coordination and management training program for district and regional level councillors and officials. Progress toward purpose achievement has been satisfactory

EOPs: Development of District Plans, resource utilization, district budget integration, larger district project control, etc, are all end-of-project conditions not yet fully realized. Significant progress has been made in the functioning of eight training teams with successful conduct of seminars and course work according to project plans. Adoption of the National Decentralization Act is prerequisite to satisfaction of EOPs.

19. Goal

Increased development of the rural areas through effective involvement of rural people in the development process.

Attainment has not been reached at this juncture. Goal achievement depends largely on the assumption that GOG will adopt the tenets of the National Decentralization Act and mandate to local government authorities responsibility for development in the rural areas. This desirable facet is listed as a sub-goal and the basis for achievement has been instituted thru training seminars and consultancies provided thus far.

20. Beneficiaries

The direct beneficiaries are the regional and district council members and district department heads who have actively participated in ERDM training seminars. Eventually it is expected there will be a transfer of management skills learned of direct benefit to rural populations.

This will become more apparent as regions and districts complete Development Handbooks and design of individual budgets coupled with release of financial resources and identification of available local resources.

21. Unplanned Effects

One major result to date has been the change in attitude of region and district officials to their own responsibilities and an increased awareness that much more can be accomplished by working and sharing together with others employed in or elected to local government agencies. EPDM training has provided the environment for cooperation and coordination of effort and spirit towards a common goal. Exposure to role playing, group dynamics and organizational development concepts has resulted in changes in individual and group attitudes toward job accomplishment.

Another unexpected result has been the formation of a trained cadre available to continue provision of desired management training to mid-level and senior officials within the MEP and other interested Ministries within the GOG.

22. Lessons Learned

ERDM as a model could be replicated within the GOG or other developing countries and stands an excellent chance for institutionalization. It has been accepted with great enthusiasm by the majority of participants resulting in a large spread effect within local government institutions.

The model has a direct relationship to other USAID projects and has a direct linkage to projects presently in the planning stage. Much of ERDM deals with human resource development, a major need within the GOG.

23. Special Comments

ERDM has two more years of project life. There has been suggestions that the project be extended, given the delayed start-up, in order to achieve project goal. It has also been suggested that portions of ERDM be carried over into a new project directed towards development of human resources. The next 12 months will be instrumental in determining which approach is best and much depends on actions taken or not taken at National Government level.

The mid-stream evaluation does reinforce the progress and value of ERDM to date.