PD-AAH-596

9320039 001502

CLASSIFICATION

PROJECT EVALUATION SUMMARY (PES) – PART I

Report Control Symbol U-447

1. PROJECT TITLE	2. PROJECT NUMBER	3. MISSION/AID/W OFFICE
National Planning	532-0039	USAID/Jamaica

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) 81- 1

☐ REGULAR EVALUATION ☐ SPECIAL EVALUATION

5. KEY PROJECT IMPLEMENTATION DATES	6. ESTIMATED PROJECT FUNDING	7. PERIOD COVERED BY EVALUATION
A. First PRO-AG or Equivalent FY 76	A. Total $ 1,020	From (month/yr.) 11/78
B. Final Obligation Expected FY 78	B. U.S. $ 635	To (month/yr.) 9/80
C. Final Input Delivery FY 80		Date of Evaluation Review

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
Jamaica's Project Development Resource Team Personnel should be considered for short term training as appropriate opportunities arise to build upon the base established during this project.	USAID	Ongoing

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

- ☐ Project Paper
- ☐ Financial Plan
- ☐ Logical Framework
- ☐ Project Agreement
- ☐ Implementation Plan e.g., CPI Network
- ☐ PIO/T
- ☐ PIO/C
- ☐ PIO/P
- ☐ Other (Specify) _____
- ☐ Other (Specify) _____

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)

Eugene J. Szepesy, Assistant Program Officer

Henry P. Johnson, Program Officer

12. Mission/AID/W Office Director Approval

Signature: Frank L. Morris for

Typed Name: Glenn O. Patterson

Date: 1/9/81

AID 1330-15 (3-78)

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13 Summary

This project was initiated in November 1976 and was completed when the last advisor's contract ran out in August of 1980. Earlier evaluations, e.g. PES 79-2 forwarded under AIDTO A-118 of 1/25/79, pointed out the inappropriateness of the originally proposed progress indicators due to the number of exogenous factors that affect the number of projects that might be planned or financed over any given time period. That evaluation also mentioned the project's success in establishing a government-wide project proposal and review system.

Since the last PES the Project Development Resource Team has been institutionalized within the GOJ and additional training has been provided in project implementation. A set of resource materials consisting of four manuals and 46 training modules has been produced and published.

14. Evaluation Methodology

This evaluation was carried out to measure the overall success of the project and to identify potential areas for future follow-up by AID and lessons which would be helpful for future activities of this nature. The focus of this evaluation is the main thrust of the project, the establishment of a central government-wide project design, review, and implementation capability, rather than the activities directed only at agriculture in 1978.

The method used was an extensive verbal debriefing of the principal long term advisor, Dr. Merlyn H. Kettering, before he departed after almost four years and a complete review of project documentation and the contractor' extensive final report.

15. External Factors

PES 79-2 discusses external factors which affected project implementation, especially during the early years.

16. Inputs

Not pertinent at this time

17. Outputs

During the project nine people were assigned to the Project Development Resource Team (PDRT) for various time periods from less than a year (2) to over two years (3). Although only one of the four current members of the PDRT has more than the two years experience on the PDRT originally envisioned, the other three have over a year's experience on the PDRT. Earlier problems with tenure of assignment apparently have been resolved with the establishment of a semiautonomous government agency able to offer a more attactive employment package. Most of the other five ex-members of the PDRT, with a total of almost six years experience on the PDRT, remain available as development resources for Jamaica. Two are in training positions in other government agencies, one is involved in development of a major development project, one is at the Caribbean Development Bank, and one has gone to the private sector in Jamaica.

Over 330 persons received training workshops on project planning and management on 68 projects compared to the original target of 180 persons and 40 projects. An additional 158 persons were trained during consultations on 60 projects. Five hundred and fifty persons were reached through seminars of various lengths bringing the total of trained people to 1,042.

In addition, the project supported the project planning and management courses of the GOJ's Administrative Staff College and Finance and Accounts College of Training with training materials, curriculum design, and personnel to teach courses.

Attachment 1 to this PES lists the four manuals and 46 training modules which were developed and published under the project.

18 Purpose/Goal

The statement in PES 79-2 remains valid. However, mention should be made of the 158 persons trained in project management workshops on 28 projects and 48 persons trained during implementation consultations on 12 projects.

In addition, institutionalization of an increased GOJ capability in project design and management now seems more assured. On June 13, 1979 the Ministry of Finance and Planning presented Ministry Paper No. 27 to Parliament. This Paper outlined the GOJ's dissatisfaction with project implementation and set out three steps being taken to remedy the problem. The steps included the establishment of a project cycle, provision of adequate organization and staffing for projects, and improvement of support services for projects. Those support services include a UNDP and World Bank supported Management Services Unit focussing on improving the implementation of public sector projects, the Administrative Staff College in collaboration with the PDRT emphasizing training in project preparation and implementation, and the Project Analysis and Monitoring Company (PAMCO) which houses the PDRT. The establishment of this Agency of the Ministry of Finance as a public sector company has permitted the recruitment of personnel for PAMCO under contract at more favourable conditions than the regular civil service. As a result PAMCO was staffed-up permitting the PDRT to focus on its primary mission, and it became easier to recruit quality staff for the PDRT.

19. Beneficiaries

The statement in PES 79-2 remains valid.

20. Unplanned Effects

In addition to acting as a resource for the Administrative Staff College, the PDRT provided teaching materials and other inputs for the Finance and Accounts College of Training and helped the Community Enterprise Organization develop a system for planning and carrying out small community based economic, employment generating activities. The PDRT also helped 75 school administrators and high school principals develop productive projects for their schools.

The project also provided USDA's DPMC with valuable insights for similar activities being started in Ghana and Chad.

21. Lessons Learned

In attempting an institution building project of this type, the long lead time necessary to develop a project review system; to assemble the necessary TA and local team; to get the system and team accepted by host government organizations; and to consolidate achievements and "produce" the intended projects should be kept in mind. It is probably not realistic to expect results in less than three or four years. A core of one or two TA advisors should be committed to the project for the full four years. To the extent resources permit, funding should be provided for short term advisors and training opportunities for the host country's staff to complement the work of the long term advisors.

A basic core of host country personnel should be in place as early as possible during the project and, if possible, before contracting for the first advisor. Staffing of the entire division to house the project should be reviewed and not just the staff of the unit which will comprise the project. For example, although a project's unit may be fully staffed, if only six of eighteen positions in a division are filled it is inevitable that the local and TA personnel of the unit will be called upon to do the overall work of the division.

Planners of this type of project should be aware that commitment to the project on the part of a counterpart unit in the host government buraucracy will not be enough to insure project success. It will be necessary to "sell" the project throughout the buraucracy. Also it should be kept in mind that counterpart personnel as they gain high visibility through the project will attract alternative job offers that may be difficult to resist.

Attachment 1:

PROJECT PLANNING AND MANAGEMENT SERIES

MANUAL I - Planning for Project Implementation

MANUAL P - Project Planning Manual

MANUAL M - Project Management Manual

MANUAL PF- Pioneer Farm Implementation Planning

MODULES

1. Defining Project Objectives (Objective Tree)
2. The Logical Framework
3. Work Breakdown Structure
4. Activity Description Sheets
5. Project Organization
6. Linear Responsibility Charts
7. Project Scheduling - Bar Charts
8. Bar Charting for Project Control/Scheduling
9. Project Scheduling - Network Analysis
10. Milestones Description Charts
11. Resource Planning & Budgeting
12. (Title not yet decided)
13. Project Technology Analysis
14. Demand Analysis
15. Market Strategy Analysis
16. Project Area Analysis
17. Project Costs & Benefits
18. Project Profile

19. Financial Analysis

20. Cash Flow Analysis

21. Discounting

22. Net Present Worth Analysis

23. Cost-Benefit Analysis

24. Benefit-Cost Ratio Analysis

25. Internal Rate of Return

26. Social Analysis of a Project

27. Economic Analysis of Projects (including Border Pricing)

28. Financial Statements & Ratios

29. Project Selection & Needs Analysis

30. Brainstorming

31. Decision-making System for Projects

32. Project Institutional Environmental Analysis

33. Ecological Analysis for Projects

34. Introduction to Contracts, Jamaican Contract Documents & Tendering Procedures

35. Selection & Use of Consultants

36. Project Documents for Planning & Implementation

37. Report Writing for Projects

38. Project Files

39. Formats for Pre-Feasibility & Feasibility Studies

40. Motivation of Employees and Personnel Evaluation

41. Design of a Project Management Control System

42. Evaluating & Forecasting Project Progress & Performance

43. Project Termination

44. Introduction to Lending Agencies

45. Organizing and Conducting Conference Meetings

46. Withdrawal of and Accounting for Loan Funds in the Financing of Projects

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