

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

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Report Symbol U-

1. PROJECT TITLE Environment and Natural Resources Expanded Information Base	2. PROJECT NUMBER 931-1209	3. MISSION/AID/W OFFICE S&T/FNR
4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No., beginning with No. 1 each FY)		
<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		

5. KEY PROJECT IMPLEMENTATION DATES A. First PRO-AG or Equivalent FY <u>79</u> B. Final Obligation Expended FY <u>85</u> C. Final Input Delivery FY <u>86</u>	6. ESTIMATED PROJECT FUNDING A. Total \$ <u>3,100,000</u> B. U.S. \$ <u>3,100,000</u>	7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>July 1979</u> To (month/yr.) <u>July 1984</u> Date of evaluation Review
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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., airgram, SPAR, PIQ, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Prepare PIO/T for Amendment 6 to PASA with the National Park Service (NPS), Department of the Interior, to (1) modify the Scope-of-Work contained in Amendment 5 covering Project Phase V, the Design and Implementation Phase of Training; and Phase VI, the Institutional Phase of Training, (2) authorize continuation of services, and (3) provide funding for completion of project.	S&T/FENR Project Manager	2/15/85
2. Amend PASA in accordance with item 1. above.	AID Contracting Officer	3/1/85
3. Determine whether the Natural Resources Technical Bulletin, of which 9 issues are being produced under this project collaboratively with the NPS and Earthcare Network, should be continued after project completion. NPS and Earthcare network are to submit proposal. AID would have to coordinate and fund.	S&T/FENR Project Manager	5/1/85
4. Plan project final evaluation, prepare Scope-of-Work, and obtain funding.	S&T/FENR Project Manager	9/1/85

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS <input type="checkbox"/> Project Paper <input type="checkbox"/> Implementation Plan e.g., CPI Network <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Financial Plan <input checked="" type="checkbox"/> PIO/T <input checked="" type="checkbox"/> Logical Framework <input type="checkbox"/> PIO/C <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Project Agreement <input type="checkbox"/> PIO/P	10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT A. <input type="checkbox"/> Continue Project Without Change B. <input type="checkbox"/> Change Project Design and/or <input type="checkbox"/> Change Implementation Plan C. <input type="checkbox"/> Discontinue Project
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11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles) M. Kux-AID/S&T/FENR, Project Manager 07/79-08/84 W.D. Roseborough-AID/S&T/FENR, Proj. Mgr 90/84-01/85 H.B. Muller-NPS-PASA Project Director 06/80-01/85 J. Tschirley-NPS-PASA Asst. Proj. Dir. 06/80-01/85	12. Mission/AID/W Office Director Approval Signature _____ Typed Name <u>John D. Sullivan</u> Director, S&T/FENR Date _____
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PROJECT EVALUATION SUMMARY (PES) - PART II

13. SUMMARY: This project is being implemented through a Participating Agency Service Agreement (PASA) with the National Park Service (NPS), U.S. Department of the Interior. It is designed to provide AID and the LDCs with new practical technical information to assist the LDCs achieve environmentally sound economic development, and to conduct training and institution-building activities to increase their capabilities to plan and implement improved natural resources management programs.

Eighteen publications including state-of-the-art Review Papers, Case Studies, Guidelines and Project Design Aids covering integrated natural resources planning and management principles and techniques are being produced. Concentration is in three critical areas - coastal zones, arid and semi-arid lands, and the humid tropics. These documents, plus a quarterly Natural Resources Technical Bulletin, are being widely disseminated and well received. They are also currently being used as the basis for designing and conducting "Training of LDC Trainers" workshops to develop and incorporate training curriculums in LDC universities and national training institutions that focus on natural resources management issues, problems and solutions.

Most of the documents are being produced through NPS subcontracts with leading scientific organizations including the National Academy of Sciences (NAS), the American Association for Advancement of Science (AAAS), the International Institute for Environment and Development (IIED), the Organization of American States (OAS) and the Winrock Foundation among others.

As noted in the Evaluation Report (Attachment A) most of the publications completed at the time of the evaluation had been produced within budget and were generally of high quality. However a significant number were available only in draft form due to delays in contracting, development, peer and AID review, or reproduction. These delays in meeting time schedules have been a serious problem from the beginning and continue to be in spite of increased management effort.

Another serious problem is inadequate funding to accomplish the training and institution-building phases of the project which were added by the PASA fifth amendment in August 1983. The NPS PASA management team did not

include a training expert at the time they accepted the amendment but felt that those phases could be satisfactorily carried out with the \$500,000 which AID could make available. After several months study by a training consultant, NPS advised AID that \$380,000 in addition to the \$500,000 allocated, would be required to implement the training and institution-building phases as outlined in the revised Project Paper and PASA Amendment 5. Subsequent discussions with the NPS have reduced the Scope-of-Work to that of Phase V-Training Workshops; however, efforts are continuing to obtain additional funds to provide some LDC institution-building support.

Six issues of the eight-page quarterly Natural Resources Technical Bulletin (NRTB), produced cooperatively with the International Earthcare Network, have been distributed worldwide and widely acclaimed. Three more issues are under contract and in preparation. Current funding support for publishing the NRTB will terminate with the completion of this project. In addition to publicizing the major publications produced under the project, the Bulletins include annotated bibliographies of numerous other publications on current natural resources information for development planners. Both Earthcare Network and the NPS have expressed interest in participating in the continuation of this bulletin, but it will require AID funding and coordination to insure its success. Both Earthcare and the NPS have agreed to advise AID formally of their positions.

The Evaluation Team submitted a comprehensive 81-page report including 25 recommendations. Many of the recommendations involved AID policy matters and are beyond the scope of the project management. Those within the cognizance of the AID/NPS project managements have been seriously considered and are being implemented wherever feasible.

14. EVALUATION METHODOLOGY: This is a mid-term project evaluation conducted by a four-person team of technical experts assembled by the National Science Foundation's Division of International Programs supported by their PASA with AID. The purpose of the evaluation was to conduct an in-depth interim review of the project including:

(1) Adequacy of the original project design and adaptations made as the project was implemented.

- (2) NPS progress to-date in achieving the project objectives as defined in the PASA Scope-of-Work.
- (3) Adequacy of dissemination and utilization of the publications produced.
- (4) Project Management staffing adequacy and effectiveness.
- (5) Project Coordination with other related AID projects, federal agencies and international development organizations.
- (6) Recommendations for future directions in project planning and implementation.

The Evaluation Team was furnished copies of all pertinent documents including the PASA, publications being produced under the project, and a 12-page internal interim evaluation report dated June 1983 summarizing the history and key events of the project, for background and review. The team subsequently interviewed 25 persons from AID, NPS and other associated organizations. Names and affiliations are included as Appendix 1 to their Evaluation Report, Attachment A.

The Evaluation Team identified several critical needs which, if met, could substantially increase the likelihood of the project's overall success, increase the beneficial impacts of the project throughout AID and strengthen AID's position internationally dealing more effectively with critical LDC environmental and natural resources problems. They noted that the project provides excellent opportunities to use the informational material being generated in many ways, and that it has fostered a network-building process in Washington.

15. EXTERNAL FACTORS: The setting for this project is worldwide, and no major changes have occurred during its implementation. The assumptions in the original Project Paper and in the 1983 revision to expand the project scope to include LDC training and institution-building activities have been reviewed and continue valid.
16. INPUTS: NPS project team delays in negotiating contracts for production of some publications and inability of contractors to meet agreed schedules have resulted in considerable delay in completion of some acceptable publications. This may be inherent in this type of endeavor and reflects the inexperience of both AID and NPS project management in setting unrealistically tight

schedules. The substantial underestimate of funds required to fully implement the LDC training and institution-building phases incorporated by the project revision in 1983 has resulted in a serious funding problem as discussed earlier in the Summary section.

17. OUTPUTS: Some publications are behind schedule as discussed under Inputs. All planned publications are expected to be completed with acceptable quality. The project training phase is expected to be completed as planned with a "Training of LDC Trainers" workshop conducted for each of the areas being addressed by the project: Coastal Zones, Arid and Semi-arid Lands, and the Humid Tropics. This will be achieved by some acceleration of the schedule to reduce NPS administrative costs and a modest addition of funds by AID. The shortage of available additional funds will greatly reduce the planned follow-up support for LDC institution-building activities.
18. PURPOSE: The original project purpose was "to provide AID with an improved information base covering a range of topics related to environmental protection and natural resources management, and to identify and assess emerging priorities of short- and long-term nature." The purpose of the 1983 Project Paper revision is consistent with the original purpose and extends the project "to produce training materials for training LDC trainers, to train LDC trainers, and to institutionalize the training within selected LDC institutions." The original purpose is expected to be achieved by the 18 publications already completed or in process by mid-1985. The Training phase is essentially on schedule for the "Training of LDC Trainers" workshops for Coastal Zones and Arid/Semi-arid Lands. The planning and design for the Humid Tropics workshops have been held up pending resolution of the funding problem discussed earlier. This funding problem was resolved in January 1985 and the NPS project team is trying to accelerate the schedule to recoup some of the 5-month delay caused by the funding problem. This training program has a reasonable chance of success if the NPS project team can be kept in-tact for the rest of the year, and the newly assigned AID project manager (to replace the current project manager who is retiring on February 1, 1985) can devote adequate time and talent to the project.
19. GOAL/SUBGOAL: The original project goal was "to improve LDC capabilities for environmental protection and for assessing and managing their natural resources." The 1983 project revision maintained this same goal but gave

greater emphasis to developing the LDC capabilities through training in addition to providing technical information in a useful form. Of the 18 publications being produced under the project, the state-of-the-art Review Papers and Case Studies provide valuable background information, and the Guidelines and Project Design Aids afford "how to" technical assistance. The project training phase develops curriculums for courses to be presented in LDC institutions, and conducts workshops to help train the LDC trainers who will subsequently present the courses to others in their own institutions.

20. BENEFICIARIES: The direct beneficiaries are the LDC trainers, educators and government officials who will use the information and training produced by this project to plan, design and implement more cost-effective and environmentally sound natural resources management programs and projects. The indirect beneficiaries will be the vast majority of the poor people in those LDCs whose quality of life will be improved by the implementation of development projects based upon sound environmental protection and natural resources management principles and methodologies.
21. UNPLANNED EFFECTS: As noted by the Evaluation team, the "project has, without design, fostered a network-building process in Washington where AID people, technical experts and other specialists consult more freely with one another." The demand for several of the publications has significantly exceeded that anticipated, necessitating reprints.

The Evaluation Team included a number of recommendations, based upon their investigations and interviews, which are beyond the scope of the project. They would however, if implemented, contribute to achieving the project goal, and are considered worth repeating here.

(1) AID should bring more expertise in this area to bear on development problems by increasing the number of professionally trained environmental/natural resources specialists in the Agency.

(2) AID should establish a career path in such technical areas as environment and natural resources.

(3) The Sector Council should meet more frequently, provide closer scrutiny of project activities and documents.

(4) AID's Office of Manpower and Training should incorporate significant parts of this project's materials into their normal training activities.

22. LESSONS LEARNED: Any project with such a broad purpose and as complex as this one should be designed with maximum flexibility to accommodate changes as the needs become better defined and the available resources more accurately determined. Fortunately, adequate flexibility was included in the design of this project.

The AID project manager must be intimately involved in planning and scheduling the activities to be undertaken and reviewing the products produced, particularly to ensure that they are addressing AID's needs. Routine monitoring of the implementing agent will not ensure either appropriate or timely results, regardless of how much experience the agent may have.

In this project the AID project manager was not only more knowledgeable of the AID persons in both Washington and the field most competent and willing to review and comment upon the publication being produced, but also has better contacts and facilities for obtaining feedback. Further, AID differences of opinion could be reconciled so that the NPS was provided with consistent, consolidated AID guidance.

Regular status reports should be required from the implementing agent. These should be at least monthly for critical items and quarterly for overall project progress including both financial and key-event schedules. Status reports on this project have been neither as timely nor complete as desirable for good project management.

Detailed, realistic cost budgets for changes in the contract or PASA Scope-of-Work should be required at the time of approval. In this project, the NPS did not have a training expert on the project team and grossly underestimated the budget required to implement the Training and Institution-building Phases V and VI incorporated in PASA Amendment 5 in 1983. Only after such an expert had been retained and a detailed implementation plan prepared was a realistic budget submitted. This extended delay precluded obtaining adequate additional funds to implement the revised project as intended and caused considerable disruption in the project.

Effective distribution of the technical information publications and bulletins produced under this project is one of its major components. The AID project manager should insist upon an adequate feedback system to get a feel for the usefulness of the publications as well as assurance that they are being sent to persons wanting them. The reader response to the fifth issue of the Natural Resources Technical Bulletin was very encouraging in that 95% felt it was very useful and wanted to remain on the mailing list.

23. SPECIAL COMMENTS OR REMARKS: The technical information developed and widely distributed under this project is believed to be filling a long-felt need in AID and the LDCs for up-to-date, practical, usable information on environmental protection and natural resources management. The "training of trainers" courses and workshops currently being planned and developed should make a significant contribution to improving the capabilities in these sectors of those LDCs which participate in them.

The 81-page Project Evaluation Report by the AID/National Science Foundation Evaluation Team dated 1984 is attached.

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