

PD-AAM-249

ISN 15563

6450055/53

PROJECT COMPLETION REPORT

PROJECT TITLE : Swaziland Cooperatives and Marketing
Project 645-0055

PROJECT NUMBER : 645-0055 PROJECT AMOUNT : \$2,010,000

FIRST OBLIGATION : FY76 FINAL OBLIGATION: FY80

FINAL INPUT : FY82

COUNTRY : Swaziland

1. Summary of Services Performed:

Under this project USAID provided funds for 22 person/years of technical assistance through the Cooperative League of the USA (CLUSA), the training of four participants in the U.S. as well as others in Kenya and in-country, eleven vehicles, a communication network, six staff houses, warehouse repairs and renovations, and Central Cooperative Union (CCU) budget support. The Government of Swaziland provided recurrent budget support for the CCU and Ministry of Agriculture and Cooperatives, warehouse and fertilizer shed construction, and loans to the CCU by the Swaziland Development and Savings Bank (SDSB). Also, two Peace Corps Volunteers worked as advisors on this project.

2. Status of Completion of Project Elements:

In November, 1979, USAID/S placed a freeze on unfilled contract positions, construction activities and other project inputs which had not been funded at that time. The reason for the USAID action was that the GOS had not taken necessary decision on the objectives, function, structure and finances of the CCU. Thus, aside from the continuation of the contractor positions already encumbered and some participant training, the status of project inputs is essentially the same as outlined in the PES dated November 1, 1979, for this project. The attached "End of Project Report" submitted by CLUSA details the status of the technical assistance and participant training aspects of the project.

3. Accomplishments in Terms of Project Purpose:

The original project purpose called for the development of

a viable, producer-oriented cooperative structure providing production-related inputs and marketing services to the rural sector. Although USAID assistance did provide important contributions to the development of a viable structure (such as financial procedures and systems, on-the-job and degree training of CCU staff, and some physical infrastructure), the lack of a clear policy statement and operational guidelines within the CCU together with inadequate credit and working capital inhibited the attainment of the project purpose. The attached report outlines the views of CLUSA as to the development of a working cooperative structure.

There were some very positive indicators as a result of the project. These include an increase in annual farm supply sales of 234 percent from 1976/77 to 1979/80, an increase in the marketing of tomatoes, maize, and cotton (in the case of cotton, 40 percent of Swaziland's cotton production was marketed through the coops), and an increase in the number of primary cooperative societies in Swaziland from 43 in 1974 to 135 in 1981.

4. Further Inputs Expected into the Project: None.

5. Lessons Learned:

Since this project could have been more successful, there are a number of lessons to be drawn from the experience. Among the most important are the following:

- a. Definitive and specific implementation plans should have been formulated at the inception of the project. This would have permitted more careful monitoring of project progress and of host government compliance with project requirements. Because the CLUSA advisors were, upon arrival, immediately thrown into operational roles, they were unable to formulate detailed work plans to guide their activities under the project.
- b. The project design should have included a more vigorous information and orientation program directed at the rural population on the theory behind cooperatives and the specific roles and responsibilities of the cooperative structure in Swaziland.
- c. Because of the nature of the cooperative structure in Swaziland, the project design should have included an advisor for the office of the Commissioner of Cooperatives. This might have facilitated communi-

cation between the CLUSA team and the Commissioner's office and averted the communication problems occurring in the project.

6. Recommendations for Further Monitoring, Reporting and Evaluation:

- a. Because the project has had a number of major evaluations, both internal and external, no further evaluation of this project is recommended.
- b. The credit and marketing project under study by the African Development Bank should be closely monitored to ascertain whether USAID should contribute to the project and also to determine its possible impact on other USAID-supported activities.
- c. A final fiscal report will be prepared by the Controller, USAID/Swaziland, and the remaining unearmarked balance will be deobligated following the PACD of July 31, 1982.

DATE: August 13, 1982

Boyd T. Whittle
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