

PDMS-607

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

11/2/78
Report Symbol U-447

1. PROJECT TITLE Strengthening of Social Development Services Delivery Systems (OPG)			2. PROJECT NUMBER 532-0055	3. MISSION/AID/W OFFICE USAID/Jamaica
5. KEY PROJECT IMPLEMENTATION DATES			4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, 79-1 Fiscal Year, Serial No. beginning with No. 1 each FY)	
A. First PRO-AG or Equivalent FY <u>77</u>	B. Final Obligation Expected FY <u>79</u>	C. Final Input Delivery FY <u>79 80</u>	6. ESTIMATED PROJECT FUNDING A. Total \$ <u>368,000</u> B. U.S. \$ <u>249,000</u>	
			7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>September 1977</u> To (month/yr.) <u>November 1978</u> Date of Evaluation Review <u>November 13, 1978</u>	

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., alrgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
(a) Prepare a draft revision of the sections of the grant agreement dealing with proj. goals and purposes. This will be discussed in-house and then with CVSS prior to revising the grant agreement.	USAID/ JHulehan Pro. Manager	January 1
(b) Prepare a written plan indicating how it plans to reach self sufficiency by the end of the Project.	CVSS	3/1/79
(c) Provide USAID with functional statements of the responsibilities of the two new regional offices and with job descriptions of all new staff members.	CVSS	2/1/79
(d) Develop training program for its staff and selected staff and volunteers of its member organizations.	CVSS	3/1/79
(e) Provide financial statement showing how USAID funds spent, broken down by qtr with explanation of pipeline, broken down by line item. Will also provide explanation of how funds spent and revised budget for 2nd year (10/1-9/30/79)	CVSS	1/1/79
(f) Develop system for managing its small projects fund and reduce it to writing. Copies will be given to USAID and to its affiliated member organizations.	CVSS	3/1/79
(g) Evaluate the projects receiving assistance from the small projects fund.	CVSS/USAID	3/1/79
(h) Prepare draft of progress indicators for the 2nd year of the project.	CVSS	1/1/79
(i) Revise its annual report giving more details on its operation the past year and resubmit to USAID.	CVSS	1/1/79
(j) Provide all above information to CVSS in writing (already has been done in a USAID/CVSS meeting) <i>ORALLY</i>	USAID	12/14/78

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

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)		12. Mission/AID/W Office Director Approval	
Project Officer - Jerome Hulehan <i>JH</i>		Signature <i>Donor M. Lion</i>	
Asst. Program Officer - Susan Merrill		Typed Name <u>Donor M. Lion</u>	
Program Officer - Henry Johnson <i>HJ</i>		Date <u>12/12/78</u>	
Assistant Director - Phillip Schwab			
Mission Director - Donor Lion			

13. SUMMARY OF CURRENT PROJECT SITUATION: The project has been operating for a little more than a year. As a result of the USAID grant, the program of CVSS has approximately tripled in size in the last year. The professional staff has grown from 2 to 6; regional offices have been opened in Montego Bay and May Pen; a small projects fund has been established through which CVSS makes small grants to its affiliated members to permit them to carry out development projects; new and larger staff headquarters have been rented and additional office furniture and equipment have been acquired. A major exposition featuring all of the affiliated members of CVSS was held which was planned and coordinated by CVSS. There is a real question, however, whether the goals and purposes of the project as now stated are fully appropriate. There is an urgent need to define these more precisely and to reach a common and clear understanding with CVSS on them. In addition, some important project areas have been overlooked. Little has been done in the way of fund-raising. Apparently little thought has been given as to how CVSS will be able to reach self sufficiency or to continue its expanded program once the USAID grant has terminated. No training has been carried out by CVSS either for its own newly acquired staff or for the staff and volunteers of its affiliated organizations. In its evaluation, USAID has identified several problem areas and has proposed several actions for CVSS to undertake in the hope that during the second year of the project CVSS can show more progress towards reaching the goals of the project.

14. EVALUATION METHODOLOGY: The evaluation was scheduled to take place after the completion of the first year of the project. The USAID project officer discussed the status of the project with CVSS staff on several occasions and advised CVSS on how to carry out its own evaluation of the project using the USAID methodology and the PES format. CVSS prepared a draft PES and presented it to USAID along with its annual report. The project officer discussed these documents with CVSS and then prepared an issues/problems paper which served as the agenda for an in-house USAID meeting to review progress. The three quarterly reports as well as the annual report and the draft PES were reviewed by USAID. The project officer made a thorough review of all correspondence relating to the project since its inception. During the USAID meeting a number of actions were agreed to in order to improve implementation of the project. The project officer then discussed these with CVSS, who agreed to all of them. These actions are now being formally submitted to CVSS in writing.

15. EXTERNAL FACTORS: CVSS believes that the general unfavorable economic conditions in Jamaica militate against any efforts it might undertake to raise funds for itself. USAID
any fund-raising efforts during the year. Several voluntary organizations have held rather successful fund raising ventures during the past year in spite of the economic downturn. In general, we do not believe that the national economic picture is so bleak that CVSS should abandon its efforts to raise funds

and we are encouraging CVSS to give more attention to this important aspect of the project during the second year.

16. INPUTS- CVSS did not use any of the funds provided in the first year's budget for training nor did it use any of the funds for consultants. CVSS committed only approximately 50% of the funds obligated by USAID for the first year of the program. We have asked CVSS for additional information so that together we can undertake a thorough analysis of why the disbursements have been so slow.

17. OUTPUTS: The grant agreement called for CVSS to prepare a list of progress indicators within 45 days after the project was initiated. However, CVSS failed to do this; the reasons why are not clear. If such a list had been prepared, the evaluation of outputs could have been handled more easily. There are nine outputs listed in the logframe. While there has been some progress in attaining some of the outputs, the overall picture is not particularly encouraging. CVSS has not prepared joint programs with any of its affiliated organizations. Two regional offices have been established which permit CVSS to provide its services to a wider audience. However, the precise function of these offices is unclear and CVSS has been asked to prepare functional statements for each. A new projects fund has been established by CVSS and funds have been disbursed to several projects. No evaluation of the projects has been undertaken although one will be done jointly by USAID and CVSS in March 1979. There have been no joint agency fund-raising

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schemes carried out. Although CVSS has considerably expanded its staff, there is little evidence it is better prepared to carry out an expanded program of assistance to its member organizations.

18. EVALUATION FINDINGS ABOUT PURPOSE: The purpose of the project, as stated in the logframe, is to (a) focus social development services of private and voluntary organizations in Jamaica on problems of unemployment, youth and the rural sector and (b) to create capability in CVSS and member agencies to plan, fund, implement and evaluate projects jointly. The purpose needs to be revised to emphasize that the principal purpose of the project is to improve CVSS' capability to assist member organizations carry out their missions more effectively and efficiently as well as to shift their focus to the problems of unemployment, youth and the rural sector. CVSS has expanded its size considerably in the first year and has taken on several new staff. It has established a small-projects fund and several small grants have been made. It appears to be too soon to tell if the projects were well chosen, if they were planned well and if they are being carried out effectively. USAID plans to evaluate these sub-projects with CVSS by March 1979. CVSS' own staff needs training in project design and has agreed with USAID that greater attention needs to be given to staff training. It is as yet unclear how CVSS is attempting to focus social development services of the private voluntary agencies on the problems of youth, unemployment and the rural sector. A number of local PVOs are already carrying out

projects in this area and CVSS has made small grants to them to permit them to carry out their work. Little evidence exists to show that CVSS has attempted to get more of the PVOs involved in these important areas.

19. GOAL: The goal of this project as stated in the logframe is to raise the standard of living of the poorest majority, particularly youth, women and the rural sector. This is probably too broad a goal for this project and needs to be revised. During the past year, the CVSS cannot realistically be said to have made any discernible contribution towards this goal. The establishment of the small projects fund is one small step in the direction of providing needed funding for small projects carried out by the affiliated member organizations of CVSS. Those projects, if successfully implemented, will contribute in some small way towards the goal in the months to come. This project is essentially an institutional building one (improving the capabilities of CVSS and its members) and little progress towards such a goal as presently stated can be expected in one year's time.

20. BENEFICIARIES: The initial beneficiaries of this project to date have been CVSS (expanding its staff and program size) and some of the member organizations of CVSS which have received project grants from the small projects fund which has been established. The few projects which have been undertaken under the small projects fund are all in the early stages of implementation. As mentioned above, this evaluation did not collect data or focus on the small projects fund. Other, more immediate and pressing problems were addressed. The plan is for CVSS and

USAID to carry out a joint evaluation of these small projects in several months time (probably March 1979) to determine impact of the USAID grant upon the beneficiaries of these projects.

21. Unplanned effects: none

22. Lessons Learned: Although the general philosophy behind OPG projects with PVOs is that the USAID should not monitor projects as closely as the usual USAID projects, in the case of some (perhaps many) such projects, the organization concerned will probably need much help from USAID, particularly in the early stages of the project, in order to assure that the project is a success.

23. Special comments: This evaluation was particularly needed and resulted in USAID identifying a number of important problems

areas and shortfalls both in the project design and CVSS' performance. Much work remains for both USAID and CVSS to put the project back on the right track. CVSS has recently had a Peace Corps volunteer assigned to it, particularly to work on fund raising matters, and she should be of great assistance. As indicated under item 8 above, USAID has asked CVSS to undertake several actions in the next few months, most of which should already have been carried out by CVSS. USAID will be working closely with CVSS on all these actions. We expect to undertake another evaluation of the project in March before agreeing to provide the third and final tranche of funds to the project.