SUMMARY
OF
AFRICA
DEVELOPMENT EXPERIENCE

AFR/DP/PPEA
EVALUATION UNIT
ROOM 3530A X-29106

PREPARED BY
HENRY L. MILES, Chief
FRANK DIMOND, Deputy
MARY BRENT, Evaluation Assistant
Randall Thompson, IDI

Date: 11 MARCH 1981

SUMMARY OF

AFRICA EVALUATION EXPERIENCE

Evaluation Experience within the Africa Bureau ranges from complex broadly focused joint evaluation efforts, such as the Senegal Joint Assessment which had far reaching consequences on the development program, to narrowly focused project evaluations, such as the Liberia Agriculture credit Bank, which led to improvements in project design. Regardless of the magnitude of the efforts, however, the central message is clear: Evaluations and responses to evaluations highlight the learning process which is integral to the design and implementation of development projects. Our willingness and ability to learn from our successes and nonsuccesses largely determines the progress we make in our development efforts. It is hoped that this book will contribute to this learning process by providing information about our experiences and by opening-up communication networks within the Bureau.

The information sheets in this book represent mainly the combined effort of many officers in the Africa Bureau. The book is organized to provide an overview of evaluation activity within the Africa Bureau, to illustrate the interface between the Bureau and Congress, and to provide evidence for the learning process.

Section I shows in chart form the magnitude of Evaluation Activity sector by sector, and reflects the emphasis on Agriculture.

Section II gives an indication of what concerns Congress has about evaluation. It is clear that Congress wants assurance that evaluations are utilized, that successful projects are replicated as much as possible and that we are learning from our experience.

Section III is designed to provide extra back-up material for answering the questions of Congress. However, this section as well as Section IV and V, also document the learning process which AID is engaged in. Section IV, especially shows that efforts are made to capitalize on successful projects by extending them in place or by replicating them elsewhere. Section VI confirms that even projects which are judged failures contribute significantly to the learning process by exposing erroneous assumptions and by leading us to discover better paths.

Section VII summarizes the qualitative impacts which four Field Missions have had on the development outlook of recipient countries and back-up our policy of having Field Missions.

Section VIII illustrates, sector by sector, the influence of evaluation findings in other Bureaus on activity within Africa.

Finally, Section IX includes abstracts of PES Summaries. Such abstracts are designed to keep individuals within the Bureau apprised of evaluation activities and findings, and to inform individuals of what evaluations are available within the Evaluation Office.

The Evaluation Office is continually abstracting information and will continue to add material to this book generated from within and without the office. It would be greatly appreciated if officers who have a copy of this book would keep in mind material to be given to the Assistant Administrator and to have on file in the Evaluation Office. As this office receives material, we will issue it to all who have this book, stating the name of the drafter and the source of the information, in order to facilitate communication about evaluation experiences. Individuals should feel free to make copies of the material and to pass it out in order to foster the broader utilization of evaluation information and the sharing of what we have learned form our successes and nonsuccesses.

Drafter:RJThompson,AFR/IDI
3/11/81

TABLE OF CONTENTS

D. Energy

1. Senegal - Renewable Energy

2. Kenya - Renewable Energy Development

E. Transportation

1. Cameroon - Transcam I and II

2. Kenya - Rural Roads

3. Sierra Leone - Rural Penetration Roads

IV. Replications of Successful Projects

A. Kenya

1. Kibwezi Primary Health Care
   Kitui Rural Health

2. Family Planning
   Family Planning II

3. Care Water Development
   Community Water Development

4. Rural Planning
   Rural Planning II

B. Sierra Leone

Care Rural Penetration Roads Phase I and Phase II

C. Cape Verde

Rural Works
Watershed Management

D. Upper Volta

Rural Enterprise Development I and II

E. Niger

Niamey Rural Development II and II

F. Guinea Bissau

Rice Production I and II

G. Cameroon

North Cameroon Seed Multiplication
Phase I and II

H. Africa Regional

1. Sahel Food Crop Protection
   Food Crop Protection

2. African Manpower Development
   Sahel Manpower Development

V. Summaries of Completed Projects

A. Ghana

1. Danfa Rural Health and Family Planning

2. National Investment Bank

3. Population Program Support

4. Agriculture Management and Development

5. Agricultural Extension and Production

B. Burundi

Road Maintenance

c. Liberia

1. National Medical Center

2. Rural Education Development

D. Regional

In-Service Teacher Training throughout Africa

E. Cameroon

University Center for the Health Sciences

F. Sudan

University of Khartoum

VI. Rethinking Caused by Evaluation

A. Senegal - Sine Saboum Rural Health Care

B. Lesotho - Thaba Bosiu Rural Development

VII. Qualitative Impacts

A. Kenya

B. Sahel

C. Senegal

D. Somalia

VIII. Examples of Specific Evaluation Information on Non-African Projects Linked to Changes in Africa Programs.

A. Agriculture

B. Education

C. Housing

D. Energy

E. Health

F. Population

G. Transportation

H. Cross Sectoral Lessons

IX. PES Abstracts

Drafter:RJThompson:AFR/IDI
3/11/81

FY 1979 - 1980

AFRICA BUREAU EVALUATIONS RECEIVED BY SECTOR

	FY 1979		FY 1980	
	Special	Regular	Special	Regular
Agriculture	12	19	20	17
Education	2	11	10	13
Energy	-	-	1	1
Health	4	5	9	5
Housing	1	3	1	3
Population	2	1	-	-
Transportation	3	3	5	1
Intersectoral	5	1	4	2
TOTAL	29	43	50	42

Drafter:AFR/DP/PPE,MKBrent
2/23/81:sb

Utilization of Evaluation: Africa Bureau

Question: How does the Africa Bureau utilize evaluations to improve its programs?

Answer: The Bureau for Africa uses evaluation findings at all stages of its project design, approval, implementation and evaluation process.

Design, Approval and Implementation of Projects

The Bureau routinely utilizes evaluation findings to redesign on-going projects, to design new phases of projects or entirely new projects, and to plan project evaluations. For example:

-- The team that will leave shortly to design the Agricultural Production Support Project in Niger has the evaluation findings from the Senegal Cereals Project, particularly in regard to data collection methodology.

-- The contract/direct hire team that recently evaluated the Agriculture Planning Project in Botswana used evaluation findings from the Lesotho Ag. Sector Analysis to update themselves on problems arising under similar projects;

-- The Bureau project review committee received comments on training plans and proposed data collection methods based on evaluation findings from the Agricultural Planning Project in Botswana before recommending approval of a similar project in Rwanda;

-- The Senegal Mission used the findings of an interim evaluation to restructure the Sine Saloum Health Project which had run into problems of health hut management and supervision that would have kept it from becoming self-financing;

-- The Zaire Mission, following evaluation findings from the North Shaba Rural Development Project evaluation developed a companion health project to attack the health problems constraining progress of the agriculture project;

Improvement of Programs and Policies

Concern about deterioration of Senegal's economy led to an assessment of the entire AID program chaired jointly by the U.S. Ambassador and Senegal's Minister for Plan and Cooperation and carried out jointly by U.S. and Senegalese technicians. The assessment was based upon a review of 4 projects: Bakel Irrigated Perimeters, Eastern Senegal Livestock Project, Senegal Cereals Production I, and Sine Saloum Rural Health Care. The evaluation findings, which had the support of both countries, provided a solid basis for discussing future development policies not only with AID but also with other donors. Senegal has fed these findings into its overall development plan and the U.S. and Senegal have used them to come up with the five year AID assistance program now under review in Washington. This has the potential to become one of the Agency's most significant evaluation activities.

Concern about the effectiveness of investments in livestock projects led to a workshop on African Livestock and Pastoralism co-sponsored with PPC and chaired by the Assistant Administrator for Africa. Representatives of major aid donors and internationally known livestock experts attended. The group concluded that all donors need to make livestock projects more nearly compatible with the social, economic and environmental realities of Africa's pastoral regions. The Bureau's concern, supported by the workshop conclusion, has led to a more cautious approach to new investments in livestock projects. At the same time the Bureau has increased the social and environmental analysis of projects in implementation and of the few new projects the Bureau has considered.

Functioning of the Bureau Evaluation System

To make evaluation findings conveniently available the Bureau set up a central filing system for evaluation reports and developed two indexes which enable users to locate information by country or by sector e.g. energy, health, education. Quarterly reports keep Africa Bureau offices and field missions updated on additions to the evaluation report inventory. The Bureau supplies copies of reports or provides an office to those desiring to research numerous reports. Last year's users of these files included:GOA, contractors, government auditors, project officers, graduate students and congressional staffers.

To increase the utilization of its evaluations in Bureau decision-making the Bureau recently established an evaluation and policy analysis committee. The committee comprises the Bureau's key decision-makers and will oversee the use of the Bureau's evaluation resources. The committee will assist in defining issues that evaluations will address and committee members will receive briefings on major evaluation findings.

To gain an idea of what has happened to completed AID projects, the Bureau had Missions supply for the evaluation files status reports on projects from which AID has terminated funding.

To sharpen evaluation skills of field officers the Bureau conducted workshops in West and East Africa in 1980.

15. Replication of Successful Projects

Question: What is the Africa Bureau doing to replicate successful projects? List specific examples.

Answer: The Africa Bureau identifies successful projects mainly through its evaluation efforts. Once identified, these projects are used as "models" for similar projects within the Region. This does not mean that the Bureau is copying projects indiscriminately. What it does mean is that in its project review process, the Bureau places emphasis on applying and adapting successful experience to the case at hand.

The Bureau is also planning to carry out sectoral and sub-sectoral evaluations that will compare groups of similar projects to determine under what conditions the best results have been achieved. The priority areas suggested for these studies are mainly in the Agriculture Sector.

Specific examples of replications are the following:

Agriculture: The Sahel Food Crop Protection Project which extended limited pest control services in 7 Sahelian countries including stopping a locust invasion is now being expanded to cover all of the Sahel with a wider range of services.

Education: The Southern Africa Manpower Development Project, designed to reduce manpower constraints in Botswana, Lesotho and Swaziland has been followed by three bilateral projects in the same countries to further reduce dependence on expatriates, as well as expressions of interest from several other countries.

Energy: An efficient wood-burning stove developed in Guatemala is being adapted for use in Africa through VITA technical assistance to the Senegalese Government. Copies of the consultancy report were distributed to missions in countries with fuelwood shortages.

Health: The CARE Water Development Project in Kenya, that developed rural water supply system which serviced an estimated 300,000 people, is now being followed by a much larger project that is focusing on local system maintenance, found to be the principal constraint of earlier projects.

Population: Lessons learned mainly in other regions, but confirmed in Kenya, Zimbabwe, and Ghana projects, that family planning is more successful in association with other activities, and that private agencies are often effective at the beginning in getting a program started, are being applied generally to new population projects.

Transportation: Representatives of a dozen African countries attended a Seminar in Sierra Leone in 1980, where experiences in all aspects of construction and maintenance of low volume rural roads were shared. The entire group made field visits to the CARE Rural Roads Project in Sierra Leone, where an effective approach to design and maintenance is being replicated as a second phase of an earlier project.

Have any ongoing AID projects been terminated due to program evaluations?

We have found that one was terminated following an evaluation that showed the project was not performing well. The project was the Ouham Province Rural Health Project, in the Central African Republic (676-0002). The amount deobligated was$420,000, after an evaluation conducted in March 1980.

Several projects which were evaluated in a first phase resulted in abandonment of a proposed second phase, such as:

615-0157	National Range/Ranch Development	Kenya	Sept. 1979
688-0204	Rural Works	Mali	Aug. 1980
685-0202	Range and Livestock	Senegal	April 1979

In addition, there are a number of projects where evaluation has led to major redesigns following evaluation. Some of these are the following:

685-0210 (1) Sine Saloum Health Delivery Senegal May 1980

(1) Better training is being provided to Village Health Committees, to permit them to achieve more independent functioning of village health huts. They are being given greater authority to decide local matters including fees to be paid for medical services.

698-0410.09 (2) Peat Production Burundi Jan. 1980

(2) More emphasis will be placed by USAID on design of stoves for efficient burning of peat.

636-0111 (3) Rural Roads (CARE) S. Leone Oct. 1979

(3) CARE has developed the concept of contracting for road maintenance with chiefdoms, the Sierra Leonian form of local government, and this method is replacing an earlier form of contracting with individuals, which had not worked as well.

645-0009 (4) Primary Education Swaziland April 1980

The Primary Curriculum Unit (PCU) was included in the MOE, direct-hire and contract staffing were increased, on-the job training of Swazi curriculum writers was formalized, and the first set of nationwide curriculum materials was distributed.

641-0076 (5) Vocational Training (OICI) Ghana June 1980

(5) At the evaluation's suggestion the third phase was postponed to provide an opportunity to OIC to present convincing evidence that it has improved operating efficiency and to prepare a more realistic plan for future operations.

The changes have been incorporated as a mid-term redesign in some cases such as Sine Saloum or in a second phase in the other cases.

A great many more projects were modified to a lesser degree as a result of mainly routine evaluations.

Backup Material on Projects

Project: Agriculture Management and Development, 641-0070

Funding: $1,450,000.

Life of Project: 1975-1981

Objective: To improve the manage capability of those involved in the agricultural sector, from high leval Ministry of Agriculture officials to the small-scale farmer.

Strategy: Three programs were established to meet this objective:

(1) a Master's in Agricultural Administration (MAA) at the University of Ghana.

(2) a Diploma in Agricultural Administration (DAA) at the Ghana Institute of Management and Public Administration.

(3) the Agricultural Regional Management Seminar (ARMS) at Kwadaso College near Kumasi.
The project included training equipment, and development of facilities.

Beneficiaries: The direct recipients of the project are the individuals who participate in one or more of the three programs. As of this date thirty-five men have been or are presently enrolled in the MAA program, sixty-five in the DAA program. Several hundred people are being trained through ARMS. Approximately five to seven percent of the participants in ARMS have been women. The two-year MAA program is designed to provide a continuous flow of professional staff for management positions in the MOA and other state organizations. Thus far, those participating in the MAA program have been sponsored primarily by the MOA and Ministry of Education. Middle-management officers from the MOA are enrolled in the nine-month DAA program. In their capacity as extension workers, these officers will transfer management skills to the small farmer. Middle and upper level officers in the MOA with significant management and/or supervisory responsibilities take part in the two-week ARMS program which focuses on practical training. Indirect recipients of the project are the supporting staff members of the MOA who benefit from the upgraded management skills of their supervisors as well as the MOH customers who are served by the Ministry staff.

Results: All three programs are competently staffed. Enrollment, which had been too low, has probably approached capacity in 1981. The MOA is assuming a much greater role in recruitment of trainees. The 3 organizations involved have indicated a strong commitment to maintain them following project assistance phase-out.

Source: Project Report, dated May 1, 1980, USAID.

Drafter:AFR/DP/PPE:FDimond

Project: 688-0202 (Operation Mils)

Funding: LOP FY '78 = None
FY '79 = 7,375,000
FY '80 = 7,375,000
FY '81 = 14,351,000

Life of Project: 1978 - 1984

Objective: To increase Agricultural Production and the well-being of farm families in Central Mali.

Stragegy: To increase the output of farmers using improved practices. To train extension Agents. Con tract warehouses, perform field trails. To increase the number of farmers participating in credit program, to put into operation a millet processing mill, and to upgrade roads.

Beneficiaries: The project is largely on target, and in some cases has exceeded the target with respect to outputs in the project paper log frame. The goal of 3,000 tillage unit in the hands for farmers have been met. The size of the Revolving Credit has exceeded projections and the payment rate has exceeded 80%. Marketing Target have been exceeded, and OMS's extension Agents number 280 as projected. More than 15% of the road program has been completed.

Acceptance of new technologies is growing rapidly especially for fertilizers, fungicides, carts, plow s and cultivators.

The functional literacy program and blacksmith program have been very helpful for the technology in increasing crop production economically

-- Twenty two blacksmiths trained at Toroli finished on March 3, 1980.

-- Most of the Required Road construction equipment are on order, i.e. dump trucks, water tank, bulldozer of 307 kms. of road to be constracted, a total of 75 kms. have been completed.

-- 1200 light plows were bought locally from SMECMA and have been been delivered to OMM.
-- One Solar Pump has been installed at Blankass.

Result: Definite progress has been made in distributing farm implements/ supplies through the credit program--increases have been 100-200%. The technical package has increased yeilds by 100% in demonstration plots on farmers fields, the research component has been limited to variety improvements; the vegetable program is in operations.

Source: Quincy Benbow, AFR/DR/ARD, 2/81

Project: Nigeria: University Agricultural Education, 620-0744/0745

Funding: $4,100,000

Life of Project: 1965-70

Objectives: The objective of the projects was to assist the GON in establishing colleges of agriculture in Northern Nigeria (Ahmadu Bello University) and Western Nigeria (University of IFE) to meet the need for professional agriculturalists as set forth in the Nigerian Development Plan.

Strategy: By drawing upon the experience of U.S. land grant colleges under contract to AID, it was hoped that the agricultural colleges would develop a capacity to function not only as educational institution but also as coordinators of agricultural research, training and extension.

Beneficiaries: The immediate beneficiaries were to be 800 extension personnel who would be trained through 1964 and this figure would rise to over 2,000 by 1968. Each of these inturn would work with farmers groups at a rate of 500 farmers per extension worker, so that the number of farmers benefitted was to reach about 1 million by 1968.

Results: Aid to Nigeria was interrupted by the civil war in the mid-60s, and there has been no resumption. Nevertheless, the universities are believed to be continuing to provide the services originally planned on an expanding scale.

Source: FY 64 Congressional Presentation
The project numbers apparently have been changed in the meantime, but we have cited project numbers as they appear in a PAISHIST listing.

Drafter:AFR/DP/PPEA,FDimond
2/26/81:sb

Project: 632-0048 (Land & Water Resource Dev.)

Funding: LOP FY '79 = 3,200,000
FY '80 = 2,983,000

Life of Project: 1975 - 1981

Objectives: To incorporate sound land use and water management principles into Lesotho's National Agricultural development effort.

Strategy: To train staff in established positions in addition to strengthening the MOA's capacity to design and construct works. To develop land and water conservation plans; finally, to place into operation mobile field service units.

Beneficiaries:: The ministry of Agriculture MOA) has met the selection of of officers for training under the project in a satisfactory manner. The original project paper schedules light participants for academic training in the U S. and twelve for vocational and diploma training.

The recent review indicates that 21 officers have been selected for academic training with 14 returned to Lesotho and seven are still in attendance at U.S. Universities. The Vocational and Diploma Training Component of the program lists 5 participants who have received training with 2 currently enrolled in U.S. Uni Universities.

The Administrative and Logistical support to U.S. Professionals was provided by the GOL as stipulated in the Project Paper. Three houses have been constructed at the Lesotho Agricultural College.

Satisfactory progress has been made toward attainment of projected outputs as land in the project paper.

1. Mobile field service unit in operations
2. Staff mobility increased
3. Reduced equipment down time
4. Equipment pool enlarged
5. Development committees in all villages participating in activities associated with this project are activity involved in projects.

Results: As of April 1980 the participants training exceeds projection and the conservation division has a strong staff of well trained officers. Thirity one conservation plans have been completed covering over 69,363 hectares in ten cooperative agricultural projects and ten districts. Significant progress has been made in application of conservation oriented practices in cooperating projects and over 4107 hectares of agriculture land protected. Communication channels have been well established between MOA and the rural people.

Country: GUINEA BISSAU

Project: Rice Production 657-0004

Funding: $275,000 A.I.P. Grant

Life of Project: FY 1977 to FY 1979

Objective: To significantly increase rice production by introducing intensive irrigated rice cultivation practices.

Strategy: As a pilot project, establish small experimental sites in traditional rice farming areas to demonstrate double-cropping techniques by using irrigation devices. Provide intermediate technology, training, inputs and extension services to small farmers participating in the project. Develop a model which could be used in other parts of Guinea Bissau for rice production.

Results: Participating small rice farmers were able to realize immediate increases in yields from 300 to 600 kgs. per hectare to 2,500 kgs. (and some as much as 6,000 kgs. per hectare). The increased production resulted in increased family incomes and a higher standard of living for the participants and families. The acceptance of double cropping meant the availability of food and income throughout the year rather than just during the traditional crop season. The double cropping provided economic stability to the participating families as well as the immediate area.

Beneficiaries: Initially 150 small farm families directly benefitted during the first year. This number grew to 508 small participating farm families by the second year. Women played a key role and gained economic stability as a result of the increased income, training and higher standard of living. The increased economic gains have impacted on the entire Geba basin area surrounding the pilot project.

Replication: Project 657-0009 Rice Production II. Project 657-0009 is an expansion of the pilot project funded under the AIP. The success of the AIP was the basis for approving a larger scale rice production effort in the southern area of Guinea Bissau. Project funding totalling $4,500,000 was approved in FY 80 to expand irrigated rice production in the Geba river basin. The initial 125 hectares under the AIP project will be expanded to 300 to 400 hectares and involve an additional 350-1,200 small farm families. The project will also fund participant training, technical assistance and expertise as well as research and equipment. Based on the results of the pilot project, it is expected that the Conterboel area, which was once a deficit area, will be selling rice to the Bissau markets sometime in the near future.

Source: AIP Grant 657-0004 and Evaluation Project Paper 657-0009.

Backup Material on _____ Projects

Project: Kenya, Kitale Maize (developed through a series of about a dozen separate projects)

Funding: NA

Life of Project: 1964 to date

Objective: To develop a hybrid variety of maize suitable to Kenya's environment, that would facilitate increased maize yields, and to promote widespread adoption of this variety by Kenya's farmers.

Strategy: The strategy was to develop a hybrid strain that was synifi- cantly more productive than local maize, that could be grown successfully without any change of practices, and that would not meet market resistances.

Beneficiaries: The beneficiaries were farmers of all types, certainly including small farmers. Since the need was developed for certain climatic conditions, those regions of Kenya having the night climate benefitted most.

The large scale increase in production had a depressing effect ultimately on maize prices, and indirectly on other food so that the urban consumer benefitted form the use of hybrid strains.

The price weakness of maize in recent years has meant that the consumer continues to benefit, but not the small producer.

Results: Over a long period of years, Kitale Maize was developed. It was adopted mainly by the large farmers at first, but then later by a much larger number of small farmers. Maize production increased dramatically(about 200% was the potential). Farmers rising the hybrid seed were more amenabel to adopting new farming practices. The maize production has represented a bright spot in Kenya's enconomy for years, and this has enabled Kenya to be both more self-sufficient in food and also to export more other crops. There have been some negative results such as low market prices that have made it difficult for small farmers to continue using hybrid varieties.

Source: Impact Evaluation, Kitale Maize:The Limits of Success A.I.D. May, 1980

Program: Tanzania Education Program

A series of separate projects:

Agricultural College, Morogoro	621-0044/0058
Teacher Training and Development	621-0004
Teacher Training Colleges	621-0056
Secondary Vocational Agricultural Education	621-0044

Funding: Approximately $4,000,000

Life of Program: 1961-1972

Objectives: To develop institutions and releated activities that would lead to an educational impact on rural areas.

Beneficiaries: The beneficiaries include students at the colleges and vocational schools as well as the rural population which benefits from services provided by more higher qualified professionals.

Results: The Agricultural College graduates 80-100 per year. Teacher training enrollments have quadrupled, while enrollments in primary and secondary schools have more than doubled since 1960. These figures demonstrate that the increase in trained teachers is far greater than in grade school enrollments from which one may conclude that the average teacher is now much better trained than earlier.

Source: Congressional Presentation of various years. Some of the project numbers have been corrected in conformity with the PAISAIST listing.

Drafter:AFR/DP/PPE:FDimond
3/4/81:sb

Project: Sudan, Technical Education, 650-0007

Funding:

Life of Project: 1958-1967

Objectives: To develop facilities for a national vocational training system and train Sudanese personnel for the entire system.

Strategy: Technical schools were constructed throughout Sudan to make up a three-tier system (intermediate, secondary, and post secondary) with a capacity for 6000 full time and 3000 part-time students.

Results: The results were achieved as planned during the 60's, but later were lost to some degree. The intermediate level was eliminated, while the post-secondary level is under revision.

Beneficiaries: Twenty nine technical schools were constructed or expanded, and functioned as planned, except for three which were either turned into academic schools, or used for other purposes. The Khartoum Senior Trade School (KSTS) was completely built and equipped by UDAID, and the existing post secondary Khartoum Technical Institute was strengthened. These two institutions now from the Khartoum Polytechnic which consists of four technical colleges, in the fields of Business, Fine and Applied Are, Engineering and Agriculture. The three tier technical education system (intermediate, secondary and post secondary) in effect during the 1960s was revised in 1970, and the intermediate level no longer exists.

It is generally believed that the system has failed to produce the kind and quantity of skilled labor needed to support Sudan's development plans. The brain drain of skilled manpower to the Gulf states has exacerbated the problem. Several officials at the Technical Education Department of the Ministry of Education expressed the opinion that the 1970 changes adversely affected the technical education system laid down during the 1960s with usaid assistance. The whole system is now under review.

Source: Unsigned document from Mission prepared early in 1980. Copy available in AFR Evaluation Unit.

Project: Primary School Curriculum Development - No. 645-0009

Funding: LOP $4,393 million

Life of Project: 1975 - 1983

Objectives: To develop and establish an institutionalized Swazi capacity for developing a basic primary school curricula.

Stragegy: Conformity with National 5 year Dev. plan - to change present outmoded academically oriented system to one culturally and economically relevant to national dev. goals.

AID contractor assisting in development of PCU (Primary Curriculum Unit) to develop curriculum units (materials) that are being trail tested, evaluated and published over 5 year project life. Accompaning abuse, is development of capacity of PCU as an pernament unit ghrough participant training, on the job training and actual design, preparation and evaluations of materials.

Results: A midproject evaluation in 1978 by independent consultants resulted in minor modification for final four years. Parents, students, and educations expressed satisfaction and was meeting their needs.

By 1980, 1st grade materials have been tested in in introduced nation's schools. Series of workshops have been held for teachers, head masters and education officers.

IBRD assisting in printing materials, 2nd & 3rd grade will be listed and diseminated by end 1981.

Beneficiaries:
1. 1980-100, was primary schools studends
2. App. curriculum for 140,000 of project
3. Entire population because of relivancy to manpower and employment future Swazi needs.

Source: SADAP Evaluation, 1978 .

Program:	Participant Training for Africa Centrally Funded Projects:ASPAU, AFGRAD, INTERAF,AMDP,DIPSA Many other technical projects with funding included for training.
Funding:	No total figure is available.
Life of Program:	Throughout the 60's and 70's and continuing into the 80's.
Objective:	The general objective of participant training is to meet the critical needs for indigenous trained manpower in certain technical and managerial fields, with emphasis on the requirements for successful project implementation.
Beneficiaries:	The immediate beneficiaries were the 14,000 participants themselves and secondarily, the personnel of development institution to which those persons returned after training. However, the principal benefits have gone to the general public in countries served by the development agencies staffed by better qualified professionals.
Results:	Rates of return of trainees were very high. The trainees provided better qualified staffing to institutions including universities in developing countries, with special emphasis on development areas, especially rural development. These persons have contributed to establishment, strengtheing and maintenance of development institutions, including training institutions such as universities.
Source:	A series of documents obtained from AF/RA, Norman Green

Drafter:AFR/DP/PPEA,FDimond
2/26/81:sb

Regional Participant Training Programs

		No. of Participants
1.	African Scholarship Program of American Universities (ASPAU), 1961-1974, managed by African-American Institute (AAI)	1600
2.	African Graduate Fellowship Program (AFGRAD I), 1963-1981, managed by AAI	1300
3.	AFGRAD II, 1976-continuing	360
4.	Inter-African Scholarship Program (INTERAF), 1967-1981, managed by Association of African Universities	1040
5.	African Manpower Development Project, 1976-continuing	930
6.	Development Training for Portuguese-Speaking Africa, 1975-1981, managed by AAI	330
		5560

REMARKS

Attached are some figures for regional participant projects.

If you add to this all the participants under bilateral projects, you would easily reach 14,000 (say 400 per year x 20 years).

Don't know where the 100,000 figure came from

Norm Green

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
AFR/DP	Phone No. 22928

5041-102
* U.S. G.P.O. 1977-241-530/3090

OPTIONAL FORM 41 (Rev. 7-76)
Prescribed by GSA
FPMR (41 CFR) 101-11.206

Project: Potable Water Sub-sector program in Africa

Funding: Projects have been initiated in 13 countries in this area with total funding of $40 million through FY 80.

Life of Project: This program started in FY 77 and will continue indefinitely.

Objective: The primary objectives are to introduce modern sanitary services to rural people, with the expectation of an impact on endemic disease.

Strategy: The strategy is to combine physical infrastructure investments with health education and provisions for system maintenance, making the users a part of the process.

Results: No results have been documented to date. However, based on experience in other areas, water availability lessens toil, mainly of women, and thereby encourages greater use. The greater water usage has been found in other places to impact favorably on health. One immediate impact is a red ction of eye and skin diseases. The increase in washing is favorable for health. In places where water makes possible flushing of toilet facilities, that also is positive. Also water is often used to irrigate small household gardens which are an asset to nutrition.

The introduction of latrines is much more dubious in its impact. Sometimes negative impacts can offset favorable results.

Beneficiaries: The beneficiaries are rural people in areas served by the programs. Through 1980 the number benefited is estimated at 1,500,000.

Source: Functional Review Documents for Health and Nutrition
Dan Dworkin, PPC/E

Drafter:AFR/DP/PPEA,FDimond
2/26/81:sb

Backup Material on Programs

Program: Africa Population Program

Funding: About $7 million per year currently.

Life of Program: From early 70's; to be continued indefinitely.

Objectives: To help increase awareness of the consequences of unrestrained population growth; and to help service the demand for family planning services.

Strategy: The Africa situation requires approaches similar to those used in other regions but with some degree of emphasis difference in view of special conditions faced. More emphasis on awareness, greater need to utilize private organizations due to public sector weakness, and building family planning into MCH programs, are examples.

Results: Bilateral programs have been initiated in a number of countries, while multilateral donors are also active in many countries. The impact on fertility rates is low so far, and statistics unreliable. The World Fertility Survey in several countries will help improve the data base. The inadequate statistics now available indicate fertility rate declines in 13 Africa countries, many extremely modest. These results tend to correlate with high population densities and also early efforts to establish family planning programs.

Source: Paper on Population Issues, Budget Data, ESDB, Bill Trayfors, AFR/DR

Drafter:AFR/DP/PPEA,FDimond
3/10/81:sb

Project:	Onchocerciasis Control in the Volta River Basin, Phase II, 698-0399
Funding:	AID - 23,100,000 Other Donors - $137,722,000 Host Countries (7) - $2,080,000 TOTAL - $102,402,000
Life of Project:	Phase I - 1974-79 Phase II - 1980-85
Objective:	To reduce and control onchocerciasis in the Volta River and adjacent river basins to sufficiently low levels so that it no longer represents either a public health problem or an obstacle to socio-economic development.
Strategy:	The vector control program consists of weekly treatment of turbulent sections of flowing rivers and streams with a larvacide, Abate.
Results:	Vector control has been highly successful. Continuous larviciding with Abate has reduced the prevelence of onchocerciasis by 10-20% in all villages, and has opened 276,000 km2 of new lands for development. Examination of modules in infected persons in treated areas reveals up to 38% of the female adult worms are dead, compared to 9-11% in areas without a control program.
Beneficiaries:	The seven African countries participating in the program will be co-beneficiaries in the program as a result of freeing the areas within their national boundries of the vector, thus opening new lands to socio-economic development programs which have been freed from onchocerciasis transmission. The second beneficiary is the people of these countries who will migrate to the new lands and become economically and specially viable members of the re-established communities.
Source:	D. A. D'Antonio, AFR/RA, 2/13/81

Project:	Objective III of Strengthening Health Delivery Systems (SHDS) 698-0398
Funding:	A) SHDA Project #20 million B) OBJ. III $6.725 million
Life of Project:	1977 - 1982 (Phase II)
Objectives:	1) To expand immunization activities in the region 2) Identify and train national counterparts 3) Develop capability to gather information related to disease survillance 4) To develop backup coordinated laboratory system
Strategy:	Six personel from the center for Disease Control (CDC) are posted in Africa. Three are MD/epidemologist and three are operations officers. These personnel are implementing the objectives through demonstration and training areas.
Results:	Demonstration and training areas have been established in all three countries. Seventy percent of the target population has either been immunized or will be by the end of the project.
Beneficiaries:	Children immunized will benefit by not becoming ill and possibly dying from those six diseases against which they are immunized (Tuberculosis, Measles, Poliomyelitis, Whooping Cough (Pertussis), Diptheria, and Tetnus)
Source:	J. Cummiskey, AFR/RA, 2/81

BACKUP MATERIAL ON PROJECTS

Project:	Senegal Renewable Energy-AIP (625-0937)*
Funding:	Sahel Development Program
Life of Project:	$300,000
Objectives:	To increase the supply of fuelwood as a renewable resource.
Strategy:	To promote wider use of an improved method of charcoal production, to develop and test woodburning and charcoal cookstoves made of local materials and to introduce simple solar fish dryers and storage tents.
Results:	The project has been operating since April, 1980. More than 200 stoves have already been built and are being tested in villages. The GOS is making films showing the different phases of stove building. The stoves will be shown at the Dakar International Fair. The Institut de Technologie Alimentaire is awaiting the arrival of the materials for the solar fish dryer and storage tents so they can begin testing them. The Department of Water and Forests is also waiting for materials ordered to begin charcoal production techniques, which are projected to increase the output of charcoal 30-50% over the traditional method.
Beneficiaries:	The project will be of immediate benefit to both men and women who acquire the new technologies during the field testing phase- 400-500 rural people. However, the greatest importance of the project lies with the long-term effects of developing and disseminating energy-saving technologies which could benefit the entire rural population by reducing time and money on wood acquisition. In addition, pressure on the forests and environmental degradation will be reduced. *Originally #685-0238
Source:	R. MacAlister, AFR/DR, 2/18/81

BACKUP MATERIAL ON PROJECTS

Project: Kenya Renewable Energy Development Project (615-0205)

Funding:

Life of Project: $4,800,000

Objectives: To assist Kenya in achieving a wood supply and demand balance and to reduce fossil fuel imports.

Strategy: The project strategy is as follows: 1) Stimulate the development and dissemination of renewable energy technologies through the establishment of an Energy Development Fund in the Ministry of Energy; 2) promote and expand afforestation and fuelwood conservation efforts through the establishment of a network of nursery, species research and fuelwood/agroforestry demonstration and extension centers in Kenya's major ecological zones; 3) support the institutional development of the Ministry of Energy by providing four long-term experts in forestry and renewable energy; 4) assist in energy planning and petroleum conservation by providing a long-term energy planner to the Ministry of Energy.

Beneficiaries: The project beneficiaries include: the urban and rural poor who will utilize the renewable energy technologies and trees and receive training in their use, the government and non-government organizations who receive loans and grants from the Energy Development Fund to undertake energy and fuelwood projects and the Ministry of Energy and other government Ministries who receive technical assistance and training.

Status: Contractor proposals were turned in to the Ministry of Energy on January 31, 1981. They are now in the process of evaluating them and choosing a contractor to begin implementing the project.

Source: R. MacAlister, AFR/DR, 2/18/81

Backup Material on Projects

Project: Cameroon, Transcam I and II (Transcam III being started)

Funding: $22,000,000 (Phases I and II)

Life of Project: 1965 to date.

Objective: To provide the axis of a rail-highway system serving route areas of Northern Cameroon, as well as neighboring Chad and the Central African Republic.

Strategy: The strategy involved upgrading the old sections of the railroad between Douala and Yaounde,and extending the railroad to Nagoundere in Northern Cameroon. This was expected to lead to increased marketing of Agricultural products.

Beneficiaries: The entire population of Cameroon benefitted directly or indirectly from the railroad, and the same could be said of Chad and the CAR. Benefits were greatest for those who used the railroad for passenger travel or freight shipment. These were the direct beneficiaries. Nevertheless, the effects of more efficient transport in encouraging production and marketing of agricultural products had a macro-economic effect that undoubtedly meant substantial indirect benefits for everyone, realized as a result of more stable prices.

Results: The railroad led to development of several boomtowns along the routes and substantially increased volume of transport of agricultural products to marked. However, the pressure of people wanting to use the railroad was such that severe shortages of storage space at terminal and railroad was developed. A later phase of the project is expected to remove these constraints. Freight volume grew by more than 10% per year from 1974-77.

Source: Transcam III Project Paper, YAOUND 02565

Drafter:AFR/DP/PPE,FDimond
2/11/81:sb

Backup Material for Congressional Presentation

Projects: 615-0168 Rural Roads Systems
615-0170 Roads Gravelling
(co-located projects)

Funding: Rural Roads Systems -- $1,748,000 grant
$13,000,000 loan

Roads Gravelling ---- $1,400,000 grant
$7,700,000 loan

Life of Projects: 1977 to 1983 (PACD 1 March 1984)

Objectives: Assist to improve income distribution and alleviate poverty, and to provide the isolated rural areas of Western Kenya with access to agricultural and social services.

Strategy: Open or improve lines of communication by (1) constructing 934 kilometers of rural farm-to-market access roads, using local resources and labor-intensive methods; (2) upgrading 3,300 kilometers of existing roads to "all-weather" standard by local gravelling, bridging, or culverting.

Results: Construction with labor-intensive methods has achieved a clear success. Construction costs remain within budget and construction proceeds ahead of schedule. Upgrading costs also remain within budget, but progresses slower than anticipated. Original plans call for spot improvement on most project roads with full improvement for only 25% (825 km). Increases in road usage after upgrading (often to well over 80 vehicles/day) impose a need for more extensive improvement. Demands for maintenance have also increased; however, development of labor-intensive methods for maintenance has achieved good results at an acceptable cost. Preliminary surveys of area residents confirms that the project is bringing about improved access to social and economic activities for the project area and the area now calls for a higher level of services, especially agriculture extension.

Beneficiaries: Approximately 115,000 familes (about 655,000 individuals will benefit directly from this project. In addition to the improved agricultural and social services noted, an increase of about 22% in local mean per capita income (about $56 per annual at the start of the projects) is anticipated. Furthermore, the labor-intensive methods used can be replicated in future projects here and elsewhere.

Source: Project evaluation
Project annual/Semi-annual review documents
CP Data sheets

Backup Material on Projects

Project: CARE/Sierra Leone Rural Penetration Roads Projects
636-0101, 0111, 0126

Funding: 5.1 million, of total 11.7 millions(Phases I and II)

Life of Project: 1975-1980, Phase III continuing.

Objective: To develop rural roads that would facilitate crop production and marketing.

Strategy: To build the roads with assistance of local people and then to achieve adequate commitment by the GOSL for their maintenance. CARE is providing the maintenance on an interim basis for 2 years after completion of each road.

Beneficiaries: The beneficiaries are primarily small farmers living in the Eastern and Northern regions of the country. They cultivate food crops for subsistence purposes and market a portion of their crops for cash.

Results: Traffic has increased CARE roads benefit from more frequent visits by extension agents. There seems to be more cement in buildings in the villages served. The inhabitants buy more consumer products, and own more bicycles and motorcycles. CARE villages tend to benefit more from government and private health services.

Farmers in CARE-affected communities are reporting rice shortages, which would indicate that they are turning more to export crop production. There is as yet no evidence of effective GOSL commitment to maintenance. However, CARE has developed a good contract maintenance arrangement with chiefdoms (Sierra Leone local government).

Source: Effectiveness and Impact of the CARE/Lierra Leone Rural Penetration Roads Projects, G. William Anderson, Dec., 1979.

Drafter:AFR/DP/PPE/E:FDimond
Clearance:AFR/DP/PPE/E,HLMiles
2/11/81:sb

2,V

REPLICATIONS OF SUCCESSFUL PROJECTS

1.	A.	Kibwezi Primary Health Care - Kenya (0179) $.818M	79-83
		Kitui Primary Health Care - Kenya (0185) $.413	79-83
	B.	Kitui Rural Health - (0206) $4.98M (loan), $4.7M(grant)	81-85
2.	A.	Family Planning - Kenya - (0161) $2.3M 7	75-79
	B.	Family Planning II (0193) $2.0M	81-85
3.	A.	Care Water Dev - Kenya - (0166) $.300M	76-79
	B.	Community Water Dev. - (0177) $5.2M	82-84
4.	A.	Rural Planning - Kenya - (0162) $2.648M	76-81
	B.	Rural Planning II - (0189) $3.575M	80-83
5.	A.	Care Rural Penetration Roads - Sierra Leone( )Phase I $1.1M	75-77
	B.	Care Rural Penetration Roads - Sierra Leone( )Phase II #3.99M	78-80
6.	A.	Rural Works - Cape Verde (0001) $3.9M	75-80
	B.	Watershed Management (0006) $6.0M	81-
7.	A.	Sahel Food Crop Protection - Shale Regional-(0916) $3.8M	75-82
	B.	Food Crop Protection - (0928) $30.95	
8.	A.	African Manpower Development - (698-0384) $19.4M	76-82
	B.	Sahel Manpower Development $8.5M	
9.	A.	Rural Enterprise Development - Upper Volta-( ) $.64M	78-81
	B.	Rural Enterprise Development II ( ) $1.2M	78-81
10.	A.	Niamey Department Rural Dev. - Niger(0205) $6.7M	77-81
	B.	Niamey Department Rural Dev. II (0204) $13.6M	81-86
11.	A.	Rice Production 657-0004 - Guinea Bissau $.275M	77-79
	B.	Rice Production II - 657-0009 - Guinea Bissau	
12.	A.	North Cameroon Seed Multiplication - Cameroon (631-0001) $1.513M	76-81
	B.	North Cameroon Seed Multiplication Phase II (631-0023) $21.3M	81-86

Replication of Successful Projects

1. Projects: Kibwezi Primary Health Care (615-0179) Kenya
Kitui Primary Health Care (615-0185) Kenya

Funding: Kibwezi, $818,000 from 1979 through 1983
Kitui, $413,000 from 1979 through 1983

Objectives: Develop, staff, and implement a replicable system of low-cost rural health care in the field.

Strategy: Recruitment and training of village health workers operating with support of a professional medical facility; development of training materials; organization of local community health support associations.

Results: Clear progress in both cases though less than anticipated due to unexpected workload of curative/preventive health needs encountered by training staff. Local health workers proved capable of supplementing normal medical care.

Beneficiaries: Improved health care has been brought to areas with a total population of about 200,000. The health delivery system has also been benefitted by development of new training and support techniques.

Source: Project reports

2. Replication: Kitui Rural Health (615-0206) Kenya

Funding: $4.98 million (loan), $4.7 million (grant)

Life of Project: 1981 through 1985

Objectives: Establish Kenyan capability to construct, staff, and maintain health services at low cost in lightly-populated arid and semi-arid areas.

Strategy: Increase health service levels by increased training of paramedics and upgrading, rehabilitating, or constructing health facilities; promote community involvement in support and delivery of health services.

Results: (Awaiting implementation)

Beneficiaries: Direct beneficiaries will be some 400,000 Kenyans who will enjoy better basic health services. Indirectly, the project will represent a step toward decentralizing rural health planning and services.

Source: Project Documentation

Replication of Successful Projects

1. Project: Family Planning (615-0161) Kenya

   Funding: $2,310 thousand (POP)

   Life of Project: 1975 through 1979

   Objectives: Reduce population growth rate to 3%
   Establish a national system to continue delivery of family planning services

   Strategy: Train health workers in family planning techniques and education; establish FP service delivery points; establish national system to deliver FP services as part of integrated maternal child health & family planning care; introduce increasing numbers of new users to family planning.

   Results: Implementation efforts found weaknesses in delivery, national policy acceptance, and rate of introduction of new users. Progress was made in all elements of above strategy but fell short of the degree needed to attain objectives.

   Beneficiaries: Woman and children are the principle users of service delivery points, of which some 85% are located in Kenya's rural areas. Direct benefits are improvements in child and family health, but the true benefits are the indirect ones; lessening of overwhelming population pressure on food supplies, the environment, and national resources.

   Source: Project documentation
   GAO Report dtd February 1980

2. Replication: Family Planning II (615-0193) Kenya

   Funding: $2.0 million (POP)

   Life of Project: 1981 through 1985

   Objectives: Reduce population growth rate from present level
   Strengthen and expand family planning outreach services

   Strategy: Train administrative and field workers; improve Kenyan training capacity; engage community participation in FP education and service development; strengthen and expand FP information outreach, especially in rural areas.

   Results: (awaiting implementation)

   Beneficiaries: The project builds upon its predecessor and has similar intended benefits and beneficiaries.

   Source: Congressional Presentation information and other preliminary project data

Replication of Successful Projects

1. Project: CARE Water Development (615-0166) Kenya

   Funding: $300 thousand (CARE)

   Life of Project: 1976 through 1979

   Objectives: Render water accessible to rural population
   Upgrade health and sanitation

   Strategy: Complete 60 projects on a cooperative basis in suitable locations
   Meet 50% of costs from project funding, balance from local self-help efforts

   Results: Completion of substantially all projects planned had less than the planned effect because of follow up provision for maintenance of water distribution and equipment exceeded local capacities. A greater provision for health services related to water use also proved to be needed.

   Beneficiaries: An estimated 300-400,000 Kenyans enjoyed better access to water as a result of the project.

   Source: Kenya Rural Water Supply Study, D. Dworkin, January 1980

2. Replication: Community Water Development (615-0177) Kenya

   Funding: $5.2 million

   Life of Project: 1982 through 1984

   Objectives: Provide water and improve health and sanitation
   Upgrade local capacity and institutions to operate systems

   Strategy: Support construction or rehabilitation of small community-based water projects; introduce community organization techniques providing long-term support for maintenance, expansion, and health requirements of individual projects; provide cadre of local administrators/managers in Kenya to assist communities in specialized aspects of water development.

   Results: (Awaiting implementation)

   Beneficiaries: Direct benefits will include enhanced health and increased agricultural productivity; if successful, such benefits will accrue to the majority of the population over the next twenty years, particularly those in remote rural areas.

   Source: Project documentation

Replication of Successful Projects

1. Project: Rural Planning (615-0162) Kenya

   Funding: $2,648 thousand (ARDN)

   Life of Project: 1976 through 1981

   Objectives: Improved Ministry of Agriculture's capability to make policy, plan projects, and implement them
   Improve the Ministry of Finance & Planning's capability to plan and implement decentralized, participatory rural development planning.

   Strategy: In Ministry of Agriculture, carry out reorganization and staff training to upgrade capacity for setting priorities, gathering data, and monitoring and evaluating programs and projects.
   In Ministry of Finance & Planning, create a Rural Planning Unit with capacity to implement decision to decentralize planning to the District level.

   Results: Upgrading of MOA planning staff capabilities and of MOFP staff capabilities to implement decentralized planning systems.

   Beneficiaries: Local participation will result in development projects more responsive and relevant to local needs. Better trained Ministry staff will be better able to analyze District plans and integrate their contributions toward achievement of national priorities.

   Source: Project evaluation, March 1979 (available in PPC/E)
   Project documentation, Rural Planning

2. Replication: Rural Planning II (615-0189) Kenya

   Funding: $3,575 thousand (ARDN)

   Life of Project: 1980 to 1983

   Objectives: Following up Ministry of Economic Planning component of predecessor project, continue support for the decentralization campaign by upgrading abilities of central Ministry staff and local officials involved in preparation of District Development Plans.

   Strategy: Provide training for Ministry field personnel and for District level workers to upgrade performance of local staffs
   Develop techniques for relating District development activities to National planning objectives
   Increase Ministry feedback of information and guidance to local planners and Development Committees

   Results: (Awaiting implementation)

   Beneficiaries: Long-range benefits are those projected for preceding activity, but direct benefits of this activity will be improved staff

Replication of Successful Projects

Project: CARE/Sierra Leone Rural Penetration Roads Project, Phase I

Funding: $3.2 million (AID-$1.146) CARE, IBRD, PC and GOSL.

Life of Project: FY 1975 - FY 1977

Objectives: Establish a rural penetration road system linking the isolated rural poor to markets and facilitate the supply of agricultural inputs, health and extension services, and education to farmers in heretofore inaccessible areas.

Strategy: Use innovative techniques to construct simple, low-cost feeder roads. For example: Use of volunteer village labor; Peace Corps, British and Canadian volunteers; borrowed and rehabilitated machinery; local materials and railway and truck frames as bridging.

Results: 174.4 miles of roads built at a modest cost of $15,125 per mile, more frequent agricultural extension agents' visits, increased traffic and transport services, higher quality construction in villages because of cement deliveries, higher purchases of consumer goods, and more health services in villages served by CARE roads.

Beneficiaries:
- Employment of some 200 skilled and semi skilled workers (truck drivers, machine operators, foremen, craftsmen, etc.) from local villages.
- Employment of 200 unskilled laborers daily coming from commercial labor pools of chiefdoms from the surrounding areas.
- Villager served by the roads had better assess to market for their crops and benefitted from expanded social services, such as health and education.

Replication: This three-year road construction project (Phase II) is an extension of the previous CARE OPG activity which was evaluated as a success. While it was found that the original project as originally conceived was overly optimistic with respect to construction targets and costs and did not anticipate some implementation problems, the overall positive impact and accomplishments were considered to far outweigh these shortcomings.

Funding: $8.5 million (AID $3.99 million).

Life of Project: FY 1978 - FY 1980.

Objectives: The purpose of this project is to provide farmers and their families in sections of the eastern, southern, and northern areas of Sierra Leone with access to agricultural markets and to a range of developmental services by constructing and reconditioning approximately 400 miles of feeder roads.

Strategy: Same as original project.

Results: Results are expected to be the same as for the original project. Project plans are to complete the construction of 240 miles of rural access roads.

Bcneficiaries:
- Approximately 500 Sierra Leoneans are employed in skilled and semi skilled jobs by the project.
- From 200 - 300 unskilled village laborers employed daily.
- The project objective is to impact on approximately 14,000 farmers and their families in the areas the roads will serve.

Drafted: AFR/CWA:EWilkinson:ed/2/10/81 Clearance: AFR/CWA:FScordato (draft)

Replication of Successful Projects

Project: Rural Works 655-0001 Cape Verde

Funding: $3.9 Million (FN, PC, DR)

Life of Project: 1975-1980

Objectives: Retard soil erosion, increase productivity of arable land, increase amount of productive land, increase filtration of water into soil and increase employment in rural areas.

Strategy: Construct a series of small catchment dams, dikes and retaining walls; plant trees.

Results: 100 hectares of productive land created, additonal land improved by irrigation and protection from torrential rains, increase production of potatoes, sweet potatoes and vegetables, increased employment in farming.

Beneficiaries: Workforce varied from one to ten thousand persons. Women made up about 35 percent of work force. Usually employment was limited to needy and to one person per household. Workers received on-the-job training as masons, equipment operators, and supervisors.

Landowners have improved soil (landholdings in project area average one hectare).

Residents of project area, which have suffered 12 years of drought, have improved access to food and water.

Replication: The successes of project 0001 led to a $6.0 million AID funded Watershed Management Project which will continue similar activities in a different area. The primary objective of watershed management is to maximize the information and technology gained on the former project and to assist the Government of Cape Verde in adopting a national watershed plan to permit increased food production.

The Watershed Management Project (655-0006) consists of labor intensive soil conservation and local water supply activities, which provide jobs for thousands of rural Cape Verdeans, while protecting and expanding the limited arable land area. The project provides for foreign exchange costs and local cost financing to support technical assistance, equipment and training to control erosion. In addition provision is made for a pilot agricultural extension program supporting and reinforcing agricultural production.

The construction of check dams, terraces, water resources and similar land development will continue during FY 81. Agricultural extension agents will have completed training in FY 81 and will begin pilot extension activities.

Approximately 3,500 farm families will directly benefit from this project through employment in the construction of the dams. In addition 2,000 farmers will be indirect beneficiaries through training program in crop diversification, ground cover use, improved agricultural land use and better agricultural practices.

Source: Praia 00584 dated April 2, 1980 (Copy available in Evaluation Office Room 3530A).

Replication of Successful Projects

Project: Sahel Food Crop Protection 625-0916 Sahel Regional

Funding: $3.817 Million (FN)

Life of Project: 1975-1982

Objectives: Pest control
Increase farm income
Increase agriculture production
Establish effective government services in plant protection

Strategy: A plant protection specialist is stationed in each cooperating country to provide leadership and technical guidance in developing a national plant protection organization through: establishment of sound management practices, including staffing, planning, budgeting and evaluation; identification and provision of professional and practical training needs; and development of effective survey, extension, and control systems.

Results: National plant protection services in each country are cooperating on a regional basis through CILSS to plan coordination efforts in pest control; training center construction is planned to train national government agents in methods of pest control, a locust invasion from East Africa has been controlled through implementation of emergency measures.

Beneficiaries: Sahel farmers are receiving government assistance in their efforts to control severe outbreaks of pest damage: the national government services in seven countries are able to provide limited response to farmer requests.

Replication: The plans developed in the course of the implementation of this project provided the basis for a new, expanded, $30.95 million project in Food Crop Protection - Project 625-0928. This project is part of a $69 million, multi-donor project with CILSS, and it is intended to benefit all Sahelian farmers, who currently suffer food crop losses of 25-30% caused by pests (insects, birds, rats, etc.). The objective of the project is to develop environmentally sound crop protection practices which utilize fully non-chemical control methods to enable the small farmers to reduce their food crop losses caused by pests.

Two training centers have already been constructed under the project and 15 courses have been conducted. Seven research laboratories will be constructed, and the project funds a CILSS contract with FAO to provide the specialized assistance required to train Sahelians to operate the laboratories. Over 60 Sahelians will receive degree training in the U.S., over 600 technicians/agents will receive short-term training, and approximately 50,000 farmers will be reached under the project.

Source: FY 81 Congressional Presentation data sheet
AID/DIS Evaluation File

Replication of Successful Projects

Project: African Manpower Development Project (698-0384)

Funding: $19.4 Million

Life of Project: 1976-1982

Objective: To help the African countries train the manpower needed to plan and execute effective development programs designed to meet the needs of the rural poor.

Strategy: Train Africans in agricultural crop and livestock research and disciplines related to food production; agricultural research and farm management; veterinary medicine and animal husbandry; cooperatives; agricultural education; public health and paramedical education; nutrition; rural development and social anthropology; communications; public administration, project management and related disciplines, such as supply, procurement and accounting; economics, both at the micro- and macro-levels, and degree training when required for the position.

Results: The project has provided training for participants from thirty-one African countries with the funds obligated during the first five years of the project. This level of funding has provided:

1. 360 graduate fellowships through the African-American Institute;
2. Long-term academic training in the U.S. for 325 participants;
3. Short-term training in the U.S. for 267 participants;
4. Third-country academic and technical training for 91 participants; and
5. In-country training for 1,112 participants.

Beneficiaries: The direct beneficiaries are the 2,155 participants who have received training and the 385 who will begin training this FY.

Replication: The $8.5 million Sahel Manpower Development project builds on the success of the African Manpower Development project. This project is helping the Sahelian governments meet the critical development requirements for managerial and technically skilled manpower. The level of training includes graduate and undergraduate and special courses either in the United States or in Africa. Training is offered in such fields as agricultural economics, animal husbandry, grain storage, agricultural credit and farm management. Approximately 795 participants will be trained under this project. To date approximately 100 Sahelians have been sent to the U.S. and 50 to African institutions for training.

Source: An evaluation by the Overseas Liaison Committee and The American Council on Education , August, 1980.

Replication of Successful Projects

Project: Rural Enterprise Development - Upper Volta

Funding: $642,000 (SDP)

Life of Project: 1978 - 1981

Objectives: Operate a small credit program by which entrepreneurs proposing loanworthy projects can acquire operating capital.
Increase the ability of individual Voltaic entrepreneurs to manage and expand existing businesses.
Encourage the development of new enterprises.
Make 80 loans including 20 to new businesses.

Strategy: Provide two technical advisors for two years each, a $32,000 revolving credit fund to finance both new and experienced rural entrepreneurs, and a $50,000 fund for introduction of new technologies, facilities and equipment.

Results: Upgraded business practices of 80 entrepreneurs; loans granted to 120 entrepreneurs ($92,000), including 55 new enterprises; contributed to Eastern Region development by financing a 20 acre demonstration farm where rice, vegetables, honey, etc. are produced with applied appropriate technologies; introduced peanut presses, hand mills and other experimental activities; a high loan repayment rate of over 90%; business management training to entrepreneurs receiving loans has been developed and implemented.

Beneficiaries: The recipients of the 120 loans (about 20% female) as well as members of their families and the Voltaic staff. The most significant aspect of the benefit derived from these loans is that they were virtually always accorded to those who did not qualify for credit under the existing system.

Replication: Success of this project has led to a phase II $1.2 million expansion project. During Phase II, the project activities of credit, management assistance and technical advice will be carried out by an indigenous Voltaic institution that will service an estimated 1,000 entrepreneurs and their 10,000 family members. Phase II activities will continue in the Fada and Diapaga areas, and expand into other areas of the Eastern ORD. Since the project builds on the earlier pilot activity, the personnel will be in place and the training and loan activities will have begun.

The enterprises aided will be in five economic areas: commerce, small manufacturing (mostly on the artisan level), agricultural production (vegetable and livestock), agricultural processing and transport. The strategy will be to maintain an equilibrium among producers, wholesalers, retailers, manufacturers, transporters, and consumers; and to approach small enterprise development in a balanced, integrated fashion, promoting where possible forward and backward linkages among complementary businesses.

The benefits from this project will include the following: an increased supply of goods and services for the people of the Eastern ORD, greater agricultural production, a more developed regional infrastructure, increased incomes among the entrepreneurial population, a greater understanding of good management practices on the part of the local entrepreneurs and an indigenous Voltaic institution which at the end of five years will be capable of executing the project while at the same time generating self-sustaining income.

Source: FY 82 ABS; PFP Phase II proposal

Replication of Successful Projects

Project: Niamey Department Rural Development (683-0205) - Niger

Funding: FN $2.7 million and SD $4.0 million

Life of Project: FY 1977 through FY 1981

Objectives: Develop and strengthen the GON rural services necessary to enable farmers to increase rural production and develop the data base for an expanded second phase project.

Strategy: AID's productivity project is the fourth in a series of seven currently being funded by the EEC, IBRD, West Germany, France and AID. AID's Phase I project was based upon the preceding projects, the first of which had been underway for three years. The project was designed to test in a new region (Niamey Department) the successful elements of previous projects and develop a data base for the design of a full blown project.

Results: Agricultural Service: Trained 40 field agents, 84 young farmers, 100 farm couples, and 1,710 peasants; constructed facilities and set up demonstration fields in 201 villages.
Cooperative Service: Trained 246 co-op leaders, 40 co-op monitors, 28 blacksmiths and 1,005 village leaders; constructed offices, warehouses and 27 co-op centers; and set up 41 co-op associations and 201 co-ops.
Literacy Program: Trained 142 instructors and 2,500 villagers.
Village Radio: 29 clubs formed and 13 club programs broadcast.
Livestock Service: 66 village chicken co-ops formed and farmers trained, 360 goats distributed and cattle fattening and medicines demonstrated.
Land Use Program: 20 agents trained, 3 nurseries established and 182,000 trees planted.
Baseline Data: Ag. statistics collected on all project villages, and studies completed on 18 major subjects (socio-economic survey, on-farm grain storage, credit, soil conservation, rural markets, nutrition, etc.).

Replication: The success of this and the six other productivity projects has led to the design of the Phase II - Niamey Department Development Project (683-0240) which will be initiated in FY 1981. The second phase project will run five years and cost $21 million ($13.6 million to be provided by AID and $7.7 million by the GON). A village level development strategy which aims at the eventual organization of most of Niger's rural farming communities into self-governing cooperative associations, is the strategy being followed in all of these productivity projects. To accomplish this it is necessary to provide literacy training and skills in co-op management; provide the technical packages and farm inputs necessary for increased agricultural production; and train local farmers and extension agents to demonstrate the value of the technical packages and participation in the co-ops. The focus of the project will be on millet, cowpeas, sorghum and some livestock. It is anticipated that during Phase II that 60,000 farm families in 300 villages will benefit. Specifically 8,000 villagers will benefit from training in literacy, cooperative management, blacksmithing, and care of livestock; credit will be extended to 6,000 farmers; and 1,160 farmers and 740 farm couples will be trained to demonstrate improved farm practices on their farms.

Source: Draft Project Paper - Niamey Department Development Project Phase II

Replication of a Successful Project

Country: GUINEA BISSAU

Project: Rice Production 657-0004

Funding: $275,000 A.I.P. Grant

Life of Project: FY 1977 to FY 1979

Objective: To significantly increase rice production by introducing intensive irrigated rice cultivation practices.

Strategy: As a pilot project, establish small experimental sites in traditional rice farming areas to demonstrate double-cropping techniques by using irrigation devices. Provide intermediate technology, training, inputs and extension services to small farmers participating in the project. Develop a model which could be used in other parts of Guinea Bissau for rice production.

Results: Participating small rice farmers were able to realize immediate increases in yields from 300 to 600 kgs. per hectare to 2,500 kgs. (and some as much as 6,000 kgs. per hectare). The increased production resulted in increased family incomes and a higher standard of living for the participants and families. The acceptance of double cropping meant the availability of food and income throughout the year rather than just during the traditional crop season. The double cropping provided economic stability to the participating families as well as the immediate area.

Beneficiaries: Initially 150 small farm families directly benefitted during the first year. This number grew to 508 small participating farm families by the second year. Women played a key role and gained economic stability as a result of the increased income, training and higher standard of living. The increased economic gains have impacted on the entire Geba basin area surrounding the pilot project.

Replication: Project 657-0009 Rice Production II. Project 657-0009 is an expansion of the pilot project funded under the AIP. The success of the AIP was the basis for approving a larger scale rice production effort in the southern area of Guinea Bissau. Project funding totalling $4,500,000 was approved in FY 80 to expand irrigated rice production in the Geba river basin. The initial 125 hectares under the AIP project will be expanded to 300 to 400 hectares and involve an additional 350-1,200 small farm families. The project will also fund participant training, technical assistance and expertise as well as research and equipment. Based on the results of the pilot project, it is expected that the Conterboel area, which was once a deficit area, will be selling rice to the Bissau markets sometime in the near future.

Source: AIP Grant 657-0004 and Evaluation Project Paper 657-0009.

REPLICATION OF SUCCESSFUL PROJECTS

Project: North Cameroon Seed Multiplication, 631-0001, Cameroon

Funding: $1,513,000 (ARDN)

Life of Project: 1976-1981

Objective: Increase production of sorghum and peanuts to reduce national income disparities, contribute to import substitution and export expansion, alleviate domestic food scarcities and improve nutrition.

Strategy: Establish a self-sustaining system for production, distribution and use of improved peanut and sorghum seed.

Characteristics of Beneficiaries: Farmers are small holders of the northern plains and hills. Average holdings range from 2-3hectares; rural per capita income for the area is $40-50 per year, the lowest of Cameroon's several distinct rural areas. Ethnically, farmers are either Fulani Moslems, or members of distinct animist groups.

Results:

1. Evaluation has shown that the project design proposed to accomplish too much, in too short a time period, with too little funding.

2. The host government's committment to the project is increasing in scope, as evidence by their contribution of 75% of project costs and their staffing of the project with 30 persons, as opposed to the originally planned 7 persons.

3. The project lacked an effective quality control program, both on the seed multiplication farms and with the contract farmers.

4. The project did not have an assured supply of breeder seed because of host country funding constraints at their seed research station.

5. Delays in receipt of seed farm and seed processing equipment hampered meeting planting and processing goals.

Finding:

1. The project did establish the institutional base necessary for a seed multiplication scheme.

2. The quality control problem can be solved by reducing the number of seed farms from three to two, and by eliminating the use of contract farms to multiply seed.

3. AID will finance a peanut seed breeder for the host government research station to assure a continuing supply of high quality breeder seed.

4. AID will finance second phase of the project to complete the requirements for a sound institutional structure, focusing on quality control.

Source: Development Alternatives Incorporated (DAI) evaluation, July 25, 1980 (Copy available in Evaluation Office, Room 3530A).

Replication: North Cameroon Seed Multiplication Phase II, 631-0023

Funding: $21,300,000 (ARDN)

Life of Project: 1981-1986

Objective: Same as Phase I.

Strategy: This remains basically in tact, except for changes dictated by experience with Phase I. For example:

-- The strategy for continuation of this project was originally to go national upon completion of Phase I. Lessons learned in Phase I dictated that AID focus on a regional strategy. FAO just completed a study on the advisability of a national seed service and agreed with AID that a regional strategy is preferable at this time.

-- Strategy of using contractor farmers was discontinued because of quality control problems and lack of inputs.

-- Efforts to incorporate extension component was eliminated, and the focus of the project was narrowed to developing quality seeds.

-- The number of seed farms has been decreased from three to two.

-- A peanut seed breeder will be added for the research station.

Characteristics of Beneficiaries: The project aims at the same target group as Phase I.

V. Summaries of Completed Projects

A. Ghana

1. Danfa Rural Health and Family Planning

2. National Investment Bank

3. Population Program Support

4. Agriculture Management and Development

5. Agricultural Extension and Production

B. Burundi

Road Maintenance

C. Liberia

1. National Medical Center

2. Rural Education Development

D. Regional

In-Service Teacher Training throughout Africa

E. Cameroon

University Center for the Health Sciences

F. Sudan

University of Khartoum

Project: Danfa Rural Health and Family Planning Project 641-0055

Funding: $6.12 million (grant)

Life of Project: 1970 - September 1979

Objective: Improve the health status of about 75,000 Ghanaians who live about 20 miles from Accra.

Strategy: through rural medical clinics provide preventive and curative medical services, education in nutrition and sanitation, health education and family planning services.

Beneficiaries' Characteristics: the project has mainly benefited children and women in their child bearing years. During the 1972-77 period 77 percent of children under five and 53 percent of pregnant women visited the health cent or its clinics at least one each year. Residents of the project area move frequently. Half the population has not reached 15 years of age; 72 percent of those between six and 15 years old have enrolled in school. Most men farm; 37 percent of economically active women classify themselves as farmers, 40 percent as traders. Women have a high fertility rate (222 live births per 1,000 women ages 15 through 49). The average woman bears seven to eight children. About 12 percent die before reaching age five. Most babies have healthy birth weights, but nutritional status declines in early childhood resulting in cases of mild or moderate malnutrition. Malaria accounts for 43 percent of all outpatient visits; other prevalent diseases include respiratory infections, worms and diarrhea.

Results: The following findings come from the final evaluation performed in September of 1979. The mass immunization reached _____ percent of eligible children compared to the goal of 80 percent. The projects survey showed a high incidence of polio and caused the government to step up its polio immunization program just in the project area and later throughout Ghana. The evaluators did not assess the nutrition education component. Sanitation did not improve noticiably. Health education brought about positive changes. Training to traditional birth attendants seems to have impacted positively on maternal and child health. These attendants also recruited substantial numbers of family planning acceptors. Family planning acceptors at Danfa increased and the birth rate and general fertility rate declined. During a 15 month period reviewed each village health worker averaged 360 contacts; the evaluation did not determine the quality of service provided. Many trained as research assistants presently work for research institutions. Of 19 Ghanaians trained overseas under the project 16 have direct contact with the Ministry of Health or Department of Community Health. The project established village development committees which played a vital role in gaining acceptance of rural health programs. The project assisted the Medical School to become better trained to collect, analyze and transmit information. Ghana has not replicated this project yet. The project has impacted on the post graduate public health course for physicians and has received considerable attention in international medical circles.

Source: Report prepared by Luann Martin, a consultant contracted by USAID/Ghana, dated 1 May 1980. Report filed in Africa Evaluation Unit.

Drafter:AFR/DP/PPE,HLMiles
2/10/81:sb

ect: National Investment Bank 641-0030 - Ghana

Funding: $600,000 (grant), $ (PL-480)

Objectives:
1. establish a development loan bank
2. transform it from a public to a private bank
3. create a favorable climate for private investment

Strategy: provide medium term credit and technical assistance for investments having development potential.

:s: From 1963-76 the bank's investment portfolio by sector averaged: agriculture and fishing, 22%; mining and quarrying, 10%; manufacturing, 54%; commerce, 3%; transport, 7%; and services, 4%.

The private sector receives the majority of the loans.

Most credit has financed medium term loans.

Last year IBRD issued the bank a $25 million line of credit; EEC issued it $2.4 million. These credits will finance foreign exchange earning firms and small and medium scale enterprises respectively.

The government of Ghana owns 75 percent of NIB shares.

NIB has become the main industrial development bank in Ghana. It has assisted to develop the rubber, ceramics, gold mining, poultry and food processing industries. It has received loans from IBRD, EEC, the West German Development Bank, and the African Development Bank. NIB has set up six regional office :s and plans to open a seventh one soon.

Beneficiaries: investors and employees of the firms which have received loans and technical assistance. About one-third of the loans have gone to firms with less than 30 employees.

Source: (Report prepared by Luann Martin, a consultant contracted by USAID/Ghana, dated 1 May 1980. Report filed in Africa Evaluation Unit)

Drafted by:AFR/DP/PPE,HLMiles
2/9/81:sb

Project: Population Program Support 641-0064 - Ghana

Funding: $2.5 million (grant)

Life of Project: 1971-1980

Objective: Reduce the annual rate of population growth from 3.1-3.3 percent to 1.75 percent by the year 2,000.

Strategy: Through government and private organizations provide family planning information and services to Ghanaians. AID has primarily provided training and commodities to support the governments objective. (The outreach and rural commercial programs did not materialize.)

Beneficiaries' Characteristics: from 1971 to September 1978 the family planning clinics reported 246,300 new acceptors. Urban women made up the majority. From 1972-1978 new acceptors remained fairly constant at 30,000 to 32,000 per year. New and continuing acceptors total about 90,000: approximately five percent of women of childbearing age.

More than 2,000 MOH nurses received at least introductory training in family planning. Ninety nurses received training in IUD insertions. More than 1,000 middle level personnel from government ministries and private organizations attended training in Ghana in family planning management, family life education, communication skills, and delivery of family planning services. About 125 middle and senior level personnel attended short-term training programs in the U.S.

Results: Family planning became an integral MOH service during the life of the project. Training programs have increased the acceptance of family planning among the general populace.

The program has not yet met the demand for family planning services satisfactorily. Users have not received services because they have shown up at the wrong day or hour or when the clinic has no contraceptives. Improved management could increase the amount of services supplied significantly.

As expected the population growth rate increased slightly in the 70's as the death rate declined sharpely and the birth rate remained relatively constant. The AID funded Ghana Fertility Survey should provide the data necessary to determine whether the birth rate has turned downward and the impact of family planning services on the birth rate. The survey will also provide insight into the birth rate trend, reproductive behavior and contraceptive practices.

Project: Agriculture Management and Development - 641-0070 - Ghana

Funding: $1,450,000 (grant)

Life of Project: 1975-1981

Objective: To improve the management capability of individuals involved in the agricultural sector, from high level Ministry of Agriculture officials, to the small scale farmer.

Strategy: Establishment of three programs:

(1) Master's in Agricultural Administration (MAA) at University of Ghana at Legon

(2) Diploma in Agricultural Administration (DAA) at the Ghana Institute of Management and Public Administration

(3) Agricultural Regional Management Seminar (ARMS) at Kwadaso College near Kumasi.

Training of Ghanaian staff who would assume responsibility for training, donating supplies and equipment and developing facilities where needed.

Beneficiaries of Characteristics: The direct beneficiaries of project have been participants in programs: As of 1980,

- 35 men were enrolled in MAA program.
- 65 men were enrolled in DAA program.
- Several hundred people trained through ARMS. (5-7% have been women)
- Participants in MAA program have been well educated Ghanians heading for careers in the Ministry of Education and other state organizations.
- Participants in DAA program are middle management officers from MOA who will work as extension workers to transfer management skills to the small farmer
- Participants in ARMS program, which focuses on practical training include middle and upper level officers in MOA which significant management and/orsupervisory responsibilities.

Results: March, 1979 evaluation found all 3 programs to be competently staffed, curriculum to be relevant, and teaching methods appropriate. Evidence was found that students were utilizing knowledge and skills gained through programs. However, team made 3 recommendations for improvement:

(1) Many more students must enroll in programs for desired impact to be achieved.

(2) The agricultural Management Institute must upgrade its facilities, achieve greater autonomy and receive MOH support, if program is to be institutionalized successfully.

(3) Administrators for programs and administrators in MOA and USAID should regularly meet for purpose of reviewing the project.

The project responded to these 3 recommendations. Enrollment increased, with MOA assuming a greater role in recruiting. Conditions in Agricultural Management Institute have greatly improved, due to upgrading of physical plant, addition of support and professional staff, and establishment of separate accounting and budgeting structures. Review process now occurs monthly.

Source: Report prepared by Luann Martin, a consultant contracted by USAID/Ghana, dated/May 1980. Report filed in Africa Evaluation Unit.

Drafter:AFR/DP/PPEA/E,RJThompson
3/2/81:sb

Project: Agricultural Extension and Production 641-0007 - Ghana

Funding: $3,745,000 (grant)

Life of Project: 1957-1974

Objective: To increase Ghana's agricultural production at the rate of five per cent per annun, and thus reduce country's dependence on food imports, save foreign exchange and enable farmers to save for investment.

Strategy: USAID advisors helped the eight regional extension officers plan and execute programs, assisted in the training of extension workers, and advised the extension staff on improved methods and techniques of farming. n the job training was given to regional and district agricultural officers and assistants, aimed at improving the officers skills and abilities in result demonstration methods and extension administration. Training in the United States for participaants was also included.

Beneficiaries Of Characteristics: Beneficiaries of training program included individuals who were trained in the United States; as well as numerous regional and district agricultural officers and assistants. Beneficiaries also included farmers who received improved seeds and fertilizer. AID's technical assistance, training, and commodities to initiate a rubber industry benefitted a large number of individuals who were employed on the plantation and who worked in the tire factory. Ghanaians hold all but ten of approximately 150 management positions.

Results: A notable outgrowth of the Agricultural Extension and Production Project was the establishment of a rubber industry. Today approximately 26,000 acres are planted in rubber. Latex is being produced at the rate of 550 000 pounds per month. Firestone's production in Ghana has been for the local market rather than for export. Currently the tire factory is producing 200,000 tires annually. The project's impact can also be examined in terms of rice and maize production. In 1959 rice production was of little significance. In 1978 Ghana produced 92,000 metric tons or rice. Maize production increased from an estimated 250,000 metric tons in 1959 to 400,000 metric tons in 1978.

The extension component of the project is more difficult to assess in terms of impact. A former director of Agricultural Extension, who is currently on the faculty of the Department of Agricultural Extension at the University of Ghana, explained that in 1962 the government abolished all agricultural departments in the Ministry of Agriculture. In the mid-sixties in the government created twelve agricultural divisions, including an Extension Division. The Extension Division was not given a well-defined role and had little impact. Three or so years later the Extension Division was submerged into other divisions. Today there is no separate department for extension. Each of the Ministry of Agriculture's six agricultural departments claims to be doing its own extension work with field assistants. The individual interviewed made this observation: "In the developed world where the inputs are available, a strictly educational role for the extension worker is O.K. But in developing countries, such a role has no meaning to the farmers. If the extension worker is going to promote a new technology, he must be able to assist in providing the technology. To be effective, extension work in Ghana must be backed by inputs."

Source: Report prepared for Ghana Mission by Luann Martin, consultant. Filed in AFR/DP/Evaluation

Drafter:AFR/DP/PPEA/ERJThompson
3/2/81:sb

Project: Road Maintenance 695-12-590-003, Burundi

Funding: $

Life of Project:

Objectives: increase coffee exports
increase food crops marketed

Strategy: improve Burundi's road network between Bujumbara and Cibitoke (62 km) and between Bujumbara and Minago (55) km)

Results: Minago has become a major market center supplying wholesalers from Bujumbara. Bus and truck traffic has increased considerally on the two improved roads. A large share of the traffic consists of coffee, food crops, cotton, palmoil and local banana beer. New primary schools, vocational schools, dispensaries and missions were built or expanded after the roads provided improved access. The government of Burnundi has negotiated a project jointly with IBRD/UNDP to pave the two roads. The road maintenance organization established under this project in the late '60's remained the major road repair organization in Burundi until IBRD assisted with a road maintenance project which began in the late 1970's.

Project Beneficiaries: People living closest to the road have benefitted most. We have no specific data regarding their socio-economic characteristics. Producers of coffee have benefitted substantially. Small farmers produce most of the coffee in Burundi.

Source: (document from USAID/Burundi dated 4/1/80 entitled "AID Past Projects Evaluation-Burundi." Copy available in AFR evaluation unit, Room 3530A)

Drafted by:AFR/DP/PPEA/E,HLMiles
2/2/81:sb

Project National Medical Center 669-0054 (Liberia)

Funding: Loan $6.8 million
Grant $9.2 million

Life of Project: 1963-1979

Objectives: Improve the state of health of Liberians

Strategy: Construct, equip and train personnel for: (1) a 300-bed general hospital and outpatient clinic;(J.F.K.. Hospital) (2) a 200-bed and 100 basinet maternity hospital;(materinity Center) (3) a paramedical training facility; (medical arts Institute) and (4) a 60-bed acute phsychiatric facility.

Results: The hospital services about 110,000 in-patients and 160,000 out-patients per year. In 1979 the Maternity Center served 20,378 in-patients and 56,370 out-patients. The medical school has graduated 61 doctors. In 1979 the Medical Arts Institute graduated 93 nurses and paramedics.

While the project cannot claim full responsibility for the improvement over time of basic health indicators, it has certainly made a major contribution toward their improvement:

Indicator	1960	1970	Most Recent
Life expectancy at birth	40	47	48
Infant mortality rate	169	159	148
Child mortality rate	36	29	23
Population per physician	12,000	11,590	10,050
Population per nurse	5,710	4,590	3,150
Crude death rate (per 1000)	25	20	18

Beneficiaries: A random sample of 100 persons in the vicinity of a centrally located traditional market showed that 44 persent would choose the J. F. K. Hospital. Liberian children up to age six receive free medical care; the average Liberian pays $3.00 for medical services.

Source: (Liberia Impact Study, John F. Kennedy Medical Center 669-0054, March 1980; Copy available in AFR evaluation unit, Room 3530A)

Drafted by:AFR/DP/PPE, HLMiles
2/3/81:sb

Project: Rural Education Development 669-0037 - Liberia

Funding:

Life of Project:

Objective: Extend school facilities in four rural countries (Borg Lofa, Nimba, Grand Gedeh), to improve educational opportunities, increase elementary enrollment, and help reduce high rural illiteracy rate.

Strategy: Train employees for the rural school system and build primary schools.

Beneficiaries of Characteristics: Rural children with no previous opportunity for formal education.

Results:

- Primary schools increased from 33 in 1975 to almost 300 in 1980.
- Total enrollment has increased from 2,500 - 30,000 during same period.
- 20 persons were trained under project, and most are still in counties working in the rural school system.

Source: Report filed by Liberia Mission in AFR/DP/Evaluation

Drafter:AFR/DP/PPEA/E,RJThompson
3/2/81:sb

Program: In-Service Teacher Training throughout Africa

Bilateral projects have been implemented in virtually every country receiving development assistance from AID.

Funding: No total figure is available.

Life of Program: Most projects were initiated in the early 60's and terminated in the late 60's or early 70's.

Objectives: The objective of teacher training was to expand formal education opportunities in newly independent countries.

Beneficiaries: The direct beneficiaries were more than 100,000 teachers, whose skills were upgraded, and indirectly the countless millions of school children, especially in rural areas, and their families.

Results: During the period of maximum AID concentration on this program, the enrollment in primary and secondary schools grew spectacularly, and their growth has continued throughout the 70's.

Sub-Sahara Africa School Enrollment for 20 Countries

	1960	1970
Primary	10 million	18 million
Secondary	600,000	1,700,000

Besides this quantitative change there has been an important qualitative accomplishment in improving the relevance of education by breaking away from somewhat rigid colonial patterns.

Source: Congressional Presentations, ESDB

Drafter:AFR/DP/PPE:FDimond
2/26/81

Project: : University Center for the Health Sciencess (CUSS)
631-0531 - Cameroon

Funding:

Life of Project: 1972-1979

Objective: To augment availability and quality of health services outside the urban centers and to decrease GURC's dependence on expatriate medical personnel.

Strategy:
- development of a high level multiprofessional teaching program for regional health personnel, including physicians, nurses, and laboratory technicians.
- construction of 150 bed teaching hospital.

Characteristics of Beneficiaries: Those individuals who have participated in the training program have been direct beneficiaries. Individuals in rural areas who are beneficiaries of trained medical personnel have never has access to medical care.

Results: The training aspects of the project have had a great impact. The first class of 29 CUSS trained physicians graduated in 1975; in total, 175 Cameroonian Physicians have obtained their degrees since the first class, and all except married women with families in cities have initially been posted to rural areas by the Ministry of Health. 200 nurses have been graduated from CUSS since the program inception, and a nursing textbook has been produced as a result of the program. 60 laboratory technicians have graduated from CUSS since program inception.

The training hospital has been constructed, but the hospital is not fully operational, due to lack of equipment.

Source: Yaounde 02565, April, 1980

Drafter:AFR/DP/PPEA/E:RJThompson
3/2/81:sb

Project : University of Khartoum 650-11 - 650-085

Funding:

Life of Project: 1966

Objective: To improve the quality of graduates of the Faculties of Science, Business, and Engineering of the Univeristy of Khartoum.

Strategy: Provide advance training for Sudanese professors, purchase books, provide salary supplements for visiting U.S. professors.

Beneficiaries Characteristics: Project mainly benefitted Sudanese professors trained in the United States and students taught upon their return to the University of Khartoum.

Results: US influence on curriculum and teaching methods at University of Khartoum is highly regarded according to six members of the academic and administrative staff interviewed by project personnel.

The suspension of AID activities in Sudan in 1967 and subsequent departure of American professors from the University of Khartoum, created serious disturbances in progress of project. Students studying in the United States wererecalled to Sudan to fill teaching positions. University of Khartoum had to accelerate its plans to organize MA and PH.D programs in several departments, in order to attempt to develop teaching capability.

Source: Report prepared by Khartoum Mission, filed in AFR/DP/Evaluation

Drafter:AFR/DP/PPEA/E,RJThompson
3/2/81:sb

Rethinking Caused by Evaluations

1.	Sine Saboum Rural Health Care - Senegal -	( )	$3.4M	1977-1981
2.	Thaba Bosiu Rural Development - Lesotho	(632-0071)	$3.239M	1973-1980

Project: Sine Saloum Rural Health Care Project - Senegal

Funding: $3.4 million (grant)

Duration: August 1977 - December 1981

Objective: Improve the health of the 800,000 rural dwellers living in the vicinity of the 600 villages this project serves.

Strategy: Establish 600 village level self-sufficient health huts to provide paramedic care and medicines to treat the basic health problems that debilitate villagers.

Results: In April 1980, nearly two-thirds through the project's planned four-year duration, evaluators found that:

1. AID had an inadequate management system for this project.

2. the government was giving inadequate support and supervision to the project.

3. the health huts, as operated, would not become financially self-sufficient.

4. the life-blood of the entire project, the medicine resupply system, needed a major overhaul.

5. the high turnover strongly inferred a need to change the method of selecting village health workers.

6. the project had placed some huts too close to each other and too close to health posts. They had to compete for clients and also imposed too great a supervisory burden on the managers of health post.

7. the project must solve the dilemma that huts could not generate, under the present fee system, enough income to pay health workers a satisfactory salary and it appeared unlikely that the project could operate on the basis of unpaid volunteer health workers.

8. the village management committees had begun to disappear. This would end the simple record system that could assist in monitoring and managing the project.

9. could the project find a feasible means of transportation? horses and buggies appeared most cost effective but post managers perferred motorcycles and cars.

sp[illegible] e to Evaluation
F[illegible]ings: the Mission used evaluation as a means of engaging the Government of Senegal (GOS) in extensive discussions concerning the redesign of the project. The evaluation findings have brought about the following actions so far:

1. AID has replaced its project manager and, will contract a team to provide on-the-job technical and management advice to people at all levels who work with the project.

2. the GOS has reorganized its system for managing the project and the new system appears to have the potential for adequately supporting and supervising the project.

3. the project will not open new health huts until the huts already put into operation find a way to become self-supporting.

4. the team will assist the health huts to devise ways of becoming self-sufficient and to activate and strengthen the village management committees. These committees will make decisions regarding prices for services and worker compensation in consultation with health post nurses and community development workers.

5. work has begun on revamping the medicine supply system and the management information system.

6. the project management has changed the criteria for selecting health workers and has reduced the number of workers at health huts from three to two: first aid worker and midwife. The first aid worker will carry out the tasks of the sanitarian. The project has begun implementing new training programs.

7. action has started to bring about the closing of some of the health huts located too close to other huts or to health posts.

8. the project management has decided to provide health post supervisors with mobylettes and has begun work on a system to maintain them.

9. the Mission accomplished the redesign of the project without increasing the cost of the project.

Source: AID Project Impact Evaluation Report No. 9;
Dr. Graham B. Kerr, AID/PPC
(Report available, Africa Evaluation Unit)

D[illegible] ted by:AFR/DP/PPE,HLMiles
2/9/81:sb

Project: Thaba Bosiu Rural Development - 632-0071 - Lesotho

Funding: $3,239,000 (grant)

Life of Project: 1973 - 1980

Objectives: Contribute to the Government of Lesotho's (GOL) efforts to protect the country's land base, to increase agricultural production, and to raise rural incomes.

Strategy: A joint IBRD/AID effort to develop and implement programs designed to improve cropping practices, to control livestock grazing and to reduce soil erosion through application of conservation practices and overall improved land use.

Characteristics OF Beneficiaries: The Thaba Bosiu area is a 300,000 acre dryland farming area (60,000 acres are arable), upon which the estimated 12,000 subsistence farmers make a living. Per capita income is less than $200/year.

Results:

1. Project originally attempted an integrated approach to conservation including physical structures and improved agronomic practices which would reinforce physical structure approach. However, efforts to include agronomic practices such as conservation oriented cropping practies, improved grazing, and improved land use among small farmers, failed. Several outputs were not achieved, (see Result #2 below) and erroneous assumptions about motivation for change were made. Although verbal agreement was obtained that such practices were necessary, little behavioral change was evidenced. Problems persist as related to ploughing, seed bed preparation and weeding; constraints such as labor shortage, lack of timely power source (oxen or tractor), and lack of other inputs such as seed and fertilizer prevent full benefit of conservation practices from being realized.

2. Project failed to accomplish a number of outputs, including: 1/

   a) maintenance system for conservation works (including proper grazing management, agronomic practices)

   b) farming systems research unit

   c) farming systems plans employing at least two strategies

   d) small-scale farmer tests of acceptability of modified conservation related farming practices.

   e) process of reaching farmers/indication that farmers were utilizing recommended farming practices.

3. Project employed capital-intensive approach to conservation which focused on moving earth around and required heavy machinery. Unit costs for conservation efforts were excessive and were not replicable throughout Lesotho since recurrent costs would be prohibitive and elaborate government infrastracture would have to be established.

4. Project then included food-for-work program in which 1500-2000 laborers per day worked on modifying physical structures via capital saving strategies. A set of conservation practices on a much smaller scale than designed in the project were developed, including grass waterways, terraces, drop structures, and check dams.

5. Project fulfilled training objectives and established a Conservation Division staffed by competent people. Project demonstrated effective conservation measures and put in place a government sponsored unit which could deal with soil conservation technology. Activity of unit was expanded on village requests and participation.

6. Project attempted "to change prevalent land use system in order to make possible the development of integrated farming, continuing rotational cropping with improved livestock production".[2] . . . This attempt is reflected in the section of the 1979 Land Act which gives the Minister of the interior the right"to declare any area of land to be a selected development area, and thereupon, all titles to land within the area shall be extinquished but substitute rights may be granted."[3]

Thaba Bosiu project illustrated the need for conservation planning based on a wide area of land which would cross normal boundaries of land held by title. Moreover, project was also somewhat influential in moving the land tenure system more toward the concept of ownership to motivate farmers to improve their agronomic and conservation practices. 1979 Land Act grants right of leases and licenses, a major step toward ownership.

7. Thaba Bosiu project led to realization that small farmer constraints and opportunities had to be more clearly identified and defined in order to establish soil conservation techniques throughout Lesotho. Thaba Bosiu focused on a program of physical structures as a solution to conservation, which is considered the strategy of "last resort." It was realized that a better agronomic approach to conservation, consisting of the conservation of the soil and water base had to be developed, simultaneously with the development of rural enterprise mixes. This realization led to the emergence of the Lesotho Farming Research Project.

8. The Conservation infrastructure established and the experience gained in Thaba Bosiu were utilized to develop another project, Land Conservation and Range Development.

67

Replication: Lesotho Farming Systems Research - 632-0065 - Lesotho

Funding: $8,278,000 (grant)

Life of Project: 1978 - 1984

Objectives: To create more productive agricultural rural enterprise mixes which are acceptable to farmers, sensitive to farmers' management ability, appropriate to the resources available, and protective of the land base. Mixes consist of crops, livestock, management practices, and technology to be employed.

Strategy: Project strategy emerged largely from experience with Thaba Bosiu project, and realization that better agronomic practices had to be developed in order to conserve the soil and water, and natural resource base, and in order to increase production. Project will attempt to develop enterprise mixes which are economically and technically feasible for the three ecological regions of Lesotho (lower, medium, and higher lands), and acceptable and within the means of subsistence farmers.

Farming systems will be established through adaptive research and institution building, including institutionalization of a farming systems research unit within the Ministry of Agriculture; a farming research systems program to develop alternative technologies, and management practices in three test areas; and development of alternative technologies for reaching farmers.

Characteristics of Beneficiaries: The beneficiaries of this project are small subsistence farmers (190,000 families) who farm small areas of land, using family labor and primitive farming techniques.

Findings: Evaluation of project activities from 4/78-8/80 indicated that project purpose could still be achieved but that several crucial needs had to be met:

1. Government of Lesotho should develop policy guidelines, organization, staff and program plans to take steps to improve administrative support necessary for the effective operation of a successful research system.

2. Project design must be reviewed to determine whether it is appropriate to the needs of agricultural research in Lesotho and within the capacity of the GOL ultimately to take over.

3. There was not as much research available as previously thought, so that the project team had to fill in large gaps of knowledge, by conducting varietal, fertilizer, and other trials to establish basic input values prior to undertaking research with respect to enterprise mixes.

Replication:	Land Conservation and Range Development
Funding:	$10,000,000 (grant)
Life of Project:	1980-1986
Objectives:	To conserve and develop national land and range resources by reversing degradation of arable and grazing land resources.
Strategy:	To carry out appropriate conservation measures, land use plans, and land management practices including water diversions, silt traps, gabion structures, small dams, and loose stone structures. To facilitate range development, project will help develop with local committees, controlled grazing practices, and introduce marketing and other incentives to increase livestock offtake. To strengthen the capability of the Ministry of Agriculture to perform conservation and range development activities by providing technical assistance and training.
Characteristics of Beneficiaries:	43,000 households of individuals who are engaged in crop and livestock farming, whose per capita income is less than $200/year will benefit from project. 5,000 villagers will be employed directly in project.
Sources:	PES for Thaba Bosiu Rural Development and Lesotho Farming Systems Research; congressional Presentation FY 1981, "Land Tenure and Agricultural Development in Lesotho and Swaziland". by Clinton L. Doggett, Jr; project summary sheet of Dave Fredericks, conversations with Al Harding and Harold Jones.

Drafter:AFR/DP/PPEA/IDI,RJThompson

Footnotes:

1. Final Evaluation of Thaba Bosiu Rural Development Project
2. Elize Moody, "Some Recent Development in Lesotho, p. 55
3. 1979 Land Act - Lesotho

QUALITATIVE IMPACTS

1. Kenya
2. SAHEL
3. Senegal
4. Somalia

Subject: Influences of the Resident A.I.D. Mission in Kenya

A.I.D. has had a resident staff of technicians and development programmers in Kenya since its independence in 1964. Over the years the presence of this staff has had a significant impact on the directions Kenya has chosen for its economic and social development. The adoption by Kenya in 1967 of a national policy on population was a direct result of discourse with the A.I.D. staff. While progress in implementing this policy has been very slow due to political opposition by influential elements, the A.I.D. staff has nevertheless been able to continue the dialogue and to thereby help create the institutional bases and the necessary understanding among decision makers for moving forward with effective family planning programs. President Moi's and other Kenya leaders' recent pronouncements in support of family planning are manifestations of this effort. Another important development area where A.I.D. has influenced Kenyan development is in the area of agriculture. The Government became convinced through inter alia efforts by the A.I.D. Mission that its institutions and programs needed to be made more responsive to the Kenyan smallholder who has become the mainstay of the country's food production. By directing its projects to Western Kenya and helping convince the Government of the need to focus more resources on that neglected area of the country, A.I.D. also contributed to correcting what had previously been an inequitable pattern of development investment. In recent years A.I.D. has also been engaged in an on-going dialogue regarding such priority problems as improving land utilization and conservation in semi-arid areas (80% of Kenya's land area) and in developing non-conventional energy resources. Previously the Government had not been focussing on the needs and potential of its marginal agricultural land. The decision by the Government to establish a Ministry of Energy to rationalize its national energy policies and develop alternatives to imported fuels was also influenced by initiatives taken by A.I.D.'s staff in Nairobi.

Source: Dale Pfeiffer, AFR/EA, OIC, 2/18/81

Qualitative Impacts of the Sahel Development Program

1. A dialogue on population concerns with Sahelian officials has begun.

   -- A computerized presentation by the RAPID group on the effect of population on development was given to Senegal officials. The Senegal National Population Commission is launching a population awareness campaign and wants to use the material and techniques developed in this AID-funded presentation.

2. Sahelian officials realize that the achievement of food self-sufficiency objectives will require modification of institutions and policies.

   -- In Senegal, the para-statal organization responsible for irrigated development has shifted emphasis to small irrigated development because of the higher yields obtained by farmer-managed perimeters.

   -- The Government of Senegal has modified its pricing to favor the small farmer.

   -- Ministers of Agriculture of four Sahelian countries have agreed to accept multi-national study teams to assist them in developing specific actions which they may take to provide production incentives to farmers.

3. AID participation in the Club has served as a catalyst for donor collaboration.

   -- Nearly $5 billion has been committed by other donors to the development of the Sahel during the five years between 1975 - 1979.

   -- OPEC countries and their financial institutions contributed $407 million in 1979, more than doubling their 1978 level of $177 million.

   -- Including food aid, total assistance to the Sahel in 1979 was $1.7 billion an increasing of 21 percent over 1978.

SOMALIA

The AID program in Somalia, which re-emerged only three years ago, has played a noticeable role in the liberalization of Somalian economic policy. AID's re-entry into Somalia followed a hiatus of almost a decade, resulting from a dispute over Somalia allowing vessels trading with North Vietnam to fly her flag, and coincided with the breakdown of Russian-Somalian relations and the subsequent expulsion of the Russians.

When AID began to rebuild its program in Somalia, it found indigenous support to begin moving Somalia's agricultural strategy away from state farms and toward the small producer. The Russians had emphasized ideological diffusion rather than economic growth, and the government of Somalia was convinced that state farms held the greatest potential for agricultural development. However, some of the technocrats who worked in various government ministries were U.S. trainees, and when AID introduced projects directed to the small farmer, these trainees proved to be a willing audience.

AID's projects have been directed toward the small farmer, the rural poor, and the nomadic population. The government, although still avowedly socialist, has in turn made policy changes to reinforce AID projects and to provide incentives for the target groups. For example, the government has increased prices for small farmer production of corn, soybeans, and other products, and has re-directed its major emphasis on state farms to cooperatives and small farms. In addition, just one and one half years after AID's re-entry into Somalia, the new Constitution of Somalia was drafted and it sanctioned the role of the private sector in the development of the country. President Syad Barre delivered a speech emphasizing this point. At the same time, AID trained technocrats have risen to higher, more influential positions within the government, providing a power base for the liberalization of economic policy. Hence, while the seeds of change already existed in Somalia, AID's presence and programs have offered a reservoir of material and moral support to assist this change in becoming an important force in the development strategy of the country.

Cleared: [signature]
AFR/EA
2-20-81

Drafted:K.Shafer, R.Thompson, 2/19/81

QUALITATIVE IMPACTS OF SENEGAL PROGRAM

Bilateral assistance has opened new communication channels between the U.S. and Senegal. The Director has monthly meetings with Ministers involved in U.S. assistance activities and has frequent meetings with the heads of organizations that implement such activities. Members of his staff meet with counterparts weekly, monthly, as often as necessary to properly manage their projects. The interchange required to administer the AID program has evolved a process that has impacted mutually on the thinking of both donor and recipient. As a result the six years of the assistance program has caused Americans to become more aware of, and more sympathetic to, Senegal's development needs and the Senegalese to become more confident of American development technology. The Joint Assessemnt last year of AID's five years in Senegal highlight the strength of this relationship.

Persistent economic deterioration had caused concern among the Senegalese about the development policies they pursued and among the Americans about the appropriateness of their assistance program. This concern led to an assessment of the AID program chaired jointly by the U.S. Ambassador and the ranking Senegalese Minister. The AID program economist and his counterpart form the Ministry of Planning managed the review of four of AID's oldest projects. Other technicians consisted of equal numbers of Americans and Senegalese except for the interviewers who were all Senegalese. More than 1,000 project beneficiaries received interviews to provide the basic data for the assessment. Assessment conclusions include calling for decentralizing rural development agencies and revitalizing the private sector.

The results of the Joint Assessment provided an impetus for Senegal to move forward with the Reform Plan it had developed a year earlier with help from the IMF and IBRD. Senegal evidences the effect of the assessment in its Declaration on Economic Policy issued 31 October 1981 which calls for, inter alia, abolishing two major parastatals, reorganizing rural development agencies and promoting private cooperatives. Moreover, the government also plans to set prices that stimulate agriculture production, to revamp farm credit and to improve marketing of farm products.

The AID program that is emerging from the assessment focuses on food self-sufficiency. The program strategy emphasizes progressive government decontrol, private investment in the agricultural sector, and development of cooperatives. AID will assist in preparing farmers to participate effectively in cooperatives by supporting literacy campaigns in local languages that use materials related to cooperative operations. The entire program supports the objectives of the Reform Plan and reflects the high quality of the interchange between the Americans and Senegalese in this development effort.

Drafted by:AFR/DP/PPEA/E,RThompson/HMiles

3/4/81:sb

Clearances:
AFR/SWA, I. Coker
USAID/Senegal, D. Shear
AFR/SWA, F. Gilbert
AFR/SWA, F. Johnson
AFR/DR, D. Brown

EXAMPLES OF SPECIFIC EVALUATION INFORMATION ON NONAFRICAN PROJECTS LINKED TO CHANGES IN AFRICA PROGRAMS

Example:of Specific Evaluation Information on Non-African Projects Linked to Changes in Africa Programs as Well as Any Other Evaluation Information Affecting Changes in Program Strategy.

In order to respond to this question, which is very broad, we have looked at the seven principal sectors which cover virtually all Africa Bureau activity. Each sector may be thought of as a Bureau program. The items listed below do not include experiences from a single country, since that would result in a very long list.

Agriculture

- Research to develop hybrid seed, particularly maize, and service systems of inputs to make them viable and productive had been carried out in Asia. The experience was put to use in Kenya, Tanizania and other Africa countries.

- Integrated rural development projects had been utilized in Asia, expecially India, and the experiece had now been applied in about a dozen African countries.

- The farming systems concept of agricultural research originally applied in Guatemala has been applied in Lesotho and Malawi. Applications aare being planned for Botswana, Swaziland, Tanizania and Zambia.

- The Regional Credit Union Program, developed in Latin America has been applied in Africa as a regional project.

- In Latin America also it was learned that an institution was needed to transfer technology. In every such project reviewed within the bureau now, the issue of institution building is thoroughly discussed.

- In Latin America it was learned that agricultural extension from the U.S. cannot be transferred without adaptations to the local culture. The Africa Bureau, in recent years, has included a great many more anthopologists and sociologist on design and evaluation teams so that this issue is now squarely faced.

- Negative results distilled from livestock evaluations thoughout Africa, and discussed at a Livestock Seminar in 1979, have led to a rethinking of the Bureau's livestock activities.

Education

- In Latin America, education sector analysis was first utilized. In Swaziland, there is currently in progress an education sector analysis. AID, CIDA, the German effort and the IBRD is cooperating on assistance to GOS in this effort.

- Most governments cannot afford to fully subsidize health care and have found that free health services are merely abused. Therefore, Africa projects in Senegal and many other countries are using a system of fees for services as well as reliance on local village contributions to health care delivery. A village-based village-supported primary health care program is now considered the only feasible way to produce significant impacts on rural health in Africa. Under most Africa projects now being approved, the village-level efforts are supported by rural center and general hospitals.

- In Latin America, malaria was targeted and brought substantially under control although not erradicated. A similar approach to malaria and several other tropical diseases in Africa has led to similar results. River blindness, measles, small pox, childhood diseases, etc. could all be mentioned.

- As in Latin America and Asia, Africa has learned that it must develop and operate its own indigenous health training institutions, which can provide more relevant training than can a westernized institution. A recent study showed projects in 16 African countries including Ghana utilizing indigenous health practitioners as vehicles for health delivery.

- Where a health project is to serve as a demonstration with a concomitant strengthening of institutions, as in the old Latin American programs, a long-term approach must be undertaken. This can be seen in a number of African health projects that have required additional phases to accomplish objectives.

Housing

- In Latin America, and to a lesser extent in other regions, private savings and loan associations were found to be very effective in mobilizing savings for housing investment and for managing housing portfolios. At a Rabat Conference in 1980, attended by leading representatives from African housing ministries, the L.A. experince was reviewed for potential application in Africa.

- Pride of ownership has led in Latin America to widespread self-help efforts to upgrade housing, even by the poorest people and at their own expense, particularly where sites are adequate, where sanitary services are available, and where technical assistance and credit for building materials are provided. Their aided self-help concept is at the core of every housing project undertaken in Africa in the recent past.

- In Latin America, applications of radio to teacher training and to completion of grade school education were provided successfully. Likewise, Radio is being used as a vehicle of information transfer for institution in Africa-e.g. Radio Assisted Community Based Education No. 936-5807 and the Distance Teaching Centers in Lesotho.

- In Latin America, Western curriculum and procedure have been found not too relevant when applied in developing countries. Africa is planning high priority on revision of primary education curriculum and associated primary school teach training. The need is showing itself since the traditional academically curriculum does not relate to the employment and socio-cultural needs of the various country economies e.g. Swaziland, Lesotho and Cameroon.

- Latin America also demonstrated the wisdom of relying an indigenous training institution. Africa is beginning to employ non-formal education practices to an increasing degree. Michigan State University and DSIED are currently surveying possible sites in Africa for regional non-formal education centers from which, it is shaped, linkages will develop unit existing non-formal activities in various countrie, e.g. Kenya and Lesotho.

Energy

- The Lorena Mud Stove developed in Latin America is a more efficient wood-burning stove than those generally in use in Africa and saves wood. Given the growing fuelwood shortage in many countries in Africa, the Africa Bureau is giving priority to the development of low cost wood burning stoves. It is estimated that the use of such stoves would result in significant reduction in the use of fuel wood in contrast to the amount of wood currently used in three stone open fires. In April of 1980 the Africa Bureau arranged with VITA, through the DS/EY-VITA contract, to send Ianto Evans, one of the principal designers of the Lorena stove, to Senegal. In Senegal, Mr. Evans consulted with AID, P. C. and host government personnel on this design of woodburning stoves which could be utilized in Senegal. Mr. Evans report on his consultancy in Senegal was distributed to all of our Missions in countries where there is a fuelwood problem.

Health

- From Latin America we have learned that preventive medicine must be stressed even to the detriment of curative medicine if impact on health status is to be achieved. Most Africa Bureau health projects now contain a preventive health component.

Population

- Health delivery programs can serve as vehicles for family planning, as has been demonstrated in other regions. The Danfa Project evaluation in Ghana indicated that training all rural health workers to provide family planning advice greatly increased penetration of family planning into rural areas.

- The private sector approach to family planning has worked in Latin America to create awareness. This approach has been most successful in Zimbabwe and several other Africa countries, and will be applied in others. During early stages of populations programs the problem is to make sure resources are not diverted to other uses. A private agency approach can give such assurance.

- Commercial family planning distribution programs can be relied on in Africa as in other regions.

Transportation

- In spite of the fact that transportation does not constitute a concentration sector for Agency activities, there has been considerable showing among the several Bureaus of lessons learned from transport projects. This sharing culminated in a three-day conference world-wide on a rural road project which included AID, host government and other donor personnel. One result of this conference was the establishment by the Administrator of a Rural Roads Working Group to facilitate the exchange of information among the several Bureaus. It would be difficult to isolate one lesson transmitted to us from other Bureaus-there is however, a broad spectrum of ideas, techniques and approaches that we have drawn on.

Conclusion

Looking across the sectors one can see wide-spread application in Africa of Lessons learned in other regions. Moreover, there is consistent evidence of confirmation in the African experience of these earlier lessons.

Many of the lessons learned drawn from the examples cited have application to several, if not all, of the sectors. There are examples of broad cross-cutting issues that are consolidates for policy evaluation.

Cross-Sectoral Lessons	AGR	END	ENER	HEA	HOUS	POP	TRANS
Research tied to utilization	X		X				
Projects that integrate activities	X					X	
Systems approach/Sector	X	X		X	X		X
Credit for Self-help	X				X		
Institution building for technology transfer	X			X			
Adaptation to indigenous culture	X	X		X			
Use of local resources		X		X	X		
Targetting isolated problems				X		X	
Use of private institutions for delivery					X	X	

PES ABSTRACT

Project: Agriculture Credit Bank 669-0145 - Liberia

Period Covered by Evaluation: 11/79 to 9/80

Objective: Increase small farmer income

Strategy: Provide small farmers with credit to buy improved seeds and labor, primarily for weeding and harvesting.

Results: This evaluation provides no information regarding the small farmers use of improved seed or purchasing additional labor with their loans from the bank. The bank has made 617 loans valued at $2.9 million and has captured $2.7 million in savings. More than 80 percent of savings have come to rural branches of the bank.

Comments: This report covers mainly implementation problems, e.g., the consultant team arrived late, the consultant has had to evacuate some members of the team. This information fills the needs mainly of the project manager.

The mission could enhance the use of the next evaluation by including information regarding the farmer's use of improved seeds, labor or whatever the farmers do with the loan proceeds.

FOR MEO (The evaluation team shows great wisdom in recommending a 50 percent increase in the interest rate. If they need technical support for this recommendation please specify the group resisting the increase and the arguments used. I have a personal copy of "Credit for Small Farmers in Developing Countries" which contains a number of articles from AID's Spring Review of Credit held in 1973. I will zerox appropriate articles on high interest rate arguments and send them to you. In Paraguay we presented translated copies of these articles along with an analysis loan administration costs to convince a legislative committee of the need to charge an effective rate of interest of 20-25 percent.)

cc: Edward Anderson, USAID/Liberia
Charles Husick, USAID/Liberia
John Hicks, AFR/DP/PPEA
Rick Rhoda, NE/DP
F. Spencer, AFR/CWA
S. Anderson, AFR/CWA
L. Holdcroft, AFR/DR/ARD

PES ABSTRACT

Project: Guidimaka - Integrated Rural Development - Mauritania

Period Covered by Evaluation: September 1977 to May 1980

Purpose of Evaluation: The Mission decided to add on-the-job training of extension workers to the project but wanted an assessment of experience under the project before proceeding.

Project Objective: Assist in making Mauritania self-sufficient in food crops through increased agricultural productivity.

Strategy and Delivery System: Perform the testing required to come up with the most cost-effective technological packages that show potential for replication in Region Ten. Tests proposed cover both cereal and livestock production. The project design calls for using agricultural cooperatives as the primary vehicle to delivery tested technological packages to intended beneficiary populations.

Results: The project has made little or no progress to date in testing. The project has carried out no demonstrations of cereal production, animal traction, crop rotation or use of animal fertilizers. AID will need to extend the project to December 1983 to provide time for sufficient trials to meet the goals of the Project Paper.

It appears that the project management has had trouble sorting out its priorities. They put priority on building infrastructure as opposed to carrying out testing activities. For example the plots did not need wells prior to cultivation nor did the plots need barbwire fencing before preparing the land for crops. Delays in getting the infrastructure in place need not to have held up implementation of tests, which ultimately will determine the projects success. In addition instead of prioritizing and executing original tasks they added new tasks. As a result the management has become overwhelmed.

The PP viewed agricultural cooperatives as the primary vehicles to deliver tested and proven technologies and indicated that cooperatives capable of doing this existed before the project began. The evaluation team found no evidence that cooperatives had ever existed in the project area. Nor could the team find obvious economic and social foundations the project could exploit to foster cooperative information. The project seems to have worked too much in isolation of Mauritania counterparts.

The evaluation recommends that the project concentrate its remaining efforts on testing technology related to: dryland cereal production, animal traction, efficient use of animal fertilizers, rotation of cereals with legumes, harvesting techniques, and crop storage. The evaluation recommends dropping or deemphasizing:irrigated vegetable gardening, tree and vegetable nurseries, mechanical cultivation, chicken farming, cooperative development, firebreaks, wells for agricultural use, reforestation and conservation.

The team recommends that future IRD projects select farmers and test the technologies on their farms. (The report suggests more than ten interventions.) In the way of studies the team recommends of first priority: a study of crop marketing and details the elements the study should cover, a study of farmer cooperatives, an agronomic study and a village health and nutrition survey.

Responst to Evaluation Results: The Mission went ahead with the project amendment it had proposed prior to contracting for the evaluation: add training for extension workers. In addition Mission incorporated a number of the evaluation recommendations it found appropriate. It refined the project purpose which reads "to develop and extend technically sound and socially acceptable methods for increasing crop and animal yields among sedentary inhabitants in a limited zone of the Guidimaka Region". The amendment extends the PACD date by one year to December 31, 1982, drops seed multiplication as infeasible at present, adds vegetable gardening but as a low priority item, deemphasizes firebreaks, modifies the range management element, drops plans to use cooperatives to disseminate technology, calls for examination of other vehicles available to replace cooperatives in transferring technology to groups and eliminates the land use survey. Another project will carry out many of the activities planned for the survey.

Comments: This report, unlike most, focuses on the objective of the project, to test and transfer technology, and indicates how the implementation problems impact meeting this objective. I believe the contractors did an excellent job of dealing with the most relevant elements.

Although the evaluators may have set forth the methodology followed in carrying out the study, the copy of the report received by the AFR Evaluation Unit did not contain one. I believe we should know what documents the team researched, who the team interviewed and the sites they visited to evaluate the quality of the information supporting the recommendations.

FOR Mission Evaluation Officer: Your evaluation reports may no longer fall into a black hole in AID/W and become forgotten! We have begun, on a pilot basis, to abstract project evaluation summaries. This information comes in handy as briefing materials for the AA and others who testify before Congress and we believe that we will also find other uses for it. I would appreciate your comments regarding improvements we could make to this abstract to reflect more accurately the results of the evaluation, what we actually learned from it and what we did with our learning.

cc: AFR/SWA, I Coker
USAID/Mauitania, John A. Haskins
AFR/DP/PPEA, John Hicks
USAID/Mauritania, S. Sharp
AFR/SWA, C. Robertson
AFR/DR/ARD, L. Holdcroft
AFR/DR/ARD, C. Scherrer

Drafter:AFR/DP/PPEA:HLMiles
3/12/81:sb

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON D C 20523

January 11, 1981

Dear Ray:

I have just finished rereading your transmittal letter of October 6th to Goler which relates your experience with the key informat methodology. It sounds like you have made substantial progress in developing the methodology; PPC says that the later studies have improved substantially. The first study, however, which covered the Lofa County Agriculture Project, has become a source of concern for the Bureau. I have been asked by Mrs. Butcher to inform you of the Bureau's reaction to this effort.

That study has partly been a victim of circumstances. Being the pilot study, it had more than a few deficiencies as one would expect. But deficiencies, per se, do not negate studies. We generally try to learn from them. This case, however, has been complicated by other factors. PPC received the study before it had been critiqued and refined. Almost simulataneously PPC also received an Auditor General report covering the same project. PPC performed a rigorous critique of both the study and the report because they had not been coordinated. Each document appeared to take a different view of the project. In Bob Berg's words "the impact study was as optimistic as the audit report was pessimistic." The critique highlighted the deficiencies in the impact study and estimated its usefulness as doubtful.

The weaknesses which have come to my attention cover mainly methodology, report design and analysis, tone, and lack of coordination with the audit team and its implications. I will cover each of these points in the order mentioned above and make suggestions for improvement that you may find useful in preparing future studies.

You could improve the methodology substantially by adding a few simple explanations important to the professional readership. They, in essence, want to know: sources of information, qualifications of researchers, the purpose of the study, and how the researchers carried out the study. The first three items need no elaboration. To cover the fourth, I believe the study should state why researchers picked various groups of key informants and the bias each group might have. It should also mention how the research was conducted, how much time was spent per interview, the major obstacles encountered and how these obstacles were resolved. The "how" of carrying out a study becomes especially important when attempting to measure impact.

The design and analysis of the study could be improved by adding conclusions and recommendations. Without these a study lacks thrust and its utility is diminished. I believe this study could yield more information for designing future projects and about the potential long-term impact of the Lofa Project. For instance, page 10 says that cooperatives may not become self-sustaining in the near future but does not go on to deal with the ramifications. The project calls for cooperatives to provide inputs to farmers and to purchase crops from farmers. If cooperatives do not perform these vital functions, what institution will, and at what impact on prices for inputs and crops? Page 12 says, yields at "credit farms" have surpassed World Bank estimates by 100 percent and "noncredit farms" have surpassed these estimates by 45 percent. But we do not find out why credit makes the difference. What inputs did farmers purchase with the credit: fertilizer, seeds, labor, capital improvements? This information seems especially crucial in this case because the success of the cooperatives, the heart of the credit component of the project, lies in doubt. Page 17 tells us that "nonproject" farmers try to copy methods used by project farmers in growing swamp rice. But we do not find out which methods they copy or why. Do nonproject farmers also use LAC 23 rice seed and fertilizer? If so, where do they get them? Tentative conclusions and recommendations would make the study more useful even if it required limiting the breadth of the study.

Projects such as this one, having a number of components, require specific reference to the component under discussion. Vagueness in parts of the impact study leads to apparent contradictions with the audit report and gives a misleading impression about actual findings. Contrast, for example, the two paraphased statements below:

> farmers are clamoring for inclusion in the project
> (p.1, impact study)
>
> and
>
> in four years only 3,065 have joined the program because farmers suspect that the cooperatives do not serve their interest
> (p.ii, audit report)

Page 14 of the impact study resolves the conflict stating that the farmers clamor for roads, not for membership in cooperatives. Because of its vagueness and its location in the introduction, the statement about clamoring sets a tone of optimism which becomes inconsistent with the findings we encounter later as we continue reading through the study.

Coordination with the audit team could have improved the impact study and would have improved AID/W's reaction to it. Coordination should have brought about factual consistency and clarification of conflicting opinions presented in the two documents. We find at least two solid

inconsistencies: the impact study sets the target group at 8,000 and the increase in land used for swamp rice production at 258%; the AG report sets these at 9,000 and 121% respectively. Inconsistencies between the two documents have tended to decrease confidence in the impact study because the sharply focused audit report appears to be of higher quality overall. Also, PPC verified the correctness of the audit report's target group figure which gives the report an additional edge on the study. Non-coordination of the study and report reflected poorly on the audit team and the Mission. The AG team leader became very concerned upon learning that he had missed the impact study. His instructions call for review of ongoing as well as completed studies in order to exchange, crosscheck and arrive at consistent data. He claims that the team interviewed the project manager, the program officer, the Mission evaluation officer and others—but not the manager of the impact study. This failure in communication led to including on page four of the report an inaccurate and, apparently, unchallenged audit finding that AID had not evaluated the project since its inception four years ago. In addition, the team leader's comments regarding officers interviewed led to the speculation that Mission and counterpart involvement was very minimal.

This concludes my observations about why the first "key informant" impact study went awry. I will forward you comments in the future from two anthropologists who have agreed to review all three studies. As you already know, later studies have improved substantially over the initial one. Neverthless, we have not succeeded in getting funding for more studies. I will continue working on the funding issue.

Sincerely,

Hank

Henry L. Miles
Evaluation Officer,
AFR/DP/PPEA