

A.I.D. EVALUATION SUMMARY - PART I PD-ABP-806

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

IDENTIFICATION DATA

A. Reporting A.I.D. Unit: Mission or AID/W Office <u>ST/AGR/AP</u> (ES# _____)	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 ___ Q ___	C. Evaluation Timing Interim <input type="checkbox"/> Final <input type="checkbox"/> Ex Post <input type="checkbox"/> Other <input checked="" type="checkbox"/>
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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)
936-1328	Small Ruminant CRSP		9/90		

ACTIONS

E. Action Decisions Approved By Mission or AID/W Office Director

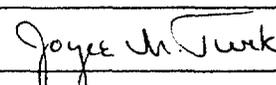
Action(s) Required	Name of Officer Responsible for Action	Date Action to be Completed
1. Discontinue formula funding immediately and institute budgeting and expenditure procedures which use the CRSP funds at the project levels.	M.E.	01/01/90
2. Program a reasonable percentage of the Program Director's time to augment and expand the research programs.	M.E.	continual
3. Modify the disciplines in the M.E. staff to increase the technical capability of the M.E. to critically develop and review research programs in coordination with the Technical Committee.	M.E.	06/01/90
4. Pursue means to reach and influence non-technical audiences such as policy makers and other donors through SR-CRSP publications, visits by the Director, and dialogues.	M.E.	continual

(Attach extra sheet if necessary)

APPROVALS

F. Date Of Mission Or AID/W Office Review Of Evaluation: _____ (Month) _____ (Day) _____ (Year)

G. Approvals of Evaluation Summary And Action Decisions:

	Project/Program Officer	Representative of Borrower/Grantee	Evaluation Officer	Mission or AID/W Office Director
Name (Typed)	Joyce M. Turk	Barbara Webster	Frank Alejandro	David Bathrick
Signature				
Date				

ABSTRACT

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

The Small Ruminant CRSP conducts basic and applied biological and socioeconomic research in Kenya, Morocco, Peru, and Indonesia. The project is being implemented by nine U.S. institutions and Winrock International in collaboration with host country institutions to improve production and management of sheep, goats and alpacas. This was an Administrative Management Review which is part of the second Triennial Review of the project, due to end in Sept. 1990, and will be used as a determining factor in extending the CRSP for five more years. The Evaluation was conducted by an external team on the basis of site visits to three U.S. institutions, project document reviews, and discussions with Management Entity Staff and principal investigators. The following is a list of the major findings and conclusions:

- The SR-CRSP complies with fiscal requirements, administrative procedures, and grant reporting set forth in the Grant Document and CRSP guidelines.
- With 8 disciplinary research programs conducted by 10 U.S. institutions on their campuses and at 4 or 5 overseas sites, it is a sizeable package of programs, sites, and personnel. The result appears to be an overextended Management Entity that seems unable to provide fully adequate leadership and management.
- The strengths of this CRSP are the quality and dedication of its principal investigators and host country counterparts, and the high levels of collaboration with host countries in conducting SR-CRSP research.
- The CRSP does not have clearly defined and delineated program priorities to guide allocation of funds.

The evaluators noted the following "lessons":

- All research should be planned in the field with host country collaborators.
- A system of funding should be adopted on the basis of well-established program priorities.
- The need exists for the CRSP to transmit its research results to non-technical audiences such as policy makers, other donors, and farmers in small ruminant producing nations.

COSTS

I. Evaluation Costs

1. Evaluation Team		Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (U.S. \$)	Source of Funds
Name	Affiliation			
Clarence C. Gray	VPI	10 days	\$4865	P.O Program Funds
Robert E. McDowell	NCSU	15 days	\$4694	P.O. Program Funds
W. Fred Johnson	BIFAD/S	10 days	---	BIFAD-OE
Joyce M. Turk	AID/ST/AGR		---	ST/AGR-OE
2. Mission/Office Professional Staff Person-Days (Estimate) _____		3. Borrower/Grantee Professional Staff Person-Days (Estimate) _____		

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ABSTRACT

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

- Impressive progress has been made toward building a global research program, and the CRSP has trained a growing, capable cadre of small ruminant scientists and specialists in developing nations.

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
2. Mission/Office Professional Staff Person-Days (Estimate) _____		3. Borrower/Grantee Professional Staff Person-Days (Estimate) _____		

A.I.D. EVALUATION SUMMARY - PART II

SUMMARY

J. Summary of Evaluation Findings, Conclusions and Recommendations (Try not to exceed the three (3) pages provided)

Address the following items:

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|--|--|
| <ul style="list-style-type: none"> • Purpose of evaluation and methodology used • Purpose of activity(ies) evaluated • Findings and conclusions (relate to questions) | <ul style="list-style-type: none"> • Principal recommendations • Lessons learned |
|--|--|

Mission or Office: ST/AGR/AP	Date This Summary Prepared: 6-12-89	Title And Date Of Full Evaluation Report: SR-CRSP Administrative Management Review March 15-25, 1989
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Purpose of Evaluation and Methodology

To assure that the performance of the Management Entity and the operating elements -- participating U.S. institutions and Host Country collaborators -- are appropriate for the achievement of the Small Ruminant CRSP objectives in accordance with the overall plan and budget in the Grant Document, as amended, and BIFAD/AID Guidelines.

This review was conducted by a team of three persons selected by A.I.D. and BIFAD. It was carried out in accordance with a scope of work and instructions from the A.I.D. SR-CRSP Program Manager. The review consisted of discussions with the Director and staff of the ME and the A.I.D. Project Officer, study of pertinent CRSP program documents and site visits to the University of California, the University of Missouri, and Winrock International Institute for Agricultural Development.

Purpose of Activities Evaluated

The Small Ruminant CRSP Summary Report, Program Year Nine 1987-1988, states that "the primary goal of the Small Ruminant CRSP is to improve meat, milk and fiber production from sheep, alpacas and goats in order to increase the food supply and raise the income of the smallholder. A major objective of the program is to strengthen the research capabilities of overseas and US agricultural institutions." Immediate goals include:

- (a) Expand the body of knowledge on small ruminants smallholder production systems in developing countries (LDC's) and the US.
- (b) Develop and test appropriate technologies and practices to improve productivity of target production systems in developing countries.
- (c) Expand the level of competence of US and developing country scientists to conduct research on small ruminant smallholder production systems.
- (d) Improve small ruminant food and fiber production capability of developing countries.

Findings and Conclusions

- Prime sites: Research has been conducted in five sites, viz, Peru, Brazil, Morocco, Kenya, and Indonesia. Brazil was terminated as prime site in 1987 due to funding restrictions (Gramm-Rudman). Peru is currently being phased down due to political strife. The SR-CRSP will terminate in Peru in September 1990.

The goals, objectives and global plan/strategy provide strong directions toward which small ruminant research and training of scientists makes the SR-CRSP one of the few organized international programs of consequence.

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- An obvious shortcoming in the CRSP's overall objectives and Global Plan is the lack of priorities. The Management Entity and Board of Directors have not made an assessment of the relative importance and needs of this program and established clear priorities.

- Assessment of progress toward objectives:

(1) Kenya (Dual Purpose Goat development) - 2/3 to 3/4 completed; requires 3-4 years more work before it is ready to be turned over to host country.

(2) Morocco (prolific gene research in sheep) - requires 2-3 more years of research at high elevations before completion.

(3) Indonesia (hair sheep prolific gene research) - requires 4-5 years for completion.

(4) Peru (sheep/alpaca production and management in the Altiplano) - applied research which can be adjusted in time to situations which allow activities to continue; presently being phased down.

- Although not documented in SR-CRSP reporting, research appears to follow three themes: (a) characterization of traditional systems, including household decision making; (b) identification of constraints to animal performance and possible modifications in traditional systems; and (c) exploitation of potential for moving production of small ruminants more into the commercial sector.

- The relatively large number (10) of U.S. universities participating in this CRSP is valuable in increasing the network of supporting linkages to host country institutions. Such linkages tend to expand and form enduring relationships and networks.

- Linkages and cooperation with institutions other than host country collaborators have occurred at most field sites. In Peru over 30 organizations have collaborated with the SR-CRSP during its active period of research. However, collaboration with IARCs has been minimal and only informal contacts have been made with other A.I.D.-funded CRSPs.

- The SR-CRSP has given prominent attention to W.I.D. The performance of the SR-CRSP has been commendable in documenting gender roles in small ruminant production and in providing graduate and field training for host country and U.S. women.

- Examples of the impact of the SR-CRSP on U.S. agriculture are highlighted by the sheep and dairy goat industries. Research by SR-CRSP on control of caprine arthritis encephalitis is a substantial contribution to goat milk producers. Interest in the use of hair sheep to produce leaner lamb carcasses is increasing in parts of the U.S.

- While SR-CRSP activities have been limited to only 4-5 prime sites, it is beginning to have global influences through national, regional and international meetings, through training programs, and contributions to scientific literature.

Recommendations

The review presents findings with regard to the SR-CRSP's organization, governance, and administrative management of research and related activities and CRSP achievements. It concludes with the following recommendations:

(1) CRSP officials and principal investigators should complete and adopt a "Strategic Plan for 1990-2000" with revised objectives, logical framework, global plan, program priorities, and clearly delineated courses of action for each major program with funding estimates to guide and support the SR-CRSP during the proposed extension period, 1990-1995.-

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(2) Exploitation of the potentials of hair sheep for balanced use of available resources, increased incomes and improved diets appears to be an opportunity that should not be allowed to slip away. The priority attention afforded for hair sheep in the "Strategic Plan" should be maintained.

(3) The Management Entity presented the Review Panel with a list of "issues/problems" with regard to the SR-CRSP. Upon review, the Team believes that most, if not all, of these ME-identified issues/problems, as well as shortcomings noted by Review Team, can be resolved by adherence to the provisions of the BIFAD/AID CRSP Guidelines, the Grant Document and the SR-CRSP By-Laws, which are quite clear on the responsibilities and roles of the several entities involved in implementing the CRSP. The Team recommends that CRSP and A.I.D. officials move to resolve outstanding issues and shortcomings within the spirit and framework of these CRSP documents.

(4) University of California, Davis and A.I.D. officials should review:

(a) staffing of the Office of the Management Entity to determine the numbers and kinds of employees needed to carry out the responsibilities and the duties of the Management Entity in a fully satisfactory manner;

(b) the appropriateness and suitability of the present organizational location of the SR-CRSP within the structure of the university, with special regard to concern for securing the academic disciplinary location which would be most supportive of the scientific and technical work of the CRSP and professionally stimulating and rewarding to the CRSP staff.

(5) The Management Entity and SR-CRSP governing bodies should consider:

(a) discontinuing formula budgeting/funding of CRSP programs and adopt a system of funding of the basis of well-established program priorities;

(b) instituting budgeting and expenditure procedures which document the uses of CRSP funds at project levels.

(6) Delays in providing forward funding of the CRSP have been and continue to be a problem for planning and operating the CRSP. A.I.D. officials should move to reduce funding uncertainties by providing forward funding well in advance of expiration dates of current funding.

(7) The ME should develop scopes of work for the EEP in accordance with the provisions of BIFAD/A.I.D. CRSP Guidelines to ensure comprehensive annual evaluations of the SR-CRSP.

(8) The SR-CRSP gets very high marks for the quality and quantity of its scientific publications, and the CRSP is currently preparing "tech packs" for agricultural workers concerned with small ruminant production programs. Despite these commendable efforts, the need exists for the CRSP to transmit its research results to non-technical audiences, such as, policy makers, assistance donors and producers. CRSP officials, Principal Investigators and collaborating HC officials should explore and pursue means to reach and influence these non-technical audiences.

ATTACHMENTS

K. Attachments (List attachments submitted with this Evaluation Summary; always attach copy of full evaluation report, even if one was submitted earlier; attach studies, surveys, etc., from "on-going" evaluation, if relevant to the evaluation report.)

Report of the Administrative Management Review of the Small Ruminant Collaborative Research Support Program - March 15-25, 1989.

COMMENTS

L. Comments By Mission, AID/W Office and Borrower/Grantee On Full Report

- Report addresses all demands of scope of work except use of outside Grants/Contracts and AID's role in monitoring with additional funding and whether the CRSP is cost effective. These questions were not answered in the final draft of the report.
- The evaluators spent sufficient time at each institution to fully understand the activity, its impacts and the problems encountered in managing the activity. One evaluator had been associated with the CRSP on an External Evaluation panel in the CRSP's early years. This provided excellent historical perspective and in-depth understanding of the CRSP from its beginning.
- Each evaluator was objective and unbiased in his critique of both the activity and AID.
- Findings, conclusions, and recommendations concur with conclusions reached by AID staff and well-informed host country officials. While the recommendations are not listed in any priority, AID believes greatest emphasis needs to be given to the kind of support the Grantee has given to the Management Entity. The physical entity of the ME office off-campus, the suitability of the present organizational location within the structure of the University, and the need for stronger leadership reflect a lack of interest on the part of the Grantee for this CRSP. This concern was not highlighted in the final draft of the Evaluation report. Further, AID requested that the evaluation team be more precise in recommending what kinds and how many more personnel are needed to carry out the responsibilities and duties of the ME in a fully satisfactory manner. The evaluation team did not want to respond to this request. Therefore recommendation 4(a) and (b) remains general and obtuse.