

UNCLASSIFIED

CLASSIFICATION

PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

1. PROJECT TITLE Rural Women's Production Center (Overseas Education Fund OPG)			2. PROJECT NUMBER 519-0223	3. MISSION/AID/W OFFICE USAID/El Salvador
5. KEY PROJECT IMPLEMENTATION DATES			4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No, beginning with No. 1 each FY) 85/3	
A. First PRO-AG or Equivalent FY <u>79</u>	B. Final Obligation Expected FY _____	C. Final Input Delivery FY <u>85</u>	/X/ EOP Evaluation <input type="checkbox"/> REGULAR EVALUATION. <input type="checkbox"/> SPECIAL EVALUATION	
6. ESTIMATED PROJECT FUNDING			7. PERIOD COVERED BY EVALUATION	
A. Total \$ <u>1,604,100</u>			From (month/yr.) <u>August 1, 1979</u>	
B. U.S. \$ <u>687,680</u>			To (month/yr.) <u>February 28, 1985</u>	
			Date of Evaluation Review	

B. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

A. List decisions and/or unresolved issues: cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., sirgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
<p>This project terminated on February 28, 1985. No follow-on agreement was signed for this project. However, as Technoserve is still continuing technical assistance to the Cooperative in the areas of horticulture, cooperative financial controls, follow-up of food processing plant construction, equipping, and the industrial operation, USAID has shared with Technoserve the final evaluation report for their consideration.</p> <p>The recommendations on El Castano Cooperative are geared to completion of the production/commercialization/processing center under IDB financing.</p> <ol style="list-style-type: none"> <li>1. Complete construction and equipping of the processing plant.</li> <li>2. Review and revise, if needed, cooperative norms regarding members rights and obligations.</li> </ol>		

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS			10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT		
<input type="checkbox"/> Project Paper	<input checked="" type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify)	A. <input type="checkbox"/> Continue Project Without Change		
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T		B. <input type="checkbox"/> Change Project Design and/or		
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify)	<input type="checkbox"/> Change Implementation Plan		
<input checked="" type="checkbox"/> Project Agreement New	<input type="checkbox"/> PIO/P		C. <input type="checkbox"/> Discontinue Project		

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)		12. Mission/AID/W Office Director Approval	
Jaleh de Torres, Project Officer, USAID/El Salvador		Signature <u>Robin Gomez</u>	
Leopoldo Garza, Director, OET, USAID/El Salvador		Typed Name	
Elise Smith, Executive Director, OEF/Washington		Robin Gomez, Mission Director	
		Date <u>12/31/85</u>	

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A. List decision and/or unresolved issues; cite those items needing further study.	B. Name of Officer Responsible for action	C. Date Action to be Completed
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3. Better define how long processing at ENA will continue and formalize agreement to that effect.
4. Obtain the support of MIPLAN and MAG for enterprise management and development which would include direct involvement of the cooperative in processing operations and horticultural production in the area.
5. There is a need for some additional technical assistance in areas like industrial and chemical engineering, cooperative and enterprise management, marketing analysis and financial controls.

## PART II - SUMMARY

### Overall Quality of the Contractor's Report

The evaluator, Mrs. Ive de Barreiros, was contracted by Servicios Tecnicos del Caribe. It was the first experience of the contractor and the evaluator working together. In spite of supervision of the evaluator by the firm, it appeared that there was a lack of coordination in preparation of the report outline and in the development of the final report, as the evaluator and the contractor each came up with a different version of the final report.

The contractor's report was not in the form expected by the Mission. The English version did not cope with technical ideas meant to be expressed. A chronological analysis of financial and technical assistance inputs and project activities in table format, however, was useful in reviewing progress of the project.

USAID believes that the evaluation (the only one carried out with AID participation) was useful to indicate the problematic aspect of project management by the Overseas Education Fund (OEF). The evaluation clearly indicates that OEF acts mainly as a broker of technical services and not the direct provider of this input. Based on "Lessons Learned" in this project, USAID has included a more direct AID involvement in the monitoring of technical assistance and contracting for project evaluation provided by the same PVO in a new cooperative agreement under another project.

### Acceptance of Recommendations made by the Evaluation Team

All recommendations of the evaluator were accepted and were shared with Technoserve, a PVO which is still providing technical assistance to the El Castano Cooperative for their consideration.

### Adequacy of Executive Summary

The Executive Summary (P.i-viii) describes the project's history, its development, end-of-project status, recommendations, and lessons learned. The evaluator reviewed all available, pertinent project documents in USAID, OEF, and Technoserve. She made several site visits and interviewed project beneficiaries and people involved with the project as well as various specialists in community, cooperative, and agricultural development. Additionally, she gathered information on the major project activities and technical assistance input, and organized this information on a quarterly basis over the life of the project, and demonstrated it in table format. She also estimated distribution of disbursements by OEF on a calendar year basis. This was a new approach by the evaluator which threw more light on project implementation and degree of participation of various organizations.

The original OPG signed in August 1979 for US\$453,410 was modified several times increasing the budget to a total life-of-project of US\$687,680 and extending the termination date to February 28, 1985. The project attracted resources from various institutions (grants and loans) estimated at \$1,604,100. About \$1,209,100 have been disbursed and the rest (\$431,000) constitutes undisbursed loans to the cooperative to complete investment in its food processing plant through the Interamerican Development Bank financing.

The estimated total investment breakdown is as follows:

TOTAL INVESTMENT BREAKDOWN

AID	\$	687,680
IDB		500,000
BFA		180,320
Community		40,000
Cooperative Capital		20,500
Infrastructure		
Water		32,300
Light		<u>123,300</u>
TOTAL	\$	<u>1,604,100</u>

The technical assistance is estimated in 100 person/months provided as follows:

- Technoserve	60
- Project OEF/ES	25
- OEF/W	<u>15</u>
TOTAL	100

Quality and Accuracy of the Development Impact and Lessons Learned

The analyses made under Sections "The Community and the Support to the Project (P.18-19)" and "Some Remarks for Similar Projects in El Salvador (P.28)" are noteworthy. Moreover, the fact is confirmed that development actions in small rural communities should follow a more modest approach. These activities should not become complicated to handle and carry forward for small rural communities.

The project beneficiaries were: 172 households (electricity), 119 households (potable water), 80-140 members (a variety of cooperative, human development and food processing training). In all, approximately 570 cooperative family members, particularly women, can be estimated as direct beneficiary population. Once the food processing plant is complete and operating, OEF estimates that approximately 6,000 persons in

the rural area of the San Antonio del Monte Municipality can become indirect beneficiaries through horticulture production, transportation, and distribution services.

Sen. Nancy Kassebaum's office was extremely interested in the El Castano Cooperative project and followed its progress through close cooperation with OEF.