

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

1. PROJECT TITLE Rural Electrification Management	2. PROJECT NUMBER 511-0534	3. MISSION/AID/W OFFICE USAID/Bolivia
	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>71-5</u> Final Evaluation <input type="checkbox"/> REGULAR EVALUATION <input 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>79</u>	A. Total \$ <u>270,000</u>	From (month/yr.) <u>9/79</u>
B. Final Obligation Expected FY <u>81</u>	B. U.S. \$ <u>200,000</u>	To (month/yr.) <u>11/80</u>
C. Final Input Delivery FY <u>81</u>		Date of Evaluation Review <u>6/81</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., program, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
Clearances: DPE: RLeón de Vivero <i>[Signature]</i> DPE: HRHandler <i>[Signature]</i>		

9. INVENTORY OF DOCUMENTS TO BE REVISED 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 RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)

Lawrence Odle (Project Manager) *[Signature]*
 Andrés Tavel (EE) *[Signature]*
 Jaime Vizcarra (Evaluation Coordinator, DPE) *[Signature]*
 Charles Moseley (Former Project Manager)

12. Mission/AID/W Office Director Approval

Signature: *[Signature: Malcolm H. Butler]*
 Typed Name: Malcolm H. Butler
 Director a.i.
 Date: 6/10/81

13. SUMMARY:

This \$200,000 two year grant project was terminated on November 26, 1980 due to suspension of AID activities as a result of the July 17, 1980 coup in Bolivia.

The Project Agreement signed on September 27, 1979 provided funds to: 1) contract technical assistance to strengthen the administration and managerial capability of two rural electric cooperatives, the Cooperativa Rural Eléctrica de La Paz (CORELPAZ), and the Cooperativa Eléctrica de Yungas (CEY), and 2) to assist in the design of a campaign to promote the use of electricity for the Empresa Nacional de Electricidad (ENDE) and seven rural electric entities--the Cooperativa Rural Electrica (CRE), the Empresa de Luz y Fuerza Eléctrica de Cochabamba (ELFEC), the Cooperativa Eléctrica de Sucre, S.A. (CESSA), the Servicios Eléctricos de Potosí, S.A. (SEPSA), the Servicios Eléctricos de Tarija (SETAR), CORELPAZ and CEY.

On January 22, 1980, the National Rural Electric Cooperative Association (NRECA) was contracted to supply these services and the consultant arrived in Bolivia on May 15, 1980. As a result of the July coup this project was terminated after a 90-day notice. The consultant's last day of work in Bolivia was October 31, 1980 and the final report was completed at NRECA's central office in Washington, D. C.

Since this project was terminated prematurely at AID's convenience, the goals and purposes could not be achieved. However, at the time the project was terminated, the NRECA consultant and ENDE were working effectively towards achieving the desired outputs (e.g. draft manuals on productive uses of electricity).

14. EVALUATION METHODOLOGY:

This final evaluation was conducted in-house utilizing existing data including: monthly/quarterly reports, correspondence, and other project documentation (e.g. project paper, project agreement).

15. EXTERNAL FACTORS:

As mentioned above, the July 1980 coup and the subsequent decision to terminate this project shortly after its implementation had been initiated, made it impossible to achieve the planned purposes and goals.

16. INPUTS:

This grant project financed technical assistance only. On January 22, 1980, a technical assistance contract was signed, specifying the two activities to be undertaken by the consultant, which included: 1) the provision of technical assistance to improve the management capabilities of the two recently formed electric cooperatives (CORELPAZ and CEY); and 2) to design a campaign to promote the use of electricity for seven Bolivian electric cooperatives or companies which received assistance under AID financed loan projects 046 and 049 (Rural Electrification I and II).. When conditions precedent were met on April 14, 1980, funds were made available to obtain the services of NRECA. The NRECA consultant arrived in-country on May 15, 1980 and worked on both activities for two months. During this time, it was determined that the contracting of specialized assistance of a sociologist/economist would be required in order to complete the second part of the scope of work--the design of the campaign to promote the use of electricity. As a result, the NRECA consultant was shifted to work

exclusively with CORELPAZ and CEY in providing administration and management improvement assistance, and plans were made to contract a sociologist/economist. These actions were never completed due to the unexpected termination of the project, and as of December 31, 1980, only \$61,336 of the \$200,000 grant funding had been disbursed.

17. OUTPUTS:

Due to the premature termination of this project, the desired outputs were not achieved. However, had the project continued to its planned completion date it is anticipated that these outputs could have been reached. As of the termination date of the grant, draft operating manuals for small electric cooperatives had been prepared, and an initial literature survey had been undertaken to identify existing promotional activities and materials.

18. PURPOSE:

The primary purpose of the project is to:

"Strengthen the management of two recently formed rural electric cooperatives in the Department of La Paz, namely CORELPAZ and CEY."

The secondary purpose of this project is to:

"Design a special rural development program concerning the productive uses of electricity for the approximately 50,000 rural families who are beneficiaries of reliable full-time electrical service which is a result of two AID financed rural electrification projects."

NRECA's consultant was working with ENDE to achieve the first purpose of developing and revising electric coop operating manuals. The project was terminated prior to obtaining the additional required technical assistance to commence working on the second purpose.

19. GOAL:

The goal is to:

"Increase the standard of living in the rural areas by providing high quality, dependable electrical service to the rural populace at the lowest possible cost."

The project was terminated prematurely without having the opportunity to make a measurable contribution to the sector goal.

20. BENEFICIARIES:

The primary beneficiaries of this grant were to be the two rural electric cooperatives of CORELPAZ and CEY, as well as the rural poor who were provided with electric services under the 046 and 049 loan projects. However, with the early termination of the project, ENDE was the project's main beneficiary having been left with recommendations for promotional activities, as well as draft operating manuals for small electric cooperatives.

21. UNPLANNED EFFECTS:

None.

22. LESSONS LEARNED

The original project design called for the services of only one advisor to address the two project purposes. Almost immediately after the project began, it became obvious that the advisor selected could not complete the total scope of work which was comprised of two distinct types of activities. To this effect, it is recommended that care be taken in small scale efforts, with minimal financing, to keep project purpose(s) simple, so as to avoid the difficult problem of recruiting a multiskilled advisor whose efforts

could be diminished by being forced to spread himself/herself too thin, and/or who is less capable in one area than the other so as not to assure complete achievement of the entire project purpose(s).

23. SPECIAL COMMENTS OR REMARKS:

None.