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FINAL REPORT:
FINDINGS COMPENDIUM
OF THE FY82 META-EVALUATION
VOLUME I

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TRITON is pleased to submit the FY82 Findings Compendium and its Indices. The Compendium is found in Volume I, and is arranged by project number according to the geographic index. The Indices are found in Volume II, and present three keys for locating projects and their findings. The first key is by geographic area, the second is by activity code, and the third is by findings category. Guides to the use of these indices are found in Volume II, at the beginning of the geographic and findings indices.

BOTSWANA

RURAL DEVELOPMENT

Project Number 6330077

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$3,780,000

Grant to the Government of Botswana (GOB) to provide the rural population with increased access to productive employment opportunities.

GOAL: To increase rural incomes.

PURPOSE: To provide the rural population with increased access to productive employment opportunities.

OUTPUTS: To increase non-farm employment opportunities in the rural areas; to increase available land production, and to improve land use planning and management.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. While project implementation is only at mid-point, evaluation findings recommend that the project be extended due to its favorable effects on the host country planning process and institutional development.
2. Implementation of sub-projects has identified a need for increased technical assistance, greater flexibility for local host country personnel to obtain project supplies and increase personnel to process and implement sub-project proposals.
3. Recruitment of local counterparts is slow and is acting as an implementation constraint.
4. Some constraints have developed including difficulty in recruiting qualified host government personnel for training.

5. Lack of positions following training and inadequate number of training staff have also acted as implementation constraints.
6. Host country commitment is high and the various concerned ministries are cooperating well together.
7. Project implementation has been successful in training host country rural cadre that are now acting as a focal point for small enterprise development activities.
8. Land use component of project has been successfully implemented.
9. Further, project has served as an effective catalyst for developing agricultural production and increasing rural income.

Thomas Mehen, et al., "Botswana Rural Sector." USAID/Botswana; PES; 1982.

BOTSWANA

ENVIRONMENTAL SANITATION

Project Number 6330084

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$499,000

Grant is provided to the Government of Botswana (GOB) to develop a replicable, pilot environmental sanitation program (ESP) in six villages in the Southern and Kgatleng provinces.

GOAL: Better health standards for rural Botswana through improved sanitation.

PURPOSE: To undertake a pilot, village level environmental sanitation and safety project, with a high level of community development focused on sanitary options and a multi-media health education campaign.

OUTPUTS:

1. Prototype latrine system built and tested.
2. Refuse disposal alternatives tested.
3. Improved community/personal hygiene messages developed.
4. Extensive use of new latrines by six villages.
5. Increased use of existing latrines in six villages.
6. Printed technical and audio-visual materials produced in latrine building/maintenance.
7. Multi-media health education campaign developed and tested.
8. Multi-media network strengthened at central, district, and village levels.
9. Botswana trained in project management and media management.
10. Recommendations on replication of Environmental Sanitation project in other districts.
11. Procedures for administration of subsidies (e.g., selection, amounts).

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Faulty project planning overestimated need for village level health education. A substantial demand for environmental sanitation already existed.
2. Faulty project planning overestimated construction skills of villagers.
3. Project has been redesigned such that project activities are focused on pilot villages.
4. Skill training is necessary to ensure quality control.
5. Project implementation was delayed due to delay by AID in recruiting technical assistance personnel.
6. Generally poor management by project staff has hindered project implementation.
7. Difficulty in acquiring local materials for construction of latrines and waste disposal systems slowed implementation.
8. Project is achieving success in constructing latrines and waste disposal systems in six villages.
9. Project is achieving success in developing health education materials.
10. Project is achieving success in disseminating health education materials to target audiences.

Chas. S. Gordon, et al., "Environmental Sanitation."
USAID/Botswana; PES; 1982.

BOTSWANA

RURAL ENTERPRISE EXTENSION SERVICE

Project Number 6330212

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$500,000

Operational program grant is provided to the Partnership for Productivity (PFP), a private voluntary organization, to establish an extension training program for small-scale entrepreneurs serving the southern region of the Botswana.

GOAL: Employment and income levels increased in rural Botswana.

PURPOSE: Small enterprises promoted in rural Botswana.

OUTPUTS: 1. An extension service instituted for small-scale entrepreneurs in the southern half of the country.
2. Extension personnel trained.
3. Rural Botswana trained to perform simple bookkeeping, unit costing, cash control, and other skills needed to operate small businesses.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. The Partnership for Productivity project is a means for delivering appropriate management training to Botswana business persons. The progress, despite some of the erroneous assumptions on which it is based, has proven quite successful as evidenced by training participants who are employing the techniques learned.

2. The Partnership for Productivity project is a primary example that extension service planning is critical to the success of extension programs and that although not necessarily cost effective, extension programs are feasible to encourage small business development in countries with business environments similar to Botswana.

Randolph S. Lintz, "Rural Enterprise Extension Service."
USAID/Botswana; PES; 1982.

AFRICA REGIONAL

IMPROVED RURAL TECHNOLOGY

Project Number 698040708

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$2,286,000

Project consists of one of a small activity grant through which USAID Missions in Africa can finance activities in support of improved rural technologies.

GOAL: To improve the quality of life by increasing rural incomes.

PURPOSE: To free more time from milling activities to more productive activities.

OUTPUTS: 1. 5 sorghum mills established.
 2. Trained milling operators.
 3. Expansion of milling practices.

INPUTS: 1. Experts, training and commodities.
 2. Technical support contract.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out by the Regional Office found:

1. Project design underestimated national demand for sorghum milling machines.
2. PACD has been extended.
3. Size of prototype field testing must be kept manageable. Extension activity is crucial in insuring that prototype testing is formed correctly and in providing feedback to the design unit.

4. Grantee, in attempting to meet a larger demand, overextended itself and experienced difficulty in procuring supplies, conducting necessary training of milling operators, providing technical assistance to purchasers and delay in procuring modified milling machines.
5. Project was very successful in achieving outputs including expansion of production facilities, establishment of milling operations in rural areas and training of milling operators.

James Roush and M. Lea Knott, "IRT: Sorghum Milling."
USAID/_____; PES; 1982.

AGRICA REGIONAL

SMALL CRAFT DEVELOPMENT

Project Number 698040714

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$2,869,000

Project consists of one of a small activity grant through which USAID Missions in Africa can finance activities in support of improved rural technologies.

GOAL: To increase employment opportunities.

PURPOSE: To develop small crafts and handicraft facilities.

OUTPUTS: 1. To provide product development, training, warehousing and marketing.
2. To build an employment-generating handicraft facility.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the Regional Office found:

1. One of the major purposes as a result of the construction of the handicraft facility was to generate employment. However, the project has had difficulty in achieving this objective which may be indirectly related to the lack of available raw materials for craft production.

James Roush, et al., "Small Craft Development." USAID/_____; PES; 1982.

AFRICA REGIONAL

BOREHOLE DRILLING

Project Number 698041021

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$1,016,500

To assist the Department of Water Affairs, Ministry of Mineral Resources & Water Affairs in providing wells to Botswana.

GOAL: To provide the people of Botswana with easy access to water.

PURPOSE: To provide adequate technical support to the Ministry to carry out its mandate.

OUTPUTS: 1. Training for the Schramm rigs.
2. Number boreholes drilled increased.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. The Government of Botswana has been so impressed with the outcome of this project that they have requested AID's assistance to finance an additional two Schramm rigs.
2. As a result of this funding for borehole drilling, the Government of Botswana increased drilling by 60%, thus contributing a respective number of new wells.

Unknown, "Borehole Drilling." USAID/Botswana; PES; 1982.

BURUNDI

BASIC FOOD CROPS

Project Number 6950101

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$5,458,000

Grant is provided to the Government of Burundi (GRB) to provide small farmers of the tea production zones with improved seed varieties for basic food crops and to demonstrate improved cultivation techniques.

GOAL:

1. To improve the nutritional intake and economic status of the people of Burundi.
2. To improve the nutritional intake and income of subsistence farmers in the target tea production zones.

PURPOSE: To assist the Government of Burundi (GRB) to make available to small farmers in the high altitude food production program area improved varieties of seeds/plant materials for basic food crops as well as improved cultivation techniques.

OUTPUTS:

1. Physical facilities for seed farm.
2. Seed farm operated by trained GRB personnel.
3. Quantities of seed/plant materials produced.
4. Production techniques developed.

INPUTS:

1. AID: A) 11 work years (3 technicians) long-term contract advisors; B) 39 workmonths consultants; C) 1 long-term U.S. academic program; D) 1 short-term non-degree training; E) 7 third country short-term training; F) 2 observation/training programs; G) Commodities; H) Construction; I) Other costs.
2. GRB: A) Personnel; B) Operating costs; C) Land and capital; D) Investment breeder seed.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. The initial constructions have been delayed for 18 months. Evaluation doesn't explain why.
2. Although there has been an increase in production on the experimental farm, a 13 month delay in the technical assistance package (no reason given) has postponed development of that aspect.

J. Graham, et al., "Basic Food Crops." USAID/Burundi; PES; 1982.

BURUNDI

ALTERNATIVE ENERGY - PEAT II

Project Number 6950103

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$8,000,000

Grant is provided to the Government of Burundi to increase the availability and acceptability of peat as an alternative energy source and to strengthen the institutional capacity of the National Office for Peat (ONATOUR) to carry out peat development programs.

GOAL: To maximize the effective utilization of Burundi's limited energy resources.

PURPOSE: To conserve Burundi's forestry reserves by increasing the availability and acceptability of peat as an alternative energy source and to strengthen the institutional capacity of the National Office for Peat (ONATOUR).

OUTPUTS:

1. Trained ONATOUR staff: A) On-the-job trained bog managers; B) Marketing specialists; C) Financial analysts; D) Field surveyors; E) Quality control experts; F) Laboratory technicians; G) General engineer (on-the-job and some third country training).
2. ONATOUR management capability; establishment of general and cost accounting systems.
3. Technical questions resolved: A) Household use; B) Production.
4. Development of commercial bogs.

INPUTS:

1. AID: A) Long- and short-term personnel; B) Training; C) Commodities; D) Promotion/Publicity; E) Construction. F)
2. Government of Burundi: A) Land; B) Operating support.
3. Government of Ireland: A) Bord na Mona; B) Unassigned.
4. IBRD: Stove design assistance.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. There was a six month delay from getting waiver approval from AID/W which resulted in a delay of ordering equipment and construction.
2. ONATOUR is selling all peat that is produced, however, even though the Burundian army accounts for 70% of the total sales.
3. ONATOUR has not developed urban domestic clients because of the uncertainty in the peat market as well as questions on peat supply.
4. As a result, the increase of peat product from approximately 3,500 tons to 6,300 tons in 1980 was the outcome of greater efficiency and manual production.

Daniel Kinigi, et al., "Alternative Energy - PEAT II."
USAID/Burundi; PES; 1982.

AFRICA REGIONAL

REGIONAL FOOD CROP PROTECTION

Project Number 625092803

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$

The Regional Food Crop Protection (RFCP) project proposes to transfer Integrated Pest Management (IPM) to the small food crop farmers of Cameroon, Senegal, The Gambia, Cape Verde, Mauritania and Guinea-Bissau.

GOAL: To strengthen the capacities of the NPPS to combat and control pest infestations of major threat to food crops, which are beyond the control capacity of individual farmers.

PURPOSE: To strengthen the capacity of the NPPS to anticipate pest infestations, resurgences, and other pest crises through surveillance and applied technical capability.

OUTPUTS: To encourage and facilitate the extension of IPM concepts and techniques to food crop farmers by:
a) strengthening the organization, training and equipping of the National Plant Protection Service (NPPS) in each of the participating countries, b) developing and strengthening a system for extension to farmers of IPM concepts and techniques, using training and demonstration, and c) utilization of national agricultural extension cadre and agricultural training of those cadres in IPM concepts and techniques, and incorporating such training in institutional curriculums.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for several missions found:

1. Project did not achieve increased institutional capacity to respond to immediate pest infestations due to an institutional emphasis on cash as opposed to food crops.
2. Project planning failed to take into account the difficulty in achieving institutional building goal and the difficulty in promoting IPM technology as an alternative to pesticide use.
3. National capacity to respond to pest infestations using long term IPM technology was not achieved because of insufficient inputs into IPM technologies applicable to host government and because regional facilities were not operational.
4. Shortages of pesticide and lack of an effective pesticide distribution system, and U.S. restrictions on the use of many pesticides hindered project implementation.
5. Efforts to conduct pest surveys were unsuccessful because personnel not adequately trained in survey techniques, absence of a workable survey methodology, insufficient vehicles and equipment and inadequate coordination of survey personnel.

Ans Burgett, et al., "Regional Food Crop Protection."
USAID/Africa Regional; PES; 1982.

This regional project is also listed under Upper Volta.

CAMEROON

AGRICULTURAL MANAGEMENT AND PLANNING

Project Number 6310008

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$4,200,000

Grant and technical assistance provided to Government of Cameroon to institutionalize a fully functioning planning and statistics unit within the Ministry of Agriculture.

GOAL: Rural development projects executed which benefit the majority rural people.

PURPOSE: Fully functioning planning and statistical unit institutionalized within the Ministry of Agriculture.

OUTPUTS: 1. Agricultural statistics handbook produced.
2. Improved annual crop production/acreage estimates.
3. Marketing/price statistics.
4. Subsector analyses and studies.
5. Documentation center/reproduction facilities.
6. In-country training programs.
7. Cadre of trained enumerators.
8. Returned participants: production economist/farm management, rural sociologist, agricultural/economic planner, agricultural statistics/systems analyst, survey design statistician, agronomist, and marketing specialist.

INPUTS: USAID \$3.3 million; agricultural economic sector planner 60 months; survey statistician 60 months; planning;/marketing design-data 60 months; processing statistician 36 months; consultants: statistics 5 months, information systems 2 months, sub-sector studies 10 months, mid-project evaluation 2 months, on-going evaluation 6 months.

FY 1982 EVALUATION FINDINGS

Combination evaluation carried out for the mission found:

1. Project outputs were partially achieved. Less than half of host country staff trained due to difficulty in recruiting qualified personnel.
2. Host government is unwilling to release a large percentage of technical personnel for long-term training.
3. Long implementation delays were caused by poor project planning; relationships between USDA technical assistance personnel and host country counterparts not clearly delineated. Lines of authority do not match project needs. Inadequate time allowed for technical assistance personnel to analyze institutional needs and develop appropriate work plans.
4. Lack of prior agreement between AID and host country on important aspects of project purpose and methodology added to implementational delays.
5. Analysis of agricultural sector was not attempted due to recent and adequate study by host government. Documentation center physical facilities near completion, although there exists a lack of data for cataloging.

Marcel Ngue, et al., "Agricultural Management and Planning." USAID/Cameroon; PES; 1982.

CAMEROON

NATIONAL PLANNING FOR COMMUNITY DEVELOPMENT

Project Number 6310017

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$475,000

Grant is provided to the Government of Cameroon to expand participation in national development planning by the country's two anglophone and five francophone provinces.

GOAL: To assist the income, productivity, and welfare rural populations and to expand their participation in Cameroon's national development.

PURPOSE: To assist the Government of Cameroon in planning a national community development program designed to make a significant impact on the basic needs of rural populations.

OUTPUTS:

1. A program planning unit is established in the Department of Community Development.
2. Community development action plans developed.
3. Community development training plans developed.
4. Plan for expanding women's activities is developed.
5. Requirements for supporting technical projects are planned.

INPUTS:

1. Technical assistance.
2. Commodities.
3. Support for participatory planning.

FY 1982 EVALUATION FINDINGS

Final evaluating carried out for the mission found:

1. Project design was faulty due to inadequate financial inputs by AID in relation to planned outputs.

2. A flawed project design called for a reduction in level of AID technical assistance personnel.
3. Project implementation was hindered by inadequate time to achieve project outputs.
4. Host government community development objectives would be better served by a selective rather than blanket coverage approach to extending community development activities.
5. Selection of unqualified technical assistance personnel and of an unqualified project manager who was unable to adequately monitor project activities hindered project implementation.
6. Institutional building goal of project was not achieved due to failure of host government implementation organization to cooperate with other host government organizations in order to reinforce its own position within the host government bureaucracy.
7. Host government implementation organization submitted draft national plan which did not entirely reflect intentions of project paper but which did reflect implementation organization's own objectives. Host government appointed commission to study draft national plan has not yet met.
8. Host government has not devoted adequate attention to recruitment of women as community development agents at the local level. This would help alleviate present situation in host country in which groups of women are being educated in matters marginal to their own predominant agricultural and economic concerns and largely irrelevant to the community development process.
9. Delays in project authorization by AID hindered project implementation.
10. AID/mission decision to recruit technical assistance personnel on the basis of personal services rather than on institutional contract. The use of personal services contracts did not allow institutional backstopping.
11. An adequate conception of AID and host government inputs and activities required to achieve intended institutional building objectives has hindered successful implementation.

Kathy Radimer, et al., "National Planning For Community Development." USAID/Cameroon; PES; 1982.

CAMEROON

MARGUI-WANDALA WATER SUPPLY

Project Number 6310025

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$1,459,000

Operational Program Grant is provided CARE to increase the quality and availability of potable water in Cameroon's Margui-Wandala region.

GOAL: Health improved and more leisure time provided for the rural poor of Cameroon's Margui-Wandala Department.

PURPOSE: The quality and availability of potable water to the rural poor of Margui-Wandala increased.

OUTPUTS: 1. 56 water catchments constructed and 36 existing wells rehabilitated on a self-help basis.
2. Community sanitation and hygiene education activities developed.
3. Experience gained by Genie rural and Department of Community Development staffs in improved well and equipment maintenance.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. At the halfway point, less than 1/3 of target sites have been improved. Of those completed, technical faults (i.e. not dug deeply enough) prevent them from fulfilling the objective of a year-round supply of Ministry of Health.
2. Participation is increasing and there has been success in transferring water usage habits.

3. Health component has been successful with training local leaders as a means of reaching the target population.

Claudio Fortunato, et al., "Margui-Wandala Water Supply."
USAID/Cameroon; PES; 1982.

EQUATORIAL GUINEA

EQUATORIAL GUINEA AGRICULTURAL DEVELOPMENT

Project Number 6530001

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$1,535,000

Project was designed to reactivate stagnated economy of Equatorial Guinea through activities which will enhance the productivity and income of small farmers.

GOAL: To increase the income of the small farmers.

PURPOSE: To increase the productivity of small farmers producing coffee, cocoa, and horticulture.

OUTPUTS: 32 cooperatives providing transportation services to their members.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Due to Ministry of Agriculture, Livestock and Fisheries, delays in providing chicken feed and incubators (because of a shortage of foreign exchange) the poultry production component of the project was delayed a year. This should not hurt ultimate outcome of project.
2. Major problems with institutionalizing a transport (trucks) maintenance capacity for the agricooperators. Trained mechanics, oil, spare parts, largely inadequate to fully realize project's potential because of foreign exchange constraint. Inputs provided but foreign exchange supposedly provided by host government inadequate to maintain these inputs.

3. Due to poor record keeping by agricultural cooperatives (already in place before AID transportation/poultry production project began) there is a lack of good base-line data to accurately measure productivity changes induced by AID project. Questionable accuracy of data, as it was provided by interviewing farmers.

Edward Egbemba, et al., "Equatorial Guinea Agricultural Development." USAID/Equatorial Guinea; PES; 1982.

AFRICA REGIONAL

INLAND FISHERIES EXTENSION

Project Number 698040712

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$2,869,000

Project consists of one of a small activity grant through which USAID Missions in Africa can finance activities in support of improved rural technologies.

GOAL: To increase rural income.

PURPOSE: To provide a better diet for the rural population by the increased availability of fish protein.

OUTPUTS: 1. To continue and expand existing inland fisheries project.
2. To increase productive fishing program.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the Regional Office found:

1. Original project targets in inland fisheries extension project were met. Progress towards forming a trained group of counterparts that would be capable of continuing the project was made.
2. Due to the lack of sufficient numbers of qualified counterparts (only four out of ten Peace Corp volunteers involved were supplied with counterparts) the program continues to be largely staffed with PCVS.

Leon Mbangassi, "Inland Fisheries Extension." USAID/_____; PES; 1982.

CAMEROON

TITLE II/FOOD FOR PEACE IN CAMEROON

Project Number 6314801

PROJECT SYNOPSIS

Initial Year: FY

Life of Project Funding: \$

Project designed to improve the nutrition of all Cameroonians through the use of PL 480 via several programs carried out by Catholic Relief Services. These programs include Food for Work and Maternal/Child Health which have the objectives, respectively, of increasing income available for food and improving the diet and health care of targeted mothers and children.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. CRS/Cameroon does not reach the neediest population as per their definition.
2. Maternal/Child Health may not be the most efficient way of distributing to the poorest, since they tend to benefit regular attendance and physical proximity to the facility.
3. Many of the rations distributed are used ineffectively and inappropriately. This is partly due to ignorance.

Unknown, "Title II/Food for Peace in Cameroon." USAID/Cameroon; PES; 1982.

CAMEROON

RURAL DEMAND FOR URBAN SERVICE SYSTEMS

Project Number 9311228

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$2,695,000

Project to increase local participation in planning and implementing rural and urban development programs by identifying, testing, refining, and disseminating information on the perceived needs and demands of rural people for urban-based services.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the mission found:

1. Phase I was delayed so that it required 8 months to complete due to administrative problems.
2. Technical assistance team was either unqualified in their subject or too inexperienced to be efficient.
3. Counterparts' role should be determined before the role as to how much input they should provide.

Edward Perry, et al., "Rural Demand for Urban Service Systems." USAID/Cameroon; PES; 1982.

CAPE VERDE

TARRAFAL WATER RESOURCES

Project Number 6550003

PROJECT SYNOPSIS

Initial Year: FY 77 Life of Project Funding: \$3,237,000

Grant is provided to the Government of Cape Verde (GOCV) to conduct investigations and planning regarding a 600 hectare expansion of farmland under irrigation in the Tarrafal region.

GOAL: Increase income and employment for small farmers in the Tarrafal region of Cape Verde. Sub-Goal: Expand arable land under irrigation in the area, and identify and utilize optimal watershed conservation and irrigated agriculture methods.

PURPOSE: Provide the Government of Cape Verde with the equipment, technical assistance and training required for carrying out investigations and planning regarding a proposed 600 hectare expansion in land under irrigation in the Tarrafal region.

OUTPUTS: 1. Wells.
2. Galleries.
3. Dams, tunnels, and canals.
4. Terraces and dikes.
5. Technical assistance.
6. Training.

INPUTS: 1. AID Direct Grant: \$1,600,000
2. Government of Cape Verde PL480 revenues: \$303,000.
3. GOCV Direct Contributions: \$634,000.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Project replanned to focus more on short-term, non-degree training that emphasizes individual programs of study tailored to specific needs of each trainee, greater technical depth and project management coursework.
2. Training outputs have not been achieved due to lack of qualified trainee candidates.
3. Technical assistance contractor has performed satisfactorily, although its roles and responsibilities have often not been clear and some problems, which are unresolved, have hindered implementation.
4. Host government commitment appears adequate.
5. Poor project implementation quality which has emphasized long-term, formal third country training has little relationship to project requirements.
6. Faulty project planning relegates contractor to a passive role.
7. Absence of a clear understanding of respective procurement responsibilities between AID mission and host government implementation organization.
8. Project implementation has been hindered by delays in commodity procurement and by the procurement of inappropriate spare parts.
9. Project implementation has generally been successful in achieving intended project outputs. Priority areas for followup activities have been identified in most cases.

Frank Dimond, et al., "Tarrafal Water Resources." USAID/Cape Verde; PES; 1982.

DJIBOUTI

WATER RESOURCES-SOIL ANALYSIS

Project Number 6030001

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$542,000

Grant is provided to the Government of Djibouti (GROD) to develop an institutional capacity for soil and water research and analysis. The GROD Ministry of Agriculture (MOA) will implement the project with USAID technical assistance.

GOAL: Agricultural production in Djibouti increased.

PURPOSE: National capacity for soil and water resource analysis developed.

OUTPUTS:

1. A water and soils analysis laboratory fully equipped and in full operation.
2. A data collection system established and available for the use of other government, private, and donor institutions.
3. Existing water data and information systematized.
4. Soils documented.
5. Land classification system developed.
6. Ministry of Agriculture personnel trained and water/soils analysis laboratory staffed.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. It has been recommended to establish the laboratory as an independent unit within the Ministry of Agriculture rather than as a branch of a de facto implementation service. As a separate entity with its own budget, there would be less of a possibility of biased or unobjective analysis.

2. Although many objectives for this project are being met, the start-up of the water and soils laboratory has not occurred putting the project behind schedule.
3. There have been some problems in getting laboratory equipment to function properly. However, complete operation of the laboratory should occur in the near future.

Allen Hidlebaugh, "Water Resources-Soil Analysis." USAID/
Djibouti; PES; 1982.

DJIBOUTI

FISHERIES DEVELOPMENT

Project Number 6030003

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$3,011,000

Grant is provided to the Government of Djibouti to create a viable system for harvesting, storing, and marketing fish.

GOAL: To improve the nutritional status of the poor majority of Djiboutians by stimulating an increase in the consumption of fish.

PURPOSE: To help create a more viable system for the improved harvesting, handling/storage and marketing of fish, based on a mix of public and private sector activities. Sub-purpose: To strengthen the institutional capacity of the Ministry of Agriculture's Fisheries Division to support or augment private sector initiatives in the fishing industry.

OUTPUTS:

1. Increased institutional/retail outlet for sale of fish.
2. Personnel having minimal training in marketing, cooperative management, fish technology.
3. Availability of improved fishery technology and fish handling/storage procedures to fishermen/merchants.
4. Creation of revolving credit fund for purchase of new gear.
5. Determination whether additional investment is warranted.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Although the project has initiated increased production, purchases and sales, there have been losses due to fish spoilage during the peak months of production suggesting the need for a storage facility.
2. Management is weak and disorganized and needed statistical information is not being collected or maintained.
3. The ACPM has improved its assistance to members and other fishermen by controlling factory and ancillary facility activities. However, management is weak and disorganized and needed statistical information is not being collected or maintained.
4. This is affecting the accomplishment of making ACPMA self-sufficient entity. However, through increased technical assistance and staff training, the groundwork for realizing this objective should be met.

Tim A. Harris, "Fisheries Development." USAID/Djibouti; PES; 1982.

AFRICA REGIONAL

CRS ASSISTANCE TO DJIBOUTI

Project Number 698042205

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$1,390,000

To manage properly the delivery of CRS sponsored foods to distribution sites in Djibouti and to provide guidance on other donated commodities to the best of CRS's abilities.

GOAL: To assure an improved nutritional status for refugees and needy persons via CRS Title II program sponsorship.

PURPOSE: To support the establishment of a CRS/Djibouti country program to enable CRS to provide relief to refugees and other needy persons.

OUTPUTS: 1. Management of Title II foods.
2. Provision of technical assistance to GROD agencies.
3. To manage direct project assistance funded both from this grant and other CRS sources.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. While the overall purpose is being accomplished, it is not meeting some of its reasonable objectives. USAID had expected CRS to adhere closely to the PIO/T in implementation. However, CRS viewed their technical assistance effort as a minor component to their activities in Djibouti.

2. Contrary to project design, grantee has refocused project effort on specific development projects rather than on technical assistance to indigenous relief organization to increase its capacity to administer relief aid. This situation is becoming more critical in view of larger than expected aid flows from other donor sources and consequent need for increased management skill by indigenous agency.
3. CRS management of the project has not progressed significantly since the conduct of the last evaluation.
4. Grantee has been successful in implementing project activities in support of relief efforts by host government. Grantee has not been successful in increasing its ability to administer food aid.
5. Causes identified for this lack of advancement include: 1) the significant increase in other donor food relief flowing to Djibouti, 2) the departure of an experienced CRS assistant working closely with the project and 3) the belated staff replacement for that position.

Robert Kidd and Lawrence Bourassa, "CRS Assistance to Djibouti." USAID/Djibouti; PES; 1982.

DJIBOUTI

TITLE II OUTREACH

Project Number 9040006

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$3,695,000

Grant and Title II funding are appropriated to AID's Food for Peace Office (FFP) to retarget AID's Title II food distribution program to needy persons living in logistically isolated LDC areas.

GOAL: To assist in development in the lower income segments of the Least Developed Countries.

PURPOSE: To comply with the Congressional mandate of reaching populations most in need of outside assistance.

OUTPUTS: 1. Expanded and retargeted Title II programs in LDC's.

INPUTS: 1. United States: A) Grant, B) Title II.
 2. Private Voluntary Organizations: A) Administration and support.
 3. Host Governments: A) Support costs.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Stated objectives of food storage, transport and distribution in Djibouti outreach grant are being met so far within the two allocations to date. No problems.

Robert Kidd and Lawrence Bourassa, "Title II Outreach." USAID: Djibouti; PES; 1982.

GAMBIA

GAMBIA FORESTRY

Project Number 6350205

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$1,575,000

Grant is provided to Government of The Gambia to establish a forestry sector program scaled to meet the country's wood needs.

GOAL:

1. To slow and eventually reverse the accelerating depletion of the natural resource base of The Gambia.
2. To stabilize or reduce the gap between consumption and production of wood and wood products in The Gambia.

PURPOSE:

1. To increase the efficiency of production and utilization of wood and wood products in The Gambia.
2. To lay foundation for forestry sector program of sufficient scale and scope to meet the needs of all Gambians for wood and wood products.

OUTPUTS:

1. 1,300 ha Gmelina plantations.
2. 50 ha village woodlots.
3. 14 employees of Forestry Department trained.
4. Media campaign designed using film, radio, graphics.
5. Mangrove feasibility study carried out.

INPUTS:

1. Plantation establishment.
2. Training.
3. Commodities.
4. Construction.
5. Technical assistance.
6. Contingencies.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. The project is well underway although it is considered to be in its "infancy." There have been some problems. It was identified that perhaps the original schedule was unrealistic and has placed an unnecessary burden on the Gambia Forestry Dept.
2. The project paper made some assumptions that have resulted in a cost overrun of the project costs for some equipment were underestimated.

Kevin J. Mullally, "Gambia Forestry." USAID/Gambia; PES; 1982.

GAMBIA

TECHNICAL SKILLS TRAINING

Project Number 6350215

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$795,000

Operational Program Grant is provided to Industrialization Centers International (OICI) to upgrade and institutionalize a program of rural vocational training and enterprise development in The Gambia.

GOAL: To strengthen and diversify the capacity of The Gambia's rural labor force.

PURPOSE: To introduce a training program of intermediate level agricultural technology for school leavers in the North Bank Division of The Gambia.

OUTPUTS: I. Gambia Opportunities Industrialization Center (OTC) Board/Management Committee organized/trained. II. Gambian agriculturalists, administrators trained. III. Operating agricultural training program. A. Curriculum developed: 1. Feeder; 2. Plant , soil, animal sciences; 3. Crop management practices; 4. Bookkeeping; 5. Vegetable gardening. B. Administrative/service system developed: 1. Student services; 2. Planning/programming; 3. Fiscal/MIS guidelines/procedures; 4. Evaluation guidelines. IV. Training facilities, farm infrastructure constructed. V. Diversified demonstration farm with livestock/crops. VI. Community consciousness/support: A. Agricultural Advisory Committee; B. OIC Interest Group-Farafenni.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the mission found:

1. Although staffing for the project appears sound, they could not improve the project outcome which was considered unrealistic and/or overambitious as stated in the project design and redesign.
2. OIC/Gambia was not considered a cost effective vehicle for agricultural development in Gambia. The original project design was found to be inadequate, thus providing a poor foundation for project activity.
3. The project has been less than successful in recruitment, number of trainees and efforts to resettle graduates.
4. Production impact has resulted in a \$20,000 decrease in revenues. The community outreach program has also had a limited impact on production and income.

Leon H. Sullivan and Gary O. Robinson, "Technical Skills Training." USAID/The Gambia; PES; 1982.

AFRICA REGION

PROGRAM DEVELOPMENT AND SUPPORT

Project Number 6980135

PROJECT SYNOPSIS

Initial Year: FY 66 Life of Project Funding: \$31,050,000

Project to develop and design projects and to undertake studies and analyses on which to base program strategies and project design in Africa.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the mission found:

1. All project elements have been completed. Problems encompass inappropriate design considerations (e.g. availability of appropriate fuel), largely the responsibility of U.S. technical assistance provision.
2. Demonstration of technological ability a success, but economic replication is questionable.
3. Host country inflation/wage increase is making project less economically feasible.

Unknown, "Program Development and Support." USAID/Ghana; PES; 1982.

GHANA

FOOD FOR PEACE IN GHANA

Project Number 6414801

PROJECT SYNOPSIS

Initial Year: FY

Life of Project Funding: \$

Project designed to improve the quality of life and to strengthen the national economy through the use of PL 480 via several programs carried out by Catholic Relief Services. These programs include Food for Work and Maternal/Child Health which have the objectives, respectively, of increasing income available for food and improving the diet and health care of targeted mothers and children.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for AID/Washington Central Bureau found:

1. Problems in transportation and distribution. Less food is sometimes delivered than expected which affects the quality of nutrition directly. Theft of food while it is being unloaded from the ship is a serious problem and stricter administrative controls have been put into place.
2. A better coordinated (i.e., w/distribution centers and port warehouses) and more efficient truck dispatch system is necessary.
3. Some implementation problems: lack of reliable data to determine eligibility (comparisons of child weight across population, time and individuals e.g.) and program effectiveness.
4. It is noted that in many homes, food designated for children is consumed by entire family. This is hard to monitor.
5. CRS is not biased in its distribution of food, i.e., preferring Catholics as beneficiaries, as some have claimed.

6. Food for Peace having a favorable impact on nutritional status of Ghanaian children.
7. Food for Peace program does not seem to act as a disincentive against greater agricultural production or against any effort on the part of the Ghanians towards economic development.
8. Catholic Relief Services believes indirect economic effects of project (e.g., employment generated in storage, transportation and distribution of food) is a significant component of the project. Further contributing to program goal of increased well being and better health of the Ghanians and their children.

Earl Jones, et al., "Food for Peace in Ghana." USAID/Washington; PES; 1982.

KENYA

RADIO CORRESPONDENCE EDUCATION IN KENYA

Project Impact Evaluation No. 37

PROJECT SYNOPSIS

Initial Year: FY 67 Life of Project Funding: \$667,000

Impact evaluation assesses project originally designed to upgrade lowest levels of qualified primary teachers and then expanded to include curricula development, as well as training staff in the use of radio and correspondence materials and providing correspondence instruction with supervised group. This project was to set up an institutional capability to provide those teachers in the rural areas with a chance to upgrade their skills.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out for
PPC Impact found:

1. Long range consequences include favorable changes in government educational policy towards teacher promotion. Teacher "updating" programs and adult literacy programs using similar methods developed on the project.
2. Radio correspondence education project a complete success in terms of originally stated purposes and goals. The project set in place an institutional capability permitting Kenyans to pursue education certification without the personnel or system costs of formal school attendance.
3. The immediate impact was to improve the qualifications of in-service teachers.

William L. Eilers, et al., "Radio Correspondence Education in Kenya." USAID/Washington, Project Impact Evaluation No. 32; PES; 1982.

KENYA

FAMILY PLANNING

Project Number 6150161

PROJECT SYNOPSIS

Initial Year: FY 75 Life of Project Funding: \$2,310,000

Grant, technical advisory assistance and U.S. and in-country training to the Government of Kenya (GOK) to make family planning (FP) services available to the general public through a nationwide family planning organization as part of integrated health services.

GOAL: To reduce Kenya's population growth rate from 3.3% to 3.0% over a 5-year period.

PURPOSE: To assist in creating a nationwide family-planning organization which will be able to deliver services to enough women to avert the necessary births to achieve the goal.

OUTPUTS: 1. Trained personnel.
 2. Educational materials.
 3. National family welfare center.
 4. Health education unit.

FY 1982 EVALUATION FINDINGS

Final evaluating carried out for the mission found:

1. This project is being terminated.
2. Although the project paper identified two major constraints that would limit effective delivery of family planning services in Kenya, it failed to address more serious constraints such as the lack of commitment to family planning by the GOK and the limited popular demand for smaller families.

3. The project failed to accomplish its objective as evidenced by the rise in population from 3.3% to 4% instead of a decrease. This population increase could be directly attributed to the improved medical care to mothers and children.

Spencer M. Silberstein, "Family Planning." USAID/Kenya; PES; 1982.

KENYA

RURAL PLANNING PROJECT

Project Number 6150162

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$2,648,000

The project will finance two separate technical assistance contracts. The first, carried out by the Harvard Institute for International Development will provide approximately forty-four years of long-term advisory services, fifteen years equivalent of foreign training and thirty-six months of short-term expert advisory assistance to upgrade the skills of planners and managers. The second contract will provide twelve years of long-term advisory services, eight years equivalent of long- and short-term participant training, and thirty-two months of short-term expert advisory services to upgrade the skills of personnel of the Ministry of Finance and Planning Rural Planning Unit and associated field staff.

GOAL: To enhance the absorptive capacity for development activities in rural areas, particularly agricultural programs directed toward the rural poor, and to ensure opportunities for full participation of rural people in planning these activities.

PURPOSE: To develop within the Ministry of Agriculture an improved institutional capability for agricultural policy and strategy formulation, project preparation and implementation monitoring. To develop within the Ministry of Finance and Planning (MOFP) an improved institutional capability to plan and implement a system of decentralized, participatory rural planning, supportive of the Ministry of Agriculture's (MOA) planning and implementation efforts.

OUTPUTS: MOA development planning division and management system evaluation unit for permanent secretarial office, MOA, with 50% Kenyans; planning and management committee within MOA; reorganization of inter-ministerial estimates working group for

agriculture; project committee concept established within MOA whereby planning, technical and financial division officers participate in project design and evaluation; guidelines prepared for development project at district level; development of project inventory matrix identifying central and local development activities by district; local participation and planning.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out for the mission found:

1. Overly ambitious project design did not provide adequate time or technology assistance to district planning councils to enable them to develop and submit district level plans to central government planning authority: obstacles included an inadequate database, limited capability of district staff and uncooperative central ministries.
2. Inadequate planning did not adequately recognize need to convince central host government authorities of ability of district officials to allocate development funds; authority over money is the key to decentralization.
3. Assignment of host government counterpart personnel was delayed because of host government inability to recruit and retain qualified staff.
4. Recurrent inability of host government to submit project reimbursement claims to AID in a timely manner delayed disbursement of project funds.

T.J. Worrick, et al., "Rural Planning Project." USAID/Kenya; PES; 1982.

KENYA

POPULATION STUDIES AND RESEARCH

Project Number 6150165

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$2,692,000

AID grant financing will provide 3 long-term contract individuals with major responsibilities both in training and research to serve as key staff members of Population Studies and Research Center (PSRC) during its early years.

GOAL: Assist GOK in rural health, including provision of family planning services nation-wide to avert births and reduce the population growth rate. Provide policy-effective, professional manpower and research for multi-faceted family planning efforts.

PURPOSE: Create a Kenyan institution capable of performing high quality population/family planning training and research required by government ministries, public and private agencies, international organizations and the university itself.

OUTPUTS: Published research, continuing evaluation of family planning program. Trained staff for center and departments. Post-graduate program. Population/family planning, curricula developed and instituted. Special seminar program. Population library.

INPUTS: AID: (1) long-term advisors; (2) short-term advisors; (3) long-term participants; (4) short-term participants; (5) commodities; (6) student and research support; (7) other costs.
GOK: (1) PSRC senior staff; (2) center facilities; (3) salaries; (4) student support vehicles; (5) commodities; (6) other costs.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. The ability of PSRI to function will be impaired if adequate physical facilities are not found.
2. An extension of three years was recommended.
3. PSRI has made contributions to family planning research in both the MOH and Central Bureau of Statistics. But it would be unrealistic for it to become self-supporting in the time quoted.

John F. Kantner and Ozzie G. Simmons, "Population Studies and Research." USAID/Kenya; PES; 1982.

KENYA

RURAL ROADS SYSTEMS PROJECT

Project Number 6150168

PROJECT SYNOPSIS

Initial Year: FY 77 Life of Project Funding: \$14,748,000

Loan to Government of Kenya supports Rural Roads Systems Project (RRSP) to upgrade approximately 3000 km of unclassified rural access and classified secondary and minor roads in Western and Nyanze provinces.

GOAL: To assist the smallholder and poorer residents to attain increased real income and improved general welfare.

PURPOSE: To provide isolated rural areas with improved accessibility to public and private factors of production and social services.

OUTPUTS: 1. Class D & E roads rehabilitated (2000 km).
2. Rural access roads constructed (934 km).
3. MOW introduces maintenance innovations stemming from grant-financed pilot project ensuring socio-economic evaluation of impact of rural roads network on rural population.

INPUTS: AID: (1) reimbursement to GOK under loan for financing 100% of local construction costs of 934km of farm access roads; (2) loan financing for a) US procurement of capital equipment and spares for GBC unit; b) off shelf spares; (3) grant financing of technical assistance for OBC unit, pilot maintenance scheme evaluation components and local engineering services.
GOK: logistical cost support, staff, and equipment.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Delays in project implementation caused by inadequate planning for delivery of heavy equipment spare parts.
2. A comprehensive road maintenance plan, including both local and government areas of responsibility, is necessary to meet project purpose.
3. Lack of AID and host government prior agreement on road construction requirements delayed project implementation.
4. Rural roads construction is a necessary but not sufficient precondition to improve incomes of small farmers.

Harvey Herr, "Rural Roads Systems Project." USAID/Kenya; PES; 1982.

KENYA

RURAL ROADS

Project Impact Evaluation Number 26

PROJECT SYNOPSIS

<u>Initial Year:</u> FY 71	<u>Life of Project Funding:</u> \$1,900,000
FY 77	\$13,000,000

Impact evaluation encompasses two projects in Kenya. Project number 6150147 was the Vihiga Rural Development Program and the other (number 6150168) was the Rural Road Systems Project. The former was an integrated development project, stressing increasing economic productivity and integrating the program with other projects, including the construction of rural feeder roads. The Rural Roads Systems Project was to develop a viable and interlinked systems network of secondary, minor and farm-to-market rural access roads in Western Kenya. Together the two projects account for the building/upgrading 3,000 kms of roads.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out
for PPC Impact found:

1. AID has been involved in road construction in Kenya for the past ten years. Initially, the greatest problems arose after the roads were constructed because maintenance was not provided.
2. As a result, the rural roads system project (RRSP) was funded to develop a network of roads to increase accessibility to public and private factors of production and social services.
3. The economic impact of the roads is too early to assess. However, indicators show signs towards a positive change.

John E. Roberts, et al., "Kenya: Rural Roads." USAID/Washington, Project Impact Evaluation No. 26; PES; 1982.

KENYA

ROADS GRAVELLING

Project Number 6150170

PROJECT SYNOPSIS

Initial Year: FY 77 Life of Project Funding: \$9,100,000

Provides grant and loan to Government of Kenya to equip, operate one, maybe two gravelling units for Ministry of Works (MOW).

GOAL: Improve welfare of smallholders.

PURPOSE: Improve smallholder access to agriculture institutions, services and infrastructure, including inputs, credit, knowledge/extension to apply inputs, markets and/or storage facilities, roads and water.

OUTPUTS: 1. Gravelled secondary and minor roads in Western and Nyanza Provinces.

INPUTS: AID: (1) loan financing for capital equipment and procurement; (2) loan financing for recurrent costs; (3) grant financing for technical assistance.

GOK: Local cost support.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Lack of a comprehensive road maintenance plan threatens project success.
2. Inadequate planning for the delivery of heavy equipment spare parts and for AID/host country prior agreement or final road quality goal delayed project implementation.

3. Rural roads construction in and of itself guarantees neither the delivery of services to rural areas nor the productive use of such roads by rural inhabitants.

Unknown, "Roads Graveling." USAID/Kenya; PES; 1982.

KENYA

KIBWEZI PRIMARY HEALTH CARE

Project Number 6150179

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$818,000

Operational Program Grant (OPG) to the African Medical & Research Foundation (AMREF) will assist development of an integrated, comprehensive, and replicable health service delivery system in the semi-desert Kibwezi area of Kenya.

GOAL: Community and outside resources mobilized to secure maximum health coverage within the limits of resources available.

PURPOSE: A model division rural health service developed for Makindu Division at Kibwezi, the new designated division headquarters.

OUTPUTS:

1. African Medical and Research Foundation (AMREF) printing and publishing of teaching materials/learning resources for public health workers continued and expanded.
2. Kibwezi rural health scheme: A) Epidemiological investigations conducted of rural health needs, knowledge, and attitudes, B) Medical records examined to determine effectiveness of present health system, C) Plan prepared for systematic health program, D) Existing health services provided with material inputs, E) Staff at Makindu Hospital given refresher training and retraining, F) Training provided for community health workers, G) Supervisory and evaluation activities carried out by AMREF.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. African Medical & Research Foundation must continue the coordination of its management activities through closer monitoring of staff and establishing and/or intensifying communications internally within its organizational structure, The Ministry of Health and with the Government of Kenya.

N. Mwanzia, et al., "Kibwezi Primary Health Care." USAID/Kenya; PES; 1982.

KENYA

DRYLANDS CROPPING SYSTEMS RESEARCH

Project Number 6150180

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$6,000,000

Grant to the Government of Kenya (GOK) will finance applied research in the marginal rainfall areas (MRAs) of Kenya in order to develop integrated technological packages for increasing area food production.

GOAL: Agricultural development for increasing production with low capital inputs, raising productive employment, narrowing the urban-rural income gap and contributing to export earnings.

PURPOSE: Combine basic research with applied research in developing technological packages using an integrated systems approach for increasing food production and the welfare of the people of the marginal rainfall areas of Kenya.

OUTPUTS:

1. New varieties of maize, other cereals and legumes for the MRAs.
2. Trained Kenyan technicians in plant breeding, agronomy, agrometeorology, soil physics, plant pathology, agriculture economics.
3. Trained Kenyan technicians with B.SC., M.SC., Ph.D. degrees.
4. Professional development of Kenyan staff/technicians.
5. Increased employment of the labor force of the MRAs.
6. Increased agricultural output of the MRAs.
7. Improved conservation practices and cropping systems adopted by the farmers of the MRAs.
8. Reduced incidence of pests, plant diseases and viruses in the MRAs.
9. Increase the average annual household income of small-holders (8 ha. or less) in the MRAs.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Research on farming systems proceeded without an adequate understanding of beneficiary's current systems or constraints.
2. There was no provision for technology developed to be extended to project beneficiaries.
3. Host government organizational dynamics--lack of coordination and cooperation between projects-relevant ministries and bias toward cropping over livestock--were transferred to projects such that the two primary project components (cropping and livestock research) fell under two different government ministries who did not agree on priorities and implementation procedures.
4. Monitoring of field trials was not adequately conducted by junior level staff due to poor definition of their roles and lack of training.
5. Poor project planning delayed and threatened project results due to delays in financial disbursements, inadequate coordination between AID, FOA, USDA and host government location of project facilities away from field sites and delays in recruitment and training of personnel.
6. Project planning did not allow adequate time for research to be completed.

Robert E. Armstrong, "Drylands Cropping Systems Research."
USAID/Kenya; PES; 1982.

KENYA

KITUI PRIMARY HEALTH CARE

Project Number 6150185

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$413,000

Project to provide mobile health care services in Kenya's Kitui District. Coordination in Development (CODEL) will implement the project, consisting of an immunization, program, curative and prophylactic care, and health education.

GOAL: To improve the quality of rural life.

PURPOSE: To decrease infant mortality and morbidity and to increase hygienic practices.

OUTPUTS: 1. Rural residents receive preventative, curative and health education services.
2. Establishment of four mobile health delivery systems.
3. Training for community leaders and women's groups.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission did not produce any findings written for this evaluation.

Rita Morris and Sally Smith, "Kitui Primary Health Care." USAID/Kenya; PES; 1982.

KENYA

RURAL BLINDNESS PREVENTION, PHASE II

Project Number 6150203

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$1,870,000

Project, a follow-on to project 615-0173, to help the International Eye Foundation develop a Kenyan Ministry of Health capacity to identify, refer, treat, and above all prevent eye disease and injuries.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. All objectives of LEF's Phase II have been met. Partial institutionalization of the training of ophthalmologists and staff at rural health training centers in blindness prevention has been achieved.

Gunter K. Von Noorden and Alfred A. Buck, "Rural Blindness Prevention, Phase II." USAID/Kenya; PES; 1982.

LESOTHO

INSTRUCTIONAL MATERIALS RESOURCE CENTER

Project Number 6320061

PROJECT SYNOPSIS

Initial Year: FY 77 Life of Project Funding: \$3,381,000

Grant is provided the Government of Lesotho (GOL) to institutionalize the ability of the National Teacher Training College's (NTTC) Instructional Materials Resource Center (IMRC) to provide relevant curricula and instructional materials for teacher training and primary/secondary education.

GOAL: Assist the Ministry of Education in developing an improved educational program for primary and secondary schools with curricula and instructional methods that are relevant to the sociocultural environment of Lesotho.

PURPOSE: Establish as on-going institution within the National Teacher Training College (NTTC) an Instructional Materials Resource Center (IMRC) to prepare and field test instructional materials for use by NTTC in-service teachers and interns for their own training and prototype curricula and instructional materials for use in primary and secondary schools.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Staff shortages have been caused by host government delays in providing hiring clearances.
2. AID has established a discretionary fund to eliminate delays and shut downs due to inadequate budgeting by host government.

3. Because of a change in oversight responsibility for the center from one host government agency to another, both internal and external lines of authority and budgeting responsibilities are now unclear.
4. The procurement and delivery of commodities has proceeded slowly due to lack of follow-up by AID/W, location of the supply of management function in a neighboring AID mission and selection of an incompetent purchasing agent.
5. The center has successfully established itself as a technical print shop but has yet to market its capabilities in educational curriculum development, a necessary step if project objectives are to be achieved.
6. Long-term, outside staff training has been curtailed because of shortage of staff and the need to have staff available on site.

Tim Harris and Paul E. Watson, "Instructional Materials Resource Center." USAID/Lesotho; PES; 1982.

LESOTHO

RURAL WATER/SANITATION

Project Number 6320088

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$9,147,000

Grant is provided the Government of Lesotho to upgrade the institutional capability of the Village Water Supply System (VWSS) of the Ministry of Regional Development (MORD) to design, construct and maintain new and existing water supply systems.

GOAL: To assist the Government of Lesotho in developing the institutional capacity of the Ministry of Regional Development and its village Water Supply Section in designing, constructing and maintaining new and existing rural water supply systems which reflect health and sanitary education considerations.

OUTPUTS:

1. Increased numbers of trained Basotho personnel to staff Regional and District Maintenance Centers.
2. Increased numbers of rural water systems newly constructed or completely reconstructed.
3. Increased numbers of village representatives (waterminders) trained to perform minor maintenance on their respective village water supply system.
4. One Regional and three district maintenance centers constructed and operating.
5. Improved coordination between the Ministry of Health and the Ministry of Rural Development on health and sanitary aspects of installing and maintaining rural water supply systems.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Unless problems are rectified at this early stage of project (one year into project), ultimate success may be in jeopardy.
2. Problems in institutionalizing rural water supply project activities: failure of the Government of Lesotho to appoint the appropriate qualified counterparts, overall weakness in the Government of Lesotho's financial management capabilities, a government-wide hiring freeze which has hindered the project's ability to place trained foremen and other essential personnel in key operating positions.
3. Recurrent costs stem from the Government of Lesotho's current inability to accurately assess and cover the costs of maintaining rural water systems.
4. Strong cooperative efforts and coordination displayed in rural water supply project between Government of Lesotho implementation agency, the local village water supply system, AID's project technical assistance team and a development team from Switzerland working on similar projects in the areas.
5. Inordinate technical assistance contracting delay of 15 months on the part of AID/W has caused the rural water supply project to suffer unnecessary implementation delays.
6. One major delay was attributable to Office of Contract Management which insisted that technical assistance procurement be set aside for small business concerns. Delays should not significantly affect project's outcome.
7. This cooperation has had the effect of strengthening the village water supply system, one of the main objectives of the project. These cooperative efforts greatly improve the chances of project success.

Thomas G. Putscher, et al., "Rural Water/Sanitation."
USAID/Lesotho; PES; 1982.

LESOTHO

LOW-COST BUILDING MATERIAL PRODUCTION

Project Number 6320089

PROJECT SYNOPSIS

Initial Year: FY 77 Life of Project Funding: \$540,000

Project to strengthen the capacity of the Low Income Housing Company (LEHCO-OP) to produce and distribute locally manufactured building components in Lesotho, thereby reducing dependence on materials imported from the Republic of South Africa.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the mission found:

1. Low cost building materials production project a success in strengthening housing cooperative progress via use of local resources (re: less dependence on South African resources) and employment generation.
2. For the most part, the poor benefited through better quality materials at a low price.
3. The project has demonstrated that skills can be upgraded and that Lesotho can become skilled managers, accountants and foremen.
4. An unexpected benefit of the project seems to be an attitudinal change on the part of the cooperative administration.

Neal P. Cohen, et al., "Low-Cost Building Material Production." USAID/Lesotho; PES; 1982.

LESOTHO

RENEWABLE ENERGY TECHNOLOGY

Project Number 6320206

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$1,600,000

Grant to the Government of Lesotho (GOL) to meet expanding energy demands, especially of the poor, in ways minimizing national requirements for scarce, non-renewable energy.

GOAL: To meet Lesotho's expanding energy demand, primarily among lower income groups, in ways that minimize national requirements for and usage of hard to obtain, high cost, or non-renewable energy.

PURPOSE: To disseminate a set of renewable energy technologies (RET) throughout rural pilot areas and simultaneously to establish the institutional basis for their dissemination nationwide-- through self help, entrepreneurial, and government programs--if they prove socially, technically and economically feasible.

OUTPUTS:

1. Trained personnel.
2. Village Renewable Energy Process.
3. Village technologies introduced.
4. Research and development technologies.
5. Research and Development Laboratory.
6. Energy efficient house.

INPUT:

1. AID: a) technical assistance, b) commodities, c) local training, d) construction, e) support.
2. Government of Lesotho: a) staff, b) office laboratory space, c) warehouse space and land.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Estimated completion date has been extended.
2. 14 months delay in start-up of renewable energy project due to host country failure to staff counterpart positions and to provide space for project workshops.

Byron Bahl, "Renewable Energy Technology." USAID/Lesotho; PES; 1982.

LESOTHO

COTTAGE MOHAIR INDUSTRY

Project Number 6320209

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$500,000

Operational program grant (OPG) to the Cooperative for American Relief Everywhere (CARE) to provide support for CARE's program to develop a handspun mohair yarn industry in the villages of Lesotho.

GOAL: Local industry promoted in Lesotho.

PURPOSE: Support provided to a program to develop a handspun mohair yarn industry in the villages of Lesotho.

OUTPUTS: 1. Approximately 5,000 rural persons trained in spinning raw mohair into quality yarn.
2. Approximately 50 cooperatives developed to provide such services as procuring raw mohair, providing credit to spinners, and collecting, grading, and storing finished yarn.
3. A secondary cooperative organization established which will eventually administer the project.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the mission found:

1. Rural production levels have not been achieved due to lack of appropriate equipment and supplies and lack of market research resulting in initial production of unsuitable products.
2. Faulty project planning did not focus adequate attention on marketing of locally-produced products including market research and development.

3. Although project has been successful in establishing producer cooperatives, registration of these cooperatives has been slow due to host government reorganization of the cooperative movement.
4. Delays in registration have, in turn, delayed training of cooperatives managers and implementation of system for collection of the product from rural producers and payment at the primary cooperative level.
5. Project implementation has been delayed due to U.S. voluntary organization staff turnover, slowness in receiving project inputs from other external donors, exporting problems through neighboring countries and lack of technical assistance in the marketing function.
6. Project implementation has proceeded well at the local level including on-the-job training of producers, production of finished products, support to local producers and formation of primary cooperatives.

Joseph P. Carney, "Cottage Mohair Industry." USAID/REDSO: East Africa; PES; 1982.

LESOTHO

WEAVING TRAINING

Project Number 6320211

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$145,000

Project to establish a training program for weavers and spinners, 95% of them women, in Lesotho.

FY 1982 EVALUATION FINDINGS

Final evaluation conducted by the mission found:

1. A handicraft guild was not organized due to lack of sufficient preconditions and overly ambitious project goals.
2. Project sub-purpose of decreasing dependence in South African mohair was not achieved because project planning did not take into account host country systems.
3. Production of a training film was found to be inappropriate and was under-budgeted to the extent that only a promotional film was produced.
4. Crafts people must be able to respond to international markets in terms of both timely delivery and modification of products to meet current demand. Marketing information of products to meet current demand, marketing information and training must be a component of similar projects.
5. A training center and craft guild are legitimate longer term goals, particularly in view of fact that weaving is not an indigenous craft in host country and some large organizational structure is necessary to disseminate craft skills and knowledge of marketing opportunities.
6. A training organization could also establish productive and mutually beneficial relationships with similar organizations in neighboring countries.

7. Host country supply arrangements require craftspeople to order and pay for supplies a year prior to delivery, an impossible condition for small craft operations. Host country laws and distribution system make natural mohair colors difficult to obtain.
8. Project has succeeded in achieving one of three planned outputs. Weavers did receive training which improved their skills.

Stephen T. Norton, et al., "Weaving Training." USAID/Lesotho; PES; 1982.

LESOTHO

CREDIT UNION LEAGUE DEVELOPMENT

Project Number 6320214

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$631,000

Project to strengthen the Lesotho Cooperative Credit Union (CU) League (LCCUL). Project, to be implemented by the CU National Association through an OPG, will upgrade LCCUL's capability to serve member CU's; promote LCCUL financial self-sufficiency, especially by expanding the Small Farmer Production Credit Program to 33 rural CU's; and promote increases in LCCUL and local CU membership, savings, and productive loans.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Some problems remain to be solved including overly conservative lending policies, inability to control loan delinquency, failure to collect interest on delinquent loans, overly low interest rates and service charges that do not cover costs, emphasis on channelling funds to member credit unions and lack of coordination with other lending organizations.
2. Project experience lower than expected demand for credit due to restrictive lending policies, inherently low demand from subsistence agricultural sector and to credit union's failure to expand its small farmer production credit groups.
3. Project has been successful in achieving output, i.e. increased institutional capacity of host government implementing organization.

4. Involvement of women in credit institutions and as recipients of loans is high. For many women a credit union is the only source of savings and loans, and the loans they have received are playing an important part in improving the productivity of women.

Unknown, "Credit Union League Development." USAID/Lesotho; PES; 1982.

LESOTHO

TITLE II/FOOD FOR PEACE - LESOTHO

Project Number 6324801

PROJECT SYNOPSIS

Initial Year: FY

Life of Project Funding: \$

Title II/Food for Peace project designed to improve the quality of life, especially of maternal/child health by a food for work program, a maternal/child health feeding program and additional nutritional training program.

FY 1982 EVALUATION FINDINGS

Monitoring report carried out for the mission found:

1. Since a substantial number of families receiving commodities under the pre-school clinic program are smaller families, reducing the amount of food distribution to small households would allow the program to be extended to additional households without increasing programmed amounts of food or reducing the effectiveness of the project in achieving its nutrition goals.
2. Due to lack of available staff of implementing organization, work norms have not been established, nor has implementing organization prepared a description of project activities including what is to be accomplished. Expected returns, stage of implementation and further work necessary to complete project activity.
3. Implementing organization has also neglected to give adequate attention to the institution of program management capabilities within the host government.
4. Use of workers in the food for work program is not efficient as it should be due to inadequate project planning and implementation.

5. Food for work commodities appear to substitute for purchased food rather than for food produced.
6. The effect of food aid on host country food prices and supply is less important than the effect of commercial grain imports.
7. Food aid programs are an effective method for providing resources for rural women, many of whom have no other avenue for receiving such resources.

Judy C. Bryson, "Title II/Food for Peace: Lesotho."
USAID/Lesotho; PES; 1982.

SOUTHERN AFRICA REGION

SOUTHERN PERIMETER ROADS (LESOTHO)

Project Number 6900076

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$34,000,000

Infrastructure project for the Government of Lesotho border with the Transkei and South Africa.

GOAL: To develop a basic road network in Lesotho which will facilitate economic development & national economic integration and which will ensure all-weather access to all regions of the country without resort to travel through South Africa.

PURPOSE: To upgrade the Southern Perimeter Road, the basic link between Qacha's Nek and the western lowlands of Lesotho to all-weather standards.

OUTPUTS: A two lane road constructed between Quthing and Qacha's Nek (189 kms.); final design and tender documents for the road between Nohales Hoek and Quthing; reinforcement of the Seaka Bridge.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Road project behind schedule and there are indications that the current funding was underestimated by AID and will not be adequate to complete project outputs.
2. Serious administrative and management problems exist due to the inability of PRC to field a complete and competent team in a timely manner. Serious rivalries exist between project team largely because job descriptions and chain of command is ill defined.

3. Furthermore, project vehicles are being used for private purposes. Personnel policies are not being used for hiring and firing. Procurement procedures are not being followed. Costs are not being properly measured against work and the work going on went without proper surveying and without proper laboratory tests and quality control.
4. An unqualified, irresponsible, initial project manager was to blame for this, with his replacement being largely over-hardened by these tasks. These conditions could seriously affect project outcome.

Don Reilly, et al., "Southern Perimeter Roads." USAID/Lesotho; PES; 1982.

LIBERIA

INSTITUTE OF PUBLIC ADMINISTRATION

Project Number 6690122

PROJECT SYNOPSIS

Initial Year: FY 72 Life of Project Funding: \$2,991,000

Grant to Government of Liberia (GOL) supports development of a National Institute for Public Administration (IPA) which is to become the central training, research, and consultancy facility for the public service and to take the leadership in administrative management reform.

GOAL: To assist Liberia in establishing and improving the institutions needed to provide for efficient government operations and to develop a civil service capable of executing plans for the social, economic, and political development of Liberia.

PURPOSE: To strengthen and revitalize the Civil Service Bureau in order to increase its capacity to draft, administer, and effectively implement government policy directives and a civil service reform program as determined in concert with the Institute of Public Administration.

OUTPUTS:

1. Trained Liberian staff in the areas of personnel administration, pay schedules, pension plans, etc.
2. Operations manuals written on government personnel policies, position classifications, pay schedules, employment procedures, and other civil service positions.
3. Pension plans, retirement schedules, and related matters will be prepared for consideration and adoption by all government agencies.
4. Staffing tables will be prepared in conformity with classified positions and personnel administration.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out for the mission found:

1. Liberia Institute of Public Administration would have been more effective at institution-building if the government had supported it.
2. USAID monitoring of the project was judged to be "marginal-to-poor" which resulted in a number of abuses of the project intent to further someone's political ambitions.
3. Liberia Institute of Public Administration would have been more effective if AID had not withdrawn their support prematurely.

Unknown, "Institute of Public Administration." USAID/Liberia; PES; 1982.

LIBERIA

IMPROVED EFFICIENCY OF LEARNING

Project Number 6690130

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$5,438,000

Grant provided to the Government of Liberia to increase the effectiveness of instruction given by elementary teachers.

GOAL: Quality of elementary education improved in Liberia.

PURPOSE: Performance of unqualified and underqualified elementary teachers improved.

OUTPUTS:

1. Complete set of programmed teaching materials (for use by teachers) designed for all basic subjects in grades 1-3.
2. Complete set of programmed learning materials (for use by students) designed for all basic subjects and applied skills for grades 4-6.
3. Procedures developed for training teachers with no previous pedagogical training in the use of these materials.
4. Evaluative instruments developed for validating the impact of these materials.
5. Prototype materials tested in 20 rural schools.
6. All Ministry of Education pre-service and in-service teacher training programs systematized and rationalized.
7. 5 long-term and 15 short-term participants trained in programmed instruction techniques.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Although considerable progress in educational improvement project has been made, the project is well behind schedule in implementation.
2. This is partially a result of domestic upheavals (both political coup and economic recession) and their aftermath in Liberia in 1979 and 1980, e.g. resulting in the cessation of electrical and water services at the site, making implementation difficult.
3. The Liberian professional who will work in a rural area that has no public utilities (i.e. under harder conditions) is of less competence than had been assumed. The project will be delayed but still should succeed.
4. The additional time needed for project completion will call for \$2 million additional funding.

Unknown, "Improved Efficiency of Learning." USAID/Liberia; PES; 1982.

LIBERIA

YOUTH ON-THE-JOB TRAINING

Project Number 6690160

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$495,000

Grant is provided to the Government of Liberia (GOL) to upgrade its Youth-On-The-Job (YOJ) vocational training program for untrained and unemployed youths from Monrovia between the ages of 14 and 25.

GOAL: To develop an adequate body of trained manpower with relevant knowledge and skills to support Liberia's socioeconomic development.

PURPOSE: To upgrade the current Youth-On-The-Job Training Program enabling it to place more and better trained semi-skilled workers in the job market.

OUTPUTS:

1. Trained staff.
2. Policies and procedures.
3. Training programs.
4. Training materials.

INPUTS:

1. AID: A) Technical assistance; B) Participant training; C) Commodities; D) Other costs.
2. Government of Liberia: A) Personnel; B) Other services; C) Other costs.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. The sharp decline in the economic situation and the rise in unemployment have altered some of the project's assumptions.

2. The project is having a positive impact, albeit in a limited (due to budget constraints) fashion.

Henry W. Reynolds, et al., "Youth-On-The-Job Training."
USAID/Liberia; PES; 1982.

MALAWI

AGRICULTURAL RESEARCH

Project Number 6120202

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$9,000,000

Grant is provided to the Government of Malawi (GOM) to improve and expand Department of Agricultural Research (DAR) efforts to provide quality research programs in smallholder crop and livestock production.

GOAL: Increased productivity and real income of smallholders within the 15-20 year National Rural Development Program.

PURPOSE: Strengthen capability of the Department of Agricultural Research (DAR) to provide socially acceptable and economically sound research for smallholder needs in satisfactory quality and quantity and in a form useable by extension service.

OUTPUTS:

1. Technical assistance (TA) team and DAR establish select new operations.
2. Professional researchers functioning at M.Sc./Ph.D. levels.
3. Adequate facilities/housing for expanded operations and staff and research equipment and vehicles.
4. Improved support staff capability.
5. Field trials completed by TA team and counterpart staff; research packages developed.
6. Quality/quantity of research programs strengthened in crop, livestock and technical areas relevant to smallholders; corresponding research of project trainees conducted.
7. Annual meetings of extension officers, field researchers, research coordinator and technical personnel.
8. Title XII institution survey of smallholder acceptance of research.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Project progressing satisfactorily with exception of delays in: procuring equipment, preparation of work plans, contract signing by AID, provision of inputs by host government.

Marlowe D. Thorne, et al., "Agricultural Research."
USAID/Malawi; PES; 1982.

MALI

RENEWABLE ENERGY

Project Number 6880217

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$4,100,000

Grant, technical assistance, and commodities are provided to the Government of Mali to develop renewable energy sources for tasks now performed by hand in rural areas of the country.

GOAL: Adapt renewable energy technologies in order to improve material condition of life in rural Mali.

PURPOSE: 1. Identify appropriate sources and applications of renewable energy and develop processes for their introduction into rural communities.
2. Develop capacity of the solar energy lab to provide continuing research and design efforts to adapt renewable energy technologies for Malian use.

OUTPUTS: 1. Functioning renewable energy devices located at selected village sites.
2. Working system for operation and basic maintenance under local control.
3. Increased in-country survey research capability.

INPUTS: 1. Capital: A) Construction and equipment of new solar energy laboratory; B) Installation of 4 PVC pumps for experimental, demonstration, and training purposes; C) Equipping of teams for surveying and testing devices at village sites; D) Fabrication/importation of test device; E) Equipment for ENI, ENSUP, CVI.
2. Technical support.
3. Training: A) Participants, B) Survey teams and village cadre.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Project has turned around from almost certain failure in mid-1980 to qualified success due to the efforts of the director in particular.
2. Only the first two phases of the project have been completed, due to many delays in equipment and difficulties with the survey instrument.
3. The host country agencies connected with the project felt that they had not been sufficiently involved with project design.
4. There appears to be a serious debate as to whether or not the lab should focus on becoming self supporting or not.

Djibril Fall, et al., "Renewable Energy." USAID/Mali; PES; 1982.

MAURITANIA

EXPANDED PROGRAM OF IMMUNIZATION

Project Number 625093705

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$1,100,000

The project attempts to overcome the developmental constraint of high infant mortality and morbidity due to immunizable diseases. It attempts to overcome the technical, managerial and logistical constraints inherent in setting up a national vaccination system in Mauritania.

GOAL: To improve the health status of Mauritania children aged 0-5 years.

PURPOSE: To reduce the incidence of communicable diseases among Mauritanian children below the age of six years.

OUTPUTS:

1. Improvement of technique of vaccination and cold chain systems.
2. Improvement of managerial techniques to support EPI; including training of personnel in areas of planning, implementation, research evaluation.
3. Improvement of overall coordination between various ministerial activities such as maternal-child health and primary health care programs, to support EPI.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out
for the mission found:

1. Project is meeting its objectives and has already achieved its purpose of reducing the incidence of communicable diseases among Mauritanian children below the age of six years.

Linda Neuhauser, et al., "Expanded Program of Immunization."
USAID/Mauritania; PES; 1982.

MAURITANIA

GUIDIMAKA INTEGRATED RURAL DEVELOPMENT

Project Number 6820201

PROJECT SYNOPSIS

Initial Year: FY 75 Life of Project Funding: \$6,506,000

Interim grant will permit the Government of the Islamic Republic of Mauritania (GIRM) to begin Phase 1 of its range and livestock development program.

GOAL: To promote expansion in domestic food production, productivity, and consumption.

PURPOSE: Develop technically and socially sound methods for increasing crop and animal yields among sedentary inhabitants of the 10th region, and to generate the necessary data required to launch and expand extension program.

OUTPUTS:

1. Demonstration sites established, livestock management practices tested.
2. Establish animal health services.
3. Conduct range land research survey.
4. Extend pasturage in the 10th region, particularly in the northerly areas (Tek, Tak, Ouid Yenge, and Harr).
5. Provide new or enlarged livestock watering points.
6. Determine receptability of local leaders and villagers to construction of watering points.
7. Study modes of villager participation, methods of organization, rates of pay, tool requirements, and equity considerations.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Logistical problems on both sides delayed this project's implementation until 1980.
2. High USAID staff turnover has led to poor communication with the various Government of Islamic Republic of Mauritania officials.
3. Logistics of the timely arrival of commodities both in-country and up-country remain narrowing.

Abraham Hirsch and Lam Hamady, "Guidimaka Integrated Rural Development." USAID/Mauritania; PES; 1982.

NIGER

NIAMEY DEPARTMENT RURAL DEVELOPMENT

Project Number 6830205

PROJECT SYNOPSIS

Initial Year: FY 77

Life of Project Funding: \$4,698,000

Grant for the integrated rural development of the Department of Niamey in the Niger Republic, including a separate grant for the development of the farmer literacy program and for organizing village radio/discussion clubs in that Department. To increase food production, rural incomes and improve rural standards of living within the Department of Niamey by starting a process of rural development by providing the initial motivation and organizational requirements among the rural population for economic and social development and create an institutional, physical and technical capability within the government services of the Niamey Department to begin implementation of a comprehensive rural development plan.

FY 1982 EVALUATION FINDINGS

Combination evaluation carried out for the mission found:

1. Host country contracts were unmanageable, largely due to the efforts of the AID staff.
2. Both the AID and Government of Niger administrative structure actively hindered the successful management of the project.
3. Staffing problems as well as the lack of water resulted in the loss of one year's work.
4. Although the two initial phases of the proj. had been completed, the field office decided to cancel the proj due to mgt. & administrative problems focussing on communication among all parties.
5. The system for selecting Nigeriens for training needs to be altered.

Mark Wentling, "Niamey Dept. Rural Development."
USAID/Niger; PES: 1982.

NIGER

IMPROVING RURAL HEALTH

Project Number 6830208

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$13,541,000

Grant is provided to the Government of Niger to establish a viable rural health delivery system through a program of human resource development and institutional support.

GOAL: To provide, by 1982, 3,500 villages with basic health care services. Sub-goal: a viable rural health delivery system which demonstrates the value of prevention/early diagnosis/timely curative intervention/proper referral.

PURPOSE: Strengthening all elements of the rural health delivery system by increasing the technical capability and the numbers of health personnel working in the rural health delivery system. To improve institutional support in order to sustain village health team (VHT) activities and link the various levels of the health delivery system together for logistic, supervisory and service purposes.

OUTPUTS:

1. Increased number of technically qualified VHT's, health professionals and auxilliary support personnel working in rural health delivery system, (1,500 trained VHT, 10 new teachers divided between ESSM & NICAS, 10 trained senior public health officers, 5 logistic and maintenance personnel, 4,100 health personnel received additional training in country, 200 certified nurses, 100 state nurses, 125 medical students trained in rural health, 175 sanitarians, 25 medical equipment technicians, 50 automechanics.
2. A functioning transportation system responsive to the distribution of goods and services (supervision).
3. Increase in the quality and quantity of the health care facilities and other supporting facilities.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for
the mission found:

1. The evaluation team strongly recommends that the project be extended for at least two years.
2. Those parts of the project supported by the government did rather better than those that were not.

John P. McEnaney and Donald C. E. Ferguson, "Improving Rural Health." USAID/Niger; PES; 1982.

NIGER

SHELTER SECTOR PLANNING

Project Number 6830224

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$655,000

Grant is provided to the Government of Niger (GON) to establish a Housing Division in the Service Central de L'Urbanisme, de l'Architecture et de L'Habitat (SCUAH) to develop national housing policy and programs for low-income families.

GOAL: Provision of an improved living environment for low-income families.

PURPOSE: To establish an institutional framework within which the Government of Niger (GON) can generate and coordinate low-income shelter programs.

OUTPUTS: 1. A draft national housing policy.
2. Initial project proposal which maximizes use of Nigerian public and private resources.
3. Trained staff within the Housing Division of the Service Central de L'Urbanisme, de l'Architecture et de L'Habitat (SCUAH).

INPUTS: 1. AID: \$575,000.
2. GON: \$72,000.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. The Niger shelter sector planning project is into its second year of implementation and has achieved substantial progress in spite of problems with AID to furnish long- and short-term assistance.

2. Project delays have necessitated modification of implementation strategy to emphasize implementation oriented research activities and preparation of specific shelter sector proposals rather than data gathering, analysis and policy formulation. As a result of replanning project, project is successfully achieving output components.
3. Projects focusing upon institutional building goals should include provision of funds to implement specific projects identified as a result of the target agency's newly acquired expertise. This demonstrates to host government the full value of having such an institution.
4. The emphasis of project activities related to data gathering, analysis and planning should be shifted to research activities and project preparation in order for the project to accomplish its objective of establishing a framework for coordinating low-income shelter activity. This shift will further establish the role of the housing division within the institution.
5. The long-term technician did not arrive until one year after implementation started resulting in project delays and an extension of the project.
6. Delays in project implementation were caused by initial failure of host government to provide counterpart personnel and logistical support and by AID failure to provide a second long-term technician and qualified short-term consultants.

Charles Sadler, et al., "Shelter Sector Planning." USAID/Niger; PES; 1982.

RWANDA

FOOD STORAGE AND MARKETING

Project Number 6960100

PROJECT SYNOPSIS

Initial Year: FY 75 Life of Project Funding: \$2,910,000

The Government of Rwanda will begin a complete program for production, buying, storage and distribution of three major food crops.

GOAL: Availability of food products increases at a rate faster than that of population growth, price stabilization system established for major food crops.

PURPOSE: Rwandan Government has storage facilities and price stabilization policies to dampen the wide fluctuations in food prices.

OUTPUTS: Warehouses; trained staff; Office in Rwandan Development Bank administering food storage and marketing program; operating procedures and methods of financial control; system of warehouse management; working capital account.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the mission did not report any findings for this evaluation:

Norman L. Olsen, "Food Storage and Marketing." USAID/Rwanda; PES; 1982.

RWANDA

COOPERATIVE GRAIN STORAGE

Project Number 6960108

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$327,000

Grant is provided to the Cooperative League of the USA (CLUSA) to assist in developing farmer-owned grain storage cooperatives in selected areas of Rwanda.

GOAL:

1. Increased supply of beans and grains in project areas.
2. Greater services offered by cooperatives to local areas.

PURPOSE:

1. Reduction in storage losses for farm families.
2. Increased farm family income.
3. Improved cooperative services and operations.

OUTPUTS:

1. Seven storage centers constructed and in operation.
2. Operating fund in place and being utilized.
3. Managers and accountants trained in storage center operations.
4. Accounting and reporting systems in place and functioning.
5. GOR personnel receive appropriate training as established by management and Ministry of Social Affairs.

FY 1982 EVALUATION FINDINGS

**Final evaluation carried out for
the mission found:**

- 1. Cooperative efforts have not been as successful as anticipated
due to lack of experienced personnel at the central office.**

Paul Willot, et al., "Cooperative Grain Storage."
USAID/Rwanda; PES: 1982.

AFRICA REGIONAL

RWANDA RENEWABLE/IMPROVED TRADITIONAL ENERGY

Project Number 698041022

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$664,350

The project was designed to help meet Rwanda's rural energy needs by overcoming some of the institutional constraints to research, development, field testing and analysis of renewable and improved traditional energy technologies. This was targeted at those existing at the Centre d'Etudes et d'Applications de l'Energie au Rwanda (CEAER). CEAER is a branch of the national university and addressed through this design the problems of (a) depletion of woodstock, and (b) alternatives to current high costs of providing heat, light and power.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the regional office found:

1. An overly ambitious design contained contradictory implementation strategies. Development of specific technologies was planned to occur prior to their feasibility being determined.
2. Project has been replanned to focus research effort on sewer technologies and to thoroughly evaluate these technologies through field testing prior to dissemination.
3. Project impact would have been greater if concentrated research effort had focused on fewer technologies and if greater emphasis in project planning had been made on development of methodologies for field testing, economic and social analysis, dissemination, and greater emphasis on adaptation, marketing and extension of existing technologies.

4. Achievement of project purpose has been hindered by insufficient long-term technological assistance, rapid turnover of staff personnel, development of a wide range of prototypes as opposed to cost and labor inputs required and absence of laboratory equipment.
5. Renewable energy technologies should not be expected to quickly play a major role in lowering fuelwood depletion rates. Few potentially significant substitutes for fuelwood have been identified, and development of these technologies is slow because of need to conduct careful economic and social analysis.

Frank Dimond and Paul Ehmer, "Rwanda: Renewable/Improved Traditional Energy." USAID/Africa Regional; PES; 1982.

AFRICA REGIONAL

RWANDA FAMILY HEALTH INITIATIVES

Project Number 698066201

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$500,000

Grant is provided to the Government of Rwanda (GOR) to train the health professionals and government officials necessary to establish a nationwide delivery system of family planning (FP) and mother/child health (MCH) services.

GOAL: Improved maternal and child health, and reduced population growth rate.

PURPOSE: Establish trained human resources infrastructure for nationwide availability of Mother/Child Health and Family Planning (MCH/FP) services.

OUTPUTS:

1. National plan for complete MCH/FP service coverage.
2. Staff for Kigali-based central population office oriented/trained.
3. Seven non-pilot prefecture hospitals have trained core MCH/FP staff.
4. Three pilot prefecture teams and central unit staff mobile for upcountry work and supervision.
5. Trained community health motivators in place.
6. Project evaluations.

INPUTS:

1. Observation tour.
2. Central office staff: a) training, b) salaries after training.
3. Prefecture team: a) training, b) salaries after training.
4. Community Health Motivators: a) training, b) salaries after training.
5. Team to assist national plan formulated.
6. Vehicles.
7. Evaluation.
8. Miscellaneous/Other.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for
the mission found:

1. Problems with the pipeline are due to the year's justified delay in starting the project so as to begin when the government had finished reshuffling its bureaus.
2. This start-up delay has resulted in some of the project outputs not being achieved and in the overlap between this "bridging" project and the more comprehensive one.

Barbara Kennedy, "Rwanda Family Health Initiatives."
USAID/Rwanda; PES; 1982.

SENEGAL

GRAIN STORAGE

Project Number 6850209

PROJECT SYNOPSIS

Initial Year: FY 77 Life of Project Funding: \$4,900,000

Grant to Government of Senegal (GOS) to improve ability of national marketing board (ONCAD) to store and market locally produced sorghum and millet.

GOAL:

1. Increase commercialization of food grains in Senegal.
2. Establish adequate and reliable buffer stocks of food grains for drought.

PURPOSE: Increase the capability of Senegal's National Marketing Board (ONCAD) to store and market millet.

OUTPUTS:

1. 30,000 MT of additional storage.
2. Trained warehouse managers operating ONCAD storage facilities.
3. Trained insect control personnel employed at storage units. A quality control manager for each of the districts.
4. 2 training teams of 2 men each.

INPUTS:

1. Materials and labor for warehouse construction.
2. Technical assistance.
3. Overseas training.
4. In-country training.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. USAID/mission failed to review and modify design criteria in view of local considerations and recommendations from outside groups.

2. Project has not been cost effective due to collapse of host country implementation agency and the inability of host country successor to perform necessary project functions including grain storage and marketing. Further, not all of host country personnel trained under first agency were transferred to successor agency.
3. Third country training of host government personnel was inappropriate as training focused to heavily on theoretical as opposed to practical skills.
4. In-country training was appropriate and project output met, although delays in procuring project equipment hindered training of some personnel and necessitated retraining when equipment did arrive.
5. The use of grain storage design criteria inappropriate to local climate and conditions as well as reliance on U.S. imported rather than locally purchased construction materials has led to unnecessarily high building and maintenance costs and warehouse deficient in many aspects of construction.

Unknown, "Grain Storage." USAID/Senegal; PES; 1982.

SENEGAL

SAED TRAINING

Project Number 6850218

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$1,100,000

Grant is provided to the Government of Senegal to improve the operating efficiency of the Society for the Development and Exploitation of the Lands of the Delta and Valley of the Senegal River (SAED), by strengthening SAED's ability to train personnel in equipment management, operation, and maintenance.

GOAL: To remove the Society for the Development and Exploitation of the Lands of the Delta and Valley of the Senegal River's manpower constraints presently limiting agricultural development in the Senegal Delta and Valley.

PURPOSE: To strengthen the training and operational capability of Society for the Development and Exploitation of the Lands of the Delta and Valley of the Senegal River (SAED) personnel with respect to agricultural and heavy equipment management, operation, maintenance, and repair.

OUTPUTS:

1. Staffed training program with curriculum for SAED personnel concerned with equipment management, operation, maintenance, and repair.
2. Training and problem-solving seminars in organizational development and management and other action remedies to facilitate coordination among the operational divisions and members of the technical assistance team and to ensure full integration of all elements of the project.
3. Written job descriptions for personnel in equipment-related positions.
4. Written maintenance, repair, and operating procedures.
5. Trained personnel.

6. Renovated or newly constructed repair
and training facilities readied and equipped.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for
the mission found:

1. Progress toward achievement of objectives is unsatisfactory due to numerous problems in management personnel, counterpart identification and participation.
2. There has been an unplanned shift away from training towards production.
3. The use of a liaison office institution in St. Louis was an important factor in improving project management.
4. There have been modest successes with supply and short-term (workshops) training.

Gary A. Walker, et al., "Saed Training." USAID/Senegal; PES;
1982.

SENEGAL

PATTE D'OIE HOUSING IMPROVEMENT

Project Number 6850226

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$1,300,000

Grant is provided to the Government of Senegal (GOS) to rehabilitate the Patte d'Oie Housing Project (POHP--built with the help of Housing Guaranty 685-H-001) outside Dakar.

GOAL: Resolve U.S.-Government of Senegal (GOS) dispute over the Patte d'Oie Project.

PURPOSE: Help GOS correct Patte d'Oie deterioration sufficiently so it will continue to maintain the neighborhood and service the Housing Guaranty Loan.

OUTPUTS: 1. Stabilization of sand.
 2. New elementary school.
 3. Rehabilitate most seriously deteriorated roofs and about 90 walls and foundations.

INPUTS: 1. AID Development Grant.
 2. GOS Project repairs.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Because an environmental impact statement was not required by AID at time of project design, project implementation hampered by inappropriate site selection and construction procedures.
2. A plantation scheme to stabilize shifting sand at construction site should have been initiated prior to actual housing construction.

3. Project replanned to correct defective construction and to reschedule loan repayment by host government.
4. Two project assumptions--that housing project would be constructed correctly and that host country economic conditions permitted sufficient housing demand--did not hold true.
5. Project assumption that host government would assume responsibility for regular maintenance program for housing units may also not be met.
6. Host government implementation agency is unable to conduct other than routine maintenance, requiring other and more appropriate host government agencies to assume some maintenance functions.

Barnabas Mosley, et al., "Patte D'Oie Housing Improvement."
USAID/Senegal; PES; 1982.

SENEGAL

REFORESTATION

Project Number 6850243

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$126,000

Operational program grant is provided to Africare to assist the Government of Senegal in establishing a village reforestation program.

GOAL: Rural areas in Senegal supplied with adequate fuelwood and other forestry products.

PURPOSE: Village reforestation undertaken in Senegal.

OUTPUTS: 1. Woodlots and tree nurseries consisting of 20 acres each (13,000 trees) established in five villages.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the mission found:

1. This reforestation project proved to be very successful evidenced by production which surpassed original goals by 90%. Survival of areas and stands is above 90% and some trees are 2 meters.
2. This success is attributed to by the previous experience of the forest service in experimenting with communal forest project and the integration of forest management and main activities.
3. The probable potential after the first cutting is estimated to be higher than AID's original investment.

Fred R. Weber, "Reforestation." USAID/Senegal; PES; 1982.

SIERRA LEONE

ADAPTIVE CROP RESEARCH AND EXTENSION

Project Number 6360102

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$7,063,000

Grant and technical assistance are provided to the Government of Sierra Leone to develop an adaptive crop research and an extension system responsive to rural smallholders' needs.

GOAL: Smallholder productivity increased.

PURPOSE: Food crop adaptive research and extension system responsive to the needs of rural smallholders developed.

OUTPUTS: 1. Sierra Leoneans trained in food crop adaptive research and extension.
2. Seed/plant materials transferred on regular basis to newly started research trial plots.
3. Research assistantship programs established for senior and/or graduate students at NUC.
4. Long-range research and extension plan/strategy completed and formalized.

INPUTS: 1. USAID: \$6.1 million financing technicians, vehicles, housing, laboratory, office/work area, support funds.
2. Government of Sierra Leone: \$3.0 million, financing staff, land, existing research facilities, trust fund, participants, equipment, utilities, and housing.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Due to the delay in approving the SULSA contract which was to provide technical assistance, the project is approximately 18 months behind schedule.
2. Research activities have been started.
3. Technical transfer had been organized along with a reporting system. Trials recently proved that yields could be significantly increased by substitution of improved practices.
4. Extension activities in crop protection were extended to 450 families in 5 zones.

Wilbur E. Scarborough and W. E. Taylor, "Adaptive Crop Research and Extension." USAID/Sierra Leone; PES; 1982.

SOMALIA

RURAL HEALTH DELIVERY

Project Number 6490102

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$15,200,000

Grant is provided to the Government for The Somali Democratic Republic (GSDR) to develop a health delivery system for Somalia's rural and nomadic populations.

GOAL: Health among Somalia's rural and nomadic populations improved through a health delivery system (PHCP) reaching to the village level.

PURPOSE:

1. PHC services delivered to four population groups with rural-settled and nomadic populations.
2. Training program established capable of providing PHC staff and supervisory staff for the entire country.
3. PHCP model developed that is replicable for the entire country.

OUTPUTS:

1. CHW's workers and PHC tutors/supervisors trained and functioning in PHCP in four population groups.
2. Necessary facilities developed.
3. Ministry of Health infrastructure strengthened to support program needs and to replicate PHCP throughout the country.

INPUTS:

AID: A) Technical assistance, both long and short-term; B) Training for Somali health personnel; C) Commodities and supplies; D) Vehicles; E) Drugs and medicines; F) Equipment; G) Other commodities. GSDR: A) Salaries and allowance for trainees; B) Vehicle maintenance, fuel, and driver salaries.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Facility construction requires priority consideration of AID/S.
2. Project evaluation recommends reduction in project size to manageable level.
3. There are problems though. Policy formulation has just been initiated. Logistic support systems for drugs and transport are lacking. Service components such as laboratory analysis have not been clearly defined nor implemented. These problems largely stem from the questionable ability of the government to provide the necessary staff and budget support.
4. However, field placement for technicians was delayed a year by the inability to erect the prefabricated houses. This is mainly because of AID/S insufficient attention to project monitoring construction contractor.
5. The Ministry of Health is making some progress in creation of a unit to support and supervise primary health care project.
6. At end of Somalia rural health delivery project's second year, field team is substantially on target and meeting goals for training staff. Both staff and students are well motivated and have developed useful curricula.

Anita Mackie, "Rural Health Delivery." USAID/Somalia; PES; 1982.

SUDAN

YAMBIO AGRICULTURAL RESEARCH STATION

Project Number 6500035

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$1,066,000

Operational program grant is provided to International Voluntary Services (IVS) to assist in the renovation and re-establishment of the Yambio Agricultural Research Station as an integral element of agricultural research and development in Southern Sudan.

- GOAL:
1. Farm incomes increased in Southern Sudan.
 2. Food production increased, with adequate reserves to stabilize prices and permit export of tea, coffee, rice, and kenaf.
 3. New crops produced and coffee and cotton agro-industries promoted.

PURPOSE: To re-establish Yambio Agricultural Research Station as an integral element of the agricultural research and development network in Southern Sudan.

- OUTPUTS:
1. Existing buildings renovated.
 2. New staff houses built and equipped.
 3. Laboratories equipped: a) Soil; b) Pathology; c) Entomology.
 4. Meteorological station equipped.
 5. Farm equipped.
 6. Electricity installed.
 7. Water system installed.
 8. Personnel on post.
 9. Lab technicians in training.
 10. Ongoing crop trials and seed multiplication in progress.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Poor project planning did not provide adequate inputs to achieve stated outputs.
2. Project implementation has been delayed. This necessitated extending PACD for one year.
3. Project implementation was delayed due to difficulty experienced by contractor in recruiting and fielding technical assistance staff.
4. Insufficient monitoring of project activities by AID/W caused misinterpretation of respective roles of AID, contractor and host institution.
5. AID/Mission decision to limit contractors role was not reflected in project documents.
6. Inputs were sufficient to achieve physical reconstruction of agricultural research facility.
7. Inputs were sufficient to achieve training of personnel.
8. Inputs were not sufficient to provide adequate technical assistance for development of a research program.

R. Wani, et al., "Yambio Agricultural Research Station."
USAID/Sudan; PES; 1982.

SUDAN

PL 480: TITLE II PROGRAM AND OUTREACH GRANT

Project Number 6504802

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$

Project designed to distribute PL 480 food through a health and nutrition program sponsored by Catholic Relief Services. This program was aimed at improving the health and nutrition of mothers and young children 0-5 years old through the establishment of a health and nutrition education outreach program, to be conducted via seminars at the clinics and the subsequent distribution of food there after attendance checks.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the mission found:

1. Ministry of Health requested CRS termination in country when issues of compliance with Title II regulations and dispersal of participant's contributions could not be resolved.

Robert Kidd, et al., "PL 480: Title II Program and Outreach Grant." USAID/Sudan; PES; 1982.

SUDAN

RAHAD IRRIGATION PROJECT

Project Impact Evaluation No. 31

PROJECT SYNOPSIS

Initial Year: FY 73 Life of Project Funding: \$11,000,000

Impact evaluation assesses project number 6500019, which was designed to supply equipment to the Rahad Corporation and the Ministry of Irrigation Earthmoving Corporation for agricultural development and irrigation works, respectively, and for procurement services in purchasing equipment.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out for
PPC Impact found:

1. Only less than a third of the vehicles supplied remain operational, although work for which they were bought has been completed.

Peter Benedict, et al., "Sudan: The Rahad Irrigation Project."
USAID/Washington, Project Impact Evaluation No. 31; PES; 1982.

SWAZILAND

SWAZILAND UNIVERSITY COLLEGE DIVISION OF EXTRA-MURAL SERVICES

Project Number 6450081

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$2,059,000

Grant to the University College of Swaziland (UCS) to upgrade the staff, curriculum, and physical plant of its Division of Extra Mural Services (DEMS).

GOAL: To assist Swaziland in developing the middle level manpower required to achieve national development objectives.

PURPOSE: To increase the capacity of the University College of Swaziland's Division of Extra-Mural Services to meet mid-level manpower training needs.

OUTPUTS:

1. Trained and experienced Swazis directing and staffing for demonstration program.
2. Significant expansion of courses offered and increased attendance in adult education and management programs.
3. University students involved in demonstration development-related activities.
4. High quality curricula and teaching/learning materials produced for demonstration programs.
5. Physical facilities constructed.
6. Expanded course offering and attendance in 10 training centers outside of Mbabane-Manzini Corridor.

INPUTS:

1. U.S. inputs: A) U.S. technical assistance--
 - 1) Adult education specialist 24 months;
 - 2) Materials development specialist 48 months;
 - 3) Management training specialist 24 months;
 - 4) Short-term consultants 10 months;B) Participant training;
C) Commodities; D) Construction.
2. GOS Inputs (total \$737,000).

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for
the mission found:

1. Procedures for setting and collecting fees should be revised.
2. Demonstration has successfully broadened its financial base of support to the ministries and the private sector.

William Charleson, et al., "Swaziland University College Division of Extra-Mural Services." USAID/Swaziland; PES; 1982.

SWAZILAND

SWINE PRODUCTION COOPERATIVE

Project Number 6450213

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$310,000

Project to increase women's incomes in Lundzi-Mpuluzi, Swaziland through development of a pig production and marketing cooperative.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission round:

1. Specific technical assistance problems have included: lack of communication with NCNW and technical resources that should have gone to construction of outputs went to providing infrastructure government should have provided. In spite of problems, evaluation team optimistic about final results (although delayed) of project.
2. Pig production project has not progressed as planned. Government has not provided water system, necessary before outputs can be achieved.
3. Great deal of support and commitment by local beneficiaries and the Ministry of Agriculture and Cooperatives to pig production project. People eager to volunteer their time and labor in construction and operation of pig cooperative.
4. Government Ministry is working hard to overcome implementation delays caused by lack of adequate infrastructure.
5. Project should be able to overcome aforementioned implementation problems, in part due to high level of beneficiary commitment.

6. Lack of communication between Ministry of Agriculture and Cooperatives and National Council of Negro Women (project is an OPG to the NCNW) has resulted in technical and logistical problems in initial implementation mostly delays in beginning construction of outputs by a year and a half.

Paul Tuebner, et al., "Swine Production Cooperative."
USAID/Swaziland; PES; 1982.

TANZANIA

AGRICULTURAL RESEARCH

Project Number 6210107

PROJECT SYNOPSIS

Initial Year: FY 70 Life of Project Funding: \$8,496,000

AID will provide technical assistance to the Ministry of Agriculture and Cooperatives and to its research and training institutes.

GOAL: Agricultural production increased to satisfy needs of Tanzanian population.

PURPOSE: Assist in coordinating an agricultural research program.

OUTPUTS: 1. Developed high yielding maize hybrids and varieties suitable for major ecological areas.
2. Improved varieties available for multiplication and distribution to farmers.
3. Genetic material of soybean with potential value and crosses which yield most promising progenies identified.
4. New adapted high yielding varieties are multiplied.
5. New food legume varieties and advanced agronomic practices developed.
6. Improved systems of research administration developed.
7. Improved administrative procedures.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. The project continues to function somewhat independent of technical assistance and has the potential to become the center for food crop research.

2. The Tanzanian government limited the number of participants for training by placing strict admittance qualifications on applicants.
3. Research recommendations have been restricted for dissemination by the government.

John R. Anania, "Agricultural Research." USAID/Tanzania; PES; 1982.

TANZANIA

AGRICULTURAL MANPOWER DEVELOPMENT

Project Number 621011901

PROJECT SYNOPSIS

Initial Year: FY 73 Life of Project Funding: \$7,083,000

Project to provide technical assistance and training necessary to begin a self-sustaining management/training program.

GOAL: Tanzania self-sufficient in food crops and livestock.

PURPOSE: Trained manpower and improved manpower training programs at all levels of Ministry of Agriculture (MINAG) and agriculturally related parastatals.

OUTPUTS: Trained students, participants, trained Tanzanian Government Parastatal staff, improved curricula, applied an operational training capability in two diploma/certificate institutions, more well-developed sub-professional and professional agriculture training programs. Government of Tanzania.

INPUTS: Teaching staff, technical assistance personnel, participant training, commodities, local costs.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the mission found:

1. Escalating costs and economic constraints caused or threatened reassessment of financial support of the project by both governments.

2. The involvement of Tanzania in military action against Uganda in the late 70's also put the project initially behind schedule.
3. AID/Tanzania was responsible at this point for delays in the arrival of commodities.
4. Serious delays were encountered in initiating farmer training projects. Unanticipated problems arose between submitting Project Paper to AID and signing the contract. These were bureaucratic delays at AID/Washington largely.
5. By the time U.S. technicians arrived, the implementation plan was more than three years late.
6. In reality, this evaluation is determining whether this report should be a mid-term or final evaluation. There is hope though of project eventually succeeding in spite of implementation delays.
7. Farmer training project has generally made respectable progress on changing attitudes and methodology at the Ministry of Agriculture's training institute and in the surrounding villages and farms.
8. The farmers felt they had participated in the discussions, had identified this problem and prioritized actions and were generally involved in decisions affecting their livelihood.
9. That the progress was effectively changing the farmers attitudes was evident in the interest they exhibited in the demonstrations and training, the enthusiasm expressed for the new approach, and the varied intention to apply what they learned.
10. Farmers viewed the subsequent training as being relevant to the constraints they face and the circumstances under which they farm.
11. The data collection instruments identified the farmer's problems.

Oleen Hell, et al., "Agricultural Manpower Development."
USAID/Tanzania; PES; 1982.

TANZANIA

HANANG DISTRICT VILLAGE HEALTH

Project Number 6210138

PROJECT SYNOPSIS

Initial Year: FY 77 Life of Project Funding: \$524,000

Funds provided to Government of Tanzania to improve health for a significant number of rural people in the Hanang District and to test the feasibility of the proposed health delivery system.

GOAL: Strengthen the capacity of the Ujamaa structure to improve living standards.

PURPOSE: Improve the health of a significant number of rural people in Hanang District, and to test the feasibility of the proposed health delivery system.

OUTPUTS: 1. Health delivery system.
2. Baseline data collection and analysis system.
3. Instruction methodology.
4. Health workers with improved training.

INPUTS: 1. CODEL: a) personnel, b) equipment, c) miscellaneous, per diem, travel, operations.
2. Tanzania: a) personnel, b) facilities, c) equipment.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Project design did not sufficiently recognize the need for a transition to government management.
2. Project has been extended for two more years with revisions in the training program.

3. While pilot program has provided valuable lessons for training of workers and village integration, the information system designed was too complex for the informants.

Frank Dimond and Paul Ehmer, "Hanang District Village Health."
USAID/Tanzania; PES; 1982.

TANZANIA

TRAINING FOR RURAL DEVELOPMENT I

Project Number 6210149

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$6,000,000

Grant is provided to the Government of Tanzania (GOT) to train indigenous personnel to implement more effectively the the GOT's rural development program.

GOAL: To increase farm income levels and social services to the rural poor in Tanzania.

PURPOSE: To train a selected number of Tanzanians for strengthening the Government of Tanzania's (GOT) capability to implement its rural development policy.

OUTPUTS: 1. Degree trained Tanzanians in U.S.
2. Non-degree trained in U.S. and host country.
3. National training plan in agricultural and rural development.
4. Project coordinating committee.

INPUTS: 1. USAID: a) U.S. technical services, b) Tanzanian technical services, c) participant training, d) commodities, e) other resources.
2. GOT: a) GOT technical services, b) salary support to participants, c) physical facilities.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Training program for Tanzanians in U.S. a success. Participants interviewed following the training objectives for which they were sent and indicated a desire to return to Tanzania and use their skills.

2. Some administrative problems have been encountered in providing AID-sponsored health and accident insurance (delays in payment disbursement), "in transferring academic credit from Tanzania (uncertainty about Tanzanian education system) and in the adequacy of student's math and science backgrounds. These problems are/will be dealt with and present no serious problems to successful project completion.
3. Professional, programmatic and administrative support by SUDA/USAID on the whole, very good.

Janet Poley and Cameroon Bonner, "Training For Rural Development I." USAID/Tanzania; PES; 1982.

TANZANIA

WOMEN'S PARTICIPATION IN DEVELOPMENT

Project Number 6210162

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$400,000

Grant is provided to the Government of Tanzania (GOT) to increase the participation of rural women in planning local development projects.

GOAL: To assist the Government of Tanzania (GOT) accelerate the transfer and adoption of appropriate technologies, services and systems to rural areas, emphasizing women's participation, leading to their confidence in influencing their lives.

PURPOSE: To encourage functioning women's groups which will participate in local planning, implementing and evaluating self-help development projects through the use of small media resources and to increase the capabilities of the Institute of Adult Education (IAE) to render its services in the rural areas.

OUTPUTS:

1. Village groups formed (meetings held).
2. Trained village group leaders.
3. Needs survey.
4. Audio-cassette tapes prepared.
5. Listening sessions.
6. Evaluation surveys (16 villages).
7. Evaluation of effectiveness of audio-cassettes technology.
8. Handbook preparation surveys.
9. Handbook prepared.
10. Number of participants.
11. Possible action plans and self-help projects undertaken.
12. IAE increased capability to render services.

INPUTS:

1. AID inputs: a) technical assistance, b) training, c) commodities.
2. IAE inputs: a) technical assistance and staff, b) commodities.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Project paper should be rewritten to place primary focus on replicability of participatory model throughout villages in host country in order to achieve project goals.
2. Delays in project implementation were caused by delay in meeting conditions precedent, delay in AID contracting with grantee, late arrival of supplies and funding delays by both AID and grantee.
3. Although project implementation has been characterized by long delays, the participatory model has proven to be successful in majority of women's groups to which it has been applied. Target groups have organized themselves, identified needs and acquired necessary planning and organizing skills.
4. The project model is less successful in wealthier villages.
5. Forced participation of village women by village councils generally hindered group success, especially when council and women's interests diverged.
6. Lack of leadership training does not adversely affect success of the participatory model in culturally diverse villages where traditional attitudes and roles have broken down.
7. Lack of leadership training does adversely affect model in traditional, single culture villages.

Helen Soos, et al., "Women's Participation in Development."
USAID/Tanzania; PES; 1982.

TOGO

OICI-AGRICULTURE TRAINING/PRODUCTION

Project Number 6930217

PROJECT SYNOPSIS

Initial Year: FY 81 Life of Project Funding: \$1,000,000

Project to develop and demonstrate a community-based, agricultural training program which will support an agricultural information and extension system focused on introducing multi-cropping and animal husbandry in Togo.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the mission found:

1. Project design was faulty and did not include adequate support to small farmers who completed training but could not practice new methods because of unavailability of production inputs.
2. Project diverged from intended purpose and was redesigned to focus on training of extension personnel and training of counterparts.
3. U.S. voluntary organization did not adequately implement project and did not adequately achieve project outputs due to poor management, lack of emphasis on institutionalizing training capacity of counterparts, unwillingness to establish good working relationships with host government and lack of attention to extension efforts.
4. USAID/regional office did not provide adequate technical assistance and oversight to project implementation.

Stephen H. Grant, et al., "OICI-Agriculture Training/Production." USAID/Togo; PES; 1982.

AFRICA REGIONAL

LA KARA SKILLS DEVELOPMENT PROJECT (TOGO)

Project Number 698038812

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$7,116,000

Grant provides seed money in West Africa region to initiate subprojects to increase rural women's economic and social effectiveness in national development efforts.

GOAL: Improve welfare of rural women in selected African countries.

PURPOSE: Increase rural women's economic and social effectiveness in national development efforts.

OUTPUTS: 1. Interdisciplinary subprojects developed in health, nutrition, family planning, skills training, farm production and marketing.

FY 1982 EVALUATION FINDINGS

Interim evaluation of the La Kara subproject carried out by several missions found:

1. Project management was marked by lack of technical skills by U.S. project personnel, poor supervision of field activities by both the National Council of Negro Women and the Ministry of Social Affairs, unclear lines of authority, responsibility and ultimate accountability of project personnel, very weak support and direction from NCNW headquarters and uncoordinated decision making.
2. Progress in La Kara skills development training project was uneven. The socio-economic survey done by the Togolese consulting firm (SOTED) has resulted in a low quality, methodologically unsound study which needs to be reviewed by a qualified sociologist.

3. The nutrition survey is almost complete, but unfortunately a recent short-sighted decision by the implementing agency to limit the survey to one ethnic group gives the results limited applicability.
4. These factors allowed a major modification in construction to be made without adequate architectural plans, formal agreement among the parties concerned or appropriate consideration of budget and implementing plan implications. These issues have overshadowed and are threatening the real purpose of this project which is to provide training in income generating skills to women.

James L. Roush & M. Lea Knott, "La Kara Skills Development Training Project." USAID/Togo, et al.; PES; 1982.

AFRICA REGIONAL

TOGO ANIMAL TRACTION

Project Number 698041018

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$625,000

Project to demonstrate the viability of an animal traction program as a practical instrument for expanding agriculture production on small and medium-sized land holdings in Northern Togo.

GOAL: The project will provide the means and incentive to establish regional systems promoting adoption of animal traction technology by small farmers.

PURPOSE: 1. To enable small farmers to expand the effective area of agricultural production from less than 2 hectares to 5 hectares per farm-family site.
2. To realize concomitant increases in food and cash crop production per farm and increased incomes for small farmers.

OUTPUTS: 1. Sixty to eighty teams of oxen will be trained for animal traction on small farms.
2. A minimum of 60-80 farmers will be trained in animal traction techniques of animal husbandry.
3. The physical plant of the animal traction center at Aghassa will be expanded to permit it to serve as the sole agent of purchase and distribution of oxen for all animal traction training and support services.
4. The animal traction center will conduct a minimum of two retraining programs of two weeks duration of approximately 140 ORPV extension agents in the four district economic zones of La Kala.
5. A revolving credit fund will be established to finance the purchase of oxen and agricultural implements and other inputs for the participating farmers.

6. Five animal traction subsites will be established for both demonstration purposes and to serve as an immediate resource base for animal traction farmers.
7. Local level agricultural extension agents (encadreurs), ten oxen trainers, thirty blacksmiths and subsector level veterinary agents, will receive training through on-job or short-term training courses.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for several missions found:

1. Animal traction project making good progress toward accomplishing project goals, in spite of almost a year's delay in AID project funding approval.
2. The project has been particularly effective in support of the Togolese government's nascent animal traction policy and involving implementation structure. Project has sought to work within the existing rural development services rather than creating parallel services which may tend to instead serve short-range objectives.
3. Specifically, the project has made considerable, albeit measured and deliberate contributions to: the physical infrastructure required for the purchase, pre-training and distribution to farmers of draft animals through a network of project-trained extension agents, as well as contributing to the organization of a support system to supply draft animals.
4. Project has fostered the beginnings of the development of concomitant agricultural systems which are related to animal traction and the adoption of a series of policies which favor animal traction technology by the government.

Unknown, "Togo Animal Traction," USAID/Africa Regional; PES; 1982.

CENTRAL AND WEST AFRICA REGION

REGIONAL FOOD CROP PROTECTION

Project Number 6250928

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$34,750,000

Grant is provided to the Permanent Interstate Committee for Drought Control in the Sahel (CILSS) to establish an integrated pest management (IPM) capability within the eight CILSS member countries (Cape Verde, Chad, Gambia, Mali, Mauritania, Niger, Senegal, and Upper Volta).

PURPOSE: To implement an integrated food crops management program of proven effectiveness throughout the Sahel.

OUTPUTS: An integrated pest management program for food crops in the Sahel: a) 7 research labs constructed, b) 70 field experiments developed, c) 170 trained counterparts provided, d) technical packages developed, e) evaluation techniques developed, f) surveillance/crop loss assessment techniques developed, g) outreach liaison work plans developed with 15 agents in place.

INPUTS:

AID:

1. Technical assistance (FAO personnel, FAO consultants, other consultants).
2. Training.
3. Commodities (vehicles, lab equipment, field equipment, expendable supplies, maintenance, POL).
4. Other costs (local personnel, operating costs).
5. Construction.
6. Administrative costs (FAO & CILSS).

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. While the project design is sound, implementation has been delayed due to organizational problems caused by lack of overall direction or effective coordinating body as regional authority has focused on day to day problems as opposed to broad policy and supervisory functions.
2. Lack of coordination between project and other related regional activities results in lowered effectiveness for all projects and in duplication of effort.
3. AID is primarily oriented to bilateral aid such that projects having a regional focus cause confusion and difficulty in coordinating project implementation among primary actors including AID missions.
4. Lack of guidance has hindered FAO as the technical assistance provider, national components as sub-project implementors and AID missions as national AID providers.
5. Extension of research results at the national level is facilitated when research and extension functions are within the same ministerial organizational structure.
6. Use of pesticides to control crop loss may have serious negative effects on agricultural production in the long run; integrated pest management techniques are potentially more effective and less costly.

Tho. C. Irvin, et al., "Regional Food Crop Protection."
USAID/Upper Volta; PES; 1982.

UPPER VOLTA

ONCHO AREAS VILLAGE DEVELOPMENT FUND

Project Number 6860212

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$2,173,000

Grant is provided to the Government of Upper Volta to develop capacity to organize, manage, and invest independently in social, economic development projects at the village level; and to develop a credit mechanism to fund these projects at the central level.

GOAL: Improved economic and social well-being of people in resettlement villages of the Volta Valley Authority (AVV).

PURPOSE: 1. Village level capacity developed to organize, manage and invest independently in village social and economic development projects in 133 AVV villages by January 1981.
2. The institutionalization of credit to make such villages undertakings possible.

OUTPUTS: 200 self-sustaining income-generating enterprises functioning in 133 AVV villages by end of 1980; organizational and technical training completed; information system developed and functioning; AVV staff capability developed to operate fund and fund financed activities.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Achievements of project output (200 loans for income generating enterprises) was not achieved due to the slow pace of resettlement in the target areas because of failure of host government to adequately support resettlement efforts.

2. Project design assumed that women would receive loans for income generating activities. Women did not receive loans because project managers did not focus attention on this component of project implementation.
3. Although project design emphasized both village-level social institution-building and a loan fund, the former purpose is not achievable due to a lower than expected targeted population and insufficient staff time available for institution-building activities.
4. At this stage of project only latter purpose is viable and project has been redesigned to focus on provision of credit to income generating enterprises rather than on food production or improved nutrition.

Dwight Smith and Jean-Jacques Nikyema, "Oncho Areas Village Development Fund." USAID/Upper Volta; PES; 1982.

UPPER VOLTA

EASTERN ORD RURAL ROADS

Project Number 6860215

PROJECT SYNOPSIS

Initial Year: FY 77 Life of Project Funding: \$2,523,000

Grant to Government of Upper Volta (GOUV) to upgrade 159 km of selected rural roads in Eastern ORD (administrative region).

GOAL: To increase the economic and social well-being of the rural population in the Eastern ORD.

PURPOSE: 1. To increase small farmer income by providing market access.
2. To increase access of villagers to health and education services not currently received because of isolation.
3. To increase Eastern Ord's management effectiveness by providing access to remote areas under its jurisdiction.

OUTPUTS: 1. Completed hydrological studies.
2. Drainage structures designed.
3. Project manager hired, working.
4. Equipment in country.
5. Road brigade organized, operational.
6. Road construction completed on Fada-Bilanga, Diabo Comin-Yanga, Namounou-Logo Bou, Ouagarou-Nassougou.

INPUTS: 1. Hydrological studies (GOUV).
2. Design of drainage structures (GOUV).
3. Finance costs of project manager (AID).
4. Finance cost of road building equipment (AID).
5. Finance cost of building 3 roads (AID 77%, GOUV 23%).
6. Select and train one road brigade (GOUV).
7. Award contracts for construction of drainage structures (GOUV): A) Fada-Bilanga, B) Diabo-Comin Yanga, C) Namounou-Logobou, D) Ouagarou-Nassougou (if funds allow).

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the mission found:

1. Lack of technical assistance and poor management are blamed for most of the overruns. The technical assistance is especially culpable because it resulted in questionable work which had to be redone.
2. Poor project management is to blame for the lack of timely equipment procurement.
3. The road has had a positive impact on the area in question economically.

Unknown, "Eastern ORD Rural Roads." USAID/Upper Volta; PES; 1982.

UPPER VOLTA

UPPER VOLTA FOOD FOR PEACE/TITLE II

Project Number 6864805

PROJECT SYNOPSIS

Initial Year: FY

Life of Project Funding: \$

Project designed to improve the nutrition of the poor via both education and employment through subprojects in food for work, maternal and child feeding & school feeding by the Catholic Relief Services implementation.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out
for the mission found:

1. Costs could be diminished by substituting for the more expensive imported items (rice and milk).
2. The food for work project needs to be focused better so that the job becomes an added incentive for work, not the reason for the projects.
3. Best assortment of indicators ever found for this evaluation, largely through the efforts of the evaluating contractor.
4. CRS is reaching a fair number of the poorest Voltaiques.
5. The school food and maternal and child health projects are the most successful in terms of nutritional impact.

Betsy Stephens, et al., "Upper Volta Food for Peace/Title II."
USAID/Upper Volta; PES; 1982.

AFRICA REGIONAL

REGIONAL REMOTE SENSING (WEST AFRICA)

Project Number 6980420

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$5,540,000

Grant provided to the Government of Upper Volta contribute to a multi-donor (AID, Canada, France) project to establish a regional remote sensing center at Ouagadougou, Upper Volta.

GOAL: The ability of West African countries to carry out long- and short-term development programs is improved through the utilization of remote sensing, particularly earth resources satellite technology.

PURPOSE: To establish a West Africa remote sensing center with a capacity to: 1) develop and demonstrate the use of remote sensing technology in various development projects; 2) provide training in use of the technology to a number of user agency personnel; 3) establish a satellite data reception station capable of providing repetitive real time coverage of West Africa.

OUTPUTS: 1. Demonstrated successful utilization or remote sensing imagery.
2. User agency personnel trained and utilizing remote sensing in agency projects.
3. Satellite data received, processed, and distributed by the center.
4. African personnel trained to staff the center.

INPUTS: 1. Short- and long-term technical assistance.
2. Imagery interpretation, reference, and reproduction equipment.
3. Reception station design studies and capital equipment.
4. Physical facilities.
5. Operating supplies and logistic support.
6. African staff support.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Implementation has been delayed due to difficulties in securing contracts with both the Voltaique government and expat personnel.
2. No African counterparts exist for the office concerned with the second output, while the information center consists of only a few serial photos and no expat staff yet.
3. No lab exists to develop any photos, although one was under construction at the time of evaluation.

Guy Courtel, et al., "Regional Remote Sensing (West Africa)."
USAID: Upper Volta; PES; 1982.

ZAIRE

NORTH SHABA MAIZE PRODUCTION

Project Number 6600059

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$16,925,000

Loan and grant to Government of Zaire (GOZ) to initiate and develop process enabling small farmers to improve production on self-sustaining basis.

GOAL: Achieve self-sufficiency in maize production.

PURPOSE: Rural development process for improving small farmer production and incomes identified for replication in other parts of country.

OUTPUTS: 1. Maize and other crop technologies developed to suit project area.
2. Improved technologies extended to local farmers.
3. Viable farmers' councils developed.
4. Intermediate technology production and maintenance capacity developed.
5. Roads, bridges rehabilitated.
6. Project area marketing capacity expanded.
7. Information system developed and functioning.
8. Integrated Department of Agriculture program developed for post-project operations.
9. Model organization structure developed for Agriculture Department.

FY 1982 EVALUATION FINDINGS

Combination evaluation carried out for the mission found:

1. Although the project has had difficulty in finding qualified staff, it is now possible to concentrate staff in vital technical areas versus maintaining a large staff as in the developmental stages of the project.

2. Although encountering numerous obstacles and the prevailing conditions within Zaire, the project is ahead of schedule.
3. At the present time, the major issue is sustaining the project and its benefits while reducing project costs.

David Soroko, et al., "North Shaba Maize Production."
USAID/Zaire; PES; 1982.

AREA DEVELOPMENT OFFICE - NIAMEY

ENTENTE FOOD PRODUCTION

Project Number 6260203

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$18,180,000

Entente fund and member states design, arrange financing for, execute, evaluate agricultural development subprojects aimed at providing credit, technical assistance, inputs to small farmers to eliminate constraints on efficiency of food crop production.

GOAL: Increase per capita production of staple food crops for domestic consumption.

PURPOSE: Assist entente countries to make necessary adjustments in agriculture sector policies which will enable them, with assistance of entente fund, to implement strategy of assistance to small farmers and to evaluate efficacy as means of meeting their needs for increased food production.

OUTPUTS: Small farmer food production projects studied, designed, implemented, evaluated in each member state, increased capability in entente fund and national ministries to implement, evaluate small farmer food production projects, on-going sector assessment, seminars, meetings to exchange information, discuss subproject evaluations, coordinate and plan future research, short-term, long-term practical and academic training programs for personnel of concerned ministries.

INPUTS: AID: grant technical assistance - \$1,680,000; grant capital assistance - \$5,000,000; loan capital assistance - \$10,000,000.
Entente Fund: minimum of 15,000,000 CFA per annum.
Member States: 20% of subproject costs, candidates for training.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the West Africa Regional Office found:

1. Faulty project design does not include collection of baseline data; project impact cannot, therefore, be accurately calculated nor can impact on small farmer income or the cost effectiveness of sub-projects be determined.
2. Project design of sub-projects was faulty; sub-projects did not include adequate participation of target beneficiaries (small farmers).
3. Project implementation has been successful in bringing together member governments to establish improved coordination of food production on a regular basis and to establish a mechanism for the development of a coordinated agricultural policy for the region.
4. Project achieved intended outputs including implementation of sub-projects, greater institutional capacity of host government organization and training of staff; host government implementation organization proved to be an effective vehicle for channeling AID funds to food production projects in member countries.
5. Project successfully achieved increased capability of local cooperatives and pre-cooperatives to organize cooperative efforts and to participate in food production projects.

Hadley E. Smith, "Entente Food Production." USAID/REDSO: West Africa; PES; 1982.

AREA DEVELOPMENT OFFICE - NIAMEY

ENTENTE LIVESTOCK II

Project Number 6260204

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$13,810,000

- GOAL:
1. To increase the availability of reasonably-priced animal protein for consumption within the region.
 2. To augment the standard of those rural poor associated with livestock production.

- PURPOSE:
1. To increase the efficiency/productivity of the livestock sector in the entente countries while increasing the standard of living of small livestock-producers.
 2. To increase regional coordination in livestock production and marketing in the entente states and to support within the region a process of sectoral analyses which serves to provide continuing information to be used in policy and program evaluation and development.

- OUTPUTS:
1. The careful design of interventions (sub-projects) which will test the viability of various means to achieve sectoral objectives.
 2. The funding, implementation, and evaluation of sub-projects.
 3. A) Review and synthesis of available information of major sector development problems; B) Field research studies to provide critical information relation to major sectoral development problems; C) Detailed sub-sectoral analysis of livestock production and marketing in the Entente region with policy recommendations.
 4. Periodic meetings to discuss livestock policy issues within a regional form.
 5. Training in member state livestock cadre in key disciplines.
 6. Full implementation of livestock protocol.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out by AID/Washington Central Bureau found:

1. Project design of sub-projects was faulty; sub-projects did not include adequate participation of target beneficiaries.
2. Faulty project design did not include gathering of baseline data such that project impact cannot be accurately calculated including impact on small farmer income or cost-effectiveness of sub-projects.
3. Project implementation has been successful in bringing together member governments to establish a mechanism to develop a regional agricultural policy in the region.
4. Project achieved intended outputs including implementation of sub-projects, research studies completed and training of personnel; host country implementation organization proved to be an effective vehicle for channeling AID funds to livestock development projects in member countries.
5. Project has successfully achieved increasing capability of local livestock organizations to organize cooperative efforts and to participate in livestock projects.

Hadley E. Smith, "Entente Livestock II." USAID/REDSO: West Africa; PES; 1982.

AFRICA REGIONAL

AFRICAN WOMEN IN DEVELOPMENT

Project Number 6980388

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$7,116,000

Grant provides seed money in West Africa region to initiate subprojects to increase rural women's economic and social effectiveness in national development efforts.

GOAL: Improve welfare of rural women in selected African countries.

PURPOSE: Increase rural woman's economic and social effectiveness in national development efforts.

OUTPUTS: 1. Interdisciplinary subprojects developed in health, nutrition, family planning, skills training, farm production and marketing.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the Africa Regional Office found:

1. Faulty sub-project design hampered project impact including lack of local support, lack of host country commitment, lack of any project design, absence of market studies prior to implementation of income-generating activities, absence of baseline data, overly ambitious project design, untimely and inadequate inputs, lack of evaluation procedures, and absence of monitoring of project implementation.
2. There is a close correlation between the extent of local participation and the degree of success of the activity: activities that lack community support are not viable.
3. The continued availability of Women in Development funding is needed for institution-building activities when these cannot be incorporated in regular bilateral projects.

4. Continued availability of special funding for Women in Development concerns does not imply the necessity to maintain a WID project. Rather, field personnel are generally antagonistic to a WID project as such. It appears to raise hackles unnecessarily and tends to be counterproductive to WID objectives.
5. Even in those cases where WID activities are a component of larger projects, they are often not implemented unless there was a woman on the implementation or technical assistance team.
6. Project impact limited by lack of attention by AID missions to WID activities due to small size of these activities. Mission resistance to project proposed by a stateside PVO and lack of AID mission sensitivity to WID issues.

James L. Roush and M. Lea Knott, "African Women in Development."
USAID/Africa Regional Office; PES; 1982.

AFRICA REGIONAL

PROJECT MANAGEMENT TRAINING

Project Number 6980397

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$855,000

AID will provide grant to African Training and Research Center in Administration for Development (CAFRAD) to institutionalize a comprehensive program in project management training (PMT).

GOAL: Scarce national and donor resources (natural, financial, human) in priority development sectors of African economies utilized more efficiently and effectively.

PURPOSE: Capability of African national institutions to provide training and consulting in development administration, including project planning, design, implementation, and evaluation improved.

OUTPUTS: 1. Subregional training centers established within existing national administrative and training institutions.
2. A cadre of professional African trainers directing project management training programs in subregional centers.
3. Potential and actual project management personnel trained at subregional training centers.
4. Annual work plan of seminars, workshops, and conferences on development administration improved.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out for the mission found:

1. Implementation organization did not clearly identify its goals and then develop means for reaching those goals. Project activities were fragmented such that none of intended outputs were achieved.
2. Although inputs by AID were intended for three project activities including management training seminars, establishing a document center and providing project management training, implementing organization focused almost exclusively on the first two activities.
3. Project implementation hindered by lack of suitably skilled staff, lack of sufficient internal management procedures, lack of financial inputs from member governments and, lack of coordination of effort with related national organization.
4. AID was not kept informed of project progress, nor did AID insist on adherence to reporting requirements.

Richard S. Roberts, Jr. and Morris J. Solomon, "Project Management Training." USAID/Africa: Regional Office; PES; 1982.

AFRICA REGIONAL

STRENGTHENING HEALTH DELIVERY SYSTEMS

Project Number 6980398

PROJECT SYNOPSIS

Initial Year: FY 82 Life of Project Funding: \$19,654,000

Project to develop and strengthen the capability of 20 Central and West Africa countries to plan, implement, and manage effective and affordable health delivery systems focused on rural populations.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the mission found:

1. Project to strengthen rural health delivery system is succeeding. No major implementation problems were noted. Host country nationals being trained successfully, and health centers being set up in regions and vaccination program going smoothly. Indigenous capacity to deliver primary rural health care is being built up.

Unknown, "Strengthening Health Delivery Systems." USAID/Africa Regional; PES; 1982.

AFRICA REGIONAL

SOCIAL SCIENCE RESEARCH

Project Number 6980404

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$306,000

Grant to Government of Ivory Coast/Université D'Abidjan for use by Centre Ivoirien de Recherches Economiques et Sociales (CIRES) supports development related social science research.

GOAL: The Government of the Ivory Coast improves its capacity to formulate realistic and effective development plans.

PURPOSE: The Centre Ivoirien de Recherches Economiques et Sociales (CIRES) develops social science research programs which are responsive to national needs and policy oriented in nature.

OUTPUTS: 1. 5 social science surveys conducted.
2. 2 participants trained in U.S. through PhD.
3. 9 graduate students trained through research fellowships.
4. 110 full and part-time CIRES staff trained in research methods.
5. 4 graduate students and 3 undergraduates trained in research methodologies.

INPUTS: 1. AID: Grants, fellowships, in-service and on-job training, travel costs (in-country), data processing, commodities, library acquisitions, GOIC/Université d'Abidjan; teaching staff, library and library acquisitions, report reproduction services, vehicles, travel within Africa.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for
REDSO/West Africa found:

1. The difficulty in finding women researchers, reflecting the past opportunity structure for women, resulted in less specifically "women-oriented" research than might have been hoped for.
2. CIRES has had effective leadership during the administration of AID's grant which has helped promote project goals: strengthened research capabilities.
3. This is evidenced by its ability to retain personnel within the organization, increase the salaries and obtain additional government benefits of researchers, and obtain support from foreign donors and foundations.
4. In the case of the initiation and early growth of CIRES under AID grant, CIRES had some problems: influencing government policy decisions (a reflection of the unimportant role assumed by academia in Francophone culture) resulting in less research being put to practical use than might have been the case under a more receptive administration.
5. Grant to CIRES has been well utilized in strengthening ability to conduct meaningful, applied social science research for the benefit of the Ivory Coast and West Africa.
6. From its original speciality in agricultural economics, additional fields relevant to developing interests have been added including rural sociology, demography, international trade and human resources.
7. Not only has disciplinary breadth been stressed but also inter-disciplinary coordination of research.

Hadley Smith and Stephen Grant, "Social Science Research." USAID/
REDSO: West Africa; PES; 1982.

AGRICA REGIONAL

IMPROVED RURAL TECHNOLOGY

Project Number 6980407

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$2,286,000

Project consists of a small activity grant through which USAID missions in Africa can finance activities in support of improved rural technology.

GOAL: Standard of living improved in rural African communities.

PURPOSE: Awareness and use of improved ("appropriate") rural technologies expanded through a series of small-scale activities to be developed by missions and funded through this project.

OUTPUTS: Outputs, details of which will depend on activities to be funded, might include: technology prototypes (developed, adapted, tested); technology centers (strengthened as necessary); workshops; etc.

INPUTS: 1. Experts, training, commodities, etc., in line with requirements of specific activities.
2. Technical support contract--staff--consultants--operating expenses.

FY 1982 EVALUATION FINDINGS

Combination evaluation carried out for the Africa Regional office found:

1. Of total project activities funded, a majority corresponded with the intentions of the project design. The remaining were inconsistent with USAID strategy.

2. Project impact is hindered by faulty project planning which does not allow technical assistance contractor to conduct follow-up of project activities at mission level or to participate in activity evaluations; no data base is, therefore, developed from which the lessons learned could be disseminated.
3. Approval process has been replanned to permit more timely approval of proposals.
4. Approval process has been further complicated by technical assistance contractor whose project promotion efforts with LDC's were so successful that technological considerations or proposed activities lengthened approval process.
5. Project was redesigned such that technical assistance contractor provided activity review assistance to AID missions and decreased promotion efforts.
6. AID/W has experienced difficulty in obtaining grantee implementation and evaluation reports because such was not specified in grant agreements.
7. Burdensome project activity approval procedures resulted from a funding mechanism in which AID/W controlled funding and AID missions were responsible for gathering proposal submission materials.
8. Four activities had been completed at the time of evaluation. Of those not yet completed, the majority appear to be achieving intended outputs and to be moderately successful.
9. Activities funded under the project appear to be relatively easy to implement due to their smaller size, less extensive management requirements, limited geographic area, and the fact that they are more likely to have a non-governmental sponsor.

James L. Roush and M. Lea Knott, "Improved Rural Technology."
USAID/Africa: Regional Office; PES; 1982.

WEST AFRICA REGIONAL

ACCELERATED IMPACT PROGRAM

Project Number 6980410

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$13,727,000

Project designed to improve the standard of living via increased economic benefits to less-developed countries' rural sectors through an increased impact of rural development. This was to be done through a series of rural projects in several countries.

FY 1982 EVALUATION FINDINGS

Combination evaluation carried out for an AID/Washington Central Bureau found:

1. AID/W monitoring of project activities has been inadequate including: required paperwork not being completed, evaluations not carried out and a general lack of guidance from AID/W. Further, missions save time as a result of the subproject approval process but have not found it possible to reduce activity monitoring time.
2. The subproject approval process has generally been satisfactory in some cases. AID/W demanded excessive information from field missions prior to activity approval and, in other countries, AID/W has approved the subproject activity but was unable to allocate funds or to indicate when funding might be available. The result has been a drop-off of funding requests.
3. The funding method for subprojects simplifies the subproject approval process by reducing AID/W involvement and workload in comparison to regular bilateral funding.
4. Approximately half of longer-term subproject activities experienced implementation problems and delays including following problem areas: procurement, political or macro-economic situations, recruitment, faulty project planning and poor grantee performance.

5. Success of project in achieving outputs and short-term impact was difficult to evaluate as project consisted of numerous diverse and unrelated sub-project activities. 22 were consistent with project guidelines regarding type of activity and only 7 had been completed at time of evaluation. Approximately half of completed subproject activities appear to have achieved output.

James L. Roush and M. Lea Knott, "Accelerated Impact Program." USAID/Washington; PES; 1982.

AFRICA REGIONAL

RESEARCH ON CRITICAL CROPS PESTS

Project Number 698041303

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$4,309,000

Project designed to increase the income and productivity of rural farmers through decreasing crop losses due to pests. This was to be accomplished via making pest control available once critical pest problems have been addressed by research programs. The primary output was to be the generation of such research.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for several missions found:

1. Expenditures for supplies and material were greater than planned and funding of salaries and scientist's travels smaller.
2. Failure to fill two scientist's positions and the subsequent decreased liaison with other programs because of less travel have hindered the progress and effectiveness of the program.
3. Physical infrastructure behind schedule due to delay in procurement of commodities, supplies--but is now being remedied.
4. Considerable progress has been made in establishing pest research program--especially with the determination of promising plant selections.

Calvin L. Martin, "Research on Critical Crops Pests."
USAID/Africa Regional; PES; 1982.

AFRICA REGIONAL

REGIONAL REMOTE SENSING (EAST AFRICA)

Project Number 6980414

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$3,772,000

Grant is provided to the Regional Centre for Services in Surveying and Mapping in Africa to facilitate the transfer of LANDSAT remote sensing technologies to its member countries to improve the latter's natural resource planning and management capability.

GOAL: To assist and improve agricultural and natural resource management and exploration in developing countries.

PURPOSE: To assist participating countries in the adaptation of new procedures and techniques for the utilization of remote sensing data.

OUTPUTS: 1. Operational regional remote sensing facility.
2. Seminars, short-courses, and on-the-job training conducted at facility.
3. Remote sensing analysis laboratory and photo laboratory equipped.
4. Distribution of remote sensing data products to participating countries.
5. Trained indigenous personnel for key facility positions.
6. Functioning library.

INPUTS: AID: 1) Short- and long-term technical assistance, 2) commodities, 3) long-term participant training, 4) LANDSAT imagery.
Other Donors: 1) host organization (centre) provided facilities, 2) participating countries financial and personnel assistance.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the REDSO/East Africa found:

1. Regional remote sensing facility project going as planned with no major problems. Training and technical assistance are adequate or can be improved without major implementation changes.
2. Other international donors have expressed an interest in participating.
3. Involved governments seem interested and committed to project (for the most part).

Hadley Smith and Stephen Grant, "Regional Remote Sensing (East Africa)." USAID/REDSO: East Africa; PES; 1982.

AFRICA REGIONAL

ENVIRONMENTAL TRAINING & MANAGEMENT

Project Number 6980427

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$576,525,000

Grant to the South-East Consortium for International Development (SECID) to assist several African nations in dealing with their environmental problems. Project consists of two subprojects involving training of personnel and institution capability development.

GOAL: To improve African capacity to deal with major environmental problems, particularly desertification, deforestation, soil erosion, water supply and environmental health.

PURPOSE: 1. To establish African environmental training programs on themes related to environmental management and to environmental constraints; to strengthen the capacity of African training on their own.
2. To strengthen capabilities of institutions in African countries to improve their environmental information, to identify environmental pressure points, to monitor environmental trends, and to have qualified personnel capable of providing this information to planners and policy makers in usable form.

OUTPUTS: 1. Short seminars: a) 21 seminars, b) 630 personnel trained.
2. Medium courses: a) 28 courses, b) 840 trainees.
3. Long-term training: a) 105 individuals trained (some receiving degrees or certificates for training at U.S. or African institutions), b) 18 institutions strengthened.
4. Documentation and training materials (estimate): a) 38 syllabi, b) 14 reviews of environmental trends, c) 13 policy and organizational reviews, d) 24 case studies.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for
Africa Regional Office found:

1. The project's achievement of intended outputs is seriously hampered by faulty project planning which failed to link specific project plans and project activities with the project's goals and purposes, which fragmented project implementation responsibility so as to preclude effective management.
2. Faulty project planning made no provision for appropriate placement of candidates following training or for followup support to trained host government personnel.
3. Faulty project planning failed to include adequate supervisory responsibility for the U.S. implementing organization over project activities performed by subcontractors.
4. Project implementation was seriously hampered by inability of U.S. implementing organization to recruit proper staff and to develop an adequate project implementation plan.
5. Success of project in achieving technical transfer was difficult to evaluate in view of the lack of an adequate implementation plan which was sufficiently linked to specified project outputs.
6. Specific project outputs utilized an inappropriate funding mechanism.
7. Implementation has also been hampered by inability of AID/W to provide effective contract management and by unwillingness of IAD field missions to provide management input.
8. Training outputs are not being adequately achieved due to delays in implementing long-term third country training, fewer than anticipated training seminars being conducted and lack of qualified training candidates.

V. R. Mahan, et al., "Environmental Training & Management."
USAID/Africa: Regional Office; PES; 1982.

BANGLADESH

RURAL CREDIT

Project Number 3880025

PROJECT SYNOPSIS

Initial Year: FY 77 Life of Project Funding: \$7,000,000

Grant and technical assistance (TA) to Government of Bangladesh (GOB) finances the development of one or more replicable model rural finance systems providing credit/savings facilities to benefit small farmers and other small rural producers needing loans for productive purposes.

GOAL: Establishment of an effective nationwide institutional rural finance system, providing credit and savings facilities to small farmers and other small rural producers.

PURPOSE: Development of one or more replicable model rural finance systems providing credit and savings facilities to small farmers and other small rural producers.

OUTPUTS: Model rural finance systems fully tested and evaluated on a pilot operational basis. They include:

1. Encouraging small borrowers to contact credit institutions.
2. Extending small farmers agricultural credit through sub-branch banks.
3. Allocating credit for area needs.
4. Providing small farmer service centers.
5. Training lending officials to be credit officers/referral agents.
6. Commissioning salaried village loan referral agents.
7. Lending to village groups and starting cooperatives.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Rural finance experimental project going well. Loans are productive to being made to target groups of individuals, groups and women to stimulate economic activity and combat underemployment.

Hugh S. Plunkett, "Rural Credit." USAID/Bangladesh; PES; 1982.

INDIA

MALARIA CONTROL

Project Number 3860455

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$86,000,000

Loan to the Government of India provides insecticides (malathion & DDT) and ultra-low-volume (ULV) spraying equipment for use in a nation-wide, multi-donor, malaria control program.

GOAL: To reduce morbidity and mortality from endemic diseases through the establishment of a responsive, effective and efficient nationwide health service.

PURPOSE: To bring malaria under control.

OUTPUTS: 1. Modified plan of operation.
2. Trained personnel.
3. Community support programs implemented.
4. Spraying operations effectively executed.
5. Laboratories effectively operating.
6. Drug distribution centers and fever treatment depots operating.
7. Required equipment available and operating.
8. Research schemes executed.
9. Alternative control methods executed.

INPUTS: 1. Insecticides.
2. Drugs.
3. Spray and laboratory equipment.
4. National Malaria Eradication Program/State personnel.
5. Personnel for training.
6. Vehicles.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Inclusion of a full-time field monitoring function in project decision, and assigning that function to a host country scientific officer, proved essential to project success.
2. Inclusion of technical and managerial inputs at earlier stage of project, as well as inter-sectoral cooperation between host country malaria control and other related activities could increase project success.
3. Project success could be increased by simplification of AID's host country reporting requirements, inclusion of technical and managerial inputs at earlier stage of project, and inter-sectoral cooperation between host country malaria control and other related activities.
4. Donor agencies require longer lead times for project planning and implementation for AID projects representing a relatively small percentage of host country effort, as host country officials must devote relatively more of their attention to larger program components.
5. Project success could be increased by simplification of AID's host country reporting requirements.
6. Technical specification differences between AID and host government caused commodity shipment delays.

Roger Beasley, et al., "Malaria Control." USAID/India; PES; 1982.

INDIA

RURAL ELECTRIFICATION

Project Number 3860462

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$58,000,000

Loan to the Government of India's Rural Electrification Corporation, Ltd. (REC) will finance 165 rural electrification sub-projects in areas classified under previous India development programs as minimum needs programs (MNP) and specially underdeveloped (SU) regions.

GOAL:

1. Increase production income.
2. Expand employment opportunities in India's rural sector.

PURPOSE: Provide electrical energy for productive and social services to "backward" sector.

OUTPUTS:

1. Electrification infrastructure in place for minimum needs program and specially underdeveloped project areas.

INPUTS:

1. AID loan: \$50 million.
2. GOI: \$58 million equivalent.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. An extension has been planned.
2. Although inputs have been received by both parties, procurement was delayed by AID policy so that the project may have to be extended to reach targeted objectives.

Y.D. Kuma, et al., "Rural Electrification." USAID/India; PES; 1982.

INDIA

GUJARAT MEDIUM IRRIGATION

Project Number 3860464

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$30,000,000

Loan to the Government of India complements funding provided by the Government of India and the World Bank/IDA for the expansion of irrigation systems in the State of Gujarat.

GOAL:

1. Increase level and security of small farmer income.
2. Expand rural employment opportunities.
3. Increased availability of food to rural and urban poor.

PURPOSE:

1. Increase food production in Gujarat.
2. Decrease the risk of drought.

OUTPUTS:

1. Increased acreage under irrigation in the staff of Gujarat.
2. New medium irrigation projects (MIP's) constructed and existing MIP's improved/modernized.
3. Network of automatic discharging measuring stations.
4. Agricultural plans for each MIP completed.

INPUTS:

1. Construction of MIP's (AID, GOI, IDA).
2. Modernization of MIP's (AID, GOI, IDA).
3. River gauging network--short term consultants (FX), vehicles, equipment (FX) (GOI, IDA).
4. Monitoring and evaluation studies (GOI).

FY 1982 EVALUATION FINDINGS

Monitoring report carried out for the mission found:

1. The lack of coordination between the Government of Gujarat's (GOG) Department of Agriculture and Irrigation has resulted in the delay of implementing development plans and setting up demonstration plots thus negatively impacting on project development.
2. There has been significant improvement in GOG's staffing on the various division, subdivision and field staff positions.
3. However, the vacancies which still exist need to be filled in order to assume that the sufficient subdivisions are assigned to the distribution system to synchronize canal construction with the headwork.

D.R. Arora, et al., "Gujarat Medium Irrigation." USAID/India; PES; 1982.

INDIA

TECHNOLOGIES FOR THE RURAL POOR

Project Number 3860465

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$2,000,000

Grant provided to the Government of India to finance a series of projects which will develop, test, and apply technologies pertaining to alternative energy sources, agriculture, conservation, nutrition, and health.

GOAL: To contribute to rural development in India by improving the conditions of life of that segment of the population now living in poverty by Indian standards.

PURPOSE: To increase Indo-American collaboration in the testing and application of science and technology as part of India's rural development effort. Special emphasis will be placed on technologies appropriate to the rural settings, i.e., culture, workforce and skill base, and economic system.

OUTPUTS:

1. Technical skills, including short-term training, scientific exchanges, and workshops upgraded or enhanced by Indian scientists and technologists;
2. Technical equipment available;
3. New appropriate technology (hardware and/or systems) developed in real-life operational milieu;
4. Socio-economic studies on the acceptance and adaptation of new technologies performed.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Six of the eleven sub-projects are proceeding on schedule. (Seventh was delayed due to execution of PASA with NIH.
2. Project was delayed due to insufficient guidance and criteria for sub-project approval, inadequate staff attention of both Government of India and USAID and delays in Government of India approval process.

R.K. Berry and John R. Westley, "Technologies for the Rural Poor." USAID/India; PES; 1982.

INDIA

AGRICULTURAL DEVELOPMENT CREDIT

Project Number 3860466

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$100,000,000

Loan is provided to the Government of India to increase agricultural production.

GOAL: 1. Increased level of small farmer income.
 2. Expanded rural employment opportunities.

PURPOSE: Increased agricultural production.

OUTPUTS: 1. Increased area under efficient groundwater irrigation.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the mission found:

1. \$100 million loan assistance authorized has been decreased to \$55.6 million (no reason given).
2. Investment in minor irrigation has positively contributed to an increase in agricultural production and income. There is no data for its effect on employment generation.

K.C. Kapoor and Frank J. Young, "Agricultural Development Credit." USAID/India; PES; 1982.

INDIA

RAJASTHAN MEDIUM IRRIGATION

Project Number 3860467

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$35,500,000

Grant and loan are provided to the Government of India to increase crop production in southeastern Rajasthan by increasing and improving medium irrigation projects (MIP's).

GOAL:

1. Increase the level and security of small farmer income.
2. Expand rural employment opportunities.
3. Increase availability of food to rural and urban poor.

PURPOSE:

1. Increase small farmer output.
2. Decrease the impact of drought.

OUTPUTS:

1. Increased acreage under irrigation in the project areas.
2. Improved reliability and improved distribution of water to farmers.
3. Improved efficiency of water use.

INPUTS: Financing 67% of construction costs of Medium Irrigation Projects (MIP's) by loan. Grant financing of training and studies. USAID participation in evaluations.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Establishment of a design unit at the state level would expedite the project and approval process for the medium irrigation subprojects.

2. Project implementation has been delayed due to problems with land acquisition, delays in contracting with construction firms, delay in filling key staff positions and host government failure to provide adequate budgetary levels.

Edwin D. Stains, et al., "Rajasthan Medium Irrigation."
USAID/India; PES; 1982.

INDIA

INTEGRATED RURAL HEALTH/POPULATION

Project Number 3860468

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$41,400,000

Grant is provided to the Government of India (GOI) to implement GOI's Model Health Plan (MHP). Project consists of two subprojects, one to improve access of the people to MHP services and the other to improve and expand MHP's services and support systems.

GOAL: To reduce fertility in the population and mortality in the 0-4 age group.

PURPOSE: To improve access to health and family planning services that promote fertility and mortality reduction and to improve and expand the services and support systems of the Model Plan.

OUTPUTS: 1. Additional workers.
2. Additional service facilities and quarters constructed.
3. Additional person-years of work.
4. Improved and expanded services.
5. Improved and expanded training support.
6. Improved and expanded communications support.
7. Improved and expanded existing service facilities.
8. Improved and expanded management support.

INPUTS: (Total for both subprojects) Technical and managerial skills of project staff and financial input of \$64.7 million of which AID will contribute not more than \$40 million.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Project assumptions which did not hold true include capacity of states to train sufficient number of health workers.
2. Ability of host government to recruit health professionals for current positions and prior to opening of new health facilities as well as hiring women health workers have been particularly difficult to recruit. Both of these assumptions have proven false.
3. Later implementation may be delayed due to a lack of project staff of sub-national level.
4. Project initially experienced some delays in procurement of commodities but was able to solve procurement problems quickly.
5. Project implementation has progressed well and should achieve project outputs, including construction of health facilities, training of health staff and planning for baseline surveys and studies.

John W. LeSar, et al., "Integrated Rural Health/Population." USAID/India; PES; 1982.

INDONESIA

BRACKISH WATER FISHERIES DEVELOPMENT

Project Number 4970236

PROJECT SYNOPSIS

Initial Year: FY 75 Life of Project Funding: \$417,000

AID grant funds will assist Government of Indonesia (GOI) in a two-year project developing eight brackish water Pfdus in Aceh and North Sumatra provinces and strengthening DGF institutional operations supporting TIAs as they demonstrate increased production to fish farmers using modern technology packages.

GOAL: Increased agricultural production through technology introduction and intensified extension activities.

PURPOSE: Increased brackish water/inland fisheries (Tambak) production in seven Kabupatens in the provinces Aceh and North Sumatra and the creation of a physical and organizational structure base upon which Tambak area expansion can take place.

OUTPUTS:

1. Province fry resources evaluated, capture/distribution programs improved.
2. Increased fertilizer utilized by pond operators.
3. Increased GOI bank lending for fishpond production/development.
4. Increased extension staff conducting intensified outreach programs to farmers.
5. Production rate increased by 4,601 tons/year.
6. Employment increased as well as importance of local producer association.
7. GOI infrastructure capable of administering 137,750 HA Tambak lands.
8. Project evaluations/consultant production reports available.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the mission found:

1. The Project Paper was overly ambitious in its objectives and provided too few inputs for achieving those objectives.
2. Credit provided for upgrading and constructing fish ponds was insufficient, leaving producers with high financial risk.
3. Too few efforts were devoted to fish marketing research and market development.
4. Poor implementation of credit to producers raised loan acquisition costs to producers and permitted financial mismanagement of credit facility.
5. Technical assistance emphasized technical skills to the exclusion of necessary planning and management skills.
6. Project success was hampered by lack of coordination between project and host government agencies conducting related work.
7. Project stimulated formation of fish production associations in target areas.

C.M. Lausen, et al., "Brackish Water Fisheries Development." USAID/Indonesia; PES; 1982.

INDONESIA

NORTHERN SUMATRA REGIONAL PLANNING

Project Number 4970246

PROJECT SYNOPSIS

Initial Year: FY 77 Life of Project Funding: \$1,560,000

Grant and technical assistance (TA) provided to the Government of Indonesia (GOI) to improve the development planning capability of four provinces of Northern Sumatra and provide a base for increasing rural incomes.

GOAL: More effective institutional capability for planning, implementation, and evaluation of development activities in Indonesia, which provides base for increasing rural income and broadening participation in development process. (Goal is consistent with Repelita II objectives.)

PURPOSE: Assist in the establishment of coordinated provincial and regional planning program for major development in Region A.

OUTPUTS:

1. A system for Repelita III and intermediate range provincial development programming.
2. A long-range regional planning and development strategy and framework.
3. A system for 1-year provincial action programming.
4. Supporting output: A provincial/regional planning information system.
5. Supporting output: A comprehensive manpower development program in provincial/regional planning developed; provincial regional officials/technicians oriented and given extensive work experience and on-the-job training in development of implementable plans and programs.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out by the Regional Office found:

1. Overly ambitious initial planning necessitated mid-point redesign to redirect project focus: (a) from regional to provincial level; (b) from four to one province; (c) from long-range to short- and medium-range planning goal.
2. Absence of expected skilled personnel required AID personnel to spend valuable time on "catch-up" training and on unanticipated implementational activities.
3. Language barriers between AID and host country counterparts created implementational barriers.
4. Although creation of regional planning apparatus was not achieved, project succeeded in laying groundwork for planning apparatus in one of four provinces, in creating model for other provinces, and in identifying roadblocks to regional planning concepts.
5. Objectivity in mid-term evaluation allowed project redesign such that modified project goal of establishing development planning capacity in one province was achieved.

Karl A. Baldwin, et al., "Northern Sumatra Regional Planning." USAID/Asia Regional; PES; 1982.

INDONESIA

AGRICULTURAL EDUCATION FOR DEVELOPMENT

Project Number 4970260

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$5,500,000

Loan to fund technical assistance and participant training to Indonesian agricultural universities to upgrade the faculty staff in order to improve agricultural education, public services and agricultural research within these universities.

GOAL: Develop Indonesian integrated agricultural capability for undertaking and maintaining national agricultural development.

PURPOSE: Establish a nuclear group of agricultural universities with the capacity to provide high-qualified agricultural manpower, research, and public service activities appropriate to Indonesia's needs.

OUTPUTS:

1. 4-year B.S. curriculum installed at six non-Pembina universities.
2. Initiation of post-graduate programs at Pembina universities.
3. Returned students to join faculties at universities in nuclear group.
4. University programs of rural services established.
5. University programs of applied agricultural research established.
6. Physical facility development appropriate for programs of teaching, research, and services.
7. Implementation of national development plan for higher agricultural education.
8. University administration system developed.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the mission found:

1. Community development research and to some extent the development of the curriculum were all affected by the agricultural education project's "trickle through" approach which presumed that training Indonesians in U.S. universities would be the primary vehicle for building strong Indonesian educational institutions. This is not appropriate given local conditions, e.g., given the presence of a research facility there.
2. More attention should have been devoted to forging linkages between the education sector and local RD, i.e., the needs of the small farmer.
3. Regarding Indonesian agricultural education project, AID should take steps to make its internal monitoring documents and systems more useful for project management. This requires fewer unrealistic claims on behalf of the project and more emphasis on analyzing problems and suggesting workable solutions.
4. Project design should incorporate system for the orderly and continuous collection of appropriate ED of project development and impacts as a necessary aid to effective project implementation: i.e., a "learning" vs. "blueprint" approach to design and implementation.
5. Short-term technical assistance was largely inappropriate (e.g., inexperienced, insensitive to local conditions) and in the long run, of questionable utility, that is, the money could have been better spent.
6. Problems with certain components of agricultural education project: commodities such as laboratory equipment were found to be inappropriate and/or defective.
7. Indonesian agricultural education for development project was successful in training Indonesian graduate students in U.S. universities. These returned participants are making significant contributions to university teaching and administration.

Frances Hill, et al., "Agricultural Education for Development." USAID/ Indonesia; PES; 1982.

INDONESIA

PROFESSIONAL RESOURCES DEVELOPMENT I

Project Number 4970261

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$6,900,000

Loan provided to the Government of Indonesia to finance professional training in planning, resource allocation, fiscal management, and administration.

GOAL: Self-sustained Indonesian economic and social growth through development of indigenous planning, managerial and technical capability to plan and implement development programs, directed at poverty, unemployment, health education services and income inequity in rural areas.

PURPOSE: Create or significantly improve a core of skilled and motivated personnel in key development ministries who will enable the government bureaucracy to plan, manage, implement, and evaluate development projects particularly related to employment generation, regional growth, increased agricultural production, and improved health and education services among the rural poor.

OUTPUTS: 1. A cadre of trained Indonesians effectively utilizing their training in contributing to the management and problem-solving activities associated with the nation's developmental priorities.
2. Stronger institutional administrative capability within the Government of Indonesia to define needed positions within various ministries, to select personnel, and establish in-service training programs.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. American inflation reduced the number of participants.
2. PRD-I funds for long-term training have already been fully allocated in the first 18 months of the project. This is due to the 100% response of the Department of Finance (one of the three agencies involved).

Jerry D. Tarter, "Professional Resources Development I."
USAID/Indonesia; PES; 1982.

INDONESIA

RURAL ELECTRIFICATION I

Project Number 4970267

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$41,000,000

Loan, grant, and contract technical advisory assistance to introduce electric power to rural areas in Indonesia.

- GOAL:
1. Demonstrate that reliable electric power can be provided to rural areas of Indonesia which the majority of the people can afford through systems which are technically and financially sound and that introducing electricity will bring about a significant increase in production and improve the quality of life of the rural poor.
 2. Train a sufficient cadre of Indonesian experts in all phases of rural electrification to manage and expand their rural electric systems.

- OUTPUTS:
1. Detailed designs and material specifications.
 2. Headquarter sites including office space, warehouse, storage yard maintenance, staff housing and, for outer island coops, generation plants.
 3. Operating electric distribution system.
 4. Internal house wiring including light fixtures, switches and convenience outlets.
 5. Billing and collection system.
 6. Training seminars and courses.
 7. Train personnel.
 8. Evaluation feedback.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Major issues that were not identified or fully explored at project launch began to impact on the feasibility of the project.
2. This project suffered numerous implementation problems that were related to the Government of Indonesia's inability to provide the needed support and management of the project.

Dave Devin, et al., "Rural Electrification I." USAID/Indonesia; PES; 1982.

INDONESIA

NUTRITION SURVEILLANCE RESEARCH

Project Number 4970273

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$4,500,000

Project designed to upgrade Indonesian organizational capability to plan, implement and assess health, specifically nutrition, informational projects. Project includes facets in training and a two-pronged research and demonstration aspects.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Implementing unit is becoming aware of the need to understand the dynamics of their proposed system and its relationship to the changing environment of their test sites.
2. There has been great success with the momentum and commitment which has grown within the Indonesian organizations involved in the project.
3. National nutrition surveillance research project is being successfully implemented.
4. Research phase is winding down in favor of intensive effort on field implementation, testing of early warning information and intervention system.

Unknown, "Nutrition Surveillance Research." USAID/Indonesia; PES; 1982.

INDONESIA

ASSISTANCE TO ENVIRONMENTAL CENTERS

Project Number 4970314

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$500,000

Grant to the Government of Indonesia (GOI) to upgrade the ability of government development planners to implement environmentally-sound development projects.

GOAL: The rehabilitation, conservation, and improvement of Indonesia's physical environment fostered.

PURPOSE: The ability of development planners of the Government of Indonesia (GOI) to implement environmentally sound development projects upgraded.

OUTPUTS:

1. The Center for Environmental Studies (CES) at the Bandung Institute of Technology in Indonesia developed and strengthened.
2. Research in the management of natural resources and environmental impact assessments of development projects conducted by CES.
3. Information needed to assess the environmental impact of development projects provided to GOI by CES.
4. Information needed by GOI to plan development projects that will optimally utilize the country's natural resources provided by CES.
5. M.S.-degree training at U.S. universities provided.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Inadequate project planning did not allow sufficient time for project implementation and has caused difficulty in recruiting personnel for training in third countries.
2. A further problem due to inadequate project planning has been the inability of newly formed host government implementing organization to attain capital absorption capacity in short project time frame.
3. Project implementation delays were caused by inability of USAID mission to recruit long-term training assistance person.
4. Project delays were also caused by difficulty in procurement of library materials due to AID inability to process procurement orders in a timely manner.

Robert Vincent, et al., "Assistance to Environmental Centers." USAID/Indonesia; PES; 1982.

INDONESIA

COOPERATIVE DEVELOPMENT: JAKARTA

Project Number 498025105

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$816,234

Project was designed to establish a sound cooperative development program in Indonesia helping to improve economic progress and living conditions and a more equitable distribution of national income to the rural population. This was to be accomplished first by increasing the capacity within the Office of the Director General of Cooperatives (DITJENKOP) at the national, regional and village levels to assist the primary and secondary cooperatives to do agribusiness project identification, planning and development, implementation and evaluation. In the second case, it was to inaugurate/oversee the actual establishment of various agribusiness subprojects.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Project outputs (trained staff, agri-businesses established grantee-GOI technical relationship established) not achieved due to poor project design such that project goals were overly ambitious and subprojects were not defined in practical terms.
2. Inadequate management by grantee in terms of type and nature of project activities grantee and attempted design and implementation prevented project's full impact.
3. USAID mission was remiss in not closely monitoring project even though project was initially relatively small. Project assumed more importance as contract amendments increased both its size and scope.
4. Lack of communication between grantee and mission such that identified problems were not addressed by the mission.

5. Agricultural coops organized at higher than village level (secondary) permit wealthier farmers to capture benefits, have few village roots and, thus, cannot capitalize on local knowledge, require higher level entrepreneurial ability and, generally, are not as effective as village based (primary) coops.

Ross C. Loggins and Patrick A. Gage, "Cooperative Development: Jakarta." USAID/Indonesia; PES; 1982.

INDONESIA

SEDERHANA: INDONESIA SMALL-SCALE IRRIGATION

Project Impact Evaluation No. 29

PROJECT SYNOPSIS

Initial Year: FY 75 Life of Project Funding: \$23,700,000

Impact evaluation assesses project number 4970242, which was designed to decrease dependence on food imports through institution-building and increasing rice production, thereby improving the well-being of the rural poor through increased income and employment. Activities scheduled to achieve those ends included management training for the ministries involved small-scale irrigation projects and the organization of farmers into water-user groups.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out for
PPC Impact found:

1. The slow rate of reimbursement was due to start-up problems, to design and construction faults that required work to be redone and to the fixed amount reimbursement (FAR) method used.
2. No mechanism exists for transferring lessons learned from one project to another. Better water management could significantly increase production.

Susan Holloran, et al., "Sederhana: Indonesia Small-Scale Irrigation." USAID/Washington, Project Impact Evaluation No. 29; PES; 1982.

KOREA

KOREAN AGRICULTURAL RESEARCH:
THE INTEGRATION OF RESEARCH AND EXTENSION

Project Impact Evaluation No. 27

PROJECT SYNOPSIS

Initial Year: FY 73 Life of Project Funding: \$5,000,000

Impact evaluation assesses Project Number 4890088 which was designed to assist in a program of multidisciplinary directed toward varietal improvement of certain basic food and feed crops and of cropping systems. Project has three components: foreign advisory services, both long- and short-term; short- and long-term training, the latter including 19 M.S. and 13 Ph.D. trainees; and equipment, covering field, experimental, and library commodities including books and journals.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out for PPC Impact found:

1. Project largely served as an auxiliary to a well-defined and strongly implemented Korean Guidance System.
2. Most of the targeted agricultural product levels were already achieved by the start of the project
3. The use of PL480 proved a deterrent to production, while government supported prices encouraged production by lessening the risk factor.

David I. Steinberg, et al., "Korean Agricultural Research: The Integration of Research and Extension." USAID/Washington, Project Impact Evaluation No. 27; PES; 1982.

KOREA

KOREA HEALTH DEMONSTRATION PROJECT

Project Impact Evaluation No. 36

PROJECT SYNOPSIS

Initial Year: FY Life of Project Funding: \$

Impact evaluation assesses project 4892093, which was designed to establish the capability within the Government of Korea to plan, conduct, and evaluate low-cost, integrated health delivery projects directed primarily toward low-income families; and to demonstrate successfully at least one multi-gun low-cost integrated health delivery system that is replicable in other parts of Korea.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out for
PPC Impact found:

1. Health projects made considerable progress in improving access to health care services to increase the use of health care workers in rural Korean areas.
2. However, early successes achieved by these demonstration projects have been seriously eroded by a sequence of political and economic factors, most specifically due to government policy.
3. Utilization fell markedly and the cost per curative visit has increased so that the system is no longer financially viable at current government support levels.
4. Overall, level of institutional development is suspect in the Korean health field.

David W. Dunlop, et al. "Korea Health Demonstration Project."
USAID/Washington, Project Impact Evaluation No. 36; PES; 1982.

NEPAL

FOOD GRAIN TECHNOLOGY: AGRICULTURAL RESEARCH IN NEPAL

Project Impact Evaluation No. 33

PROJECT SYNOPSIS

Initial Year: FY 57 Life of Project Funding: \$4,206,000

Project focused upon research farm activities, extension services and grain storage/marketing.

GOAL: Nepal's food grain production increased by 3% during period by 1970-74.

PURPOSE: Improved administrative and technical competence of Nepal's Ministry of Agriculture.

OUTPUTS:

1. Education/research improved: a) technical assistance in project design; seed practices; irrigation, b) research farms upgrade, c) participant training extended.
2. Extension services upgraded: a) existing administrative structure revamped, b) new grains stressed, c) field days/demonstrations held.
3. Storage/marketing improved: a) indigenous storage units installed, b) surplus crop marketed; c) credit/cooperative structures strengthened.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out for
PPC Impact found:

1. Necessary complementary inputs, such as water, are not available to all.
2. Furthermore, the potential for serious ecological deterioration associated with the increasingly intensified cropping is alarming and population growth is eating up any increases in production.

3. Training investments have paid off with the presence of substantial numbers of skilled staff in both research and extension organizations.
4. On the positive side of food grain research project was the impressive establishment of a functioning, decentralized but coordinated research system.
5. On the negative side of food grain research project was that researchers and farmers were concerned with different problems differently prioritized.
6. Researchers can't see why not all technologies are adopted and farmers can't see how researchers can expect them to take so much risk.
7. There was widespread recognition but selective adoption of the improved agriculture technologies.

Emmy B. Simmons, et al., "Food Grain Technology: Agricultural Research in Nepal." USAID/Washington, Project Impact Evaluation No. 33; PES; 1982.

NEPAL

RADIO EDUCATION TEACHER TRAINING

Project Number 3670123

PROJECT SYNOPSIS

Initial Year: FY 77 Life of Project Funding: \$3,635,000

Grant to the Government of Nepal to assist in the planning and implementation of a pilot radio training program for undertrained rural primary school teachers.

GOAL: To increase the access of the rural and remote population to relevant and quality education.

PURPOSE: To create the capacity to provide in-service teacher training to at least 2,500 primary school teachers annually through radio broadcasts, brief residence instruction and text/workbooks at a per teacher cost well below the present cost.

OUTPUTS: 1. New teacher training curriculum developed.
2. Radio teacher training packages broadcast on a regular basis.
3. Development of text-workbook and other training materials.
4. Nepali professional staff trained to carry on teacher training program.
5. Program evaluation system in place.
6. Teachers retrained.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Project shows full potential of achieving goals--but at least 15 extra months will be needed.

2. Radio education teacher training project a year behind schedule. Part of the problem stems from an overly optimistic schedule estimated in the Project Paper. It took a year for AID to sign a contract and 2 years for the Government of Nepal to decide where to place implementing responsibility in the Government.

Unknown, "Radio Education Teacher Training." USAID/Nepal; PES; 1982.

NEPAL

POPULATION POLICY DEVELOPMENT

Project Number 3670130

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$2,000,000

Grant and technical assistance are provided to the Government of Nepal to develop a population policy support system, including the capacity to undertake and analyze operations and fertility determinants research and to assess their relationship and impact on development.

GOAL: Limit population growth to a level consistent with Nepal's national development objectives and to establish migration and population distribution patterns consistent with those objectives.

PURPOSE: Develop a population policy support system including the capacity to undertake and analyze operations and fertility determinants research, and to assess their relationship and impact on development.

OUTPUTS:

1. Research studies.
2. Policies encouraging reduced fertility.
3. Nepalis trained in research methodologies relevant to policies of Population Commission.
4. Meetings, seminars, and conferences to disseminate research findings and new methodologies.
5. Increased capacity of Population Commission to fulfill its mandate.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. As of April 1981, one year after contract signature, the project was one year behind as the AMG attempted to meet AID conditions. This was partially the result of the reorganization of the National Commission on Population.
2. At present, the role of the Commission is still evolving as some determination is being made to define the role of the Commission and the various Ministries. Despite the delay, the project has made some progress in accomplishing the tasks of the project paper.

Unknown, "Population Policy Development." USAID/Nepal; PES; 1982.

ASIA REGIONAL

SEED PRODUCTION AND STORAGE (NEPAL)

Project Number 4980118

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$4,031,000

Grant to the Government of Nepal assists the Ministry of Food, Agriculture and Irrigation (MFAI) and the Agricultural Inputs Corporation (AIC) with the establishment of a labor-intensive system (ultimately based on private growers) for producing, storing and distributing seed and storing and distributing related agricultural inputs.

GOAL: To increase the productivity of Nepal's cropping systems, particularly those used on small hill farms.

PURPOSE: To assist the Ministry of Food, Agriculture and Irrigation (MFAI) in establishing a labor intensive system ultimately based on private growers for production, testing, processing, storing and distributing seed of the major food crops cheaply and effectively for the small farmers.

OUTPUTS:

1. Trained farmer groups capable of producing seed.
2. Seed processing plants set up in Terai and the hills.
3. Seed cleaning and treating machines moved to remote hills.
4. Model seed contracts developed.
5. Trained production and processing staff.
6. Storage buildings--some humidity controlled.
7. Distribution system and staff.
8. Seed laboratories established to assist seed producers and warehouse operators manage their operations and to control quality.
9. Seed packaging system developed.
10. Seed research conducted to improve keeping quality.
11. Workable and fair system developed for paying seed premiums.
12. Seed preservation unit for genetic stock preservation.

FY 1982 EVALUATION FINDINGS

Interim evaluation conducted for the mission found:

1. Faulty project planning stressed unnecessary effort on construction of seed facilities and provided too little focus on extension and administration to ensure that seed inputs were available and distributed to small farmers.
2. Project has been extended for one year.
3. Project has been replanned to emphasize the development of institutional capacity of host government to administer a seed production and distribution system in rural areas.
4. Project experienced long initial delay in implementation due to the difficulty of implementing organization (US/PVO) in recruiting and fielding team leader and other project personnel.
5. The lack of leadership on part of the host government implementing organizations has hindered project implementation.
6. Frequent project personnel changes within AID mission have contributed to project delay.

Unknown, "Seed Production and Storage." USAID/Nepal; PES; 1982.

ASIA REGIONAL

TRAIL SUSPENSION BRIDGES (NEPAL)

Project Number 4980119

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$3,000,000

Grant and technical assistance are provided to the Government of Nepal (GON) to upgrade the institutional capability of the Local Development Department (LDD) and the Suspension Bridge Division (SBD) in the evaluation and selection of future bridge sites, and to materially supplement the construction, maintenance, and planning capabilities of these units.

GOAL: Flow of goods and services increased to and from the rural areas of Nepal by improving the nation-wide bridge and trail network, thereby promoting balanced integrated national development.

PURPOSE: Government of Nepal's institutional capacity upgraded to evaluate and select future sites for bridge construction and to materially supplement the construction, maintenance, and training capability of the SBD in the evaluation and selection of future bridge sites, and to materially supplement the construction, maintenance, and planning capabilities of these units.

OUTPUTS:

1. Formalized, refined GON site survey system for bridge site selection, based on engineering, social and economic criteria; operational selection criteria, trained SBD staff for survey teams, upgraded approach trails.
2. A replenished inventory of bridge components meeting minimum specifications.
3. National trail network classification study; base map of Nepal, classification information.
4. Displaced tradesman study: study, recommendations.
5. Operational bridge maintenance and trail improvement capacity: trained SBD staff, trained local technicians.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. A project with remote construction locations needs a minimum of five-six years for implementation.
2. A frequent shifting of host government project managers significantly slowed project implementation.
3. AID reporting requirements should be flexible enough to allow reports from remote areas to be received.
4. Large initial expenditures required AID to adopt an advance payment system instead of a reimbursement system due to the host government's lack of capital and the need for construction funds to be available in a timely manner.
5. Project implementation has been delayed due to 1) difficulty in delivery of bridge components to inaccessible areas due to unavailability of air transport; 2) difficulty in getting transport funds to host government and then to project account for final release to field staff due to a shortage of accounting personnel.
6. Inadequate lead time for selecting, training and utilizing key staff was such that training was not completed until the end of the project. This also contributed to delay.

S. Lacoul, et al., "Trail Suspension Bridges (Nepal)."
USAID/Nepal; PES; 1982.

ASIA REGIONAL

NON-FORMAL EDUCATION

Project Number 4980251

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$21,594,000

Project to support, through private and voluntary organizations, development activities designed to assist directly low-income groups in developing countries in Asia. It is expected that the project will generate 70 OPG's which will be implemented in 12 countries by 8 indigenous and 25 U.S. PVO's.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the mission found:

1. Project was successful in developing non-formal education methodologies that can be adopted and applied to both non-formal and formal education at lower education levels.
2. Project was successful in achieving greater consciousness by participants of development tasks, functional literacy and attitudinal changes.
3. In view of project's intended divergence from traditional educational approaches, implementation agreement did not give adequate attention to integrating newly developed non-formal education methodologies into host Government Ministry of Education.
4. Project implementation functions have now been assumed by host government and pace of integration is increasing.

G.V. Vander Vlugh, et al., "Nonformal Education in the Rural Development of Nepal." USAID/Nepal; PES; 1982.

NEPAL

COMPREHENSIVE REHABILITATION FOR
DISABLED AND BLIND

Project Number 498025101

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$360,000

Three year grant to International Human Assistance Programs (IHAP) to assist the Nepal Disabled and Blind Association (NDBA) in improving administrative capacity, strengthening general education, vocational training and establishing health care and social rehabilitation programs. Primary outputs were in strengthening the management and the various cottage industries and health services already in operating at NDBA.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Implementing organization has not conducted long-term planning necessary to achieve institution building component of project.
2. Planning and administrative documents have not been submitted to AID mission as required.
3. Due to host government requirements, project funds are channeled through a host government organization becoming available to U.S. voluntary organization acting as implementing organization. Procedure initially caused implementation delays that have now been resolved.

G.V. Vander Vlugh, et al., "Comprehensive Rehabilitation for the Disabled and Blind." USAID/Nepal; PES; 1982.

NEPAL

AGRICULTURE DEVELOPMENT COUNCIL OPG - TRAINING
NEPALESE IN AGRICULTURAL RESEARCH AND DEVELOPMENT

Project Number 498025102

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$1,004,952

To offer assistance to His Majesty's Government of Nepal in the areas of research and training in the social sciences and human problems of agriculture and rural development in Nepal.

GOAL: To expand agricultural production and improve the well-being of the people living in rural areas.

PURPOSE: To provide partial support for a program to train Nepalese in agricultural research and development planning and assist HMG to develop the institutional capacity to make more productive use of: a) its human and physical resource endowments, and b) the new technical knowledge that is becoming available through the ICP.

OUTPUTS: To initiate research on selected problems of agriculture and rural development. To expand the capacity of Nepalese institutions to conduct research on which to base public decisions.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Faulty project planning did not clearly indicate linkages between outputs and project purpose.
2. Host country implementing agency selected well qualified training candidates who were all retained to work in host country research positions.

3. Effectiveness of trained personnel may be reduced as a result of low host government pay scales.
4. Project successfully achieved outputs in a cost effective manner, including advanced training of host country personnel in third countries and in-country.
5. Degree training was successful, in part, because students wrote theses on topics relevant to host country development.
6. Non-degree training was most effective when focused on an immediately useful skill. Only a small percentage of degree trainees were women while one quarter of non-degree trainees were women.
7. Achievement of institution building is limited by the fact that host government does not have an ongoing program of social science research.
8. Planned social science research studies were completed.

John P. Comings and Lawrence B. Darrah, "Agriculture Development Council OPG: Training Nepalese in Agriculture Research and Development." USAID/Nepal; PES; 1982.

NEPAL

PANCHAYAT-BASED HEALTH WORKERS

Project Number 3679001

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$

Project designed to decrease population growth and infant mortality through the extension of a network of health workers trained in contraceptive and maternal/child health skills.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Selection and recruitment of Panchayat-based health workers, especially female and fully competent literates is a problem.
2. Problems include: job performance, especially serious gaps in specialized knowledge (e.g., birth control pill instructions), workers making fewer house visits than expected and fewer pill acceptors than expected.
3. Logistical support-shortage of doctors for specialized services (e.g., vasectomy, insufficient guidance and visits by supervisors and accurate record keeping) has proved a hindrance to project implementation.
4. Insufficient and delayed arrival of supplies. Problems do not completely threaten project, just prevent it from delivering its full potential for effectiveness.
5. Problems include training adequacy regarding relationship between NIG curriculum and job description is vague. Teaching aids not utilized. Not enough refresher courses.

New Eva Company, "Panchayat-based Health Workers." USAID/Nepal; PES; 1982.

NEPAL

CONTRACEPTIVES RETAIL SALES

Project Number 3679002

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$

The Nepal Contraceptive Retail Sales (CRS) Program began on July 1, 1976 as a complementary effort to HMG's family planning program in Nepal. The main purpose was to increase the availability, distribution, promotion, and use of temporary contraceptive methods, specifically oral contraceptives and condoms, through subsidized sales at existing retail outlets. This was based on at least two presumptions: 1) a marketing infrastructure which could accommodate implementation already existing; and 2) sales levels of low-priced products would be high enough to pay (or almost pay) for operational costs.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Nepal contraceptive promotion has good performance record and is making a substantial contribution to Nepal's family planning program. Most project objectives are being met.
2. Some problems noted in marketing: marketing research infrastructure in Nepal, especially in hard to get to areas, private sector national distribution system and local advertising industries are especially lacking.

Diana Altman, et al., "Contraceptives Retail Sales."
USAID/Nepal; PES; 1982.

PAKISTAN

THE ON-FARM WATER MANAGEMENT PROJECT IN PAKISTAN

Project Impact Evaluation No. 35

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$22,500,000

Impact evaluation assesses project number 3910413 which was designed to establish public and private sector capability to plan and deliver On-Farm Water Management Services (improvement of 1,500 irrigation watercourses, precise leveling of 425,000 acres of farmland and improvement of crop and water management practices), on an economic basis.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out for
PPC Impact found:

1. The On-Farm Water Management Project was a five year pilot to demonstrate the feasibility of increasing food production by reducing irrigation water losses. The project has been quite successful despite the fact that many of the project activities did not attain the goals estimated.
2. Water losses were reduced and farmers did experience an increase in productivity. Farmers were, however, somewhat hesitant to employ some of the technology introduced to the project for fear of causing more harm than good.

James E. Painter, et al., "The On-Farm Water Management Project in Pakistan." USAID/Washington, Project Impact Evaluation No. 35; PES; 1982.

PHILIPPINES

ECONOMIC AND SOCIAL IMPACT ANALYSIS/WOMEN IN DEVELOPMENT

Project Number 4920295

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$2,500,000

Grant, technical assistance and commodities are provided to the Government of the Philippines to improve its ability to assess progress, social change and the impact of development projects.

GOAL: Improve the well-being of the people of the Philippines.

PURPOSE: Improve the measurement of economic progress, social change, and the impact of development projects, including effects on Filipino women.

OUTPUTS: A series of studies, experiments, field tests and training seminars aimed at developing, testing and institutionalizing various methodologies and indicators for defining and measuring economic progress, social change and the impact of development projects including the effects on Filipino women.

INPUTS: 1. Project personnel.
 2. Consultancy services.
 3. U.S. and local training.
 4. Data collection/processing costs.
 5. Local travel and allowances.
 6. Equipment, supplies, rent, printing and sundry.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Project must now focus upon institutionalizing the use of these indicators in host government development planning function.
2. Project has achieved stated outputs including macro (national) and micro (project) indicators of national progress toward economic and social equity, including indicators of the status of women in the development process.
3. Project has not yet achieved adequate conceptualization of development indicators and has not achieved an overall framework showing the interlinkages among identified indicators.
4. Project has achieved testing of methodologies for collection of data on women's participation in development but has not achieved development of adequate indicators of participation nor a framework to identify factors that discriminate against women or that show the impact of that discrimination.

Bruce Koppel, et al., "Economic & Social Impact Analysis/Women in Development."

THE PHILIPPINES

BICOL INTEGRATED AREA DEVELOPMENT

Project Impact Evaluation No. 28

PROJECT SYNOPSIS

Initial Year: FY 75 Life of Project Funding: \$26,335,000

Impact evaluation encompasses six projects in the Philippines. They are Project Numbers 4920303, 4920275, 4920281, 4920310, 4920319 and 4920289. Project Number 4920310 is the only project completed as of FY 82. The others will be finished from 1983 to 1985. The overall goal is to raise the socioeconomic level of the people in the Bicol River Basin to the national average by 1990 and to sustain it at that level thereafter. Program scope includes integrated development projects, irrigation, education, health and nutrition and roads, providing a comprehensive package of goods and services for that area.

FY 1982 EVALUATION FINDINGS

Combined evaluation carried out for PPC Impact found:

1. Overall major problem: inflation required rebidding on physical infrastructure contracts.
2. Delays in Manila in approving contracts also delayed project implementation.
3. Impact of BICOL program to date has been limited, though it is not unpromising. Time spent thus far has been in laying the groundwork, designing projects, raising resources and initiating project implementation, putting staff and infrastructure in place.

4. Numerous plans and studies have been produced. Major action is now passing from planning to implementation.

John G. Sommer, et al., "Philippines: BICOL Integrated Area Development." USAID/Washington, Project Impact Evaluation No. 28; PES; 1982.

THE PHILIPPINES

A LOW-COST ALTERNATIVE FOR UNIVERSAL PRIMARY EDUCATION IN THE PHILIPPINES

Project Impact Evaluation No. 38

PROJECT SYNOPSIS

Initial Year: FY 74 Life of Project Funding: \$700,000
FY 77

Funded by the (Canadian) International Development Research Centre (IDRC), Project Impact was an experiment launched in 1974 in the Philippines to test a low cost approach to primary education. The approach itself was developed by the Center for Educational Innovation and Technology (INNOTECH), a research arm of the Southeast Asian Ministers of Education Organization (SEAMEO). Though the experiment was funded by IDRC, Innotech and SEAMEO were established in the late 1960's and early 1970's with assistance from AID.

The objective of Project IMPACT was to show that this approach to universal primary education could sharply reduce per student costs without any loss in the quality of the education being imparted.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out for PPC impact found:

1. Regarding community support, emphasis should be put on developing methodologies for addressing centrally recognized and macro-oriented needs, such as reducing the costs of a national education program. These needs are not necessarily those perceived at the community or user level.
2. Some of the difficulties which have been encountered in the project's experience, particularly with regards to popular acceptance (nonformal education appeared at times to violate parents' socially conditioned expectations of an elementary education), might have been lessened had community perspective been incorporated at the planning stage.

3. Nonformal education project demonstrated that it can achieve cost effectiveness without loss of academic quality. In this sense the project was a success.
4. Regarding educational administration support of nonformal education project, the savings realized on salaries accrue to the national level of government, not to the individual schools.
5. Since the withdrawal of external donor support, the schools have had no regular source of funding and have been unable to cover costs of personnel, equipment and supplies. This situation has led to declining support among parents, teachers and administrators, and has slowed improvement.

John Wooten, et al., "Project Impact: A Low-Cost Alternative for Universal Primary Education in the Philippines." USAID/Washington Project Impact Evaluation No. 38; PES; 1982.

SRI LANKA

MAHAWELI GANGA IRRIGATION

Project Number 3830042

PROJECT SYNOPSIS

Initial Year: FY 77 Life of Project Funding: \$6,000,000

The irrigation and development of the 900,000 acre Mahaweli Ganga (River) Basin in Sri Lanka is a long-term (30 year) effort which will pool assistance from a number of sources under the general direction of the World Bank. Part of the project includes a grant to the Government of Sri Lanka supports on-farm research and technical assistance to develop effective water management techniques. The goal of the project was to develop agricultural development in order to increase food production, increase water productivity, increase labor productivity and improve the farmers' standard of living.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out
for the mission found:

1. Receptibility by farmers and the adequateness of training in question at this point, as are issues of loan payment.
2. Most of irrigation system infrastructure has been completed in Mahaweli Ganga Development Project.
3. Funds may have to be renegotiated as additional repair and main work on canals is necessary and an extension of farmers credit project may also be necessary due to drought.
4. Completion of social infrastructure continues to lay behind other works as do wells for potable water. This is being successfully remedied.

5. On-farm development work and settlement activities are behind schedule due to changeover in responsibility between two implementing agencies and general delays in the completion of physical infrastructure.
6. Community development, credit extension and training and land acquisition programs have been set up and are beginning to function.

Jeffrey W. Evans, "Mahaweli Ganga Irrigation II." USAID/Sri Lanka; PES; 1982.

SRI LANKA

AGRICULTURAL BASE MAPPING

Project Number 3830045

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$4,500,000

Grant, technical assistance are provided to assist Sri Lanka's survey Department (Ministry of Agriculture) meet mapping requirements for rural development.

GOAL: Improve the living standard of the rural people in Sri Lanka.

PURPOSE: To meet the mapping requirements of rural development in Sri Lanka.

OUTPUTS: 1. Maps to the scale of: (a) 1/50,000; (b) 1/10,000; (c) 1/1,000-1/10,000.
2. Modern equipped and trained staff for User Assistance Center (UAC).
3. Trained pilots and photographers.
4. Trained staff for survey department and user agencies.

INPUTS: Equipment for: (a) photo acquisition, aircraft and accessories; (b) field support; (c) compilation; (d) photo lab; (e) map production; (f) user assistance center; (g) facility renovation; (h) expendable equipment; (i) technical training; (j) technical assistance; (k) contingencies (10%); (l) inflation factor (10%).

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. It was determined that the demand for up to date mapping requirements was greater than had been originally anticipated. The project has remained a priority of the Ministry of Land and Land Development.
2. The original concept of the User Assistance Center is being developed as a result of the center for remote sensing. As a result, the UAC has not been implemented, but its purpose is being accomplished via Center.

Paul Prentice, Development Associates, Inc., "Agricultural Base Mapping." USAID/Sri Lanka; PES; 1982.

THAILAND

RURAL NONFORMAL EDUCATION: THE MOBILE TRAINING SCHOOL

Project Impact Evaluation No. 25

PROJECT SYNOPSIS

Initial Year: FY 66 Life of Project Funding: \$7,296,000

Impact evaluation assesses Project No. 4930162 designed to provide short-term occupational skills training to people with a minimum of four years of formal education, and little or no opportunity to continue in formal education.

GOAL: Improve capacity for progress and reduce danger of insurgency in previously neglected areas of Thailand.

PURPOSE: Expand and improve educational services in rural Thailand.

OUTPUTS:

1. Texts and teaching materials delivered to elementary school pupils.
2. Elementary and adult education upgraded:
a) elementary schools receive closer supervision, improved TCHR training and instruction, b) adult education reviewed, c) TCHR-PRIN youth training increased.
3. Vocational training centers increased.
4. Upper and lower secondary schools improved.
5. Educational administration officials assisted.
6. Public education through grade 7 expanded and decentralized.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out
for PPC Impact found:

1. Administration and teaching staffs are adequate at this level of coverage.

2. This system is functioning well in educational system. However, the current program is in great demand by the rural population and is only marginally adequate to sustain present levels of activity and needs more budgetary support to remain viable.
3. Participants in the project are of both sexes. Predominantly young rural poor with minimal education are being trained, finding jobs and increasing the productivity and income in both home and workplace.
4. Mobile trade training school project has had sustained effects on both the educational institutions of Thailand and on the rural population it was intended to benefit.

Ray San Giovanni, et al., "Thailand: Rural Nonformal Education-- The Mobile Trade Training Schools." USAID/Washington; Project Impact Evaluation No. 25; PES; 1982.

THAILAND

AGRICULTURAL RESEARCH IN NORTHEASTERN THAILAND

Project Impact Evaluation Number 34

PROJECT SYNOPSIS

Initial Year: FY 64 Life of Project Funding: \$19,961,000

Impact evaluation assesses project number 493018002 which was designed to support government agricultural sector objectives in the Northeast, including increased productivity, diversified and balanced production, and development of rural areas. Its staff was expected to (1) carry out research at the Center; (2) support and coordinate the activities of small agricultural research stations already located throughout the Northeast; (3) provide laboratory facilities and testing services (for soil, fertilizer, and feeds) to employees of other Ministry of Agriculture and Cooperatives Departments as required; (4) provide services to the public and other government units in such areas as training, extension, and demonstrations; and (5) collect and diffuse data on agricultural production and marketing.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out for PPC Impact found:

1. Agricultural project is not meeting its long range goals.
2. Bureaucratic conflict has created an atmosphere in which much research done at the Center is rejected out of hand by the Central Ministry of Agriculture and often has to be redone to be acceptable.
3. More detailed planning and troubleshooting by AID/Thailand could have helped overcome these problems. It was suggested that the incentive (or in this case disincentive) structure within AID prevented this.

4. Declining budgets, loss of coordinating authority, frequent institution redefinition and loss of status and professional autonomy have combined with previously mentioned factors to undermine project success.
5. Physical facilities have been constructed and supplied but the research carried out is essentially conventional and lab or station focused.
6. There is no collaboration with farmers and thus research is not responsive to small farmer needs. Extension and training activities have progressed, but again, the lack of farmer participation harms the quality and quantity of agricultural information available to the farmers.

Michael M. Calavan, et al., "Agricultural Research in Northeastern Thailand." USAID/Washington, Project Impact Evaluation No. 34; PES; 1982.

THAILAND

AGRICULTURAL EXTENSION OUTREACH

Project Number 4930280

PROJECT SYNOPSIS

Initial Year: FY 77 Life of Project Funding: \$3,000,000

Loan provided to Royal Thai Government for major expansion of Agricultural Extension Service.

GOAL: To increase the income of people who live in the rural areas with emphasis on the poorer small farmer.

PURPOSE: To provide effective agricultural extension services at the village level in 33 project provinces which will: (1) enable the farmer to make better informed decisions; (2) cause him to use improved farming techniques; (3) enable him to convey his views and needs back to the bureaucracy.

OUTPUTS:

1. Develop crop-specific training modules.
2. Administrators and instructors training.
3. Vtr/audio visual production capability created.
4. Training for regional/provincial staff, district agents, etc.
5. Coordination and advisory committee established.
6. Routine communication channels for farmer views established.
7. Successful field demonstrations of improved farming techniques.
8. Improved organization and management.
9. Expansion of extension service in 33 provinces.
10. Completion of new extension facilities.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Certain key project assumptions proved faulty including favorable environmental conditions, favorable economic conditions at the national level, high adoption of improved agricultural methods by farmers and favorable crop prices.
2. There was some difficulty in recruiting extension trainees due to reduced numbers of applicants and appointments.
3. Delays in recruiting of technical assistance personnel by AID contractor hindered project implementation.
4. Delay by host government personnel agency in approving some project staff positions also hindered project implementation.
5. The need to hold unplanned training sessions for national and regional staff delayed implementation.
6. Delays in project implementation were caused by the delay in signing the loan agreement.
7. Extension agents do not receive planned project inputs.
8. Project impact is being reduced as a result of agricultural extension agents at the sub-district level being required to engage in non-extension responsibilities.
9. Project has largely been successful in achieving trained agricultural extension personnel although the success of AID component of project has depended to some extent upon other project components which are the responsibility of other donors.

Richard A. Jensen and Sougkram Grachauquetara, "Agricultural Extension Outreach." USAID/Thailand; PES; 1982.

ASIA REGIONAL

EXTENSION OF SMALL-SCALE AGRICULTURAL EQUIPMENT

Project Number 4980265

PROJECT SYNOPSIS

Initial Year: FY 82 Life of Project Funding: \$4,350,000

Grant to the International Rice Research Institute (IRRI) to assist the governments of India, Indonesia, Thailand and the Philippines improve their private small farm equipment production industries.

GOAL: To increase small farm income by increasing small farm productivity. This is to be augmented by increasing the availability of rural manufacturing jobs and the subsequent increase in foreign exchange savings.

PURPOSE: Development of small farm equipment industry.

OUTPUTS: 1. Improved institutions.
2. Adapted equipment.
3. Extension of International Rice Research Institute's knowledge.
4. Skills.
5. Knowledge of farmers' equipment needs.

INPUTS: 1. Prototypes.
2. Technical assistance.
3. Training.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the Regional Office found:

1. Extension of small scale agricultural equipment project is going well in Indonesia, poorly in Thailand, beginning well in the Philippines and about to begin, after contract negotiations, in India.

2. The weakness in extension of small scale agricultural equipment project lies in project's management with respect to strategy work planning, support of field staff, data collection and use, multidisciplinary approach and integration of research and extension. Due to these managerial problems, strengths of the project have been underutilized and opportunities missed.
3. Strengths of the project are its purpose, which developing countries find attractive and are enthusiastic about, its client and results oriented design which fosters partial results and its excellent reputation which promotes acceptance of project and attracts capable staff.

Gerrit Argento, "Extension of Small-Scale Agricultural Equipment." USAID/Asia Regional; PES; 1982.

SOUTH ASIA REGIONAL

SOUTH PACIFIC REGIONAL DEVELOPMENT PROGRAM

Project Number 800001

PROJECT SYNOPSIS

Initial Year: FY 77 Life of Project Funding: \$1,073,000

Grant to several PVO's to assist in small, participatory projects.

GOAL: To increase the agricultural and fishing cash income possibilities for rural islanders and assisting them in addressing basic needs, primarily through appropriate education.

PURPOSE: 1. Upgrade and diversify the rural economy specifically in the areas of small businesses and fisheries.
2. Promote the involvement of village people, in development programs by specific leadership training, and WID in both established and needed programs.

OUTPUTS: 1. CD projects (particularly grassroots or village level, etc.)
2. HRD projects (training, education, WID, etc.)
3. Integrated rural development projects.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out by AID/Washington Central Bureau found:

1. Although the PVO's demonstrate unusual cultural sensitivity, they do need to systematize their training programs, as well as their evaluation techniques.

2. PVO's are working towards much greater participation and at smaller scales geographically and are, therefore, reaching a segment of the population not previously touched.

Unknown, "South Pacific Regional Development Program."
USAID/Washington; PES; 1982.

BOLIVIA

SHELTER SOLUTIONS FOR LOW-INCOME FAMILIES IN RURAL AREAS

Project Number 5110005

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$5,768,000

Project designed to expand the savings and loans' focus to include low income groups in rural areas on a national level. This was to be done through a housing guarantee program which would also assist in the construction of the houses.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Inflation has increased the cost of providing loans and thus contributed to a reduction in the effective demand for loans.
2. Delays in the selection of appropriate construction equipment and shortage of labor due to the overestimation of community participation in the project, but especially the inadequacy of the Government of Bolivia counterpart contribution at the input level also contributed to project termination.
3. The program has been blessed with a great deal of enthusiasm at the local level.
4. Housing guarantee program is going smoothly.

5. Local administration has been successful in promoting the use of local materials by loan recipients. Increased use of self-help construction methods, local savings and loan technical assistance and adaptation/application of the cost/design methodology thus enabling beneficiaries to fully utilize their loans.

Ernesto Wende, et al., "Shelter Solutions for Low-Income Families in Rural Areas." USAID/Bolivia; PES; 1982.

BOLIVIA

SMALL FARMER ORGANIZATIONS

Project Number 5110452

PROJECT SYNOPSIS

Initial Year: FY 76

Life of Project Funding: \$4,147,000

Loan is extended to Government of Bolivia to develop zonal cooperative centrals and affiliated small farmer organizations, to assist rural community groups in developing rural small enterprise and to strengthen the managerial and technical capabilities of the National Community Development Service.

GOAL: Increase per capita income of rural poor.

PURPOSE: Develop viable zonal cooperative small farmer organizations and rural community groups that establish small enterprises in rural areas.

OUTPUTS:

1. Revolving credit fund created to provide seed capital and other economic assistance to small farmer organizations.
2. Grant fund established to subsidize the hiring of professional cooperative management.
3. National Community Development Service's training capability strengthened.
4. Participants trained in business management, accounting and finance.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the mission found:

1. Progress has been made in establishing small farmer cooperative in small farmer organizations: project implementation was less than expected due to a number of implementation/administration errors.

2. Numerous deficiencies in the administration of credit at the cooperative level, including monitoring, loan collection procedures, borrower motivation, education and cooperation with other lenders. Poor project planning and implementation at cooperative level and poor project coordination of the cooperatives with other institutions carrying out complementary activities in the respective target areas hindered project implementation.
3. The responsibility of these deficiencies lies with the two host country implementing agencies and the individual cooperative administrators themselves and have resulted in: an insufficient number of cooperatives participating in the project, an insufficient number of members participating in the cooperatives, a poorly functioning cooperative participatory structure, and lack of progress towards financial self-sufficiency.

DEVRES, Inc., "Small Farmer Organizations." USAID/Bolivia; PES; 1982.

BOLIVIA

RURAL ACCESS ROADS

Project Number 5110457

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: *

During the four-year loan disbursement period, the project will finance a program to improve or construct, to all-weather standards, 1,200 km of existing rural access roads.

GOAL: Improve the relative welfare of the rural poor.

PURPOSE: Establish within SNC a functioning access roads division responsible for, and capable of, improving/constructing all rural roads to be undertaken by SNC.

OUTPUTS: 1. Trained SNC personnel: (a) equipment maintenance capability, (b) road maintenance capability.
2. Road maintenance monitors established.
3. Equipment in place.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the missions did not report any findings for this evaluation.

Isaac Torrico, et al., "Rural Access Roads." USAID/Bolivia; PES; 1982.

BOLIVIA

SUMMER INSTITUTE OF LINGUISTICS

Project Number 5110460

PROJECT SYNOPSIS

Initial Year: FY 66 Life of Project Funding: \$287,000

Grant provided to Summer Institute of Linguistics (SIL) to train leaders from 13 ethnic groups in lowland Bolivia.

GOAL: Increase per capita income and improve standard of living of rural people. Sub-sector goal: incorporate 13 ethnic groups of lowlands into social and economic life of Bolivia while maintaining their cultural integrity.

PURPOSE: (A) Develop a core of bilingual-bicultural leaders within 13 of the lowland ethnic groups.
(B) Introduce these 13 groups to and expand their interaction with the monetary economy.

OUTPUTS: 1. Leadership candidates trained in three basic skill areas: educational, economic, organizational.
2. Leadership training participants will be working in direct or supportive economic roles.
3. Other individuals employed in other income-generating community projects.
4. Outreach visits to the 60 key communities.
5. Development of leadership manuals.
6. Training center buildings completed.

INPUTS: (A) AID inputs: (1) personnel; (2) training program; (3) construction of training facilities; (4) extension; (5) commodities; (6) other costs. (B) GOB and community contribution: (1) salaries; (2) health promoters; () fuel/transport; (4) land and labor; (5) trunk roads; (6) office space. (C) Summer Institute of Linguistics: (1) personnel. (D) Other donors: (1) German Central Agency--equipment, student costs, airplane.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the mission found:

1. Self-sufficiency of indigenous groups cannot be assumed.
2. Project design was faulty; it did not include adequate scope or technical assistance to achieve project purpose.
3. Achievement of rural self-sufficiency has been hindered by inability of target groups to adjust to a cash economy.

Jean Meadowcroft, et al., "Summer Institute of Linguistics."
USAID/Bolivia; PES; 1982.

BOLIVIA

NATIONAL NUTRITION IMPROVEMENT

Project Number 5110468

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$1,574,000

Loan/grant project establishes national nutrition plan/policy organization within The Ministry of Planning (Minplan).

GOAL: Improve nutritional status of poor in Bolivia, particularly children under six and pregnant and nursing mothers.

PURPOSE: Increase institutional capability of Minplan and other Bolivian implementing agencies to plan, implement, monitor and evaluate multi-sectoral national food and nutrition plan at national, departmental and local levels. Improve nutritional status of children under six and pregnant and nursing mothers in the Departments of Cochabamba, Santa Cruz, Chuquisaca.

OUTPUTS: 1. Administrative Improvement: (a) organizational development, better developed organizational structure; (b) data base improvement; (c) human resource development, improved human resource base.
2. Action Program: (a) education, changed family food and hygiene habits; (b) agrobusiness, increased supply of needed nutrients; (c) food assistance, increased supply of needed nutrients in general.

FY 1982 EVALUATION FINDINGS

Interim evaluation conducted for the mission found:

1. Four changes of Bolivian Government, including a coup, led to the replacement of key government/administrative project

officials and a considerable loss in time and effort familiarizing new personnel with project: external factors delayed, but did not ultimately harm, nutrition project implementation.

2. Inflation seriously hampered the Government of Bolivia's ability to maintain and expand services.
3. AID/W was instructed to reduce support to Government following coup resulting in technical assistance constraints and delays.
4. PL 480 Title III funds were successfully made available to help with nutrition implementing agency's operating costs.
5. Nutritional improvement project has made progress towards achieving its purpose, albeit much slower than called for in the original project design and agreement due to a series of coordination and institutional constraints.

Sandy Del Prado, "National Nutrition Improvement." USAID/
Bolivia; PES; 1982.

BOLIVIA

RURAL DEVELOPMENT PLANNING

Project Number 5110471

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$4,200,000

Technical advisory assistance, participant training and commodities are provided to Bolivia to improve rural development planning at both national and departmental level.

- GOAL:
1. Improve the standard-of-living of rural poor in the Pando, Beni, Tarija, Potosi, and Chuquisaca.
 2. Improve the Bolivian departmental and national planning system.

PURPOSE: Improve technical consistency and coordination of the planning system in the Departments of Pando, Beni, Tarija, Chuquisaca, and Potosi, and the Ministry of Planning and Coordination in order to increase the effectiveness of rural and urban development.

- OUTPUTS:
1. Improved project preparation and evaluation on basis of cost/benefit analysis and determination of internal and social rates of return at committee levels.
 2. Improved sectoral operational plans in agriculture, health and education for participating departments.
 3. Urban development programs contain more emphasis on services to agricultural and campesino needs.
 4. Middle-level and senior technicians in participating department development committees trained on-the-job. Short-courses and seminars on sectoral and regional planning.
 5. Long-term training in development planning.
 6. Training materials establishing criteria for project identification and evaluation and preparation of guidelines for operational plan preparation.
 7. Guidelines for integrated rural/urban planning and development at departmental level.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Technical assistance and training for research and development planning to top Bolivian Development Ministry has never really gotten underway because in June 1980, when relationships between Bolivia and the US were suspended, AID instructed implementing agency to keep a low profile at the Ministry and restrain contacts.
2. To realize full potential of project, technical assistance and training component of project deserve priority attention.
3. Training and technical assistance are being used successfully to develop and institutionalize methodologies for planning and implementing development projects. Better coordination in development planning/implementation between host country development organization is resulting.

T. McKee and J. Riardon, "Rural Development Planning." USAID/Bolivia; PES; 1982.

BOLIVIA

SMALL FARM PRODUCTION

Project Number 5110481

PROJECT SYNOPSIS

Initial Year: FY 77 Life of Project Funding: \$3,064,000

Project to increase the availability to small Bolivian farmers of land, improved seed, and production and investment credit, and to develop skills and a management capability in the agricultural sector.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Delays have been caused by political instability.
2. Administration of training component should include closer integration of training with national priorities, mechanism to identify fields of specialization, candidate selection criteria and development of a mechanism to ensure returned trainees are utilized in agriculture sector programs.
3. Project has been replanned to provide additional technical assistance personnel and to focus on weak components of project.
4. Technical assistance provided to host government by US voluntary organization was satisfactory in some areas and not in others.
5. Implementation delays have been caused by failure of host government implementing organization to develop annual financial plan, evaluation and maintenance plans and to prepare necessary shipping reports.
6. Host government organization responsible for training has not exercised adequate control over this project component.

7. Majority of equipment procured for project is being utilized as planned although some equipment has been diverted to other than project activities by host government and some equipment under utilized due to inappropriateness of equipment, unavailability of complementary equipment or lack of knowledge by project personnel of how to use it.

R. Leon de Vivero, et al., "Small Farm Production."
USAID/Bolivia; PES; 1982.

BOLIVIA

PRODUCTIVE CREDIT GUARANTY PROGRAM

Project Number 5110486

PROJECT SYNOPSIS

Initial Year: FY 82 Life of Project Funding: \$5,000,000

The principal objective of the PCGP in Bolivia is to provide institutional credit to persons or groups who presently lack access to such credit because they possess insufficient collateral to meet the normal requirements of the lending institutions. Access to the resources of the private banking system by small farmers, community groups and small-scale entrepreneurs is limited primarily by high collateral requirements for obtaining loans, which can be double the amount of the loan. The PCGP is designed to address those constraints by greatly reducing the risk of lenders on projects undertaken by these groups, by providing technical assistance to the intermediate credit institutions and to borrowers and through promotion of the program to encourage greater awareness on the part of the target groups of the resources available from the private financial system.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Political (change of government) and economic turmoil (devaluation of currency) and the overall liquidity problems affecting the private banking system have had a negative influence on the productive credit guaranty project from its initiation.
2. Loans are not disbursed by local financial institutions in a timely manner. Numerous trips to the intermediate credit institution are necessary when applying for a loan which represents tremendous inconvenience and additional expense.

3. Other delays involve the extensive paperwork in obtaining land titles, arranging for additional banking requirements prior to initial disbursement and excessive delays by the intermediate credit institution and the Bolivian Central Bank in approving loans.
4. All this considered, borrowers felt that obtaining a loan was a costly process and that often the amount disbursed was ultimately insufficient to meet their final needs.
5. Terms of the agreement had to be renegotiated, but despite delays in start up of a year, project paper projections have actually been exceeded.
6. In borrower's view, access to credit under productive credit guaranty project has meant definite improvements in production and sales. However, numerous shortcomings and obstacles in loan application and disbursement were mentioned resulting in significant delays of investment start up and ultimately restricting the number of potential borrowers who can be reached by the project.
7. Bolivian Central Bank is eager to cooperate in helping to administer project and the demand for loans among the populace is high.

Dennis Vargas, et al., "Productive Credit Guaranty Program."
USAID/Bolivia; PES; 1982.

BOLIVIA

P.L. 480 TITLE III

Project Number 5110522

PROJECT SYNOPSIS

Initial Year: FY

Life of Project Funding: \$

Project was designed to improve the quality of life for rural people through a series of subprojects which included: wheat collection centers; integrated crops; colonization roads; agriculture service centers; pesticide, control and plant quarantine programs; forestation projects; small irrigation systems; small farmer credit coops; campus scholarship fund; rural development studies; health sector project.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. P.L. 480 Title III is going very well, as planned. Project blessed with excellent administration, capable management, speedy procurement, flexibility and local control, all leading to high user acceptance and enthusiastic participation. Especially notable is the project's accounting systems always in perfect order and up-to-date.
2. Although generally a success, P.L. 480 Title III is very vulnerable at this time due to economic and political instability. The project has been badly damaged by the cutoff of U.S. wheat shipments (to protest the Bareia Meza regime) by two currency devaluations (loss totaling U.S. \$10 million) and by a domestic inflation rate of 60-90% annually which has ravaged future budgets.
3. Frequent changes in the composition of the relevant government ministries hinders implementation through delays in re-briefing on projects and a general sense of uncertainty. All these problems could diminish anticipated project successes.

4. Almost all P.L. 480 Title III projects on which impact evaluation data was collected reported a preponderance of positive responses regarding benefits received by participating rural households, increased cash income, and improved yields were most commonly mentioned.
5. Other benefits included intangibles like an enhanced sense of welfare, security and health or improved aspirations for the future.

J.R. Hatch, et al., "P.L. 480 Title III." USAID/Bolivia; PES; 1982.

BOLIVIA

P.L. 480 TITLE II

Project Number 5110523

PROJECT SYNOPSIS

Initial Year: FY

Life of Project Funding: \$

Project designed to improve health and well-being via self-sufficiency by combating hunger and malnutrition, which then encourages economic development. This was to be accomplished through several subprojects: maternal child health care; primary school feeding; food for work; educational development; and other feeding projects.

FY 1982 EVALUATION FINDINGS

Combination evaluation carried out for the mission found:

1. P.L. 480 Title II has some administrative problems that hinder full realization of project's potential. The cooperating sponsors (CRS, CARE and the national community development arm of the Government of Bolivia) have not exhibited the kind of management competence that the mission expects.
2. Lack of management control and project oversight comes in the form of late and incomplete required reporting. Misuse of commodities by certain implementation groups, irregular field supervision and little assistance to implementing groups in improving project content.
3. P.L. 480 Title II project going well. Commodities are being used as an incentive in community based development efforts and not just as a food subsidy for nutritional improvement.

4. Notable projects with enthusiastic response by participants are maternal child health care projects and primary school feeding projects.

Unknown, "P.L. 480 Title II." USAID/Bolivia; PES; 1982.

COSTA RICA

THE PRODUCT IS PROGRESS: RURAL ELECTRIFICATION IN COSTA RICA

Project Impact Evaluation No. 22

PROJECT SYNOPSIS

Initial Year: FY 65 Life of Project Funding: \$3,300,000

Impact evaluation assesses a loan made to the Government of Costa Rica for the establishment of electrical cooperatives in three diverse rural areas. It was expected that the project would improve rural standards of living, thus reducing rural-urban migration.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out for
PPC Impact found:

1. Rural electrification project from an ex post impact level has been deemed a success. With few exceptions the project goals were met.
2. Electrical coops are all in good financial health and the areas which they serve have demonstrated varying degrees of economic growth during the 17 years since the project began. Coops seem to serve the rural poor better than other available electricity distribution systems.
3. Rural electrification can be financially at risk until a certain degree of development is accomplished. Successful establishment of rural electrification coops is greatly enhanced by supportive government and local policies and institutions.
4. Generally, at the commercial level electricity had the greatest impact in the processing stages, and less in on-farm production.
5. An increase in the number of small businesses, shops and tourism was evident, as well as expanding social services, in particular education opportunities for adults in rural areas.

6. As income goes up, the ability to utilize rural electricity also increases, which in turn further raises income.
7. Electricity can be a favored type of household energy even for the very poorest. Electrification seems to have a neutral effect on rural to urban migration as a singular causal factor, but in combination with other rural development interventions, it enhances the attractiveness of rural life.

Paula O. Goddard, et al., "The Product in Progress: Rural Electrification in Costa Rica." USAID/Washington; Project Impact Evaluation No. 22; PES; 1982.

COSTA RICA

INTEGRATED RURAL DEVELOPMENT

Project Number 5150158

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$490,000

Project to support the efforts of the Integrated Rural Development Program to improve production and marketing patterns among small farmers and rural entrepreneurs in Costa Rica.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Grantee needs to revise logical framework.
2. Project transferred from the control of the central bank to the Ministry of Agriculture to be more in line with the grass-roots approach of the project.
3. Statistics on outputs are too skimpy to make evaluation of that level meaningful so evaluation concentrates on institution building.

Unknown, "Integrated Rural Development." USAID/Costa Rica; PES; 1982.

COSTA RICA

ENVIRONMENTAL EDUCATION II

Project Number 5150162

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$300,000

Project to increase knowledge about environmental problems in Costa Rica and generate interest in correcting them.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Overall progress toward the achievement of project outputs, purpose and goal has been satisfactory. With approximately 50% of project time elapsed at time of evaluation 17 of 27 objectives listed at output level have been met. The remaining 10 were either well on their way to being completed or had been identified as being unnecessary for achievement of project purpose.

David Gardella, "Environmental Education II." USAID/Costa Rica; PES; 1982.

ECUADOR

VOCATIONAL EDUCATION & EMPLOYMENT GENERATION

Project Number 5180001

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$256,000

Operational Program Grant is provided to the Working Boys' Center, a nonprofit organization in Ecuador, to expand its vocational education program for poor youth and their families.

GOAL: Income increased for poor working boys in Ecuador.

PURPOSE: The capability of the Working Boys' Center in Ecuador expanded to include vocational training in income-generating activities.

OUTPUTS: 1. Program of the Working Boys' Center reoriented to productive and income-earning activities.
2. Job counselling capability and placement service developed.
3. Sales department organized.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Curriculum offerings must be based upon and responsive to external economic and social environment through use of on-going labor market studies, skill area advisory councils, pre-vocational training and placement counseling.
2. Components of vocational training center project which can be replicated in other urban areas/countries include: holistic approach to vocational success as opposed to training only; commercial components; and eliciting family involvement rather than focusing on one family member.

3. Opportunities exist for integrating vocational training with private sector.
4. Rigid vocational center entrance standards requiring enrollees to adjust to center environment are inconsistent with cultural and social realities of urban poor and have affected both quantitative program goals and extension of center services to wider urban community.
5. Center's offering of only traditional women's skills training severely limits vocational opportunities for women graduates.
6. Families which have enrolled in center have raised their standard of living.
7. Personal habits and social skills acquired at center are as important as skill training in finding and holding job.

Gene Lamb, et al., "Vocational Education & Employment Generation." USAID/Ecuador; PES; 1982.

ECUADOR

PVO INSTITUTIONAL DEVELOPMENT

Project Number 5180003

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$420,000

Project to improve the capacity of Ecuadorian PVO's to design, implement, and manage indigenous development projects.

GOAL: To have the PVO community play a major role in the implementation of the Five Year National Development Plan.

PURPOSE: To institutionalize a strong local economic development industry that can play a major role in the overall development of Ecuador by successfully improving social and economic conditions at the local level.

OUTPUTS: 1. PVO assessment report - preliminary and final.
2. Curriculum material and training modules.
3. Publication and dissemination of PVO development handbook.
4. Seminars.
5. Technical assistance to selected PVO's.
6. Designed and packaged projects ready for implementation.
7. Feasibility report of a PVO Association.
8. PVO Association (if feasible).

INPUTS: 1. In-country preparation for project.
2. Assessment of Ecuador PVO.
3. Technical assistance to PVO's.
4. Development of PVO Association.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Technical assistance has been successful in developing curriculum materials, holding training seminars, etc.
2. Local PVO's seem receptive to the idea of assuming a greater role in Ecuador's development and have cooperated with AID and the host government.
3. Project to institute and encourage the development of local PVO's in Ecuador is, at midterm, a success thus far.

Gilberto Padilla, et al., "PVO Institutional Development."
USAID/Ecuador; PES; 1982.

ECUADOR

VOCATIONAL EDUCATION FOR DISADVANTAGED YOUTH

Project Number 5180010

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$340,000

Operational program grant is provided to the Fundacion de Asistencia Sicopedagogica a Ninos y Adolescentes Retardados Mentales (FASINARM), an Ecuadorean PVO, to increase the availability of vocational training and placement services for the nation's disadvantaged and handicapped children and youth.

GOAL: Economic independence for educationally and socially disadvantaged youth promoted in Ecuador.

PURPOSE: Institutional capability of Fundacion de Asistencia Sicopedagogica a Ninos y Adolescentes Retardados Mentales (FASINARM), an Ecuadorean PVO, strengthened to provide vocational services for educationally and socially deprived children and youth in Ecuador.

OUTPUTS:

1. Vocational training and placement program established by FASINARM: Ninety handicapped youths trained.
2. Training program for special education and vocational education personnel instituted by FASINARM in conjunction with the University of Guayaquil: A total of 12 university teachers, 50 special education students, 240 teachers and technical personnel from social welfare institutions, 100 special education teachers, 2,000 elementary school teachers (Guayas Province), and 300 parents and volunteers trained.
3. Three new special education centers created.
4. A media resource center established by FASINARM.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. All outputs have been met. The purpose and goal of project well on its way to being met, in many cases overmet. Operational objectives of vocational education program formulated in the original proposal have been implemented within the programmed conditions.

Gregory L. Dixon, et al., "Vocational Education for Disadvantaged Youth." USAID/Ecuador; PES; 1982.

GUATEMALA

BILINGUAL EDUCATION

Project Number 5200258

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$1,721,000

AID grant will finance technical assistance and teacher training to Guatemala's Ministry of Education (MOE) to improve the linguistic and curricular relevance of Spanish language education for monolingual, Mayan children.

GOAL: To increase access of non-Spanish speaking rural children to primary school grades through linguistic and curricular relevance.

PURPOSE: To improve the linguistic and curricular relevance of rural education for monolingual, Mayan language speaking children by developing bilingual education prototypes that will serve as alternatives for improving and expanding the preschool Castellanzacion program through grade two.

OUTPUTS:

1. Bilingual curriculum materials for four languages developed by trained MOE staff working in the production, testing, and implementation of bilingual education teaching materials, techniques, and investigation of current delivery mixes.
2. Trained bilingual teacher/promoters in the use of bilingual materials and Spanish-as-a-second language teaching techniques.
3. Students receiving bilingual instruction as part of primary curriculum.
4. Comprehensive baseline information and independent posthoc evaluation of the educational results.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Initiation of project activities delayed one year while Ministry of Education reorganization was finalized: This does not threaten project outcome very much and prospects for achieving the purpose and goal remain good.

Frank L. Fairchild, Jr., "Bilingual Education." USAID/Guatemala; PES; 1982.

GUATEMALA

DEVELOPMENT OF THE INSTITUTE OF AGRICULTURAL SCIENCE AND TECHNOLOGY (ICTA)

Project Impact Evaluation No. 30

PROJECT SYNOPSIS

Initial Year: FY 75 Life of Project Funding: \$1,730,000

Technical and commodity assistance is provide to ICTA to implement programs designed to increase unit-area yields of basic food crops. Activities included in Project Number 5200232 are improved varieties of corn, sorghum and beans as well as the development of a parallel data base, and trained personnel for both research and extension.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out for
PPC Impact found:

1. Institute of Agricultural Science and Technology (ICTA) doing farming systems research and extension have made significant institutional, operational and research accomplishments. Significantly improved seed varieties and cultural practices acceptable to the small farmers were developed for maize, beans and sorghum.
2. Technical assistance and training have played an important and successful role in this country.
3. Nature of ICTA methodology directed towards producing farmer accepted technology caused confusion between the roles of research and extension. The ICTA approach requires the formulation of new relationships between research and extension substantially different from the past, i.e., less delineated, more cooperative, which must be worked out with host government-affiliated agencies.

4. Farmer awareness of the importance of improved seed has developed, as has a local private sector seed industry. This represents a great savings in foreign exchange. Record yield figures have been experienced too.

J.K. McDermott and David Bathrick, "Guatemala: Development of the Institute of Agricultural Science and Technology (ICTA) and Its Impact on Agricultural Research and Farm Productivity." USAID/Washington, Project Impact Evaluation No. 30; PES; 1982.

GUYANA

LEPROSY CONTROL

Project Number 5040067

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$188,000

Operational program grant is provided to American Leprosy Missions, Inc. (ALM) to assist in upgrading its institutional capability to control leprosy in Guyana.

GOAL: Leprosy controlled in Guyana.

PURPOSE: The institutional capability of American Leprosy Missions, Inc. to control leprosy in Guyana upgraded.

OUTPUTS: 1. Professional staff of American Leprosy Missions, Inc. augmented.
2. An improved information system for tracing leprosy installed and staffed.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Use of project vehicles for non-project activities precluded their use for critical project activities.
2. Failure to obtain Ministry of Health commitment regarding staffing left project without sufficient number of trained staff.
3. Project effectiveness has been substantially increased by successful integration of AID funds; PVO technical assistance, Ministry of Health assigned staff and locally employed temporary staff.

4. Integration of leprosy control treatment into national health care system has not been achieved as project medical staff decided to devote substantial time to several medical treatment and less than planned time to training general health facilities staff.
5. Inadequate data collection and feedback hampered operational aspects of program management.

W.F. Ross, et al., "Leprosy Control." USAID/Guyana; PES; 1982.

GUYANA

WEANING FOOD DEVELOPMENT

Project Number 5040073

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$1,175,000

Grant to the Government of Guyana (GOG) to develop capacity for processing and distributing a nutritive weaning food made from locally grown food crops.

GOAL: To improve the general health of Guyana's pre-school children by providing nutritious weaning foods.

PURPOSE: To establish the capacity and test the feasibility of production and distribution within Guyana of nutritious weaning food made from indigenous commodities.

OUTPUTS: 1. Establishment of a functioning weaning food production plant.
2. Production of weaning food.
3. Distribution system functioning.
4. Market research/product promotion.

INPUTS: (A) AID: (1) equipment and materials; (2) marketing; (3) commodities; (4) technical assistance. (B) Government of Guyana: (1) commodities; (2) facilities and operations.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Potential design and operational difficulties were cited in free distribution of weaning food via Ministry of Health.

2. Criteria for participation need to be well defined and reasonable; clinic personnel need adequate orientation and supervision (in turn requiring personnel, transportation and other resources); an adequate logistical system for moving, storing and distributing food and for record keeping must be in place.
3. Many of the problems are recognized by Ministry Director, but she is frustrated at having neither the power (especially resources) to act nor success in focusing the attention of Ministry authorities on these issues.
4. Free distribution of weaning food through Ministry of Health clinics is not yet underway. Resolution of a payment dispute between implementing agriculture agency and Ministry of Health is cited as a major reason for delay.
5. Weaning food development project is on schedule and going well for most part.
6. Production in plant is being implemented and a commercial distribution and marketing system using the results of a consumer survey are in place.

Sandra Callier, New TransCentury Foundation, "Weaning Food Development." USAID/Guyana; PES; 1982.

HAITI

HAITIAN DEVELOPMENT FOUNDATION

Project Number 5210118

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$495,000

Grant is provided to the Pan American Development Foundation (PADF) to establish a private credit institution to provide credit and technical assistance in credit management to small private businesses in Port-au-Prince, Haiti.

GOAL: Income and productivity of small private businesses in Haiti increased.

PURPOSE: A private credit institution established to provide small businesses with credit and technical assistance in credit application and management.

OUTPUTS: 1. Haitian Development Foundation established:
a) 17 animateurs trained; b) loan fund established; c) credit disbursed to small businesses in Port-au-Prince; d) technical assistance in small business management provided.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Haitian Development Foundation making progress towards achievement of the long-range goal of economic development impact on the targeted community. Loans, membership, amount of technical assistance received and generally the number of clients assisted has increased.

2. More significant still are the benefits derived from the activity of Haitian Development Foundation "animateurs" in group formation and support and in bringing about positive changes in the attitude of the small urban entrepreneurs toward cooperation and community-oriented action.
3. Haitian Development Foundation suffering from operating deficit caused primarily by poor performance in fund raising. Foreign fund raising activities have been successful but the local fund raising situation is not satisfactory. The amount of local contributions is too low and as it stems from payment of membership dues; the Haitian Development Fund must emphasize membership drive.
4. Jobs have been created and productivity and income are on the rise for project beneficiaries.

Aaron Williams, et al., "Haitian Development Foundation."
USAID/Haiti; PES; 1982.

HONDURAS

NATIONAL CADASTER

Project Number 5220111

PROJECT SYNOPSIS

Initial Year: FY 74 Life of Project Funding: \$6,000,000

National Cadaster is to be established.

GOAL: Improve agricultural production in rural areas of Honduras.

PURPOSE: Stabilize land ownership situation, establishing a base for increased agricultural production and increased government revenue.

OUTPUTS: Property registry system established. National property tax billing system established. Computerized agricultural resource analysis system established. National Cadaster is established.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. The cost calculations proved unrealistic and map production techniques originally planned were slow and inadequate.
2. The project design called for heavy dependence on aerial photography which was inconsistent with modern orthographic processes and aircraft selected did not meet technical requirements.
3. The project experienced an initial delay in implementation caused by delays in meeting the conditions precedent.
4. Although the National Cadaster program failed to achieve the due and principal EOPS intended, the project did accomplish nearly all of the technical intermediate output indicators.

5. The failure to accomplish the major outputs was the result of the non-functioning institutional mechanisms required to translate Cadaster data into either a property registry system or improved municipal tax administration.

Peter Deinken, et al., "National Cadaster." USAID/Honduras; PES; 1982.

HONDURAS

AGRO-INDUSTRIAL EXPORT DEVELOPMENT

Project Number 5220120

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$1,700,000

A Government of Honduras (GOH) capacity to administer agribusiness exports projects will be developed, increasing the demand for agricultural products and resulting in greater productivity and income for the small farmers/rural laborers.

GOAL: Increase small farmer income.

PURPOSE: Develop GOH capacity to establish agribusiness export projects which will directly integrate small farmers into the development process.

OUTPUTS: 1. Product management group fully staffed and trained.
2. Implementation of demonstration projects: plans; feasibility studies; production credit; production technical assistance, farmers; production trails; quality control; farmer-processor contracting system established; packing facility in operation; base-line data development.

INPUTS: 1. AID inputs - (\$000): Technical assistance - 1215; participant training - 180; commodities - 195; project development - 60; contingencies/inflation - 50; total = \$1700.
2. GOH inputs: Technical assistance (MNR, INA, DGCE) - 360; production credit (BNF) - 675; harvest purchase (CONADI) - 2250; participant training (salaries, etc.) - 115; commodities - 140; project development fund - 60; total = 3600.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Agro-industrial export promotion project failed to meet its goal of improving the incomes of a significant number of farmers.
2. Technical assistance contracted through Standard Fruit Company provided excellent support in achieving outputs.
3. Reasons for these problems basically lie with the agencies: land reform groups not prepared to undertake project, the GOH provided only 1/6 of its original pledge of inputs, many disagreements between Ministry of Economy and Ministry of Natural Resources as to the direction project should take, and high turnover rates and lack of committed people in these ministries.
4. Capability to produce fresh vegetables for export to U.S. has been demonstrated.
5. Formal training aspects of the project have been met.
6. Marketing linkage envisioned in original project paper hasn't been accomplished. Production and marketing credit support for small farmers and the export activities has worked well--although not to extent planned.

Unknown, "Agro-Industrial Export Development."
USAID/Honduras; PES; 1982.

HONDURAS

RURAL RECONSTRUCTION II

Project Number 522013302

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$9,500,000

Loan is provided to the Government of Honduras (GOH) to improve the ability of the National Development Bank (BNF) to provide credit to the nation's small farmer groups. This is one of three subprojects providing hurricane recovery.

GOAL: Hurricane Recovery. Subgoal: a) increased small-farm income, b) increased agricultural production.

PURPOSE: Increase BNF (National Development Bank) ability to provide credit to small farmer groups.

OUTPUTS: 1. Loans to small farmer groups.
2. Trained personnel.

INPUTS: Funds for: a) subblending, b) training and technical assistance.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Some initial problems in providing host country technical assistance delayed project implementation.
2. Delays of 10 months in procurement of construction commodities via AID did not interfere with potential project success.
3. Hurricane rural reconstruction and recovery project successfully completed. Anticipated amount of infrastructure built or improved with favorable socio-economic ramifications.

4. The fact that the project was completed in this period was due to the close cooperation between the Directorate De Caminos in Honduras and USAID.

Richard Dudley, et al., "Rural Reconstruction II."
USAID/Honduras; PES; 1982.

HONDURAS

AGRICULTURAL RESEARCH

Project Number 5220139

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$2,314,000

Grant is provided to the Government of Honduras (GOH) to expand its agricultural research service to develop technologies needed by small farmers for increased food production.

GOAL: Increase the incomes and employment opportunities of Honduran traditional and agrarian reform farm families.

PURPOSE: To expand Honduras' agricultural research capacity to alleviate the technological constraints faced by small traditional and agrarian reform farms.

OUTPUTS:

1. Multidisciplinary teams trained and working.
2. Research stations providing support to multidisciplinary teams.
3. Delivery of research results to farmers and extension service; feedback to international research community.
4. Long-range research strategy and master regional plan; public-private sector research coordinating mechanisms.
5. Evaluations.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. The deteriorating economic conditions of Honduras are threatening agricultural research project.

2. Lack of government commitment has hindered project implementation.
3. Host government contributions to the research process are inadequate to meet project goals at present.
4. High turnover rates of research staff, their inadequate pay scale, lack of laboratory equipment, computer and transportation facilities, etc., jeopardize institutionalization process. Generally, logistical support is inadequate (including staffing) to meet project goals.

Joseph Beausoleil, et al., "Agricultural Research."
USAID/Honduras; PES; 1982.

HONDURAS

NON-FORMAL COMMUNITY EDUCATION

Project Number 5220147

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$85,000

Operational program grant to Hermandad de Honduras to construct a non-formal education center in community of San Marcos de Ocotepeque.

GOAL: Integrate the Campesino population in the development process and stabilize the frontier zone through the capacitation of human resources.

PURPOSE: Provide a permanent comprehensive non-formal educational program for poor campesinos in the areas of agriculture, health, nutrition, family planning, literacy, appropriate technology, cooperatives and youth development.

OUTPUTS: 1. Rural leadership training center constructed and equipped for conduction of programs.
2. Indigenous board of directors established to manage centers operation.
3. 800 indigenous people trained in one or more of the following areas: agriculture, health, nutrition, family planning, appropriate technology, cooperatives and youth development.

INPUTS: 1. Hermandad - Contributions from benefactors, volunteer staff, staff support services materials, technical consultants.
2. AID - Operational program grant.
3. Direct Relief Foundation - Volunteer staff, staff support services, materials.
4. Community - Land, unskilled and skilled labor, materials and freight of materials.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Successful cooperation with government and private training programs operating in the area has been achieved.
2. Rural leadership training center project a success. Multi-purpose community center built and operating, non-formal educational training program established and appears to be appropriate to rural dweller's needs.

Ambrosio Ortega, et al., "Non-Formal Community Education." USAID/Honduras; PES; 1982.

HONDURAS

AGRICULTURAL SECTOR II PROGRAM

Project Number 5220150

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$25,000,000

To increase per capita income through eleven subprojects designed to create efficient and effective structures for human resource and institutional development, and improved service delivery.

GOAL: To increase the income of the rural poor in Honduras by increasing the capacity of the agricultural sector to absorb and use efficiently resources available.

PURPOSE: To establish efficient institutional structures and delivery systems to serve the needs of small farmers.

OUTPUTS: Participant training; infrastructure development for academic personnel; in-service training; institutional development planning staff for agricultural sector strengthened; information system developed and formalized; marketing analysis system developed; extension service network established; service cooperatives established; national development bank regionalization; zonal infrastructure packages; small farmer consumption improvement.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Two basic project assumptions did not prove correct--that a systems approach rather than a project approach was necessary for project success and that host country economics would continue a high annual growth rate.

2. Further, political instabilities affected project implementation.
3. The economy achieved only minimal growth rates, thereby making it difficult for host government to meet counterpart requirements.
4. Project has been replanned to include new management and administrative procedures to prepare new implementation and financial plans and to emphasize host government institutional development.
5. Primary hindrance to project implementation is the lack of adequately trained personnel. Several sub-project implementors lack an adequate administrative and technical background, and necessary leadership skills to carry out project activities.
6. Project implementation also hindered by poor coordination of different program components by host country implementing organization.
7. The systems approach led to the design of a complicated program which was difficult to manage.
8. Project has been successful in providing focal point for and basic support to the project activities, in improving budget presentations, in standardizing procurement of goods and service and in developing a general evaluation plan for program activities.

William Goodwin, et al., "Honduras: Agricultural Sector II." USAID/Honduras; PES; 1982.

HONDURAS

URBAN UPGRADING

Project Number 5220155

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$200,000

Housing Guaranty is provided to insure private U.S. investors against default on housing loans made to the Government of Honduras (GOH). GOH will use loan funds to improve the capacity of the municipal governments (MG) of Tegucigalpa and San Pedro Sula to manage programs to upgrade marginal, urban communities through cost recoverable investments. Funds from the Integrated Improvement Program for the Urban Poor will also be used in pilot projects geared to social improvements.

GOAL: To improve the living conditions of the urban poor in the marginal settlements of Tegucigalpa and San Pedro Sula in Honduras.

PURPOSE: To improve the capacity of the municipal governments of Tegucigalpa and San Pedro Sula to manage programs to upgrade marginal, urban communities through cost recoverable investments.

OUTPUTS:

1. Installation of basic services infrastructure in low-income areas.
2. Legalized land tenure for residents in low-income areas.
3. Improvement of individual housing units in low-income areas.
4. Improved municipal capacity to implement upgrading programs.

INPUTS:

1. Financial: a) Housing Guaranty Loan; b) Development Grant; c) local counterpart.
2. Technical Assistance.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. The Urban Upgrading Project has suffered some major problems in its first year of implementation. The political transition after the general elections caused a six month pause in project implementation.
2. Project implementation was delayed for five months due to a change in government at the municipal level.
3. Current sewage improvement costs were found to be three times higher than originally projected in the project paper.
4. Project beneficiaries have been reduced due to increased costs for housing construction and the sewer housing unit that can be constructed.
5. Implementation delays also occurred because of severe financial constraints on municipal budgets and the consequent inability of host government implementation agencies to meet construction costs.
6. There have been severe budgetary constraints limiting the hiring of staff.
7. Project must now achieve increased community participation, improved programming and management of activities, reduced project costs and training of local community leadership.
8. Project has been redesigned to include AID technical assistance.
9. There has been very little community participation in the project as a result of the lack of qualified community resource persons.
10. Coordination of municipal staffs assigned to project has been improved by hiring a full-time coordinator for both municipal project sites.
11. Municipal officials have also adopted appropriate measures to plan for long-term capital improvements on a sound financial basis.
12. Host government implementation organizations do not yet have the ability to achieve community participation.

13. The project has provided a means for establishing inter-departmental and intra-departmental understanding among municipal offices as well as bringing a heightened awareness of the government's crucial role in social promotion and active community participation.
14. While project has successfully achieved first step in increasing institutional capacity of municipal governments to administer shelter sector programs.
15. Intended beneficiaries will not participate in project if it is conceived, designed and programmed without their participation, especially in view of rising costs.

P. Conway, et al., "Urban Upgrading." USAID/Honduras; PES; 1982.

HONDURAS

HONDURAN FEDERATION OF INDUSTRIAL COOPERATIVES

Project Number 5220179

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$70,000

An operational program grant is provided to the Honduran Federation of Industrial Cooperatives (FEHCIL) to expand its membership and strengthen its educational and credit services.

GOAL: Employment and human resources development in the Honduran industrial sector increased.

PURPOSE: Small manufacturers' cooperatives strengthened through affiliation with the Honduran Federation of Industrial Cooperatives.

OUTPUTS: 1. Industrial cooperatives promoted and organized.
2. Training for leaders, managers, and cooperative personnel carried out.
3. Cooperative educational activities for cooperative leaders developed.
4. A revolving fund for financing the procurement of raw materials established.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. As a result of additional input to the project by outside host country agencies, FEHCIL was able to provide a greater number and variety of courses of a technical nature than originally envisioned. This funding was unexpected and welcome.

2. Inter-American Foundation subsequently requested modifications in FEHCIL's proposal. A four month delay ensued from the end of AID's funding to the receipt of IAF funding. The IAF's time consuming approval and disbursement process caused serious budget restraints for FEHCIL and curtailed many of FEHCIL's programmed activities.
3. Honduras Federation of Industrial Cooperatives (FEHCIL) project achieved the expected outputs and purpose with regard to all four project components (administrative, educational, technical assistance, credit).
4. However, initially, AID was to finance the start up costs for FEHCIL and the Inter-American Foundation would provide grant financing to continue and expand the project after AID's termination proposal.

Unknown, "Honduran Federation of Industrial Cooperatives."
USAID/Honduras; PES; 1982.

JAMAICA

URBAN & RURAL SHELTER IMPROVEMENT

Project Number 5320010

PROJECT SYNOPSIS

Initial Year:

Life of Project Funding:

Housing Guaranty (HG) is provided to insure private U.S. investors against default on housing loans made to the Jamaican Mortgage Bank (JMB).

GOAL: To improve the quality of life of the rural and urban poor in Jamaica.

PURPOSE: To assist the Government of Jamaica and the Jamaican private sector with development of institutional planning and financial framework necessary to provide adequate shelter and related facilities for low-income families in the country's urban and rural areas.

OUTPUTS:

1. Expanded scope of urban upgrading task forces.
2. Increased public utility networks.
3. More accessible home improvement financing.
4. Land tenure.

INPUTS:

1. Housing Guaranty: a) \$30 million.
2. Technical assistance: a) \$300,000.
3. Government of Jamaica: a) \$6.44 million.
4. Private banks and credit unions:
a) \$800,000.

FY 1982 EVALUATION FINDINGS

Combination evaluation carried out for AID/Washington Central Bureau found:

1. It had been anticipated that this project would be difficult to implement due to the continued deterioration of the economy and the increasing political violence.

2. However, the three subprojects under this contract--urban tenement upgrading, squatter settlement improvement and home improvement--have progressed despite the economic and political constraints.

J. Hjelt and W. Goodson, "Urban & Rural Shelter Improvement."
USAID/Washington; PES; 1982.

JAMAICA

SOCIAL DEVELOPMENT SERVICES DELIVERY SYSTEM

Project Number 5320055

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$249,000

Operational Program Grant is provided to the Jamaican Council for Voluntary Social Services (CVSS) to strengthen its institutional capability to deliver social services to under- and unemployed young men and women.

GOAL: Self-sufficiency attained by the Jamaican Council for Voluntary Social Services.

PURPOSE: The institutional capability of the Jamaican Council for Voluntary Social Services (CVSS) to deliver social services to the young unemployed and underemployed strengthened.

OUTPUTS: Training in program planning, implementation, and evaluation provided to the Jamaican Council for Voluntary Social Services (CVSS) and to 10-20 of its member agencies.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Council of Voluntary Social Services is meeting, to an appreciable measure, the objectives of a social development service delivery system grant. Some administrative problems noted on the part of CVSS, hindering projects implementation. Some staff lack enough training and experience in project identification, formulation and implementation in appropriate management techniques (time wasted retraining people).

2. Problems of personnel cooperation between CVSS funded projects resulted in projects with less success than might have been possible.

Adale J. Wint, "Social Development Services Delivery System." USAID/Jamaica; PES; 1982.

JAMAICA

VOCATIONAL SKILLS TRAINING

Project Number 5320070

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$500,000

Project to provide vocational and skills training to young men and women in Kingston, Jamaica, through Operation Friendship.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Management of vocational skills training project did not fully understand USAID's procedure for ordering equipment from overseas, resulting in procurement delays of tools and equipment of up to nine months.
2. Construction of classrooms and thus implementation of new trade skill areas will be delayed for over a year. Their delays should not adversely affect ultimate completion of project or project goals.
3. Vocational skills training project a success thus far: curriculum and training materials have been developed, operations staff have been hired and trained and a marketing plan and manpower survey are being done.
4. Although still early in implementation, students have already been sent out to local industry for on the job experience and few of the program's most recent graduates have been hired by those same industries: local businesses seem enthusiastic about the project.

Henry Kettle, "Vocational Skills Training." USAID/Jamaica; PES; 1982.

PANAMA

RURAL COOPERATIVE DEVELOPMENT

Project Number 5250173

PROJECT SYNOPSIS

Initial Year: FY 74 Life of Project Funding: \$8,100,000

Loan to the Government of Panama will support two major activities to strengthen the rural cooperative movement and thereby allow it to expand its membership to include low income farmers.

GOAL: Rural cooperative members in Panama expanded.

PURPOSE: Technical and financial capacities of rural cooperative movement strengthened.

OUTPUTS:

1. Cooperative managers trained.
2. Audit Section created within Department of Cooperatives, Ministry of Agriculture (MIDA).
3. Joint Government of Panama/U.S. data gathering and evaluation program created.
4. Cooperative revolving fund established within Agricultural Development Bank.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the mission found:

1. Deficiencies in implementation of rural cooperative development project included delayed provision of external technical assistance by outside contractors which caused only a fraction of the planned agronomic supervision to materialize. Educational services were similarly delayed.
2. While institutional development was less than planned because of inadequate, late technical assistance.

3. Project was deemed a success because of the highly productive use cooperative credit was put to, enabling many beneficiary households to capture production yield increases and income opportunities which otherwise would not have been available, and low delinquency rate of less than three percent.
4. Credit program has been successful.

Frank Almaguer, "Rural Cooperative Development." USAID/Panama; PES; 1982.

PANAMA

WATERSHED MANAGEMENT I

Project Number 5250191

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$10,000,000

Loan is provided to the Government of Panama to implement a program to promote rational use of renewable natural resources.

GOAL: Rational, productive, economic and equitable use of Panama's renewable natural resources obtained.

PURPOSE: 1. Technical, managerial, and administrative capabilities of the government institution responsible for management of renewable natural resources strengthened.
2. Awareness of the importance of natural resource conservation increased.
3. Implementation of on-going watershed management initiated in the canal and two other priority watersheds that incorporate the watersheds' populations into the resource management/conservation process.

OUTPUTS: 1. Capacity of RENARE to undertake watershed management projects increased.
2. Resource conservation information program established.
3. Watershed management program initiated in canal watershed, La Villa Watershed, and Caldera Watershed.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for mission did not report any findings.

Dwight Walker and John Champagne, "Watershed Management I." USAID/Panama; PES; 1982.

PANAMA

RURAL WATER

Project Impact Evaluation No. 32

PROJECT SYNOPSIS

Initial Year: FY 72
FY 76

Life of Project Funding: \$3,800,000
\$9,500,000

Impact evaluation encompasses two projects in Panama. Project Number 5250170 was funded in 1972 and laid the groundwork for a more effective delivery of health and nutrition services, extending the delivery system to 800 rural villages. Project Number 5250181 was funded in 1976 and had as its goal the elevation of the Panamanian Marginal Population to acceptable standards of health. This project concentrated on three types of accessible health services: community health care centers, potable water and improved nutrition through community-wide efforts.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out for PPC impact found:

1. Carefully planned efforts to secure the involvement and commitment of community residents contributed to the success of rural water/health projects in Panama.
2. Many communities undertook major expansion to meet the needs of increased populations. Many others converted to gravity systems as energy costs escalated.
3. Village personnel were trained to operate and maintain equipment and provisions were adequately made for other technical assistance as necessary.

4. It appears project has had successful impact on health (lower infant mortality/diarrhea especially), building community operation, women (in productive time served) and generally water related economy activities.

Robert Meehan, et. al., "Panama: Rural Water." USAID/Washington, Project Impact Evaluation No. 32; PES; 1982.

FOOD AND VOLUNTARY ASSISTANCE

FOOD FOR PEACE IN PANAMA

Project Number 5254801

PROJECT SYNOPSIS

Initial Year: FY

Life of Project Funding: \$

Title II program to improve the health and nutrition of the rural population by improving the amount and the nutritional quality of food available. Project is designed to make the food available to the rural population and all the attendant delivery, storage and distributing systems.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the Office of Food and Voluntary Assistance found:

1. Overall, PL-480 Title II in Panama implemented by CARE is going well. Some problems: packaging of commodities should be improved, inspection procedures in storage should be improved, better reporting and bookkeeping at local distribution center, transportation systems to local distribution centers needs to be more efficient.
2. PL-480 should be continued in Panama: stress high protein components and target more commodities to actively promote development on projects.
3. Targeting towards pregnant mothers, children, ill patients has been particularly successful.

Earl Jones, et al., "Food for Peace in Panama." USAID/Washington; PES; 1982.

PARAGUAY

MINIFUNDIA CROP INTENSIFICATION

Project Number 5260118

PROJECT SYNOPSIS

Initial Year: FY 79

Life of Project Funding: \$2,250,000

Grant to Credicoop (small farmer oriented agriculture coop federation) in Paraguay to assist Credicoop, in cooperation with Government of Paraguay, intensify food crop production in minifundia or central zone and to develop related marketing and processing system.

GOAL: Increase net cash income of participating farmers in central zone Minifundia areas. Subgoals: Increase production and reduce marketing constraints of labor-intensive food crops; promote processing and export of traditional and food crops.

PURPOSE: To establish within Credicoop an agribusiness complex to promote and finance the supply of inputs and, consequently, the production, processing and distribution/export of labor intensive food crops such as F&V in the Minifundia area.

OUTPUTS:

1. Training seminars in marketing, credit, promotion of precooperatives, handling and processing of fruits and vegetables, and for paratechnicians.
2. Research studies in marketing analysis, new crops and/or varieties, new technology.
3. Credit program: targets in cumulative number of loans, cumulative amount of loans, delinquency rate, increase in coop share capital.
4. Extension: targets in additional cooperatives formed, small farmers receiving assistance.
5. Targeted percentage of cold storage/processing plants completed.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. AID project paper wrongly assumed that base line data was there and of an acceptable quality to be useful to project.
2. Economic recession in Paraguay threatens small farmers' sources of income in crop intensification program.
3. Some delays in receiving technical assistance and in developing research information by AID/W hindered project implementation.
4. Reasonable progress made to promote and finance agribusiness activities among small farmers.

Blair Cooper and Oscar Carvailo, "Minifundia Crop Intensification." USAID/Paraguay; PES; 1982.

PARAGUAY

BILINGUAL EDUCATION

Project Number 5260503

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$996,000

Grant to Government of Paraguay supports development of pilot program in bilingual education (Guarani/Spanish) by Ministry of Education (MOE).

GOAL: Sector Goal: To provide Paraguay's rural non-Spanish speaking population with greater social and economic opportunities. Program Goal: To improve elementary education in terms of linguistic relevance and economic efficiency.

PURPOSE: To develop Ministry of Education capability to provide bilingual instruction for non-Spanish speaking children.

OUTPUTS:

1. Trained MOE staff working in the implementation and production of bilingual education teaching materials and techniques.
2. Tested bilingual teaching materials and teacher guides (teacher manuals, grade 1-3 readers, supplemental materials).
3. Trained staff for pre-service and in-service teacher training in principles of bilingual education in normal schools and regional centers.
4. Increased number of classrooms using bilingual education (12 in FY-78, 168 in FY-81).
5. Comprehensive information and independent evaluation of the educational results.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Bilingual education project is successfully achieving its objectives. The government is very committed to the project and has given it all necessary support.
2. Host country social, bureaucratic and political factors all contributed significantly to project success.
3. When the AID activities are completed in late 1983, the Ministry of Education will be in a position to "go national" with the bilingual program.

Heriberto Coronel, et al., "Bilingual Education."
USAID/Paraguay; PES; 1982.

PARAGUAY

LEGAL AID TO THE POOR

Project Number 5260510

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$130,000

Grant to the National University of Asuncion (UNA) to assist the UNA Faculty of Law (UAFL) to extend its present legal aid service to Paraguay's rural poor.

GOAL: To extend to the rural poor the benefits and protection of human rights offered by the law.

PURPOSE: To amplify the University of Asuncion Faculty of Law's legal aid service to cover rural Paraguay.

OUTPUTS: 1. Promotional efforts: a) newsletters; b) radio; c) T.D. seminars, conferences, meetings.
2. Number of visits to rural areas.
3. Completion of legal interview forms.
4. Completion of legal aid service manual.
5. Completion of draft laws: a) amendment of curriculum; b) legal tax exemption.
6. Case reports for use by the legal community.

INPUTS: 1. AID: a) personal services; b) commodities; c) operations; d) contingencies.
2. Faculty of Law: a) personal services; b) commodities; c) operations; d) contingencies.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. The issue of land tenure particularly threatens rural authorities.

2. The legal aid program has met with some resistance by rural authorities resulting in additional political endorsement of legal aid activities by the Government of Paraguay.
3. The project is receiving assistance by working with and/or through the AID mission to address the issues in a less threatening manner to authorities.
4. Although resolved, the project encountered difficulty when vehicles were delivered late and per diem figures were not included in the budget, thus hampering the number of trips to rural areas.

Julio C. Basualdo and William Oglesby, "Legal Aid to the Poor." USAID/Paraguay; PES; 1982.

PERU

DECENTRALIZING EDUCATION PLANNING

Project Number 5270158

PROJECT SYNOPSIS

Initial Year: FY 75 Life of Project Funding: \$369,000

Grant provides technical assistance to Office of Sectoral Planning (OSPE) in Ministry of Education (MOE) to decentralize educational planning in four most disadvantaged rural areas.

GOAL: Make the Peruvian education system more responsive to the needs of local communities.

PURPOSE: Decentralize educational planning and provide the institutional base for a more relevant Peruvian education system.

OUTPUTS: 1. Trained personnel: Department of Sectoral Planning (OSPE), regions, zones, community education groups (NEC), other entities.
2. Training unit in Ministry of Education.
3. NEC planning offices equipped.
4. Zonal and regional offices equipped.
5. OSPE equipped.
6. Publications manual.
7. Handbook on planning methodology.
8. Glossary of planning terminology.
9. Spanish translations.
10. Research: community involvement, socio-economic-educational sample frame, simulated model, funding sources, statistics manual, feasibility.

INPUTS: 1. U.S. and third country technicians, Peruvian technicians.
2. Equipment and books.
3. U.S. and third country training.
4. Other costs training in Peru.
5. Seminars.
6. Research.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. External political and economic factors severely limited the degree to which real educational decentralization could take place. Largely due to worldwide recession, government was forced to make sharp budget cutbacks and failure to make parallel achievements in larger political and economic processes strongly limited progress which might have been achieved.
2. The contribution made was not nearly sufficient to overcome needs: AID programming in this area was insufficient and the government did not have the resources to pick up the slack. This resulted in failure to carry out some planned programs and disillusionment among personnel at receiving sites.
3. Idealistic nature of project paper (based more on desirable achievements than on analysis of the system to be modified) and the lack of substantive (in regards to pre-project conditions and systems analysis) made objective final evaluation difficult.
4. Much research on real life conditions, before and during the project, therefore, had to be done in evaluating educational decentralization project.
5. Contributions made by technical assistance provided under educational decentralization project proved marginal. Shortfalls here resulted in a failing to carry out most of the research programmed.
6. Equipment (typewriters and calculators) provided by AID helped create a more adequate infrastructure for educational decentralization.
7. Research was carried out by host country personnel on a very limited scale, but even then results failed to be utilized because of a lack of personnel and technicians to carry out analysis.

Christine Krueger, et al., "Decentralizing Education Planning." USAID/Peru; PES; 1982.

PERU

PRE-SCHOOL EDUCATION FOR THE DISADVANTAGED

Project Number 5270161

PROJECT SYNOPSIS

Initial Year: FY 79

Life of Project Funding: \$1,600,000

USAID grant will assist Government of Peru (GOP) improve PUNO's non-formal pre-school (PS) program and expand similar programs into the Cuzco and Huaraz areas.

GOAL: Make Peruvian education system more responsive to needs of all Peruvians.

PURPOSE: Develop and test a nationally applicable low-cost initial education (I.E.) model program for disadvantaged children.

OUTPUTS:

1. Ministry of Education manual for developing, establishing I.E. programs.
2. Curriculum and teachers training modules for I.E. program.
3. MOE, regional, zonal, school district staff trained in administration, supervision of I.E. programs.
4. I.E. centers in operation.
5. Project evaluation reports, cost effectiveness study.
6. Promoters/teachers provided short-term training.
7. Students enrolled (pre-school age).
8. Parents, community members working in program.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Project is one year behind schedule due to delays caused by change of government which took place at beginning of project implementation.

2. Even though project is delayed it is already being demonstrated that rural communities in Peru are willing and able to carry out early childhood education programs on a volunteer basis.

Paul E. White, et al., "Pre-School Education for the Disadvantaged." USAID/Peru - Regional Office; PES; 1982.

PERU

RURAL ENTERPRISES II

Project Number 5270176

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$8,000,000

Four-year project provides loan to increase capitalization of revolving rural enterprise development fund which extends credit to create new and expand existing small enterprises.

GOAL: Generate and increase rural income in the Peruvian Sierra and Ceja De Selva. Subgoal: increase employment and productivity levels in the target area.

PURPOSE: To develop and expand rural small enterprises by improving the access-of such firms to credit and related technical assistance.

OUTPUTS: 1. 4,800 loans made to rural enterprise activities.
2. Industrial Bank of Peru (BIP) technical personnel trained at international short courses.
3. BIP officers visit other Latin American rural enterprise development projects.
4. Data bank created.
5. Local seminars held for BIP personnel.
6. Credit manual published.
7. Promotion materials developed for radio and brochures.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out by an AID/Washington Central Bureau did not report any findings.

Susan Goldmark, et al., "Rural Enterprises II." USAID/Washington; PES; 1982.

PERU

CARE OPG WATER HEALTH SERVICES PROJECT

Project Impact Evaluation No. 24

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$639,000

Impact evaluation assesses Project Number 5270177, which was designed to improve the sanitation and health well-being of the villagers living in the highland region of Ancash Department. These were to be improved by the installation of twenty water supplies and four sewer systems, built on a self-help basis.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out for
PPC Impact found:

1. Many villagers could not afford the investments necessary to take advantage of the sewers.
2. Sewer systems require so much capital and labor they do not now appear to be a worthwhile investment in rural villages.
3. Because of a series of bureaucratic conflicts between the Ministry of Health and the organization in charge of implementing health component, vaccinations were not given, and the health level was reduced.
4. Most successful component of water health services project was the installation of gravity water supplies. They require no fuel or energy to operate and are most appropriate where hydrologic conditions permit. Such systems are the simplest and cheapest to build, operate and maintain.
5. Rural villagers have been able to meet their day to day operations and maintenance needs. However, for the long-term, there is need for technical supervision.

6. CARE's attempt to measure health impact of project suffers from a faulty research design. Because of these three factors, achievement and evidence of health goals haven't been attained.
7. Health education component in water health services project, especially the movies, were received enthusiastically by the villagers but did not appear to have made any impact.
8. Installation of piped water supply systems in water health services project has its greatest impact on women and children. Women saved an average of three hours of work daily by having a water faucet on the patio. Most of this extra time was spent on productive or income generating work.
9. Sewer systems built in rural water health services project markedly improved the household sanitation of the few villagers who could afford to hook to them.
10. Children's personal hygiene was improved through more frequent washing and bathing.

Joseph Haratari, et al., "Peru: CARE OPG Water Health Services Project." USAID/Washington, Project Impact Evaluation No. 24; PES; 1982.

URUGUAY

AGRICULTURE RESEARCH & TECHNICAL ASSISTANCE

Project Number 5280101

PROJECT SYNOPSIS

Initial Year: FY 75 Life of Project Funding: \$4,850,000

Reorganization of agricultural research and technical assistance development (IATA) encompasses plan to determine Uruguay's agricultural technology needs through applied research, apply adapted technology and provide technical assistance for key exports.

GOAL: A sustainable increase in national agricultural production to augment export earnings and reduce food imports. Increase small and medium farmer income and their percentage of total agricultural profits.

PURPOSE: Developing, within the Ministry of Agriculture, a mechanism for expanding and improving the quality of applied agricultural research and disseminating the results to farmers. Such a mechanism will also incorporate into and coordinate with a national network involving all public and private agricultural agencies in a concentrated research and technical assistance program to transfer applied technology to the farmer.

OUTPUTS:

1. Expansion of national network of agricultural research and demonstration stations.
2. Trained Uruguayans in key positions.
3. Evaluation of production systems.
4. Delivery of technical information.
5. Coordination of technical assistance services.
6. In-country training of farmers, coop management, coordination agency officials and others.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the mission found:

1. The political climate in Uruguay has had a dramatic impact on the project. The Director General of the Government of Uruguay implementing office resigned and long term trainees were closely scrutinized by Government of Uruguay.
2. GOU at one point dismissed many agriculture extension agents and research technicians, leaving the Ministry with low technical assistance capability.
3. The Ministry also changed its policies and priorities affecting the final outputs of the project. Three of the outputs fell short of the achievement mark established earlier in the project.
4. Apparently there were problems with the project start resulting in underestimations in equipment costs due to inflation.

A. Jaime Baucelo and Thomas L. Geiger, "Agriculture Research & Technical Assistance." USAID/Uruguay; PES; 1982.

URUGUAY

AGRICULTURAL-INDUSTRY DEVELOPMENT LOAN

Project Number 5280103

PROJECT SYNOPSIS

Initial Year: FY 75 Life of Project Funding: \$5,000,000

Of the U.S. \$5 million AID loan, \$4,500,000 will finance foreign exchange costs for imports of capital goods and essential raw or intermediate processed materials for export-oriented agri-industries.

GOAL: Increased real foreign exchange earnings and increased production, employments, and income opportunities for small and medium sized farmers.

PURPOSE: Establishment of viable agri-industries that are new production and marketing alternatives for small and medium farmers.

OUTPUTS: An effective delivery system established for the financial and technical services to private entrepreneurs and cooperatives. The establishment or expansion of agri-industries (food processing) expanded and strengthened project appraisal capability of Unidad Asesora review, appraisal, and assistance to sub-project investment proposals (feasibility studies undertaken, technical assistance arranged).

INPUTS: A package of financial and technical services.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the mission found:

1. Delays in project implementation were caused by: deficiencies in project planning which did not account for under-capitalization and antiquated nature of agribusiness sector; lack of small and medium sized businessmen willing to apply for credit; and commercial banks' lack of confidence in agribusiness managers such that commercial banks unwilling to participate in credit program.
2. Newly established lines of credit for industries traditionally outside credit sector require a considerable period of time to initiate and establish as fully operational.
3. Lack of baseline data and on-going survey results hindered assessment of project impact and, consequently, redesign.

A. J. Barcelo-Capital, et al., "Agricultural-Industry Development Loan." USAID/Uruguay; PES; 1982.

OTHER WEST INDIES-EASTERN CARIBBEAN REGIONAL

REGIONAL DEVELOPMENT TRAINING

Project Number 5380014

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$4,722,000

Grant provided to: 1) the East Caribbean Common Market (ECCM) Secretariat to implement a training program for all levels of public service personnel from member countries (Antigua, Dominica, Grenada, Montserrat, St. Kitts-Nevis, St. Lucia and St. Vincent); and 2) the Caribbean Community (CARICOM) Secretariat to support existing and new training programs for public and private sector personnel in development-related occupations from its member countries (EEC countries plus Belize, Barbados, Guyana, Jamaica, and Trinidad & Tobago.

GOAL: To improve the productivity of public sector institutions and the number and efficiency of private sector enterprises.

PURPOSE:

1. To upgrade the managerial and technical skills of civil servants and small businessmen in the Caribbean Community (CARICOM) states, with particular emphasis on the LDC's and Barbados.
2. In the East Caribbean Common Market (ECCM) Secretariat and its member states, to design and provide management, administrative, supervisory and clerical skills training.
3. In the CARICOM Secretariat, to identify, develop, coordinate and implement participant training in specialized technical and managerial areas.

OUTPUTS:

1. Training officers and trainers in each ECCM territory receive training to upgrade their skills.
2. Courses and materials for general supervision and administration training appropriate to all levels of the public service designed and given throughout the ECCM countries.
3. Courses and materials for clerical support training designed.

4. Specialized technical and managerial training courses designed and provided in the Caribbean to groups of public and private sector employees.
5. Intensive technical and managerial training provided in the Caribbean and the U.S.
6. Special focus seminars designed and offered in regional locations.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out by several missions found:

1. Possible impediment to Caribbean Regional Development Training project achieving its anticipated output is the increased cost of training (above what was expected).
2. Lack of enthusiasm of private sector people in attending seminars to upgrade management skills in Caribbean Regional Development training project is due to the fact that the implementation agents of this project are public servants. Historically the private sector has always viewed public servants with suspicion.
3. Lack of private sector interest can have a detrimental effect on the scope and impact of the seminars, i.e., skills and information conveyed by the seminars will be "public oriented" and reach only the public sector.
4. Unlike in the past, the emphasis should be on middle to senior level people whose training can have the greatest impact/multiplier effect on the systems in which they work.
5. The mix between short and long term training and U.S. versus Caribbean training (host countries push for long term U.S. training) which will make it necessary to insist participating countries undertake more short term Caribbean training and the need for a careful review of the level of persons receiving training.

Harold Freeman, et al., "Regional Development Training."
USAID/Caribbean Regional; PES; 1982.

OTHER WEST INDIES-EASTERN CARIBBEAN REGIONAL

CARIBBEAN CREDIT UNION DEVELOPMENT

Project Number 5380035

PROJECT SYNOPSIS

Initial Year: FY 80

Life of Project Funding: \$760,000

Grant is provided to Credit Union National Association, Inc. (CUNA) to assist the Caribbean Confederation of Credit Unions (CCCU) to develop and implement programs to assist member credit union leagues and their affiliated credit unions to mobilize savings needed for development activities. CUNA will implement this multi-donor project

GOAL: Economic development promoted in the Caribbean.

PURPOSE: Mobilization of local savings increased and these funds channeled back into productive and provident investments by Caribbean credit union members and their families.

- OUTPUTS:
1. Caribbean Confederation of Credit Unions aided in assisting member credit union leagues in designing and implementing development programs for member credit unions.
 2. Member credit union leagues assisted in developing their affiliates' management capabilities to provide services to credit union members.
 3. Individual credit unions assisted in increasing membership, mobilizing member savings, and providing timely and low-cost credit services.
 4. The Dominica Credit Union League and affiliated credit unions strengthened so that the credit union movement can assist in Dominica's reconstruction after Hurricane David.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for several missions found:

1. If present trends continue, funds will have to be reallocated from currently underspent budget categories to the overspent CCCV category, lessening the potential impact of the as yet unspent categories.
2. The Country Development Grant (CDG) component of the Caribbean Credit Union Project is behind schedule: six country projects were operational and six more were pending at the time of the evaluation while a minimum of ten were scheduled for start-up during the first eighteen months.
3. Delays in this area reflect difficulties encountered by affiliated movements in meeting CDG participation criteria, delays experienced by the CCCV in establishing and staffing its headquarters office and postponement of the initial institutional analysis and development planning phase of the project.
4. Caribbean Credit Union Movement Project is clearly meeting its fundamental objective of strengthening institutional capabilities to provide financial services needed by its over 400,000 members.
5. Institutional development is demonstrated by substantial and continuing increases in membership, savings, loans, improved management and reporting, initiation of country development projects, training services and technical assistance in implementation.
6. While there is a measurable degree of overall progress in the Caribbean Credit Union Movement, the level of achievement in meeting specific project objectives is less than expected for various reasons: inadequate managerial performance: especially in planning, personnel administration and financial control at the CCCV level.

Edward M. Bingell, et al., "Caribbean Credit Union Development." USAID/Caribbean Regional; PES; 1982.

REGIONAL OFFICE CENTRAL AMERICA & PANAMA

MANPOWER PLANNING AND DEVELOPMENT

Project Number 5960004

PROJECT SYNOPSIS

Initial Year: FY 63 Life of Project Funding: \$2,704,000

Seven year project consisting of grants to improve coordination and integration of manpower development services in Central America.

GOAL: Regional manpower services coordinated and integrated.

PURPOSE: Office of Manpower and Labor Affairs (OMLA) developed as regional staff resource for labor affairs in Central America.

OUTPUTS:

1. National Human Resource Councils organized.
2. Operating costs of OMLA assumed by Organization of Central American States.
3. Uniform regional labor and manpower statistics developed.
4. Manpower research, analysis, planning coordinated and integrated.
5. Regional conventions developed, encouraging uniformity of labor and social legislation.
6. Coordinated regional plan for skill training developed.
7. Regional network of manpower services (employment services and related activities) developed.
8. Studies conducted on minimum wage, wage policies, legal benefits, rural manpower mobility.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out by AID/Washington Central Bureau found:

1. Problems in communication between implementing organizations attributed both to the turnover in the presidency of implementing banks and to the apparent distortions in normal channels of communication caused by the project implementing unit within banks have led to serious misunderstandings that both complicated and prolonged discussion on procedural matters, e.g. disbursement of funds.
2. Urban housing project is 24 months behind schedule.
3. Through effective stimulation by AID, all parties have recognized the need to improve communications. Monthly high level meetings will be held until there has been satisfactory progress in implementing various project components.

P. Conway, "Urban Shelter Improvement." USAID/ROCAP; PES; 1982.

AGRICULTURE INFORMATION SYSTEMS

Project Number 5960048

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$3,329,000

To create and make operative a Central American system for agriculture research and information management.

GOAL: Create an environment in which the rural poor have increased opportunities for participating in the expanding benefits emanating from development through optimizing output and income from the land they work.

PURPOSE: Forge a cooperative and coordinated effort by regional and national institutions in Central America (CA) to: a) upgrade the quality of research and orient it to the needs of small farmers and, b) create region-wide system for more effective information management.

OUTPUTS:

1. Regional steering committee providing project direction.
2. Standards, methodologies, procedures on agriculture research established and researchers trained.
3. Five technology packages developed.
4. Data bank/information system with national/regional memory and transfer systems and technicians trained in information management techniques.
5. Market news/crop forecasting system designed, adapted for mass-media.
6. Information exchanges between regional/other country institutions.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for AID/Washington
Central Bureau found:

1. The original project paper was modified because it was stated that its goals and objectives were too ambitious. As a result, the PACD was extended and the project was redesigned to meet those needs.
2. Training has been continuous in order to maintain a core of staff at the country level. Rapid turnover was stated to be "characteristic" in most Central American countries.
3. The project has accomplished its purpose and has managed to stimulate region-wide interest in improving methods of data collection, analysis and use.
4. The introduction of the area sample frame for these activities has been somewhat accepted and its use is having a noticeable impact on national programs.

Rafael Franco, "Agriculture Information Systems." USAID/ROCAP;
PES; 1982.

SMALL FARM PRODUCTION SYSTEMS

Project Number 5960083

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$7,653,000

Grant provided to the Tropical Agricultural Research and Training Center (CATIE) to develop within Central America the capability to conduct crop, animal, and mixed production systems research and to convey research results to small farmers.

GOAL: Improve the regional conditions in which the rural poor will have increased outputs and income from the land they work.

PURPOSE: Develop a continuing Central American capability to conduct and convey to small farmers crop, animal, and mixed farming production systems research.

OUTPUTS:

1. Methodology for developing crop, animal, and mixed farming system recommendations.
2. Crop, animal, and mixed farming system recommendations for specific areas.
3. Baseline information and research results where small farms are concentrated.
4. Extrapolation methodology for transfer of cropping system recommendations from one geographic area to another.
5. Recommendations for transfer of production system tech-packs to small farmers.
6. Formal training through short courses and graduate training.
7. In-service training through direct participation in field research.
8. Institutional capacity to continue technical assistance for production and transfer of recommendations.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for several missions found:

1. Although CATIE had developed a cropping and animal production systems methodology.
2. No methodology had been developed for researching or disseminating information on mixed farming systems to small farmers who do not have access to information on advanced farming technologies.

Rafael Franco, "Small Farm Production Systems." USAID/ROCAP; PES; 1982.

REGIONAL OFFICE: CENTRAL AMERICA & PANAMA (ROCAP)

INCAE MANAGEMENT DEVELOPMENT

Project Number 5960101

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$1,800,000

Project to assist the Central American Institute for Business Administration (INCAE) to meet short-term operational needs, thereby enabling it to continue operations, graduate 50-70 M.B.A. students and offer 40-60 advanced management and special programs each year, and implement plans to enhance its financial and institutional viability.

FY 1982 EVALUATION FINDINGS

Combination evaluation carried out for the mission found:

1. INCAE suffered major financial losses due to the Nicaraguan civil war and the economic and political conditions of client countries. Enrollment declined substantially, forcing INCAE into bankruptcy.
2. A five year turnaround management plan was initiated through an emergency cash transfer approved by AID and an AID grant of \$1.8 million.
3. The first year of the turnaround management plan has substantially progressed and INCAE should achieve financial solvency in the next few years.

Rafael Franco, "INCAE Management Development." USAID/ROCAP; PES; 1982.

LATIN AMERICA REGIONAL

RADIO SCHOOLS

Project Number 5980558

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$820,000

Technical advisory assistance provided to Accion Cultural Popular (ACPO), Colombian Foundation producing radio non-formal education programming for its campesino population, ACPO program evaluated to produce guidelines for more effective utilization of radio in teaching improved health and agricultural practices to rural poor. Study intended to have impact throughout Latin America.

GOAL: To utilize radiophonic learning efficiently in promoting improved health and agricultural knowledge, attitudes and practices among campesino families.

PURPOSE: To provide systematically-developed guidelines for effective utilization of radio-phonetic learning systems toward project goal. Sub-purpose: a) to systematically evaluate educational model of ACPO, b) to analyze successful methodologies and practices of ACPO, c) to develop recommendations on application of successful methodologies in other Latin American areas.

OUTPUTS: 1. All relate to Accion Cultural Popular (ACPO):
a) Baseline data on effectiveness of radio-phonetic schools gathered and analyzed;
b) Instructional materials produced for training of evaluation specialists; c) Cadre of trained personnel developed; d) Effectiveness of various mixes of radio, instructional materials analyzed; e) Evaluation data gathered and analyzed on unmet needs and educational opportunities, existing facilities and resources, impact on target population, f) Written reports produced.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the Regional Office found:

1. Radio schools of Latin America provided grant funding to do an extensive field survey of Accion Cultural Popular (ACPO), an adult nonformal educational program.
2. The quality of technical assistance supplied by Florida State University was marginal. The core project activity on which other project outputs depended was an ambitious and complex field survey of ACPO coverage and impact. The project technical staff didn't have adequate expertise in survey research methods, sampling, questionnaire design or social statistics.
3. The consequences of these technical assistance deficiencies are to render all project outputs and effects meaningless.

Richard Martin, "Radio Schools." USAID/LAC Regional Office; PES; 1982.

LATIN AMERICA REGIONAL

RURAL COMMUNICATION SERVICES

Project Number 5980581

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$2,038,000

Grants are provided to ENTEL-Peru (EP), a Peruvian telecommunication (TC) corporation, and the University of the West Indies to test the feasibility of using satellite communication technology to expand extension services to rural areas of Latin America and the Caribbean.

- GOAL:
1. To improve the quality of life in rural and poor communities in the Latin American and Caribbean (LAC) region.
 2. To improve the outreach and impact of developmental activities in rural areas.

PURPOSE: To test and demonstrate the potential of communication technology, including satellites for extending and improving agriculture, health, and education services to rural communities in Peru.

- OUTPUTS:
1. Pilot communication network: a) village health posts with radiotelephone; b) rural schools equipped with speakerphones; c) agriculture extension offices with radiotelephones; d) public telephones; e) local radio stations interconnected.
 2. Peruvians trained (in-country): a) rural communications design, operation, maintenance; b) communications planning and evaluation; c) sector applications: agriculture, education, health.
 3. Studies: a) sector impact study; b) system cost analysis.
 4. Regional dissemination activities: a) seminars; b) publications; c) movies.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for several missions found:

The rural communication services project experienced a tremendous setback as a result of proposed budget errors based on a pre-project design study. These cost errors caused a postponement of the project, limited project scope and decreased technical activity.

Richard R. Martin, "Rural Communication Services." USAID/LAC Regional Office; PES; 1982.

EGYPT

IMPROVEMENT OF RURAL HEALTH DELIVERY

Project Number 2630015

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$12,300,000

Five-year grant to Government of the Arab Republic of Egypt's Ministry of Health to improve preventive-curative rural health services.

GOAL: Improve the commitment and capacity of the Ministry of Health to provide broad access to preventive and curative health services at acceptable levels of quality.

PURPOSE:

1. Identify/validate through field testing replicable methods to reduce communication, management/supervision, motivational and incentive issues as factors limiting production of rural health services--particularly as these issues impact on prevention and outreach.
2. Mobilize greater support and commitment of resources to rural health program within the Ministry of Health.

OUTPUTS:

1. Improved communication and transportation on rural health services validated.
2. Motivational factors in rural health delivery identified.
3. Low-cost diseases control services designed.
4. Analysis and training established in Ministry of Health.
5. Evaluation systems design established in Ministry of Health.
6. Vehicle use and maintenance plan developed.
7. Phone system operating between Ministry of Health and health center.
8. Professional rural health career opportunities strengthened.
9. Add-on equipment installations for health units provided.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Ministry of Health and long term training assistance insufficient to meet project objectives fully.
2. Project delays caused by lack of agreement on project goals between AID and implementing organization.
3. Infant oral rehydration program showing great success as are home visiting intervention.
4. Baseline data collected, training manuals, record systems, scopes of work, staff training, supervision and management improved.
5. Problems with strengthening rural health delivery system project: inability (because of inadequate facilities) to analyze and put to implementational use baseline data.
6. Progress to date: health delivery problems being diagnosed.

Eugene R. Boogstrom, et al., "Improvement of Rural Health."
USAID/Egypt; PES; 1982.

EGYPT

INDUSTRIAL DEVELOPMENT BANK

Project Number 2630018

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$3,200,000

AID loan to Government of Egypt will be re-loaned by GOE to the new Industrial Development Bank of Egypt (IDBE), and will complement current IDA loan as a source of foreign exchange for industrial production relending.

GOAL: Rate of growth of Egypt's industrial sector increased.

PURPOSE: Foreign exchange capital made available for use by Egyptian industrial sector.

OUTPUTS: 1. Training programs established by USAID/Cairo and the Industrial Development Bank of Egypt (IDBE).
2. IDBE senior banking officers trained.
3. 75-100 industrial development projects assisted by IDBE foreign exchange loans.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the mission found:

1. AID loan funds have not been disbursed to private sector as quickly as intended due to availability of credit from other donors on more favorable terms because of AID procurement regulations and the comparative disadvantage of U.S. products in host country market. Recipient banking institution does not promote its services as actively as it should.
2. Therefore, the major project assumption that the availability of term credit would appeal to private sector enterprises seeking to acquire imported U.S. machinery and equipment did not hold true.

3. Achievement of project output to train recipient host country institution staff did increase institutional capacity to evaluate loan applications.
4. However, institutional impact is limited by failure of host country institution to recognize training needs of its top management.
5. The full benefit of AID loan funds is not being extended by recipient host country institution to its clients and due to a large loan cancellation rate initiated by investors after a change in the U.S./host country exchange rate which increased the borrower's debt liability.

J.D. Schneider, et al., "Industrial Development Bank." USAID/
Egypt; PES; 1982.

EGYPT

DEVELOPMENT DECENTRALIZATION

Project Number 2630021

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$26,200,000

Grant to organization for reconstruction and development of the Egyptian village (ORDEV) of Government of Egypt (GOE) will strengthen financial viability and development capability of selected Egyptian village councils by creating within ORDEV an AID-financed local development fund (LDF) to provide loans to village councils for development projects.

GOAL: To reinforce and strengthen decentralized local government in Egypt.

PURPOSE: To strengthen the financial viability and development capability of selected village councils in Egypt.

OUTPUTS:

1. Increased applications for and disbursements of village loans;
2. Increase of profit on loans;
3. Design appraisal and implementation of profitmaking projects by village councils and executive committees;
4. Training of village councils in loan submission techniques and their ultimate self-sufficiency in this area;
5. Expansion of flow of adequately designed project loan requests to LDF;
6. Development of LDF training system within ORDEV;
7. Technical, field, in-country and participant training of ORDEV in project identification, planning and implementation;
8. Development of in-country training capability;
9. Evaluation and monitoring system for LDF projects.

FY 1982 EVALUATION FINDINGS

Interim evaluation for AID/Washington Regional
Bureau found:

1. Increased attention should be paid to building and maintaining the local development funds, especially with reference to the various enterprises representing ongoing processes.
2. While the U.S. component of the training has been basically satisfactory, greater concentration should be directed towards the creation of an Egyptian facility.
3. Projects which do not return at least 15% should be dropped from the loan portfolio. New types of projects should also be looked into.

Graham B. Kerr, et al., "Development Decentralization." USAID/
Washington; PES; 1982.

EGYPT

AGRICULTURAL DEVELOPMENT SYSTEMS

Project Number 2630041

PROJECT SYNOPSIS

Initial Year: FY 77

Life of Project Funding: \$12,900,000

Grant to Government of Egypt supports a major collaborative assistance relationship (CAR) with the University of California at Davis (UCD) to assist the Ministry of Agriculture (MOA) and related agencies in developing an improved institutional framework for the planning and execution of a broad range of work in the agricultural sector.

GOAL: Increase agricultural productivity and the total contribution of the agricultural sector of Egypt.

PURPOSE: To create within the Ministry of Agriculture and related agencies an improved capacity for planning developmental programs and for delivery of services which will enable farmers to increase production profitably.

OUTPUTS:

1. A comprehensive set of developmental activities in one or more commodities.
2. An agricultural economics organization capable of (a) continued and comprehensive analyses of the agricultural sector and (b) planning actions.
3. A critical mass of agricultural scientists trained on contemporary science and technology, organized and equipped to participate in problem-solving.
4. Joint research activities on critical agricultural sector problems.
5. An established procedure and set of institutional relationships whereby benefits of U.S. technology can be brought to bear on Egyptian agricultural sector problems.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Overly ambitious project design attempted to effect major institutional change in entire host country agricultural sector through implementation of one AID-funded project: the expectations were too broad, the time frame too short and project success depended upon uncontrollable external factors.
2. A faulty project design unrealistically assumed that one U.S. university could provide adequate technical assistance on technical, policy and agricultural issues and that the complexity of AID procedures would not hinder.
3. Project implementation hindered by inability of U.S. technical assistance organization to recruit adequate personnel.
4. Generally, inadequate technical assistance hindered project implementation.
5. Project has been successful in mobilizing host country scientists to participate in project activities, including training activities.
6. Inability of U.S. contractor and host country institution to maintain close communication due to inadequate reporting procedures has hindered project implementation.
7. An inappropriate funding mechanism required AID mission to approve expenditures which it had no say in authorizing.
8. Further, project utilized a host country contracting arrangement which precluded effective mission control over project implementation.

Richard N. Blue, et al., "Agricultural Development Systems." USAID/Egypt; PES; 1982.

EGYPT

LOW INCOME HOUSING/COMMUNITY UPGRADING

Project Number 2630066

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$80,000,000

Grant is provided to the Government of Egypt to fund half of the costs for: (1) constructing a new low-income community in Helwan, a suburb of Cairo; (2) upgrading several existing low-income communities in Helwan; (3) constructing a Helwan vocational training center; (4) upgrading the institutional capacity of the GOE's Ministry of Housing (MOH) and the Credit Focier D'Egypt (CFE) for participating in housing programs of this kind.

GOAL:

1. Provision of acceptable housing for the population.
2. Equitable distribution of housing resources and community services.

PURPOSE: To demonstrate the premise of a proposed new housing policy--that basic housing and community facilities can be provided for low-income families which is socially acceptable, at a price they are willing to pay, and which provides the GOE with a substantial recovery of its investment.

OUTPUTS:

1. New housing and land use policy.
2. Demonstration projects: (a) informal settlements upgraded; (b) new community development completed.
3. Building trades training center established.
4. Building materials and products testing.
5. Community/cooperative associations.
6. Functioning credit institution for low-cost housing and home improvement.

INPUTS:

- A. U.S.: (1) Financial resources (FX); (2) Consultant services; (3) training opportunities.
- B. GOE: Financial Resources (FX).

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Housing and community upgrading project a year and a half behind schedule primarily because of protracted negotiations on training assistance contracts with U.S. consulting firms. Does not threaten project's completion, however.
2. Rescheduled project pretty much on schedule now. Both construction and upgrading activities going well.
3. Original project cost estimates are still valid. The size and complexity of the new community and upgrading areas are appropriate to meet project objectives and overall implementation/coordination going smoothly.
4. Cost and affordability, income distribution and social acceptability data all have shown project reaching desired beneficiaries and for the most part, providing the Government of Egypt a substantial cost recovery on its investment.

Robert Nathan Associates, "Low Income Housing/Community Upgrading." USAID/Egypt; PES; 1982.

EGYPT

AGRICULTURE COOPERATIVE MARKETING

Project Number 2630095

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$5,000,000

Grant is provided to the Government of Egypt to increase the efficiency and effectiveness of agricultural cooperatives.

GOAL: Small and medium size farmers' income raised by reducing the cost of perishable crops to consumers.

PURPOSE: Efficiency and effectiveness of farmers' agricultural marketing cooperatives increased, and their outreach to small and medium size farmers expanded.

OUTPUTS: 1. Cooperative marketing specialists trained.
2. Efficient marketing system developed and in place.
3. Effective cooperative administrative unit in operation.
4. Quality control technology improved.
5. Amount of loanable funds available in UCS system increased.

INPUTS: USAID: Technical assistance--marketing advisor, sales consultant, operations technician, consultants; Training--long-term and short term. IBRD: Construction and commodities.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for AID/Washington Central Bureau found:

1. Most of the Project Paper's outputs have had to be revised when it was realized that they couldn't be effectively implemented.

2. Loan disbursement was delayed for 10 months by the slow arrival of CLUSA staff and by the complex negotiations between the four coops, between AID and the Ministry of Agriculture and the modifications to use credit policy.

Gerald D. Miller & Alfred Waldstein, "Agriculture Cooperative Marketing." USAID/Washington; PES; 1982.

EGYPT

SMALL-SCALE AGRICULTURAL ACTIVITIES

Project Number 2630096

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$1,700,000

Grant, technical assistance, and commodities are provided to the Government of Egypt to introduce agricultural technologies appropriate to small farmers and rural residents.

GOAL: Improved quality of life for small farmer and other rural families and increased small entrepreneur participation in national economic development.

PURPOSE:

1. Introduce and/or adapt technologies appropriate to small farmer and rural resident needs.
2. To begin the process of developing an institutional capability in appropriate technology.
3. Increase rural employment opportunities by expanding small, rural-based, a ri-business enterprises.

OUTPUTS:

1. Items or processes of appropriate technology in use in rural areas.
2. Counterpart and cooperating agency personnel trained and in place.
3. Training and extension programs.
4. Instructional materials prepared.
5. Data and information of process of appropriate technology development and extension in Egypt.

INPUTS:

- 1) Technical assistance; 2) training; 3) commodities; 4) local costs in egyptian pounds; 5) ARE staff, facilities, operating costs, and services.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. A great deal more work needs to be directed towards the field testing of prototypes and general extension work.
2. There seems to be very little peasant support for this project.
3. Although a fair amount of data on other processes has been collected, there has been no systematic compilation and/or contribution of same.

Robert W. Pearson, "Small-Scale Agricultural Activities."
USAID/Egypt; PES; 1982.

EGYPT

INDUSTRIAL PRODUCTION

Project Number 2630101

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$145,000,000

Loan, grant, and technical assistance are provided to the Government of Egypt (GOE) to improve the institutional capability of the Ministry of Industry (MOI) to manage the allocation of resources in the industrial sector, and to improve the capability of the MOI and the public sector industrial companies to plan and implement projects.

GOAL:

1. Egypt's national income increased and balance of payments improved.
2. Capability of Egypt to increase the efficiency and output of the industrial sector improved.

PURPOSE:

1. Institutional capability of the Ministry of Industry and the public sector industrial firms to plan and manage the resource allocation in the industrial sector improved.
2. Institutional capability of the Ministry of Industry and public sector industrial firms to design and implement projects improved.
3. Environmental effects of selected industrial plants improved.

OUTPUTS:

1. Personnel at the Ministry of Industry and in selected public sector firms trained in planning and managing resource allocation.
2. Improvements in the production facilities of selected plants completed and operating.
3. Environmental controls and facilities of selected plants improved.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. The unclear statement of goals resulted in the design of a project which had uncoordinated and diverse components.
2. The design of the project did not adequately define the role of key decision makers and in fact contributed to role conflict.
3. As a result of the relationships between limited assessment of need, goals, ad-hoc project design, role conflict and procedures over results, the project has not delivered its stated objectives.
4. The design was based on an incomplete assessment of need without a clear strategy in mind and the limited assessment and other factors have resulted in unfocused goal and objectives. As a result, the needs of the public sector companies were neglected.
5. Main problems in Egyptian industrial production project exist in the execution of the project and that there is a need to structure the project.
6. Project has some benefits which could be used to restructure the program to deliver its intended results. These include: a better awareness of the problems facing Egypt's industrial sector, greater experience in conducting feasibility studies and with procedural issues between the GOE and AID.
7. Project has become a major drain on the managerial resources of the Government of Egypt, individual company chairmen and USAID without providing substantial improvements to industrial productivity because none of the sub-projects have been implemented.
8. Role conflict between and within the various key decision-makers tended to emphasize the dissimilarities between the groups.
9. The emphasis on the dissimilarities between the group inhibited their ability to effectively communicate and tended to focus the group's attention on procedures rather than results. As procedural issues became more important, these crowded out other investment decision-making criteria.
10. This component generally would benefit from more experienced personnel on each side of the project.

Coopers and Lybrand, "Industrial Production." USAID/Egypt; PES; 1982.

EGYPT

BASIC VILLAGE SERVICES

Project Number 2630103

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$70,000,000

Grant is provided to the Government of Egypt (GOE) to enable local governments (governorates) and village councils to plan and implement village-selected infrastructure projects.

GOAL: Achievement of Government of Egypt (GOE) policy objectives in economic and administrative decentralization.

PURPOSE: Improve and expand a continuing capacity in local units to plan, organize, finance, implement and maintain locally chosen infrastructure projects.

OUTPUTS: 1. Institute management system for Basic Village Services (BVS), other projects in government/villages.
2. Completed rural infrastructure projects serving needs of village people, especially poor.
3. Training of government/village staff in entire system of project conception, management.
4. Production of series of working manuals for training and operations.

INPUTS: 1. U.S.: (a) Funds for local projects in-country training support; (b) direct hire and contractors for training and technical assistance.
2. GOE: (a) BVS project staffing; (b) funding of indirect costs; (c) funding for maintenance of all BVS projects; (d) funding of non-935 commodities.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for AID/Washington Central Bureau found:

1. Faulty project planning emphasized two conflicting project objectives, namely, to improve local capacity to plan and implement local projects and to implement infrastructure projects.
2. Implementing infrastructure projects often cuts across subnational units, thereby requiring planning and technical assistance from national level and undercutting local initiative.
3. Diversity of local activities would reduce reliance on a single contractor and, thereby, improve activity completion rates.
4. Subproject activities at the local level have experienced some delays in implementing due to lack of sufficient numbers of local contractors willing to bid.
5. Local implementing units have not received timely communications from AID mission and host country implementing organization regarding policy guidelines and procedures; local selection of which project activities to pursue has often been unnecessarily limited.
6. Reliance on unreliable sources of commodity supplies for procurement. Delays in procurement of one commodity from public sector supplier required for successful completion of a majority of subproject activities is delaying overall implementation.
7. Project is well on its way to achieving purpose and goal of local capacity-building through decentralization.
8. The sub-national units with the most decentralized responsibility have the highest activity completion rates. Majority of implementation problems are occurring at national rather than local level indicating that decentralization is appropriate in host country, i.e., principal assumption that decentralization promotes development is holding true.

9. Local participation is high and local project planning and improvement is occurring.

Ernest Kuhn, et al., "Basic Village Services." USAID/Washington Central Bureau; PES; 1982.

EGYPT

SUEZ COMMUNITY HEALTH PERSONNEL TRAINING

Project Number 2630136

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$3,100,000

Grant to the Government of Egypt to integrate medical education and GOE provision of primary health care services by decentralizing Suez Canal University's Faculty of Medicine (SCU/FM).

GOAL: To make basic health services, particularly those related to primary care, including maternal/child health, nutrition and family planning, available and accessible to the majority of the population of the Suez area at an affordable cost.

PURPOSE: (a) Integration of the medical education and health services. (b) Education and training of primary care physicians as direct providers and health team managers to work effectively within resource constraints.

OUTPUTS:

1. Curriculum development (CD): (a) Curriculum developed for first 1-1/2 years of SCU Faculty of Medicine (FM); (b) six year curriculum projection; (c) staff/faculty members trained in curriculum development; (d) library plans developed/books purchased.
2. Clinical training sites: (a) Designated; (b) renovating rural health units.
3. Primary care group practice plan initiated.
4. Building 29: (a) Renovation plans; (b) equipment list.
5. Continuing education plan developed for SCU Faculty/Ministry of Health staff.
6. Management system: (a) Developed for FM and medical school; (b) data set on clinical facilities for teaching sites developed.
7. Phase II: (a) Evaluation of Emergency Medical Services (EMS); (b) plan for Phase II developed.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. The project's commitment of major resources to train a small group of physicians may not be cost-effective.
2. Further, faulty project design terminates project funding at the very stage when funding support and institutional development is most needed.
3. Alternative and potentially more cost-effective methods of achieving project purpose should be considered.
4. U.S. technical assistance organization has not provided adequate technical assistance inputs as was assumed.
5. Commitment of host country to project is doubtful in future due to change of both government and institutional personnel.
6. Institutional developmental goals of project may not be met due to a lack of institutional infrastructure in target host country institution that would permit continuation of institutional leadership and purpose.

Douglas Palmer, et al., "Suez Community Health Personnel Training." USAID/Egypt; PES; 1982.

JORDAN

VILLAGE DEVELOPMENT II

Project Number 2780205

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$8,000,000

Loan is provided to the Government of Jordan to provide selected Jordan Valley communities with the facilities to develop adequate public services and improve living conditions for valley residents.

GOAL: Stable self sustaining communities with basic social services established in target villages.

PURPOSE: Selected Jordan Valley communities provided with the facilities needed to develop adequate public services and improve living conditions for valley residents.

OUTPUTS: 1. Health facilities.
2. Schools
3. Government buildings.
4. Village streets.
5. Farm roads.
6. Housing mortgages.

INPUTS: AID: Loan funds for construction of community facilities including schools, clinics, administrative buildings, village streets and farm roads--and housing mortgages. JVA funds from Government of Jordan budget for construction of community facilities including schools, clinics, administrative buildings, village streets and farm roads--and for land acquisition, engineering and supervision, and furnishings.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Future projects should take into consideration of the ongoing work loads of contractors when selecting one.
2. Project implementation delays stem from building contractor having obligation which put a strain on his management and resources.
3. Greater financial flexibility is needed to realize the maximum benefits.
4. Small private businesses have sprung up on the project areas.

Mohammed Abu-Rumman, et al., "Village Development II."
USAID/Jordan; PES; 1982.

JORDAN

HEALTH PLANNING & SERVICES DEVELOPMENT

Project Number 2780208

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$2,875,000

Grant and technical assistance (TA) are provided to the Government of Jordan to develop a health planning unit within the Ministry of Health (MOH) and upgrade basic health services.

GOAL: Improved health status of Jordan's population.

PURPOSE: 1. Establish an operational planning unit capable of policy analysis, planning, evaluation, and programming for health improvement on a national basis.
2. Rationalize the training assignment and functions of existing basic health manpower.

OUTPUTS: 1. Planning unit established. Unit director and core staff trained and in place. Initial professional quality data acquisition/analysis/evaluation and studies completed.
2. Existing basic health workers retrained and returned to service. Health manpower information system developed and in place, existing basic health manpower training facilities curricula revised. Proposals made for following training/services activities to reach population groups still not being at all or adequately served.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Ministry and contractor will require more time to implement the major recommendations of the PES.

2. Delays in starting project activities due to difficulties of host government in negotiating contracts with contractor and in line with AID regulations.

Mohammed Abu-Rumman, et al., "Health Planning and Services Development." USAID/Jordan; PES; 1982.

JORDAN

COMMUNITY DEVELOPMENT

Project Number 2780228

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$350,000

Project to expand ongoing CARE/Jordan and Jordanian Government self-help community development programs.

No logical framework available.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. The high level of outputs achieved is the direct result of more local participation than originally anticipated.
2. Project implementation delayed by lack of cooperation and coordination between U.S. contractor and host government, resulting in lack of inputs to the local level. Delays in procuring some commodities and delays in site selection for some subproject activities also slowed project implementation.
3. In general, most supplies and materials were procured on a timely basis and local participation was achieved at a relatively high rate.
4. Project was particularly successful in developing villager's self-reliance and initiative.
5. Although some subproject outputs were not achieved, total subproject outputs exceeded targets resulting in benefits being extended to a higher than anticipated number of beneficiaries.

George Ishaq and Joseph Steele, "Community Development."
USAID/Jordan; PES; 1982.

JORDAN

VOCATIONAL TRAINING

Project Number 2780238

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$2,125,000

Grant to the Government of Jordan (GOJ) is intended to increase the number of skilled laborers in Jordan's domestic labor force and to upgrade the work skills of young workers, including women, from lower-income families.

GOAL:

1. Increase domestic product.
2. Increase economic opportunities for lower income groups.
3. Increase productivity of labor force.

PURPOSE:

1. Increase number of skilled manual laborers in domestic labor force.
2. Upgrade work skill level of youth from lower income families.

OUTPUTS:

1. Increase in number of skilled manual graduates.
2. Enlarged physical capacity.
3. Improved Vocational Training Corporation (VTC) planning capability.

INPUTS:

1. Funding for construction of center.
2. Funding for equipping center.
3. Advisory assistance for modular training concepts and scheduling of classes.
4. Observation training for VTC staff.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Overly ambitious project planning did not allow adequate time to achieve project outputs.

2. Unfavorable climatic conditions have delayed construction of physical facilities.
3. Project has been extended for one year.
4. Technical assistance provided by U.S. institution and exchange visits between the two institutions have been satisfactory.
5. Construction of physical facilities has been delayed due to lack of organization by host country contractor.
6. Host government was unfamiliar with AID regulations.
7. Host government commitment to increasing women's employment opportunities remains high.
8. Project output of institutional relationship between U.S. contractor and host country implementation organization is in process of being achieved, although it is still unclear if this relationship will continue after end of project status is anticipated.
9. Project implementation delays of one year have occurred because of difficulties in negotiating and executing host country contracts for project construction and for commodity procurement.
10. AID's host country contracting procedures need to be simplified and clarified in order to avoid delays, misunderstandings and frustrations. Overly burdensome procedures have hindered implementation.
11. Training of host country vocational training administrators has been successfully accomplished through short-term participant training in the U.S.
12. Women's study is being successfully implemented by host government implementing agency.

Jim Turman and Munthir al-Masri, "Vocational Training."
USAID/Jordan; PES; 1982.

LEBANON

REHABILITATION OF BOURJ-HAMMOUD

Project Number 2680303

PROJECT SYNOPSIS

Initial Year: FY 77 Life of Project Funding: \$2,000,000

The goals of the two projects combined in this evaluation were directed toward the reconstruction of lives and businesses in the aftermath of civil disturbances. The Associated Fund for Economic Development (AFED) had as its goal: to provide small loans at low interest rates, to help individuals in the target community regain their economic prosperity, and repair or rebuild their places of business, which had suffered damage or destruction during the civil disturbances which took place in the region. The aim of the Orphans' & Widows' Program (OWP) was: to provide assistance to widows and orphans in the target area. The assistance consisted of tuition for the orphans, medical aid for both widows and orphans, rent costs, and a small family allowance to defray part of their daily expenses.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the mission found:

1. Small loan programs to help Lebanese recover from political strife going well. Loans provided to intended beneficiaries. Loans helping with stated objectives. Administrative structures functioned efficiently.

Mary Jane Deeb, et al., "Rehabilitation of Bourj-Hammoud."
USAID/Lebanon; PES; 1982.

LEBANON

VOCATIONAL TRAINING IN BUILDING TRADES

Project Number 2680318

PROJECT SYNOPSIS

Initial Year: FY 81

Life of Project Funding: \$2,340,000

Project to provide the skilled labor needed for Lebanon's physical reconstruction by training unemployed and unskilled Lebanese in building (e.g., masonry, painting, and electrical) trades.

No logical framework available.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for AID/Washington Regional Bureau found:

1. The most intriguing accomplishment of the program is the spirit of community development that has occurred as a result of the involvement of community members. A working together attitude quite contrary from the individualism of the Lebanese society has been fostered.
2. The vocational training program is operating quite successfully. The program has conducted approximately 32 training sessions and will have graduated nearly 2,500 trainers in the various skills area.
3. The entrepreneurial seminars were surprisingly attractive within the Lebanon community and are being expanded.
4. Women are also requesting participation in the skills courses. The most recent female trainees were graduated in electricity.

Mouwir Khoury, "Vocational Training in Building Trades."
USAID/Washington Regional Bureau; PES; 1982.

MOROCCO

ASSISTING HIGHER AGRICULTURAL EDUCATION PHASE II

Project Number 6080134

PROJECT SYNOPSIS

Initial Year: FY 76

Life of Project Funding: \$2,900,000

Project assists Morocco in meeting current needs for trained agricultural manpower and in acquiring a Moroccan academic capability to meet these needs in the future.

GOAL: To improve the capability and quality of Morocco's higher agricultural education systems.

PURPOSE: Develop an indigenous teaching and research capability geared to training students in soil and plant sciences; train needed manpower to increase food production and improve nutrition status of the population.

OUTPUTS:

1. 28 Moroccan faculty members received U.S. training.
2. 16 Moroccan junior faculty members appointed.
3. 6 research programs established supportive of training functions.
4. 9 graduate courses prepared.
5. 120 graduates trained in soil and plant sciences.
6. 120 theses and publications prepared.

FY 1982 EVALUATION FINDINGS

Interim evaluation conducted for the mission found:

1. Contractor performance has been outstanding, with the exception of their lack of language ability.
2. Evaluation covers period through December, 1982 and was written in April of that year.

3. Government of Morocco selection of participants has been fairly slow and has retarded the process.

Unknown, "Higher Agricultural Education." USAID/Morocco; PES; 1982.

MOROCCO

INDUSTRIAL & COMMERCIAL JOB TRAINING FOR WOMEN

Project Number 6080147

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$3,236,000

Grant to Government of Morocco (GOM) will finance activities to integrate female trainees to the Labor Ministry's Industrial and Commercial Skills Training Centers (OFPPT), to prepare them with marketable skills, and to assist them in job placement appropriate to their training.

GOAL: To assist Moroccan women to participate in the economic development of their country both as contributors and beneficiaries.

PURPOSE: To integrate women trainees into the Labor Ministry's Industrial and Commercial Training Centers, to prepare them with marketable skills and to assist them in job placement appropriate to their training.

PURPOSE:

1. Two pilot centers successfully training women in industrial and commercial skills.
2. Job placement and follow-up service for women operational.
3. Women professionals included on central supervisory staff of OFPPT.

INPUTS: Technical services; US administration and contract overhead; educator/manager-42 PM; social psychologist-42 PM; training experts-126 PM, training; 6 academic training-216 PM, commodities; GOM; personnel-1,708 PM; operating costs; international travel.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for AID/Washington
Central Bureau found:

1. One of the training sites has experienced trouble because the director was not only resistant to female students but the site had no dorms for women.
2. If GOM's Office of Technical Training and Job Development had not had its own infrastructure and resources, the project would have suffered more external delays.
3. A new director has taken over and is more receptive the female students but has stated that a dorm will not be established.
4. Reissuance (of request for proposal) caused a 12 month delay in project start-up.
5. There were delays in project start-up as a result of problems with the request for proposal. The request for proposal was withdrawn when it was determined that much of the data was inaccurate.
6. Equipment ordered from the United States was faulty, which also effected the initial stages of the project.
7. The project has initiated a job placement activity recognizing that employment cannot be left to chance.
8. There had been some concern about men and women being trained together since this was not in keeping with Morocco's social norms, however, only minor problems have resulted.
9. This project for the Government of Morocco was a pilot to integrate women into vocational training.

George V. Corinaldi, et al., "Industrial & Commercial Job Training for Women." USAID/Morocco; PES; 1982.

MOROCCO

DEVELOPMENT TRAINING AND MANAGEMENT IMPROVEMENT

Project Number 6080149

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$4,497,000

Grant provided to the Government of Morocco to increase the skills level of middle-level management personnel from government and semi-government development-related agencies.

GOAL: To increase planning and management capabilities within Moroccan ministries to effectively carry out development programs.

PURPOSE: To upgrade the managerial and analytical expertise of key Government of Morocco officials in public and semi-public institutions which are furnishing complementary support to development programs in Morocco.

OUTPUTS:

1. Key Government of Morocco officials trained (long-term) in analytical and management skills at American universities.
2. Middle-level Government of Morocco project managers trained (short-term) in analytical and managerial skills in United States, third countries, or Morocco.
3. Establishment of effective system within Government of Morocco to identify and satisfy training requirements in management for critical development activities.

INPUTS:

A. USAID: (1) Finance long-term training in United States of 140 Moroccan officials; (2) Finance short-term training of 80 Moroccans. (3) Provide short-term consulting services of eight international training experts.

B. Government of Morocco: (1) Payment of salaries of 220 long-term trainees; (2) Meet replacement and substitution staff costs; (3) international air fare and per diem for 220 trainees.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. The training of host government women has been hindered by the difficulty in recruiting qualified women for long-term training in the United States due to family and cultural restrictions that act to limit the mobility of women.
2. Implementation and evaluation of training has been hindered by host government implementation agency's failure to develop adequate implementation plan, and by lack of trainee motivation to complete training quickly.
3. Training of host government personnel in the United States is being accomplished by host country implementation organization at a slower than anticipated rate due to inadequate qualifications of trainees requiring additional coursework, a significant drop-out rate due to poor language skills, and the addition of PhD-level training that was not provided for in the project design.
4. The need to fund additional coursework in some trainees will decrease the total number of personnel to be trained.

William Erdahl, et al., "Development Training and Management Improvement." USAID/Morocco; PES; 1982.

MOROCCO

POPULATION AND FAMILY PLANNING SUPPORT

Project Number 6080155

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$8,097,000

Grant to the Government of Morocco (GOM) is intended to establish in public/private sectors of Morocco a capability to plan, implement, and evaluate cost-effective family planning (FP) programs while increasing contraceptive prevalence, raising family planning awareness and commitment of public/private sector institutions, and increasing demand for family planning services.

GOAL: To contribute to economic growth of the nation and to improve the well-being of Moroccan families by fostering a substantial and sustained reduction in completed family size.

PURPOSE: To establish/demonstrate in both public and private sectors a capability to plan, implement, and evaluate cost-effective family planning (FP) programs. Subpurposes: (1) to increase contraceptive prevalence; (2) to raise substantially levels of awareness of family planning problems and commitment to their resolution among government officials and opinion leaders; (3) to foster new demand for family planning services through improved IE&C programs and increased availability of services.

OUTPUTS:

1. Marrakech VDMS household distribution project successfully completed.
2. VDMS-type services extended to 10 populous provinces.
3. Ten additional provincial referral centers opened.
4. Special training programs completed for: 400 physicians; 5,000 paramedicals; 10 statisticians/demographers; 5 IE&C specialists; 10 policy makers and opinion leaders.
5. Improved family planning service availability in 1,600 dispensaries, health centers, and hospitals.

6. A private sector distribution program established, providing low-cost contraceptives across the country.
7. A national-level IE&C program established, run by AMPF in collaboration with Ministry of Health, USAID and IPPF.
8. National fertility and family planning survey completed.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Although the project is receiving individual political support, family planning was not mentioned as a major point in Morocco's national development plan.
2. However, it is being recognized that family planning is essential in meeting its objectives to decrease infant mortality and improve the health of children.

Jean Lecomte, et al., "Population and Family Planning Support." USAID/Morocco; PES; 1982.

MOROCCO

SOCIAL SERVICES TRAINING

Project Number 6080157

PROJECT SYNOPSIS

Initial Year: FY 80

Life of Project Funding: \$5,400,000

Grant is provided to the Government of Morocco to strengthen and expand the capability of the Ministry of Social Affairs and Handicrafts (MASA) to provide job training to low-income youth.

GOAL: To prepare, extend, and diversify employment and training opportunities for disadvantaged young Moroccan men and women.

PURPOSE: To improve the quality and range of skill training opportunities for low-income Moroccan youth, by (1) improving the Ministry of Social Affairs and Handicrafts (MASA) administrative and management capabilities; (2) upgrading and extending skill training capabilities of MASA instructors; (3) providing innovative skills training in pilot (regional) centers; and (4) providing vocational skills training in 13 centers.

OUTPUTS:

1. Better trained local-level trainers and instructors for MASA Education and Work Centers.
2. Trained provincial-level MASA staff, including center directors, delegates, assistants to delegates.
3. Trained national MASA staff and professional social service personnel to staff system at key points in the future.
4. Functioning social services training institute to assure progress of program, five regional centers as satellite training units, and 13 vocational training centers.
5. Curricula for training at the national, regional, and local levels developed and tested.
6. Information system.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. No counterparts have ever been provided by the Ministry, making the training aspect difficult to achieve.
2. There has been a good internal job of monitoring the centers, but committee has never provided any sort of standardized regulations, nor has there been any visible administration.
3. Although 860 youths are being trained, their possibilities for employment are slight.

George V. Corinaldi, et al., "Social Services Training."
USAID/Morocco; PES; 1982.

MOROCCO

RENEWABLE ENERGY DEVELOPMENT

Project Number 6080159

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$9,200,000

Grant to Government of Morocco (GOM) will finance the creation of a renewable energy center which will conduct studies and demonstrations of renewable energy technologies that will contribute to the formation of a national energy plan.

GOAL: Uses of renewable energy in rural development expanded.

PURPOSE: A renewable energy center for Morocco to carry out studies and demonstrations that will contribute to the formation of a national energy plan created.

OUTPUTS: 1. Trained personnel at center and in ministries.
2. Renewable energy studies.
3. Renewable energy projects and reports.
4. Renewable energy center.
5. Quality assurance program.

INPUTS: 1. Technical services.
2. Equipment.
3. Training, Moroccan Ministry of Energy personnel.
4. Moroccan Ministry Land and Buildings.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. It must be concluded that AID must resist overly ambitious, premature project goals.

2. Overall, the commitment of technical assistance consultants to the project can be questioned thus far.
3. Problems also occurred with ineffective coordination between the Ministry of Energy and Mines and Moroccan counterpart staff in designing the Energy Research Institute at Marrakech.
4. Initially, the project was to help establish an Energy Research and Development Institute with demonstration projects. AID then insisted on a positive cash flow result and tried to reorient the project. This disregarded field and host country advice and the views of scientists/consultants.
5. Renewable energy development project has been faced with serious delays and design/coordination problems and is only now getting underway.
6. Several hundred thousand dollars were spent on reports of dubious utility.

Mark Ward, et al., "Renewable Energy Development."
USAID/Morocco; PES; 1982.

MOROCCO

AGRONOMIC INSTITUTE

Project Number 6080160

PROJECT SYNOPSIS

Initial Year: FY 80

Life of Project Funding: \$9,721,000

Grant is provided to the Government of Morocco (GOM) to strengthen the capability of the Hassan II Agronomic Institute (IAV) to meet Morocco's agricultural development needs.

GOAL: Increase in trained personnel to staff programs and formulate development policy to aid Moroccan agriculture in the implementation of a broad based participatory agricultural development program and aimed at increased output and employment.

PURPOSE: Creation of a "modern" college of agriculture appropriate to Moroccan agricultural development needs, with appropriate linkages to the rest of the technology delivery system and involving low-income farmers and herders.

OUTPUTS:

1. Trained faculty members.
2. Linkages to United States agricultural science established.
3. Linkages to Government of Morocco research and extension program by faculty.

INPUTS:

1. Resident and TDY staff aiding development of Institute.
2. Participants identified and placed in United States universities through partnership.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Contractor performance has been outstanding, with the exception of their lack of language ability.
2. Evaluation covers period through December, 1982 and was written in April of that year.
3. GOM selection of participants has been fairly slow and has retarded the process.

Unknown, "Agronomic Institute." USAID/Morocco; PES; 1982.

PORTUGAL

TECHNICAL CONSULTANTS & TRAINING

Project Number 150000101

PROJECT SYNOPSIS

Initial Year: FY 75 Life of Project Funding: \$10,750,000

Grants, technical assistance, and training are provided to Government of Portugal in areas of priority of the nation's social and economic development.

GOAL: Economic development promoted in Portugal.

PURPOSE: Capability of both private and public institutions to undertake development activities in areas of national priority are strengthened in Portugal.

OUTPUTS:

1. Portugese specialists trained in public health, transportation, education, housing and agriculture.
2. Training in marine biology emphasized, with the capability of the Instituto Universitario Dos Acores (IUA, Azores) upgraded in fisheries marketing and extension, and seaweed culture and production.
3. Specialized consultation and training provided to the Bank of Portugal and national trade unions.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Major problems thus far appear to be poor backstopping by Purdue University as evidenced by poor identification of adequate and appropriate advisors in a timely fashion, and poor interagency cooperation and communications that would support improved decentralization.

2. Technical consultants and training, rural universities development performance in its first year has not been particularly good.
3. Problems at this time do not seriously threaten project outcome if recommendations are carried out.

Unknown, "Technical Consultants & Training." USAID/Portugal; PES; 1982.

PORTUGAL

TECHNICAL CONSULTANTS & TRAINING

Project Number 150000102

PROJECT SYNOPSIS

Initial Year: FY 75 Life of Project Funding: \$10,750,000

Grants, technical assistance, and training are provided to the Government of Portugal in areas of priority of the nation's social and economic development.

GOAL: Economic development promoted in Portugal.

PURPOSE: Capability of both private and public institutions to undertake development activities in areas of national priority are strengthened in Portugal.

OUTPUTS:

1. Portugese specialists trained in public health, transportation, education, housing and agriculture.
2. Training in marine biology emphasized, with the capability of the Instituto Universitario Dos Acores (IUA, Azores) upgraded in fisheries marketing and extension, and seaweed culture and production.
3. Specialized consultation and training provided to the Bank of Portugal and national trade unions.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. MBA project finds technical assistance to be generally good and that a durable institutional relationship has been established between Portugese and American Universities. The business training appears adequate for Portugal's needs.

2. Visiting U.S. faculty found the quality of MBA students to be generally good and the Portuguese business community has been supportive of the program.
3. Major problem with technical consultants and training MBA project is with the Portuguese faculty. The courses they taught during the first academic year were not considered to be sufficiently business-oriented. Also, an effort needs to be made to assure a permanent Portuguese faculty, as well as more visiting international faculty.

Unknown, "Technical Consultants & Training." USAID/Portugal; PES; 1982.

PORTUGAL

AGRICULTURE PRODUCTION

Project Number 1500023

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$10,000,000

Grant is provided to the Government of Portugal (GOP) to support Ministry of Agriculture and Fisheries (MAP) efforts to increase agricultural productivity and farmer incomes and to lessen dependence on imported foods.

GOAL: Increased agricultural production and productivity. Subgoal: Prepare for entry into the European Economic Community in a manner which minimizes possible negative economic effects for Portugal's agricultural sector.

PURPOSE: Strengthen and support the Ministry of Agriculture and Fisheries (MAP) institutions responsible for meeting objectives of MAP's Agricultural Production Program.

OUTPUTS:

1. Approved regional agricultural development plans.
2. Demonstrations of lime and fertilizer use and improved forage production practices.
3. Trained extension agents.
4. Farm systems research being conducted which relates to the small farmers.
5. On-farm applied research being conducted.
6. Limestone available to all farmers.
7. Transportation study completed for movement of agricultural commodities.
8. Increased capacity and capability of soil test labs.
9. Seed processing laboratory established and operational.
10. Participants trained in selected subject areas.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. However, outputs are not being achieved at the level specified in the project design due to an overly ambitious project design.
2. The project's purpose to upgrade institutional training capabilities will be met although at reduced levels due to non-achievement of increased institutional staffing levels as assumed in project design.
3. Project implementation has been delayed by inability of technical assistance contractor to recruit sufficient personnel with required language skills.
4. Project implementation has been successful in achieving outputs including trained personnel, health facilities constructed and institutional materials developed.
5. Project impact in terms of institutional development will be hindered because returning trainees will not be utilized as medical instructors but rather as tutors.

Mustafa El-Baath, et al., "Technical Health Institute."
USAID/Syria; PES; 1982.

SYRIA

TECHNICAL HEALTH INSTITUTE

Project Number 2760019

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$5,630,000

Grant, technical assistance, participant training, and commodities are provided to the Government of Syria to upgrade and expand training of auxiliary medical personnel at the Technical Health Institute in Damascus.

GOAL: To help the Syrian government improve the delivery of health care, especially to the poorer people in rural and low-income areas.

PURPOSE: To upgrade and expand the training of auxiliary medical personnel by improving the operations of the Technical Health Institute.

OUTPUTS:

1. A functioning Technical Health Institute in Damascus to provide six medical auxiliary teaching programs for 600 students per year.
2. Twenty-six qualified full-time instructors trained in various specialities.
3. Up-to-date, well-equipped, 7-story Technical Health Institute with six complete teaching laboratories (environmental health, clinical pharmacy, anesthesiology, radiography, and physiotherapy).
4. Adequate library and seven vehicles needed for the practical teaching programs.
5. Establishment of two refresher courses annually.
6. Adequate administration and management system in place, capable of administering, maintaining, and managing the Institute.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out by AID/Washington
Central Bureau found:

1. Organizational change within the Government of Portugal led to the incorporation of the internal commerce department into the Ministry of Agriculture and Fisheries, thus placing greater emphasis on the importance of the marketing rather than production.
2. A reorganization of the Ministry is planned which could result in a negative impact on the short term of the Procalfer project since a few key decision makers within the Ministry have been critical.
3. Although the program is nationwide, priority has been given to activities in the four northern regions. The coordinating group will initiate activities in the north and expand to the south with experience.
4. Concern was expressed about U.S. assistance because consultant assistance extended beyond scope and needs of Procalfer into other areas.
5. It was decided that U.S. technical assistance be provided in the necessary areas and depending on time and availability, the consultant could become involved in ancillary activities critical to the project.

Donald Finberg, et al., "Agriculture Production." USAID/
Washington; PES; 1982.

SYRIA

SOIL SURVEY/LAND CLASSIFICATION

Project Number 2760020

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$4,790,000

Grant is provided to the Syrian Arab government to strengthen the capability of the Directorate of Soils to undertake and maintain a current and detailed land/soil resources inventory.

GOAL: More equitable income distribution achieved, food production increased, and quality of life of rural farmers improved.

PURPOSE: Operational capability of the Directorate of Soils strengthened to effectively undertake and maintain a current land/soil resource inventory including the assessment of present land utilization patterns and their potential and suitability for alternative uses.

OUTPUTS:

1. Land/Soils Resources Development Center (located within the Directorate of Soils) consisting of a remote sensing analysis/interpretation unit, soils analysis laboratory, and cartographic and map section, including a trained staff to operate them.
2. Program of land classification and soil survey developed and initiated to guide SARG in undertaking and maintaining a current inventory of the country's land and soil resources.
3. Completed land/soil resource classification maps.
4. Land/soils resources information--delivery system for the accumulation of relevant data and the establishment of a functioning data bank for not only land/soil resource information and stats but production parameters of other factors.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Computerized processing of data cannot be achieved until host government provides a computer trainee to undergo appropriate third country training.
2. Project implementation has been seriously hindered by lack of commitment on part of U.S. contractor who has failed to make satisfactory progress toward achieving outputs or purpose.
3. U.S. contractor did not have clear understanding of his responsibilities or of AID expectations.
4. All commodities have been procured in a timely manner.
5. Other third country training has proceeded as scheduled.

Jum'a Abdul Karim, et al., "Soil Survey/Land Classification." USAID/Syria; PES; 1982.

TUNISIA

MANAGEMENT EDUCATION

Project Number 6640228

PROJECT SYNOPSIS

Initial Year: FY 66 Life of Project Funding: \$1,698,000

University of Illinois contracted to assist University of Tunis in the development of a fully operational business management graduate school (ISG). Selection, funding and monitoring of United States training for 1,274 participants through PhD level is a major contractor responsibility; participants will assume faculty positions at ISG.

GOAL: Increase overall efficiency of enterprises in both the public and private sectors of the Tunisian economy.

PURPOSE: Establish and develop a graduate school of business management, with special emphasis upon the MBA program, as a fully operational and effective school within the University of Tunisia system.

OUTPUTS:

1. 12-14 PhD's trained in United States.
2. Case study curriculum developed for Tunisian graduate business program.
3. 4-6 executive seminars conducted annually.
4. Operative business library established.
5. Administrative office system developed.
6. Research bureau established.
7. Faculty development program instituted.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation conducted for the mission found:

1. Faculty project planning did not require specific placements for students after training.

2. To achieve institutional building goals, AID projects must be long enough to allow necessary connections to be developed between United States and host country institutions, and must actively promote such connections through workshops and seminars.
3. Special attention should be given to the funding of future contract mechanisms requiring foreign exchange, such as journals and conferences; funding for these mechanisms should be gradually shifted from AID to the host country.
4. Heavy demands on the time of newly placed personnel prevented more applications of training.
5. Lack of host country commitment to appropriate placement; lack of commitment by the trainees; and relatively low level of pay in host institutions compared to private sector.
6. Achievement of intended output to establish a technical library in host country was hindered by AID's provision of books written in English and therefore not useful to a broad audience.
7. A general lack of research resources in host institutions hindered project implementation.
8. While project achieved intended output in terms of trained host government personnel, a majority of those completing third country and participant training were not employed in targeted host government organizations.

Unknown, "Management Education." USAID/Tunisia; PES; 1982.

TUNISIA

AGRICULTURAL ECONOMIC RESEARCH & PLANNING

Project Number 664023701

PROJECT SYNOPSIS

Initial Year: FY 67 Life of Project Funding: \$3,488,000

Project institutionalizes economic research/analysis capacity within Division of Planning, Economic Analysis and Evaluation of Projects (D/PAEEP). University of Minnesota provides staff members for Bureau of Economic Studies, consulting assistance on research priorities.

GOAL: The development of effective Tunisian agriculture sector policies to achieve sustained agricultural growth.

PURPOSE: Central institutional capability for data accumulation, applied agricultural economic research and planning which is necessary for determining Government of Tunisia policy and strategy in agricultural sector and for planning development programs.

OUTPUTS: Formally established, functioning and effective units or services, for conducting applied agricultural economic research, analysis and planning, characterized by: organization and staffing plan with established functions, qualified Tunisian staff employed and properly assigned and adequate in number, on-going program of research appropriate to the needs of the Ministry of Agriculture, a workable technical information collection, storage and retrieval system for the DPEA.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out for the mission found:

1. A majority of those completing training in third countries were not employed in targeted host government organizations.
2. Faulty project design did not give adequate attention to the objectives of institution building by requiring trained personnel to be placed in appropriate jobs, and by requiring degree equivalency issues to be resolved prior to project implementation.
3. To achieve institution building goals, AID projects must be long enough to allow necessary connections to be developed between U.S. and host country institutions and must actively promote such connections through workshops and seminars.
4. Special attention should be given to funding of future contact mechanisms requiring foreign exchange, such as journals and conferences. Funding for these mechanisms should be generally shifted from AID to the host country.
5. Lack of commitment to appropriate placement by host government; lack of commitment by trainees; and relatively low level of pay compared to the private sector hindered project success.
6. Institution building component of project hindered by AID/Mission reduction of project budget at mid-term such that U.S. contractor lost the only long-term technical assistance position with institutional contacts. Thereafter, limited to short-term visits by U.S. contractor and the provision of library materials to host government.
7. While project achieved intended output in terms of trained host government personnel, faulty project design did not provide a placement service.

Unknown, "Agricultural Economic Research & Planning."
USAID/Tunisia; PES; 1982.

TUNISIA

ECONOMICS EDUCATION AND RESEARCH

Project Number 664023702

PROJECT SYNOPSIS

Initial Year: FY 67 Life of Project Funding: \$3,488,000

Technical assistance provided to the University of Tunis, Faculty of Law, Economics and Political Science through contract with University of Minnesota to improve quality of economics instruction and to produce a corps of well qualified economists.

GOAL: The goal of this project is to produce trained Tunisian economists whose training in the theory of optimal allocation of resources and its application to Tunisia will be of use in the public and private sectors of Tunisia's economy.

PURPOSE: To improve the quality of instruction in the undergraduate economics program of the University of Tunis Faculty of Law, Economics and Political Science.

OUTPUTS:

1. Faculty members trained to Ph.D. level and on the job.
2. Short term training in U.S. of French-training professors to get them acquainted with U.S. universities and economic teaching methodologies.
3. Short courses and seminars given by visiting U.S. professors.
4. Teaching and advisory services of qualified U.S. economics professors.
5. Textbooks available for classroom use and calculators for research.
6. Short visits to U.S. by dean and head economic section of faculty.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. A majority of those completing third country and participant training were not employed in targeted host government organizations.
2. Faulty project planning did not require specific placements.
3. To achieve institution building goals, AID projects must be long enough to allow necessary connections to be developed between U.S. and host country institutions, and must actively promote such connections through workshops and seminars.
4. Special attention should be given to the funding of future contact mechanisms requiring foreign exchange, such as journals and conferences. Funding for these mechanisms should be gradually shifted from AID to the host country.
5. Heavy demands on the time of newly-placed personnel diminishes their effectiveness.
6. The effectiveness of trained personnel who have been placed in host government target institutions is diminished by the lack of institutional acceptance of modern, explicitly-articulated economic analysis techniques.
7. Lack of host country commitment to appropriate placement, lack of commitment by the trainees, and relatively low level of pay in host institutions compared to the private sector.
8. Achievement of intended output to establish a technology library in host country was hindered by AID's provision of books written in English and, therefore, not useful to a broad audience.
9. A general lack of research resources in host institutions also hampered implementation.
10. While project achieved intended output in terms of trained host government personnel.

Unknown, "Economics Education." USAID/Tunisia; PES; 1982.

TUNISIA

AREA DEVELOPMENT SUBPROJECT

Project Number 664031201

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$6,200,000

Project to strengthen the institutional capability of the Central Tunisian Development Authority (CTDA) by training staff members in regional planning and evaluation, the development of a regional information system, pilot projects, the development of at least four subproject designs and of a set of evaluation standards and indicators for measuring project performance and impact in the region. The goals of the project were to have introduced a more decentralized perspective and a viable system to the Tunisian planning and administrative systems.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Project planning was faulty in view of the limited institutional capacity of the newly created host government implementing organization and constraints placed upon it by host government.
2. Faulty project planning underestimated difficulty of attracting and retraining qualified host country staff to a new institution.
3. The fact that the host institution did not exist and, thus, did not participate in project design made it difficult to plan project inputs that were responsive to the needs of a new institution and to which the institution felt committed.
4. Project has been replanned to shift focus from regional planning to strengthening implementing organization's institutional framework.

5. Project agreement should provide for adequate incentives to attract and retrain host country personnel in remote and, therefore, unattractive assignments.
6. U.S. contractor did not provide technical assistance inputs on time, nor did they maintain adequate channels of communication with technical assistance personnel in the field.
7. Project implementation hampered by lack of coordination and cooperation between planning and technical divisions of host government implementing organization which operates out of three different locations.
8. Technical assistance provided was not fully utilized due to lack of leadership within host government implementing organization.
9. Project required AID mission to contract for country-specific services by contributing funds to a centrally-funded program over which mission lacked fiscal control and timely access to necessary information. Fiscal data on status of U.S. contractor provided by AID/W did not permit mission to adequately monitor contractor expenditures.
10. Implementation also delayed by inability of implementing organization to procure commodities in a timely manner.
11. Improved institutional capacity of host government organization was not achieved due to inappropriateness of training and high turnover of trainees.

Dorothy A. Young and Rachid Bougatef, "Area Development Subproject." USAID/Tunisia; PES; 1982.

YEMEN ARAB REPUBLIC

TROPICAL & SUBTROPICAL FRUIT IMPROVEMENT

Project Number 2790024

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$1,903,000

Yemen's horticultural sub-sector will be developed in 2 phases along 3 basic tracts: (1) Technology transfer to increase yields of such crops as citrus, papaya, bananas, dates, mangos, grapes, apricots; (2) Field studies and analyses of farm production economics; socio-economics, market analyses and over all farm output will be conducted to determine potential for further development; (3) Modest institution building involving testing/research facilities, manpower training and long-term sub-sector management. Although piecemeal, related projects are ongoing in Yemen; some are cooperative with AID and complementary with horticulture.

GOAL: Increasing farm income; improving nutrition by increasing the variety, quality and quantity of foodstuffs; preserving foreign exchange.

PURPOSE: Develop a national institution to provide both technological information and the planting materials needed to expand production of horticultural research, extension and propagation center and cooperating sub-stations; sub-purpose II: ensure delivery of extension services, productive inputs and credit, market channels and storage and processing facilities.

OUTPUTS: Experiment station; substations; staff; market surveys and feasibility studies; plant propagation; research.

INPUTS: Land \$130,000, staff \$40,000, maintenance and operating costs \$79,000, training \$140,000, commodities \$523,000, contract services \$840,000.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Tropical and subtropical fruit improvement project has not reached its purpose of institutionalizing horticulture works in Yemen.
2. Tuskegee is faulted for lack of experience needed to perform its required tasks adequately. Tuskegee tried the hardest to keep the project working though.
3. The Yemen Arab Republic Government is faulted for provision of inadequate research station sites and not living up to its project commitment to make counterpart personnel, trainees or project labor available or to perform studies.
4. Poor allotment and authorization procedures which inhibited orderly planning and slow and inefficient actions as well as lack of staffing continuity.
5. In fact, lack of AID and YARG agreement on a number of subjects (e.g., objective: research vs. propagation/dissemination) is probably the major reason for failure to date.
6. Fault for project problems is placed on all 3 major participants. AID is faulted for contracting with Tuskegee, despite an awareness of that institution's limited qualifications.

Jeremy Hodson, et al., "Tropical & Subtropical Fruit Improvement." USAID/Yemen; PES; 1982.

YEMEN

WATER SUPPLY SYSTEM MANAGEMENT

Project Number 2790028

PROJECT SYNOPSIS

Initial Year: FY 77 Life of Project Funding: \$7,350,000

Project design was to upgrade the National Water and Sewage Authority (NWSA) of the Yemen Arab Republic into a free-standing technically self-sufficient and self-financing utility. This was predicated on a very complex timetable of actions from NWSA, USAID, YARG and multiple contractors and consultants. The result of the project was to have a well-trained cadre of engineers proficient in all phases of water treatment construction, financial managers who are competent in new computer accounting programs, water and wastewater plant operators, skilled electrical and mechanical maintenance and repair foremen, and skilled construction and piping artisans.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Overly ambitious project design emphasized long-range institutional planning and did not address day-to-day institutional problems.
2. Only a fraction of U.S. based and third country training occurred and no in-country non-formal training was initiated due to faulty project design which did not account for difficulty in releasing institution staff for even relatively short training periods.
3. Further, faulty project design did not take into account the lack of host country nationals with even minimum skills to accept training.

4. Faulty project planning did not provide a mechanism for the technical assistance team to operate as a team within host country institution. By failing to give technical assistance team leader responsibility for supervising technical assistance personnel, achievement of institutional development objective of project was, therefore, limited.
5. This lack of identifying responsibilities resulted in a disagreement between director of institution and technical assistance personnel.
6. Construction component of project is behind schedule but proceeding.
7. Construction and commodities procured are adequate but host country institution staff lack required skills to maximize use of this output.
8. Training output of project has not been achieved.

Martin Lang and C.E. Calbert, "Water Supply System Management." USAID/Yemen; PES; 1982.

YEMEN ARAB REPUBLIC

WATER RESOURCES PLANNING & MANAGEMENT

Project Number 2790043

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$3,134,000

Grant, technical assistance, and commodities are provided to the Government of Yemen Arab Republic to establish a Department of Hydrology within the Yemen Oil & Mineral Corporation (YOMINCO).

GOAL: To promote efficient use of water in support of YARG's development programs in the agricultural, industrial and health sectors.

PURPOSE: To institutionalize within YARG a Department of Hydrology, which is capable of collecting, analyzing, storing, utilizing and disseminating hydrological information in support of YARG development priorities.

OUTPUTS: 1. Four fully staffed and functioning sections:
 (a) groundwater; (b) surface water; (c) water quality; (d) data collection.
 2. Constructed Department of Hydrology (DOH) building and equipped laboratories.

INPUTS: 1. U.S.: (a) personnel; (b) training; (c) commodities;
 2. YARG: (a) personnel/salaries; (b) in-country training; (c) commodities; (d) land, office; (e) building.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. The shortage of qualified Yemen personnel has also hampered project results.

2. Problems have been complicated by the inability of YOMINCO and the contractor to deal with logistical and administrative problems and in adequate inter- and intra-agency communication problems.
3. The Department of Hydrology for the Yemen Arab Republic is experiencing its share of problems during the initial stages of its development. There has been a lack of adequate facilities and a lack of aggressive local leadership.

John Giusti, "Water Resources Planning and Management."
USAID/Yemen; PES; 1982.

YEMEN ARAB REPUBLIC

SMALL RURAL WATER SYSTEMS

Project Number 2790044

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$5,900,000

Operational program grant is provided to the New Trans-century Foundation (NTF) to help the Government of Yemen replicate a USAID-supported potable water pilot project (2790220) in 140 villages (totalling 140,000 people).

GOAL: To improve the quality of life of rural Yemenis.

PURPOSE: 1. To provide an improved domestic water supply in selected rural villages.
2. To provide the means for institutionalization of the project within the Rural Water Department (RWD) of the Ministry of Public Works (MOPW).

OUTPUTS: 1. 140 projects designed and constructed:
 (a) Feasibility surveys conducted and include basic socioeconomic data; (b) Village selection process established; (c) Periodic water quality testing; (d) Village health attitudes canvassed; elementary sanitary hygiene education provided; (e) Operations and Maintenance (O&M) capability established in subproject villages; (f) Appropriate technologies developed to enhance supply, sanitation in selected villages; (g) Design/construction standardized for simple systems replicability, e.g., cisterns.
2. Improved RWD organizational structure endorsed by MOPW. (a) O&M section fully staffed; (b) Additional staffing requirements identified; plan developed for O&M recruitment-training.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Implementation of subprojects has proceeded well although overly ambitious project planning overestimated the number of subprojects that could be achieved during Life of Project.
2. Project implementation hampered by lack of qualified chief of party. The long initial delays and strict recruitment requirements have hindered U.S. implementing organization's efforts to recruit suitable long-term personnel.
3. Start-up delays due to U.S. implementing organization's slowness in initiating timely implementation.
4. Delays in completing negotiations with host government due to host government's reluctance to accept Peace Corps volunteers, to understand project purpose and implementation strategy and to lack of credibility on part of U.S. implementing agency.
5. Institutional development goals of project will not be achieved due to lack of commitment by host government to achieve this project component.
6. Project experienced long, initial delays including: delays in selecting a U.S. voluntary organization as the implementing agency due to the uncertainties of this new mode of project implementation.
7. Project redesigned to focus on an achievable goal of providing host government with a trained cadre of technicians capable of supervising local subcontractors and maintaining physical outputs of project by End of Project Status.

Diane Pouasik, et al., "Small Rural Water Systems." USAID/Yemen; PES; 1982.

YEMEN ARAB REPUBLIC

AGRICULTURAL DEVELOPMENT SUPPORT

Project Number 2790052

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$32,875,000

Project designed to identify, design and implement Yemen's priorities in the agricultural sector. This was to be done via a series of subprojects consisting of the establishment of a core administrative office to coordinate the other subprojects which include horticulture, poultry, integrated crops and water management, development of an advanced agricultural school at Ibb.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Project design was overly optimistic in terms of time required to develop a collaborative relationship with U.S. contractor and host government and in terms of the implementing organization's ability to achieve planned outputs within planned time frame.
2. A faulty project design did not spell out an implementation methodology causing U.S. contractor to develop a methodology by trial and error.
3. Project has been replanned to focus greater financial support on fewer subproject activities.
4. Project implementation must pay more careful attention to achieving a better balance between long-term human resource and institutional development needs, and the provision of more tangible project outputs in subproject development.

5. Financial reporting procedures to AID/W by a U.S. contractor have been inadequate due to the complexity of the funding arrangement. The rate of draw-down on obligated funds has not been available to AID/W, nor has draw-down by subproject activity been reported.
6. The AID/W contract office has not had sufficient prenotice of candidates approved for long-term forwarding of personnel recommendations and credentials to AID/W.
7. Lack of timely communications between AID/W and the field have hindered project implementation. Project uses a collaborative assistance form of contracting in which AID/W administers contract and arranges for technical assistance personnel while a U.S. contractor has responsibility for implementing communication. These problems have also been exacerbated by assignment of key AID/Washington personnel to other field assignments.
8. Project has achieved institutional development of host country ability to plan and implement projects in the agriculture sector.

Doyle Matthews, et al., "Agriculture Development Support Program." USAID/Yemen; PES; 1982.

YEMEN ARAB REPUBLIC

BASIC EDUCATION DEVELOPMENT

Project Number 2790053

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$28,300,000

Project designed to improve qualifications of primary teachers through direct training and improved administration.

GOAL: To improve the educational levels for teachers and administrators.

PURPOSE: To improve administration, planning and implementation capability of Sana'a University and the Ministry of Education to expand and improve primary education by increasing the number of quality primary teachers. To develop the capability of the Faculty of Science to serve the evolving education needs in Yemen. To develop the capability to design and produce instructional materials and develop an effective delivery system.

OUTPUTS: Curricula development; short and long-term training programs; pre-service, in-service, upgrading and managerial systems established.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. Problems in basic educational development project to get women participants trained in primary school teaching include: many husbands object to their wives' participation in project and, generally, the pool of Yemen women with BA degrees from non-conservative families is not sufficient for Ministry of Education to compete successfully with opportunities in other sectors.

2. It is unlikely the goal of 208 women participants will be reached unless segregated (from men) educational opportunities are offered in Yemen outside of Sana'a and at the undersigned level.
3. Two years after the initiation of this 12 year basic educational development project the overall goals and purposes of the project were deemed valid and the general implementation strategy sound.
4. This cooperation between YARG and Eastern Michigan University promises to be a flexible and effective management tool for development.
5. Eastern Michigan University team has achieved considerable and significant services in implementing subproject components with USAID and Yemen Government.
6. Certain specific implementation problems have arisen in basic educational development project, that while not threatening seriously the achievement of project goals, have caused delays. These are coordination difficulties between USAID, Yemen Government and Eastern Michigan University.
7. The failure to work closely together and to develop solid professional working relations and a clear understanding about what the project was designed to accomplish, as well as communication which has tended to be one way rather than collaborative between these entities, has hindered project implementation.

A. Al-Kobati, et al., "Basic Education Development."
USAID/Yemen; PES; 1982.

YEMEN ARAB REPUBLIC

TIHAMA PRIMARY HEALTH CARE

Project Number 2790065

PROJECT SYNOPSIS

Initial Year: FY 80 Life of Project Funding: \$11,500,000

Operational program grant is provided to Catholic Relief Services (CRS) to develop a network of primary health care units in Yemen's Tihama region, one of the nation's poorest areas.

GOAL: To improve the health status of a majority of the rural population of Hodeidah Governorate in Yemen.

PURPOSE:

1. To provide access to a cost-effective primary health care (PHC) system to the majority of the rural population in Hodeidah Governorate.
2. To develop the capacity of Local Development Associations to plan, finance, and manage Primary Health Care (PHC) units.
3. To develop a PHC training capacity in the Ministry of Health.
4. To establish 12 centers, 3 subcenters, and an Al-Olofy out-patient department.
5. To develop a basic health services logistics system.

OUTPUTS:

1. Standardized and certified in-country training.
2. Standardized curricula and trainers manuals.
3. Participant training.
4. Other training including orientation/briefing workshops for Local Development Associations and national primary health care seminars and promotion workshops.
5. Continuing education/supervisory system designed and implemented.
6. Referral record system designed and implemented.
7. Cost accounting system designed and implemented.

3. Baseline and follow-up survey data during first, third, and sixth years.
9. Standard operations manuals.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the mission found:

1. There were numerous problems in the implementation of this project. Catholic Relief Services (CRS) did not follow Ministry of Health guidelines in recruiting trainers.
2. CRS also began its training before the Ministry of Health (MOH) curriculum had been approved and the technical assistance team was generally lacked experience.
3. In addition, the CRS project administrator was required to share the project financial plans with MOH. Then made it extremely difficult for the MOH to determine program costs which eventually they were to assume.
4. Due to the numerous problems, it was recommended that the implementation plan be revised and that CRS replace its administrator. Although this was accomplished, the problems still remain unresolved.
5. AID suspended the grant with the intention of terminating the AID/CRS agreement because overall performance under the grant was considered to have reflected negatively on the U.S. foreign assistance program.

Diane Pouasik, et al., "Tihama Primary Health Care." USAID/Yemen; PES; 1982.

SCIENCE AND TECHNOLOGY

TERMINAL EVALUATION OF LATERITE SOILS STUDY

Project Number 9310003

PROJECT SYNOPSIS

Initial Year: FY 74 Life of Project Funding: \$6,324,000

To improve less-developed countries' transportation sectors via the increased use of laterite road construction. This was to be accomplished through laterite soil studies, which would be compiled to provide an improved data base on laterite road construction.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out by AID/Washington Central Bureau found:

1. Project implementation was successful in achieving project outputs which included completion of three technical studies.
2. Reports produced as a result of the project have received significant world-wide distribution, particularly in areas where study results could most effectively be applied.

Palmer Stearns and Frank Campbell, "Terminal Evaluation of Laterite Soils Study." USAID/Washington; PES; 1982.

TECHNICAL ASSISTANCE

DEVELOPMENT OF VITAMIN A DELIVERY SYSTEM

Project Number 931004514

PROJECT SYNOPSIS

Initial Year: FY 74 Life of Project Funding: \$8,132,000

Project develops vitamin A delivery systems for worldwide implementation using recommendations/technical assistance of major nutrition organizations formalized into the ad hoc International Vitamin A Consultative Group (IVACG).

GOAL: Reduce incidence of vitamin-A caused blindness in Haitian rural/urban poor children, developing and testing delivery system applicable elsewhere. Integrate system into existing public health and nutrition structure.

PURPOSE: Deliver mass-dosage vitamin A capsule to target high-risk children--the malnourished and ill. Test use of the 200,000 IO vitamin A capsule under variety of circumstances and frequencies. Through improved health and nutrition status of children lower mortality/susceptibility to infectious diseases.

OUTPUTS: 1. Distribution of vitamin capsules to children ages 6 months to 7 years and to lactating mothers.
2. Production materials for xerophthalmia early detection and treatment training.
3. Instruction manual with vitamin capsule administration schedule.
4. Report on project and its evaluation.

INPUTS: Finances, personnel, material resources.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the Office of Science & Technology found:

1. Based on the WHO preliminary assessment surveys, vitamin A deficiency is a public health problem in Africa and several countries have recognized and are initiating intervention programs.
2. The vitamin A deficiency program support has built considerable momentum due to the growing awareness by the development world of the international vitamin A consultative group and its acceptance as a key advisory and coordinative body in the vitamin A field.
3. There has also been a substantial increase in the number of countries requesting assistance to develop programs.
4. The level of funding for future years may be a potential problem due to the increase in the number of activities under the program. Alternative strategies are being initiated for "add on" funds to carry out activities under the program.

J. McKigney, et al., "Development of Vitamin A Delivery System." USAID/Office of Science & Technology; PES; 1982.

TECHNICAL ASSISTANCE

AGRICULTURE PLANNING AND SUPPORT SERVICES

Project Number 9310060

PROJECT SYNOPSIS

Initial Year: FY 74 Life of Project Funding: \$5,268,000

Project continues RSSA with USDA to allow selective utilization of agricultural economists. Specified planning and research functions are performed under AID direction.

GOAL: Reduce or solve difficult economic problems of agricultural development.

PURPOSE: Provide LDC's with tools, capability for assessing, managing development goals.

OUTPUTS: 1. Papers prepared to develop AID policy in important areas of agricultural development.
2. Ties with economic research service developed.
3. Collaborative research conducted on persistent economic problems.
4. Major LDC goals, needs identified.
5. Expanded program for economic analysis planned.

INPUTS: 1. Agricultural economist.
2. Various temporary agricultural specialists.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the Office of Science & Technology found:

1. There are numerous demands for consultancy services that require the expertise of the agricultural economic specialist team.
2. The agricultural sector planning and support project continues to be needed as a means to provide TA in the areas of project planning, design and evaluation.

Richard E. Suttor, et al., "Agriculture Planning and Support Services."
USAID/Office of Science & Technology; PES; 1982.

TECHNICAL ASSISTANCE

AGRICULTURE INFORMATION AND RELATED ACTIVITIES

Project Number 9310064

PROJECT SYNOPSIS

Initial Year: FY 74 Life of Project Funding: \$2,009,000

Response capability is provided in Washington for transmitting technical agricultural information and agricultural research findings to less developed countries and U.S. recipients.

GOAL: Increased agricultural productivity of village farmers in less developed countries.

PURPOSE: Systematized flow of technical information, including the latest research findings, provided to agriculturalists in less developed countries.

OUTPUTS: 1. Technical inquiries responded to with reports and publications.
2. Original manuscripts and newsletters published for LDC training, education and information programs.
3. Reports issued and AID/USDA report listings updated.
4. AID/USDA rence center developed and maintained.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the Office of Science and Technology found:

1. Expansion of project outputs beyond the pilot stage is hindered by lack of AID/W staff, lack of a comprehensive management and growth plan, lack of continuous promotion mechanism and insufficient user targeting.

2. An output of project-technology inquiry service appears to be useful to past users, to be of greater use than other AID/W project information inputs and is in enough demand to require development of a formal system for sharing information about the research interests of AID and USDA agriculturists.
3. An output of project, national agricultural library special activities, is an appropriate mechanism for planning and demonstrating the feasibility of new agricultural information services and products which AID may create to meet needs of AID/W and field projects.
4. An output of project, bibliographical search on agricultural issues, appears to be frequently used by target population and to have high user satisfaction.
5. Bibliographical service should receive higher level of support to ensure service expansion and improved targeting of users.

Earle G. Lawrence; "Agriculture Information and Related Activities." USAID/Office of Science & Technology; PES; 1982.

SCIENCE & TECHNOLOGY

SOCIAL PROGRESS INDICATORS - EL SALVADOR

Project Number 931023605

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$6,215,000

Project designed to improve the quality of life for the rural poor by improving the planning and implementation of projects through the development and utilization of a measure(s) for the level of living.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the Office of Science and Technology found:

1. Project has received lots of government support.
2. Responsibility for these deficiencies lie principally with the U.M.I. section of the Salvadorean Census Bureau whose data base the indicator project is drawn from.
3. Social progress indicators project in El Salvador in its second year of implementation, thus far a success. Goals of project are being achieved in that indicators are being developed that are "intuitively obvious" (simple, basic and realistic) and pertinent.
4. Problems lie in the uneven quality of the indicators. Government is pressing for speedy results and much of the data are poor or inappropriate items as well as inappropriate phrasing of items. The questionnaires were mostly adaptations from previous models and have not been pretested well.

T. O'Hare, et al., "Social Progress Indicators: El Salvador." USAID/Washington; PES; 1982.

TECHNICAL ASSISTANCE

IMPROVEMENT OF RURAL NUTRITIONAL QUALITY OF WHEAT

Project Number 931047111

PROJECT SYNOPSIS

Initial Year: FY 66 Life of Project Funding: \$3,574,000

AID/W began financing research at University of Nebraska in 1966. The university systematically screened and evaluated the USDA world wheat collection for protein and high lysine characteristics. They assembled and distributed seeds and tested them in different locations, established the winter wheat performance nursery and continued their research in the field and in the laboratory. The project was extended in 1971 and 1973 and in 1975 they added the comprehensive study of the influence of soil and environmental factors on yield and quality.

GOAL: Increase quantity and nutritional quality of food crops in LDCs.

PURPOSE: Make available to LDCs high-yielding, nutritious varieties of wheat with multiple resistance to moisture and temperature stresses, diseases and insects, together with improved practices for their cultivation.

OUTPUTS: 1. Identification of superior germplasm; incorporation of desirable traits into broadly adapted varieties; evaluation of improved varieties and practices in developing countries; training of developing country personnel in wheat research; establishment of effective linkages with developing country agencies.

INPUTS: 1. AID/W provides financial support, project guidance.
2. Contractor provides qualified personnel and backstopping facilities.
3. Participating personnel, cooperation provided by: a) developing countries, b) USAIDs, c) international organizations.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out for the Office of Science & Technology found:

1. An international winter wheat evaluation network with test sites in 38 countries has been an effective vehicle for early identification of new high-yielding wheat varieties with high performance stability and broad international adaptation.
2. Project was successful in developing improved wheat varieties and in disproving the notion that there exists an inverse relationship between yield and protein content.
3. Project implementation was continued long after it became apparent that project impact would be substantially less than the project design anticipated.
4. Instead, other objectives were added on, with AID/W and contractor concurrence, but without adequate time to increase project impact.
5. Project objectives should have been narrowed to concentrate on limited findings.
6. Project impact has, however, been adversely affected by lack of a specific and aggressive dissemination component in the project.

R. I. Jackson, et al., "Improvement of Nutritional Quality of Wheat." USAID/Office of Science & Technology; PES; 1982.

TECHNICAL ASSISTANCE

POOR RURAL HOUSEHOLDS

Project Number 9310594

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$820,000

Integrated research proposals study rural development process in LDC's, focusing on effects development has on output, employment, income distribution, welfare of rural poor, changes in household behavior attributable to efforts to increase output, income are examined, as is role of intersectoral labor market.

GOAL: Improve capacity of LDC rural sectors to achieve equity objectives without sacrificing efficiency objectives through systematic use of economic and social science analysis.

PURPOSE: Develop an information system for LDC's to identify and analyze equity and efficiency consequences of alternative policy and program elements that might be elements of agricultural/rural development.

OUTPUTS: Collaboration between LDC and U.S. professionals in: analysis of effects of technical change in specific country contexts; analysis of effects of natural resource augmentation in specific country contexts; analyses of effects of technical change on farm household behavior; methodological research.

INPUTS: LDC and U.S. professionals; salaries and other support for LDC professionals; management and professional inputs by technical assistance/agricultural/establishment.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out for the Office of Science & Technology found:

1. Project implementation by U.S. research institution was hampered by lack of uniformity and coordination of project implementation by lack of analysis of policy implications of project's research findings.
2. Project management was hampered by: need to coordinate three different project contractors and to gain consensus on goals, procedures and methods, change of principal research personnel at two research institutions with consequent loss of implementation momentum. Project objective was too broadly stated and lack of adequate reporting procedures.
3. Project was, however, successful in achieving intended research outputs.
4. Project results indicated the need for selecting technologies capable of increasing rural productivity without negative equity impacts, and the types of programs and policies which can prevent negative equity impacts and improve income distribution.
5. Faulty project planning did not allow for coordination between contractors for interim targets or milestones or for specific project objectives.
6. Project outputs could be of great use to AID development assistance programs, developing country planners and to US research institutions.

R. Robbins, "Poor Rural Households."
USAID/Office of Science & Technology; PES: 1982.

TECHNICAL ASSISTANCE

NITROGEN FIXATION PROBLEMS & LIMITING FACTORS

Project Number 9310610

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$3,825,000

Cooperative state research service/USDA will sponsor and coordinate research programs designed to identify and resolve those factors/problem areas limiting RILNF.

GOAL: Increase crop production and improve nutrition for a growing world population.

PURPOSE: Research improving working knowledge of biological nitrogen fixation and its application to large crop areas. Develop new methods removing current constraints limiting biological nitrogen fixation by rhizobia inoculated legume crops.

OUTPUTS:

1. Research subcontracts with approximately 30 research organizations (predominantly U.S. universities/private industry) and establishment of communication linkages.
2. Yearly project progress reports to USDA/CSRS.
3. Research specifically identifying factors limiting effectiveness of rhizobial inoculum preparation, soil/legume inoculation, symbiotic relationship with host.
4. Improved inoculant materials/practices and increased crop yields.
5. Increased professionals trained in nitrogen fixing research.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the Office of Science & Technology found:

1. The project's use of a selection committee for sub-grant proposals has been successful in ensuring scientific quality of proposals, in increasing the likelihood of its contribution to developing country problems, in achieving cost-effectiveness and in drawing on a broad base of scientific expertise that would not otherwise have been available.
2. Project achieved success with the strategy of providing a grant to USDA and subgrants to U.S. research institutions. This administrative arrangement has been successful in attracting the participation of a large number of U.S. crop researchers.
3. Success has also been achieved in developing good working relationships between AID and USDA and between USDA and sub-grant U.S. institutions, and has proven to be cost-effective.
4. New technology developed as a result of the project is relatively low cost, represents a low risk to small farmers adapting to the technology, can be easily integrated into a crop management system, is consistent with the maintenance of a labor intensive agriculture, and will benefit small farmers more than larger ones since it is used on food crops consumed directly by rural families.

L. Frederick, et al., "Nitrogen Fixation Problems & Limiting Factors." USAID/Office of Science & Technology; PES; 1982.

TECHNICAL ASSISTANCE

SPRING AND WINTER WHEAT

Project Number 9310621

PROJECT SYNOPSIS

Initial Year: FY 76 Life of Project Funding: \$2,975,000

Cooperative wheat research between Oregon State University and Int's Center for Improvement of Maize & Wheat (CIMMYT) utilizing winter x spring varietal crossing.

GOAL: Increase quantity and nutritional value of food crops in developing countries.

PURPOSE: Make available to LDC's high-yielding, nutritious varieties of wheat with multiple resistance to moisture and temperature stressed, diseases and insects, together with improved practices for their cultivation.

OUTPUTS: 1. Identification of superior germ plasm.
2. Incorporation of desirable traits into broadly-adapted varieties suitable for LDC use.
3. Evaluation of improved varieties and in LDC's.
4. Training of LDC personnel in wheat research.
5. Establishment of effective linkages with LDC agencies.

INPUTS: 1. AID/W provides financial support and project guidance.
2. Contractor provides qualified personnel and backstopping facilities.
3. Participating personnel and cooperation provided by LDC's, USAID's, and international organizations.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the Office of Science & Technology found:

1. Evaluation determined that it was not feasible for an international wheat research organization to take over project funding and management, and recommended AID grant to U.S. contractor be extended for 5 years.
2. Project has been very effective in improving winter wheat in LDC's due, in part, to the project's linkages to other wheat programs, including cooperative efforts between the contractor--a U.S. university--and international wheat research organizations.
3. Obstacles to future project impact are primarily external ones and concern such issues as whether AID should continue to fund such projects as this with ongoing need characteristics, and whether such research can be funded directly by the international wheat research organization.
4. U.S. contractor has been successful in achieving project outputs, including trained LDC agriculturalists; trained agricultural researchers have been full participants in the applied research process and their progress has been followed by U.S. contractors after their return to their home countries.
5. Project implementation has been timely and effective and has achieved greater than expected research results.
6. The question remains whether such research can be funded directly by the international wheat research organization.

R.I. Jackson, et al., "Spring and Winter Wheat."
USAID/Office of Science & Technology; PES; 1982.

TECHNICAL ASSISTANCE

NITROGEN-FIXATION, NON-SYMBIOTIC ASSOCIATIVE

Project Number 9311004

PROJECT SYNOPSIS

Initial Year: FY 77 Life of Project Funding: \$1,180,000

Grant to University of Florida's Center for Tropical Agriculture to develop a consistently productive bacterial system in tropical grasses that will fix substantial quantities of atmospheric nitrogen to improve the food value of such grass crops as corn, sorghum, millet, cereals, forage and pasture grasses.

GOAL: Increase food production and improve quality of life of small farmers through better soil and water management.

PURPOSE: To critically study tropical grass-bacteria associative nitrogen fixation. To evaluate its potential for world-wide use, especially in LDC's. To isolate, characterize and evaluate the N-fixing ability of bacteria associated with grass roots. To determine if these systems can be managed and placed into farming practice on a practical basis.

OUTPUTS:

1. An associative grass-bacteria system that consistently fixes appreciable nitrogen.
2. Environmental conditions, grass cultivars and bacteria that improve nitrogen fixation, especially in the tropics.
3. Field inoculation methods.
4. Training of research personnel.
5. Linkages with international and U.S. agencies.

INPUTS:

1. AID/W provides financial support and project guidance.
2. Contractors provide qualified personnel and major facilities.
3. Cooperation provided by (1) other universities, (2) international centers, (3) LDC's.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the Office of Science & Technology found:

1. Delays in achieving research goals is an indication of the difficulty of the research and is not an indication of faulty project design or implementation.
2. A project such as this which is researching biological problems of unknown dimensions requires long-term effort. The project's use of a multidisciplinary research team appears to be a valid approach. The research methodology appears to be sound and there has been no need to the research focus.
3. Economic feasibility of the research has not yet been determined, although some research results achieved to date may be useful to LDC's.

L. Frederick, et al., "Nitrogen-Fixation, Non-Symbiotic Associative." USAID/Office of Science & Technology; PES; 1982.

TECHNICAL ASSISTANCE

AGRICULTURAL MECHANIZATION

Project Number 9311026

PROJECT SYNOPSIS

Initial Year: FY 77 Life of Project Funding: \$1,033,000

A 3-year project consisting of grants, technical advisory assistance by contractors and sub-contractors to conduct basic research on effects of small-scale agricultural mechanization on small farmers' employment patterns, yields and income in 4 Asian countries (Pakistan, Indonesia, Thailand and Philippines).

GOAL: To increase employment and income opportunities for the rural poor in LDC's.

PURPOSE: 1. To assess the impact of mechanical technology in food grain production on the welfare of the rural poor.
2. To determine the effects of government programs and policies on the type of mechanical technology utilized by the agricultural sector.

OUTPUTS: 1. Reports, articles and seminars produced which identify: a) How different technologies affect employment and production of rice; and b) How government policies affect the use of various technologies.
2. Methodologies developed for assessing the effects of mechanical technologies used in the agricultural sector planning of rice-producing countries.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the
Office of Science & Technology found:

1. Contracting delay with original Thai researchers necessitated writing a new subcontract with another group which has delayed the data collection process there. Although a year behind schedule, it doesn't pose a threat to ultimate outcome of project.
2. Survey research being completed on the consequences of small farm mechanization with no real problems.

Gordon Appleby, et al., "Agricultural Mechanization."
USAID/Office of Science & Technology; PES; 1982.

TECHNICAL ASSISTANCE

PHYSIOLOGY AND ECOLOGY OF TICKS

Project Number 9311038

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$704,000

Grant is provided to the International Center for Insect Physiology and Ecology (ICIPE) in Africa to develop an integrated biological method for controlling ticks affecting tropical livestock.

GOAL: Improved methods of tick control developed.

PURPOSE: A biological method of tick control developed based on antibodies in cattle which interfere with normal tick development and feeding.

OUTPUTS:

1. Establishment of tick colonies.
2. Identification and assay of tick hormones, antihormones, and pheromones.
3. Field trials with ruminants to develop and test methods of producing antibodies in ruminants which will disrupt the maturation process in ticks.
4. Training of LDC personnel.
5. Publication of results.

INPUTS:

1. International Center for Insect Physiology and Ecology (ICIPE) analytical laboratories, tick colonies, lab and field personnel.
2. IIBR tick colonies.
3. USAID funding and project management.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the Office of Science & Technology found:

1. U.S. contractor successfully developed: an appropriate experimental project design, a viable work plan and collaborative relationship with other international research institutions.
2. The latter has resulted in the sharing of equipment, knowledge and facilities, and has been responsible for a major portion of achievement of project outputs.
3. Small farmers will be eventual beneficiaries of project activities assuming that technology is adequately extended.

Douglas W. Rutchart, et al., "Physiology and Ecology of Ticks." USAID/Office of Science & Technology; PES; 1982.

TECHNICAL ASSISTANCE

MANAGING DECENTRALIZATION

Project Number 9311053

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$2,087,000

AID grant will finance five years of applied research by a contractor into local conditions, priorities, and opportunities for decentralizing the planning and management of development projects and service delivery systems in LDC's.

GOAL: Decentralized organizations can more effectively identify, design, organize, implement, and maintain development projects and service programs.

PURPOSE: Know how and expertise in managing decentralization available to AID missions and LDC governments.

OUTPUTS: 1. Operationally relevant state-of-the-art and practical guidance materials prepared.
2. Long- and short-term country consultation and applied research performed.
3. Consulting network of experts listed.
4. Dissemination of information on decentralization on-going.

INPUTS: 1. Contractual agreement with a university.
2. Mission and host government commitment which also simultaneously service their own strategic and project needs.
3. Guidance and decision-making by development administration steering committee, and by inter-bureau coordination committee.
4. US/DA staff to assume management and professional review.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the Office of Science & Technology found:

1. May be in the best interests of all parties involved if in-depth work in Nicaragua concentrated on establishing a management structure capable of integrating field activities in the center rather than concentrating on municipal problems.
2. Approximately 1/3 of short-term consultation scheduled has been promised during the first two years of the project. Papers have been generally early.
3. Long-term consultants in both Kenya and Nicaragua have not had their work closely linked with a core group in the project.

Monteze M. Snyder, "Managing Decentralization." USAID/Office of Science & Technology; PES; 1982.

TECHNICAL ASSISTANCE

NUTRITION AND DIETARY SURVEYS/SURVEILLANCE

Project Number 9311064

PROJECT SYNOPSIS

Initial Year: FY 77

Life of Project Funding: \$6,885,000

RSSA with Center for Disease Control, U.S. Public Health Service and centrally-funded general technical service contract with UCLA School of Public Health support development of new methodologies for assessing nutritional status of a population.

GOAL: To strengthen LDC capabilities to analyze the nature, magnitude, and causes of their malnutrition.

PURPOSE:

1. To assist LDC's in implementing nutritional status and dietary surveys and in establishing nutrition surveillance systems.
2. To develop rapid, simple, reliable methods for determining food consumption patterns and dietary intake and for establishing nutrition surveillance systems.

OUTPUTS:

1. A rapid, inexpensive, reliable methodology for determining dietary intake of an individual and food consumption patterns of families.
2. A nutrition surveillance system to be based on readily obtainable data, capable of forecasting critical changes in the nutritional state of a population.
3. Further improvements in existing methodology for determining nutritional status.
4. Application of methods in LDC's.

INPUTS: AID funds and project management to: 1) support centers to assist LDC's in survey and surveillance programs; 2) Coordinate in-country arrangements; 3) Help organize workshops to develop dietary and nutrition surveillance system methodologies.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the Office of Science & Technology found:

1. It had originally been assumed that only one surveillance methodology would be needed for all of the LDC's. However, it has been determined that the methodologies should be specifically tailored to the needs of the participating country.
2. The project has been recommended for a 5 year extension due to the continual requests by host countries for technical assistance in survey planning and implementation.
3. Through effective collaboration with UN agencies, there has been substantial support in promoting surveillance and developing appropriate methodologies.
4. The survey and surveillance project has accomplished its immediate objective by providing technical assistance to thirteen countries in developing capabilities to address nutritional problems.

J. McKigney, et al., "Nutrition and Dietary Surveys/Surveillance." USAID/Office of Science & Technology; PES; 1982.

TECHNICAL ASSISTANCE

APPROPRIATE TECHNOLOGY FUND

Project Number 9311071

PROJECT SYNOPSIS

Initial Year: FY 77 Life of Project Funding: \$43,785,000

Start-up grant is provided to Appropriate Technology International (ATI) to support expanded and coordinated efforts to promote development and dissemination of technologies appropriate (AT) to LDC's.

GOAL: Capacity of LDC's to develop and use effective appropriate technologies (AT) in carrying out development strategies improved.

PURPOSE: Greater awareness and use of appropriate technology in LDC's promoted.

OUTPUTS:

1. Field studies and workshops carried out to support or expand innovative appropriate technology projects developed by U.S. and LDC organizations.
2. Appropriate technologies tested and disseminated by U.S. organizations which relate to alternative energy, food preservation and processing, and village water purification and storage.
3. Educational methods and materials on appropriate technology developed.
4. Information exchange and communication between appropriate technology organizations and LDC governments supported.
5. The office, staff, and operational plan of appropriate technology international functioning.

FY 1982 EVALUATION FINDINGS

Combination evaluation carried out for the Office of Science & Technology found:

1. Costs were also higher than expected, and it is judged that a lower cost vehicle could have been found to achieve these effects.
2. ATI has been reasonably successful in LDC's in strengthening institutions, developing and disseminating appropriate technologies and influencing policy. It was less successful in drawing on this experience and influencing its U.S. and international constituencies.
3. The responsibility is shared by AID and ATI. If AID and ATI are seriously willing to attempt the improvements required, modest success should assure that the flow of benefits from the ATI program will be more commensurate with costs in the future.

Roger Moeller and Clarence Mann, "Appropriate Technology Fund." USAID/Office of Food for Peace and Voluntary Assistance, PES; 1982.

TECHNICAL ASSISTANCE

ENHANCING SCIENCE & TECHNOLOGY CAPABILITY IN LDC's

Project Number 9311223

PROJECT SYNOPSIS

Initial Year: FY 77 Life of Project Funding: \$3,375,000

Grant is provided to the National Academy of Science (NAS) and its sister institutions, the National Academy of Engineering and the Institute of Medicine, to conduct a program with two broad objectives: (1) NAS collaboration with LDC institutions in strengthening their capabilities to apply science and technology (ST) to development problems and (2) provision, through NAS, of a wide range of scientific and technical advisory services to AID.

GOAL: To improve and accelerate the development of LDC's through the systematic application of science and technology to solve urgent problems of national significance.

PURPOSE:

1. To strengthen the capability of LDC institutions to apply science and technology resources to solve economic development problems.
2. To assist AID and LDC's in utilizing improved techniques to adapt scientific and technological advancements in the U.S. and other industrialized countries to the solution of specific development problems.

OUTPUTS:

1. Specific technological innovations are proposed for application to all LDC's.
2. Recommendations are made to specific LDC's by NAS advisory missions on science policy and programs.
3. Recommendations for AID action are made in NAS advisory studies.
4. New LDC organizations are created to carry out national science policies and programs.
5. New mechanisms for the exchange of scientific information are established in LDC's.
6. New and different kinds of linkages are formed between scientific institutions and personnel in the U.S. and LDC's.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the Office of Science & Technology found:

1. Project achieved majority of planned outputs including overseas workshops, discussion seminars. Completion of two of the eight planned research studies outputs were achieved within the original project budget.
2. Project appears to have achieved modest successes in improving scientific and technological policy decisions in both AID and in developing countries throughout provision of timely expert information and advice.
3. Diffusion of study results is facilitated by an aggressive studies director who can initiate extensive, non-formal diffusion strategies.
4. Follow-up costs for completed studies were very high.
5. Project efforts to diffuse science and technology technological innovations have stimulated considerable interest and activity in developing countries.

John A. Daly, "Enhancing Science & Technology Capability in LDC's." USAID/Office of Science & Technology; PES; 1982.

TECHNICAL ASSISTANCE

REMOTE SENSING FOR AGRICULTURE

Project Number 9311224

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$1,400,000

Grant-funded technical assistance and equipment is supplied to several LDC's to demonstrate the application of remote sensing technology for estimating crop production.

GOAL: To improve agricultural land utilization and crop forecasting in LDC's through assistance in the use of remote sensing and related technologies.

PURPOSE: To demonstrate the application of satellite imagery and aerial photography to delineate sample fields representative, in a statistically significant sense, of a nation's total agricultural crop production.

OUTPUTS:

1. Land use theme maps.
2. Enhanced LANDSAT satellite images.
3. Tables of crop production estimates.
4. Field enumerator notes.

INPUTS:

1. USAID: \$1.4 million.
2. USDA: technical assistance, equipment, host country: manpower, mapping facility and supplies, aerial photos, 4-wheel drives, computer facility.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the Office of Science & Technology found:

1. Effective use of this technology requires aggressive provision of remote sensing technology and a strong interagency working relationship in the host country.

2. The area frame sampling methodology can be transferred to almost any developing country, regardless of its technical base in agricultural development.
3. Impact of this technology on small farmers will only be achieved when adequate use of agricultural statistics generated permits more effective utilization of agricultural inputs to rural areas.
4. Project has been successful in transferring area from sampling technology to four countries, and each country has utilized this technology to develop land use theme maps, to draw sample segments and to conduct field survey in atleast one agriculturally important province.
5. Project impact remains limited by technical ability of target countries to fully exploit remote sensing techniques. Impacting a country's information system is a very slow process.

Chas. K. Paul and Wm. Wigton, "Remote Sensing for Agriculture." USAID/Office of Science & Technology; PES; 1982.

TECHNICAL ASSISTANCE

COMPREHENSIVE PLANNING FOR RURAL DEVELOPMENT

Project Number 9311299

PROJECT SYNOPSIS

Initial Year: FY 77 Life of Project Funding: \$750,000

An institutional grant is provided to the Tuskegee Institute to strengthen the Institute's overall capability to assist LDC's in developing the capacity to analyze problems in their agricultural and rural sectors.

GOAL: Agricultural and rural development programs in LDC's increased.

PURPOSE:

1. Expanded knowledge in comprehensive planning for rural development focusing on farming systems, marketing, community participation and new lands development.
2. Strengthened educational and training capacity in agricultural and rural development.
3. Advisory and consultation capacity gradually developed.
4. Developed linkages and networks with domestic and LDC professionals.
5. Increased information capacity.

INPUTS: Tuskegee: 1. Computer, teaching, library, office, administrative and accounting facilities. AID: 1. Financial support; 2. Project management (technical assistance/ agricultural) involvement; 3. Regional bureau involvement.

FY 1982 EVALUATION FINDINGS

Combination evaluation carried out for the Office of Science & Technology found:

1. The Tuskegee Institute is on track towards the accomplishment of many of the project goals including training, seminars and conferences and various research activities.
2. Tuskegee's International Development Center is initiating plans to establish itself in data collection and analysis of agricultural economic analysis. In addition, two new programs have been proposed: a master's in rural development and a master's in agricultural economics.
3. The training has already parleyed into another position for one staff member based on the improvement of his qualifications.
4. There have been some problems in retaining staff due to the inability of the Tuskegee Institute to assure personnel of permanent full time positions.

Gordon Appleby, "Comprehensive Planning for Rural Development."
USAID/Office of Science and Technology ; PES;
1982.

TECHNICAL ASSISTANCE

SMALL FARMER TECHNICAL AND MARKETING ASSISTANCE

Project Number 9311302

PROJECT SYNOPSIS

Initial Year: FY 77 Life of Project Funding: \$750,000

Grant to North Carolina Agricultural and Technical University (A&T) will develop that institution's capacity to provide a multidisciplinary response in the analysis of such LDC problem areas as small farmer technology and agricultural marketing.

GOAL: Number of universities possessing capability to provide intervention strategies to LDC's increased.

PURPOSE: To develop the institution's response capability and multidisciplinary capacity to assist LDC's in the areas of small farmer technology and marketing analysis for rural development.

OUTPUTS: 1. Expanded knowledge base in such areas as small farmer technology and marketing.
2. Strengthened educational and training capacity in agricultural and rural development.
3. Advisory and consultation capacity gradually developed.
4. Developed linkages and networks with domestic and LDC professionals.
5. Increased information capacity.

INPUTS: NCA&T: 1. Computer, teaching, library, office, administrative, and accounting facilities.
AID: 1. Financial support; 2. Project management (technical assistance/agricultural) involvement; 3. Regional bureau involvement.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the Office of Science & Technology found:

1. In small farmer technology and marketing analysis for rural development grant, North Carolina A&T State University is making significant progress toward increasing its institutional capacity to participate in international development activities.
2. North Carolina A&T State is support education and training programs for faculty and students.
3. Faculty participation on design and evaluation teams has yet to occur with desired frequency. However, this can be resolved.
4. Success is being realized in carrying out domestic and foreign research activities.
5. The faculties which have been strengthened include: building information capacity, providing advisory and consultation services and developing foreign and domestic linkages.

Richard Suttor, et al., "Small Farmer Technical and Marketing Assistance." USAID/Office of Science & Technology; PES; 1982.

TECHNICAL ASSISTANCE

SMALL RUMINANT PROGRAM

Project Number 9311328

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$30,016,000

Grant is provided to the University of California at Davis to improve the small ruminant production capability of developing countries.

GOAL: Incomes of small landholders increased in developing countries.

PURPOSE: Small ruminant production capability of developing countries improved.

OUTPUTS:

1. Research program on small ruminant livestock production instituted and managed by the University of California at Davis.
2. A total of 17 research subprojects implemented by 13 U.S. universities and research institutions.
3. Research facilities and programs established at 4 overseas locations.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the Office of Science & Technology found:

1. Slow start-up of project implementation has threatened achievement of some project outputs. Project designed to curtail or eliminate certain programs.
2. Achievement of project outputs is hampered by difficulty in coordinating the various project committees and by the large number of members of those committees.

3. The U.S. implementation organization was successful in quickly initiating project implementation including identification and selection of project sites, awarding research sub-grants to participating U.S. universities, developing a plan for implementation and financial management procedures.
4. AID travel clearance procedures for scientists and technical assistance personnel is burdensome and has delayed project implementation.
5. Project evaluation activities required by AID are burdensome and unnecessary and require time needed for project activities. Greater use should be made of other available project reviews and evaluations.
6. The implementation organization has had to respond to recommendations from sources which do not control the project funds, and the AID/W project manager has little responsibility for project implementation but must interact with people who control project funds.
7. Project implementation has been delayed due to faulty project planning which did not adequately define respective responsibilities of project participants
8. Further, project implementation has been delayed due to incomplete project planning prior to signing of the grant agreement and the consequent need to complete this planning function before project activities could be initiated.
9. Project activities will eventually benefit rural women as women assume major responsibility for raising small ruminant animals.

C. Haines, et al., "Small Ruminant Program."
USAID/Office of Science & Technology; PES; 1982.

POPULATION AND HUMANITARIAN ASSISTANCE

FAMILY PLANNING TRAINING FOR PARAMEDICS AND AUXILIARIES

Project Number 9320644

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$29,203,000

Project to expand LDC training and use of paramedical, auxiliary, and community (PAC) family planning (FP) personnel.

GOAL: LDC family planning and health programs provide the information and means needed to protect all families from unwanted pregnancy. From 65 to 70% of fertile couples are practicing family planning using effective means.

PURPOSE: Strengthen and expand LDC family planning and in-service and pre-service training systems for paramedical, auxiliary, and community personnel, and change the conditions that inhibit extensive use of paramedical, auxiliary, and community personnel.

OUTPUTS:

1. Training projects assisted.
2. Nurses, nurse/midwives, and midwives trained.
3. Auxiliaries trained.
4. Community workers trained.
5. Managers, physicians trained.
6. Utilization, policy, standards meetings.
7. Training of trainers and training systems assistance.
8. Curriculum development assistance consultations.
9. Workshops and conferences.
10. Materials developed (titles).

INPUTS:

1. AID financing.
2. Regional and specialty training.
3. Training Service Agencies.
4. Leadership.
5. Consultants.
6. Curriculum development stimulus and guidance.
7. Management of resources.
8. Professional competence.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the Office of Science & Technology found:

1. Project planning was overly ambitious. A contract which specifies the number and categories of people to be trained is too inflexible for effective implementation in Asia, where coordination with many other donors is necessary.
2. Future contracts for health training assistance should be more flexible and able to facilitate the provision of technical assistance without references to preconceived quantitative outputs.
3. The effectiveness of project implementation has been reduced due to a verbal direction of the contractor from AID/W to disregard certain aspects of their contractual scope of work (i.e. training needs assessment) that proved to be necessary to achieve effective implementation.
4. AID/W failed to sufficiently monitor contract performance and to realize and deal with subsequent implementation problems.
5. Start-up of project implementation has been seriously delayed in countries identified as having a high priority need for assistance due to political instability. USAID mission suspension of centrally funded population activities and host government refusal of assistance outside of bilateral agreements.

Judith P. Rooks, "Family Planning Training for Paramedics and Auxiliaries." USAID/Office of Science & Technology; PES; 1982.

POPULATION AND HUMANITARIAN ASSISTANCE

DEMOGRAPHIC DATA COLLECTION IN ASIA

Project Number 9320648

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$6,900,000

Grant is provided to the East-West Population Institute (EWPI) to develop, disseminate, and apply improved demographic techniques in the nations of Asia and the Pacific.

GOAL: To enhance the possibilities that policy relevant and improved demographic data are available in the assessment and implementation of population programs in Asia.

PURPOSE: To develop, disseminate, and apply demographic techniques to improve and evaluate census, survey, and vital registration data collection and analysis in Asia and the Pacific.

OUTPUTS:

1. Conferences and workshops held on Asian population census, Asian world fertility/intercensal survey, computer editing and imputation, Asian vital registration, population of the People's Republic of China, operations research, and Asian population policy.
2. Working groups formed concerning: Asian census fertility, Asian world fertility analysis, Asian census evaluation, computer editing and imputation, and Asian vital registration.
3. Technical assistance activities undertaken, including development of census data analysis and editing and imputation computer packages, reports on Asian world fertility/intercensal survey, population program evaluation, and vital registration, a census evaluation field experiment, and census newsletters.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the Office of Science and Technology found:

1. Faulty project planning led to dependency on output from another AID contractor before some project outputs could be achieved. Led to poor timing of project implementation and hindered substantive quality of some workshops and conferences.
2. Project replanned to focus greater attention on data analysis activities.
3. Several host countries were removed from demographic reports produced by project activities because of host country political institution ability or inaccessibility of necessary data.
4. U.S. contractor has had to closely coordinate workshops and conferences with other international population institutions due to scarcity of qualified technical assistance people and in order to avoid duplication of similar activities by other AID contractors.
5. U.S. contractor has been very successful in achieving project outputs including workshops, conferences and data processing, evaluation and analysis. All outputs are intended to disseminate demographic techniques to improve demographic data collection and evaluation.

Unknown; "Demographic Data Collection in Asia." USAID/Office of Science & Technology; PES; 1982.

SCIENCE AND TECHNOLOGY

U.N. FUND FOR POPULATION ACTIVITIES

Project Number 9320662

PROJECT SYNOPSIS

Initial Year: FY

Life of Project Funding: \$

Project designed to improve the standard of living of the targeted population by improving the per capita availability of resources through lower birth rates and improved family planning programs. Project's principal output was to strengthen and increase the institutional capacity of the U.N. Fund for Population Activities.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the Office of Science and Technology found:

1. Inadequate resources are becoming a severe constraint in recipient organizational programming resulting in a reduction in some planned activities, a stretching out of other assistance programs and a slowing of the previously planned expansion of others.
2. Recipient organization's support for inter-country programs will be sharply reduced. Further reduction can jeopardize recipient organization's capacity to meet priority assistance needs.
3. Activities of recipient organization are important to the achievement of U.S. foreign policy objectives and are consistent with AID country population strategy. Assistance by recipient organization to LDCs is more effective in basic data collection than for family planning programs.
4. Further, recipient organization often meets LDC assistance needs that are not always met by AID bilateral assistance programs and which are often vital to the successful implementation of AID activities.

5. The allocation of recipient organizational assistance differs sharply between AID regions in kind and magnitude. These differences are generally consistent with U.S. interests.
6. Recipient organizations support for family planning programs is shaped by host country policies, resulting in the provision of considerable assistance for health activities unrelated to family planning. The health-oriented mandates of recipient organization's principal executing agencies also contribute to this mix of activities.
7. AID and recipient organization have established working relationships that represent generally effective program coordination. Certain organizational differences have produced communication gaps which can and should be overcome.

Carl J. Hemmer, "U.N. Fund for Population Activities."
USAID/Washington; PES; 1982.

DEVELOPMENT SUPPORT

FAMILY PLANNING ASSISTANCE THROUGH HOME ECONOMICS

Project Number 9363006

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$1,982,000

Grant is provided to the American Home Economics Association (AHEA) to integrate population/family planning activities into formal and non-formal home economics educational and service systems in selected LDC's.

GOAL: Development of more adequate systems to deliver information and education on population and family planning.

PURPOSE: To institutionalize the integration of population/family planning knowledge and practice into formal and non-formal home economics educational and service systems for the enhancement of family well-being in selected developing countries.

OUTPUTS:

1. Strong home economics courses developed.
2. Curriculum change, for formal and informal home economics education.
3. Educational material adaptation, translation, utilization, and gap-filling production.
4. Publications to support the worldwide home economics network.
5. Cooperation with International Federation of Home Economics; Food and Agricultural Association; United Nations Educational, Scientific, and Cultural Organization; Integrated Improvement Program for the Urban Poor; and other international and national groups and agencies.
6. Field study, evaluation and revision of organizational and operational strategies.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out for the Office of Science & Technology found:

1. The contractor's management and administrative capabilities should be more closely considered and the nature of cooperation between the contractor and the AID technical office should be more closely defined.
2. Project implementation was hindered by management problems in contractor's home office and field staff. Contractor was unable to correct these problems and project was, therefore, terminated.
3. AID's use of a specific support grant mechanization in this project may not have been appropriate given the contractor's need for continuous technical input and monitoring by AID to ensure that project activities contributed to AID program goals.
4. Project implementation was successful in achieving outputs, but only partially successful in achieving project purpose. Of 39 target countries, project purpose (i.e. increased institutional capacity) was achieved in four and partially achieved in four others.
5. Project showed that the concept of providing family planning information and services through outlets other than family planning clinics or public sector institutions can be a useful approach in many LDC's, particularly in those LDC's where family health issues are the principal components of national interests in population.
6. The wide dissemination of materials produced as a result of the project indicate the potential usefulness of this approach.

Melody Trott and Anne Aarnes, "Family Planning Assistance Through Home Economics." USAID/Office of Science & Technology; PES; 1982.

DEVELOPMENT SUPPORT

PVO ALTERNATIVE ENERGY INITIATIVES

Project Number 9365701

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$6,039,000

Grant is provided to Volunteers in Technical Assistance (VITA) to strengthen the institutional base of VITA's alternative energy program (AEP) for rural areas of the third world.

GOAL: Alternative energy technologies applied to the needs of rural poor.

PURPOSE: Program established to assist alternative energy institutions to overcome constraints to technology development, transfer, and diffusion.

OUTPUTS:

1. Pool of volunteers available to consult in energy-related fields increased.
2. Volunteers in technical assistance document center computerized.
3. Specialized materials to educate public on low-cost energy technologies published and disseminated.
4. Training programs provided to local institutions to support their ability to sustain energy efforts.
5. LDC organizations provided with current information on energy.
6. Models for technology transfer and diffusion developed.
7. Grant-making criteria established and energy-related grants provided.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the Office of Science & Technology found:

1. U.S. voluntary organization has performed effective project administration. Staff have been hired and allocated, an implementation plan developed and the small grants program initiated.
2. Uncertainty regarding AID's level of funding temporarily delayed implementation of the small grants program.

A. R. Roan, "PVO Alternative Energy Initiatives." USAID/Office of Science & Technology; PES; 1982.

DEVELOPMENT SUPPORT

TRAINING IN ALTERNATIVE ENERGY TECHNOLOGY

Project Number 9365716

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$52,355,000

Grant to the University of Florida's Solar Energy and Energy Conversion Laboratory (SEECL) supports a 2 year training program in alternative energy technologies for less-developed countries.

GOAL: Less developed country (LDC) human and institutional skills developed in areas of renewable energy technologies, particularly solar.

PURPOSE: Cadre of less developed country manpower trained in technical aspects of alternative energy technology development and use, in light of less developed country social, economic and political climates.

OUTPUTS:

1. Approximately 80 LDC participants trained per program year.
2. Training manuals and complete text materials produced for training sessions.
3. Small scale alternative energy devices developed.
4. Data on small scale devices developed during training sessions.
5. Evaluations performed.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the Office of Science and Technology did not report any findings.

Shirley A. Toth, "Training in Alternative Energy Technologies." USAID/Washington; PES; 1982.

PRIVATE AND DEVELOPMENT COOPERATION

PRIVATE AGENCIES COLLABORATING TOGETHER

Project Number 9380030

PROJECT SYNOPSIS

Initial Year: FY 82 Life of Project Funding: \$4,000,000

Project to help Private Agencies Collaborating Together (PACT) expand support to PVO programs that promote rural development in LDC's. AID funds will support 60 new projects and 110 refundings, primarily in Africa and Asia, but also in Latin America, and will provide support grants to 100 indigenous PVO's and six larger grants to consorts of indigenous PVO's.

FY 1982 EVALUATION FINDINGS

Combination evaluation carried out for the Office of Food and Voluntary Assistance found:

1. PACT is a coalition of PVO's and funds projects which form the cutting edge of development work, and, therefore, may have a lower proportion of "successes" than other AID funded projects.
2. Funding of technical assistance evaluations and provision of other services, e.g., health insurance, provides "glue" that holds consortium together.

Unknown, "Private Agencies Collaborating Together." USAID/Washington; PES; 1982.

POPULATION AND HUMANITARIAN ASSISTANCE

COORDINATION IN DEVELOPMENT CONSORTIUM

Project Number 9380113

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$2,600,000

Project to continue support of Coordination in Development (CODEL)--a consortium of U.S. religious and service agencies--and its overseas services in the areas of food production, education, health, nutrition, family planning, and community development.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out by AID/Washington Central Bureau found:

1. CODEL should retain its principles of participatory, capacity building development assistance and maintain a realistic vision of how and why the gap between the real and ideal has occurred.
2. CODEL has done a commendable job of making progress in collaboration with other PVO's. Not only is there collaboration across organizational and national lines, but across religious boundaries as well.
3. More work, especially, has been done in strengthening CODEL's project evaluation process to this task.

Maryanne Dulansey, "CODEL Evaluation." USAID/Washington; PES; 1982.

PRIVATE AND DEVELOPMENT COOPERATION

INSTITUTE FOR INTERNATIONAL DEVELOPMENT, INC.

Project Number 9380131

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$1,011,000

Matching grant provided to the Institute for International Development, Inc. (IID) to foster LDC small- and medium-sized businesses which provide demonstrable local benefits to the rural people.

GOAL: LDC economies expanded through improved small- and medium-size business management.

PURPOSE: Small- and medium-sized businesses in LDC's which provide demonstrable local benefits to the rural people fostered.

OUTPUTS: 1. 100 small- and medium-size enterprises established.
2. Four new entrepreneurial training program centers established.
3. New enterprises created or existing ones expanded to offer income-earning opportunities for rural people.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the Office of Food & Voluntary Assistance found:

1. The training seminar component (specific project technical assistance, management, administration, legal assistance) is in place but not at the level planned. IDH doesn't have the resources to do this.

2. More care has to be taken to define the beneficiary population more precisely. It will have to determine in what type of lending the organization is most needed in and has a comparative advantage in, in terms of the service it can offer, given its limited resources.
3. II DI/IDH program has worked well with both lower and middle class clients and has given ooth large and small loans to manufacturing, commerce and agriculture.
4. Some clients live from the proceeds of their businesses. Others have them as additional income.

Peter H. Fraser; "Institute for International Development, Inc."
USAID/Office for Food for Peace and Voluntary Assistance; PES;
1982.

FOOD AND VOLUNTARY ASSISTANCE

LUTHERAN WORLD RELIEF

Project Number 938013201

PROJECT SYNOPSIS

Initial Year: FY

Life of Project Funding: \$

Project designed to establish a funding organization under the auspices of Lutheran World Relief. This organization is to assist the government in managing the project and to support the infrastructural network. The overall goal is for this organization to stimulate the communities' own development.

FY 1982 EVALUATION FINDINGS

Combination evaluation carried out for the mission found:

1. "Community development" efforts require a minimum basic affluence of the individuals that are being helped.
2. Project ideas that originate with target group are more easily integrated into infrastructure.

Unknown, "Lutheran World Relief." USAID/Peru; PES; 1982.

LATIN AMERICA REGIONAL

LUTHERAN WORLD RELIEF/ANDEAN REGIONAL OFFICE

Project Number 938013202

PROJECT SYNOPSIS

Initial Year: FY

Life of Project Funding: \$

Project designed to support development efforts toward meeting basic human needs. This is primarily via a coordinating function, which is to promote networking and to stimulate local development agencies by providing them with both training and technical assistance.

FY 1982 EVALUATION FINDINGS

Combination evaluation carried out for the Latin America Regional Office found:

1. Lutheran World Relief successfully engaged in operating its Andean Regional Office. LWR/ARO and its director in particular enjoy a high degree of regard from both client and colleague agencies in the area.
2. LWR/ARO is, however, currently over-extended in terms of its activity load and its ever-expanding number of responsibilities.
3. A reduction in the number of countries being attended. Further planning and the hiring of additional staff were suggested as remedial activities.
4. LRR/ARO is an effective, useful instrument to 1) promote exchange among agencies and communities; 2) facilitate training workshops and seminars and; 3) support small, hard-to-finance projects, but that its purposes are not fully appreciated by all the agencies supported by LWR.

Loren Finner and Daniel Santo Pietro, "Lutheran World Relief." USAID/Latin America Regional Office; PES; 1982.

PRIVATE AND DEVELOPMENT COOPERATION

MEDICAL ASSISTANCE PROGRAMS INTERNATIONAL

Project Number 9380138

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$960,000

Project to initiate or extend a community health component within existing health programs of Medical Assistance Program-affiliated agencies in selected LDC's in order to promote more healthful habits, improve access to and use of health services, and improve environmental conditions related to health.

FY 1982 EVALUATION FINDINGS

Combination evaluation for USAID/Regional Bureau did not produce any findings written for this evaluation.

Unknown, "Medical Assistance Programs International."
USAID/Office of Food and Voluntary Assistance; PES; 1982.

PRIVATE AND DEVELOPMENT CORPORATION

ACCION INTERNATONAL (AITEC) MATCHING GRANT

Project Number 9380146

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$530,000

Matching grant is provided to Accion International (AITEC) to develop the capabilities of local development organizations in the poorer Latin American countries to plan and execute employment-generating and management programs for small urban and rural businesses.

GOAL: Employment in small businesses and small farms in Latin America increased.

PURPOSE: Capabilities of local organizations in poorer Latin American countries to plan and execute employment-generating and management programs for small businesses and small farmers improved.

OUTPUTS:

1. Sixteen indigenous small enterprise organizations involved in retail sales, handicrafts, and repair work assisted through seminars at previously established centers in Brazil, Columbia, and Costa Rica.
2. Two-week intensive training assistance provided to ten newer small enterprises.
3. Full-scale ACCION International (AITEC) assistance programs provided to four selected country organizations for an average of two years.
4. AITEC "How-To" publications and community impact studies provided to small enterprises promotion programs.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for the
Office of Food & Voluntary Assistance found:

1. Urban credit program successful in reaching those to whom credit in the formal lending sector is unavailable, however, by the very nature of lending organization policies, increased productivity and employment generation has not resulted.
2. The replication, therefore, of UNO in its present form is not recommended. Changes in lending organization (UNO) structure and policies must take place to demonstrate replicability.

Judith Tendler, "Accion International (AITEC) Matching Grant."
USAID/Office of Food for Peace and Voluntary Assistance, PES;
1982.

PRIVATE AND DEVELOPMENT COOPERATION

U.S. FOUNDATION FOR INTERNATIONAL SCOUTING

Project Number 9380148

PROJECT SYNOPSIS

Initial Year: FY

Life of Project Funding: \$1,128,000

Project designed to establish a funding organization via a PVO to support community development efforts.

GOAL: To increase community development efforts and thereby increase the rural standard of living.

PURPOSE: To integrate community development programs with scouting groups with a non-AID funding mechanism.

OUTPUTS:

1. Funding organization established.
2. 20 country scout associations with functional community development programs.
3. Establish pre-conditions for future self-reliance.

FY 1982 EVALUATION FINDINGS

Final evaluation carried out for the Office of Food and Voluntary Assistance found:

1. The Foundation for International Scouting is not very successful in community self-help efforts of tangible and lasting nature.
2. It does a very good job of training and providing opportunities for productive activity among unemployed youths.

Kilbridge and Smail, "U.S. Foundation for International Scouting." USAID/Washington; PES; 1982.

FOOD & VOLUNTARY ASSISTANCE

A.I.D. INSTITUTIONAL SUPPORT TO VITA

Project Number 9380157

PROJECT SYNOPSIS

Initial Year: FY 78 Life of Project Funding: \$910,000

Project is designed to improve both the self-reliance and the circumstances of peasants and artisans by maintaining an inquiry and documentation service. This service is to be maintained and operated by indigenous personnel, primarily to address concerns over ecological preservation. This is to be implemented via the provision of technical assistance in the establishment of the inquiry service.

FY 1982 EVALUATION FINDINGS

Ex-post evaluation carried out for an AID/Washington Central Bureau found:

1. Although much information is transferred, little is known about how people become technologically adept.
2. Inquiry and documentation service are invaluable, but some information is gender-based and criteria are established by individual volunteers.
3. Most effective volunteers are people with some technical knowledge already.
4. Volunteers feel they could be more useful.

Mary B. Anderson, "A.I.D. Institutional Support to VITA."
USAID/Washington; PES; 1982.

FOOD & VOLUNTARY ASSISTANCE

SISTER CITIES INTERNATIONAL TECHNICAL ASSISTANCE PROGRAM

Project Number 9380166

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$691,000

Project designed to increase the socio-economic well-being of the populations in the target countries by increasing the institutional capacity of the areas participating in the program. The primary objective of this project is to increase the utilization of U.S. municipal technical assistance to the less developed countries, funded by a grant for institutional development projects.

FY 1982 EVALUATION FINDINGS

Interim evaluation carried out for an AID/Washington Central Bureau found:

1. Grant to sister cities international/technical assistance program is making progress.
2. Main problem concerns the overall objectives of the program: there are too many of them. They are not specific, but rather the general ideas which precede specificity, and they sometimes confuse means with ends.

Druben and Ricci Company, "Sister City International Technical Assistance Program." USAID/Washington; PES; 1982.

PRIVATE AND DEVELOPMENT CORPORATION

OPPORTUNITIES INDUSTRIALIZATION CENTERS INTERNATIONAL

Project Number 9380184

PROJECT SYNOPSIS

Initial Year: FY 80

Life of Project Funding: \$1,000,000

Grant is provided to Opportunities Industrialization Centers International, Inc. (OIC/I), to upgrade its institutional capability to design, implement, and evaluate non-formal employment and training programs in selected LDC's.

GOAL: To provide skill training, motivation, and employment for poor unemployed and under-employed school leavers in underdeveloped countries.

PURPOSE: To strengthen and augment institutional capacity of Opportunities Industrialization Centers International to plan, implement, and evaluate non-formal employment and training programs and small-scale economic enterprises for LDC's.

OUTPUT:

1. Opportunities Industrialization Center (OIC) groups incorporated.
2. Project feasibility studies completed.
3. Internal evaluations of project progress completed.
4. Joint AID/Opportunities Industrialization Centers International (OIC/I)/third party consultant evaluation completed.
5. Program proposals completed and submitted to funding agencies.
6. Revised and improved management information system.

FY 1982 EVALUATION FINDINGS

Combination evaluation carried out for the
Office of Food and Voluntary Assistance:

1. Overly optimistic/overly detailed proposals can put contract in unachievable goal situation.
2. Delayed funding from its principal founder caused contractors delays in hiring of critical personnel and fire other. Delayed funding has been a psychological deterrent.
3. There is a need for greater host country participation in project design.

Barnett and Engel, Druban and Ricci; "Opportunities Industrialization Centers International." USAID/Office of Food for Peace and Voluntary Assistance; PES; 1982.

PRIVATE AND DEVELOPMENT COOPERATION

WORLD VISION RELIEF ORGANIZATION

Project Number 9380202

PROJECT SYNOPSIS

Initial Year: FY 79 Life of Project Funding: \$2,670,000

Grant to the World Vision Relief Organization (WVRO) provides support to strengthen village-level management and related technical expertise in 29 LDC's for a more effective grassroots approach to development.

GOAL: To meet the growing need for long-term development assistance in the fields of health, nutrition, family planning, agricultural production, land regeneration, employment, and income generation. (I)

PURPOSE: To provide support to World Vision Relief Organization (WVRO) to strengthen village-level management and related technical expertise for a more effective grass-roots approach to development.

OUTPUTS: 1. 2,400 village leaders and 1,500 village project managers trained.
2. 394 village projects operating.

FY 1982 EVALUATION FINDINGS

Monitoring report carried out for the Office of Food & Voluntary Assistance found:

1. U.S. voluntary organization conducts inadequate project planning prior to implementation. Implementing organization initiates economic activities without adequate appraisal of either reasibility or likely impact.
2. Project impact can be preserved through continued leadership training by U.S. voluntary organizations and more systematic encouragement and assistance to local communities in generating capital from their own resources.

3. U.S. voluntary organization as the implementing organization was successful in separating its religious activities from its own and AID's development activities.
4. Implementation plan quality was good due to limited infusions of resources consistent with local absorptive capacity and use of local change systems to build trust and confidence in sub-projects implemented.
5. Local self-sufficiency has not yet been achieved.
6. The impact of leadership training is limited due to lack of adequate resources and technical support from host government.
7. Councils have produced development plans and have initiated development activities in many sectors.
8. Matching grants to U.S. voluntary organizations have been successful in providing leadership training to scholars and leaders from community councils.
9. Implementing organization has not adequately considered the institutional development requirements of health and other service systems by failing to institute technically adequate and sustainable community services.

James M. Pines, "World Vision Relief Organization." USAID/Office of Food for Peace and Voluntary Assistance; PES; 1982.

FINAL REPORT:
INDICES FOR THE
FINDINGS COMPENDIUM
OF THE FY82 META-EVALUATION
VOLUME II

CONTRACT NO. AID/SOD/PDC-0391
Work Order No. 2

CONDUCTED FOR PPC/E/PES

July 1984

TRITON Corporation and Ethikos Research are pleased to submit these indices to the Findings Compendium for the FY82 Metaevaluation. Ethikos Research had the responsibility for the Geographic and Activities Indices, while TRITON provided the Category Index.

The Findings Compendium is arranged according to the Geographic Index. The Activities and Category Indices are paged to reflect that arrangement, as well as providing additional information on the project evaluations.

Project documentation listed in the Ethikos Indices reflects the universe written about a project in a given year: TRITON's Metaevaluation contains only those evaluations received by the Office of Evaluation during FY82, and thus contains fewer documents. All of the references are still listed in the Geographic and Activities Indices, but page numbers are provided only for those project evaluations actually located in the Findings Compendium.

These three indices are provided to serve as a reference tool primarily for those evaluations which comprise the Metaevaluation.

GEOGRAPHIC AND ACTIVITY INDICES

to the

EVALUATION LITERATURE OF A.I.D.

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USER NOTES

These indices cover evaluation reports reviewed by Program and Policy Coordination/Office of Evaluation during Fiscal Year 1982.

The Geographic Index is organized by region (Africa, Asia, Latin America/Caribbean, Near East and Worldwide) and alphabetically by country within each region. Reports pertaining to projects involving more than one country are listed under the heading "Regional Projects" at the end of each regional section.

Example:

AFRICA

BOTSWANA

BURUNDI

CAMEROON

.....

ZAIRE

AFRICA - REGIONAL PROJECTS

ASIA

Under each country heading, reports are listed numerically by A.I.D. project number, e.g.:

BOTSWANA

6330077.00	Rural Sector Grant PES, Feb. 1982, 43 pp.
6330084.00	Environment Sanitation and Protection Project PES, Dec. 1981, 39 pp.
6980407.08	IRT: Sorghum Milling PES, Feb. 1982, 6 pp.
6980407.14	IRT: Small Craft Development PES, Feb. 1982, 2 pp.

The Activity Index is organized by a 3-digit A.I.D. Technical Code, e.g.:

AGRICULTURAL PROJECTS

010 AGRICULTURAL INPUTS AND SERVICES

[011] Agricultural Inputs

[012] Extension Services

.

020 ON-FARM MANAGEMENT

[021] Soil Management

[022] Water Management

Under each Technical Code heading or subheading, reports are listed in the following order:

- Alphabetically by country (with "Regional" and "Worldwide" appearing after the country listings)
- By project number when more than one project appears under a country listing.

Example:

[635] Vocational and Technical Secondary Education

ECUADOR (5180001)
Small Business Development and Employment Generation
PES, Oct. 1981, 1 p.
In-depth Evaluation and End-of-Project Status Report
on the Quito Working Boy's Center
SER, Oct. 1981, 135 pp.

ECUADOR (5180010)
Vocational Education for Disadvantaged Youths
PES, June 1981, 1 p.
Developing a Program to Help Children and Youth
with Vocational and Educational Special Needs
SER, June 1981, 18 pp. & annexes

JAMAICA (5320070)
Operation Friendship - Vocational Skills Training
Project
PES, Oct. 1981, 1 p. & attachments

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[635] (continued)

JORDAN (2780238)
Vocational Training
PES, Sept. 1981, 18 pp.

LEBANON (2680318)
Vocational Training in Building Trades
PES, March 1982, 19 pp.

Both indices use the following abbreviations to identify the nature of the reports listed:

PES Project Evaluation Summary

SER Special Evaluation Report

GEOGRAPHIC INDEX

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6330077.00	Rural Sector Grant PES, Feb. 1982, 43 pp.	1-2
6330077.00	Second Annual Review of the Rural Sector Grant SER, March 1982, 100 pp.	
6330084.00	Environmental Sanitation and Protection Project PES, Dec. 1981, 39 pp.	3-4
6330212.00	Rural Enterprise Extension Service; Third Year Evaluation; Partnership for Productivity PES, Nov. 1981, 26 pp. & annexes	5-6
6980407.08	IRT: Sorghum Milling PES, Feb. 1982, 6 pp.	7-8
6980407.14	IRT: Small Craft Development PES, Feb. 1982, 2 pp.	9
6980410.21	Project Completion Report, Accelerated Impact Program - Sub-Project: Borehole Drilling] Final Report, March 1982, 5 pp.	10

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6950101.00	Basic Food Crops PES, April 1982, 17 pp.	11-12
6950101.00	Basic Food Crops; Interim Evaluation SER, March 1982, 13 pp.	
6950103.00	Alternative Energy - Peat II: Provisional Evaluation SER, July 1982, 28 pp.	13-14

CAMEROON

6250928.03	Regional Food Crop Protection PES, June 1982, 22 pp. & annexes	15-16
6310008.00	Agricultural Management and Planning Project PES, July 1982, 26 pp. & annexes	17-18
6310017.00	National Planning for Community Development PES, Aug. 1982, 34 pp. & annexes	19-20

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6310025.00	Margui-Wandala Water Supply Project PES, Sept. 1982, 14 pp. & appendices . . .	21-22
6530001.00	Equatorial Guinea Agricultural Development PES, Aug. 1982, 13 pp.	23-24
6980407.12	Inland Fisheries Extension PES, June 1982, 8 pp.	25
9040005.00 (6314801)	Evaluation P.L. 480 Title II Food Aid Program in Cameroon SER, July 1982, various paging.	26
9311228.00	Urban Functions in Rural Development PES, July 1982, 16 pp. & attachments . . .	27
--	Evaluation of Title II Food for Peace in Cameroon [Draft] Draft Evaluation, Nov. 1981, various paging & appendices	

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6550003.00	Tarrafal Water Resources (Irrigation Investigation and Training) PES, Nov. 1981, 3 pp. & attachment	28-29
6550003.00	Tarrafal Water Resources (Irrigation Investigations and Training) SER, 1981, 54 pp. & annexes	

DJIBOUTI

6030001.00	Water Resources & Soils Analysis PES, Nov. 1981, 25 pp.	30-31
6030003.00	Djibouti Fisheries Development Project PES, Dec. 1981.	32-33
6030003.00	Association Cooperative de Peche Maritime (Djibouti) Dec. 1981, 13 pp. & annexes	
6980422.05	CRS Assistance to Djibouti; African Refugee and Needy Persons Relief PES, Oct. 1981, 12 pp. & attachments. . . .	34-35
6980422.05	Review of PL 480 Title II Activities: CRS and USAID Djibouti, Oct. 18-24, 1981 SER, Nov. 1981, 26 pp.	

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9040006.00 CRS/Djibouti; Outreach Grant AID/SOD/
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PES, Dec. 1981, 11 pp. 36

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6350205.00 Gambia Forestry Project; Evaluation
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SER, March 1982, 15 pp. & attachments . . . 37-38

6350215.00 The Gambia: Opportunities Industrialization
Center International (OICI) Agricultural
and Resettlement Project
Memo and Final Program Proposal,
April 1981 39-40

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6980135.00 Project Completion Report: Pyrolysis
Demonstration Project
Final Report, Oct. 1981, 3 pp. &
attachments 41

9040005.00 Evaluation of Title II Food for Peace in Ghana
(6414801) SER, Sept. 1981, 153 pp. & annexes 42-43

KENYA

6150129.00 Radio Correspondence Education in Kenya
(7005037) Project Impact Evaluation Report No. 37,
Aug. 1982, 26 pp. & appendices 44

6150161.00 Family Planning
PES, March 1982, 12 pp. 45-46

6150162.00 Rural Planning I
PES, May 1982, 9 pp. 47-48

6150165.00 Population Studies and Research Center
PES, July 1982, 1 p. & attachments 49-50

6150165.00 Population Studies and Research Institute of the
University of Nairobi: The First Four Years
SER, June 1981, 26 pp. & annexes

6150168.00 Rural Roads Systems Project
(and 6150170.00) PES, Jan. 1982, 9 pp. 51-52

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6150168.00 (7005026)	Kenya: Rural Roads Project Impact Evaluation Report No. 26, Jan. 1982, 19 pp. & appendices	53
6150168.00 (and 6150170.00)	Roads Gravelling Project PES, Jan. 1982, 8 pp.	54-55
6150168.00	Kenya Rural Roads Project: A Study of the Roads Gravelling Portion of the Rural Roads Systems Project SER, June 1981, 73 pp.	
6150170.00	See 6150168.00	
6150179.00	Kibwezi Rural Health Scheme (AMREF) PES, May 1982, 2 pp.	56-57
6150179.00	Mid-term Evaluation of USAID OPG AID/AFR-G-1560 [Kibwezi Rural Health Scheme] SER, Dec. 1981, 18 pp. & annexes	
6150180.00	Dryland Cropping Systems Research PES, March 1982, 58 pp. & annexes	58-59
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6150185.00	Midterm Evaluation of the Primary Health Care Project (Kitui District) SER, Aug. 1981, 76 pp.	
6150203.00	Rural Blindness Prevention Phase II PES, Feb. 1982, 3 pp. & attachments	61
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6320206.00 Renewable Energy Technology
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6900076.00 Southern Perimeter Road
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SER, April 1982, 21 pp. 79-80

6690130.00 Improved Efficiency of Learning
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6690160.00 In-House Review, Youth On-the-Job Training
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6120202.00 Report of First Internal Evaluation: Malawi
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6880217.00 Mali Renewable Energy; a Mid-project
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6820201.00 Guidimaka Integrated Rural Development
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6830205.00 End of Tour Report, Niamey Department
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6830208.00 Rural Health Improvement Project
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6830208.00 Niger Rural Health Improvement; Mid Term
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6830224.00 Niger Shelter Sector Planning
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6210107.00	Agricultural Research PES, Nov. 1981, 18 pp.	124-125
6210119.01	Farmer Training and Production PES, Aug. 1982, 184 pp.	126-127
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6210138.00	Hanang District Health Project PES, Oct. 1981, 61 pp. & annexes	128-129
6210138.00	Hanang District Health Project, 621-0138, Final Evaluation, September 23-28, 1981 Final Report, Oct. 1981, 58 pp. & annexes	
6210149.00	Training for Rural Development I PES, Aug. 1982, various paging	130-131
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6210162.00	Arusha Women's Participation in Development PES, Aug. 1982, 22 pp. & annex	132-133

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6930217.00	Evaluation of OIC/Togo Agricultural Training and Production Project; FY 77-81 SER, Dec. 1981, 116 pp.	134
6980388.12	Kara Skills Development Training PES, Sept. 1982, 11 pp.	135-136
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6980420.00	Project for the Regional Remote Sensing Center, Ouagadougou (CRTO): Report of the Mission for Evaluation of Phase I SER, June 1979, 2 pp. & attachments	146-147

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4980251.05 Cooperative Development Jakarta, Cooperative
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4980251.05 Evaluation of CLUSA's Program Development
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4980251.05 Evaluation Report on the NCDC/CLUSA Oilseeds
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-- (3679001)	Evaluation of the FP/MCH Project's Panchayat Based Health Workers SER, Sept. 1981, 171 pp. & appendices . . . 216
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4930180.02 Agricultural Research in Northeast Thailand
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4930280.00 Final Evaluation of the Agricultural Extension
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4980265.00 Progress Report of Small Farm Equipment
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-- Evaluation of the A.I.D. South Pacific Regional
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USER NOTES

This index is arranged by the projects in each bureau in ascending numerical order, and is designed to provide a key to the types of findings described during the course of the FY82 Meta-Evaluation.

The numbering scheme for the projects represents the one used by AID, with two major exceptions.

The first exception pertains to Impact evaluations, which, since they were treated as a separate bureau, were provided with a numerical code reflecting that separation. Thus "Project Impact Evaluation No. 26" becomes 7005026.

The second exception refers to PL480/Title II or III projects. These are usually not given a number in AID's system, being designated either by the title, or else by the country code followed by some reference to the activity. For example, "Title II Food for Peace: Lesotho" is designated as 632PL02. For the purposes of computer analysis, which may not accept mixed alphanumeric identifications, this became 6324801.

The only other project numerically identified in an other-than-AID fashion was the "Evaluation of A.I.D. South Pacific Regional Development Program Channeled through Private Voluntary Organizations." This was assigned the number 8000001.

This category index is structured so that individual findings may be referenced by their placement in the project cycle. The index is arranged in the following manner, with the category numbers arranged to reflect the findings' order on the abstract:

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1.

Thus, Project Number 700 5027 is, with the category numbers listed in the order used on the abstract.

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- 12 Conflicting objectives
- 13 Failed assumptions
- 14 Missing inputs and outputs
- 15 Scheduling and budget
- 16 Recommendations and planned changes

IMPLEMENTATION

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- 21 Problems finding U.S. contractors and personnel
- 22 Problems finding host country contractors and personnel
- 23 Commitment and performance of U.S. contractors and personnel
- 24 Commitment and performance of host country contractors, government and personnel
- 25 Commitment and performance of both U.S. and host country contractors and personnel

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- 31 AID reporting requirements
- 32 Contracting and funding procedures
- 33 Coordination between AID and host countries
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- 36 Coordination between AID and contractor

INSTITUTION BUILDING

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- 41 At the central level
- 42 With decentralization
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- 52 Strategies and structures
- 53 Training problems

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