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CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

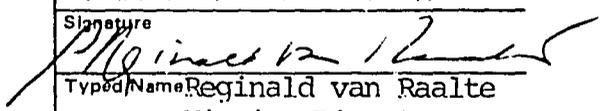
1. PROJECT TITLE Handicraft Export Development (A.D.A.M.)	2. PROJECT NUMBER 511-0583	3. MISSION/AID/W OFFICE USAID/Bolivia
	4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code Fiscal Year, Serial No. beginning with No. 1 each FY) 87-5	
<input type="checkbox"/> REGULAR EVALUATION. <input type="checkbox"/> SPECIAL EVALUATION		

5. KEY PROJECT IMPLEMENTATION DATES	6. ESTIMATED PROJECT FUNDING	7. PERIOD COVERED BY EVALUATION	
		From (month/yr.)	5/87
A. First PRO-AG or Equivalent FY 85 B. Final Obligation Expected FY 88 C. Final Input Delivery FY 89	A. Total \$ _____ B. U.S. \$ 3,000,000	To (month/yr.)	6/87
		Date of Evaluation Review	July 1987

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., algram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
<u>Recommendations</u>		
1. Communication between ADAM and Producer Groups needs improvement.	ADAM	11/15/87
2. Quality Control System needs to be decentralized to Producer Groups to avoid high rejection rate.	ADAM	11/15/87
3. Knitwear orders should be centralized and controlled more efficiently to avoid overproduction of some models and under production of others.	ADAM	11/15/87
4. Design decisions should be centralized in a single stylist.	ADAM	11/15/87

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

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)	12. Mission/AID/W Office Director Approval
Salvatore Pinzino, Project Coordinator Michael Hacker, Chief, Office of Health and Human Resources	Signature:  Typed Name: Reginald van Raalte Title: Mission Director Date: _____

INFORME DE LAS OBSERVACIONES EN A.D.A.M.
JUNE 2, 1987 - JULY 2, 1987

AMY OAKLAND PODMAN

The total operation of A.D.A.M. is impressive in size, production capability, commitment to quality control and to community service. As founded, the Association of Artesanias in Cochabamba should be, and is being, guided by the A.D.A.M. central workshop where modern designs are being produced, where knitted garments are being carefully checked, where large orders are being sought, and where courses in design, quality control, garment structure and crafts are offered. Each member in the association should benefit by the increased orders, current design information and quality control instruction.

The members are fearful, however, that the central organization of A.D.A.M. will be competition rather than aid. Advertising, new styling, and production increase within the central workshop is promoting the center rather than its association members. A variety of avenues could be suggested for the cooperation of the Association members within the A.D.A.M. center: a) Advertising could promote the individual members with equal time showing their most marketable products- all should be coordinated by A.D.A.M. b) Members should send some of their production staff to every course offered by A.D.A.M. They could learn new methods of production in machine knitting or other aspects of hand knitting by having a representative work closely within the A.D.A.M. center. c) New styling information should be directed to members and designers could be sought to offer services in coloring, garment shaping, and new model designs. d) The A.D.A.M. stores in Cochabamba and La Paz could actively solicit specific models from members which represent the best of their line. These could be displayed within the store as individual lines of garments to keep the cohesive look to the member's models. A map of Cochabamba could be produced with member's workshops, stores and phone numbers prominently displayed.

CONTROL DE CALIDAD

The quality control section of the A.D.A.M. organization is carefully organized and is operating perfectly. Problems occur when member groups refuse to accept the specific dimensions ordered by A.D.A.M. or specific customers. This problem must be solved or orders will be impossible to fill. Customers expect to receive the models and sizes they have ordered and there should be no variation within specific sizes. The members should control this within their own organizations and should refuse to accept garments which do not conform to specific sizes and

models. They should send to A.D.A.M. only those garments which meet the standards required.

It has been impossible for me to judge during my brief visit to A.D.A.M. if orders are being filled within the allotted time and are being shipped to customers on their shipment dates. This is one of the most important aspects of production and must be acknowledged by all members.

ASPECTOS DE PRODUCCION

There appears to be a problem in communication between different aspects of production. I have witnessed on more than one occasion where orders, especially those to be given to the classes, are changed while the yarn is being filled. At this moment some one will just happen to notice that an order for x number of sweaters is being filled when there are already too many of these in production. Or the reverse is also happening, several popular models are not being produced. The more complicated handknits are the most marketable and should be produced in greater numbers. It would be helpful if one person kept a large chart of production of all garments. Every knitting class should be monitored and orders directed and orders received should be noted. In the same way, all models received from one producer should be noted. If there are not specific orders for the garments being produced, attempt production of a greater variety of styles. In this way, if certain models are discovered to be more popular they could be produced in greater numbers, but if they are found to be difficult to sell there will not be too many in storage.

MAQUINAS DE TEJER

The decision to augment the knitting machines in A.D.A.M. is no doubt a sound economic choice. The machines chosen should be considered for their capacity to produce fine, high quality alpaca and cotton garments which are different than those knitted by hand. At present A.D.A.M. is using its machines to attempt to reproduce many of its handknitted designs. The machines are capable of producing a lightweight, highly patterned product but the A.D.A.M. machines are now being used to produce simple, single color garments with very little modern styling or thick copies of handknitted sweaters. A single machine, the Singer, is being used for complicated and compact knitting. Both Brother and Paasapt, with the proper attachments, are capable of producing this preferable product. In Europe and the United States, Alpaca and Pima cotton are known as luxury fibers and customers will pay higher prices for this product. Thoughts to keep the yarn content low should be for the production of a lightweight Alpaca garment, not to cheapen it. Many of the simple, plain knits need to be more tightly woven. My preference would be to purchase Paasapt machines

because of their durability, but models which are capable of high, tight tensions, thin yarns, and intarsia and card weaving.

CURSOS DE TEJER

The Knitting classes are one of the most delightful aspects of the A.D.A.M. organization. The new Knitters are genuinely grateful for the opportunity to learn a new craft, to join with other knitters in an agreeable shared time, and to have the opportunity to produce sweaters for sale to A.D.A.M. Hopefully there will be established a specific standard and price scale considering the difficulty of production of specific garments. Beginning Knitters will obviously be given the most simple sweaters and as their skills progress certain models of greater difficulty could be given with a definite raise in the salary given the Knitter. Sweaters within the category of the greatest degree of difficulty should be shown the Knitters and they should be encouraged by price to attempt harder models.

An associated aspect which personally concerns me is the loss of particular native skills in the Cochabamba area. Knitting is a new textile craft and is not known to be an indigenous practice in Bolivia. It is easy to introduce Knitting because every Andean understands textiles, yarns, fabric production as one of the most important aspects of their lives. This attitude has been developed over millinim and remains even within communities where native costume has been changed to modern. When entering a new community, the professors could question the Knitters if they or any relative or friends continue to hand spin or to weave. It would be advantageous to the organization and to Bolivia to support or in some way encourage native traditions along with the new Knitting skills. Handspun wool is not as readily available in Cochabamba as before and is preferable in many woven garments for its variation in yarn diameter. A.D.A.M. could buy Alpaca hand spun yarn of all colors within the communities and project specific projects for its use.

The thick, traditional warp-faced and warp-stripped handspun blankets which were common only 8 years ago are uncommon today. These are really too thick for modern tastes as blankets but are excellent flat woven rugs and their manufacture should be encouraged. Designs could be given, colors chosen and modern orders made for these wonderful traditional products.

In contrast, the one traditional product which A.D.A.M. is promoting, the warp-faced weaving of Tarabucco, is a poor quality product in comparison with the traditional garments of the same area. The traditional weaving, to be promoted, must be understood or tourist quality will be made instead. There exists, and always has existed, a very high standard

in Bolivian weaving. It is encouraging that A.M. feels that there is a market for wall hangings woven in a traditional style. Perhaps the native mantas, aksus and chuspas could be collected for sale as well. These were woven with much more care and can be displayed in the same way. The weaving area of Potolo, which is very close to Sucre, is also a famous and wonderful center for traditional textiles. The Potolo style is "modern" and marketable, as is that of Calcha, Charassani, Tapacari, Macha and many other Bolivian weaving areas. The best, carefully selected, is sought by many visitors.

DISEÑO

A.D.A.M. needs to produce a unified line of coordinated garments. To approach this problem a decision must be made concerning the market. The American market for Alpaca and Pima cotton is sophisticated and single color or simple shapes are not enough to interest the client in an extremely competitive field. The handknit sweaters should be chosen for production along with the best of the machine models and each should be coordinated with a select choice of specific seasonal colors. At present the classes are producing one type of simple handknits. Potrama is producing another line, the machine knits are not coordinated at all to other aspects of production and all are using different colors, yarns, styles, designs, etc. The effect displayed in the stores is one of no single impact.

At the beginning of each season a group of no more than 30 designs should be carefully selected. Yarns could be dyed to your specifications by Michel or Potrama or Cineco or all of the above, but those yarns should be selected for the projects which best suit them. Cineco seems best adapted to handknits, although it is very coarse. Michel yarns and Inca Tops Alpaca should be selected for the finest machine knits as well as special handknits. A less expensive line could be developed in sheep's wool and in locally spun cotton. A dramatic line in sheep's wool using different styling than the alpaca line would be my choice for a less expensive market rather than simple, old fashioned styling, thin sweaters, and single colors as a way to reduce costs.

The line itself should include many variations of the sweater for men and women. Women's models should include choices for skirt lengths and colors and should be patterned like the matching sweaters as well as in single complimenting colors. Dresses should be developed and could be formed from some of the existing sweater designs. Matching accessory garments: scarves, shawls, hats, could help coordinate the total style.

A single stylist would be preferable to the various people who are deciding styling at present in A.D.A.M. All design and style decisions should go directly through this person and not be decided on the spot by the production staff, the office staff, the professors or any other person. In this way the line will remain carefully coordinated. For instance, I have not seen a single great color combination in the machine knitted "card" sweater. The grey/white original colors remain the best in that model. The "Shipibo" remains best in black and white. Many small samples of color and designs should be tested before production.

The A.D.A.M. collection of sweater models contains many beautiful examples but no coordinated line. There are few skirts to match sweaters and no complicated designs in the machine knits. My selection of a series of styles would include the following models now existing in A.D.A.M. production as well as several suggestions for additions:

Handknits

- #4 Cano grey/white deep red/ muted deep purple
dark green/ deep grey-blue blue/dark blue
- #6 Shipibo white/black black/white
red-brown/dark brown cream/dark brown
- #7 Tile de Bateau black/white blue/cream
The design is long for new styling, shorten a little and add a short skirt to match in black, blue
- #12 Great pattern to knit with a variety of different color combinations - 15 colors in a row - develop a sophisticated design with this model. The sleeves should be knitted like the sweater body
- #21 Like the pattern above this sweater should be developed in a variety of muted color combinations and the sleeves and body and back should all be patterned - a great design
- #45 Great vest as is. Make a sweater just like it - same color combinations.
- #49 Nueces Great sweater, could make collar wider with a smaller border, straiter sides

Machine Knits

- #35 Good standard shape, wider modern sides, add pattern to the body
- #40 Good man's classic cardigan
- #44 Great sweater, shorten, make matching skirts, close front leaving 20 cm front opening and collar, add pocket, make in black, white, bright colors and muted colors, add shoulder pads
- #48 Mini skirts nice, also make with ribbed puitina bottom, make in several lengths
- #51 Good cardigan, too long, make matching skirts, make in bright colors, make simple, short shirt to wear under in contrasting color

#88 Best cotton man's sweater, make many in many colors

#649 A-TN Great sweatshirt, knit much tighter, add pattern

#664 MAN Good style, make 3/4 sleeves in solid colors and add pattern, make skirts to match

the knitted shawl #75 and scarf #13 are nicely made

Woven scarves, shawls and ponchos would be beautiful additions to the production

Handknits could be knitted with a mixture of two and three yarns to produce a tweedy varicolored effect.

TIENDAS

The A.D.A.M. stores have the capability of spreading the word concerning the new A.D.A.M. line. Instead of displaying a single model, several of the same style should be shown. The idea is to demonstrate a cohesive, carefully styled, coordinated group. The modern customer would rather see many sweaters of the same model showing that there is, in fact, an A.D.A.M. look rather than a mixture. The La Lana store in La Paz, the new Milima store on Sagarnaga, La Paz and Jerry Fisher's store in Cochabamba are all excellent examples of the modern display. Sweaters should not be hung. At best they could be draped over well padded hangers but one example displayed with several folded nearby is sufficient.

Amy Oablen Polun
July 1, 1987