

PD-AAS-371

DEC 13 1985

MEMORANDUM

TO : AA/PPC, Richard Derham  
FROM : AA/AFR, Edward L. Safers (Acting) *E. Safers*  
SUBJECT: Annual Evaluation Plan - Bureau for Africa  
REF: : Your Action Memo of November 7, 1985

000004

Attached is the Africa Bureau's Evaluation Plan for FY 1986 as requested.

Clearances:

AFR/DP:EDonoghue(draft)  
AFR/DP/PAB:JGovan(draft)  
AFR/DP/PAB:JWolgin(draft)  
AFR/PD:LHäusman(draft)

cc:

AFR/DAAs  
AFR/Office Directors  
PPC/PB:HHandler  
PPC/CDIE:NVreeland  
AFR/DP/PPE:MColeman  
AFR/DP/PPE:GCarner: *1/9/86* m:12/4/85:3040G

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## FY 86 Evaluation Plan for Africa Bureau

The Africa Bureau's FY 86 Evaluation Plan reports on the Africa Bureau's efforts during the past year to introduce a streamlined system of evaluation and improve utilization of evaluation information. It sets forth Bureau objectives and plans for the coming year, especially with respect to continuing efforts to improve the evaluation system and to document the impact of our assistance in key areas of concern to senior management.

The Plan is divided into three major sections: 1) progress in implementing the Bureau's new evaluation system; 2) the Bureau's evaluation agenda for the coming year and beyond; and 3) the implementation of the plan and resources.

The immediate issue for the Bureau is early replacement for the evaluation officer.

### I. Progress in Implementing Bureau's New Evaluation System

\* The Bureau has worked to institutionalize the changes introduced in FY 1985 in the evaluation system. The aim of the new system was to reduce the number of evaluations to a manageable level and to focus evaluation resources on areas of primary Bureau interest, so as to make better use of evaluation findings in program decisions.

\* The Bureau can point to significant accomplishments during the past year, but several tasks remain. The introduction of the Agency's new programming system with greater integration among strategy, budgets, and projects and greater delegation of authority to the field has added importance to the evaluation function in support of action plans and program weeks.

#### A. Accomplishments

- Missions are generally following the new guidelines, distinguishing between routine, threshold, and lessons learned/impact evaluations.

- The number of evaluation reports submitted to AFR/W has been reduced by requiring that results of routine implementation progress evaluations be reported in the semi-annual PIRs. Of the 144 evaluations planned for FY 85, 82 fell into this category.

- The evaluation unit has been able to shift its attention away from cataloging and storing evaluations to directing and managing evaluation resources and information. Reports are now on file in AFR/PD/IPS. These are the official Bureau files; resource copies are available through the office of Development Information/PPC.

- New evaluation summaries are being used in evaluation reports which are highlighting important findings, recommendations and lessons learned while reducing workload associated with PES preparation.

- The Bureau has initiated a series of Bureau-wide evaluations covering major project and program categories. The first in the series covered agricultural research. An evaluation comparing Commodity Import Programs was started but remains to be completed. Also desk evaluations were done on small country programs and extension activities as a bases for developing program guidance.

- The Bureau has improved the utilization of evaluation findings by:

- o using the PIR and the evaluation findings it contains for more in-depth portfolio reviews as part of program week;
- o relying on threshold evaluation findings to make decisions about project amendments, Phase II, and PID/PP delegations;
- o drawing on lessons and findings from impact evaluations to reshape Bureau strategies;
- o including improved reporting from the field on policy impact and project success in our Congressional Presentation and testimony, in our statements to other donors and in our addresses to business, academic, and other audiences;

#### B. Remaining Tasks

- We need to continue to bring the number of evaluations into line with what missions can actually carry out and effectively use. This will entail improvements in evaluation planning, moving beyond scheduling to a more strategic use of evaluations.

- AFR/DP working closely with PPC/CDIE needs to develop abstracts of evaluations and synthesize lessons learned in key areas of concern to the Bureau.

- AFR missions need to step up their evaluations of non-project assistance (ESF and PL 480), now that over 40 percent of the Bureau's resources are being channelled through this mode of assistance.

- AFR/DP needs to expand its dissemination of evaluation information to missions, Bureau and Agency offices, starting with the assembly of evaluation summaries into a yearly volume.

- AFR/DP, PD and TR need to send out guidance for the preparation of threshold decision evaluations (i.e. those used to justify amendments and extensions or which serve as the model for a follow-on phase project).

- AFR should also establish procedures for reviewing threshold decision evaluations and define documentation needs for amendments and follow-on projects. One proposal being tested for streamlining the review and approval process is to combine the threshold evaluation and the PID for follow-on projects.

- AFR/PD, DP and TR need to begin reviewing a sample number of PIRs every 6 months in an attempt to identify common or persistent implementation problems. Where appropriate, Bureau-wide evaluations may be conducted to address the causes of serious implementation bottlenecks at the project and program level, across sectors and countries.

### C. Evaluation in Support of New Programming Procedures

The Africa Bureau has integrated strategy, program, budget and staff considerations in its ABS reviews. This year action plans for Category I and II countries (see Attachment A for list) have provided an important input into the ABS review process. But reviewers demanded more and better information on measuring program progress and impact. In this respect the policy dialogue plans tended to provide a better assessment of progress and significance than progress statements on strategy and program objectives. The evaluation plans, though required this year as part of the ABS for Category I and II countries, were not yet tightly related to action plans. (Small countries in Category III are no longer required to submit action plans or evaluation plans.)

During the reviews the need for better benchmarks and progress indicators in the CDSS was identified as well as the need to establish baseline data in key areas and follow through with a careful evaluation strategy. The work of the inter-bureau task force on implementation of the Agency's Blueprint for Development will be looking at questions of measurement. Meanwhile the Bureau will be developing action plan guidance in January and looking at ways to strengthen evaluation linkages and methodologies.

In a related effort, the Bureau is planning two mission management assessments. Somalia is just getting underway and Liberia is scheduled for February. Our experience with mission assessments should help identify additional ways to tie evaluation into the mission programming cycle.

In summing up progress in implementing the Bureau's evaluation system it is worth noting that at the last Mission Director's Conference, evaluation received a very strong endorsement from senior bureau staff. Mission Directors recommended much greater documentation of lessons learned and the need to develop a data base at the outset of projects to permit better measurement. The need for more documentation on success stories was also stressed. The Bureau needs to be able to show what impact our programs are having. Conferees noted the improvement in the Bureau's evaluation system and praised PPC/Evaluation unit as a useful resource.

## II. AFR's Evaluation Agenda

The Bureau's evaluation agenda has taken on greater importance as a result of the African crisis. It derives directly from the Bureau's emerging assistance strategy directed at economic recovery and the management imperative to focus our resources and improve the impact of our assistance.

The famine and drought that swept Africa this past year brought home forcefully the need to rethink our approaches to development, to avoid past mistakes and to build on successful activities. This recognition has created greater demand for program relevant evaluations.

The combination of food shortages, mounting debt, and declining per capita GNP throughout Africa has lead the Bureau to focus its assistance strategy on renewed growth. The main elements of the strategy involve 1) economic stabilization and structural adjustment, 2) agricultural production and 3) human resources development. In implementing this strategy the Bureau is especially concerned with the following key questions or issues:

1. - What lessons have we learned from our experience in responding to the African food emergency and how can we be better prepared and more effective in responding to future emergencies?
2. - How best can we effect policy changes and what impact are policy reforms having on stimulating growth? How effectively are we using non-project assistance which now represents over 40 percent of our assistance resources?
3. - How can we engage the private sector most effectively in increasing investment levels and employment in Africa?

4. - How can we achieve major increases in food production? What are the best approaches to research, irrigation development and input delivery? What impact is our assistance having in these areas?

5. - What effect is our assistance having on bringing population growth into balance with resources?

6. - What impact is the assistance having on African women, who play such key roles in African rural production systems and fertility? How can we direct our assistance in ways that will tap the resources for development women represent?

The Bureau is pursuing this agenda on two levels. The field missions each have their individual plans for impact and lessons learned evaluations and the Bureau has its generic evaluation series.

For FY 86 the field missions plan a variety of impact or lessons learned type of evaluations. (See Attachment B for a summary of Mission evaluation plans in Category I and II countries and Attachment C for the Mission evaluation schedules.) Common mission evaluation concerns in relation to the above questions include:

<u>Area</u>	<u>No. of Evaluations</u>
Private Sector Evaluations	4
Policy Related Evaluations	5
Family Planning Evaluations	2
Agricultural Production	8

For its part the Bureau plans new generic evaluations in FY 86 covering Private Sector Development, Irrigation and Water Management, Policy Reform and Drought Relief. (See Attachment D for details of these impact evaluations.) We also plan to complete the evaluation of CIPs initiated last year.

### III. Plan Implementation and Resources

Implementation of this plan depends on timely recruitment of a new evaluation officer. The Africa Bureau has been without an evaluation officer since August 1985, when the full-time foreign service professional in the job was unexpectedly reassigned. Staffing plans call for his replacement by a part-time civil service evaluation officer (32 hours per week) and a full time assistant evaluation officer. Recruitment is in process, and positions should be filled by February 1.

In addition, a program operations specialist supports the evaluation officer on a part-time basis and the AFR/DP/PPE Division Chief devotes about fifteen percent of his time to this activity.

The Bureau's Evaluation Office is supported by other staff in AFR/DP, AFR/PD, and AFR/TR who assist in such areas as the review of Project Paper evaluation plans, the review and critique of evaluation reports, the preparation of scopes of work for evaluations, and participation on evaluation teams. AFR evaluation staff will be working jointly with PPC/CDIE, the Science and Technology Bureau, and FVA to mount evaluation efforts, including the preparation and review of scopes of work and evaluation reports. In addition to direct hire personnel, staff from the Bureau of Census and consultants are utilized.

Funding for generic evaluations will come from operating expense and PD and S accounts, while project evaluations will be primarily funded from project budgets and mission allotted PD and S funds.

Schedules will continue to be monitored through reports issued by PPC/CDIE and information available in AFR/PD. Evaluation reports will be filed in microfiche format in AFR/PD where they will be available to interested parties.

Given the evaluation task the Bureau faces and the resources at its disposal, the evaluation staff must be highly selective in allocating its time and budget resources and very effective in gleaning the maximum use of evaluation findings to support programs decisions in the Bureau.

AFR/DP/PPE:GCarner:lm:12/4/85:3040G

COUNTRIES REQUIRED TO SUBMIT  
ACTION PLANS

CATEGORY I

Kenya  
Liberia  
Senegal  
Somalia  
Sudan  
Zaire  
Zambia  
Ethiopia (special emergency case)

CATEGORY II

Cameroon  
Madagascar  
Malawi  
Mali  
Mozambique  
Niger  
Rwanda  
Zimbabwe

CATEGORY III

Remaining countries no longer required.

SUMMARY OF  
 PLANNED FY 86 EVALUATIONS  
 BY AFRICAN MISSIONS

Category I & II (Required)	<u>Portfolio</u>	<u>Routine</u>	<u>Threshold</u>	<u>Impact/Lessons Learned</u>	<u>Total</u>
Zimbabwe		3	-	3	6
Malawi		1	3	4	8
Cameroon		8	3	2	13
Zambia		-	2	-	2
Zaire		11	3	7	21
Somalia		6	-	4	10
Kenya		8	1	4	10
Liberia		7	2	-	9
Sudan		1	1	1	3
Mali		2	1	-	3
Senegal		6	-	6	12
Niger		3	6	3	12
Rwanda		<u>2</u>	<u>2</u>	<u>-</u>	<u>4</u>
TOTAL		58	24	34	116

ATTACHMENT C

AFRICA MISSION EVALUATION SCHEDULES

## AFR Generic Evaluations for FY 86

Private Sector Development

This year the AA/AFR has identified private sector development as the theme of the Africa Mission Director's Conference tentatively scheduled in March. In preparation for this meeting we have launched two evaluation activities.

The first entails a request to all Africa Missions to report on their experience to date, and plans for future activities designed to promote private enterprise, whether through policy dialogue, sectoral programs or specific projects, along with any suggestions for innovative programming in this area. Most of the cables are in, many are very thoughtful, containing very useful evaluative information. These responses will be synthesized and presented at the Mission Director's Conference to inform the discussion.

The second complementary activity involves a more formal evaluation of private enterprise (PE) projects to help improve Bureau selection and administration of specific projects in this area. The evaluation will compile an inventory of selected PE projects with detailed data on their nature, costs, and progress and compare the PE projects mentioned across several African countries to see how they contribute to Mission's overall private enterprise development efforts. The estimated cost of this evaluation is \$60,000 for a 2 person team over 4 months, including field visits.

We expect the findings of these evaluations and the results of the Mission Directors' conference to provide the basis for formulating a private sector assistance strategy for Africa.

Irrigation and Water Management

The Bureau for Africa is entering a new phase of involvement in African irrigation development, evidenced by (a) growing interest in this area on the part of bilateral missions in East, West, and Southern Africa; (b) a 3-year Bureau buy-in to the S&T/ANE Water Management Synthesis II project; and (c) the beginning of a process to develop a workable set of Bureau operating principles to guide activities in Africa. At this juncture it is important to undertake a comprehensive review of our on-the-ground experience in order to distill lessons learned and to build a firm base for future investments and strategy development. Hence the Bureau for Africa will undertake, in FY 1986, an Irrigation Program Assessment to complement extensive research on irrigation and river basin development we are sponsoring under the strategic studies project.

After a review of AID/Washington documentation, the Irrigation Program Assessment will undertake an on-the-ground comparative assessment of implementation experiences in appropriate countries from East, West, and Southern Africa. Six to eight countries will be chosen for this exercise. A small multi-disciplinary team will be recruited to carry out the evaluation over a 6-8 month period. The estimated cost is \$150,000 in program funds plus OE support for direct hire team members.

### Policy Reform

Policy dialogue and policy-based programs are the cornerstone of our assistance to Africa, with over one half of the \$1 billion dollar total going for this purpose.

We are providing short term balance of payments support through import financing (which totals about \$240 million a year) and through PL 480 Title I food sales programs (which amount to \$170 million a year). We are using sector and project assistance (about \$70 million) to support key policy and institutional reforms and to help restore basic infrastructure, such as transport networks. We are supporting economic structural reforms to create a favorable framework for medium and long term growth (including through the \$75 million FY 85 Africa Economic Policy Reform Program directed and policy change in five countries).

There is high demand for evaluation information on how these programs are being implemented and what impact they are having. We need to test and refine the premises on which these programs are based and resolve some of the key issues faced in designing these programs. For example, is implementation of such programs less management intensive than project assistance? Have we identified feasible targets in policy reform and can we measure their achievement? Is progress occurring as quickly as planned for?

We have begun an in-house effort to document recent progress. In the third quarter of FY86 we will ask a sample of missions with policy reform programs to assess experience and impact on selected program efforts. Based on their response, we plan to compare experiences and synthesize the lessons to be learned from policy based programs. This will be especially helpful for congressional reporting and future program design.

### Lessons on Famine Relief

As part of a larger agency effort to assess the experience gained in handling the African food emergency, the Bureau is sponsoring a Special Study on Famine Response in Western Sudan.

The study will include (a) an empirical description of actions taken by local people and local institutions in response to the drought

and famine of the last two years; (b) an assessment of the effectiveness of relief actions undertaken by international donors, PVOs, and local government as viewed by local people; and (c) a description of recovery strategies now being pursued by local people in Western Sudan. The evaluation is intended to (a) contribute toward development of a low-cost, easily replicable method of assessing the response of human organizations to famine which can be used more generally as part of a famine early-warning system; and (b) build on and strengthen the capacity of relevant Sudanese institutions by working through and with them.

Ultimately, the evaluation should enhance our understanding of how effective relief assistance was and provide guidelines for more responsive relief activities in the future. The evaluation will be carried out by a small team over 5 months for a cost of \$185,000.

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TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE Africa Regional

Project List (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Response/Issue	Funding		USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source (\$000)			
Agriculture Rural Development and Nutrition 698-0435 Strengthening African Agricultural Research	None	1	2			PACD - 4/30/90 This umbrella project is the vehicle through which the U.S. responds and fulfills its respon- sibilities to the CDA Agricultural Research Initiative. An evalua- tion is planned to determine the effectiveness and efficiency of the use of the umbrella project concept; whether modifications should be incorporated into the overall project design; and whether the umbrella project concept should continue to be implemented.	A/R/RA OE  PD&S	5  11	20  20	(AID/W in-house evaluation with consultant assistance)

(Walter Sherwin,  
Evaluation Officer,  
10% of time)

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE Africa Regional

Project List (Project No. & Title)	Last Eval		FY 1986		FY 1987		Reasons/Issues	Funding		Collateral Assistance	
	Completed (No./Yr.)	Start (Qtr)	Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source (\$000)	USAID Person Days		
Regional Remote Sensing (West) 698-0420	4/83	3/86	3/86				PACD - 12/31/86 For new project design need lessons learned. Need to assess the current state of regional needs against the resources and capabi- lities of CRTO.	PD&S OE	30 4	30 10	IQC 30 Person Days
Selected Develop- ment Activities Energy Initiatives for Africa 698-0424	N/A			2/87	3/87		PACD - 9/30/87 No follow-on project contemplated, but we need to examine to what extent bilateral programs have been served by the energy-related inputs of the project, and how energy concerns might be incorporated into bilateral programs in the future.	PD&S	60		IQC 60 Person Days

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FY 1986 ANNUAL BUDGET SUBMISSION  
COUNTRY/OFFICE Botswana

(1) Project List (Project No. & Title)	(2) Last Eval Completed (No./Yr.)	(3) FY 1985 Start To (Qtr) AID/W (Qtr)	(4) FY 1987 Start To (Qtr) AID/W (Qtr)	(5) Reasons/Issues	(6) Funding Source (\$000)	(7) USAID Person Days	(8) Collateral Assistance
633-0209 Renewable Energy Technology	4/85 (85- )	1	1	PACD: 9/85 Project Completion Report		5	None
633-0078 Health Services Development	7/85 (85- )		1	PACD: 8/86 Project Completion Report		7	None
633-0228 Small Enterprise Development	2/84 (84-4)	1	1	PACD: 9/85 Project Completion Report		5	None
633-0077 Rural Sector Grant	6/84 (84-8)	2	2	PACD: 9/88 To determine quantitative and qualitative progress of project in meeting objectives and recommend project modifications if required.	Project Mission O/E	25 5	1 AID/W (20 person d. Contract Team 1 person for 15 days 1 person for 20 days
633-0231 Botswana Workforce and Skills Training	4/85 (85- )		3	PACD 9/89 Routine		5	None
633-0229 Jr. Secondary Education Improvement			3	PACD: 4/92 Routine		5	None
633-0221 Agricultural Technology Improvement	8/84 (84-10)	4	4	PACD: 9/87 Routine		5	None
E. E. Butler 10%							

APPENDIX B - EVALUATION PLAN

FY 1986-87 Plan

USAID's Evaluation Plan over the 1986-87 period is comprised mainly of routine evaluations and project completion reports, with the exception of the Rural Sector Grant, 633-0077, which was last evaluated in FY 1984. The major components of USAID/Botswana's portfolio which address our workforce training and employment creation strategy have all undergone rigorous external evaluations during FY 1985. One project, Junior Secondary Education Improvement (633-0229), will be in the very early stages of implementation and Phase II of the Primary Education Improvement Project (633-0240) will be commencing.

The projects that are closing out during this period are ones that are only indirectly related to USAID/Botswana's strategy objectives. Beginning in FY 1987, the active bilateral portfolio will consist of six projects intrinsically related to strategy achievement.

EVALUATION PLAN, FY 1986-1987

Evaluation Scope:

USAID/Burkina intends to evaluate four projects in FY 1986 and two projects in FY 1987. Of the six evaluations, three concern bilateral projects, one will look at a regional project for which the Mission has prime managerial responsibility, another will cover an AID/W-funded activity and the final one will deal with the CRS PL 480 Title II program. The evaluations can be broken down into the following two categories:

Threshold Evaluations:

We are planning threshold evaluations for the bilateral Strengthening Health Planning Capacity Project (686-0251), the PL 480 Title II program with CRS and the centrally-funded Local Revenue Administration, Phase II Project (931-5303). Evaluation of the Health and CRS activities will be used to assess implementation progress to date and more importantly to make recommendations on whether these efforts can/should be modified to take into account the recent social, economic and political change in Burkina. The evaluation of the Local Revenue Administration Project will help the USAID assess the extent to which recommendations coming out of the three year effort have been translated by the GOB in financial and fiscal policies.

Lessons Learned Evaluations:

The Rural Water Supply (686-0228), Foundation Seed Production (686-0243) and Integrated Pest Management (625-0928) projects will be ending and evaluations will be conducted to assess their socio-economic impact on targeted beneficiaries. In addition, the water project evaluation will an important step in the design of the Phase II effort - see the new project narratives section for details.

Evaluation Improvements:

During FY 84 and FY 85, USAID/Burkina has improved its evaluation process qualitatively, although we will remain unable to handle the overall numbers of evaluations required until planned portfolio reduction has taken place. Scopes of work have been improved and we have obtained more host country participation in the evaluation process, particularly at the technical levels. However, additional efforts need to be made in sharing the various evaluation findings and recommendations - once available - with host country officials at the policy making levels. Consequently, in FY 1986 USAID/Burkina plans to develop a more formal collaborative evaluation process with the GOB which will include bi-annual portfolio reviews. During the course of these meetings, we intend to introduce evaluation results for review discussion by officials at the highest policy-making levels of government.

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TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE BURKINA FASO

Project List (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Program/Issue	Funding		Collateral Assistance	
		Start To (Qtr)	AID/M (Qtr)	Start To (Qtr)	AID/M (Qtr)		Source (000)	USAID Person Days		
<u>I Category: Lessons Learned Evaluations</u>										
A. Rural Water Supply (686-0228)	3/84			1	2	<u>PACD: 7/1987</u>  The project aims to provide adequate water supply and sanitary education at village level. This end of project evaluation will assess the socio-economic impact of project activities on the target beneficiaries. The evaluation will also address the issue of the sustainability of project benefit provision e.g., maintenance of pumps and continuing health education.	PM&R	50	30	WASH team 100 person days
B. Foundation Seed Production (686-0245)	3/83	4	4			The project is designed to further develop with the GOB a workable national seed multiplication, marketing and quality control system; the project also works to increase quantity of seed of genetically superior varieties for targeted crops and make them available for the farmers. This end of project evaluation will assess the effectiveness of project activities on the seed production and distribution situation in Burkina. The evaluation will also assess	Proj	25	20	IQC 60 person days

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE BURKINA

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Project List (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Business/Lesson	Funding Source (2000)	USAID Person Days	Collateral Assistance
		Start To (Qtr)	AID/Y (Qtr)	Start To (Qtr)	AID/Y (Qtr)				
C. Integrated Pest Manage- ment IPM (625-0928)	12/84	1	2			<p>the socio-economic impact of the project on farmers benefiting from its activities.</p> <p><u>PACD 9/1986</u></p> <p>The project's main objective is to develop appropriate IPM technologies economical-ly and environmentally sound for Sahelian countries. This end of project evaluation will assess the effective-ness of the project activi-ties in acheiving originally defined objective. The evaluation will also discuss issuesrelated to the struc-ture of the project, its regional nature and its method of bringing technical assistance. For example, instead of asking FAO to bring most of the technical assistance, the project could consider using US contractors or universities.</p>			
<b>II Category: Threshold Evaluations</b>									
A. Strengthening Health Planning Capacity (686-0251)	None to date	3	4			<p><u>PACD 9/1989</u></p> <p>The project is designed to strengthen Ministry of Health capacity to: 1) assess and analyse health needs and resources; 2) develop health</p>	Proj 20	25	IQC 42 person days

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE BURKINA

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Project List (Project No. & Title)	Last Eval Completed (No./Yr.)	FY 1986		FY 1987		Business/Issues	Funding Source (\$000)	USAID Person Days	Collateral Assistance	
		Start (Qtr)	To AID/V (Qtr)	Start (Qtr)	To AID/V (Qtr)					
B. Local Revenue Adminis- tration Phase II (931-5303)	None to date		1		2	<p>strategies and programs. This project was designed in 1981; however it did not start until 1985. The evaluation will identify the factual and political changes to take into account while redesigning the project. Data of the 1985 census and priorities identified in the upcoming five year plan which the government is elaborating will help the evaluation team make useful recommendations to be used in the project redesigning process.</p> <p><u>PACD 9/1985</u>            The project is designed to study local revenue generation and service provision at local level, and make recommendations on possible policy changes to improve systems of finance and delivery of local services. The evaluation will determine the extent to which recommendations of this three year study have been adopted by GOB. The evaluation will help Management decide whether a follow on third Phase is desirable.</p>	PM&R OE	20 2	10	IQC 40 person days

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE BURKINA

Project List (Project No. & Title)	Last Eval Completed (No./Yr.)	FY 1986		FY 1987		Business/Issues	Funding Source (\$000)	USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/Y (Qtr)	Start (Qtr)	To AID/Y (Qtr)				
C. PL 480-CRS-Program	1981	2	2			PACD: Continuing The CRS program aims to improve nutritional status and achieve agricultural/economic and community improvement. The evaluation will assess the socio-economic impact of the four components of the CRS Program: MCH, School Feeding, Food For Work and Humanitarian Assistance. The evaluation will identify necessary project modifications in order to address USAID's concern about putting more emphasis on development oriented activities rather than relief activities.	PM&R 50	20	IQC 100 person days

(Donald Mackenzie, Mission  
 Evaluation Officer 10%  
 of time)

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE - CAMEROON

Project List (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding		USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source	(\$000)		
<u>ARDN</u>										
631-0004 North Cameroon Livestock and Agriculture Development	1/84	3rd	4th	-	-	Impact Evaluation to determine whether grazing system has been successful, and land usage plan is adequate.	-	-	20	None
631-0008 Agriculture Management and Planning	2/84	3rd	3rd	-	-	<u>PACD: 06/30/87</u> Threshold Evaluation to determine areas in which continued assistance is required.	Project	40	30	None
631-0023 North Cameroon Seed Multi- plication, Phase II	10/85	4th	4th	4th	-	<u>PACD: 03/31/88</u> Threshold Evaluation in FY 86 to invest- igate needs for implementation schedule changes and possible third phase project. Implementation Progress Evaluation in FY 87.	Project	50	60	None
631-0031 Agricultural Education	5/84	3rd	4th	3rd	-	<u>PACD: 09/30/88</u> Threshold Evaluation in FY 86 to determine needs for implementation schedule changes and possible second phase. Implementation Progress Evaluation in FY 87.	Project	50	60	None
631-0044 Credit Union Development	5/84	2nd	3rd	-	-	<u>PACD: 09/30/86</u> Impact Evaluation to determine whether CAMOCUL is a viable institution serving its member credit unions.	Project	25	10	None
631-0052 National Cereals - Research and Extension II	-	-	-	2nd	-	<u>PACD: 02/28/95</u> Implementation Progress Evaluation	Project	20	35	None

Mission Evaluation Officer - Randal J. Thompson. 65% of her time is spent on evaluation.

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE - CAMEROON

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<u>Project List</u> (Project No. & Title)	<u>Last Eval</u> <u>Completed</u> (Mo./Yr.)	<u>FY 1986</u>		<u>FY 1987</u>		<u>Reasons/Issues</u>	<u>Funding</u>		<u>USAID</u> <u>Person</u> <u>Days</u>	<u>Collateral</u> <u>Assistance</u>
		<u>Start</u> (Qtr)	<u>To</u> <u>AID/W</u> (Qtr)	<u>Start</u> (Qtr)	<u>To</u> <u>AID/W</u> (Qtr)		<u>Source</u>	<u>(\$000)</u>		
698-0408.1 Health Constraints to Rural Production	-	1st	-	2nd	-	<u>PACD: 12/31/90</u> Implementation Progress Evaluation.	Project	20	35	None
676-0016 CAR Post Harvest Food Systems	-	3rd	-	3rd	-	<u>PACD: 09/01/89</u> Implementation Progress Evaluation.	Project	20	10	None
676-0017 CAR Rural Development II	-	-	-	4th	-	<u>PACD: 09/30/90</u> Implementation Progress Evaluation	Project	10	15	None
653-0001 Equatorial Guinea Agricultural Development	6/83	1st	-	-	-	<u>PACD: 08/28/87</u> Implementation Progress Evaluation.	Project	20	10	None
653-0002 Equatorial Guinea Cooperative Development	-	1st	-	-	-	<u>PACD: 09/30/87</u> Implementation Progress Evaluation.	Project	20	10	None
<u>HE</u> 631-0051 Northern Wells II	-	2nd	-	-	-	<u>PACD: 06/30/87</u> Implementation Progress Evaluation	Mission	-	35	WASH
<u>EHRD</u> 631-0033 Support to Primary Education	-	-	-	1st	-	<u>PACD: 06/30/90</u> Implementation Progress Evaluation.	Project	25	35	None

E. Evaluation Plan: CARE/REDSO will evaluate both sub-project activities after one year of implementation - probably in December, 1985. Such evaluation will follow a PES format and can provide mid-course corrections for this new bilateral development activity.

E. Local Currency Use Plan: No local currency is available or expected to be generated during the action plan period.

EVALUATION PLAN FOR THE CONGO  
FISCAL YEARS 86 - 87

Evaluation Categories

USAID has divided evaluations into three categories. These are Routine Implementation, Threshold Decision, and Lessons Learned and Development Issues Evaluations. Routine Implementation Evaluations will determine the status of project implementation, identify problems affecting achievement of objectives, and assess the implementation arrangements of the projects. This last objective reflects a concern with maximizing project impact on the target group while minimizing the administrative burdens of project oversight.

Threshold Decision Evaluations are scheduled for those projects where USAID expects project amendments or redesign. They will also be used to determine whether a project should be extended or terminated, and in either case, how. Lessons Learned and Development Issues is the final category of evaluations. This type of evaluation will be used to analyze and document catalysts or inhibitors of project achievement. These evaluations will also examine projects with significant lessons that may be helpful to designers or decision makers.

During FYs 86 - 87 two projects will be evaluated in the Congo. The evaluation of the Nutrition Education Project (679-0006) will constitute a Lessons Learned and Development Issues Evaluation. This final evaluation will be used to record any lessons which may be helpful to project managers and program designers working with similar health projects. The second evaluation of the Congo Smallholders Agricultural Project (679-0002) will be a Threshold Decision Evaluation. This evaluation will determine in what manner the project will be extended and modified.

Key Issues

In accordance with the issues addressed in the Congo's SPSS, the following criteria were established to guide project evaluations. These will be referred to in evaluating the Congo projects.

Popular Participation

To what extent do project beneficiaries play a meaningful role in the implementation of the project?

Sustainability

What will be the recurrent costs of the project? Does it seem likely that the GPRC contributions will be sufficient? At the end of the project, what institutional infrastructure will be left in place? How will recurrent costs be financed? Will residual management capacity be equal to the task?

Effective Use of PVO's

Is CARE-Congo effective in implementing its part of the U.S. development assistance program in the Congo? In what ways might USAID better employ the services of CARE or other PVOs?

Technology Transfer

Is the type of technology being transferred in the projects appropriate to the milieu and special needs of the Congo? Is the technology transferred in fact taking root among recipients?

Training

Does the level of training provided within each project ensure an adequate number of Congolese with sufficient management and technical skills to continue its implementation beyond the PACD?

TABLE VII LIST OF PLANNED EVALUATIONS - FYs 1986 and 1987

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<u>Project List</u> (Project No. and Title)	<u>Last Eval.</u> <u>Completed</u> (Mo./Yr.)	<u>FY 1986</u>		<u>FY 1987</u>		<u>Reasons/Issues</u>	<u>Funding</u>		<u>USAID</u> <u>Person days</u>	<u>Collateral</u> <u>Assistance</u>
		<u>Start</u> (Qtr)	<u>To AID/W</u> (Qtr)	<u>Start</u> (Qtr)	<u>To AID/W</u> (Qtr)		<u>Source</u>	<u>\$000</u>		
Nutrition Education II 679-0006	N.A.	2	2	-	-	PACD-12/21/85 Lessons Learned and Development Issues Evaluation Key Issues: Effective Use of PVO's; Sustainability.	-	-	10	-
Congo Small- holder Ag II 679-0002	5/85	-	-	4	4	PACD-01/88. Threshold Decision Evaluation. This evaluation will be used to decide project's disposition as PACD approaches.	project	30	15	2 consultants x 30 days

Mission Evaluation Officer: Debra A. Rectenwald (100%)

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EVALUATION PLAN

<u>PROJECT TITLE (NUMBER)</u>	<u>QUARTER PERFORM</u>	<u>QUARTER SUMMIT</u>	<u>DESCRIPTION</u>
FISHERIES DEVELOPMENT, II (603-0015)	87/1	87/2	\$40,000 from project funds; REDSO/ESA evaluation team leader required for 3 PW. Purpose:-- mid-project evaluation.
HUMAN RESOURCES DEVELOPMENT, II (603-0017)	86/4	87/1	\$40,000 from PDS funds; REDSO/ESA evaluation team leader required for 3 PW. Purpose: mid-project evaluation to determine if objectives are being met and approve continuation of the activity.

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Section E. Planned Evaluations

Evaluations have been used by USAID/Ghana to review its project portfolio and, based on the findings, to shift the degree and extent of its activities to areas where U.S. assistance would have more impact. Previous evaluations led to the decision to change the Mission's development strategy from project to program assistance. The change in economic policy by the Ghanaian Government and its continued compliance, after two years, with an economic austerity and reform program, have changed the basic premises of the FY 1983 CDSS and its Updates. As a result, the three evaluations planned by the Mission in FYs 1986 and 1987 will:

- (1) be used to assess the impact of U.S. assistance to the country;
- (2) determine the direction and emphases of future economic development assistance to Ghana including the areas and levels of future program and project assistance;
- (3) lay the foundation for the development of the new assistance strategies; and,
- (4) help to determine which areas will be the primary foci of the Mission's future policy reform discussions with the Government.

All three of the evaluations planned are combinations of category two, threshold decision, and category three, lessons learned, evaluations. The Mission is especially interested in reviewing the lessons learned in order to determine the possibilities for the continuation of the activities. The specific evaluations planned are as follows:

Year project title/#	Qtr. Perf	Qtr. Sub.	Purpose/ Issues	Funding needs/source	Staff Reqmts
FY 1986 PL-480 Title I Barter	1	2	Program Review	\$3,500 FFP	15 days Mission AID/FFP
FY 1987 Contracep Supplies/ 6410109	2	3	Mid-term	\$15,000 Project and Centrally funded projects as needed	30 days Mission GOG/MOH ISTI CDC REDSO/WCA AID/W

Agriculture/ Transport CIP	3	4	Program	- 0 -	15 days Mission REDSO/WCA
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The evaluations will address the following purpose/issues:

FL-480 Title II Barter: The Title II barter agreement signed in FY 1985 represents an innovative way to provide additional food assistance to Ghana without the danger of being a disincentive to domestic production, while helping to meet the needs of drought affected neighboring countries. The end of agreement evaluation will assess the ability of the GOG, U.S. FVOs, and local trucking companies to collect and ship locally produced corn to Burkina Faso and Mali. The evaluation will also assess the impact of the barter agreement on local corn production and marketing. The results of the evaluation will be used to determine if the arrangement should be repeated in FY 1986. The Mission will use the shipping and arrival records of the concerned governments and the responsible FVOs in its review of the agreement.

Contraceptive Supplies: The mid-term evaluation will focus on project implementation issues, e.g. the timely arrival of contractors, the quality of the contractors, how the GOG used their skills, commodity ordering and receipt procedures, the packaging and distribution of the contraceptives, and the role of private sector retail outlets in sales. The evaluation will assess the operating efficiencies and problems to make mid-term corrections, if necessary, and to indicate the likely need for project extension or expansion. Project documents and records will be reviewed and discussions held with the GOG's Ministry of Health to determine the status of the project at the time of the evaluation.

Agriculture/Transport CIP: The CIP will be evaluated to assess the impact of the commodities funded on the Ghanaian economy. In addition, the evaluation will look at how well the program was implemented to date. The results of the evaluation will be used to correct any problems identified, assess the remaining constraints in the economy, assist the development of the requested follow-on program, and help the Mission to further refine its strategy for its on-going policy reform discussions with the Government. The evaluators will review the records of the Bank of Ghana and local distributors as well as customs' declarations, to determine the use of the commodities and estimate, based on this information, the effect of the program on the agriculture and transport sectors.

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TABLE VII - LIST OF PLANNED EVALUATIONS  
FY 1987 ANNUAL BUDGET SUBMISSION  
COUNTRY/OFFICE Guinea-Bissau

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Project List (Project No. & Title)	Last Eval Completed (No./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding Source (\$000)	USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)				
<u>Agriculture, Rural Dev. and Nutrition</u>									
1. Rice Production 657-0009	10/84	4	4			PACD 9/87 PES to assess impact and achieve- ment of project objectives and replicable components in preparation for design of Rice Production II follow-on.	Project 10	10	REDSO/WCA (10 days) Tech. Asst. (7 days)
2. South Coast Agricultural Development 657-0010				1	1	PACD 9/89 Mid-term evaluation, once TA team arrives in-country.	Project 15	10	REDSO/WCA (10 days) Tech. Asst. (10 days)
<u>Education and Human Resources</u>									
3. Technical Skills Training 657-0011	-	4	4	-	-	PACD 9/88 Evaluation plan was revised due to late implementation. Evaluation will assess effectiveness of the studies, training and experimental credit fund.	Project 10	15	AID/W (10 days)/REDSO/WCA (7 days) Tech. Asst. (10 days)

Joan Johnson, Program Officer, is the Mission Evaluation Officer  
(Approximately 8-10% of annual time is devoted to evaluation type work).

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE USAID/Lesotho

Project List (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding		Collateral Assistance	
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source (\$000)	USAID Person Days		
<u>I. Category I: Project Issues Evaluations</u>										
<u>A. FY1986</u>										
None required or planned.										
<u>B. FY1987</u>										
None required or planned.										
<u>II. Category II: Threshold Evaluations</u>										
<u>A. FY1986</u>										
1. 690-0076 Southern Perimeter Road	11/83	2	3	-	-	<u>PACD: 5/86</u> The purpose of this project is to construct 38 km of new road including a major bridge over the Quthing River; repair the Seaka Bridge; and rehabilitate up to 151 km of road between Quthing and Qacha's Nek. The evaluation will measure progress to date and make recommendations for extension/additional funding to insure completion of Title III road construction work.	Proj	25	17	One REDSO engineer, one contract transport economist and one contract engineer. (3 weeks)

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TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE USAID/Lesotho

Project List (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding Source (\$000)	USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)				
2. 632-0069 Manpower Develop- ment and Training	02/84 <sup>1/</sup>	3	1/87			PACD: 9/86 The project is designed to help the GOL increase its capability and efficiency in planning, designing, managing and implementing national economic and social development pro- grams in prioritized sectors. It provides for temporary operational technicians, long and short-term academic and skills training. Pur- pose of evaluation is to examine achievements and make recommenda- tions for focus and funding of any planned extension.	PD&S 35	12	One AID/W S&T/Ed non-formal education specialist and 1 AID/ W PPC training education specialist (2 weeks)
B. FY1987									
None planned or required.									
<sup>1/</sup> 632-0069 Manpower Development and Training:	Evaluation completed 2/84. Formal submittal of evaluation results to AID/W not planned as evaluation was routine implementation type review								

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE USAID/Lesotho

Project List (Project No. & Title)	Last Eval Completed (No./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding		USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source	(\$000)		
III. Category III: Lessons Learned Evaluations										
A. FY1986										
1. 632-0058 Rural Health Development	04/82	2/ 1	2	-	-	PACD: 7/85 The purpose of this project was to enable the GOL in conjunction with PHAL to overcome constraints limiting the availability of health services in rural areas of Lesotho. The final evaluation will evaluate effectiveness of work accomplished by University of Hawaii contractual team the last of whom departed in September, 1984, and which included training of nurse clinicians (N/Cs) in delivering improved health care to rural areas. Evaluation will review project achievements in all areas and examine lessons learned under the project. Timing of evaluation is scheduled after: (a) all project trained NC's have completed formal and practical field training phases, (b) all NC's have been assigned to rural positions and impact of services on rural population can be determined and (c) NC training program has been fully institutionalized by MOH.	PD&S	30 (FY85)	23	Two each contract health specialists, one AID/W or REDSO/ESA health/evaluation specialist and Regional Health Development Officer (RHDO) (4 weeks)
2/ 632-0058 Rural Health Development:						Evaluation delayed to early FY86 at request of MOH. was scheduled for 3rd quarter of FY1985.				Per FY1986 ABS evaluation plan, final evaluation

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE USAID/Lesotho

Project List (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding			Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source (\$000)	USAID Person Days		
2. 632-0080 National University of Lesotho	03/84 <sup>3/</sup>	3	4	-	-	PACD: 6/86 The purpose of the project is to increase the capacity of the National University of Lesotho to extend development education to the people, through its extension arm (the Institute of Extra Mural Studies), and to promote development of other university faculties in a manner consistent with this outreach goal. Final project evaluation will measure overall project success in meeting objectives and examine lessons learned.	Proj	30	18	One REDSO/ESA project development officer, 1 education officer from AID/W and two contract education technicians. (4 weeks)
3. 931-1054 Structuring Non-Formal Education Resources	04/84 <sup>4/</sup>	2	3	-	-	PACD: 4/86 The purpose of this project was to develop and test an innovative service agency approach to provide technical and financial assistance to rural communities and organizations involved in non-formal education activities of which some are also oriented toward generating income producing activities. Final project evaluation will measure overall project success in meeting project objectives and will examine lessons learned.	PD&S	25	18	One AID/W S&T non-formal education specialist and one AID/W or REDSO/ESA education/evaluation specialist (3 weeks)
<sup>3/</sup> 632-0080 National University of Lesotho						Evaluation completed 3/84. Formal submittal of evaluation results was routine implementational type review.				to AID/W not planned as evaluation
<sup>4/</sup> 931-1054 Structuring Non-Formal Education Resources						Same as footnote 3 above. Evaluation completed 4/84.				

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE USAID/Lesotho

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Project List (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Punding Source (\$000)	USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)				
4. 532-0061 Instructional Materials Resource Center	07/85 <sup>5/</sup>	-	-	-	-	PACD: 12/85 The purpose of this project is to assist the MOE to establish an Instructional Materials Resource Center (IMRC) to develop instructional materials and curricula for use in training pre-service and in-service teachers, and to participate with MOE entities, particularly the National Curriculum Development Center (NCDC) to develop curricula and instructional materials for primary and secondary schools. This is a final evaluation of this project. Evaluation will: determine extent to which project achieved its goals, review phase-in of project activities with Basic and Non-formal Education Systems (BANFES) sector program and examine lessons learned.	Proj 30	25	One REDSO/ESA project development officer, 1 evaluation specialist from AID/W and two contract materials/education media specialists. (4 weeks)
5/ 632-0061 Instructional Materials Resource Center:						Final evaluation scheduled for 7/85, as presented in FY1986 ABS. Submittal of evaluation results to AID/W planned for first quarter FY1986.			

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE USAID/Lesotho

Project List (Project No. & Title)	Last Eval Completed (No./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding Source (\$000)	USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)				
5. LD-ID-004 CRS Outreach (Centrally funded)	04/85 <sup>6/</sup>	3	4	-	-	PACD: 5/86 The purpose of the program is to alleviate the constraints (transportation and storage of commodities) to extending the program into the mountain area where greater nutritional need is documented. Final evaluation will measure project progress against established project targets and examine lessons learned.	Proj -	12	Regional Food for Peace (RFPP0) Specialist. (2 weeks)

6/ LD-ID-004 CRS Outreach (centrally funded): Review, as scheduled in FY1986 ABS, was completed in 4/85. Final submittal of evaluation results to AID/W not planned as evaluation was routine implementation type review.

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE USAID/Lesotho

Project Title (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding Source (\$000)	USAID Person Days	Collateral Assistance
		Start To (Qtr)	AID/W (Qtr)	Start To (Qtr)	AID/W (Qtr)				
FY1987									
1. 698-0424.32 Improved Rural Production through Marketing and Disseminating Energy Initiatives for Africa (EIA Regional Sub-Project)	8/85 <sup>7/</sup>	-	-	4	1/88	PACD: 9/88 The purpose of this project is to increase rural incomes and employment through the marketing, dissemination and commercialization of energy-related technologies. The final evaluation will review progress against established project objectives and examine lessons learned.	Proj	12	Energy Initiatives for Africa (EIA) energy specialist and one REDSO/ESA energy officer. (2 weeks).
IV. Category IV: Generic Evaluations									
A. FY1986									
None required or planned.									
B. FY1987									
None required or planned.									
7/ 698-0424.32 Energy Initiatives for Africa (EIA): Results of planned 8/85 evaluation will not be submitted to AID/W as evaluation was routine implementation type review.									

TABLE VII - LIST OF PLANNED EVALUATIONS  
FY 1987 ANNUAL BUDGET SUBMISSION  
COUNTRY/OFFICE USAID/Lesotho

Project List (Project No. & Title)	Last Eval. Completed (Mo./Yr.)	FY1986		FY1987		Reasons/Issues	Funding Source	(\$000)	USAID Person Days	Collateral AID Assistance	
		Start (Qtr)	To AID/W	Start (Qtr)	To AID/W						
<b>V. Routine Project Implementation Evaluations</b>											
<b>A. FY1986</b>											
1. 632-0065 Farming Systems Research (632-83-2)	3/83 <sup>8/</sup>	1 <sup>9/</sup>				Submittal not required -	PACD: 7/86 Routine Evaluation	Proj	10	12	One each REDSO/ESA sociologist and agronomist and 1 contract farming systems specialist. (2 weeks)
2. 632-0214 Credit Union Development (632-83-5)	9/83 <sup>10/</sup>	1 <sup>11/</sup>				Submittal not required -	PACD: 2/86 Routine Evaluation	Proj	10	12	One AID/W or contract rural credit specialist (2 weeks)
3. 632-0215 Land Conservation and Range Development	8/85 <sup>12/</sup>	4				Submittal not required -	PACD: 8/87 Routine Evaluation	Proj	14	12	One/two contract range specialists and/or 1 AID/W and/or REDSO/ESA agriculture or evaluation specialist (2 weeks)
8/ 632-0065 Farming Systems Research: 5/83						Threshold evaluation preparatory to extension/amendment of project.					Evaluation report submitted to AID/W
9/ " " " "						Routine evaluation scheduled for third quarter FY1985, per FY1986 ABS, deferred to first quarter of FY1986. Reason for delay - absence of key MOA and USAID staff.					
10/ 632-0214 Credit Union Development: 1/84.						Threshold evaluation preparatory to extension/amendment of project.					Evaluation report submitted to AID/W
11/ " " " "						Routine implementation evaluation scheduled, per FY1986 ABS, for third quarter of FY1985 deferred to first quarter, 1986.					
12/ 632-0215 Land Conservation and Range Development:						Results of evaluation planned for (a) 8/85 and (b) fourth quarter of FY1986 will not be submitted to AID/W as both evaluations are routine implementation type reviews.					

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE USAID/Lesotho

<u>Project List</u> (Project No. & Title)	<u>Last Eval.</u> <u>Completed</u> (Mo./Yr.)	<u>FY1986</u>		<u>FY1987</u>		<u>Reasons/Issues</u>	<u>Funding</u>		<u>USAID</u> <u>Person</u> <u>Days</u>	<u>Collateral</u> <u>AID</u> <u>Assistance</u>
		<u>Start</u> (Qtr)	<u>To</u> <u>AID/W</u>	<u>Start</u> (Qtr)	<u>To</u> <u>AID/W</u>		<u>Source</u>	<u>(\$000)</u>		
4. 632-0218 Agriculture Planning	2/85 <sup>13/</sup>	4	Submittal not required	-	-	PACD: 12/87 Routine Evaluation	Proj	10	12	One contract agriculture economist or agriculture planning specialist and 1 AID/W or REDSO/ ESA agriculture evaluation specialist

13/ 632-0218 Agriculture Planning: Threshold evaluation in preparation for amendment/extension of project accomplished as indicated in FY1986 ABS. Evaluation report will be submitted to AID/W by 8/85.

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE USAID/L-Botho

Project List (Project No. & Title)	Last Eval. Completed (Mo./Yr.)	FY1986		FY1987		Reasons/Issues	Source	(\$000)	USAID Person Days	Collateral AID Assistance
		Start (Qtr)	To AID/W	Start (Qtr)	To AID/W					
5. 698-0421.32 Combatting Child- hood Communicable Diseases (CCCD)	7/85 <sup>14/</sup>	3	Submittal not required	-	-	PACD: 5/88 Routine Evaluation	Reg	-	12	CCCD Technical Officer, Regional Health Officer and CCCD Regional Epidemiologist. (2 weeks)

14/ 698-0421.32 Combatting Childhood Communicable Diseases: Results of evaluation scheduled for 7/85 will not be submitted to AID/W as evaluation will be routine implementation type review.

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TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE USAID/Lesotho

<u>Project List</u> (Project No. & Title)	<u>Last Eval. Completed</u> (Mo./Yr.)	<u>Start</u> (Qtr)	<u>To</u> <u>AID/W</u>	<u>Start</u> (Qtr)	<u>To</u> <u>AID/W</u>	<u>Reasons/Issues</u>	<u>Source</u>	<u>(\$000)</u>	<u>USAID Person Days</u>	<u>Collateral AID Assistance</u>
<b>B. FY1987</b>										
1. 632-0221 Agricultural Production and Institutional Support (LAPIS)	-	-	-	3	Submittal not re- quired	PACD: 1/91 Routine Evaluation	Proj	20	12	One each AID/W, REDSO/ESA or contract ag economist, ag planner farming systems research specialist and horticulturalist.
2. 632-0222 Basic and Non-Formal Education Systems (BANFES)	-	-	-	1	Submittal not re- quired	PACD: 4/90 Routine Evaluation	Proj	20	12	One each AID/W, REDSO/ ESA or contract non- formal education specialist, education economist, sociologist and education/curri- culum planner

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE USAID/Lesotho

Project List (Project No. & Title)	Last Eval. Completed (Mo./Yr.)	FY1986		FY1987		Reasons/Issues	Funding		USAID Person Days	Collateral AID Assistance
		Start (Qtr)	To AID/W	Start (Qtr)	To AID/W		Source	(\$000)		
3. 632-0088 Rural Water and Sanitation	3/85	-	-	1	15/	PACD: 9/88 Routine Evaluation	Proj	10	17	REDSO/ESA rural sociologist, Regional Health Officer, Regional Economist and one contract health specialist. (3 weeks)

15/ 632-0088 Rural Water and Sanitation: Results of evaluation completed 3/85 will not be submitted to AID/W as evaluation was routine implementation type review. Routine evaluation, scheduled per FY1986 ABS, for third quarter, FY1986 is being deferred to first quarter, FY1987.

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TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE Liberia

Project List (Project No. & Title)	Last Eval <u>FY 1986</u>		<u>FY 1987</u>		Reasons/Issues	Funding Source (\$000)	USATD Person Days	Collateral Assistance
	Completed (Mo./Yr.)	Start (Qtr)	To AID/W (Qtr)	Start To AID/W (Qtr)				
Agriculture, Rural Development and Nutrition								
669-0134, Rural Information Systems		10/85	12/85		Implementation Progress	Project \$ 40	10	IQC
669-0188, Agricultural Research & Planning Extension II		08/86	11/86		Implementation Progress	Project \$ 35	20	IQC
669-0200, Road Maintenance		07/86	09/86		Implementation Progress	Project	10	To be determined
669-0185, Rural Development Training II	04/84			09/87 11/87	Implementation Progress	Project \$ 15	15	IQC or PSC
669-0163, Niamba County Rural Technology	11/83	02/86	03/86		Threshold Review: Determine the extent to which the implementing agency (a PVO) has been able to broaden its funding base. The outcome of this review will determine availability of funds for the project year beginning May 1986.	OE	5	None

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE Liberia

Project List (Project No. & Title)	Last Eval		FY 1986		FY 1987		Reasons/Issues	Funding		Collateral Assistance	
	Completed (Mo./Yr.)	Start (Qtr)	Start AID/Y (Qtr)	To (Qtr)	Start AID/Y (Qtr)	To (Qtr)		Source (\$000)	USAID Person Days		
<u>Health</u>											
669-0165, Primary Health Care		04/86	06/86				Implementation Progress	Project		10	None
669-0165, Primary Health Care				09/87	11/87		Threshold Review: PACD-12/88. While touching on implementation progress, the review will concentrate on steps for AID in primary health care delivery systems, particularly, geographic expansion of the project's delivery system into other Liberian counties.	Project	\$40	15-40	REDSO/WCA and/or IQC
<u>Education and Human Resources</u>											
669-0166, Improved Efficiency of Learning II				01/87	03/87		Implementation Progress	Project	\$ 40	15	S&T/EHR (RSSA), IQC
<u>Selected Development Activities</u>											
669-0201, Small & Medium Enterprise Development		06/86	08/86				Implementation Progress	Project/PD&S		10	REDSO/WCA or IQC

HEO: Michael A. Rugh/Harold Marwitz - 10X

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TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE: MADAGASCAR

Project List (Project No. & Title)	Last Eval Completed (No./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding Source (\$000)		USAID Person Days	Collateral Assistance
		Start To (Qtr)	(AID/W) (Qtr)	Start To (Qtr)	(AID/W) (Qtr)		PD AS			
PL 480 Title I	-	1st	2nd	2nd	3rd	Financial Review/ Verification of local projects	PD AS	30	15	REDSO/ESA & 2 person weeks Financial Review firm & 2 wks. Local PSC & 4 person weeks
687-0101, Madagascar Agriculture Rehabilitation &	-	2nd	3rd			Determine strong and weak points in MARS I, prior to design of MARS II. Special interest in C.I.P. mechanism and Commo- dities selected, impact on policy dialogue, interest shown in and by IARC's	Project	15	15	REDSO/ESA & 2 person weeks AID/W & TDY, S&T/AGR & 2 person weeks.  IQC 3 person weeks.
Grant No. 936-4111- 0-00-4001-00 Malagasy Rice Institute (IRRI)		1st	2nd			Evaluate training/ technical assistance provided under grant, and host country receptivity (eg, use of counterpart funds, quarantine policies and practice affecting project). Prior to design of Phase II of IRRI Program.	PD&S	15	10	IRRI 2 person weeks REDSO/ESA 2 person weeks AID/W TDY, S&T/AGR 2 person weeks  IQC 3 person weeks
607-0424-07, Hydropower for Agro-Processing (EIA subproject)		4th	1st (87)			Evaluate efficacy of pilot installation, and assess replica- bility. Recommend next steps, possibly for counterpart financing.	PD&S	20	20	REDSO/ESA & 2 person weeks IQC & 4 person weeks.

TABLE VII - EVALUATION PLAN

Special attention and monitoring will be directed towards activities initiated in the areas of smallholder agriculture, private enterprise and family planning. Particularly close scrutiny will be focussed on the latter because government policy only recently allowed intervention in family planning, thus it will be critical to ascertain early in implementation that project activities are not having a negative impact. In the area of private sector development, several innovative but potentially high impact programs have been initiated, and it will be necessary to ascertain that appropriate linkages are being established with the smallholder sector and that the private sector itself is benefitting from the basic objective of encouraging labor-intensive industries which make maximum use of credit, technology, materials and labor.

Key Hypotheses to be tested include:

1. Promotion of agricultural research, input supply and delivery (including credit), extension, import substitution, and crop diversification activities will lead to significantly increased smallholder production and incomes. In addition, these activities will lead to increased export earnings which will generate and/or save foreign exchange and relieve the present GOM balance of payment crisis.
2. Promotion of small, privately-owned enterprises will result in increased rural incomes, in more productive non-farm employment, in increased export earnings, in increased import substitution, and in increased demand for U.S. technology, goods and training. Also, under the rubric of private sector development, the indigenous transportation industry will be promoted.
3. Support through health and family planning programs will upgrade Malawi's primary health care system and disease-control capability, significantly reduce mother and child morbidity and mortality, and reduce the population growth rate.

These hypotheses relate to the major program thrusts enumerated in the CDSS as follows:

<u>Hypothesis</u>	<u>Program Element</u>	<u>Projects</u>
1.	Increasing smallholder production and incomes; increased export earnings and generation and/or saving of foreign exchange	Agricultural Research Project (612-0202) Malawi Union of Savings and Credit Project (612-0205) Agricultural Research and Extension Project (612-0215) Smallholder Fertilizer Reform Project (612-0225)
2.	Expansion of Private Sector	Rural Enterprise and Agribusiness Development Project (612-0214) Management Assistance to Rural Traders (612-0219) Commercial Transport Project (612-0218)
3.	Improve health services and family planning program	Health Institutions Project P(612-0211) Self-Help Rural Water Supply Project (612-0207) Combatting Childhood Communicable Diseases Project

Most of the evaluations will be routine project issues type evaluations. However, in the private enterprise area a generic type evaluation is planned because USAID wants to take a comprehensive look at this sector in an effort to generate information that goes beyond the three AID private sector projects and to lay the groundwork for future private sector oriented projects.

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE : USAID/WLARI

Project List (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding Source (\$000)	USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/Y (Qtr)	Start (Qtr)	To AID/Y (Qtr)				
<u>Agriculture Rural Dev. and Nutrition</u>									
Agricultural Research (612-0202)	3/83 (mid-Term)	3	4			PACU: 11/30/85 The Project aims to improve capacity of the Dept. of Agricultural Research to carry out research on smallholder crops, primarily maize, groundnuts, beans, wheat, fruits, and vegetables. This end of project evaluation will assess performance and impact against original objectives.	Proj. 50	10	IQC for 30 person days
Agricultural Research and Extension (612-0215)				4	1 (83)	PACU: 12/30/89 The Project is a follow-on to the Agricultural Research Project (612-0202) and aims to increase the institutional capacity and improve the effectiveness of the Ministry of Agriculture in terms of developing, testing and transferring improved agricultural technologies to smallholders. The purpose of this mid-term evaluation will be to measure progress made against targeted objectives in concert with two World-Bank-financed projects - one in research and one in extension.	Proj. 50	10	IQC for 30 person days

\*Evaluation Officer: David J. Gams, Program Officer: 15% of time spent on evaluations.

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE : USAID/MALAWI

Project List (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding Source (\$000)	USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)				
<b>Health</b>									
Self-Help Rural Water (612-0207)	8/83	2	3			PACD: 12/31/85 The purpose of the project is to improve the health and economic status of about 500,000 Malawians by constructing at least 20 gravity-fed water supply systems throughout Malawi. This end of project evaluation will assess the effectiveness of project activities in achieving originally established goals and objectives.	Proj. 50	5	IQC under CDM WASH project or similar mechanism. (Mid-term evaluation was conducted under WASH project and was excellent. Thus, CDM is preferred institution for final evaluation.)
Combatting Childhood Communicable Diseases (698-0421.12)	6/85 (Review)			1	2	PACD: 12/31/89 The aim of the project is increased child survival, specifically to reduce the level of infant and childhood morbidity and mortality in Malawi which result from communicable diseases, such as malaria and diarrhea. The purpose of this mid-term evaluation is to assess performance of CDC technical assistance, assess extent to which objectives as originally established were achieved or not achieved, and recommend any necessary modifications.	Proj. 20	5	IQC Childhood Diseases Specialist for 20 days, representative from CUC/Atlanta, and Regional Health Officer/Mbabane.

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE : USAID/NAIAXI

Project List (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding Source (\$1000)	USAID Person days	Collateral Assistance
		Start (Qtr)	To AID/H (Qtr)	Start (Qtr)	To AID/H (Qtr)				
Health Institutions (612-0211)		3	4			PACD: 12/31/89 The project aims to improve and/or enhance the Ministry of Health's manpower training capabilities for mid-level health workers in primary health care, community nurses, enrolled midwives, and PHC medical assistants and health assistants. The project has suffered major start-up problems; namely the arrival of the Howard University Chief of Party was delayed by 6 months and there have been a series of disagreements between Howard and GHI health officials, regarding project objectives. The purpose of this early evaluation is to identify problems, recommend solutions, and amend or modify the PP and Howard Cooperative Agreement, if necessary.	Proj. 20	10	One Health Planner/Economist on an IQC for 20 days, the Regional Health Officer/Ababane for 7 days, the Regional Population Officer/Nairobi for 7 days and a representative from Howard University/Washington.
<u>Education and Human Resources</u>									
Polytechnic Engineering Expansion(612-0201)		1	2			PACD: 12/30/86 The aim of this project is to expand the Polytechnic's physical facilities and train faculty for the establishment of a degree program in engineering. The project has had a long history of delays. Certain components (construction, equipment procurement) are two years behind schedule. The purpose of the evaluation is to identify the major causes of the problems, assess extent to which objectives were not achieved and make recommendations for deobligation/reobligation or restructuring of the project.	Proj. 55	10	IQC for 30 days



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TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE USAID/MALI

Project List (Project No. & Title)	FY 1986		FY 1987		Reasons/Issues	Funding Source (\$000)	USAID Person Days	Collateral Assistance
	Last Eval Completed (No./Yr.)	Start To (Qtr) AID/W (Qtr)	Start To (Qtr) AID/W (Qtr)	Start To (Qtr) AID/W (Qtr)				
Sahel Development Program								
Agricultural Officers Training (688-0207)	11/94		3	4	PACD - 4/87 Category "O" - PIR Type (Completion/Terminal Evaluation)	Mission OE	30	
Livestock Sector II (688-0218)	03/84	4	1(87)		PACD - 09/89 Category I - Project Issues Project objectives are to assist with veterinary extension, vaccine production and distribution, quality control, and small farmer finish feeding; carry out research on tick-borne diseases and on forage production; develop managerial capabilities to support these; and train livestock personnel to enhance institutional development. (Annual in-house review -- FY85 -- will be routine review of all pha- ses of implementation to date). FY86 project issues evaluation will provide in-depth review of a number of key issues including whether management is improving at fast enough rate to sustain project, efficacy of financial accounting system; and the commercial viability of the cattle feeding component.	Project	48	30

Evaluation Officer: E. Hahn, 20%

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE USAID/HALL

Project List (Project No. & Title)	Last Eval Completed (No./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding		USAID Person DATE	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source (\$000)			
Manantali Resettle- ment (625-0955)	(New Project)	3	4			PACD - 6/89 Category I - Project Issues Project objective is to resettle about 11,000 rural families now living in the planned flood area of the Manantali Dam, now under construction. Project evaluation will be Category I - Issues type and will examine all aspects of project implementation in depth, and make recommendations for any changes required to meet strict time deadlines for resettlement of families. Final project evalua- tion will have great importance for similar endeavors elsewhere.	Project	18	45	REDGO/WCA: 3 TDYs

FY 1987 ANNUAL BUDGET SUBMISSION  
 TABLE VII - LIST OF PLANNED EVALUATIONS  
 MAURITANIA

Project List (Project No. and Title)	Last Eval. Completed (No./Yr.)	FY 1986		FY 1987		REASONS/ISSUES	Funding		USAID Person Days	Collateral Assistance
		Start (Qtr)	To Q1/Q/M (Qtr)	Start (Qtr)	To Q1/Q/M (Qtr)		BRUCE	(\$000)		
Rural Roads Improvement (602-0214)	4/84	2	3	2	3	PACD: 9/89 This project involves constructing and upgrading more than 230 kilometers of road to increase access to the Gorgol and Boudiwaka Regions and thereby stimulate economic development. A project implementation evaluation will be carried out in September 1985. In March 1986, approximately three months prior to completion of the road construction, an evaluation will be made to identify specific corrections which should be taken before departure of the A/E supervisory team. This will include a threshold decision for post-construction inputs in road maintenance activities.	Proj.	0	10	REDSO Engineer

Mission Evaluation Officers: J. Guardiano, Project Specialist 102

FY 1987 ANNUAL BUDGET SUBMISSION  
TABLE VII - LIST OF PLANNED EVALUATIONS

<u>Project List</u> (Project No. and Title)	<u>Last Evalu.</u> <u>Completed</u> (Mo./Yr.)	<u>FY 1986</u>		<u>FY 1987</u>		<u>Reasons/Issues</u>	<u>Funding</u>		<u>USAID</u> <u>Person</u> <u>Days</u>	<u>Collateral</u> <u>Assistance</u>
		<u>Start</u> (Qtr)	<u>To</u> <u>AID/W</u> (Qtr)	<u>Start</u> (Qtr)	<u>To</u> <u>AID/W</u> (Qtr)		<u>Source</u>	<u>(\$000)</u>		
Rural Health Services (682-0230)		3	4			<p>PACD: 7/88</p> <p>The project purpose is to improve the health status of the Mauritanian people by assisting the Mauritanian Government in the preparation and implementation of a comprehensive primary health care program. The mid-term project evaluation will examine the effectiveness of project systems in reaching target populations and its appropriateness to the implementing capacity of the Ministry of Health. More specifically, it will assess the general enhancement and cost effectiveness of the fixed and mobile service delivery networks, the development of health worker skills, the improvements in drug distribution and other logistic support systems, and the development of improved data collection and reporting mechanisms. In addition, it will also determine the extent to which project activities impact on morbidity and mortality.</p>	Proj	50	10	WHO and UNICEF Consultants
Human Resources Development (682-0233)					1	<p>PACD: 12/90</p> <p>The Project is designed to improve the capacity of public and private sector institutions and personnel to meet the country's food security needs through a program of formal and informal training in country, in third countries and in the U.S. as well as improvement in human resources planning with TA and seminars. This is a project implementation evaluation.</p>	Proj	50	10	Non Personal Services Contract

FY 1987 ANNUAL BUDGET SUBMISSION  
TABLE VII - LIST OF PLANNED EVALUATIONS

<u>Project List</u> (Project No. and Title)	<u>Last Evalu.</u> <u>Completed</u> (No./Yr.)	<u>FY 1986</u>		<u>FY 1987</u>		<u>Reasons/Issues</u>	<u>Funding</u>		<u>USAID</u> <u>Person</u> <u>Days</u>	<u>Collateral</u> <u>Assistance</u>
		<u>Start</u> (Qtr)	<u>To</u> <u>AID/W</u> (Qtr)	<u>Start</u> (Qtr)	<u>To</u> <u>AID/W</u> (Qtr)		<u>Source</u>	<u>(\$000)</u>		
Dirol Plain Operations Research (682-0934)				1	2	PACD: 4/87 The project purpose is to develop and test a methodology for assisting the population of the Dirol Plain to increase productivity through improved utilization and management of water, agricultural and human resources. The evaluation will cover project issues as they emerge, input delivery, and financial and program management. Lessons learned will be applied to the Mauritania River Valley Project design.	Proj	4	5	Outside Consultant
Agricultural Research II (682-0957)				4		PACD: 8/90 The project is aimed at the development and implementation of a national research plan, including agricultural systems studies, on-farm trials, and distribution of improved technical packages to farmers. This is a Project Implementation Evaluation.	RBDO(1)	-	5	DMV/AID 2 Contra- ctors

(1) River Basin Development Office, Dakar.

3-

6. Foreign Borrowing. Through the end of June 1985 no new external commercial loans will be contracted or guaranteed by the government in the 1-12 year maturity range ~~and the~~ outstanding amount of short-term (less than one year) external borrowing by the Central Bank will not exceed \$30 million at any time.
7. Exchange and Trade System. An undertaking not to impose new or intensify existing restrictions on trade and payments for current international transactions. Elimination of all remaining quantitative restrictions on imports by the end of 1984.
8. Pricing Policy. Except for no more than 12 goods, all maximum price controls eliminated by end-1984.
- E. Evaluation Plan: REDSO/ESA and the American Embassy/Port Louis regularly monitor the local currencies generated by the CIP and PL 480 programs. Beyond routine monitoring, no special evaluations are planned.
- F. Local Currency Use Plan: Local currencies generated by the FY 1985 and FY 1986 CIP and PL 480 programs will continue, under the integrated procedures outlined above, to finance priority development needs similar to those supported in the past (see Section B, Self-Appraisal of Benchmark Achievement).

E. PLANNED EVALUATIONS AND DEVELOPMENT INFORMATION.

As AAO/Maputo is only in its first year of existence and, as yet, has no CDSS, planned evaluations include only those which are routine and project-oriented (reviewing to what extent articulated goals and objectives were achieved). An evaluation for the first commodity import activity is scheduled for the first quarter of FY1986, while the initial, mid-project evaluation for the technical assistance component will not be undertaken before May, 1986. Financing for both evaluations (through an outside FSC) is included within the Private Sector Rehabilitation I Program.

Although the CIP evaluation will be project-related, it will be significant in reviewing and documenting the extent to which our first assistance has benefited the private sector. In addition to its usefulness in responding to Congressional inquiries, AAO/Maputo will channel evaluation results into the development of the Country Development Strategy Statement. As the agriculture and private sector focus of the program will be a central issue addressed in the CDSS, the evaluation will allow us to assess the effectiveness of the non-project mode in the delivery of our assistance.

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY: MOZAMBIQUE

Project List (Project No. & Title)	Last Eval Completed (No./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding Source (\$000)		USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)					
<u>Agriculture, Rural Development, and Nutrition</u>										
Private Sector Rehabilitation I (656-0201): TA	--	3	4	4	4	<u>PACD: 9/87</u> The project aims to provide managerial and technical skills needs to support private sector growth. Evaluation will assess progress in funding TA and training, adherence to eligibility criteria, and major problems requiring project adjustments. Final evaluation will examine objectives achievement and recommend further assistance.	Proj.	30	20	1QC 20 Person Days for mid-project evaluation 1QC 20 Person Days for final evaluation. REDSO/ESA and AFR/PD to participate with 5 Person Days each for each evaluation.
							REDSO	2	10	
							AAO/M OE	7	10	
<u>Economic Stabilization Fund</u>										
Private Sector Rehabilitation I (656-0201): CIP	--	1	2			<u>PACD: 9/85</u> Project provides agricultural inputs to private farmers. Evaluation will assess effectiveness in import and distribution in timely manner and extent to which imports reached to intended end-users.	Proj.	20	20	1QC 20 Person Days. REDSO/ESA and SLK/COB to participate with 5 Person Days each.
							REDSO	1	5	
							AAO/M OE	4	5	

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY: MOZAMBIQUE  
 (continued)

Project List (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding		Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source (\$000)	USAID Person Days	
Private Sector Rehabilitation I (656-0201): TA	--	3	4	4	4	<u>PACD: 9/87</u> This is part of the same project indicated above, but has another funding source. The evaluation criteria and funding is the same as that above.			
Private Sector Rehabilitation II (656-0202): CIP	--	4	4			<u>PACD: 9/86</u> Project is a continuation of Private Sector Rehabilitation I. Evaluation will assess effectiveness of import and distribution in timely manner and extent to which imports reached to intended end-users.	PMR 20 REDSO 1 and AAO/M 4 OE	20 5 5	1QC 20 Person Days. REDSO/ESA and SER/Con to participate with 5 Person Days each.
Private Sector Rehabilitation II (656-0202): TA	--		4	4		<u>PACD: 9/89</u> Project is a continuation of technical assistance and training component of Private Sector Rehabilitation I. Evaluation will center on private sector impact and extent to which progress has been made on longer-term training.	PMR 30 REDSO 2 and AAO/M 7 OE	20 5 5	1QC 20 Person Days for mid-project evaluation. REDSO/ESA and AFR/PD to participate.

eventually, family planning. This project, slated for late FY 1986 authorization, will effectively "bilateralize" assistance provided through several regional and central projects (see policy dialogue section above).

E. USAID/Niger FY 1986-1987 Design & Evaluation Plan

1. Mission Evaluation Schedule

The number of project evaluations carried out by USAID/Niger has increased dramatically over the past year. As compared with four evaluations in FY 1983 and two in FY 1984, the mission scheduled a total of twelve evaluations in FY 1985. Of these twelve, six have been completed, four are yet to be completed, and two have been postponed or cancelled. During the FY 1986-1987-ABS period, the mission will undertake evaluations of four projects in FY 1986 and nine projects in FY 1987.

This sudden burst of evaluation activity results primarily from two factors, the first being the large number of project starts in fiscal years 1981 and 1982, resulting in a large number of projects due for evaluation in FY 1985, and the second being the deliberate lack of new project starts in FY 1985, thus enabling the mission to devote the staff time required to carry out in-depth evaluations of projects making up its portfolio. This is particularly important in cases where projects are nearing their PACD's and where proposed projects in the same subsector are under consideration such as the Rural Health Improvement Project (683-0208), the Niamey Department Development II Project (683-0240), the Sahel Water Data Network & Management II Project (625-0940), the Literacy Services Training Center Project (683-0237) and Maternal Languages Texts(683-0937).

In terms of regional project evaluation workload, USAID acts as the primary implementing mission for two Sahel Regional Projects - the Sahel Water Data Network & Management II Project (625-0940) and the Niger River Basin Planning Project (625-0944)/Niger River Development Planning Project (625-0915). It participates in the Integrated Pest Management Project (625-0928) as well. The mission, in conjunction with AID/W, carried out an evaluation of the IPM project during FY 1985.

2. Mission Design Schedule

USAID is at present contemplating five new project starts during the FY 1986-87 period. All of them are in subsectors where USAID/Niger is already implementing projects: Niger Comprehensive Health Program (683-0256), Adult Literacy Training for Rural Development(683-0253), Sahel Water Data Network Management III (625-XXXX), Applied Irrigation Research and Coordination(683-0250), and Promotion of Rural Organizations(683-0255). Of the five new projects, two will be FY 1986 starts and three will be FY 1987 starts. In addition, USAID will develop a PID during FY 1987 for a follow-on to the Agriculture Sector Development Grant (683-0246) for obligation in FY 1988. The table presented below summarizes the timetables of each design effort.

ANNEX C

**TABLE VII - LIST OF PLANNED EVALUATIONS**  
**FY 1987 ANNUAL BUDGET SUBMISSION**  
**COUNTRY/OFFICE USAID/Niger**

Project List Project No & Title)	Last Eval Completed (MM./YY.)	FY 1986		FY 1987		Reasons/Issues	Funding		USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source	(\$000)		
683-0246 Agriculture Sector Development Grant	N/A	4th	1st Qtr FY 1987			(a) Current FAD: 08/31/88 (b) Reason for the Evaluation: Mid-Term Evaluation (c) Key questions and issues: This Mid-term evaluation will (1) examine the macro-economic impact of the project; (2) determine whether and to what degree the GON has met policy reform objectives; (3) determine whether local currency uses have met their stated objectives; and (4) assess the quality and rele- vance of technical assistance provided under the project.	Project	50	35	(a) Contract: :Macro-economist; :Agricultural :Economist;(b) AID/W: :Policy Analysis :Specialist

Evaluation Officer: Sidney Chambers  
 Title: Project Development Officer  
 Proportion of time devoted to evaluation work: 50%

USAID/Niger also has an assistant FDO and an IDI (backstop  
 94) who will devote approximately 50% of their time to  
 evaluation work.



**TABLE VII - LIST OF PLANNED EVALUATIONS**  
**FY 1987 ANNUAL BUDGET SUBMISSION**  
**COUNTRY/OFFICE USAID/RL/gsc**

Project List Project No & Title)	Last Eval Completed (MM./YY.)	FY 1986		FY 1987		Reasons/Issues	Funding		USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source	(\$000)		
683-0226 Rural Sector Human Resources Development	11/83	4th	1st Qtr FY 1987			(a) Current PACD: 09/30/86 (b) Why evaluation is planned: Final Evaluation (c) Key questions and issues: This final project evaluation will examine the overall success rate of the project in terms of attaining its purpose, and seek to measure the effectiveness of the program in terms of (1) effect- ing attitudinal changes among farmers and (2) develop- ing skills among IPDR students. The evaluation will take a particularly close look at the results of the project's outreach program, Operation Villageoise, and how USAID should undertake further interventions in the in the agricultural education sector.	Project	50	15	(a) Contract: Agriculture Education Spe- cialist; Adult Education Specialist

**TABLE VII - LIST OF PLANNED EVALUATIONS**  
**FY 1987 ANNUAL BUDGET SUBMISSION**  
**COUNTRY/OFFICE USAID/RIGer**

Project List Project No & Title)	Last Eval Completed (MM./YY.)	FY 1986		FY 1987		Reasons/Issues	Funding		USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source	(\$000)		
683-0240 Nlaney Department Development II	01/85			1st	2nd	(a) Current PACT: 12/31/86 (b) Why evaluation is planned: Final Evaluation (c) Key questions and issues: This final evaluation will be carried out in conjunction with a PP design for a follow on project. Major issues revolve around the overall success of the NDD project in attaining its goals, particularly in the area of developing rural self-managed organizations.	Project	70	25	(a) Contract: :Local Org. :Development/Dev. :Mgmt. Specialist; :Rural Sociolo- :gist; Extension :Agronomist

**TABLE VII - LIST OF PLANNED EVALUATIONS**  
**FY 1987 ANNUAL BUDGET SUBMISSION**  
**COUNTRY/OFFICE USAID/Niger**

Project List Project No & Title)	Last Eval Completed (MM./YY.)	FY 1986		FY 1987		Reasons/Issues	Funding		USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source	(\$000)		
683-0208 Rural Health Improvement	09/85			1st	2nd	(a) Current PACD: 06/30/88 (b) Why evaluation is planned: Final Evaluation (c) Key question and issues: This final project evaluation will measure progress made by Tulane University in setting up a health statistics data base and retrieval sys- tem and will be used to de- termine the level of partici- pation by Tulane in the second phase project. The eva- luation will also examine the status of the project's Objectively Verifiable Indi- cators (OVIs), particularly with respect to upgrading health standards at the villa- ge level and training of vil- lage health workers. The U.S. Bureau of Census is at present setting up data benchmarks for this evaluation.	Project	50	10	(a) Contract: Health Plan- ner Health Statis- tician

**TABLE VII - LIST OF PLANNED EVALUATIONS**  
**FY 1987 ANNUAL BUDGET SUBMISSION**  
**COUNTRY/OFFICE USAID/Niger**

Project List Project No & Title)	Last Eval Completed (MM./YY.)	FY 1986		FY 1987		Reasons/Issues	Funding		USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source	(\$000)		
683-0229 Evaluation Assistance	11/84			1st	2nd	(a) Current PACD: 12/31/85* (b) Why evaluation is planned: Final Evaluation (c) Key questions and issues: This final evaluation will measure the overall success of the project and examine specifically whether the project has achieved its overall objective of insti- tutionalizing within the Ministry of Plan an effective program and project evaluation capability.  * PACD extension to 12/31/86 currently in process.	Project	25	10	(a) Contract: Institutional Development Specialist

**TABLE VII - LIST OF PLANNED EVALUATIONS**  
**FY 1987 ANNUAL BUDGET SUBMISSION**  
**COUNTRY/OFFICE USAID/R/Spec**

Project List Project No & Title)	Last Eval Completed (MM./YY.)	FY 1986		FY 1987		Reasons/Issues	Funding		USAID	
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source	(\$000)	Person Days	Collateral Assistance
683-0234 Agriculture Production Support	11/84 (In-House)			2nd	3rd	(a) Current PACD: 06/30/89 (b) Reason for Evaluation: Mid-Term Evaluation (c) Key questions and issues: This mid-term evaluation will (1) measure progress in the restructuring of the input supply system, (2) measure progress in institutionalizing the seed production system and (3) determine whether project objectives are attainable within the existing PACD.	Project	100	30	(a) Contract: Seed Specialist; Agricultural Education/Extension Specialist; Cooperative Development Specialist; Credit Specialist; Adaptive Research Specialist

**TABLE VII - LIST OF PLANNED EVALUATIONS**  
**FY 1987 ANNUAL BUDGET SUBMISSION**  
**COUNTRY/OFFICE USAID/RL/et**

Project List Project No & Title)	Last Eval Completed (MM./YY.)	FY 1986		FY 1987		Reasons/Issues	Funding		USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source	(\$000)		
625-0940 Sahel Water Data network & Management II	06/85			3rd	4th	(a) Current PAC: 08/18/88 (b) Why evaluation is planned: Final Evaluation (c) Key questions and issues: This final evaluation will measure progress made by the AGRHMET program in establish- ing a system for disseminat- ing agrometeorological data to farmers and herders to assist them in making produc- tion decisions. The evalua- tion will also assess training programs and review the status of installation of equipment at the regional centers.	Project	To Be Determi- ned	15	To Be Deter- mined

**TABLE VII - LIST OF PLANNED EVALUATIONS**  
**FY 1987 ANNUAL BUDGET SUBMISSION**  
**COUNTRY/OFFICE USAID/NIGER**

Project List Project No & Title	Last Eval Completed (M./YY.)	FY 1986		FY 1987		Reasons/Issues	Funding		USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source	(\$000)		
683-0225 Niger Cereals Research	06/85			3rd	4th	(a) Current PACO: 03/18/89 (b) Why evaluation is planned: Second Interim (c) Key questions and issues: This evaluation will (1) measure the extent to which administrative, technical and support functions and structures have been strength- ened and (2) assess pro- gress in expanding and strengthening linkages be- tween INRAN and the national scientific network. The second phase of this ten year project will be based on this evaluation.	Project	80	20	(a) Contract: Agronomist; Agricultural Economist; Farming Sys- tems Specia- list; Research Administrator

**TABLE VII - LIST OF PLANNED EVALUATIONS**  
**FY 1987 ANNUAL BUDGET SUBMISSION**  
**COUNTRY/OFFICE USAID/Niger**

Project List Project No & Title)	Last Eval Completed (MM./YY.)	FY 1986		FY 1987		Reasons/Issues	Funding		USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source	(\$000)		
683-0242 Integrated Livestock Production	06/85			3rd	4th	(a) Current PACD: 06/30/88 (b) Why evaluation is planned: Interim Evaluation (c) Key questions and issues: This evaluation will assess (1) whether channelling interventions through herders associations is the best way to achieve increases in lives- tock on a sustainable basis and (2) whether the Project Management Component is functioning effectively.	Project	100	20	(a) Contract: Economist Anthropologist Animal/Range Scientist; Health/Veterinary Epidemiology Specialist; Management Specialist

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**TABLE VII - LIST OF PLANNED EVALUATIONS**  
**FY 1987 ANNUAL BUDGET SUBMISSION**  
**COUNTRY/OFFICE USAID/Niger**

Project List Project No & Title)	Last Eval Completed (MM./YY.)	FY 1986		FY 1987		Reasons/Issues	Funding		USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source	(\$000)		
683-0230 Forestry and Land Use Planning	04/83			4th	1st Qtr FY 1988	(a) Current PACD: 12/31/86* (b) Why evaluation is planned: Final Evaluation (c) Key questions and issues: This final evaluation will examine (1) whether a func- tioning and fully integrated planning and evaluation unit has been established within the Forest and Wildlife Service as a result of the project; (2) whether the unit is fully institutione- lized and functioning as the GON's major source of plan- ning guidance in the natural resources sector; and (3) what follow-on activities in the these areas are indi- cated.  *PACD extension to 12/31/87 in process.	Project	75	15	(a) AID/W: AFR/TR Fores- try Advisor (b) Contract: Forest Econo- mist/Planner; Natural Resour- ces Researcher; Soil Conserva- tion Specialist

**TABLE VII - LIST OF PLANNED EVALUATIONS**  
**FY 1987 ANNUAL BUDGET SUBMISSION**  
**COUNTRY/OFFICE USAID/NIGER**

Project List Project No & Title)	Last Eval Completed (MM./YY.)	FY 1986		FY 1987		Reasons/Issues	Funding		USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source	(\$000)		
625-0944 Niger River Basin Planning	11/84			4th	1st Qtr FY 1988	(a) Current PACD: 08/31/87 (b) Why evaluation is planned: this evaluation will measure progress since the evaluation of the first phase project carried out in November December 1984. (c) Key questions and issues: The evaluation will examine (1) the degree to which technical assistance studies have achieved their objectives; (2) whether additional inputs will be required to develop a Niger River Basin Plan; and (3) whether the Niger Basin Authority has developed a centralized planning capa- city with which to serve the NBA member states.	Project	70	15	(a) Contract: Water Resources Planner; Sociologist/Insti- tional Dev. Specialist; Environmental Scientist

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TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE Sao Tome and Principe

Project List (Project No. & Title)	Last Eval Completed (No./Yr.)	FY 1986		FY 1987		REASONS/ISSUES	Funding Source (\$000)	USAID Person Days	Collateral Assistance	
		Start (Qtr)	To AID/Y (Qtr)	Start (Qtr)	To AID/Y (Qtr)					
658-0002 Agriculture Initiatives	n/a	--	--	3rd	4th	PACD: 7/15/89 Threshold evaluation to determine need for second phase.	PD&S	15	15	none

into this process. The multi-year approach is also more adapted to the tranching of resources in response to the achievement of specific targets or benchmarks. Equally important for the Mission's strategy is the use of PL 480 Title I resources to reinforce policy conditionality particularly with respect to the agricultural sector.

The effectiveness of in-country coordination among donors has also opened new opportunities for pursuing policy dialogue, particularly with respect to non-project assistance. French, World Bank, and IMF Missions to Senegal to develop conditionality invariably include consultations with other donors on core conditionality which is reflected and mutually supported as either conditions precedent for disbursement or covenants determining the release of all non-project funds. The GOS encourages this coordination to prevent a situation in which donors support conflicting conditionality.

#### Section E - PLANNED EVALUATIONS AND DEVELOPMENT INFORMATION

##### 1. Planned Evaluations:

USAID/Senegal intends to implement the following evaluations during FY 86 and FY 87:

##### a. FY 86 Evaluations:

PL 480 Title III during the first quarter. This "lessons learned" evaluation will (1) review the critical issues of food importation and its effects in Senegal; and (2) assess the impact of a local currency program on GOS policy reform and attainment of objectives, i.e. the efforts of the GOS to manage and conserve its resource base, strengthen farmer cooperatives, revise agricultural and marketing policies, and the role of the Rural Development Agencies. (This relates to objectives b, d, and e in Section C, II, 1. above.)

Bakel Small Irrigated Perimeters (685-0208) during the first quarter. This routine end-of-project evaluation will assess efficiency, suitability of project investments, and replicability of a village-managed irrigated farming system as a viable enterprise in the Bakel department. This evaluation will supplement the recent AID/W impact evaluation. (Relates to objectives a and c in Section C, II, 1 above.)

Rural Management Training (ENEA) (685-0256) during the first quarter. This routine mid-term evaluation will evaluate core courses, workshops and other project components with recommendations for revision as necessary. (This relates to objective a in Section C, II, 1 above.)

Rural Health Services II (685-0242) during the third quarter. The purpose of this routine mid-course evaluation is to assess expansion of village health program to rest of Fatick and Kaolack regions, and to evaluate effectiveness of new components (immunization, nutrition) before completing funding. (Relates to objectives a and e in Section C, III, 1 above.)

Millet Transformation (685-0250)\* during the third quarter. This routine final project evaluation will examine the degree of success in demonstrating whether or not the production and marketing of one or more transformed millet products is feasible. It will also look at whether the design and implementation of the project was the most effective possible or whether improvements could have been made. (Relates to objectives a and d in Section C, II, 1 above.)

b. FY 87 Evaluations:

Agricultural Research and Planning (685-0223) during the first quarter. This routine final evaluation will assess the training program and the expanded Production Systems Research and macro-economic research programs. In addition, it will analyze the documentation and computer services provided under the project. (Relates to objective a and d in Section C, II, 1 above.)

Cereals Production II (Agroforestry Phase) (685-0235) during the second quarter. This routine final evaluation will measure the number of hectares or trees planted, survival rates, number of villages participating and the total number of people affected, the quality of data collected for analysis, knowledge of soil type, its capability to support vegetation and an adequate knowledge of the basic parameters affecting the technical economic feasibility of project intervention. (Relates to objective e in Section C, II, 1 above.)

Community and Enterprise Development (685-0260) during the second quarter. The purpose of this routine mid-course evaluation is to reconsider project strategy, operations, objectives and proposed outputs. (Relates to objectives a and e in Section C, II, 1 above.)

Agriculture Development Assistance (685-0249) during the third quarter. This routine end-of-project evaluation will assess extent of Literacy/Numeracy skills acquisition among project beneficiaries in the Fleuve and Casamance regions. (Relates to objective a in Section C, II, 1 above.)

Senegal Agricultural Research (OMVS) (685-0957) during the third quarter. This routine mid-term evaluation will look closely at project inputs delivery and at financial and program management. (Relates to objective a in Section C, II, 1 above.)

Family Health Services II (685-0248) during the fourth quarter. This routine initial evaluation will be an internal evaluation which will largely be an assessment of the start up process. Major emphasis will be placed on organizational preparatory actions. There will also be some actual project accomplishments that will be reviewed. (Relates to objective b in Section C, III, 1 above.)

\* In "threshold" category in FY 86 Evaluation Plan. Now it falls within "routine" since follow-on commercial scale pilot project is no longer considered.

Transfer of Technology (685-0281) during the fourth quarter. This routine mid-term evaluation will examine whether (1) inputs are adequate, (2) Mission staff are able to satisfactorily handle the management burden, (3) outputs are being achieved at a sufficient rate, (4) initial project assumptions are accurate, and (5) the project purpose remains valid and can be attained by the PACD. (Relates to objective a in Section C, II, 1 and to objectives a and c in Section C, III, 1 above.)

## 2. Information Management

To facilitate project evaluation and design processes, USAID/Senegal plans are as follows:

- a. A reporting system to follow-up implementation of recommendations of evaluations is being established;
- b. a database which combines World Bank, USAID and Ministry of Finance records on projects and economic data has been established;
- c. we are reducing the number of our projects;
- d. we are purchasing additional ADP equipment as needed;
- e. we are considering establishing a six-month and annual reporting system for projects on word processing format to have information available in a standardized format and in a more timely fashion.

Table VII - List of Planned Evaluations  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 Country/Office: USAID/Senegal

Project List (Project No. & Title)	Last Eval Completed (Mo./Yr)	FY 1986		FY 1987		Reasons/Issues	Funding Source (\$000)	USAID Person Days	Collateral Assistance
		Start (Qtr)	to AID/W (Qtr)	Start (Qtr)	to AID/W (Qtr)				
PL 480 Title III	6/84	1	2			:PACD: Annual :(Lessons Learned) :To review the critical issues of food :importation and its effects in Senegal. :To assess the impact of a local currency :program on GOS policy reform and attain- :ment of objectives, i.e. the efforts of :the GOS to manage and conserve its :resource base, strengthen farmer coopera- :tives, revise agricultural and marketing :policies, and redefine the role of the :Rural Development Agencies.	PM & R : 20	120	AID/W TDY: 1 person-month Contractor: 1 person-month.
<u>ROUTINE EVALUATIONS</u>									
685-0208 Bakel Small Irrigated Perimeters	2/85	1				:PACD:12/31/85 :Final Evaluation			
685-0223 Agricultural Research and Planning (MSU)	None*			1		:PACD: 12/31/86 :Final Evaluation			
685-0235 Cereals Production II (Agroforestry phase)	1/84			2		:PACD: 12/31/87 :Final Evaluation			
685-0242 Rural Health Services II	None	3				:PACD: 04/01/89 :Mid-Term Evaluation			
685-0248 Family Health Services II	None			4**		:PACD: 07/31/92** :Initial Evaluation			

\* The mid-term "threshold decision" evaluation will be conducted shortly before end of third quarter of FY 85.  
 \*\* Estimated (Project is at PP stage.)

(Seydou Cissé  
 Assistant Program Officer  
 25% of time)

Table VII - List of Planned Evaluations  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 Country/Office: USAID/Senegal

Project List (Project No. & Title)	Last Eval Completed (Mo./Yr)	FY 1986		FY 1987		Reasons/Issues	Funding Source (\$000)	USAID Person Days	Collateral Assistance
		Start (Qtr)	to AID/W (Qtr)	Start (Qtr)	to AID/W (Qtr)				
685-0249* Agriculture Develop. Assistance	: None	: :	: :	: 3	: :	: PACD: 09/30/85* : Final Evaluation	: :	: :	: :
685-0250** Millet Transformation	: 4/84	: 3	: :	: :	: :	: PACD: 05/31/86 : Final Evaluation	: :	: :	: :
685-0256 Rural Management Training (ENEA)	: None	: 1	: :	: :	: :	: PACD: 12/31/87 : Mid-term Evaluation	: :	: :	: :
685-0260 Community & Enterprise Development	: None	: :	: :	: 2	: :	: PACD: 09/30/89 : Mid-term Evaluation	: :	: :	: :
685-0281 Transfer of Technology	: None	: :	: :	: 4***	: :	: PACD: 06/30/90*** : Mid-term Evaluation	: :	: :	: :
685-0957 Senegal Agricultural Research (OMVS)	: None	: :	: :	: 3	: :	: PACD: 06/30/90 : Mid-Term Evaluation	: :	: :	: :

\* This evaluation after PACD will assess literacy/numeracy skills acquisition among project beneficiaries.

\*\* In "threshold" category in FY 87 Evaluation Plan. Now it falls within "routine" since follow-on commercial scale pilot project is no longer considered.

\*\*\* Estimated (Project is at PP stage.)

N.B.: Evaluations of centrally-funded activities will be treated in Sahel Regional ABS as per STATE 129903 dated 30 April 1985.

production. The new national development plan for 1985-89 recognizes that the economy is deficient in producing food grains, traditional exports such as coconut and copra, and fish products such as tuna. Over 50% of foreign exchange earnings and 50% of cash wages are from the tourist industry. Thus, when tourist arrivals and average expenditure declined substantially in 1980-82, the economy was seriously damaged and real imports declined over 30%. The Seychelles Marketing Board has full control of all imports, exports, and marketing in the country. The U.S. does not favor such heavy reliance on the public sector and parastatal enterprises, which are expected to absorb 50% of total investment during 1985-89.

E. Evaluation Plan: REDSO/ESA and the American Embassy/Victoria regularly monitor the utilization of local currencies generated by the Commodity Import Programs. Beyond routine monitoring, and a site visit in early FY 1986, no special evaluations are planned.

F. Local Currency Use Plan: At current exchange rates, the FY 1986 and FY 1987 Commodity Import Programs will generate over 20 million rupees in local currency. The U.S. Embassy/Victoria and REDSO/ESA plan to use these currencies mainly for the East Coast Development Project. The project has substantial local currency requirements (87 million rupees in 1985 and 1986) which the GOS cannot provide in a non-inflationary manner from budget resources. At the same time, the project is an important step to reduce excessive dependence upon tourism. This use of the local currency is consistent with the U.S. strategy of support for the economy which is growing and diversifying.

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE SIERRA LEONE

Project List (Project No. & Title)	Last Eval		FY 1986		FY 1987		Reasons/Issues	Funding Source (\$000)	USAID Person Days	Collateral Assistance
	Completed (No./Yr.)	Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)					
636-0102 ADAPTIVE CROP RESEARCH AND EXTENSION	11/81	4			1		END OF PROJECT FINAL EVALUATION. TO ASSESS IMPACT OF ACRE ON INCREASING SMALLHOLDER PRODUCTIVITY.	PDS 60	5	A TEAM OF FOUR PERSONS (RESEARCH/EXTENSION, AG. ECONOMIST, RURAL SOCIOLOGY AGRONOMY) WILL BE NEEDED FOR ABOUT ONE MONTH. TEAM WILL CONSIST OF OUTSIDE CONSULT- ANTS, REDSO/AID/W AND LOCAL EXPERTS.
PL 480 TITLE I LOCAL CURRENCY FINANCED ACTIVITIES			CONTINUING REPORTS. EVALUATION NOT REQUIRED FOR AID/W.				PERIODIC EVALUATIONS ARE DONE WITH MIN. OF DEVELOPMENT, FINANCE AND AGRICULTURE WITH HELP FROM PRIVATE SECTOR CONSULTING FIRMS AND STAFF FROM UNIVERSITY OF SIERRA LEONE. LOCAL CURRENCY GENERATIONS WILL BE USED FOR THIS PURPOSE IN FY 85 AND BEYOND.			TO THE EXTENT FEASIBLE AND PROVIDING THE TIMING IS APPROPRIATE. MISSION WOULD ADD PERSONS FROM FVA, PPC OR AFR/BUREAU TO ON FIELD VISIT
PL 480 TITLE II (CRS)	NA			4	1		EFFECTIVENESS IS REACHING THE MOST NEEDY AND IN LESSENING DEPENDENCE ON IMPORTED FOOD.	PDS 15	5	TEAM REQUESTED FROM AID/W, FVA AND REDSO. LOCAL CONSULTANTS WILL ALSO BE USED.
FAMILY HEALTH INITIATIVES (FHI) 698-0662	NA	4		4			FINAL EVALUATION AFTER ALL TRAINING IS COMPLETED TO ASSESS THE LEVEL OF ACHIEVE- MENT OF INSTITUTIONALIZATION OF CAPABILITY OF FIELD STAFF TO PROVIDE FP SERVICES WITHIN THE FRAMEWORK OF MCH/FP CLINICS.	PDS 40	5	FOUR PERSON TEAM (FROM GOSL, AID/W, REDSO/WA LOCAL EXPERT).

Simplified Trade Procedures: In order to lower the costs associated with international trade, import and export procedures must be simplified. The excessive number of steps to import a product increases its cost, which is then passed on to the consumer. Likewise, the excessive number of steps required to export a product adds to its cost, and thereby hurts the competitive position of Somali exporters.

Current Status: An initial study of customs and regulatory laws was completed by HIID. A study of the Somali tariff structure now is underway (financed under the Policy Initiatives and Privatization project). Additional studies in this sector will take place during the planning period.

- Means to stimulate policy change: Through the Policy Initiatives and Privatization project, the Mission will continue to provide the necessary information base leading to trade deregulation. These efforts also will be supported by conditionality in the CIP programs.

\* Privatize the Chamber of Commerce: In order to give a voice to private businessmen, the GSDR should relinquish control of the Chamber of Commerce. Private businessmen often have legitimate concerns which are at odds with government bureaucrats. The businessmen need a forum for promoting their interests.

- Current Status: The legal charter of the last private Chamber of Commerce in Somalia was translated to the Somali language for discussion with the business community and government officials.

- Means to stimulate policy change: Through the private sector advisors financed under the PIPS project, the Mission will continue its dialogue with private sector businessmen and the GSDR re the establishment of a private Chamber of Commerce. In addition, the FY 1985 CIP included a CP that required the GSDR to allow the establishment of private business organizations.

#### Section E. Planned Evaluations and Development Information:

In FY 1985 the Mission carried out evaluations for CDA Forestry (649-0122) and the Refugee Self-Reliance (649-0123) projects. An in-house evaluation of the Policy Initiatives and Privatization Studies Project is not included in the previous evaluation plan but will be conducted in September 1985. The Policy Initiatives and Privatization Project evaluation is particularly important because this project contributes to a core element of the Mission strategy--policy reform and private sector development. The

Mission's efforts in FY 1985 have been to include wherever possible host country counterparts in the evaluation process. The mechanism for carrying out this objective has been developed and we are working towards the establishment of evaluation units within central line ministries and divisions. With the recent initiatives toward Civil Service reform undertaken and supported by the Somali President, Mohamed Siad Barre, the opportunity has presented itself to involve host country counterparts in the very important aspect of development evaluation. A positive indicator is that the Ministry of Finance now is requesting that scheduled evaluation reports be provided to the Domestic Development Division (ex-CIPL Unit) prior to the disbursement of additional funds.

#### FY 1986

Five evaluations will be carried out in FY 1986: Juba Valley Development Analytical Studies (649-0134), Livestock Marketing and Health (649-0109), Agricultural Delivery Systems (649-0112), Comprehensive Groundwater Development (649-0104), and Central Rangelands Development (649-0108). The first three are scheduled mid-term evaluations and the fourth is a scheduled final evaluation. The last evaluation is a multi-donor review of Central Rangelands Development Project, since the project was redesigned and new management was installed.

These evaluations will consider Mission's CDSS directions as well as the effectiveness of project implementation and progress toward achieving project outputs and purposes. USAID's participation in the Central Rangelands Development Project evaluation will focus on the components to which it contributes most--formal training and range management. The evaluation of the Livestock Marketing and Health Project also is crucial, since it figures prominently in the Mission strategy, of fostering development through promotion of the private sector and exports. The evaluation of the Comprehensive Groundwater Development Project was rescheduled from FY 85 to FY 86 and will measure project progress toward achievement of purpose and goal.

#### FY 1987

Five evaluations are planned for FY 1987: CDA-Forestry (649-9122), Policy Initiatives and Privatization Studies (649-0132), Juba Valley Development Analytical Studies (649-0134), PL-480 Title I, and the Commodity Import Program III.

The CDA Forestry evaluation and the Policy Initiatives and Privatization (PIPS) are end-of-project evaluations. The Juba Valley evaluation--an interim evaluation--was rescheduled from FY 86 due to slow project startup. The PL 480 and CIP III evaluations are Mission-scheduled evaluations of the programs.

All evaluations will focus on the impact of project implementation in the highly dynamic and changing policy setting of increasing participation of Somali private sector in development endeavors. GSDR officials will continue to increase their participation in evaluation activities.

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE SOMALIA

Project List	Last Eval		FY 1986		FY 1987		Reasons/Issues	Funding Source (\$000)	USAID Person Days	Collateral Assistance
	Completed (Mo./Yr.)	Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)					
* 649-9122 CDA - Forestry	3/85			2	3	<p>PACD - 03/87            This project assists the GSDR to undertake a larger volume of forestry and fuelwood planting programs as part of its overall social and economic development efforts. The evaluation will examine the sub-projects being implemented by U.S. PVOs in refugee camps and surrounding areas. In addition, the National Range Agency (NRA) capabilities/progress toward assuming complete management of the forestry program upon termination of USAID funding support to refugee activities. The evaluation will derive information on the total effect of the project activities under different socio-economic, environmental, and institutional conditions.</p>	Project 40	30	REDSO/EA 15 days	
649-0123 Refugee Self-Reliance (Refugee Fund) (EIL)	6/85	3	4			<p>PACD - 09/86            This project is to strengthen GSDR planning, monitoring and evaluation capacity to manage and coordinate refugee self-reliance aid. The project directly assists refugees and their Somali neighbors to enhance their productivity, economic livelihood and skills in agriculture, infrastructure improvement and training for self-support. The evaluation will examine the sub-projects being implemented by U.S. PVOs and the progress in strengthening the National Refugee Commission (NRC). The evaluation will make recommendations for the NRC continuation of project activities upon phasing out of USAID funding.</p>	Project 40	30	REDSO/EA 25 days	
649-0104 Comprehensive Groundwater Dev. (ARDN)	5/83	1	2			<p>PACD - 09/86            This project helps the Ministry of Mineral and Water Resources -- Water Development Agency (WDA) -- in establishing a national water resources development plan. The regular evaluation will</p>	Project 40	45	AID/W 30 days	

\* Scheduling change from FY 1985 ABS

Mission Evaluation Officer: Loring Waggoner, Assistant Program Officer (20% time - evaluation)

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE

Project List	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding Source (\$000)	USAID Person Days	Collateral Assistance	
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)					
649-0108 Central Rangelands Dev. (ARDN)	4/84	1	2			Measure progress towards achievement of purpose and goal. The evaluation team also will appraise WDA's effectiveness in gathering and utilizing data and the National Water Committee's (NWC) effectiveness in rationally allocating the capability to develop the water resources base.  PACD - 09/88 This multi-donor project assists the GSDR to consolidate and improve rangeland and livestock production; increase the income of the pastoralists, and establish pastoral communities to facilitate the provision of social services. The multi-donor evaluation will examine progress in implementation following a restructuring of project activities and changes in project management.	OE	10	20	AID/W 15 days
649-0134 Juba Valley Dev. Analytical Studies (ARDN)	--			4	1/88	PACD - 09/88 This project consists of two major studies to help plan the development of the Juba Valley. The studies will focus on soil and land classification and environmental/sociological aspects. The evaluation will review the progress of the studies and the impact of project-provided institutional support to the MJVD.	Project	50	30	REDSO/EA 30 days
649-0109 Livestock Marketing & Health (ARDN)	--		4		2	PACD - 09/88 This project assists the GSDR to improve health and quarantine systems for export cattle. It also will undertake several studies to enable a broader approach to strengthening the Somali livestock industry. The evaluation will examine the implementation elements and will make continuing efforts to improve performance.	Project	63	90	REDSO/EA

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE \_\_\_\_\_

Project List	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding Source (\$000)	USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)				
649-0112 Agricultural Delivery Systems (ARDN)	12/82	4			2	PACD = 09/86 This project provides technical assistance, training and commodities as part of a multi-donor program to revitalize the GSDR National Extension Service. The evaluation will measure the project's success in improving management of the extension service and in providing well-trained extensionists.	Project 40	30	REDSO/EA 30 days
P.L. 480 I	84	--	--	1	2	This project provides U.S. food commodities to the GSDR for sale to the public and private sectors. Proceeds received from the sale of the commodities are deposited in a special account to assist in the GSDR's Development Budget.	Project 25	15	REDSO/EA
Commodity Import Program III	84	--	--	1	2	This project provides import support to the Somali private and public sectors. Proceeds derived from deposits for import of U.S. commodities are deposited in a special drawing account used to assist the GSDR's Development Budget.	Project 25	15	REDSO/EA

TABLE VII  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE USAID/Sudan

Project List (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding		Collateral Assistance	
		Start To (Qtr)	AID/W (Qtr)	Start To (Qtr)	AID/W (Qtr)		Source (\$000)	USAID Person Days		
Agriculture, Rural Development and Nutrition  650-0020  Western Sudan Agri- cultural Research Project	6/83	I*	III			PACD 9/87  Outside evaluation delayed following intensive Mission internal review, probable change of contractor and restructuring for more sustainable post-project GOS support. Evaluation will deal with previous contractor performance but more importantly will help re-focus continuing project activities in light of Sudan's drought, and continuing financial crisis. Research under this project is crucial to agricultural rehabilitation of Western Sudan's rainfed agriculture and livestock production. Linkages with other AID/Donor/GOS supported research efforts will be strengthened in the context of an umbrella national research program. (See also 650-0018, 650-0046.)	Project Budget	60	30	ICRISAT or IQC Team Leader and 3 person team with specialties in rainfed production of sorghum, millet, groundnuts, sesame, melon, gum arabic, livestock.
650-0018  Blue Nile Integrated Agricultural Develop- ment  Thomas H. Eighmy Program Economist/MEO 25% of Time	12/82	II	III			PACD 9/85  Terminal evaluation (PES and PACR) of contractor performance, incorporating elements of lessons learned and Generic Evaluations (Farming Systems and Applied Research). Issues of wider interest include replicability, cost per beneficiary, cost effectiveness of given project outputs, and comparative analysis	Project	30	20	IQC Agronomist, Ag. Economist, Seed Farm Specialist.

TABLE VII  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE USAID/Sudan

Project List (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding Source (\$000)	USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)				
2. (Cont.)									
<u>Selected Development Activities</u>									
650-0059 Energy Planning and Management	N/A	III	IV			of economic and environmental characteristics of traditional farming/herding and mechanized farming approaches to a fragile dryland environment. Project continuation under local currency mode with possible conversion to a seed farm will be studied. Future activities should be placed in context of an umbrella national agricultural research program. (See also 650-0020, 650-0046)	Project Budget 50	20	Energy Planner Public Utility Business Manager
						PACD 4/88 The project has two distinct components both within the GOS central Ministry of Energy and Mining. As such it is the second of two planned evaluations dealing with that Ministry. (See 650-0065 Gedaref Water Supply). The evaluation supports major USAID investments in the energy field, funded principally by ESF/CIP including the Petroleum Initiative and Blue Nile Grid Rehabilitation. (See previous CIP Evaluation.) The two project components are: (A) The National Energy Authority (NEA) as the planning unit in the Energy sector. (See previous evaluation of 650-0047 Agricultural Planning and Statistics for related			

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE USAID/Sudan

Project List (Project No. & Title)	Last Eval Completed (No./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding		USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source (\$000)			
3. (Cont.)										
<u>Migration and Refugee Assistance</u>										
650-0065	N/A			I	III	PACD 1/87	Project Budget	15	30	REDSO or IQC or AID/W Water Engineer, Public Utilities Economist. OFDA Refugee Specialist. Local currency contract.
Gedaref Water Supply						The first of our refugee assistance projects to undergo external evaluation. The purposes are three (1) Estimate impact on refugee community which is now taking on a semi-permanent character (2) Consider major institutional and cost recovery issues with implications beyond the project in the field of financially responsible devolution/	Local Currency PD&S	LS 30		

TABLE VII  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE USAID/Sudan

Project List (Project No. & Title)	Last Eval		FY 1986		FY 1987		Reasons/Issues	Funding Source (\$000)	USAID Person Days	Collateral Assistance	
	Completed	Start	To	Start	To	AID/W					AID/W
	(No./Yr.)	(Qtr)	AID/W	(Qtr)	AID/W	(Qtr)					
(Cont.)							decentralization of government services. (3) Assessment of engineering aspects. Per the Grant Agreement, the Institute of Environmental Studies under local currency contract will be primarily responsible for items (1) and (2) with participation of Mission staff. Mission staff and local engineer will be supplemented by AID/W or IQC engineering/evaluation team member. This is one of two planned evaluations dealing with the GOS Ministry of Energy and Mining. (See 650-0059 Energy Planning and Management) but deals with the semi-autonomous National Water Corp.				
griculture, Rural evelopment and Nutri- ion											
50-0046		N/A			II*	III	PACD 9/87	Project Budget	55	30	IQC Team Leader Tropical Agronomist, Institutional Finance Specialist.
outhern Region Agri- ultural Development							Security permitting, revalida- tion of Southern agricultural stra- tegy (see also 650-0045) including Yambio Research Station in light of national agricultural research pro- gram (see 650-0020, 650-0018) is needed. Original project was re-focused from five elements to three: feeder roads, credit and training. Consi- deration will be given to planning future local currency and dollar efforts in Equatoria and the two other subregions.				

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE USAID/Sudan

Project List (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding		USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source	(\$000)		
5. (Cont.)  650-0043  Southern Road Maintenance and Rehabilitation	N/A			III	IV	<u>PACD 9/89</u>  Poor access, high marketing costs, crop spoilage, and lack of petroleum products are consistently held to be major constraints to development in the South and Sudan as a unit. Institutional weaknesses in the old Southern Region and the redivided three successor regions (now on the verge of reunification) led to poor maintenance standards on the few roads which did exist. SORMAR, as originally conceived picked up two previous AID road projects. SORMAR, in conjunction with other donor projects, and AID's River Transport Project and Petroleum Initiative would relieve these constraints and literally open the South up to agricultural growth and development. Security considerations required a drastic curtailment of project operations to Juba equipment maintenance and maintenance on the Juba-Torit portion of the Kenya Access Road and the Uganda Access Road. Security conditions permitting, this evaluation is needed to assess project progress in both the engineering and institutional sense and to revalidate our Southern Transport program.	Project Budget	40	40	REDSO, AID/W or IQG Road Maintenance Engineer, Public Works Institutional Specialist.

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE TANZANIA

Project List (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		PERSONS/ISSUES	Funding Source (\$000)	USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)				
<u>Agriculture, Rural Dev. and Nutrition</u>									
621-0155 Resources for Village Production & Income	PES 84-1 Submitted 12/83	1*	1*			PACD 9/30/85 This terminal evaluation will record the extent of success in achieving the project purpose and end-of-project status. In addition it will provide an independent judgement of the project input and output levels.	Project 35	25	AFR/PD to secure services of IQC Contractor (an agriculture credit specialist and a generalist for reviewing project impact for 4 weeks each). REDSO/ESA or AID/W to also provide 1 person for 4 weeks.
621-0156 Farming Systems Research	None	2*	3*			PACD 9/30/86 This terminal evaluation will assess how the FSR components relate to establishing research priorities, document how agricultural research resources are managed vis-a-vis research priorities, and record developed linkages with TARO.	Project 35	25	REDSO/ESA participation for 4 weeks (agriculture research specialist). AFR/PD and S&T/AGR will work to incorporate participation of Florida State University.
<u>Health</u>									
621-0154 Continuing Education for Health Workers	PES 82-1 Submitted 10/81	1*	1*			PACD 9/30/85 The evaluation will document "lessons learned", end-of-project status and outputs, and provide an independent judgement of the effects of project on health delivery.	Project 15	21	AMREF Representative. AFR/DP or REDSO/ESA to secure the services of contractor for 3 weeks. Mission to provide one person.
(Leslie A. Dean, Program Officer, 5% of time, Janet Schulman, Asst. Project Dev. Officer, 20% of time)									
*Differs from FY86 Evaluation Plan									

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE TANZANIA

Project List (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding Source (\$000)	USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)				
<u>Health (Continued)</u>									
621-0163 Zanzibar Malaria Control	PES 84-2 Submitted 12/83	1 3/86	**			PACD 9/30/87 This mid-term evaluation will determine the status of the project to date. The results of investigations on chloroquine resistance and baseline surveys on distribution of malaria will be examined. Recommendations will be made for any subsequent project redesign and action plan.	Project 50	25	AID/W TDY person from S&T (Larry Cowper) for 3 to 4 weeks. AFR/PD to secure services of contractors (IQC or CDC at Atlanta, Georgia, 2 people for 4 weeks each).
621-0163 Zanzibar Malaria Control	PES 84-2 Submitted 12/83			3	4	PACD 9/30/87 Terminal evaluation to review the impact of the project on malaria on the islands and lessons learned.	Project 50	21	AID/W TDY person from S&T (Larry Cowper) for 4 weeks. AFR/PD to secure services of contractors (IQC or CDC at Atlanta, Georgia, 2 people for 4 weeks each).
<u>Education &amp; Human Resources</u>									
621-0161 Training for Rural Development II	PES 84-3 Submitted 4/84	1*	2*			PACD 12/31/85 The evaluation will document "lessons learned" and will provide suggestions for support from the Tanzanian Government and possibly other donors to continue some type of follow-on activities.	Project 50	30	AFR/PD or USDA to secure services of contractor (2 persons) for 4 weeks. REDSO/ESA also provide one individual for 5 weeks.

\*Differs from FY86 Evaluation Plan.

\*\*Not to be submitted to AID/W, for Mission use only.

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE Togo - Benin

Project List (Project No. & Title)	Last Eval <u>FY 1986</u>		<u>FY 1987</u>		Reasons/Issues	Funding		USAID Person Days	Collateral Assistance	
	Completed (No./Yr.)	Start To (Qtr) AID/W (Qtr)	Start To (Qtr) AID/W (Qtr)	Start To (Qtr) AID/W (Qtr)		Source (\$000)				
<u>Agriculture, Rural Development and Nutrition</u>										
693-0218 Animal Traction Development				1	2	PACD: (current) 01/25/86 PACD: (planned extension) 09/30/87 Evaluation at end of year 3 to assess project's success at meeting its targets and to make recommendations for the possible design of a follow on activity consistent with findings.	Proj.	40	20	Contractors (PSC) 60 days GOT personnel 30 days REDSO/WCA 60 days
693-0224 Development of Togo Credit Union			2	2		PACD: 09/30/88 Mid-term evaluation, with focus on goal-level objectives, attempting to identify not only degree to which they were achieved, but also causal factors involved. Particular concern with linkages between purpose-level institutional development objectives and goal-level impact on membership, savings and loan volume growth.	Proj.	20	10	WOCCU/CUNA personnel 30 days REDSO/WCA 30 days Contractor 30 days

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE Togo - Benin

Project List (Project No. & Title)	Last Eval <u>FY 1986</u>		<u>FY 1987</u>		Reasons/Issues	Funding Source (\$000)	USAID Person Days	Collateral Assistance
	Completed (No./Yr.)	Start (Qtr)	To AID/W (Qtr)	Start To AID/W (Qtr)				
693-0226 Zio River Region Economic Development			1	1	PACD: 07/31/89 Mid-term evaluation to assess project's success in meeting targets, as evidenced by the credit training fund, socio-economic change in individual households, development of agricultural productivity, group and organizational development and regional economic development.	Prog. 20	10	PfP/I personnel 30 days REDSO/WCA 60 days Contractor (PSC) 30 days
<u>Health</u> 693-0210 Rural Water and Sanitation	05/83	1	1		PACD: 09/30/87 Purpose is to confirm direction and goal achievement and output targets. Will serve as final evaluation of this project.	Proj. 35	45	Contractor (WASH) 30 days REDSO/WCA 60 days Consultant 15 days
<u>Centrally-Funded Projects</u>								
698-0421.02 Combatting Childhood Communicable Diseases		1	2		PACD: 04/05/87 Preliminary data on the training component of the project was collected in FY 1985. This data will form part of the overall mid-term evaluation (2.5 years) which will assess progress impact and recommend modifications if required.	Proj. 20	54	GOT Ministries - 30 days PASA (CDC) - 20 days AFR/RA - 15 days PSC - 45 days
BDHoward, Evaluation Officer 2 percent of time 1/11								

Table VII - List of Planned Evaluations  
 FY 87 Annual Budget Submission  
 USAID/Uganda

Project Title and Number	Last Evaluation (mo/yr)	FY86		FY87		Reasons/Issues	Funding		USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source	(\$000)		
Food Production Support (617-0102)	4/84	2*	3			Final evaluation to document achievement of stated objectives and lessons learned.	project	30	15	3 PSCs for 20 working days
Manpower for Agricultural Development (617-0103)	N/A	3*	4			Assessment of progress, problems and solutions after over two years of implementation.	project	10	15	1 REDSO engineer, 1 PSC research agronomist
Rehabilitation of Productive Enterprises (617-0104)	N/A	4			1	Assessment of achievements in PreImplementation Phase.	project	50	15	3 PSCs for 40 working days
Oral Rehydration Therapy (617-0107)	N/A	4			1	Assessment of interrelationship among outputs and their potential for addressing the purpose successfully.	project	15	10	1 PSC health/ORT specialist UNICEF, MOH, Save the Children Fund, CDC also to contribute team members
Private Cooperatives Development (617-0106)	N/A			4	4	Assessment of a two year pilot project for judgment on what key project factors have most beneficial impact on cooperatives development and diversification.	PDS	18	5	2 PSCs for 3 weeks

Evaluation Officer: Emily B. McPhie, Assistant Program Officer (5-10%)

EVALUATION PLAN FOR ZAIRE  
FISCAL YEARS 86 - 87 ABS

Evaluation Categories

In FYs 1986 and 1987, 21 evaluations will be undertaken. These evaluations will address both of USAID's priority sectors: agriculture (including production, processing, marketing, extension, and research) and health (including family planning and nutrition). The evaluations have been divided into three categories: Routine Implementation; Threshold Decision; and Lessons Learned and Development Issues Evaluations.

Routine

Half the evaluations will be conducted for routine implementation purposes. They will determine the status of project implementation, identify problems affecting achievement of objectives, and assess the implementation arrangements of the projects. This last objective reflects a concern with maximizing project impact on the target group while minimizing the administrative burdens of project oversight. Where possible, related projects will be evaluated jointly to reduce the administrative load on USAID. This possibility is heightened by USAID's policy of geographic area concentration in which several projects are situated within the same general area.

Initial Evaluations are a sub-category under Routine Implementation Evaluations. They are valuable to the mission because they often represent the first feedback on whether the project will be successful as designed and initially organized. If not, time remains to take an evaluation's findings and to alter a project's direction before much time is lost in a false start or an unwieldy organization.

Eleven Routine Implementation Evaluations will be conducted. Of these, eight will be evaluated for the first time (noted by asterisks below). Shaba Refugee Health (660-0114)\*, Shaba Refugee Roads (660-0115)\*, and Shaba Refugee Water (660-0116)\*, designed to rehabilitate the war-torn refugee area of southwestern Shaba, will be evaluated jointly.

Agricultural Marketing Development (660-0098\*, 660-0026, and 660-0028) support agricultural marketing in Bandundu Region. The latter two will be evaluated jointly.

The evaluations of Area Food Production and Marketing (660-0102)\*, Applied Agricultural Research (660-0091)\*, School of Public Health (660-0101)\*, Basic Rural Health II (660-0107)\*, and PL 480 Title II\* will constitute routine implementation evaluations, all with the basic objective of assuring that these new starts are on the right track.

Threshold

The second category is that of Threshold Decision Evaluations. These evaluations are scheduled for those projects where USAID expects project

amendments or redesign. They will also be used to determine whether a project should be extended or terminated, and in either case, how. Three projects will be examined in this category.

Manpower Development (660-0068) will be evaluated to determine what actions should take place as the PACD approaches. The options will include extension of the existing plan with or without additional financing, and redesign for an extended activity or a new follow-on activity. The pros and cons of these options will be analyzed and weighed.

Fish Culture Expansion (660-0080) will be evaluated to assess the merits of continuing the USAID-Peace Corps-GOZ relationships in this long-term program. The program's relationship to the new Peace Corps initiatives in Food Self-Reliance will be addressed. If this program is to be continued, the question of redesign will arise.

Private Management Services (660-113) is an OPG with a three-year first phase for a proposed five to ten year phased activity. This evaluation will assess FVO project achievements and the benefits likely to be gained by extension beyond the first phase.

#### Issues

Lessons Learned and Development Issues is the final category of evaluations. This type of evaluation will be used to analyze and document catalysts or inhibitors of project achievement. These evaluations will also examine projects with significant lessons that may be helpful to designers or decision makers. Final evaluations of projects which will be terminated are considered in this category. Seven projects will be analyzed under this category.

The Appropriate Rural Technology Project (660-0104) will be evaluated for the first time. While this evaluation will look closely at the project, it will also look at the general issue of technology transfer and dissemination, and especially the links between identification and distribution of appropriate technology.

PVO Economic Support (660-0097), a multifaceted project, is exploring several key areas including implementation of infrastructure activities by PVOs, financial sustainability of small power projects through revenue generation via commercial sales, and employment of private sector firms in support of the development process. These issues will be addressed in the evaluation.

Area Nutrition Improvement (660-0079) will be evaluated to determine if the project or parts of the project are replicable. This is a pilot project to determine the feasibility of alternate nutrition interventions. The initial evaluation (1984) prompted a reorganization and streamlining of the activities. The final evaluation in 1987 will examine the possibilities and merits of pursuing the tested activities in the same area or elsewhere.

Integral Rural Development (660-0093), Karawa Health Development (660-0081), Agricultural Inputs Support II (660-0103), and Basic Rural Health (660-0086) will be evaluated for a last time. The Karawa Health Development Project will be evaluated with particular attention to financial sustainability. The Basic Rural Health Project Evaluation will examine whether extension services are providing more villages with basic health care services and the extent to which villagers are participating in this extension network. Findings from this evaluation will be used to inform implementation of the follow-on project, Basic Rural Health II (660-0107)

The evaluation of Agricultural Inputs Support II (660-0103) will examine whether program funds were disbursed in a timely manner and will try to determine the impact on the target sector of the AID financed commodities.

### Key Issues Addressed in Evaluations

Four themes will run through USAID's FYs 86 - 97 evaluation work. These themes, briefly discussed below, flow from the mission's revised CDSS and policy priorities.

#### Activity Sustainability

The economic history of Zaire over the past decade has resulted in reduced GOZ capacity for financial participation in projects. To enhance the prospects for sustainability of project initiated activities, USAID has been emphasizing increased PVO and private sector participation in and responsibility for project activities, and a decreased dependence on the central government. Activity sustainability will be evaluated during the next two years from four vantage points: financial, organizational, managerial, and supply procurement. Questions to be raised include: Does the implementing unit have a means of financing the activities after the PACD? Is the implementing unit well-defined and stable enough to carry out the activities without USAID? Are there capable Zairians who understand the project's goals and objectives who can continue the activities after the project terminates? Will the implementing unit be able to procure basic materials and supplies without outside assistance?

#### Private Sector Employment in Development

Private sector entities, including local private voluntary organizations in general and religious institutions in particular, are often the most stable, well-financed, and best-directed rural based institutions in Zaire. Most of Zaire's development activities, particularly health and education, have been initiated and are managed by these institutions. USAID relies on such PVOs for the implementation of many project activities. During the next two years the evaluations will examine the relationships between these institutions, donors, and central and local governments, determining ways in which these relationships might be modified for more effective project implementation.

### Transfer of Technology

Technology transfer is an important part of USAID's development strategy. The appropriateness of technology, and the degree of success projects experience in transferring technology will receive special attention. The intermediary steps between development of appropriate technologies and final acceptance and use at the village level will also be examined.

### Policy Dialogue

USAID's policy dialogue is fueled by project experience and by the research conducted in areas of policy concern. The project evaluations will be used, in appropriate cases, both to examine how a project has facilitated the dialogue, and how it might be able to better support the dialogue.

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TABLE VII - LIST OF PLANNED EVALUATIONS - FYS 1986 and 1987

**ZAIKE**

Project List (Project No. and Title)	Last Eval. Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding			
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source	\$000	USAID Person days	Collateral Assistance
Appropriate Rural Technology 660-0104	N.A.	1*	1*	-	-	PACD-08/15/87. Lessons Learned and Development Issues Evaluation Key Issues: Transfer of Technology		5	20 days	One local consultant 1 X 14 days
Development Manpower Training 660-0068	8/83	2	2	-	-	PACD-12/31/87 Threshold Decision Evaluation. This evaluation will assess whether project should be extended beyond PACD.	project	15	10	One consultant x 30 days One REDSO HRD officer x 15 days
Agricultural Marketing Development 660-0098	N.A.	2	2	-	-	PACD-07/01/94. Routine Implementation Evaluation (Initial)	project	30	30	2 consultants x 30 days 1 REDSO engineer x 15 days
Applied Agriculture Research 660-0091	N.A.	3	3	-	-	PACD-09/30/89 Routine Implementation Evaluation (Initial)	project	45	45	2 consultants x 45 days
Integral Rural Development 660-0093	N.A.	3	3	-	-	PACD-06/86. Lessons Learned and Development Issues Evaluation. Key Issues: Activity Sustainability	CPFS	(equiv- alent)	20 days	-

Mission Evaluation Officer: Debra A. Rectenwald (100%)

Project List (Project No. and Title)	Last Eval. Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding			
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source	\$000	USAID Person days	Collateral Assistance
Agricultural Marketing Development 660-0026	9/83	3	3	-	-	PACD-09/13/85 Routine Implementation Evaluation. Will be evaluated jointly with 660-028.	project	15	15	1 consultant x 30 days
Agricultural Marketing Development 660-0028	9/83	3	3	-	-	PACD-09/30/88 Routine Implementation Evaluation Will be eval- uated jointly with 660-026.		15	15	1 consultant x 30 days
Shaba Refugee Health 660-114	N.A.	4	4	-	-	PACD-03/31/91 Routine Implementation Evaluation (Initial) Joint Evaluation with 660-115 and 660-116	project	15	10	One consultant x 30 days
Shaba Refugee Roads 660-115	N.A.	4	4	-	-	PACD-9/30/90 Routine Implementation Evaluation. Joint Evaluation with 660-114 and 660-116.	project	15	10	One consultant x 30 days
Shaba Refugee Water Supply 660-116	N.A.	4	4	-	-	PACD-03/31/91 Routine Implementation Evaluation. Joint Evaluation with 660-114 and 660-115.	project	15	10	One consultant x 30 days

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Project List (Project No. and Title)	Last Eval. Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding		USAID Person days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source	\$000		
Title II Mat/ Child Feeding PL 480	N.A.	-	-	1	1	PACD-09/90 Routine Implementation Evaluation	project 079	15	15	One consultant
Basic Rural Health 660-0086	5/84	-	-	1	1	PACD-09/30/86. Lessons Learned and Development Issues Evaluation. Joint evaluation with 660-107. Key issues: Activity Sustainability, Private Sector Employment, Transfer of Technology, and Policy Dialogue	-	-	-	-
Basic Rural Health II 660-0107	N.A.	-	-	1	1	PACD - 09/90 Routine Implementation Evaluation (Initial)	project	50	30	3 consultants x 30 days
School of Public Health 660-0101	N.A.	-	-	2	2	PACD-07/30/94. Routine Implementation Evaluation (Initial)	project	30	30	2 consultants x 30 days
Area Nutrition Improvement 660-0079	11/84	-	-	2	2	PACD-09/30/87 Lessons Learned and Development Issues Evaluation. Key Issues: Activity Sustainability	project	65	30	3 consultants x 6 weeks

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Project List (Project No. and Title)	Last Eval. Completed (No./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding			
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source	\$000	USAID Person days	Collateral Assistance
Agriculture Inputs Support II 660-0103	N.A.	-	-	2	2	PACD-03/87. Lessons Learned and Development Issues Evaluation. Key Issues: Policy Dialogue	project	10	5	One consultant x 20 days
Private Management Support 660-0113	-	-	-	2	2	PACD-09/30/87 Threshold Decision Evaluation Will consider whether project should be ex- tended, terminated, or redesigned.	project	15	15	One consultant x 30 days
Fish Culture Expansion 660-0080	-	-	-	3	3	PACD-12/31/88 Threshold Decision Evaluation Will specifically consider whether project should be extended.		30	15	2 consultants x 30 days 30 days Peace Corps
Area Food and Marketing 660-0102	N.A.	-	-	3	3	PACD-03/95. Routine Implementation Evaluation	project	65	30	3 consultants

<u>Project List</u> (Project No. and Title)	<u>Last Eval.</u> <u>Completed</u> (Mo./Yr.)	<u>FY 1986</u>		<u>FY 1987</u>		<u>Reasons/Issues</u>	<u>Funding</u>			
		<u>Start</u> (Qtr)	<u>To AID/W</u> (Qtr)	<u>Start</u> (Qtr)	<u>To AID/W</u> (Qtr)		<u>Source</u>	<u>\$000</u>	<u>USAID</u> <u>Person days</u>	<u>Collateral</u> <u>Assistance</u>
PVO Economic Support 660-0097	6/85	-	-	3	3	PACD-09/30/87. Lessons Learned and Development Issues Evaluation Key Issues: Activity Sustainability	project	45	30	3 consultants x 30 days
Karawa Health 660-0081	N.A.	-	-	3	3	Lessons Learned and Development Issues Key Issues: Activity Sustainability	OE	-	45	

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TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY OFFICE: USAID/ZAMBIA

Project List (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding		USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)		Source (\$000)			
Human and Institutional Resources Development (611-0206)	0	3	4			PACD 12/89 Project aim to assist GRZ in developing its technical, administrative and managerial human and institutional resources in critical shortage skill areas through the provision of training, technical assistance and equipment. The internal evaluation will examine progress toward achiev- ing project goals; determine modifications which may be required to keep project on track and to clarify project goals and objectives in light light of unanticipated changes which may have occurred over the evaluation period. Will also include the performance of the U.S. contractor, AID/Zambia and the GRZ in meeting project commit- ments, as well as the performance of long-term advisors, the selection process and the coordination of project activities.	PM&R	9	30	AID/W TDY or outside; AID/Z GRZ; Contractor; Technical Assistance - 15 person day

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(Project Officers serve as Evaluation Officers: GDO and ADO both 15 percent of the time).

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TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY OFFICE: USAID/ZAMBIA

Project List Project No. & Title	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding Source (\$000)	USAID Person Days	Collateral Assistance	
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)					
<u>Selected Development Problems</u>										
Agriculture Develop- ment (Research and Extension) (611-0201)	3/85	2	3			<p><u>PACD: 12/86</u>            The project is designed to strengthen the Agricultural research capacity of the Ministry of Agriculture and Water Development and to increase the effectiveness of the extension service in transferring relevant agricultural technology with special emphasis on small farmers. The evaluation will assess types and progress of research activity to date, provide a final assessment of the project and its results, and provide information which will help AID/Zambia determine future project direction, i.e., extended project life and/or complementary follow-on project.</p>	Project FSSP*	75	10	105 person days FSSP, REDSO/ESA
									22	
D/W centrally funded Farming Systems Support Project 936-4099										

2. Permitting maize and fertilizer prices to vary enough to cover the different transport, storage and handling costs incurred in different parts of the country and at different times of the year, while still providing a sufficient margin of profit to make the trade worthwhile.
3. The elimination of all subsidies to all governmental and quasi-governmental organizations involved in the food production and distribution system.

In FY 85 these support measures (or policy changes) will be encouraged through the BOP support provided by the CIP (\$10 million), PL-480 (\$10 million) and ZAMCAM (\$25 million) programs and will be supported further by the three focused projects. The commodities to be imported through the CIP and ZAMCAM will be directed toward constraints in the agricultural sector, i.e., agricultural inputs for the production subsector (fertilizer, new machinery and spares), transportation equipment (trucks, spares, tires, lubricants) and agricultural processing equipment and machinery for the marketing subsector.

#### E. PLANNED EVALUATION AND DEVELOPMENT INFORMATION

AID/Zambia has two evaluations scheduled; the first in Agriculture Development: Research and Extension (ZAMARE) (611-0201), and the second, Human and Institutional Resources Development project (HIRD) (611-0206). Both projects address key areas identified as constraints in the development of a rational agricultural development program.

The ZAMARE project directly relates to operational objectives 6 and 7 and the project is in support of the goals, increased food production and small farmer income. The key issue involved in the ZAMARE project is the development of technology for the small scale farmer (identified as a major constraint by the IBRD) and the dissemination of that technology. The evaluation will be used to identify strengths and weaknesses in the project thereby assisting in project management and provide useful information for follow-on project design.

Recognizing that the lack of properly trained human resources is perhaps the most serious constraint on Zambia's development, including agriculture, the HIRD project is aimed at increasing the capability of the GRZ to effectively and efficiently manage its economy. The project complements the other AID-sponsored programs in Zambia by helping the country meet its overall development objectives by filling critical human resources development gaps that impinge directly on joint AID/GRZ objectives in agriculture. The project is new and the evaluation will be used to identify possible design deficiencies, oversights and unanticipated changes so that remedial action can be accomplished in the early stages of the project.

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USAID/ZIMBABWE

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE USAID/ZIMBABWE

Project List (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding Source(\$000)	USAID Person Days	Collateral  Assistance
		Start (Qtr)	To AID/W	Start (Qtr)	To AID/W				
613-0220 ALOZ Teacher Training & Textbook Production 613-0224 Books for New Literates	11/83			3	3	An impact evaluation of two grants to the Adult Literacy Organization of Zimbabwe (ALOZ) will be conducted in FY 1987. The evaluation of the first grant for teacher training and text books production will assess the extent to which ALOZ has been able to sustain the increased capacity for the production of literacy textbooks and to train literacy teachers which was doubled by the grant. The evaluation of the second grant will assess the extent to which ALOZ press has been able to continue to function without support from the parent organization, ALOZ, and produce affordable materials.	PMR 50,000	20	I Q C

TABLE VII - LIST OF PLANNED EVALUATIONS  
 FY 1987 ANNUAL BUDGET SUBMISSION  
 COUNTRY/OFFICE USAID/ZIMBABWE

USAID/ZIMBABWE

List ct No. & e)	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding Source(\$000)	USAID Person Days	Collateral Assistance
		Start (Qtr)	To AID/W (Qtr)	Start (Qtr)	To AID/W (Qtr)				
08 BEST	none	3	3	3	3	Routine Implementation Progress	PMR 80,000	20	AID in house experts. AFD/TR/EH 1 person. ST/EH 1 person 14 days each.
09 ZASA	/84	3	3	3	3	Routine Implementation Progress	PMR 20,000	20	REDSO/ESA: Agr. Economist 20 person days. Local PSC: Agr. Business Expert. Agr. Education & Extension Specialist. 20 days each.
15 ZIMMAN	5/84			4	4	Major summative evalua- tion to measure overall success of first phase of project. The eval- uation will examine institutional impact of staff development program as well as, short, long-term and observational training.	PMR 35,000	30	Outside Consultants: manpower economist, Post Secondary Institutions expert. 30 person days each. Local PSC: Education/Labor consultant 30 person days.
16 CIP	2/84	4	4			The purpose of this eval- uation will be to exam- ine in greater detail the precise employment impact of U.S. Commodity import assistance in the industrial, commer- cial and agricultural sectors of the economy.	PMR 50,000	30	Local Consultants: Zimbabwean business expert, macro-economist. Agr.employment expert: 30 days each. AID/W: PPC or DP labor economist.
9 CSFA	10/84			4	4	Routine Implementation Progress	PMR 20,000	20	Outside Consultant's: Family Planning Community Based Distribution/ Logistics expert. 20 days REDSO/ESA Population Advisor.

3. In late FY 1985 or early FY 1986, conduct a major feasibility study to assess the viability of private packaging and/or manufacturing of oral contraceptives in Zimbabwe. There is excellent potential for near-term reductions in Zimbabwe's population growth rate. The time is right to determine if it is economically viable to meet Zimbabwe's expanding contraceptive needs locally and if there is an intra-regional export market for such private supply. Technical and financial support will be required from the Africa Bureau, ST/POP and REDSO/ESA to complete this feasibility work.

#### Benchmarks

- In FY 1985 the terms of reference of the study will be collaboratively developed by the GOZ and USAID.
- The study should be completed no later than early 1986. Depending on the findings, development and review of investment proposals, as well as the identification of possible investment sources should be well underway by late FY 1986.

#### C. Policy Dialogue

1. Direct work to improve the overall employment and investment policy climate through selective studies, the provision of short- or long- term technical assistance targeted foreign exchange allocations and directed training/observational study tours for key persons in Government and the private sector.

#### Benchmarks

- The Mission will finance a U.S. trained economist to work as the Director of Research of the recently established Tax Commission for one year. By 1987 new tax measures will be introduced that will maintain the current high rate of revenue mobilization while easing up on corporate and personal income tax. These measures should improve both the savings and investment ratios.
- In FYs 1986 and 1987 several individuals will be sent to the U.S. on observational tours and specially structured short- term training programs.

USAID/ZIMBABWE

- Smallholder irrigation programs will be expanded and wheat acreage extended through reactivation of the Zimbabwe Farm Irrigation Fund.
- Storage facilities in both commercial farming areas and in the traditional agricultural sub-sector will be expanded.
- Applied research directed to smallholder crops and ecological zones will be increased.

B. Special Studies and Evaluations

1. Conduct a major study of the labor supply and demand situation in Zimbabwe to identify possible means of stimulating employment and investment. The focus of the study will be private sector firms in manufacturing, industry, commerce, finance, agriculture and mining.
2. Conduct a second major evaluation of the CIP in FY 1986 to assess in greater detail, the employment effects of this program in industry, commerce and agriculture. AID/W support and guidance will be sought in developing the terms of reference, identifying appropriate expertise to assist in this effort and in financing the study.

Benchmarks

- Labor demand study should be completed during FY 1986 and plans developed for acting upon the findings and recommendations of that study. These should include policy recommendations for Government and ideas for better focusing of available resources to help ease the employment problem.
- With the assistance of AID/W, the CIP evaluation should be completed in sufficient time to incorporate findings into the FY 1987 CIP PAAD. As with the first CIP evaluation, the results in terms of approach, investment stimulation and employment should be of broad utility to other USAID country programs that are utilizing CIP's as a development instrument.