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DOMINICAN REPUBLIC:  
EVALUATION OF THE AID-PL 480 LOCAL CURRENCY PROGRAM

VOL. I

GENERAL CONCLUSIONS

By

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Richard Ameal

August 1986

This report was prepared under Contract 517-0000-C-00-6031-00, signed June 23, 1986, between the Agency For International Development (AID) and the consulting firm, Rural Development Services (RDS).

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SUMMARIES OF EVALUATED PROJECTS

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## A. Scope and Activities of the Consultancy

The job entrusted to the consultants consisted of the analysis of a portfolio of an estimated ninety projects, with an approximate value of RD\$ 550,000,000, financed from different sources of AID and PL480, local currency, from 1984 to the present. For each project, a brief one to two page report was requested concerning the physical and financial progress of the project, its social and economic impact, and appreciations of deficiencies with their respective recommendations. The contract also requested an evaluation of the program administration by the coordinating unit, likewise with the respective recommendations for improvement.

Rural Development Services (RDS) provided a team of five professionals for a period of six weeks in the Dominican Republic. They achieved the documentation of seventy-nine projects, visiting most of them either in their central office and/or in the field. The consultants interviewed or contacted some 301 representatives of the 40 executing agencies. Also they contacted six consulting firms or contractors identified with these projects, and 15 agri-industrial. RDS consultants also executed 16 evaluation workshops with an attendance of 273 beneficiaries from different projects. The summaries of the evaluated projects are presented in Volume II. In Volume II, we also present a complete list of all persons contacted by institution.

For the first time in the history of the local currency program, an overall consolidated chart has been prepared by a source of financing for all 105 projects actually under way or programmed. To the large majority of these projects we have assigned a unique project code number to facilitate its proper identification. With these documents, we hope to have established a base line for the organization of a computerized information system capable of generating periodic updates on the assignments of program resources, their approval, their disbursement, and their final expenditure. Likewise, the project summary, along with the work papers and statistical or narrative information collected during the evaluation, should serve to establish a project file for the entire program.

## B. Acknowledgements

The consultants wish to express their most deeply felt appreciation for the excellent support, cooperation, interest, and friendship which they received from the staff of the coordinating unit. We also wish to thank the hundreds of functionaries and beneficiaries of the evaluated projects for their patience and support of the consultants during this evaluation. We will never be able to sufficiently thank Miss Esmelda Camacho, our secretary in the Dominican Republic, for her wonderful attitude, patience, and working productivity. Finally, the consulting team would like to thank the staff of AID for the generous support, and particularly to those staff members who accompanied us on our field trips.

## C. Overview of the Program

### 1. Sources of Financing

In accordance with the summary table of program disbursements, the local currency program has generated local resources valued at RD\$ 631,650,000. Of this amount, the resources deposited to the special account of the Central Bank reached a total of RD\$ 571,571,000, that is 90% of the total. Upon subtracting the cost of importing the PL480 projects, the percentage of resource utilization climbs from 90 to 95%. It is important to note that the cost of importing PL480 commodities declined from 18% of the total value in 1984 to 14% in 1985. We believe that this achievement provides evidence of the very effective work of the marketing department of the coordinating unit which last year replaced INESPRES. The realization of these four percentage points of reduced costs represents in earnings for the program valued at RD\$ 4,560,000.

It should be noted that the problem of pending deposits is concentrated in the source 517-K-0171 (donation), which by itself constitutes 24% of all resources generated, but 58% of all balances that have not yet been deposited. It is necessary that AID continue to pressure the GORD (Government of the Dominican Republic) to deposit this and other pending balances which represent a total value of RD\$ 31,722,000. The meeting of these deposit obligations should be considered a prerequisite for the signing of any future agreement of AID financial support, whether it be loan or donation.

### 2. Uses

Of the total amount deposited to the special account, the summary table indicates that RD\$ 567,599,000, or 99% of all resources deposited, have been programmed. Of this amount, 69% (RD\$ 394,076,000) have been approved by AID for disbursement. These figures represent estimates by the coordinating unit. For its part the consultants have conducted their own estimate (see Consolidated Table #2) where we documented 105 programmed projects with a total value of RD\$ 553,747,000, that is 97% of all resources deposited. There exists then a discrepancy of RD\$ 13,852,000, which still remains to be documented or explained. With regard to balances that have been approved for disbursement, the difference in figures is even greater (RD\$ 24,671,000) between the RD\$ 394,076,000 estimated by the coordinating unit and the RD\$ 369,405,000 estimated by the consultants.

### 3. Expenditures

With regard to project expenditures (see Consolidated Table, Annex 2), the consultants estimate that total project expenditures are RD\$ 271,372,000, which represents 49% of all resources programmed, 73% of all resources

disbursed. These figures demonstrate with clarity the deficient agility of the disbursement system -- that is to say, the delay between approval and disbursement of funds -- because nearly one-fourth of all resources approved for disbursement or expenditure remain unspent.

It is necessary to present two further considerations concerning project expenditures. The first is that we estimate nearly 45% of the total level of expenditures represents expenditures that are not clearly documented. This situation is due to the fact that many implementing institutions have not established a separate bank account for the control of resources coming from the AID local currency program. As shown in Annex #, 35 of 69 projects (51%) do not have a separate bank account. Of these there are 28 projects (4 of BAGRICOLA, 4 of SEOPC, 3 of INDRHI, 15 of CDE, 1 of FEDA, and 1 of SESPAS) that do not have their expenditures clearly documented.

In the second place, there are seven projects with over-expenditures for a total value of RDS 16,792,000, that is to say where the value of expenditures exceed the level of programmed disbursement due to the fact that the executive institution has seen it necessary to spend its own resources to finance expenditures approved under the local currency program. If we subtract the level of over-expenditures, the total level of expenditure drops to RDS 54,400,000, which represents 46% of all programmed resources, 70% of all resources approved for expenditure, and 94% of all resources disbursed.

#### D. Recommendations for Statistical Control

##### 1. Urgent Necessity to Simplify Control By Sources

It has become quite complicated to control project disbursements by source of funding. Part of the complication resides in the fact that the lists of projects controlled by AID do not conform entirely to those utilized by the coordinating unit. On the other hand, a more serious complication is that there are no less than six separate sources of financing if we take only those resources programmed from 1984 to the present. Those sources are as follows:

PL486 - 1984: US\$ 48,500,000 (approved 1/13/84 & amended 8/30/84)  
PL480 - 1985: US\$ 38,000,000 (approved 3/15/85)  
Loan 517-K-039 - Amendment B: US\$ 34,000,000 (approved 5/02/84)  
Donation 517-K-0170: US\$ 50,000,000 (approved 12/26/84)  
Donation 517-K-0171 - Amendment 1: US\$ 45,000,000 (approved 4/25/85)  
Donation 517-K-0171 - Amendment 2: US\$ 40,000,000 (approved 12/27/85)

Nonetheless, there are 46 financed projects with two or more sources of local currency funding, and 18 of these have three or more sources. Worse still there are a number of current projects which are spending balances received before 1984, in accordance from the following sources:

PL480 - 1983: US\$ 23,000,000 (approved 8/22/83)  
Loan 517-K-039: US\$ 41,000,000 (approved 9/30/82)  
Loan 517-K-039/A: US\$ 8,000,000 (approved 9/30/83)

After five weeks in the country, the consultants were still finding new projects which we had never had identified to us before. We also were finding projects that had been misclassified by source, or which were credited incorrectly to one source or another. Considering that we are dealing with a portfolio that exceeds 100 projects, the possibilities of incorrect classification are increasing rapidly, particularly if we try to control for all the following variables simultaneously: (1) resources spent before 1984 and after 1984, (2) resources programmed, approved, and disbursed by source, (3) projects by type of focus, (4) public sector versus private sector, (5) projects with counterpart uses versus direct financing, etc.

But its most complicated remains the attempt to control by source of financing. An idea of how complex the numbers can become is demonstrated precisely by the Consolidated Chart in Annex 2.

In our opinion, the attempt to keep a control of project level funding by source lacks practicality. One peso from the PL480-1983 source is the same as a peso from the 517-K-039/B source, or any other source. All the resources come into a single account, the special account of the Central Bank, and all the resource disbursements leave by a single route as well through the treasury. So from the point of view of the project, a peso is a peso, and it doesn't matter which source it comes from. We recommend that the control by sources be maintained only as far as is necessary to document the level of deposits in the special account of the Central Bank. In this way, we would have data to document (1) total resources generated, (2) costs of importation, (3) total net resources generated, (4) total deposited, and (5) balances pending for deposit. But once the deposit is made, the source should be forgotten about completely. The special account would have only one balance for all sources. Each financing agreement in the future would increase this balance, and each disbursement to any particular project would lower the balance, but it would be one single account. In this way, at the level of projects, there would be a single source of funding or financing for all projects, namely that of the Central Bank, Program AID-PL480. In this way, each project would carry a single bank account to record all disbursements received from the special account, separating such funds from counterpart or other sources received from the same bank or from other donors.

## 2. Urgent Necessity for a System of Project Coding

The consultants had to implement a system of coding of projects, because there existed many projects with as many as five separate titles or references according to such factors as, (1) their source of financing,

(2) the executing agency, (3) the type of project, (4) the location of project, and (5) the code utilized by co-donors such as IBRD, BID, etc. Our system of coding is based on the master list of projects managed by AID where there are six areas of focus, as follows:

- (1) I. Short run economic stabilization (7 projects)
- (2) II. Strengthening private sector enterprise (16 projects)
- (3) III. Diversification of production on non-traditional crops (6 projects)
- (4) IV. Improving physical, social, and institutional infrastructure (50 projects)
- (5) V. Others (4 projects)
- (6) VI. Projects approved previously (2 projects)

Ignoring the sub-areas of these areas of focus, the consultants assigned one number, from 1 to 6, for each area of a focus, and another for each project. Although this served its purpose (see Annex 2), the coding of projects by area of focus has various disadvantages. To begin with, Category #4 has a disproportionate number of projects (50) and needs to be broken down. Second, Category #6 lacks purpose. Finally, the global focus at times disguises completely how the funds are used, or better said, the type of project. For example, there exist projects of credit which have been distributed over three separate areas of focus. Equally the same happens with agricultural investigation projects.

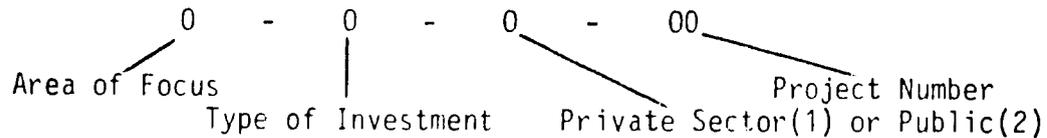
We offer two alternatives. If what is wanted is to maintain the structure of coding by area of focus, we recommend the following scheme:

- (1) I. Short run economic stabilization (same as before)
- (2) II. Fortifying the private sector (same as before)
- (3) III. Diversification of non-traditional crops (same as before)
- (4) IV. Improving physical infrastructure
- (5) V. Support of cooperatives, associations, and volunteer organizations
- (6) VI. Institutional support for state organizations
- (7) VII. Program administration and coordination
- (8) VIII. Others

The second alternative would group projects by seven different types of project investment distributed, as in Annex 3, as follows:

- (1) I. Projects of credit, savings, and insurance
- (2) II. Physical infrastructure
- (3) III. Private volunteer organizations
- (4) IV. Extension, investigation, and agricultural studies
- (5) V. Free zones and export promotion
- (6) VI. Program administration and coordination
- (7) VII. Others

One could also create a system of coding that combines various other factors of identification. For example:



#### E. Program Administration: Coordinating Unit

##### 1. Personnel

The coordinating unit currently has 15 professionals distributed as follows: (1) the Director and Sub-Director, Division of Marketing, (2) Division of Accounting and Audit, (3) Division of Projects (7). In addition, each division has its own secretary. Budget has been provided for five professional slots to be filled still, plus five slots for support personnel (drivers). The consultants were very impressed with the technical capacity and dedication of staff. Our highest priority recommendation is that AID do everything necessary to guarantee the continuity of the unit personnel and not allow that the change in government serve as a pretext for changes in the principal functionaries of the unit. The existing contracts offer the necessary base to consolidate the unit staff, which should have ultimately an exclusive technical orientation.

##### 2. Work Place

For logistical reasons it is extremely important to search for a way of separating the coordinating unit from its actual location in the El Huacal building. Currently, the telephonic communications to the building have deteriorated to such a point that it is quite difficult for executive agencies to call the coordinating unit, or for the unit to contact the projects. The communications with the interior of the country have become almost impossible from El Huacal. These circumstances represent a direct threat to the efficient compliance of its functions

on the part of the coordinating unit, particularly its function of coordination. We recommend that a private residence be rented in the same zone of the city. Although physically independent, the unit would continue to depend directly on ONAPLAN.

### 3. Computers

Having experienced the difficulties of organizing, updating, and analyzing the data on the physical and financial status of projects for programs containing more than 100 projects, the consultants offer their clear testimony in favor of equipping the coordinating unit with three personal computers. Until this equipment has been installed and its software properly adapted to local necessities, we believe that it will be humanly impossible to implement a cost-effective system of presenting trimestral reports to AID on program progress. The format of the consolidated chart (Annex 2) removing the detail of operation by sources of financing should serve as a base line for the monthly report done by computer. We know that nobody would argue the necessity of utilizing a computerized information system, but the recommendation still holds for giving first priority to the implementation of such a system in the shortest period possible, since until it is achieved the program will continue to be a labyrinth of dispersed and unutilizable information.

### 4. Vehicles

Once norms have been established for planning and follow-up of projects, the technicians of the coordinating unit should begin to spend as much time outside the office in project visits as in the office. Initially, the work of the accounting audits is going to be particularly heavy considering that so many projects (35) have not yet established separate bank accounts for the accounting of the AID-PL480 resources. Because of this, the four vehicles actually purchased for use by the coordinating unit are barely going to be enough to serve the intensive schedule of project visits that need to be implemented in the future. The coordinating unit will have to firm in its insistence that the vehicles be used exclusively by the coordinating unit and not for general use of ONAPLAN. If necessary, the coordinating unit should seek the support of AID in making this point with superior authorities.

## F. Project Follow-Up

### 1. Intensity of Supervision

Based on our institutional evaluation, the consultants have identified 69 projects that deserve periodic supervision. Of these, 25 projects are of Type A, which is to say they require a monthly visit. In this category are encountered all the projects of the CDE. We are recommending that virtually all projects still in process which have not established their separate bank account be classified as Type A. We have recommended 14 additional projects be classified in Category B to receive visits every two months. And finally, we have classified 30 projects in Category C for visits once every three months.

## 2. Evaluation of Final Results

Another generalized weakness of the program is its lack of systems for evaluating the results of projects financed. Of the 69 projects currently under execution, the consultants only were able to find three with a capacity to measure their results. In 43 cases the projects reviewed had developed explicit goals for measuring coverage or final results, but then almost none had tried to measure the stated goals after the fact. There are many cases of projects that have proposed generalized goals, narrative goals, but which do not state them in a way which makes them measurable.

We recommend that the coordinating unit require a final report from each financed project, designing a special format for each type of project. Each report should serve as a prerequisite for the financing of any new projects promoted by the coordinating unit. Besides, to make more agile the identification of goals in an opportune fashion and to facilitate their subsequent measurement, we recommend the utilization of a single format or logical framework applied to all projects in their phase of approval, and with periodic evaluation updates every three months. The logical framework format is presented in Annex 4.

## 3. Trimestral Audits

We do not consider it necessary nor prudent to ask for justification of expenses from each executive unit prior to the approval of their request for disbursement. Frequently the documentation that they submit to justify previous expenditures is very voluminous and is not segregated by expenditure account categories, nor does it separate out expenditures of AID resource versus those from other sources. Such reporting creates problems of analysis and filing for the coordinating unit. Besides, the submission of this documentation to the coordinating unit establishes a pretext for the auditors to stay in the office, with the result that the intensity of their field visits diminishes.

As an alternative for more effective follow-up, we recommend that every three months an auditor of the coordinating unit (or at the very least, a local auditor contracted by the coordinating unit) make a visit to the executive institution to confirm on site the receipts, bank accounts, contractor estimates, and other accounting documents of interest to the program. These visits should also be useful for the coordinating unit to collaborate with projects in the preparation of the disbursement requests, their trimestral reports, and provide a timely investigation of problems of financing or execution of the project.

## 4. Supervision of Physical Progress

Just as the coordinating unit has been doing with some infrastructure projects, it is appropriate for them to contract local firms (architects, civil engineers, etc.) to supervise projects once or twice a month and to submit monthly reports of progress. It is also appropriate for such reports to contain photographs to confirm the progress being reported in the narrative portion of the report.

## G. Information System and Reports

### 1. Instruction Booklet

There exists a great deal of non-compliance on the part of participating projects in the program in satisfaction of accounting requirements as well as in the presentation of their periodic reports to the coordinating unit. As we documented previously, there exist 35 projects that have not yet established separate bank accounts to control AID-PL480 resources. With regard to the trimestral report, there are 45 projects that have not complied with this requirement. The principal cause of non-compliance is not due to lack of cooperativeness on the part of the executing institution, but rather the lack of emphasis on these requirements by the project administration. The format for the actual project agreements, when signed at the initiation of project finance, is very ambiguous and does not contain clear reference to the following vital requirements: (a) opening of a separate bank account, (b) organization of a separate accounting system, (c) instructions on the submission of accounting reports, and (d) instructions on the submission of trimestral reports.

We recommend that at the time the project agreement is signed, each executing institution should receive an instruction booklet which describes in detail the formats and accounting or administrative procedures which the coordinating unit needs for project control. To assist the coordinating unit in the design of such an instruction booklet, we have left an example of a booklet utilized in the PL480 program in Bolivia.

### 2. Central Project File

In the majority of cases, the coordinating unit already has collected an enormous quantity of necessary information about each project, but unfortunately these documents are filed in a variety of different locations at the unit's headquarters. We recommend the organization of a project file in which for each project a copy of all documentation ever generated relating to that project be filed here. The consultants have left the coordinating unit with a considerable amount of its work papers precisely to create a base for the development of a project specific file.

### 3. Format for the Trimestral Report

One of the most serious deficiencies of the program to date has been its lack of an exclusive format for standardizing trimestral reports. In a workshop celebrated between the consultants and staff of the coordinating unit, a format for a standardized trimestral report was developed and is presented in Annex 5. This instrument incorporates elements of the logical framework presented in Annex 4. In addition to the format, it is necessary to establish clearly who should prepare these reports, where they should be sent, and how many copies.

#### 4. Trimestral Report to AID

The coordinating unit has been presented with a copy of the trimestral report used by the PL480 program in Bolivia. This report deals with three kinds of information generated by computer; (a) detail of deposits and disbursements from the special account, (b) funds disbursed by projects (every trimester and consolidated), (c) funds received and disbursed, (d) a narrative report (12 to 15 pages). The narrative report covers (1) general aspects of the program, (2) financial situation, and (3) one to two paragraphs concerning each project by area of focus.

#### 5. Annual Report to AID

Similarly, the consultants left the coordinating unit with a copy of the annual report prepared by the Bolivian PL480 program. We consider that our consulting report with its different project summaries constitutes a suitable format for the annual report that the coordinating unit should submit to AID. Once established on a computerized basis, the information system will be much easier to update and to present to AID on a timely basis.

#### H. Disbursement System

Without doubt, the most criticized element of the program is the slow-down of the disbursements from the special account to the project executing institutions. According to the descriptive flow chart of this process (Annex 6), disbursements require the participation of seven entities other than the executing unit: ONAPLAN, AID, Central Bank, Treasury, ONAPRES, Controller General, and Reserve Bank. According to the original model, the disbursement process should not last more than 25 days. In reality, delays are usually two to three times longer. Based on a sample of 30 disbursements selected by the consultants, we have calculated an average disbursement delay of 72 days. In the following paragraphs we offer various recommendations for making the process more agile.

##### 1. A Red-Tape Specialist (Tramitador)

We recommend that the coordinating unit designate one of its technicians to the exclusive task of monitorship and follow-up of disbursement requests. If necessary, this red-tape specialist (tramitador) should visit daily the different institutions that constitute the disbursement flow cited above. The continual visitation of this person would create pressure for more agility from one step to the next in the process, and would provide also an opportunity for documenting precisely the causes and the precise location of any slow-downs in the process. The tramitador would handle a cardex of projects in process, codified by colors -- green, yellow, red -- depending on the degree of tardiness of the disbursement, giving higher priority to those projects that are the most delayed.

## 2. Modification of Controls According to the Amount Solicited

The disbursement system was initially established to control in part the degree of monetary liquidity of the Dominican Republic to prevent inflationary pressures. While we recognize the validity of this control, we do not believe it is justified to exert this control equally over projects of greatly dissimilar value; for example, rigorous control of disbursements to a project budgeted at RD\$ 100,000 and the same treatment for another project budgeted ten times greater at RD\$ 1,000,000. Thus we recommend that the possibility be investigated of exonerating from the red tape stage known as asignación y libramiento (ONAPRES) all disbursement requests for sums up to RD\$ 100,000.

## 3. Programming of Disbursements with a Cushion

We recommend that disbursements be programmed on a quarterly (three month) basis, however we believe that the first disbursement should be enough to cover operating costs for a four month period. Thus, after three months have passed, the executive agency would submit its request for reimbursement and its expense justification up to that time. While that disbursement request is being considered, the fourth month of budget, i.e the cushion, would cover operating costs until the disbursement is paid.

## 4. Working on Red Tape by Project Package

Possibly the disbursement process can be expedited if the trimestral budget requests of various executing agencies are solicited as a single package. Obviously this idea would only be applied to disbursement requests for relatively small amounts per project, like those of PVO's.

## 5. Creation of a Sub-Treasury

The success of the Bolivian PL480 program is due in large part to its capacity to disburse funds with great agility. This situation was achieved by means of the creation of an institution known as the Department of Coordination and Project Control (DCCP), which functions as a sub-treasury for the execution of all accounting follow-up for funds that originate outside the country. The ex-minister who designed and founded the DCCP is now the secretary general of PL480 in Bolivia. In the case that Dominican Republic were interested in implementing its own version of the DCCP, we recommend that AID finance the technical assistance visit of Señor Fadrique Muñoz, Secretary General of PL480/Bolivia. By the same token, it would be appropriate to finance the trip of one or more of the representatives of the coordinating unit to become acquainted with the Bolivian program.

### I. Marketing and Deposits to the Special Account

We are in agreement with the proposal that local buyers of PL480 projects make their deposits to the special account within a period of four months instead of six. Another recommendation worthy of study would be to charge an interest rate, perhaps as much as 1.5% per month, based on the value of products purchased. Otherwise, it might be expedient to examine the possibility of requiring a straight cash payment for products brought in through the PL480 program.

### J. Projects Subject to Administrative Evaluation

As mentioned previously, of the 104 projects included in the consolidated chart of the program (Annex 2), only 73 had expended any money at the time of the evaluation. Of these, 59 were evaluated, the others not meriting an analysis because (a) they were recently formed, or (b) they were of an administrative type. Each project was evaluated in a general way according to a scale ranging from 1 (worst) to 10 (best), utilizing subjective criteria of the evaluator regarding impact and, most important, achievements of the project. In making these evaluations, each consultant was asked to take into account the following factors: (1) existence of a separate bank account, (2) compliance with trimestral reporting requirements of the coordinating unit, (3) existence of explicit targets, (4) existence of a system for measuring final results, and (5) whether or not expenditures were clearly documented. In the following paragraphs, we present a summary of the results of this evaluation by different types of projects. The detail of the scores by individual projects is given in Annex 3.

#### 1. Credit Projects (10 Projects)

This category covers five projects of the Agricultural Bank, three of FIDE, one of CODOCOOP, and one of ADACA. Also included in this category is the star project, Savings Mobilization (BAGRICOLA). The project of agricultural insurance managed by ADACA was included as well, because basically it insures sums loaned by the banking system.

With these understandings, the average score of the ten projects was 8.2, with a range of 10 down to a low of 7. Only one project had sent a trimestral report to QNAPLAN. The three projects of FIDE do receive trimestral reports from participating financial intermediaries, but these reports are not submitted on to the coordinating unit. Six of the ten projects have a separate bank account. Five of the ten have explicit targets. One of ten has a system for evaluating final results, and four of ten do not have their expenses clearly documented. It should be noted that all projects that do not have a separate bank account, or which do not have their expenditures clearly documented, are those of the Agricultural Bank.

## 2. Road Infrastructure (Ten Projects/SEOPC)

This group deals with ten projects of highways or farm to market roads executed by the same institution, the Secretariat of Public Works (SEOPC). The average score for this category was 6.8, with a range of 8 to a low of 4. Three projects were identified for requiring intensive supervision (monthly visit on the part of the coordinating unit). Two of the ten projects had submitted trimestral reports to ONAPLAN, but nine of the ten do not have separate bank accounts. There are four projects whose expenditures are not clearly documented. All the infrastructure projects have stated explicit targets for physical performance, but none have established a system of evaluation of final results.

## 3. Irrigation Infrastructure (Six Projects)

The six projects of this category achieved an average score of 7.2, with a range of 9 to a low of 6. Two of the six projects require intensive supervision. Four have not sent trimestral reports to ONAPLAN, and four projects lack a separate bank account. Half of the projects do have their expenditures clearly documented. All have explicit targets, but none has established a capacity to measure final results.

## 4. Electric Infrastructure (Fifteen Projects/CDE)

The fifteen projects achieved an average score of 6.9, with a range of 8 to a low of 6. In all cases, they deal with projects of repair or rehabilitation of electrical installations. One to two points were given to projects that were successfully completed and placed in operation. It is important to note that the consultants did not have access to the accounting documents of CDE for lack of timely approval by the central administrator of the corporation. This circumstance, in combination with the fact that none of the projects managed a separate bank account for AID-PL480 resources, nor have reported to the coordinating unit on a trimestral basis, have obligated us to classify all fifteen projects in Category A, requiring an immediate audit and monthly visits on the part of the coordinating unit. It should be emphasized that none of the fifteen projects have their expenditures clearly documented. None have fixed explicit targets, and none have a system for measuring final results.

## 5. Other Infrastructure Projects (Five Projects)

This group deals with five projects executed by five different executing institutions. Collectively, they achieved a classification of 7.2 points, with a range of 9 to a low of 5. Only one project merits intensive supervision, although four have completed their trimestral reports to the coordinating unit. Two do not have a separate bank account for AID-PL480 resources, and these two projects do not have their expenditures clearly documented. In spite of the fact that all projects have established explicit targets, none has created a system for measuring final results.

#### 6. Private Volunteer Organizations (Ten Projects)

The ten projects achieved an average classification of 7.8, with a range of 9 to a low of 5. Four projects were identified as having a need for bi-monthly supervision, and one project monthly supervisory visits. The private volunteer organizations all have private bank accounts, but only two of the ten have submitted a trimestral report to the coordinating unit. Six of ten projects have formulated explicit targets, but no private volunteer organization has established a capacity for evaluating final results. All have their expenditures clearly documented.

#### 7. Extension Investigation and Agricultural Studies (Eight Projects)

In this category are covered eight projects executed by eight different executing agencies. Among all of them, the average score came to 6.5, with a range of 9 to a low of 2. Three of the projects require monthly supervision, and one bi-monthly. As with the group of the private volunteer organizations, all have established separate bank accounts. Nonetheless, five of the eight projects have not submitted trimestral reports to the coordinating unit. Six of the projects have established explicit targets, but none have established a system for measuring final results. All of the projects have their expenditures clearly documented.

#### 8. Free Zones and Export Promotion (Five Projects)

This category covers three projects of free zones and two for the promotion of exports by means of public relations and information system improvements. The five projects achieved an average score of 7.4, with a range of 9 to a low of 7. Four deserve bi-monthly supervisory visits. Also, four projects have not sent trimestral reports to the coordinating unit, but only one of these has failed to establish a separate bank account. All have explicit targets, but none have established a capacity for measuring final results. All five have their expenditures clearly documented.

#### K. Social Economic Impact of Projects

Because of the very large number of projects and the short time available for evaluating each one of them, it was extremely difficult to provide very exact appreciations of socio-economic impact of those projects evaluated. The situation is complicated by the general tendency of almost all institutions reviewed to not measure their final results even though they have explicit targets. By the same token, the large majority of the projects have not specified who their final beneficiaries are or how many.

In spite of these complications, the consultants have attempted to summarize for the majority of the projects supervised a brief commentary about the principal achievements and deficiencies of each project. We also celebrated sixteen workshops with a total of 270 beneficiaries.

and the conclusions of these evaluation workshops are integrated into the commentary on achievements and deficiencies for each project. The results of these evaluation efforts -- project by project -- are summarized in the project summaries contained in Volume II.

At this point, we only want to give emphasis to a few general conclusions about the impact of the AID-PL480 program.

### 1. Massifying Assistance

The AID-PL480 program is impressive for the variety and extensiveness of its activities. Taken as a whole, the program has a coverage of more than 100 projects with a total value of programmed resources exceeding RD\$ 553,747,000. Presuming a population of 6,200,000 inhabitants with an average family size of six persons, the potential beneficiaries would be a little more than one million families. This means that the AID-PL480 program has generated resources equivalent to approximately RD\$ 554 for each family covered by the program in the last two years. As such, the program plays a decisive role in the national economy.

### 2. Expanding Credit Coverage

The strategy of channeling credit to enterprises and individual producers by means of commercial banks with a centralized control by FIDE seems to be achieving a significant success. Despite the problems of delayed disbursements, the private banks have demonstrated their willingness to risk their own capital in order to service their clients on an opportune basis. The danger of channeling credit resources by means of the commercial banking system seem to that marginal producers might be excluded. Nonetheless, the strategy does contain possibilities for reaching marginal clients as follows: (1) by means of agricultural bank programs and its 29 branch offices and 12 satellite offices, and (2) by means of programs sponsored by private voluntary organizations. We believe that there still exists a large demand for small credits of RD\$ 500 to RD\$ 1,000 to finance working capital requirements of marginal rural families who do not qualify for loans from the Agricultural Bank. We recommend that AID study the feasibility of expanding its coverage of the current credit systems conducted by private voluntary organizations by means of the model designed by FINCA (Foundation for International Community Assistance) which is being applied with considerable success in Bolivia, Peru, Columbia, Costa Rica, and El Salvador. With a capital of no more that RD\$ 3,000,000, the FINCA model would be capable of achieving an expansion of credit coverage to an additional 6,000 rural families throughout the Dominican Republic.

### 3. Employment Generation

The rural infrastructure and irrigation projects are generating temporary employment opportunities for non-skilled laborers. From 1984 to the present, we estimate that some RD\$ 5,700,000 have been spent on non-skilled labor. This sum represents labor generation on the order of 380,000 days of labor.

The industrial free zone projects offer a very interesting model for the generation of new employment opportunities, both direct and indirect. Nonetheless, our attention has been called to the large variation in unit costs of these programs, ranging from RD\$ 500 per job created in Bani, RD\$ 1,900 per job in Santiago, and RD\$ 3,100 per job created in La Romana.

#### 4. Private Voluntary Organizations

As a sector of the program portfolio, the private voluntary organizations have demonstrated significant success in comparison to projects of other sectors. In spite of their being institutions who manage the least level of resources, the private voluntary organizations have complied, all of them, with the establishment of separate bank accounts, and they have clearly documented their expenditures. After credit projects with an average score of 8.2, the private voluntary organizations as a group achieved the highest scores in the program (7.8). From these observations, we can conclude that the majority of the private voluntary organizations represent a solid institutional base for expansion of PL480 resources channeled to them.

#### 5. Promotion of Exports

Seen from the perspective of each project, it would seem that the AID-PL480 program has established incentives for a considerable take-off in the quantity of enterprises which are exported. The project 1-04, for example, (promotion of agri-industry and exports), refers to a significant achievement such as (a) expansion of imports for a total value of US\$ 112,857,000, and (b) substitution of imports for a value of RD\$ 62,892,000. Nonetheless, such results do not conform in any way with national statistics on exports. For example, in Annex 7, we have the result of a shrinkage of 19% in the total value of Dominican exports between January and June, 1986. The loss is concentrated in sugar and in minerals, not in industrial or agricultural exports (which experienced an increase of 52% and 12% respectively). Nonetheless, the expansion registered in these two areas has not passed US\$ 23,000,000 for the six month period, and though it were doubled it would still be far from the level of US\$ 112,857,000 indicated above. In summary, there is necessity to correctly identify the AID-PL480 program within a perspective of national statistics in order to correctly identify its macro-economic impact.

ANEXO I

CUADRO RESUMEN POR ACUERDO

Al 31 de Julio 1986

(En miles RDS)

	PL-480 '84	PL-480 '85	517-K-039/B	517-0171	517-0171-1	517-0171-2	Total general
1- Total generado bruto	70,400	114,000	34,000	153,500	145,350	114,400	627,650
Costo de Importación	12,557	15,800	-	-	-	-	28,357
Total generado-Neto	57,843	98,200	34,000	153,500	145,350	114,400	602,293
2- Total depositado	57,600	92,321 <sup>1/2</sup>	34,000	135,000	142,650	110,000	571,571
3- Total Programado	52,947	63,137	33,997	164,245	143,500	109,772	667,598
4- Total Aprobado	50,642	46,747	33,297	123,818	05,450	34,122	393,076
5- Pendiente Aprobación (3-4)	2,305	16,390	700	40,428	38,050	75,650	174,523
6- Pendiente Depósito (1-2)	243	5,879	-0-	18,500	2,700	4,400	31,722
7- Pendiente Programación en función depositado (2-3)	4,653	29,184	3	(29,246)	(850)	226	1,917
8- Pendiente Programación en función generado (1-3)	4,896	35,063	3	(10,746)	1,850	4,628	35,693

1/2 Depósito en tránsito por 9,661.

*Remisiones*

CÓDIGO	DESCRIPCIÓN	TOTAL DEPOSITOS						PL-480/84 US\$ 480.		PL-480/85 US\$ 300.		FRENTE 617-620/8 834.		TOTAL
		ASIGNADO		APROBADO		INSEPR		ASIGNADO		APROBADO		INSEPR		
		PL-480/84	PL-480/85	PL-480/84	PL-480/85	PL-480/84	PL-480/85	PL-480/84	PL-480/85	PL-480/84	PL-480/85	PL-480/84	PL-480/85	
1-*	ESTABILIZACIÓN ECONOMICA A CORTO PLAZO	57,600,000						92,321,000						34,000,000
1-01	A. ESTUDIOS USAR EN ANALISIS DE POLITICAS	700						700						700
1-02	1- ANALISIS DE POLITICA ECONOMICA (ENR)	700						700						700
1-03	2- ANALISIS DE POLITICA ECONOMICA (STR)	700						700						700
1-03	3- NOVIOS PROYECTOS RURALES (AGRICULTURA/BOC. C.)	204		100		100		450		450		350		
1-04	B. CAPITAL DE TRABAJO DEL SECTOR PRIVADO	22,500 (034)						22,500						22,500
1-05	1- CREDITO AGROINDUSTRIAL Y EXPORTACION	300						300						300
1-06	2- CREDITO PERIENOS AGRIC. DE ALIMENTOS	900						900						900
1-06	3- CREDITO AGROPECUARIO VI	2,500						2,500						2,500
1-07	4- CREDITO AGROPECUARIO EMERGENCIA BASICA/CA	900						900						900
1-07	5- CREDITO AGROPECUARIO (SECTOR PRIVADO)	2,500						2,500						2,500
1-08	C. INVEST. DE FACTIBILIDAD	250						250						250
1-08	1- ESTUDIOS DE FACTIBILIDAD	250						250						250
1-09	2- ESTUDIOS DE FACTIBILIDAD (SECTOR PRIVADO)	250						250						250
1-10	3- ESTUDIOS DE FACTIBILIDAD (SECTOR PRIVADO)	250						250						250
1-11	D. FOMENTO DE LAS EMPRESAS DEL SECTOR PRIVADO	2,000						2,000						2,000
1-11	A. CREDITOS A PERIENOS MEDIOSES	2,000						2,000						2,000
1-11	1- CREDITO A AGRIC.	2,000						2,000						2,000
1-11	2- SERV. AGROPECUARIO VALIA	2,000						2,000						2,000
1-11	B. CREDITO PARA PROMOCION DE TRABAJO	2,000						2,000						2,000
1-11	1- PROY. DE SERV. DE AGROPECUARIOS (SECTOR PRIVADO)	2,000						2,000						2,000
1-11	2- CREDITO PARA CALAZ (AGRICULTURA)	2,000						2,000						2,000
1-11	C. MEJORA PRODUCTIVA	2,000						2,000						2,000
1-11	1- SERV. INTERNAL SERVICIOS ESPECIALES	2,000						2,000						2,000
1-11	2- SERV.	2,000						2,000						2,000
1-11	D. PROMOCION DE INVESTACIONES	2,000						2,000						2,000
1-11	1- DESARROLLO	2,000						2,000						2,000
1-11	2- EMPLEO	2,000						2,000						2,000
1-11	E. INVEST. Y RESULTADOS DE SALUD	2,000						2,000						2,000
1-11	1- LABORATORIO APMS	2,000						2,000						2,000
1-11	2- LAB. COM. CENTROS SEMILLAS	2,000						2,000						2,000
1-12	F. ZONAS FRONTERIZAS	2,000						2,000						2,000
1-12	1- PUERTO PLATA III	2,000						2,000						2,000
1-12	2- SAN	2,000						2,000						2,000
1-12	3- LA ROMANA	2,000						2,000						2,000
1-12	4- SAN CARLOS	2,000						2,000						2,000
1-12	5- SANTO DOMINGO	2,000						2,000						2,000
1-12	6- SAN VICENTE	2,000						2,000						2,000
1-12	7- SAN PEDRO DE MACORIS	2,000						2,000						2,000
1-12	8- SAN JUAN DE LOS RIOS	2,000						2,000						2,000
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- 21- MEJORAR TECNICA VOCACIONAL
- 22- BECAS ESP. ZON. IFCZ-
- 41- ADIESTRAMIENTO DESARROLLO SECTOR PRIVADO
- MEJORAR ELECTRIFICACION
- 4-16 1- MAZINA I
- 4-17 2- MAZINA V
- 4-18 3- SAN PEDRO DE MACRIS
- 4-19 4- INSTALACION FBI
- 4-20 5- SUB-ESTACION D
- 4-21 6- TURBINA GAS SARANOMA
- 4-22 7- EMPLANTAMIENTO DE PLANTAS
- 4-23 8- TARJETAS DE COMPUTADORAS
- 4-24 9- LOPEZ AMBUSTOMA
- 4-25 10- PLANTA DIESEL
- 4-26 11- TEMBEQUE
- 4-27 12- LIMA TRANSMISION ZONA TURISTICA
- 4-28 13- INTERCOM FALCONPIQUE
- 4-29 14- REHABILITACION HIPOELECTRICA JIMENA
- 4-30 15- REHABILITACION SANTO DOMINGO
- 4-31 16- PLANAR III
- 4-32 17- VALLE DE NEIBA
- 18- SALO II
- 19- CONTROL DE VECTORES USIM-

4-16									
4-17									
4-18							3,000	3,000	2,600
4-19							9,500	9,500	9,500
4-20							7,600	7,600	7,600
4-21							2,200	2,000	2,000
4-22							2,924	2,924	2,924
4-23	4,500	4,500	4,500		1,600		1,600	1,600	
4-24	669	669	669						
4-25							76	76	76
4-26									
4-27									
4-28									
4-29									
4-30									
4-31	650	650	650		400		400	400	
4-32	1,668	1,668	1,482		3,000		915	576	
4-33									
4-34									
4-35							600	600	500
4-36									
4-37	78	78	78						
4-38							90	90	90
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4-48	300	300			1,200				
4-49									
4-50	700	700	700		800		797	263	
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## ANEXO 3

CRITERIOS PARA LA EVALUACION Y SUPERVISION DE PROYECTOS APOYADOS  
CON RECURSOS DEL PROGRAMA AID-PL480

Identificación del Proyecto	Codigo de Supervisión			Califi- cación 1-10**	Informe Trimest. a ONAPLAN	Cuenta Bancaria Separada	Metas Explíci- tas	Sistema Evaluación Resultados	Gastos Claramente Documentados
	A	B	C#						
I-05 BAGRICOLA			X	10	Sí	Sí	Sí	Sí	Sí
1-04 FIDE			X	8	No	Sí	Sí	No	Sí
1-05 BAGRICOLA	X			7	No	No	No	No	No
1-06 BAGRICOLA	X			7	No	No	No	No	No
1-07 BAGRICOLA	X			7	No	No	No	No	No
2-05 FIDE			X	9	No	Sí	Sí	No	Sí
2-04 BAGRICOLA	X			7	No	No	Sí	No	No
4-58 COCOCOOP			X	9	No	Sí	Sí	No	Sí
6-01 FIDE			X	9	No	Sí	No	No	Sí
2-02 AIACA			X	9	No	Sí	No	No	Sí
<u>Infraestructura Vial</u>									
4-01 SEDPC			X	6	No	No	Sí	No	Sí
4-02 SEDPC			X	7	No	No	Sí	No	Sí
4-03 SEDPC			X	7	No	No	Sí	No	Sí
4-04 SEDPC	X			7	Sí	No	Sí	No	Sí
4-05 SEDPC		X		8	No	No	Sí	No	Sí
4-06 SEDPC			X	7	No	No	Sí	No	No
4-07 SEDPC			X	8	No	No	Sí	No	No
4-08 SEDPC	X			7	Sí	Sí	Sí	No	Sí
4-09 SEDPC			X	7	No	No	Sí	No	No
4-10 SEDPC	X			4	No	No	Sí	No	No
<u>Infraestructura Riego</u>									
4-11 INEERI			X	6	No	No	Sí	No	No
4-12 INEERI			X	7	No	No	Sí	No	No
4-13 INEERI			X	9	No	No	Sí	No	No
4-14 INERHI	X			7	Sí	Sí	Sí	No	Sí
4-15 INERHI			X	7	No	Sí	Sí	No	Sí
4-52 FELA	X			7	Sí	No	Sí	No	Sí
<u>Infraestructura Eléctrica</u>									
4-16 CDE	X			7	No	No	No	No	No
4-17 CDE	X			8	No	No	No	No	No
4-18 CDE	X			7	No	No	No	No	No
4-19 CDE	X			7	No	No	No	No	No
4-20 CDE	X			6	No	No	No	No	No
4-21 CDE	X			6	No	No	No	No	No
4-22 CDE	X			7	No	No	No	No	No
4-23 CDE	X			6	No	No	No	No	No
4-24 CDE	X			6	No	No	No	No	No
4-25 CDE	X			7	No	No	No	No	No
4-26 CDE	X			7	No	No	No	No	No
4-27 CDE	X			7	No	No	No	No	No
4-28 CDE	X			8	No	No	No	No	No
4-29 CDE	X			8	No	No	No	No	No
4-50 CDE	X			6	No	No	No	No	No

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Anexo 3 (continuacion-2): Criterios Para Evaluacion y Supervision de Proyectos

Identificación del Proyecto	Codigo de Supervisión			Califi- cación 1-10**	Informe Trimest. ONAPLAN	Cuenta Bancaria Separada	Metas Explici- tas	Sistema Evaluación Resultados	Gastos Claramente Documentad
	A	B	C*						
<u>Otros Proyectos de Infraestruct.</u>									
4-31 INAPA			X	7	Sí	No	Sí	No	Sí
4-32 FEDA	X			5	Sí	Sí	Sí	No	No
4-33 UCM			X	9	Sí	Sí	Sí	No	Sí
4-34 SURVIVIENDA			X	8	Sí	No	Sí	Sí	sí
4-47 SESPAS			X	7	No	Sí	Sí	No	No
<u>Organiz. Voluntarias</u>									
<u>Privadas</u>									
2-01 ADEMI			X	8	Sí	Sí	Sí	No	Si
2-05 IESC			X	9	No	Sí	Sí	No	Si
2-06 JAAC			X	9	No	Sí	Sí	No	Sí
4-39 MAI			X	8	Sí	Sí	No	No	Si
4-40 MUDE		X		7	No	Sí	Sí	No	Si
4-41 FDD		X		7	No	Sí	No	No	Sí
4-42 CEDOIS			X	8	No	Sí	No	No	Sí
4-43 FUDECO		X		8	No	Sí	Sí	No	Si
4-44 FSJ		X		9	No	Sí	Sí	No	Si
4-45 FUNDEJUR	X			5	No	Sí	No	No	Si
<u>Extensión/Investigación</u>									
<u>Estudios Agropecuarios</u>									
1-01 CNA		X		7	No	Sí	Sí	No	Si
1-09 CEMYB			X	9	No	Sí	Sí	No	Si
3-01 IDTA			X	8	No	Sí	Sí	No	Sí
3-02 NATURA	X			2	Sí	Sí	Sí	No	Si
3-03 MARENA	X			5	Si	Sí	No	No	Si
3-04 INDRHI	X			4	No	Sí	No	No	Si
4-36 ONU/DGM			X	9	No	Sí	Sí	No	Sí
4-46 COENER			X	8	Sí	Sí	Sí	Sí	Sí
<u>Zonas Francas y Promo- ción Exportaciones</u>									
2-08 CEDOPEX	X			6	No	Sí	Sí	No	Si
2-09 CIPROIN	X			7	No	Sí	Sí	No	Si
2-12 Z.F. Bani			X	9	Sí	Sí	Sí	No	Si
2-13 Z.F. La Romana	X			7	No	No	Sí	No	Sí
2-14 A.F. Santiago	X			8	No	Sí	Sí	No	Si

\* Supervisión: A= intensiva (mensual), B= bimensual, C= trimestral

\*\* Calificación del proyecto: 10 = mejor; 1 = peor

La relación de proyectos solo incluye proyectos iniciados, es decir con fondos desembolsados y actividades ejecutadas.

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ANEXO 4

FORMATO UNICO PARA PLANIFICACION Y EVALUACION  
DE PROYECTOS AID-PL-480

DESCRIPCION NARRATIVA	CUANTIFICACION DE METAS	
	<u>Propuestas</u>	<u>Realizadas</u>
BENEFICIARIOS		<u>A La Fecha</u>
PROPOSITO GENERAL DEL PROYECTO		
OBJETIVOS ESPECIFICOS		
ACTIVIDADES A REALIZAR		
RECURSOS (PRESUPUESTO)		

ANEXO 5  
FORMATO TENTATIVO PARA UN INFORME TRIMESTRAL  
(TALLER DE DISEÑO: PERSONAL DE LA COORDINADORA)

I N F O R M E     T R I M E S T R A L

Periodo \_\_\_\_\_

DATOS GENERALES

Nombre del proyecto \_\_\_\_\_

Ubicación \_\_\_\_\_

Institución Ejecutora \_\_\_\_\_

Monto Total del Proyecto (original) \_\_\_\_\_

Fuentes de Financiamiento \_\_\_\_\_

Beneficiarios \_\_\_\_\_

Descripción del Proyecto \_\_\_\_\_

DESARROLLO DE ACTIVIDADES

Detalle de Actividades	Total Previsto	Ejecutado Hasta el	Ejecutado Período Acum.	%


Plazo _____	Avance Físico _____
Fecha de Inicio _____	Transcurrido _____
Fecha de Inicio _____	Fecha de Tera. _____

v

Informe Trimestral (2)

SITUACION FINANCIERA

I N G R E S O S	G A S T O S	S A L D O
Recibido Anteriormente _____	Acumulado Antes _____	_____
Éste Período _____	Éste Período _____	_____
_____	_____	_____
Total Recibido _____	Gasto Acumulado _____	
Avance Acumulado _____		

EJECUCION PRESUPUESTARIA

Montos Programados	D E S E M B O L S O S				Saldo
	Antes	Pendien- tes	Período	Total	

Conciliación Bancaria

PROBLEMAS ENCONTRADOS

SOLUCIONES PROPUESTAS

Financieras \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Técnicos \_\_\_\_\_

\_\_\_\_\_

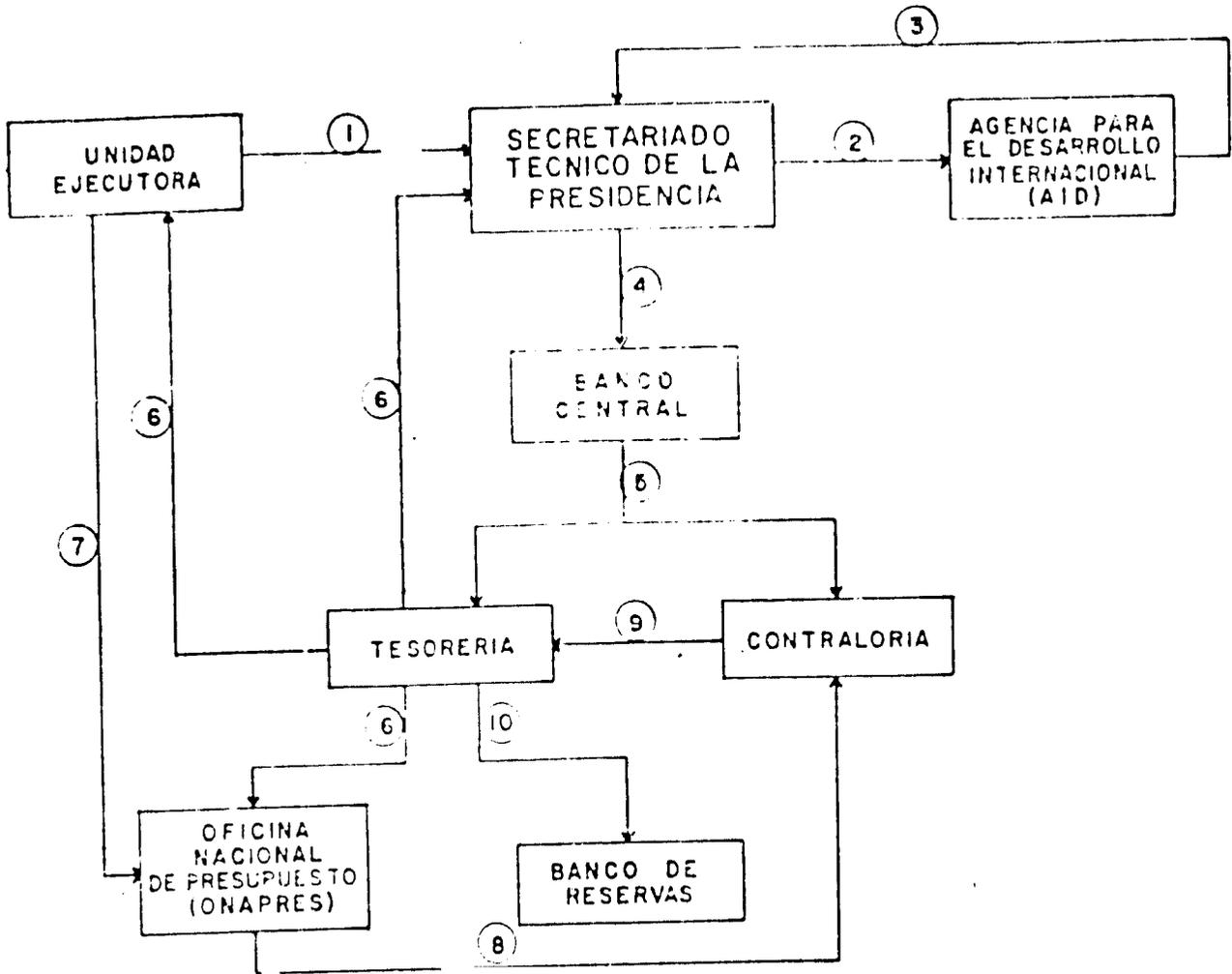
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Institucionales \_\_\_\_\_

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FLUJOGRAMA DE REALIZACION DE DESEMBOLSOS



- 1.- Solicitud de Desembolso
- 2.- Solicitud de Aprobación de Desembolso.
- 3.- Aprobación o rechazo de solicitud de desembolso (Visto Bueno). *por Contraloría de AID al Gobernador Banco Cent.*
- 4.- Solicitud de desembolso con justificativos de Gastos.
- 5.- Emisión cheque de Gerencia a Tesorería. Notifica de acción a contraloría.
- 6.- Notificación de depósito de cheque de gerencia por parte del Banco Central al STP-ONAPRES y UNIDAD EJECUTORA.
- 7.- Solicitud de asignación de recursos mediante mecanismos de asignación y libramiento. *por UNIDAD EJECUTORA*
- 8.- Aprobación de especialización de fondos.
- 9.- Informa de la acción anterior
- 10.- Depósito de fondos en el Banco de Reservas en cu en ta espe cializada de unidad ejecutora.

## ANEXO 7

REPUBLICA FILIPINA

COMERCIO EXTERNO

1985-1986

GRUPOS DE PRODUCTOS	1985		1986*		VARIACION	
	Peso Bruto KGS	Valor FOB US\$	Peso Bruto KGS	Valor FOB US\$	Absoluta US\$	Relativa %
TOTAL GENERAL	1,013,324,043	418,522,503	758,554,262	331,653,247	79,890,256-	19.09-
I. TRADICIONALES	747,246,181	243,015,749	536,521,722	171,334,502	71,681,167-	29.50-
A. AZUCAR Y SUS DERIVADOS	699,578,009	142,588,226	494,103,672	73,929,572	69,662,654-	48.15-
1) Azúcar crudo	502,790,461	102,709,822	334,064,737	47,856,432	54,853,390-	53.41-
2) Molaza	127,697,182	7,725,777	125,376,897	8,262,251	535,474+	6.93+
3) Sirop	5,406,536	991,934	6,730,851	1,235,727	243,793+	24.58+
4) Furfural	18,536,909	10,933,231	25,174,537	15,501,071	4,567,840+	41.77+
5) Azúcar Refinado	45,197,781	20,225,462	2,761,850	1,070,091	19,156,371-	94.71-
B. CAFE VERDE	16,613,629	45,763,517	11,437,360	48,289,893	2,585,371+	5.66+
C. TABACO EN RAMA	6,182,356	9,052,801	6,454,448	7,657,555	1,395,245-	15.41-
D. CACAO CRUDO EN GRANO	24,767,569	45,670,305	24,519,242	41,461,567	4,205,736-	9.22-
II. NO TRADICIONALES	265,733,379	174,473,612	219,944,585	166,792,211	7,691,401-	4.40-
A. MINERALES	83,770,203	115,703,196	40,602,217	84,465,323	30,737,875-	26.68-
1) Ferroníquel	33,692,441	61,311,281	19,299,120	29,378,256	31,933,025-	52.08-
2) Alación Oro y Plata	25,313	53,673,502	31,926	54,832,041	1,206,539+	2.25+
3) Bauxita	-	-	-	-	-	-
4) Yeso	2,000,000	14,000	10,167,918	104,128	90,128+	643.77+
5) Piedra Caliza	47,457,000	177,965	11,013,203	95,983	81,982-	46.07-
6) Otros	585,449	21,150	99,000	4,915	21,535-	81.42-
B. AGRICOLAS	66,949,588	20,370,205	92,870,386	22,873,645	2,497,441+	12.26+
C. INDUSTRIALES	114,966,413	38,764,982	86,272,216	59,736,816	19,970,756+	51.52+
D. MISCELANEOS	47,175	127,127	199,706	716,404	589,277+	459.13+
III. REEXPORTACIONES	412,463	1,061,142	97,975	536,454	525,685-	49.56-

1) Cifras sujetas a rectificación (\*).

2) Porcentajes igual o mayor a mil (\*\*).

FUENTE: CEDOPEX-División de Estadística.