

PD-NBH-939
86795

A.I.D. EVALUATION SUMMARY - PART I

1. BEFORE FILLING OUT THIS FORM, READ THE ATTACHED INSTRUCTIONS.
2. USE LETTER QUALITY TYPE, NOT "DOT MATRIX" TYPE.

IDENTIFICATION DATA

<p>A. Reporting A.I.D. Unit: USAID/BOLIVIA Mission or AID/W Office <u>DP-04/94</u> (ES# _____)</p>	<p>B. Was Evaluation Scheduled In Current FY Annual Evaluation Plan? Yes <input checked="" type="checkbox"/> Slipped <input type="checkbox"/> Ad Hoc <input type="checkbox"/> Evaluation Plan Submission Date: FY 93 <u>Q 2</u></p>	<p>C. Evaluation Timing Interim <input checked="" type="checkbox"/> Final <input type="checkbox"/> ExPost <input type="checkbox"/> Other <input type="checkbox"/></p>
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D. Activity or Activities Evaluated (List the following information for project(s) or program(s) evaluated; If not applicable, list title and date of the evaluation report.)

Project - No.	Project/Program Title	First PROAG or Equivalent (FY)	Most Recent PACD (Mo / Yr)	Planned LOP Cost (000)	Amount Obligated To Date (000)
511-0617	NGO Component of Cochabamba Regional Development Project. Cooperative Agreement No. 511-0617-A-00-2036-00 with Planning Assistance	1992	11/94	7,745	6,433

ACTIONS

E. Action Decisions Approved By Mission or AID/W Office Director Action(s) Required	Name of Officer Responsible for Action	Date Action to be Completed
1) The NGO component of CORDEP will be continued.	C. Hash	3/94
2) More emphasis will be placed on finding ways to strenghten NGOs, thus increasing their sustainability.		6/94
3) A cost/benefit analysis of NGO activities will be used as one criterion for NGO participation selection.		5/94
4) The cooperative egreement with Planning Assistance will be extended, although its length and magnitude will be determined by availability of funds and after CORDEP planning meetings.		3/94

APPROVALS

F. Date Of Mission Or AID/W Office review Of Evaluation: _____ (Month) _____ (Day) _____ (Year)
 12 21 93

G. Approvals of Evaluation Summary And Action Decisions:

Name (Typed)	Project Program Officer	Representative of Borrower/Grantor	Evaluation Officer	Mission or AID/W Office Director
Signature	Charles Hash	Ramiro Fabian	Anne Beasley	Carl Leonard
Date	Feb 2, 1994	FEB 10, 1994	2/10/94	2/10/94

A B S T R A C T

H. Evaluation Abstract (Do not exceed the space provided)

This is the mid-term assessment of the NGO component of the Cochabamba Regional Development Project (511-0617) which is being carried out under Cooperative Agreement No. 511-0617-A-00-2036-00 with Planning Assistance (PA). The goal of the cooperative agreement is to develop alternative employment to coca growing, with competitive earnings in agricultural production, small manufacturing, and services in the Department of Cochabamba. The purpose of the cooperative agreement is to ensure that NGOs make their best possible contribution in helping to implement CORDEP. The role of PA under the agreement is to manage the NGO component and to provide administrative assistance to NGOs. The purpose of this evaluation is to assess the progress made in meeting project implementation goals and to assess the intermediary effects of the project through the first 18 months of implementation.

Primary conclusions, findings, and recommendations included the following:

- 1) Currently, NGOs are often the only source of technical assistance in most areas and for most farmers, as well as the only reliable providers of agricultural inputs. Continuity is important to sustain and increase gains being made by farmers. Accordingly, CORDEP's NGO program should help NGOs strive for self-sufficiency.
- 2) CORDEP implementing organizations should reach a consensus regarding the NGO component in the project. These institutions should adopt Integrated Development Plans (IPDP) as their guide to action.
- 3) Current time limits are not adequate for meeting project goal and purposes. The NGO component should be extended beyond June 1994.
- 4) PA has established a well-defined system for administrating and monitoring the NGO component and accordingly, if USAID extends the life of the NGO component, it should also extend PA's cooperative agreement.
- 5) In areas of NGO participation crop yields have increased, resulting in higher incomes. However, the achieved income increases must be sustained in order to have a qualitative difference in the lives of the families.
- 6) Selection criteria for the participation of NGOs gives preference to projects focused on income increases, job creation, and quantifiable outputs. This has encouraged the development of NGOs that specialize in agricultural technology transfer. Accordingly, CORDEP's NGO experience can serve as an example for the Government of Bolivia as it seeks effective models for a new national system for agricultural technology transfer.

C O S T S

I. Evaluation Costs

Name	1. Evaluation Team	Affiliation	Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (U.S.\$)	Source of Funds
Ivo J. Kraljevic		Chemonics	P.O. 511-0617-0- 003118	19,995	Project
2. Mission/Office Professional Staff Person-Days (Estimate) 10			3. Borrower / Grantee Professional Staff Person-Days (Estimate) 20		

This is the mid-term assessment of the NGO component of the Cochabamba Regional Development Project 511-0617 (CORDEP) which is being carried out under Cooperative Agreement No. 511-0617-A-00-2036-00 with Planning Assistance (PA). The goal of the cooperative agreement is to develop alternative employment to coca growing, with competitive earnings in agriculture, small manufacturing, and services in the Department of Cochabamba. The purpose of the cooperative agreement is to ensure that NGOs make their best possible contribution in helping to implement CORDEP. The role of PA under the agreement is to manage the NGO component to provide administrative assistance to NGOs. The purpose of this evaluation is to assess the progress made in meeting project implementation goals and to assess the intermediary effects of the project through the first 18 months of implementation.

The evaluation was conducted over a period of four weeks in July and August 1993. The methodology included a review of documentation, interviews with staff members of PDAR, PA, Development Alternatives Inc. (DAI), Agrocapital, USAID/Bolivia, all the NGOs currently funded by PA, and three which were funded during the first year of the grant, but which no longer participate in the program. In addition, the evaluator attended a two-day seminar organized by one of the NGOs in the program and PA to evaluate the experience of the NGOs and PA during the 1992-1993 funding year. The evaluator also visited project sites in Misque, Arani, and the Chapare where he interviewed beneficiaries.

Principal Findings, Conclusions and Recommendations

- 1) This well managed and coordinated project is contributing as expected to CORDEP's goal to develop alternative income and employment to coca growing and processing in the Cochabamba region.
- 2) Although all stated assumptions in the logical framework are still valid, it has now become apparent that the Cooperative Agreement needs to be reviewed to address the issue of the sustainability of the gains made in agricultural production and productivity. To do this, farmers need continued access to agricultural production inputs and technical assistance. At present, the NGOs are the only source of technical assistance in most areas and for most farmers, at least until either the farmers themselves can provide these services through farmer associations or private firms. It is recommended, therefore, that CORDEP make changes in its NGO program that will help NGOs strive towards self-sufficiency.
- 3) Coordination among all Mission activities within CORDEP and addressing alternative development could be improved. This is a complex project with multiple implementing institutions making coordination difficult. The most practical coordination mechanism to improve the NGO component's performance are the renewal of consensus on the component's purpose and functioning among key implementing institutions and the adoption of Integrated Development Plans (IPDP) by these institutions as their guide to action.
- 4) NGOs areas are currently the only significant suppliers of inputs and technical assistance services in most farming areas. It is unlikely that either the state or private for-profit firms will enter the market in the near future. It is also unlikely that most farmer organizations would be able to supply these services as efficiently and at a lower cost than NGOs. It is therefore important for CORDEP to review its NGO component strategy and policy to make it as easy as possible for the NGOs to develop and implement strategies for their own long-term sustainability.
- 5) Current time limits are not adequate for meeting project goal and purposes. For all practical purposes, this (July 1993 to June 1994) is the second and last year of activities as conceived in the cooperative agreement. Without an extension of the NGO component to run until the PACD for CORDEP, there is a danger that most gains being made will not be consolidated and thus fail to contribute to the achievement of the goal and purpose of the project. USAID should consider funding the NGO component during the remaining life of CORDEP.

S U M M A R Y (Continued)

- 6) PA has established a well designed and very detailed system for the administration of the component. The system is functioning well. PA staff is generally well regarded and respected by NGO staff. The few complaints to date center not on technical or administrative issues, but on occasional overzealous project supervision. If USAID extends the life of the NGO component, it should also extend PA's cooperative agreement.
- 7) In all crops attended by the NGOs, yields per hectare have increased significantly, in some cases doubling and tripling. These increases have been achieved by using high quality seeds (not even certified seeds), introducing new varieties and improved technologies, providing technical assistance through the production cycle, and by using unadulterated inputs provided by the NGOs. Although there is direct impact on incomes from higher yields per hectare, the impact on the quality of life of the beneficiaries will take longer to be felt. Here, the challenge is to sustain income increases long enough to make a qualitative difference in the lives of families.

Lessons Learned

The NGO component of CORDEP is contributing to the emergence of a new type of NGO. Whereas traditional NGOs in rural areas have carried out broad based integrated rural development activities with emphasis on education and community development, strategies of NGOs participating in CORDEP are more narrowly focused on transferring agricultural technology and providing agricultural inputs. These strategies contribute to donor agency efforts to create jobs and increase incomes, and accordingly, are likely to become more common. CORDEP's NGO experience can serve as a guide for the Government of Bolivia as it seeks effective models for a new national system for agricultural technology transfer.