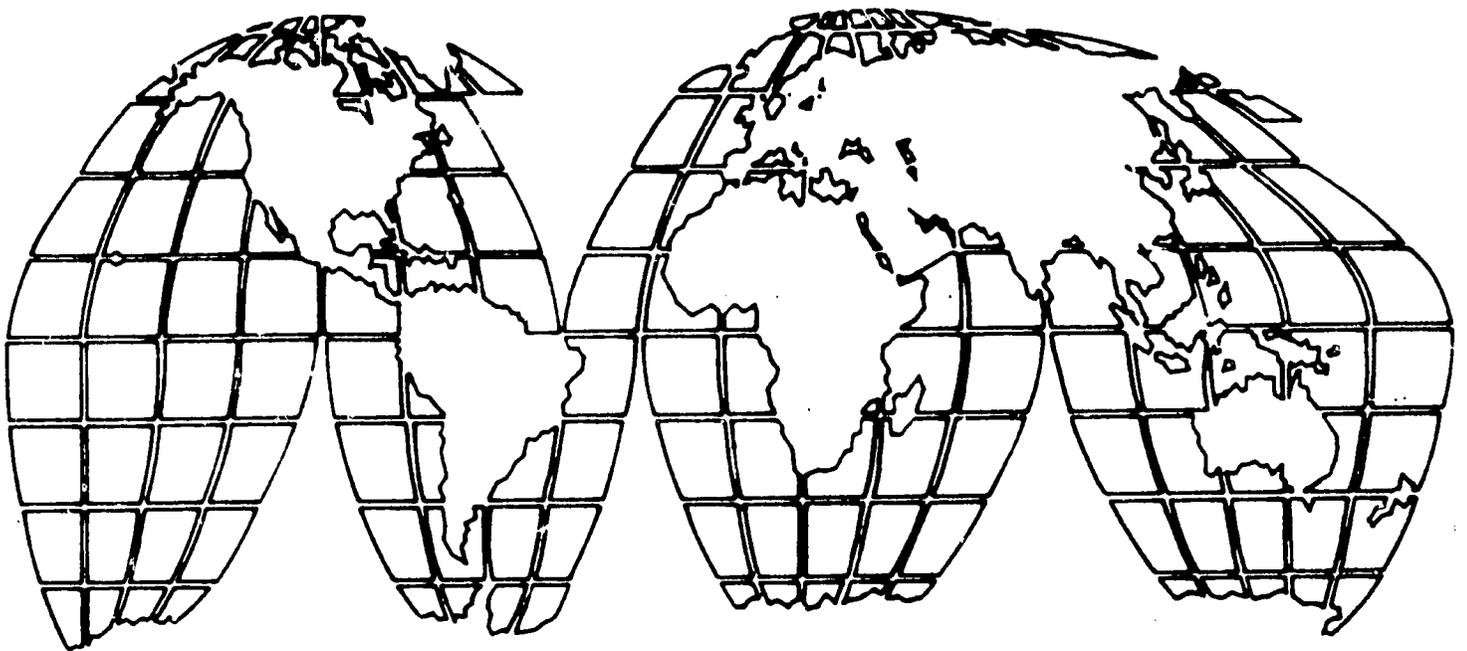


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CDIE EVALUATION REPORTS AND AGENDA



APRIL 1988

CENTER FOR DEVELOPMENT INFORMATION AND EVALUATION
BUREAU FOR PROGRAM AND POLICY COORDINATION

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D. C. 20523

CDIE EVALUATION REPORTS AND AGENDA

FY 1988 - FY 1989

April 1988

Center for Development Information and Evaluation
Bureau for Program and Policy Coordination

U.S. Agency for International Development
Washington, D.C. 20523

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PREFACE

In recent years, the Center for Development Information and Evaluation (CDIE), has produced a number of evaluation studies that examine A.I.D.'s development experience covering a broad range of projects, programs, and policies. Some are sector-focused evaluations that examine A.I.D.'s experience with project performance and impact in a particular sector; e.g., agricultural credit, small scale enterprise, etc. Others are focused on policy-oriented or thematic cross-cutting issues; e.g., development management. Still others evaluate special programs and non-project assistance. Finally, some CDIE reports provide methodological and procedural guidance in data collection, monitoring and evaluation.

Whereas most evaluations done by A.I.D. missions and regional bureaus aim to provide lessons and findings of immediate relevance for improving the specific project evaluated, the CDIE evaluations also have a broader objective and applicability. The findings and lessons from a series of evaluations on a topic are then synthesized to provide guidance more broadly applicable for a wider range of future A.I.D. activities.

This overview provides a listing and short abstracts of recently published CDIE reports and reports that are now underway, and also proposed reports that are currently being considered for future study. The evaluation topics proposed for CDIE's future agenda are based upon collaborative meetings with other AID/W offices during which priority topics and issues for Agency evaluation were discussed. Those topics selected will be initiated during FY 1989.

The overview of CDIE reports is organized into three major sections: (1) proposed studies, (2) reports underway, and (3) reports published since 1985. Within each section, individual studies are listed by major categories of topics, reflecting CDIE's thematic emphases. These include:

- * Agriculture and Rural Development
- * Agricultural Higher Education
- * Health, Family Planning, and Nutrition
- * Participant Training
- * Private Sector and Small-Scale Enterprise Development
- * Development Management
- * Technology Transfer and Marketing

- * Women in Development
- * Non-Project Assistance and Policy Reform
- * Program Design and Evaluation Methodology

It is hoped that this overview will help those in A.I.D., in other donor agencies, and in the broader development community, to identify quickly those CDIE reports that are relevant to their interests and information needs.

Copies of the published reports may be obtained from the editor of ARDA, A.I.D. Document and Information Handling Facility, 7222 47th. Street, Suite 100, Chevy Chase, Maryland 20815. An exception are the A.I.D. Evaluation Occasional Papers which may be ordered from the Bureau for Program and Policy Coordination, the Center for Development Information and Evaluation, the Agency for International Development, Room 209, SA-18, Washington, D.C. 20523.

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I. PROPOSED TOPICS

AGRICULTURE AND RURAL DEVELOPMENT

Impacts of Agricultural Policy Reforms on Small Farmers

ABSTRACT: This proposed study will examine in a selected African country, the perspectives of small farmers regarding the impacts of policy reform measures on their productivity and welfare. The study would utilize various rapid, low cost techniques for gathering information from farmer groups.

A Review of the Environmental Assessment and Monitoring Process in A.I.D.

ABSTRACT: Based on a detailed review and fieldwork of several case studies, this assessment will examine the realities of the environmental impact assessment process of various agricultural and rural development projects as practiced in A.I.D. The cases would trace the process from project identification through to design and examine how determination for environmental assessments were made. Also, the studies would examine the adequacy of mechanisms used to monitor and evaluate actual project impacts on the environment.

Issues in Natural Resource Management and Sustainable Agriculture

ABSTRACT: This study will draw on the experience of A.I.D. projects currently being implemented to review issues related to natural resource management in light of A.I.D.'s commitment to protect tropical forests and fragile lands and to promote sustainable agriculture.

Community-Based Self-Help Action for Sustainable Production

ABSTRACT: This report will examine the contribution of community-based, self-help activities to improve production and, ultimately, economic growth. It will review A.I.D. experience in "participation" directed specifically at increased productive capacity, stressing the role of different types of sociocultural and institutional environments in managing local resources. Recent analysis has clearly shown the appropriateness of some types of community-based organizations over others in developing different natural resources, providing criteria which can

be "tested" against A.I.D. experience. Other criteria to be used in this review are: presence of local management systems; existence of two-way information systems; extent and quality of local linkages between self-help groups and service and support institutions higher up the line; and degree of local control of resources. Since organizational learning capacity of local, self-help groups is a critical factor in sustainability, its presence or absence in A.I.D. projects and programs will feature importantly in the review.

Promoting Rural Incomes for Sustainable Economic Growth

ABSTRACT: This paper will review the literature and selected A.I.D. documentation concerning rural economic growth and correlates of increased rural incomes. The study will examine rural-urban linkages, and the reciprocal nature of rural and urban economic growth. The review will accord special importance to the role of urban diffusion of economic functions from intermediate sized regional centers and small market towns which facilitate rural income growth. Functions such as provision of distribution systems for agricultural products, urban goods and services, conditions adequate for rural industrialization, and urban jobs for rural migrants will be researched. Other, institutionally based conditions will also be addressed such as: legal and political, infrastructure and economic, and internal enterprise factors. An understanding of how these conditions interact will contribute to comprehension of those environments which best facilitate growth of rural incomes.

Crop Diversification and Export Promotion

ABSTRACT: Farmer income in developing countries has traditionally derived to an important extent from the production of subsistence food crops and/or cash crops for export markets. Several factors, including limited size of domestic food crop markets, shrinking markets for traditional export crops, and the need to find new means of earning foreign exchange, have stimulated interest in diversifying agricultural productive capacity into non-traditional crops having income-earning potential in export markets. A.I.D., in recent years, has provided support for projects aimed at strengthening the capability of developing countries to compete in non-traditional agricultural export markets. Examples of such projects include ROCAP's Non-Traditional Agricultural Export Support Project (PROEXAG) and RDO/C's High Impact Agricultural

Marketing and Production Project (HIAMP). This report will review A.I.D.'s experience in designing, implementing, and evaluating projects to strengthen the capability of developing countries to produce non-traditional crops for agricultural markets.

Strengthening Agricultural Producer Organizations

ABSTRACT: This report will review A.I.D. experience in projects (or project components) that seek to strengthen the capability of agricultural producer organizations to improve farmer access to and control over agri-support factors essential for increasing agricultural productivity and farmer income. Such factors may include land, access to production unit, water, technology (research and extension), production inputs, capital, labor markets and market information, infrastructure, and policy. The report identifies types of strengthening assistance provided; key constraints to project implementation; lessons learned for project design, implementation, and evaluation; and resources available to assist in managing the design, implementation, and evaluation of projects in this area.

AGRICULTURAL HIGHER EDUCATION

Enhancing the Role of the Agricultural University: A Synthesis of Findings.

ABSTRACT: This publication will feature a summary of the findings of a comparative study of agricultural universities in ten Third World countries. The synthesis will feature a discussion of those factors associated with university impact on rural development including the basic concept of the agricultural university as agent of change in the rural sector; the strategies which universities can pursue in enhancing their impact on rural development; the kinds of educational, research, and extension programs which mobilize student and faculty learning and involvement in rural change; the various management structures and institutional mechanisms which allow the university to engage in effective program implementation; and an agenda of priorities where donor investments can yield sizeable returns in enhancing university contributions to national development.

HEALTH, FAMILY PLANNING, AND NUTRITION

Sustainability of U.S. Supported Health Programs: Synthesis of Findings and Lessons

ABSTRACT: This proposed synthesis report will provide summary analysis, findings and lessons concerning the sustainability of A.I.D.-supported health programs based on the series of in-depth, historical country case studies. It would review findings concerning hypotheses about the importance for sustainability of external contextual factors, such as political regime, the social, cultural, and economic context, national commitment and policies, donor coordination, and of internal project characteristics, such as project negotiation, institutional and managerial factors, financing, technical requirements, community participation, and project effectiveness. It will draw recommendations based on these retrospective studies concerning the design and implementation of future health programs and strategies to achieve greater sustainability.

PARTICIPANT TRAINING

Impact of A.I.D. Participant Training Programs: Synthesis of Findings and Lessons

ABSTRACT: This proposed synthesis report will provide summary analysis, findings and lessons concerning the developmental impacts of A.I.D. participant training programs based on three case studies in Nepal, Indonesia and Kenya. The training programs will be analyzed in terms of their impact on returned participants' careers, on their organizations' performance and accomplishments, and on broad development institutions, sectors and goals. The study will examine key factors associated with the capacity of returned participants to positively influence their careers, organizational, and broader development goals and will extract lessons learned for designing future participant training programs to enhance their development impact. The report will also contain a section on methodologies for assessing impacts of participant training programs, including use of surveys, organizational case studies, key informant, and in-depth interview techniques.

PRIVATE SECTOR AND SMALL SCALE ENTERPRISE DEVELOPMENT

A.I.D.'s Experience with Small-Scale Enterprise Development Projects

ABSTRACT: This assessment will take stock of the Agency's current work and experience in microenterprise development. The study will consider differing approaches and techniques that have been used in efforts to assist microenterprises including alternative institutional delivery mechanisms. The study will identify the patterns of A.I.D. project interventions that generate success and the programs, institutions, and delivery techniques that work best, and under which conditions--that is, "a winner's profile." It will require an examination of the different types of microenterprises, how their problems differ and an analysis of the different types of A.I.D. project approaches to see which work best, under which conditions. The evaluation will be divided into three phases, a desk study of project evaluation documents, a field study of A.I.D. projects and a final synthesis.

Trade and Investment Promotion: Reflections on Recent Project Experience

ABSTRACT: This review of recent A.I.D. experience with trade and investment promotion, focusing on a sample of projects in the Asia-Near East Region, will involve a field study of "what works and what doesn't." It will address the design, strategy, and practical implementation issues of direct interventions to stimulate trade and investment activities, such as joint ventures and export promotion offices, as well as examining the policy implications.

Financial Intermediation and Equity Investment: Reflections on Recent Project Experience

ABSTRACT: This review of A.I.D.'s incipient experience with establishing financial intermediaries taking equity investment in private enterprises will summarize the strategic, institutional and management issues arising in the course of recent project implementation. Also, the review will draw on other donors' experience to assess factors, such as project design, sustainability, financial markets development and policy, that influence the performance of these financial intermediaries.

DEVELOPMENT MANAGEMENT

A.I.D. Experience with Management Training Institutions

ABSTRACT: This proposed study will review A.I.D.'s project experience with developing management training institutions. An assessment will be made of the relevance of the training to the needs of host country management staff in the public and private sectors, and the impacts that trained managers have had on their organizations' performance and efficiency. The study will provide practical lessons for designing more relevant and effective management training institutions in the future.

Technical Cooperation and Institution Building

ABSTRACT: A joint effort with the UNDP, this proposed study will examine the effectiveness of donors' various approaches to technical cooperation for achieving the objective of institution-building. Based on a survey of donor experience with technical cooperation interventions aimed at developing institutional capacity, the study will provide insights for improved approaches for project identification, design, implementation and evaluation.

NON-PROJECT ASSISTANCE AND POLICY REFORM

Issues in Planning and Implementing Policy Reform Programs

ABSTRACT: Based upon a review of A.I.D.'s experience with policy reform programs, this proposed study will discuss issues and provide lessons for more effective planning and implementation processes. Aspects covered will include initial identification and development of the policy reform package, designing and negotiating the reform program, and management and information requirements for implementation.

An Evaluation of Policy-Based Assistance in Asia

ABSTRACT: These field evaluations are designed to obtain information about the effectiveness and economic development impact of A.I.D. policy reform efforts in Asia. They will examine several programs, possibly in Pakistan, Bangladesh, Egypt, Indonesia, and the Philippines. Major emphasis will focus on policy reform efforts in support of private sector development.

PROGRAM DESIGN AND EVALUATION METHODOLOGY

A Guide To Assessing and Reporting Program Performance and Impact.

ABSTRACT: The Agency has devoted substantial recent efforts to developing terms of reference, illustrative indicators and techniques for data collection and analysis for the purpose of assessing the effects of specific interventions on broad program goals. This proposed guide will summarize these efforts, and provide alternatives for measuring the performance and impacts of project and non-project assistance in relation to program foci. The guide will cover the use of intermediate, "leading," and proxy indicators for use in reporting on program performance through standard A.I.D. reporting formats.

Guidelines for the Evaluation of Cash Transfer Programs

ABSTRACT: CDIE jointly with the LAC Bureau recently has completed a series of field evaluations of the effectiveness and impacts of four cash transfer programs in achieving policy reforms, macroeconomic progress, and social impact issues. Based on these field experiences, CDIE proposes to prepare guidelines that document the evaluation issues, information needs, analytical and procedural approaches for evaluating cash transfer programs. The guidelines will outline the basic information requirements for monitoring cash transfer programs and assist A.I.D. staff to write sound scopes of work for mid-term and final program evaluations.

Synthesis of A.I.D. Evaluation Reports FY87 and FY88

ABSTRACT: Following prior successful efforts of this type, this proposed study will continue to analyze and synthesize key issues, patterns, and factors affecting project performance emerging from a review of A.I.D. evaluation reports completed during the fiscal years 1987 and 1988.

Methodologies for Assessing the Impact of Agricultural and Rural Development Assistance

ABSTRACT: This proposed report will present the summary of discussions in a workshop on the methodologies for impact evaluations of agricultural and rural development projects. The report will be organized in 6 sections;

(1) general conceptual and methodological issues in impact evaluations, (2) assessing impact on agricultural production, (3) assessing impact on household income, (4) assessing impact on food consumption, (5) assessing impact on the natural resource base, and (6) organizational issues in impact evaluations. In addition, the report will include the background paper prepared by PPC/CDIE for the workshop.

Indicators for Measuring Changes in Income, Food Availability and Consumption, and the Natural Resource Base

ABSTRACT: This report will present a set of core indicators that can be used for measuring changes in income, food availability and consumption, and the natural resource base. It will examine the strengths and limitations of these indicators with reference to (1) ease of data collection, (2) costs and time required, (3) possible uses for CDSS, Action Plans, monitoring and evaluation of projects and programs, and the designing of new interventions. It will also outline appropriate data collection strategies for these indicators.

Conducting Key-informant Interviews in Developing Countries

ABSTRACT: This paper will outline the steps involved in conducting key informant interviews to gather information, ideas and recommendations for project and program design, monitoring, and evaluation. It will also examine the advantages and limitations of key informant interviews and suggest the ways in which they can be used in conjunction with rapid surveys, informal reconnaissance methods and group interviews.

II. REPORTS UNDERWAY

AGRICULTURE AND RURAL DEVELOPMENT

A.I.D.'s Experience with Innovative Approaches to Agricultural Extension, A.I.D. Evaluation Occasional Paper. In draft. Estimated publication date: FY 1988.

ABSTRACT: This paper reviews A.I.D.'s experience with innovative approaches to agricultural extension in relation to the experience of other donors, the American extension system, and the larger extension literature. It provides a descriptive analysis and selected case studies of recent A.I.D. projects utilizing innovative extension approaches. The study concludes that most of A.I.D.'s extension activities over the last decade have involved traditional attempts to strengthen existing extension systems or to create parallel extension organizations through training and technical assistance. While recent project design papers indicate a number of innovative extension approaches are now being implemented, documentary evidence on their effectiveness remains sparse.

Third World Urbanization: The Rural-Urban Dynamic and its Place in a National Development Strategy: A.I.D. Evaluation Occasional Paper, Draft near completion. Estimated publication date: FY 1988.

ABSTRACT: Since urbanization has recently become a topic of increasing interest to A.I.D., CDIE is providing a review and analysis of studies in that field. The report will first address general theories and issues of urbanization, especially those of importance to the Agency. It includes chapters on the following: the present heightened concern about the topic; the special character of developing world cities; population and urbanization trends; informality as a way of life in Third World Cities; planning, finance and administration of urban places; and implications of issues for A.I.D. policy, programs and practice. Some of the critical issues in the report are rural-urban migration, the urban "bias," the city as power and economy, regional differences in urbanization, the supercities, the city and "informality," secondary cities, regional planning and market towns, and urban finance.

Agroforestry Projects for Small Farmers: A Project Manager's Reference, A.I.D. Evaluation Special Study. In draft. Estimated publication date: FY 1988.

ABSTRACT: This report summarizes major issues identified in the general literature and those being addressed in on-going A.I.D. sponsored agroforestry projects. These projects encourage farmers to grow trees using species and techniques that can sustain or contribute to their crop or livestock production, and provide fuelwood and other tree products. The report provides an overview of A.I.D. support for agroforestry activities, describes the state-of-the-art in agroforestry techniques, and discusses key technical, policy, institutional, economic and other issues pertinent to designing and implementing agroforestry projects.

Small Farmer Perspectives on Development in Northeast Thailand, A.I.D. Evaluation Special Study. In draft. Estimated Publication date: FY 1988.

ABSTRACT: A.I.D.'s present evaluation system generates relatively little information about the effectiveness of its projects from the perspective of intended beneficiaries. This study examines how small farmers living in Northeast Thailand assess the various donor assisted agriculture development projects intended to increase their productivity and improve their standard of living. Specifically, it examines the effectiveness of such projects in providing inputs and services to farmers, and the long-term impact of development programs on their welfare. The study tested innovative, low cost, rapid appraisal techniques for gathering information from farmers, offering an applied research methodology to augment A.I.D.'s present monitoring and evaluation approaches.

Environmental Assessments of Development Projects: A.I.D.'s Experience, A.I.D. Evaluation Occasional Paper. In draft. Estimated publication date: FY 1988.

ABSTRACT: Since 1976, A.I.D. has systematically screened A.I.D. projects to ensure that environmental consequences associated with proposed activities are assessed and considered prior to their final approval for funding. Where appropriate, safeguards are adopted to mitigate any foreseeable negative environmental effects. The screening procedures adopted by A.I.D. are a legal requirement, and constitutes section 118 of the 1981 amendment of the Foreign Assistance Act. This paper describes key features of the procedures and discusses preliminary lessons and issues drawn from A.I.D.'s experience in implementing them.

A Synthesis of A.I.D. Experience: Farming Systems Research and Extension. A.I.D. Evaluation Special Study. Draft near completion. Estimated publication date: FY 1988.

ABSTRACT: This study reviews A.I.D.'s experience with farming systems research and extension, and contributes to the ongoing discussion in the Agency about the potential of the farming systems approach, or the useful elements thereof. The study provides information that can be applied to improve the design, implementation, and evaluation of projects involving farming systems research and extension.

Small Farmer Perspectives on Development, A.I.D. Evaluation Discussion Paper. In draft. Estimated publication date: FY 1988.

ABSTRACT: This report is based on a literature review of primary research, mostly Ph.D. dissertations, involving long-term observation of small farm families in development impacted environments. The writer addresses what the research reveals about small farmer perspectives and behavior in a rapidly changing environment, and the meaning of such findings to development practitioners. A framework for categorizing the diversified economic enterprises of small farm households is developed, along with a hierarchy of development goals that guide the farmer's decision-making process.

A.I.D.'s Experience with Rural Development: Project-Specific Factors Affecting Performance. A.I.D. Evaluation Occasional Paper. In Draft. Estimated publication date: FY 1988.

ABSTRACT: Prepared for a World Bank sponsored seminar on donor experience with rural development, this paper assesses A.I.D.'s experience. It discusses project-related factors that have been found to influence rural development project performance, such as choices concerning management strategies and organizational structures, appropriate technologies and other design, monitoring and evaluation issues.

An Assessment of A.I.D. Activities to Promote Agricultural and Rural Development in Sub-Saharan Africa. A.I.D. Evaluation Special Study. In draft. Estimated publication date: FY 1988.

ABSTRACT: This study is a retrospective assessment of A.I.D.'s agricultural development in Sub-Saharan Africa over the past 25 years. It is a part of a broader effort

by eight donors under the leadership of the World Bank, to take a retrospective and comparative look at their assistance to African agricultural development. The study focuses on three components: the relationship between domestic policies and agricultural development, the politics of agricultural policy, and the effectiveness of donor assistance. The A.I.D. study examines experience in six countries representing different development philosophies, ecological zones and geographic regions: Kenya, Malawi, and Tanzania in east Africa, and Cameroon, Nigeria, and Senegal in the west.

AGRICULTURAL HIGHER EDUCATION

Universities for Development: A Joint Indo-U.S. Impact Evaluation of Indian Agricultural Universities. A.I.D. Project Impact Evaluation. Estimated publication date: FY 1988.

ABSTRACT: CDIE conducted a study of Indian agricultural universities. The study is jointly sponsored with the Indian Council of Agricultural Research. Field studies were initiated in April, 1987 with a focus on the impact of the universities as well as problems and issues which will need to be addressed in enhancing the future contribution of these universities.

Past Accomplishments and Future Prospects: A Study of Agricultural Universities in Brazil. A.I.D. Project Impact Evaluation. In Progress. Estimated publication date: FY 1988.

ABSTRACT: CDIE is currently conducting a study of agricultural universities in Brazil. Field studies were initiated in November, 1986, with a focus on the impact of the universities in the rural sector.

The Post-graduate Agricultural College at Chapingo: Institutional Innovation for Strategic Impact. A.I.D. Special Study. In draft. Estimated date of publication: FY 1988.

ABSTRACT: CDIE is currently conducting a study of the Post-graduate Agricultural College in Chapingo, Mexico. The study will examine the unique way in which the College has defined its role in rural development, and the manner in which it has organized its faculty in research and extension to exercise a major leadership role in Mexico's rural development efforts.

Indonesia: Bogor Institute of Agriculture. A.I.D. Project Impact Evaluation. In draft. Estimated publication date: FY 1988.

ABSTRACT: A CDIE impact study has been completed of the Bogor Institute of Agriculture, Indonesia's premier national agricultural university.

Ethiopia: Alemaya Agricultural University. A.I.D. Project Impact Evaluation. Draft near completion. Estimated publication date: FY 1988.

ABSTRACT: A CDIE impact study has been completed of Alemaya University. Alemaya was one of the first agricultural universities assisted by A.I.D, with project assistance beginning in 1952 and ending in 1968.

Kasetsart University in Thailand: An Analysis of Institutional Evolution and Development Impact. A.I.D. Project Impact Evaluation. In draft. Estimated publication date: FY 1988.

ABSTRACT: A CDIE impact study has been completed of Kasetsart University. Kasetsart is one of Thailand's major agricultural education and research universities.

HEALTH, FAMILY PLANNING, AND NUTRITION

The Sustainability of U.S.-Supported Health, Population, and Nutrition Programs in Honduras: 1942-1986. A.I.D. Evaluation Special Study. In draft. Estimated publication date: FY 1988.

ABSTRACT: To assess health program sustainability, an evaluation team conducted a retrospective historical field review of U.S.-supported health projects in Honduras since the 1940s. The team examined various factors that were hypothesized to have influenced the ability of the Honduran Government to sustain programs after A.I.D. assistance terminated. Eighteen A.I.D. projects provided data for case studies, including malaria eradication, water and sanitation systems, family planning, nutrition improvement, primary health care and other programs. Health projects in Honduras were found to be more sustained if: (a) their objectives were high and broadly-shared priorities of the Government; (b) their design had been carefully negotiated with the Government and was not perceived as imposed; (c) their organizational structures were integrated into the

Ministry administration; (d) their efforts were coordinated with other donors to establish a sequence of support and avoid duplication of effort; and (e) their activities were perceived as effective during project implementation.

A Synthesis Study of the Factors of Sustainability in A.I.D. Health Projects, A.I.D. Evaluation Occasional Paper. In draft. Estimated publication date: FY 1989.

ABSTRACT: This study analyzes factors affecting project sustainability from a review of evaluation documents of 62 completed A.I.D. health projects. Factors identified as important to sustainability include economic and financial factors; technical, design and implementation factors; management and institutional factors; and external policy, bureaucratic, and social/cultural context factors. Lessons from this review of health project experiences and recommendations for project designers are provided in the study as a checklist for improving project sustainability.

Evaluation of the Communication for Young People Project, A.I.D. Evaluation Special Study. In draft. Estimated publication date: FY 1988.

ABSTRACT: This evaluation assesses the impacts of a regional mass media campaign in 1986 to promote sexual responsibility among young adults in Latin America. The media campaign was developed around two songs featured in music videos, television commercials, radio spots, records, and other approaches. The two songs were very successful commercially, reaching the top of the popular charts and staying there for most of 1986. The purpose of this evaluation was to assess if the social objectives of reaching the intended target audience (12 to 18 year olds) with messages of encouraging sexual responsibility, postponement of sex, and seeking counseling services, had been achieved. The assessment, using a combination of sample surveys, focus group interviews, content analysis of fan letters, and key informant interviews, concluded that the target audience had properly interpreted the messages of greater sexual responsibility and postponement of sex, although it was not possible to definitely attribute changes in attitudes and behavior to the campaign. Information was not available concerning any change in teenage use of counseling or family planning services.

Sustainability of U.S. Supported Health Programs in Guatemala, A.I.D. Evaluation Special Study. In draft. Estimated publication date: FY 1988.

ABSTRACT: This is a historical case study of the sustainability of U.S. funded health projects in Guatemala since the 1940s. A primary purpose of the evaluation is to identify the characteristics of projects and their contexts that are likely to have resulted in the continuation of project activities and benefits after the U.S. funding has ceased. The study examines the importance of (a) contextual factors, such as the political regime, the social, cultural and economic context, national commitment to project goals, and donor coordination; and (b) project characteristics, such as the project negotiation process, institutional and managerial characteristics, financing, technical requirements, community participation and acceptance, and project effectiveness. The case study examines 19 U.S. supported health project initiatives in Guatemala since 1942, including health services, water and sanitation, malaria eradication, family planning, and nutrition.

PVOs Reach Out: A Summary of Thirteen Primary Health Care Project Evaluations, A.I.D. Evaluation Special Study. In draft. Estimated publication date: FY 1988.

ABSTRACT: This report was prepared for FVA/PPM and will be published by CDIE. It synthesizes the findings of evaluations of 13 PVO health and nutrition projects that received matching grant funds from A.I.D. The projects are assessed in terms of their results, design and management, building local capacity, and a variety of special issues. The report ends with a series of conclusions and recommendations for the improvement of PVO health project design and implementation efforts.

Sustainability of U.S. Supported Health Programs in Five African Countries. A.I.D. Evaluation Special Study. Work beginning. Estimated publication date: FY 1989.

ABSTRACT: This study provides retrospective, historical analyses of health program sustainability in five African countries: Ghana, Zaire, Tanzania, Botswana and Senegal. Focusing on A.I.D.'s health programs, the study examines hypotheses concerning the importance of key project characteristics and contextual factors in the environment that appear to affect sustainability of efforts after A.I.D. funding ends.

PARTICIPANT TRAINING

Building National Capacity in the Social Sciences: Insights from Experience in Asia, A.I.D. Evaluation Special Study. In progress. Estimated publication date: FY 1989.

ABSTRACT: This study examines the effects of overseas graduate training in the U.S. on the careers of Asian social scientists, particularly in terms of their impact on building host country capacity to apply social science methods in research, teaching, and policy and planning areas. Included in this study are the social science training programs in Asian countries of Ford and Rockefeller foundations, the Agricultural Development Council, the International Development Research Centre of Canada, and A.I.D. The A.I.D. component focuses on programs in India and Indonesia.

Evaluating the Impact of International Training for Development in the Zaire: A Case Study of the Studies and Planning Service. A.I.D. Evaluation Special Study. In draft. Estimated publication date: FY 1988.

ABSTRACT: This study evaluates the impact of an A.I.D. training project designed to improve the professional staff capabilities in agricultural economics and statistics within the planning and studies unit of the Zaire Department of Agriculture. The training program is evaluated at several levels, including the individual trainee's performance on the job and utilization of training skills, the organization's benefits from the training program, and the ultimate beneficiaries impacted by the outputs and services of the organization.

Participant Training Impact Evaluation in Nepal, A.I.D. Project Impact Evaluation Report. Fieldwork in progress. Estimated publication date: FY 1989.

ABSTRACT: This is one of a series of impact evaluations of A.I.D. participant training programs. Focusing on the case of Nepal, the study will assess how long-term, A.I.D.-sponsored training has affected the careers of returned participants and how these participants have, in turn, affected the performance of organizations and the achievement of wider development goals. The evaluation is intended to provide more reliable information to guide future decisions about how participant training programs can best be designed to support A.I.D.'s larger institution building and development initiatives.

Participant Training Impact Evaluation in Indonesia, A.I.D. Project Impact Evaluation Report. Fieldwork initiated. Estimated publication date: FY 1989.

ABSTRACT: One of the series of participant training impact evaluations, this study examines the case of Indonesia's program. Key questions to be addressed in the assessment include; the impact of training on the careers of returned participants; the impacts of the returned trainees on the performance and accomplishments of their organizations; their impact on larger socio-economic institutions; and their impacts on achievement of wider development goals. The evaluation is intended to draw lessons based on the Indonesian experience relevant to the future design of participant training programs to enhance their development impact.

Participant Training Impact Evaluation in Kenya, A.I.D. Project Impact Evaluation Report. Fieldwork initiated. Estimated publication date: FY 1989.

ABSTRACT: One of three impact evaluations of A.I.D. participant training programs, this case study focuses on the program in Kenya. As with the other studies, the purpose is to examine the developmental results of participant training programs, in terms of the individual trainees' career performance and utilization of training skills, their impacts on organizational performance and accomplishments, and their effects on broader development institutions, sectors and goals. The study will examine key factors associated with the capacity of returned participants to positively influence their careers, organizations and broader development goals and will provide lessons learned for future training programs.

PRIVATE SECTOR AND SMALL SCALE ENTERPRISE DEVELOPMENT

A.I.D.'s Experience with Development Finance Institutions in Latin America. A.I.D. Evaluation Special Study. Draft near completion. Estimated publication date: FY 1988.

ABSTRACT: This review of A.I.D.'s experience with establishing and strengthening development finance institutions in the Latin American region summarizes their impacts on private sector enterprises and their financial and institutional viability. Also, the review draws on experience to assess those factors, including internal design, organization, and management issues and external context and policy concerns, that influence the performance of these A.I.D.-supported institutions.

DEVELOPMENT MANAGEMENT

Effective Donor Support for Decentralization: Some Insights from USAID Experience in Peru, A.I.D. Evaluation Special Study. In draft. Estimated publication date: FY 1988.

ABSTRACT: This study presents an evaluation and comparative analysis of recent Peruvian decentralization initiatives supported by A.I.D. The first part of the study analyzes the historical evolution of government decentralization initiatives in Peru, and how several A.I.D. projects of the past decade have contributed to such efforts. Drawing on the Peruvian example, the second part of the study critically examines some key issues with respect to government decentralization, and advances a series of hypotheses intended to shed light on the decentralization process in a broader context.

A Compendium of Donor Experiences with Program Sustainability, Paper prepared by CDIE for the DAC Expert Group on Aid Evaluation. In draft. Estimated publication date: FY 1988.

ABSTRACT: As a part of its effort to improve the effectiveness of donor assistance, the members of the Development Assistance Committee's Expert Group on Aid Evaluation agreed to examine their 1986 evaluations with respect to the issue of sustainability. The factors that DAC members found influenced sustainability are organized into five broad categories: management and organizational, host government policies, economic and financial, technological and the external environment (economic, political and socio-cultural) within which a project must operate. In addition, special factors that influence the sustainability of certain types of programs are discussed, i.e., environmental impact, and women in development issues. Examples of donor experiences are used to place the factors in an operational context and illustrate how prospects for sustainability were influenced by it. The report concludes with a discussion of ways in which sustainability can be made a part of the program management process.

A Review of the Management Training of A.I.D.-Sponsored Participants, A.I.D. Evaluation Occasional Paper. In draft. Estimated publication date: FY 1988.

ABSTRACT: This study examines the nature and extent to which management training is provided to academic and technical participants sponsored by A.I.D. It also attempts to determine whether more and better management training is needed and, if so, how it can be provided.

TECHNOLOGY TRANSFER AND MARKETING

Djibouti Fisheries Development Project: Technology Transfer Series, A.I.D. Evaluation Special Study. In draft. Estimated publication date: FY 1988.

ABSTRACT: A special study of a project in Djibouti, funded by A.I.D. and other donors, led to insights about the transfer of hard and soft technologies for fisheries development. The project assisted a government ministry and fisheries cooperative to set-up a cold chain and improve handling, storage, and marketing of fish. Project impact was on artisanal fishermen and poor consumers, including refugees, mothers and children. The study examined the social marketing and nutrition education efforts by the Catholic Relief Services. More distinct roles for the public sector agencies in introducing technologies and stimulating demand were recommended, leaving to private initiative harvesting and marketing the greatly increased catch of fish.

Northeast Brazil Agricultural Marketing Project: Technology Transfer Series, A.I.D. Evaluation Special Study. In draft. Estimated publication date: FY 1988.

ABSTRACT: The Northeast Brazil Agricultural Marketing Project began in 1971 as part of a \$100 million nation-wide program. Production-market system studies in Recife by Michigan State University, an example of commercial market systems analysis, layed the groundwork for a \$15 million A.I.D. loan. The technology transfer effort included planning and construction of market network from wholesale to producer and rural assembly markets; technical assistance for grades and standards and a market news service; and training in market management, sanitary procedures and produce handling. By 1984, 11 wholesale markets were built and operating successfully, with spoilage reduced by up to 45 percent. Many marketing managers were trained, and some hired by the growing supermarket chains. Impact on poor rural producers and poor urban consumers was minimal because of structural constraints such as land ownership. Strong central government commitment to wholesale market construction facilitated implementation, but impeded necessary local adaptations.

Costa Rica--Soybean Production and Food-mix Processing Project: Technology Transfer Series. A.I.D. Evaluation Special Study.
In draft. Estimated publication date: FY 1988.

ABSTRACT: Costa Rican experience with low-cost extrusion cooking (LEC) technology transfer was the subject of a field study for the technology transfer series. A grant to CARE financed development of a LEC plant to substitute for imported P.L. 480 products used in public school feeding and maternal child health nutrition programs. The project was successful in establishing local soybean production, and in developing a range of soy-products. It represents an example of use of commercial marketing technology and social marketing technology. Malnutrition was significantly reduced in Costa Rica, though attribution to the LEC soy intervention is impossible. Stronger overall management was necessary in the transfer effort, including communications and feedback from the target consumers because of changing taste preferences. Continued operation of the LEC plant is jeopardized by failure to resolve responsibilities among the Government, CARE, and A.I.D. for plant management and supply of raw commodities.

Honduras--Mass Media and Health Practices Project: Technology Transfer Series, A.I.D. Evaluation Special Study. In draft.
Estimated publication date: FY 1988.

ABSTRACT: The Mass Media and Health Practices Project, developed and demonstrated the public health communications methodology, which derives from the technology of development communication and education and elements of social marketing. The project had the concurrent objectives of 1) developing, testing, and demonstrating this marketing technology and 2) using it to spread the proper use of oral rehydration therapy (ORT) to prevent dehydration from diarrhea. Phase 1 of the project was highly successful in a pilot area because of bureaucratic autonomy, liberal financing and dedicated expatriate advisers. A separately financed evaluation activity indicated high rates of adoption of ORT. In Phase 2, nationwide campaigns in ORT, immunization, and malaria control were less successful. Factors contributing to the success of Phase I worked against integration of the development communication-education technology into the MOH and adoption by regional health offices. A major weakness of the overall effort was failure to utilize private enterprise, both in applying the public health communications technology and distributing the products.

Egypt--Family of the Future Contraceptive Social Marketing: Technology Transfer Series, A.I.D. Evaluation Special Study. In draft. Estimated publication date: FY 1988.

ABSTRACT: The Family of the Future (FOF) is a semi-private company created by the Egyptian Government to employ contraceptive social marketing technology. This study examines the FOF program and compares it with the National Control of Diarrheal Diseases Project (NCDDP), which created a semi-private organization to use social marketing technology to distribute oral rehydration therapy throughout Egypt. Both projects succeeded in achieving widespread and targeted impact, and social marketing technology was successfully transferred and adapted, overcoming many obstacles. FOF's Board of influential people gave legitimacy to its commercial sales of contraceptives and brand specific advertising. The Director, trained in commercial marketing in the U.S., set an entrepreneurial tone that addressed consumer preferences, developed an in-house wholesale distribution system, and exploited fully short-term technical assistance, especially in marketing research. However, A.I.D. supplied contraceptives provide a continuing subsidy to FOF.

The Transfer of Marketing Technology: A Synthesis of A.I.D. Experience with Three Marketing Technologies, A.I.D. Evaluation Special Study. In draft. Estimated publication date FY 1989.

Technology transfer is fundamental to A.I.D.'s foreign assistance programs. This synthesis draws on a series of field studies, workshops and extensive literature review to examine the use and transfer of three marketing technologies: commercial marketing systems analysis, social marketing, and development communication-education technology. Commercial marketing systems analysis was represented by the projects in Brazil, Djibouti, and Costa Rica. Social marketing technology was successfully applied in the Egypt projects. The development communication-education technology is represented by the projects in Honduras and the Gambia. The synthesis analyzes factors in the successful use of the three marketing technologies and factors in transferring them. While the interventions funded by A.I.D. produced widespread benefits and targeted impact, the marketing technology transfer had generally not yet resulted in local mastery or sustained use. Human and institutional factors, the policy climate and attitudes, and packaging the marketing technology brought out the need for careful mapping of the technology transfer process and context. Inadequate local capacities, failure to fully utilize the private sector, and timing and coordination problems serve to emphasize the crucial role of management --both strategic and operational.

WOMEN IN DEVELOPMENT

Women in Development: A.I.D.'s Experience, 1973-1985, Vol. 2, Ten Field Studies, A.I.D. Program Evaluation Report. In draft. Estimated publication date: FY1988.

ABSTRACT: A companion volume to the synthesis report, this report documents the findings of the ten field studies done for the CDIE women in development series. The field studies include the Botswana Agricultural College Expansion Project; the Accelerated Mahaweli Program in Sri Lanka; the Northeast Rainfed Agricultural Development Project in Thailand; the Association for the Development of Micro-Enterprises in the Dominican Republic, the Alcosa Agribusiness Project in Guatemala; the Arid and Semi-arid Lands Project in Kenya; the Resource Conservation and Utilization Project in Nepal; the Appropriate Technology for Rural Women Project in Bolivia and Ecuador; the Industrial and Commercial Job Training for Women Project in Morocco; and the Agricultural Extension Project in the Eastern Caribbean.

NON-PROJECT ASSISTANCE AND POLICY REFORM

Approaches to Policy-Based NonProject Assistance, A.I.D. Evaluation Discussion Paper. In draft. Estimated publication date: FY 1988.

ABSTRACT: This paper reviews the need for policy reforms in many developing countries and the theoretical basis for donor policy-based nonproject (or program) lending. Also examined are the specific conditionality approaches attached to program lending by the World Bank, the International Monetary Fund, and A.I.D. The report then addresses several operating characteristics of policy-based program lending, the pros and cons of conditionality in A.I.D. programming, and the importance and difficulties of measuring beneficiary impacts.

Negotiating and Programming Food Aid: Lessons from Experience. A.I.D. Evaluation Special Study. In draft. Estimated publication date: FY 1988.

ABSTRACT: This study prepared by the A.I.D. Bureau for Food for Peace and Voluntary Assistance and to be published by CDIE, summarizes the conclusions and recommendations of five case studies of the PL 480 food aid programs in Haiti,

Mali, Pakistan, Tunisia, and Zambia. The cases focus on the process of identifying, negotiating, implementing and reporting on "self-help" provisions (i.e. policy reform conditions) and on the programming and monitoring of local currency use.

Agricultural Policy Analysis and Planning: A Summary of Two Recent Analyses, A.I.D. Evaluation Special Study. In draft.
Estimated publication date: FY 1988.

ABSTRACT: This paper was prepared by A.I.D.'s Bureau for Science and Technology and will be published by CDIE. The paper reviews A.I.D.'s experience in supporting agricultural policy and planning projects. It presents preliminary findings of two studies that reviewed 129 of A.I.D.'s agricultural policy and planning projects and concludes that while A.I.D. has considerable success in building capacity to analyze policy issues in host country governments, it has had less success with these projects in fostering policy reform. The paper concludes with lessons learned from experience and recommendations for future design of such projects to enhance their impacts on policy decisions.

Agricultural Policy Analysis: A Manual for A.I.D. Agricultural and Rural Development Officers, A.I.D. Evaluation Special Study.
In draft. Estimated publication date: FY 1988.

ABSTRACT: This manual, based on the findings of the S&T/AG evaluation synthesis of experience with agricultural policy analysis projects, operationalizes this experience into practical guidelines for A.I.D. field officers. It covers both project and non-project modes for achieving agricultural policy reform objectives.

Policy-Based Cash Transfer Programs, A Synthesis of Findings.
A.I.D. Evaluation Special Study. Field work completed.
Estimated publication date: FY 1989.

ABSTRACT: This study draws together the findings of four country evaluation reports--Costa Rica, Jamaica, Honduras and the Dominican Republic. It examines the role of policy reform in A.I.D. programs, the negotiating process, implementation issues, and economic impact. It compares and contrasts the effectiveness and results that were achieved from the differing approaches used in each country.

Policy-Based Cash Transfer Programs, The Case of Costa Rica.
A.I.D. Evaluation Special Study. In draft. Estimated
publication date: FY 1988.

ABSTRACT: This report examines how A.I.D. applied conditionality to support Costa Rica's economic development during the period 1982-1987. It examines the reform measures A.I.D. applied to boost private sector development (privatization, export promotion, and foreign exchange rate reform) to determine the effectiveness and economic development impact of the A.I.D. program. It examines issues such as macroeconomic trends, A.I.D.'s contribution to stabilization and structural adjustment reform and program design, implementation and management issues.

Policy-Based Cash Transfer Programs, The Case of Jamaica.
A.I.D. Evaluation Special Study. In draft. Estimated
publication date: FY 1988.

ABSTRACT: This report examines how A.I.D. applied conditionality to support Jamaica's economic development during the period 1981-1987. It examines the reform measures A.I.D. applied to boost private sector development and to lay the basis for sustainable, long-term economic development. Reform measures included: public sector divestment, income tax reform, market deregulation, agricultural export promotion, import liberalization, and encouragement of private investment. The report focuses on the effectiveness and economic development impact of the Cash Transfer Program. It examines issues such as macroeconomic trends, A.I.D.'s contribution to stabilization and structural adjustment reform and program design, implementation and management issues.

Policy-Based Cash Transfer Programs, The Case of The Dominican Republic. A.I.D. Evaluation Special Study. To be drafted.
Estimated publication date: FY 1989.

ABSTRACT: This report examines how A.I.D. applied conditionality to support Dominican Republic economic development during the period 1982-1987. It examines the reform measures A.I.D. applied to boost private sector development and to lay the basis for sustainable, long-term economic development. The report focuses on the effectiveness and economic development impact of the Cash Transfer Program. It examines issues such as macroeconomic trends, A.I.D.'s contribution to stabilization and structural adjustment reform and program design, implementation and management issues.

Policy-Based Cash Transfer Programs, The Case of Honduras.
A.I.D. Evaluation Special Study. To be drafted. Estimated
publication date: FY 1989.

ABSTRACT: This report examines how A.I.D. applied conditionality to support Honduran economic development during the period 1982-1987. It examines the reform measures A.I.D. applied to boost private sector development and to lay the basis for sustainable, long-term economic development. The report focuses on the effectiveness and economic development impact of the Cash Transfer Program. It examines issues such as macroeconomic trends, A.I.D.'s contribution to stabilization and structural adjustment reform and program design, implementation and management issues.

PROGRAM DESIGN AND EVALUATION METHODOLOGY

Learning from A.I.D.'s Experience: Suggestions for Synthesizing Existing Information, A.I.D. Evaluation Occasional Paper. In draft. Estimated publication date: FY 1988.

ABSTRACT: This report examines the procedures and methods used by the evaluation staff of the Center for Development Information and Evaluation of A.I.D. in preparing evaluation syntheses. A CDIE synthesis is an assessment of existing project evaluation documents and other readily available information sources for the purpose of rapidly addressing specific topics or questions about our project development experience. The report covers the procedural steps involved in conducting a CDIE synthesis, including receiving and clarifying the assignment, developing a concepts paper and a study design, selecting materials, approaches for doing the synthesis analysis, writing the technical report and related "targeted" reports for various audiences, marketing and institutionalizing application of the synthesis findings and lessons learned within the Agency.

A Guide to Evaluation Practice in A.I.D., A.I.D. Program Design and Evaluation Methodology Report. In draft. Estimated publication date: FY 1988.

ABSTRACT: This report elaborates on the official A.I.D. Evaluation Handbook (April 1987), reflecting on several changes and lessons learned during the period since the Agency's evaluation system was introduced in 1970. The report covers a number of topics, including: (a) the uses,

priorities, and staff roles and responsibilities for A.I.D. evaluation studies; (b) the development and use of project and program information systems for the collection and analysis of monitoring and evaluation data; (c) the stages of the evaluation process, including design and feedback/utilization considerations; and (d) key evaluation issues for the coming years.

Donor Agency Experience with the Monitoring and Evaluation of Development Projects, A.I.D. Evaluation Occasional Paper. In draft. Estimated publication date: FY 1988.

ABSTRACT: This paper reviews the experience of the major development assistance donor agencies with the monitoring and evaluation (M&E) of development projects. It traces the early efforts of the donors to develop methodologies and procedures for M&E in the 1970s, and reviews the problems that occurred and the lessons that were learned from these early experiences. The final section discusses the emerging trends in the 1980s and the growing consensus among the donors concerning more promising and realistic approaches to M&E.

III. REPORTS PUBLISHED

AGRICULTURE AND RURAL DEVELOPMENT

U.S. Aid to Paraguay: Assistance to Credicoop's Agricultural Credit Union System, A.I.D. Project Impact Evaluation Report No. 56, January 1985. (PN-AAL-041).

ABSTRACT: This study is one of a series of impact evaluations of A.I.D.'s experience with delivering agricultural services to small farmers. This evaluation focuses on credit union, input supply, marketing and other farmer services delivered by a private non-profit organization, Credicoop, in Paraguay. The evaluation found that Credicoop had a mixed record. A liberal loan policy in the early years, combined with uncertain weather and markets in Paraguay, led to high loan delinquency rates that threatened the system's financial viability. Broader initiatives encouraged by A.I.D. both helped solve some problems while adding to the overall administrative burden. Yet ten years later at the time of the evaluation the system still survived. The impacts on the small farmers were equally mixed. Some who over-borrowed in the early years developed large debt burdens which they could not repay. Other members truly prospered, expanding production, and improving their standard of living.

Tanzania Seed Multiplication, A.I.D. Project Impact Evaluation Report No. 55, January 1985. (PN-AAL-042).

ABSTRACT: One of a series of impact evaluations focused on agricultural services, this study assesses a project designed to institutionalize the production and distribution of improved seeds in order to increase food production and small farmer incomes. The evaluation found that a system for producing and distributing high-quality seeds was in operation and that farmers, both large and small, were using the seeds and increasing total production and welfare as a result. However, the overall system was found to be working far below capacity because of various drawbacks including; mediocre performance of related credit and extension institutions; threats to the sustainability of the large, mechanized seed farms and inadequate training.

Agricultural Credit in the Dominican Republic, A.I.D. Project Impact Evaluation Report No. 58, June 1985. (PN-AAL-048).

ABSTRACT: Part of a series of impact evaluations that examine agricultural services projects world-wide, this evaluation focuses on two A.I.D. agricultural credit and services projects carried out through the Dominican Republic's Agricultural Bank in the 1970s. The evaluation team found sustainability of the project activities to be a major issue, with few activities being carried out efficiently, and within an unfavorable policy environment inconsistent with project goals of promoting agricultural growth. A principal lesson from this evaluation is that a project cannot achieve meaningful impact within a nonsupportive policy and institutional environment. Another lesson is that credit itself is not enough for generating agricultural development if farmers lack productive investment options and incentives.

Agricultural Credit, Input, and Marketing Services: Issues and Lessons from A.I.D. Project Experience--An Introductory Review, A.I.D. Program Evaluation Report No.15, August 1985. (PN-AAL-079).

ABSTRACT: This study of A.I.D.'s experience with agricultural services projects draws on a review of 203 projects, a close desk review of a sample of 44 of these projects, and a field impact evaluation of five projects. The types of agricultural services included in this study are agricultural credit, inputs and marketing services. A major conclusion of the review and analysis of these projects is that three conditions must be met for a project to succeed: (1) the service must be appropriate to the user, i.e. technologically feasible and financially desirable; (2) the delivery of the service must be compatible with the users' interests and must be timely; and (3) use of the service must result in profit for the user. The study also provides conclusions concerning the advantages and disadvantages of alternative delivery system approaches, including public, private and mixed organizations, and highlights appropriate roles for each.

A Synthesis of A.I.D. Experience: Small-Farmer Credit, 1973-1985, A.I.D. Evaluation Special Study No. 41, October 1985. (PN-AAL-074).

ABSTRACT: This study reviews the evaluations of 50 small farmer credit projects funded by A.I.D. between 1973 and 1985 and analyses factors associated with success or failure. Projects were judged successful if they were

financially viable and sustainable, with adequate credit management and a record of farmers having used credit for high-return investments. Conditions found to be associated with successful small farmer credit projects included: (1) the availability of an appropriate technology in which the farmers could invest productively; (2) reliable support services to support the new technology; (3) a host country policy environment that was favorable to the interests of the rural sector; (4) a well managed institutional mechanism for delivering credit to small farmers; and (5) interest rates that reflected the true opportunity cost of administering credit.

Credit Programs for Small Farmers: A Project Manager's Reference, A.I.D. Evaluation Special Study No. 47, June 1987. (PN-AAL-090).

ABSTRACT: This report summarizes the literature on A.I.D.'s experience, policy, and lessons learned concerning key issues in designing and implementing agricultural credit programs. The report was prepared in a format designed to provide background information for A.I.D. project managers involved in overseeing farmer credit program design, implementation or evaluation efforts. The first section outlines A.I.D.'s experience and current policy, followed by a synthesis of key issues and approaches to resolving them. The final section describes ongoing experiments to generate alternative financial resources-- rural savings and private investment-- to support agricultural development activities.

Bolivia: Integrated Rural Development in a Colonization Setting, A.I.D. Project Impact Evaluation Report No. 57, January 1985. (PN-AAL-043).

ABSTRACT: This evaluation is one of a series of impact evaluations addressing A.I.D.'s integrated rural development (alternatively referred to as area development) project efforts. The evaluation examines the case of two projects that provided infrastructure development and technical assistance to support the settlement of new lands in the subtropical lowlands of eastern Bolivia. Although there were problems with the maintenance of the infrastructure, the technical assistance efforts were very successful, encouraging community and cooperative development. Economic, social and other benefits to the settler population were generally found to be very positive. Lessons learned from the case study are provided for integrated rural development and for land resettlement efforts.

Ecuador: Private Sector Cooperatives and Integrated Rural Development, A.I.D. Project Impact Evaluation Report No. 59, January 1986. (PN-AAL-062).

ABSTRACT: Part of the series of impact evaluations focused on integrated rural development (IRD), this evaluation examined six A.I.D. funded projects in support of credit unions and agricultural cooperatives in Ecuador as one approach to IRD. The credit unions supported by A.I.D. thrived in both urban and rural areas, benefiting an estimated 1.2 million families, and became a major vehicle for agricultural credit programs. The agricultural cooperatives were basically land- acquisition cooperatives, whose members actively sought the acquisition of social and agricultural services, working with local governments to become agents of integrated rural development. The lessons learned pertain to the long-term nature of institutional development, the need for cooperatives to identify services that they can deliver effectively to generate operating costs, the need to combine credit with effective technical assistance, and the importance of cooperative education.

A Study of Two Sri Lankan Rural Development Projects Managed by the Ceylon Tobacco Co., Ltd., A.I.D. Project Impact Evaluation Report No. 60, March 1986. (PN-AAL-077).

ABSTRACT: One of the series of impact evaluations examining integrated rural development projects, this study assesses two different dry zone rural development projects that involved the Ceylon Tobacco Company, Ltd. (CTC), a private firm, and the Mahaweli Authority of Sri Lanka (MASL). Both were irrigated resettlements schemes in which settlers relied on CTC for input delivery, marketing and agricultural advice. CTC involvement was motivated by a desire for good public relations and commitment to development, and they tried to establish a model, self-reliant settlement. CTC's work and services were unusually effective and the farmers benefited considerably; however, CTC was forced to withdraw when they continued to incur financial losses despite a subsidy from MASL. This case study is instructive concerning the advantages and limitations of utilizing the private sector for implementing rural development schemes.

Burkina Faso: Integrated Rural Development Projects in Seguenega and Dori Departments, A.I.D. Project Impact Evaluation Report No. 61, May 1986. (PN-AAL-080).

ABSTRACT: As part of a series of evaluations of integrated rural development projects, this impact evaluation examines two such projects in Burkina Faso implemented by American

private voluntary organizations (PVOs). In both projects the PVOs worked with village groups, assisting them to organize and implement various development activities themselves, while the PVOs provided technical assistance, materials and equipment. The study draws conclusions and lessons from the case study concerning issues such as institution building and enhancing local capacities, project management needs, policy impacts, developing self-sufficient projects, etc.

Program Review of the International Fund for Agricultural Development (IFAD), A.I.D. Evaluation Special Study No. 21, January 1985. (PN-AAL-045).

ABSTRACT: This A.I.D. program review of the International Fund for Agricultural Development (IFAD) was conducted in 1984 to assess how well IFAD was fulfilling its mandate to alleviate hunger and malnutrition in the poorest areas of the world. The review examines IFAD's success in reaching its target group, in achieving its food production and income goals, in implementing sustainable projects, and in playing a special role among development donors. IFAD's policies and procedures, its performance, and its relationship to U.S. development assistance policies are also examined in the report.

A Review of A.I.D.'s Narcotics Control Development Assistance Program, A.I.D. Evaluation Special Study No. 29, March 1986. (PN-AAL-054).

ABSTRACT: This is a review of A.I.D.'s experience with narcotics control projects to identify from the pertinent historical information the key factors and issues bearing on narcotics production and its control. The report traces the evolution of narcotics control projects that almost exclusively emphasized substitution crops to those embracing a more comprehensive area development approach providing income replacement activities, infrastructure, and public services in exchange for eliminating narcotics crops. While A.I.D.'s narcotics control projects have been making tangible progress, they have been constrained by a number of problems, including lack of host government commitment, the high profitability of narcotics crops production relative to alternatives, the remoteness of project sites, macroeconomic problems, local cultural acceptance of narcotics, and the presence of powerful trafficking organizations.

Land Tenure and Livestock Development in Sub-Saharan Africa,
A.I.D. Evaluation Special Study No. 39, May 1986. (PN-AAL-072).

ABSTRACT: The paper traces the experience of African livestock projects in the 1960s and early 1970s that were primarily concerned with production of more beef and with marketing considerations. Later as declining rangeland became a concern, efforts to improve rangeland conditions became an objective, and a related concern with land tenure issues emerged. Study of pastoral systems and broader socio-economic aspects of production systems were not found to guarantee project success, because of the unpredictable nature of the transitional stage to modernization. The paper then examines specific A.I.D. and World Bank experiences with livestock projects in East and West Africa. A final section summarizes findings on the effects of economic change in the pastoral sector upon resource management, access to resources, and traditional tenure systems. A model is presented which suggests that effective tenure reforms will be based on pastoralists' production environment and management practices.

A.I.D.'s Experience with Integrated Rural Development Projects,
A.I.D. Program Evaluation Report, No. 9, July 1987.
(PN-AAL-095).

ABSTRACT: This paper synthesizes A.I.D.'s experience with integrated rural development (IRD) projects, drawing on the CDIE series of impact evaluations and on the general academic and other donor literature on the subject of IRD. The paper discusses the conceptual premises upon which IRD projects were based, and then examines the mixed experience with the performance of IRD projects, including impacts on agricultural production, income gains and equity, social services, macroeconomic goals, and project sustainability. The report then examines experience with alternative organizational structures used to implement IRD projects. Factors affecting the performance of IRD projects are identified in the review, including management, socio-economic, technical, design, policy and other issues. Conclusions are drawn concerning the validity of taking an integrated approach to rural development at a strategic planning level, while acknowledging that in practice single IRD projects addressing multiple problems and sectors have been burdened with considerable coordination and management problems limiting their effectiveness.

AGRICULTURAL HIGHER EDUCATION

Malawi: Bunda Agricultural College, A.I.D. Project Impact Evaluation No. 64. July, 1987. (PN-AAL-094).

ABSTRACT: This study is one of a series focused on assessing the impact of agricultural colleges. A.I.D. assisted in the establishment of Bunda Agricultural College, training many of its faculty and assigning a number of resident advisers to develop the education, research and outreach program. Key lessons from the evaluation include: (a) in small countries agricultural colleges maximize their contribution by serving multifunctional research/extension as well as teaching roles; (b) in small countries, considerable thought should be exercised before establishing graduate degree programs as these efforts can divert scarce resources away from important research and education priorities; (c) donor projects in agricultural education, research and extension should be designed to build strong linkages with agricultural universities in order to avoid their isolation from problem solving applications.

The Hassan II Institute of Agriculture and Veterinary Medicine in Morocco: Institutional Development and International Partnership, A.I.D. Project Impact Evaluation No. 65. July, 1987. (PN-AAL-096).

ABSTRACT: This study is one of a series focused on assessing the impact of agricultural colleges. A.I.D. assistance to the Institute of Agriculture and Veterinary Medicine (IAV) began in 1969 and will continue to 1989. During this period a large number of IAV faculty have received advanced training in the U.S. and a small contingent of advisers have assisted IAV in curriculum and research design. Key lessons from the evaluation include: (a) university and faculty entrepreneurship is needed in mobilizing resources and building needed constituencies; (b) matrix management structures are essential in integrating teaching, research and practical field work, particularly in the training of undergraduate students; (c) university institutions need to develop incrementally and with the sustained, long-term commitment of donor technical and financial assistance.

Dominican Republic: The Superior Agricultural Institute of Agriculture--Development of a Private Institution of Higher Agricultural Education, A.I.D. Project Impact Evaluation No. 67. March 1988. (PN-AAX-201).

ABSTRACT: This is one of a series focused on assessing the impact of agricultural colleges. A.I.D. provided early assistance in the establishment of the Superior Agricultural Institute (ISA), and has continued to support the Institute with a series of project activities in small farmer development, rural energy, and the development short-term management training courses. Key lessons from the study include: (a) high levels of university entrepreneurship and innovation appears to be associated with high levels of institutional autonomy; (b) measures for assuring university accountability need to be devised in order to assure university responsiveness to clientele needs; (c) donor agencies should follow their efforts in creating institutional capacity with project specific funding designed to build university linkages in research and outreach to the rural sector.

Three Nigerian Universities and Their Role in Agricultural Development. A.I.D. Project Impact Evaluation No. 66. March 1988. (PN-AAX-200).

ABSTRACT: This is one of a series focused on assessing the impact of agricultural colleges. A.I.D. provided assistance in the development of Ahmadu Bello University, the University of Ife, and the University of Nigeria. Nigerian faculty received advanced degree training in U.S. universities and long-term resident advisers were assigned to all three universities. Key lessons from the study include: (a) in the absence of strong external clientele groups alternative organizational forms, which supercede discipline based, academic departments, should be established in enabling an agricultural university or college to respond to the needs of its environment; (b) the land grant model of a multipurpose university needs to be adapted to conditions in recipient countries where institutional traditions may be entirely different from the U.S. experience.

HEALTH, FAMILY PLANNING, AND NUTRITION

Impact Review of the Onchocerciasis Control Program, Ouagadougou, August 1985, A.I.D. Project Impact Evaluation Report No. 63, May 1986. (PN-AAL-078).

ABSTRACT: This study assesses the health and development impacts of the multi-donor Onchocerciasis Control Program (OCP) that has reduced the incidence of river blindness in large areas of West Africa. During the program's first phase (1974-1985), OCP has checked the disease through aerial spraying of rivers to destroy the larvae of the black fly. The program has had a measurable impact on human health, decreasing the incidence of blindness and disability. In addition, the program has freed 15 million hectares of tillable land in former onchocerciasis-endemic areas, thus creating significant opportunities for additional agricultural development and economic growth. A key issue raised in the study is the need to address in phase two a process for integrating the program's onchocerciasis control responsibilities into the national health delivery systems of each participating country to achieve sustainability of the program's benefits.

A.I.D.'s Experience With Contraceptive Social Marketing: A Synthesis of Project Evaluation Findings, A.I.D. Evaluation Special Study No. 40, April 1986. (PN-AAL-073).

ABSTRACT: This study assesses the performance and impacts of an approach to family planning programs developed in A.I.D. known as contraceptive social marketing (CSM). The CSM approach usually involves the promotion, distribution and sales of low-cost contraceptive products through existing retail channels and through market research, promotion and advertising campaigns. The study found CSM programs to be generally effective in increasing contraceptive sales and in improving overall contraceptive prevalence. CSM programs tended to be cost-effective alternatives for providing couple-years-of-protection, but caution was expressed concerning their potential for achieving complete self-sufficiency. Also, the study called attention to the lack of research on key issues regarding CSM programs' fertility impacts, such as substitution or switching behavior among contraceptive methods by CSM clients and the use-effectiveness of CSM methods.

School Feeding Programs in Developing Countries: Analysis of Actual and Potential Impacts, A.I.D. Special Study No. 30, January 1986. (PN-AAL-060).

ABSTRACT: This report reviews existing information and research on the question of impacts of school feeding programs (SFPS) under the PL 480 Title II program. The report examines over 30 studies with findings concerning whether SFPS affect children 'nutritional status, school attendance, academic performance, and cognitive development. The review provides several conclusions and recommendations that may be helpful in designing SFPS.

The U.S. Response to the African Famine, 1984-1986: Volume I-An Evaluation of the Emergency Food Assistance Program: Synthesis Report, A.I.D. Program Evaluation Report No. 16, November 1986. (PN-AAL-082).

ABSTRACT: This volume is part of an assessment of the U.S. response to the African famine of 1984-86, involving U.S. shipment of over three million tons of food through public and private initiatives. The report synthesizes and records lessons learned in this effort, concentrating on the food assistance programs in Chad, Mali, and Sudan. It suggests ways that the U.S. and other donors can respond more successfully to food emergencies in the future, and relate emergency food aid to long term development in Africa. Lessons center around issues of food distribution channels and modes, host government commitment, donor coordination approaches, targeting of food recipients, key information/early warning requirements, program management, and other concerns.

The U.S. Response to the African Famine, 1984-86: Volume II-An Analysis of Policy Formulation and Program Management, A.I.D. Program Evaluation Report No. 17, November 1986. (PN-AAL-083).

ABSTRACT: This volume is part of an assessment of the U.S. response to the African famine of 1984-86. It concentrates on lessons learned about policy formulation and program management of emergency food programs, including managerial and organizational problems, information and early warning systems, coordination, legislation and funding, and the transition to development.

An Evaluation of the African Emergency Food Assistance Program in Chad, 1984-85, A.I.D. Evaluation Special Study No. 48, June 1987. (PN-AAL-091).

ABSTRACT: The principal purposes of this evaluation were to assess the timeliness, appropriateness, and impact of the 1984-85 food emergency assistance efforts in Chad; to recommend measures to improve future U.S. emergency food programs and disaster relief programs in Chad; and to consider measures for improving the design of emergency food programs in Africa to relate them more closely to national food strategies, including rehabilitation and longer term development.

An Evaluation of the African Emergency Food Assistance Program in Mali, 1984-1985, A.I.D. Evaluation Special Study No.49, June 1987. (PN-AAL-092).

ABSTRACT: The purposes of this evaluation were to analyze the impact, timeliness, and appropriateness of the 1984-85 emergency food aid efforts in Mali and to derive recommendations of practical measures to improve programming and impact. In addition, the evaluation considers ways of programming for emergency food assistance in Mali to support national food strategies, including rehabilitation and longer term development.

An Evaluation of the African Emergency Food Assistance Program in Sudan, 1984-85, A.I.D. Evaluation Special Study No. 50, June 1987. (PN-AAL-093).

ABSTRACT: The principal purposes of the Sudan evaluation were to assess the timeliness, appropriateness, and impact of the 1984-85 food emergency assistance efforts; recommend measures for improving future U.S. emergency food assistance and disaster relief programs; and consider measures for improving the design of emergency food programs in Africa by relating them more closely to national food strategies, including rehabilitation and longer term development.

An Evaluation of the Factors of Sustainability in the Lesotho Rural Health Development Project, A.I.D. Evaluation Special Study No. 52. December 1987. (PN-AAL-099).

ABSTRACT: This case study of health project sustainability examined the Lesotho Rural Health Development Project initiated in 1979 to provide integrated basic health

services to Lesotho's rural population. The project replaced a doctor-based, centralized system of health care with a new decentralized structure relying primarily on a trained cadre of nurse clinicians and village health workers. Two years after project termination, the Ministry of Health was effectively managing the new health care system initiated under the A.I.D. project. Factors found to contribute to sustainability included: (a) a project design that fitted the country's health needs and institutional capacities, that involved the beneficiary population, and that matched the Government's health objectives and plans; (b) a phased project schedule that allowed enough time to accomplish a sustainable host government capacity; (c) a recurrent cost burden of project activities that was within the Government's budget capabilities; and (d) a well-designed phase-out plan that allowed for steady turnover of project management and financial responsibilities to the Lesotho Ministry. The report contains a series of lessons learned from the case study concerning factors that affect sustainability and a check list that can be used by project designers to enhance sustainability.

An Evaluation of the Factors of Sustainability in the Gambia Mass Media and Health Practices Project, A.I.D. Evaluation Special Study No. 51. December 1987. (PN-AAL-098).

ABSTRACT: This evaluation of health project sustainability examined the case of the Mass Media and Health Practices Project in the Gambia. Although the project was cost-effective, and successfully demonstrated that mass media can be used to encourage use of oral rehydration therapy to treat infant diarrheal episodes and reduce infant mortality, the project activities were not sustained after A.I.D. funding terminated. The evaluation team concluded that the project had not been sustained because the 3-year project time period was too short to institutionalize the project activities and techniques; there were no provisions for gradual Government take over of budget responsibilities; training was inadequate for running the program; the Government faced overall, severe fiscal pressures; and other factors. The report includes a series of generalized lessons concerning sustainability factors that form a checklist that can be used by project designers to improve sustainability.

Development Assistance and Health Programs: Issues of Sustainability, A.I.D. Evaluation Discussion Paper No. 23.
October 1977. (PN-AAL-097).

ABSTRACT: This paper explores the issues of health program sustainability--the ability of developing countries to continue benefits from A.I.D. funded projects after support ceases. The discussion is based on a review of the literature on health programs of A.I.D. and other large donors such as UNICEF, the U.N. Development Program, and the World Bank. The review identifies program components that appear critical to sustainability, including financing; community participation in planning and implementation; appropriate design; and program management. The literature review indicates that programs are more sustainable when they are affordable by the country and the community; when beneficiaries have a role in planning and managing them; when simple but effective management systems are in place; and when program objectives are focused but not limited to a single intervention.

PARTICIPANT TRAINING

Annotated Bibliography of Participant Training Evaluations, Studies, and Related Reports, A.I.D. Evaluation Occasional Paper No.8, April 1986.

ABSTRACT: This annotated bibliography of A.I.D. participant training evaluations, studies and related reports contains over 200 reports spanning 30 years. The participant training studies are organized into five categories: general, country-specific, regional, component-specific, and sector-specific studies.

Review of Participant Training Evaluation Studies, A.I.D. Evaluation Occasional Paper No. 11, May 1986.

ABSTRACT: This report provides a synthesis of the major recommendations found in over 200 participant training evaluations and related reports. The recommendations were tabulated, classified, and prioritized. The recommendations cluster around issues of orientation, A.I.D. management, training design, reentry and follow-up, training strategy, support services, training location, participant selection, English language training, complementary programs, participant placement, and research and evaluation. Among other things, the report notes that virtually all participant training studies in the past have

focused on operational issues, and recommends that the Agency should place greater emphasis on efforts to assess participant training impacts.

An Analysis of A.I.D. Participant Training Projects, A.I.D. Evaluation Occasional Paper No. 12, June 1986.

ABSTRACT: Based on an analysis of over 100 evaluation reports of A.I.D. participant training programs, this report identifies and classifies participant training projects into three main categories; training-only projects, multi-input projects with a training element, and centrally funded training projects. Within these three categories, nine sub-categories or training modes are identified and described in detail, with special attention given to their respective strengths and weaknesses. In addition, the report raises a number of general operational issues that should be considered by mission personnel responsible for participant training programs. These issues are concerned with English language ability, availability of candidates, training utilization, return and retention of participants, participation by women, selection criteria and procedures, placement, location of training, program extensions and degree equivalency.

PRIVATE SECTOR AND SMALL SCALE ENTERPRISE DEVELOPMENT

A Review of A.I.D.'s Experience in Private Sector Development, A.I.D. Program Evaluation Report No. 14, April 1985. (PN-AAL-049).

ABSTRACT: This study provides a synthesis of A.I.D.'s experience since 1981 in implementing the Private Sector Development Initiative. It draws on the findings of several CDIE special studies of private sector development initiatives, as well as various policy papers, conference and task force findings. The paper provides an overview of the A.I.D. Private Sector Initiative, develops a conceptual framework for interpreting private sector programming experience, and reviews issues and experience in private sector development within that framework. The report concludes with a series of implications for future A.I.D. programming in the private sector, including concerns such as implementing policy dialogue, providing assistance to LDC private sectors, delivering assistance through private sector organizations, involving the U.S. private sector in development efforts, and other issues.

Private Sector Development in the Thai Seed Industry, A.I.D. Evaluation Special Study No. 23, June 1985. (PN-AAL-047).

ABSTRACT: This study is one of a series that illustrate examples of successful private sector initiatives promoted by A.I.D. projects. This case examine's USAID/Thailand's two Seed Development Loan projects, along with the numerous other projects, programs, and policy factors that contributed to the rapid growth of Thailand's seed industry. The report concludes with some suggestions to the Government and to A.I.D. to further strengthen the Thai seed industry.

Ecuador Industrial Development Finance, A.I.D. Evaluation Special Study No. 25, June 1985. (PN-AAL-051).

ABSTRACT: This special study is one of a series that examines A.I.D. assistance efforts in the private sector. The study assesses the circumstances leading to the relative success of two A.I.D. industrial development credit projects implemented in Ecuador. It highlights the comparison of the successes and failures that can be traced to implementing the projects through private and public industrial banking facilities. The report concludes with some suggestions for future project design of such financial institutions, including the importance of the policy framework, savings mobilization, and various management issues concerning efficient operations.

Promoting the Manufacture and Use of Small-Scale Agricultural Machinery in Indonesia, A.I.D. Evaluation Special Study No.26, June 1985. (PN-AAL-052).

ABSTRACT: This study is part of a series on private sector initiatives. The International Rice Research Institute's (I.R.R.I.) development and promotion of appropriate rice machinery suitable for local manufacture and use by small-scale rice farmers has been supported by A.I.D. from the early 1970's. The report evaluates the program in Indonesia and the spread of rice thresher manufacturing in West and Northern Sumatra. Firms were categorized as government-oriented, side-line, family firms, or superstars, representing the adoption and success of the I.R.R.I. technology. Project promotion efforts were both intensive and extensive. The policy climate was important to successful diffusion of the technology.

Searching for Benefits, A.I.D. Evaluation Special Study No. 28, June 1985. (PN-AAL-056).

ABSTRACT: This study presents the results of an economic cost benefit analysis of five micro-enterprise credit projects (mostly implemented by PVOs) in Upper Volta, Brazil, Honduras, the Dominican Republic and Peru. The report develops a methodology for analyzing the benefits of micro-enterprise projects in terms of the value added to client firms and more indirectly to outside producers via backward and final demand linkages. Applying this methodology to the five projects, the study finds very high economic rates of return indicating that micro enterprise lending schemes are very successful from an economic development perspective. However, the study cautions that in terms of project self-sufficiency or sustainability, none of the projects were able to cover administrative costs and capital erosion with interest income.

Report on a Workshop on Private Voluntary Organizations and Small-Scale Enterprise Development, A.I.D. Program Evaluation Discussion Paper No. 22, July 1985. (PN-AAL-053).

ABSTRACT: This report provides a summary of lessons learned from recent evaluations of PVO small-scale enterprise (SSE) projects, summarizes papers presented at the workshop held in the fall of 1983, and highlights the workshop discussions focusing on questions such as the benefits of SSE projects, what project approaches work best, the advantages of PVOs in implementing these projects, and ways that A.I.D. can increase the capacity of PVOs for developing effective SSE projects.

Private Voluntary Organizations and the Promotion of Small-Scale Enterprise, A.I.D. Evaluation Special Study No. 27, July 1985. (PN-AAL-055).

ABSTRACT: This study discusses some central issues of PVOs' activities relevant to SSE development, and provides a summary of what is known about PVO-operated SSE project performance and approaches. The review includes a discussion of credit, extension and training, institution building, industrialization centers, and "systems" approaches to small-scale enterprise development, providing examples of PVO-operated projects.

The Private Development Corporation of the Philippines, A.I.D. Evaluation Special Study No.46, October 1986. (PN-AAL-085).

ABSTRACT: This study of the Private Development Corporation of the Philippines (PDCP) is one of a series of CDIE evaluations undertaken to examine A.I.D. experience with the implementation of the private sector development initiative. Established in 1963 as a privately owned and operated development finance institute, the PDCP was supported in part by an A.I.D. loan of P27.5 million in quasi-equity. The report discusses how economic volatility and policy controls of the 1960s and 1970s adversely affected the PDCP operations, including inflation, balance of payments and external debt problems, import substitution and interest rate controls. Despite these external problems, by the end of 1982, the PDCP had provided assistance to over 1,000 projects, making a significant impact on the Philippine economy. Moreover, the PDCP maintained a relatively problem free portfolio, and had developed institutional strength, continuity in management, and a well trained staff. The study concludes with some lessons from the PDCP experience for future A.I.D. efforts to establish or strengthen development finance institutions.

Promoting Appropriate Technological Change in Small-Scale Enterprises: An Evaluation of Appropriate Technology International, A.I.D. Evaluation Special Study No. 45, November 1986. (PN-AAL-084).

ABSTRACT: Appropriate Technology International (ATI), created by Congress in 1978, has a mission to demonstrate cost-effective development strategies directed at disseminating commercially viable and economically sustainable technologies adapted to the resource endowments of the rural and semi-urban poor. The evaluation study, undertaken at the mid-term of ATI's Cooperative Agreement with A.I.D., covered 18 of ATI's projects in 10 countries. ATI's performance was found to be greatly improved in planning and selecting cooperating organizations, except more emphasis was needed on timely market studies, and on extracting the lessons from its field projects. ATI has the unique opportunity to experiment with risky technologies promoting small-scale enterprise development.

A.I.D. Experience with Selected Employment Generation Projects, A.I.D. Evaluation Special Study No. 53. March 1988. (PN-AAX-203).

ABSTRACT: This report examines the experience of over 30 A.I.D. employment generation projects in operation from the early 1970s to 1982. The focus is on the policy

environment of these projects, and how this interfaced with the projects' capacity to achieve effective employment generation. The study reviews the employment problem in developing countries, reviews general A.I.D. activities in the employment field, discusses the policy setting, and then examines in more detail A.I.D.'s experience with five project approaches to employment generation: vocational education, infrastructure, food for work, export promotion, and small scale enterprise development. The report ends with some conclusions concerning the effectiveness of alternative project approaches, and the importance of an economic policy environment based on free market mechanisms as incentives to the private sector. Some programming implications for A.I.D. are drawn from the experience review.

DEVELOPMENT MANAGEMENT

Development Management in Africa: The Case of the Agriculture Analysis and Planning Project in Liberia, A.I.D. Evaluation Special Study No. 37, December 1985. (PN-AAL-070).

ABSTRACT: This study is one of a series focused on development management issues in agriculture and rural development projects in Africa. It is a case study of projects designed to help the Liberian Ministry of Agriculture to obtain adequate agricultural data and to develop a coherent sector plan based on empirical data and analysis. Key lessons based on the evaluation include; (a) developing management capacity for sector planning is a long term proposition; (b) successful transfer of soft technologies such as institutionalizing information/planning systems may require organizational changes; (c) simple, low-cost data-related technologies are the most sustainable in LDCs; (d) supportive leadership in key management positions enhances project viability; and (e) other lessons concern the provision of technical assistance and training.

Development Management in Africa: The Case of the Land Conservation and Range Development Project in Lesotho, A.I.D. Evaluation Special Study No. 31, December 1985. (PN-AAL-061).

ABSTRACT: This study is one of a series focused on development management issues in agriculture and rural development projects in Africa. The case study focuses on a project in Lesotho aimed at developing conservation plans and strategies to protect croplands and rangelands from

further erosion, and to establish a prototype range management area. Key lessons for development management include: (a) the project's capacity to initiate change was enhanced by its location within an existing institution; (b) effective institution-building was achieved through long-term training of counterpart staff; (c) counterparts learned about the effectiveness of creative problem-solving approaches and informal communication channels by the example of U.S. technical advisors; and (d) other lessons concerning management styles, financial management, and the need to establish effective linkages with local institutions and the beneficiary population.

Development Management in Africa: The Case of the North Shaba Rural Development Project in Zaire, A.I.D. Evaluation Special Study No. 32, December 1985. (PN-AAL-063).

ABSTRACT: This study is one of a series focused on management issues in African agriculture and rural development projects. This one is a case study of a rural development project in North Shaba, Zaire to improve maize production and marketing. Key lessons learned from this case study on management issues include: (a) an in-depth understanding of the local socioeconomic and technological environment is critical for project success; (b) projects tend to be more successful if designs are kept administratively simple and if management enhancement interventions are integrated into local social and productive systems; (c) more complicated projects require that greater time and money be devoted to management considerations; and (e) other lessons concerning organizational contexts, training and technical assistance approaches.

Development Management in Africa: The Case of the Niamey Department Development Project in Niger, A.I.D. Evaluation Special Study No. 36, December 1985. (PN-AAL-069).

ABSTRACT: This study is one of a series focused on management in agriculture and rural development projects in Africa. The case study examines the Niamey Department Development Project in Niger that aimed to increase rainfed agricultural productivity through development of rural training, local institution building, and coordination of various existing government services. Key lessons from the evaluation include; (a) obtaining collaboration from various ministries can be very time-consuming and difficult; (b) government staff participation in project activities needs reinforcement with reward incentives; (c) untested agricultural technologies that only partially address the constraints faced by farmers can limit project effectiveness; (d) feedback from the farm level regarding

the results of technical packages is critical to understanding constraints; and (e) other lessons concerning training and participation by local populations.

Development Management in Africa: The Case of the Bakel Small Irrigated Perimeters Project in Senegal, A.I.D. Evaluation Special Study No.34, December 1985. (PN-AAL-067).

ABSTRACT: This study is one of the series focused on management in agriculture and rural development projects in Africa. In this case study, the project aimed to gain farmer acceptance of irrigation in the upper Senegal River Basin by demonstrating its technical and economic feasibility. Key management lessons derived from the study included; (a) a management strategy that builds on indigenous institutions and fosters local participation will enhance sustainability; (b) supportive national and regional policies affecting economic incentives for project participation are critical for project effectiveness and sustainability; and (c) a carefully designed and executed training program for beneficiaries will promote their sense of "ownership" and enhance sustainability.

Development Management in Africa: The Case of the Egerton College Expansion Project in Kenya, A.I.D. Evaluation Special Study No. 35, December 1985. (PN-AAL-068).

ABSTRACT: One of the series focused on management in agriculture and rural development projects in Africa, this case examines the Egerton College expansion project in Kenya that aimed to increase the number of trained agricultural extension agents in Kenya. Recommendations emerging from this study include; (a) project designs should anticipate management needs resulting from project requirements; (b) agreements concerning host government project expenditures should be monitored and documented; (c) college expansion programs should be related to projected national manpower needs; (d) expatriate advisors should match host country needs; and (e) maintenance service for U.S. purchased equipment should be ensured in LDC projects.

Managing Development Programs: Management Strategies and Project Interventions in Six African Agricultural Projects, A.I.D. Evaluation Special Study No. 38, January 1986. (PN-AAL-071).

ABSTRACT: This report is one of several synthesis reports based on the findings of the six field case studies and the workshops in the development management series. This

analysis classifies and describes a variety of management strategies used to implement the six agriculture and rural development projects in Africa. It also classifies and describes the interventions that were used in these same six projects to improve the management capacities of developing country institutions and managers. The report concludes with a series of lessons learned from the cases in five areas of management activity: leadership, project and program design, organizational structures, management support systems, and relations with the project environment.

Report of a Preparatory Evaluation Workshop on the Management of Agricultural Projects in Africa, A.I.D. Evaluation Special Study No. 33, January 1986. (PN-AAL-066).

ABSTRACT: This document reports on the principal presentations and discussions of a workshop on development management in Africa held in September 1984 in Easton, Maryland. The workshop was the first step in preparing for the field evaluation efforts aimed at understanding the development management process in the context of African agricultural projects. A framework for the field evaluations was agreed upon including the following factors: contextual factors relating to management; organizational structure and institutionalization; administrative process changes; resource input management; human resource management and behavioral considerations. Various papers were presented that examined: (a) evaluation methods for dealing with management processes; (b) policy and management issues in the African context; (c) the issue of local participation in development management; (d) management issues surrounding development projects; and other topics.

Development Management in Africa: Context and Strategy--A Synthesis of Six Agricultural Projects, A.I.D. Evaluation Special Study No. 43, January 1986. (PN-AAL-076).

ABSTRACT: This report is one of several synthesis efforts that analyze and summarize key findings and lessons on development management based on the six case studies of African agricultural projects. The synthesis examines findings and lessons derived from the cases in three main areas; context, management strategy and management enhancement. Context refers primarily to physical, political and cultural factors in the project's local environment. Management strategy relates to how the project was designed and managed to counter and change the environment. Management enhancement encompasses the

building of local capacities and the strengthening of management capabilities of those who will inherit the project after donor funding ends. The analysis suggests the importance of certain dimensions of the context and indicates the ways that context and management strategy may interact in a project.

Signposts in Development: A Computer-Based Analysis of 277 Projects in Africa, A.I.D. Evaluation Occasional Paper No. 10, May 1986.

ABSTRACT: This paper presents the findings and conclusions of a computer analysis of 277 A.I.D. projects in Africa, designed to explore the importance of various development management factors in achieving successful project performance.

Development Management in Africa: Experience with Implementing Agricultural Development Projects, A.I.D. Evaluation Special Study No. 44, July 1986. (PN-AAL-081).

ABSTRACT: This report is one of several synthesis reviews that examine the findings concerning management experience of six agriculture projects in Africa. The report examines the problems of development management that organizations in developing countries face in implementing projects and describes the procedures for evaluating experiences in Africa. It offers a conceptual framework for the evaluations that is used to order the findings from the six case studies of African projects. Examples and illustrations from the cases show how policy, design, contextual, and management factors affected each other and the outcomes of the projects. The lessons from the evaluations and their implications for enhancing development management capacity are then summarized in the last section.

Tunisia: Management Education in Modern Tunisia, A.I.D. Evaluation Special Study No. 24, April 1985. (PN-AAL-050).

ABSTRACT: This study examines an A.I.D. project that addressed a shortage of managers in Tunisia by supporting the establishment of the first graduate school of business administration in North Africa, L'Institut Supérieur de Gestion (IGS). The evaluation found that IGS has become a source of managers and technicians for public and private enterprises as well as a source of administrators and faculty for programs in management education. IGS has also

become a center of excellence in a growing system of management education, serving as a model that has been replicated in several other management institutes in Tunisia. IGS graduates have been sought after by public and private, domestic and foreign employers, and have generally been promoted rapidly.

Improving Project Implementation via Soft Management Changes,
A.I.D. Evaluation Occasional Paper No. 7, February 1986.

ABSTRACT: This paper explores some of the "soft" management changes that are needed to improve project implementation in A.I.D. These changes focus on people and include factors such as organizational culture, skills, leadership, and motivation in the design and implementation of management systems. As a starting point, this study identifies several performance characteristics found to be common among superior A.I.D. project managers, including technical competency, managerial skills, and personal attributes.

WOMEN IN DEVELOPMENT

Women in Development: A.I.D.'s Experience, 1973-1985, Vol. 1.
Synthesis Paper, A.I.D. Program Evaluation Report No. 18, April
1987. (PN-AAL-087).

ABSTRACT: This report synthesizes the findings of a CDIE study of women in development, drawing on a desk review of documents of over 100 A.I.D. projects, and field evaluations of 10 selected projects in five sectors; agriculture, income generation and employment, education and training, energy, and water and sanitation. The study begins with definitions and development of a conceptual framework. It then examines the importance of gender for achievement of development projects' purposes and goals in the sectors studied, considering also regional variations. A key finding is that projects that pay attention to the differences in the roles, responsibilities, and opportunities of women and men are more likely to achieve project purposes and goals than those who do not. The report concludes with a series of practical suggestions for project design, implementation and evaluation. They include adequate analysis of gender in the baseline situation, appropriate adaptation to project delivery systems in light of those differences, and tracking the results of those adaptations. Finally, the paper reviews the relative success of women-only projects, projects with women components, and mainstream projects that attempt to integrate women into their activities.

NON-PROJECT ASSISTANCE AND POLICY REFORM

PL 480 Title I: A Discussion of Impact Evaluation Results and Recommendations, A.I.D. Program Evaluation Report No. 13, February 1985. (PN-AAL-044).

ABSTRACT: This report summarizes the results of a series of CDIE field evaluations of the development impact of PL 480 Title I assistance in Sri Lanka, Egypt, Peru, Jamaica, and Bangladesh, and the conclusions of a 4-day conference on Title I food aid. Findings concerning these programs include their impacts on agricultural disincentives, food self-reliance, policy reform and structural adjustment, balance of payments support, diet and nutrition, equitable distribution of food subsidies, and other issues. The report also reviews the effectiveness of the administrative mechanisms used to program Title I food aid. The report concludes with a series of recommendations emerging from the conference, including (a) finding ways to implement multi-year programming; (b) improving self-help measures and their review; (c) reducing delays and improving timing of food delivery; (d) programming food by volume, not value; (e) improving policy dialogue; (f) promoting private sector involvement and other recommendations for improving effectiveness.

Implementing Policy and Institutional Change via Performance Disbursement: Examples from the Philippines, Bangladesh and Niger, A.I.D. Evaluation Occasional Paper No. 1, July 1985.

ABSTRACT: This paper reviews A.I.D.'s experience with a performance-based approach to disbursement of funds, in which funding is divided into a series of tranches to be disbursed on the basis of satisfactory progress in implementing specific policy reform and institutional changes. Drawing on the experiences of such programs in the Philippines, Bangladesh, and Niger, the paper discusses the advantages and potential problems of the performance disbursement model and makes recommendations for future application of performance disbursement models.

Recent Evaluations of A.I.D. Commodity Import Programs (CIPS), A.I.D. Evaluation Occasional Paper No. 4, March 1985.

ABSTRACT: The paper reviews four A.I.D. commodity import programs (CIPs) evaluated in 1984, including Zimbabwe, Somalia, and two in Egypt. These evaluations provide a cross-section of the various types of CIPs and demonstrate

the possible roles that policy reform, beneficiary targeting, foreign exchange rates, and local currency programming can play in a program. The paper points out the different ways these issues have been treated in the CIP programs reviewed and provides some common lessons learned. It also offers some suggestions on how to deal with these issues when designing CIP programs.

PROGRAM DESIGN AND EVALUATION METHODOLOGY

Evaluation Guidelines for NonProject Assistance (CIPs) and CIP-Like Activities, A.I.D. Program Design and Evaluation Methodology Report No. 4, August 1985. (PN-AAL-058).

ABSTRACT: This report provides A.I.D.'s first set of guidelines for the systematic evaluation of non-project assistance in the form of commodity import programs (CIPs) and similar activities. The report presents a variety of considerations, approaches and techniques to be used in the future evaluation of the management efficiency and economic impacts of such programs. It covers both theoretical and substantive evaluation issues as well as more administrative and logistical considerations for implementing CIP evaluations.

Selecting Data Collection Methods and Preparing Contractor Scopes of Work, A.I.D. Program Design and Evaluation Methodology Report No. 3, August 1985. (PN-AAL-057).

ABSTRACT: These guidelines were written to help A.I.D. program and project managers to select data collection and analysis methods that best meet their information needs within realistic time and cost constraints. Four major data collection alternatives are described (representative methods, intermediate methods, case studies, and secondary analyses) and selection criteria for choice among them is offered. The guidelines also provide model scopes of work for each data collection method.

Lessons Learned from A.I.D. Program Experience in FY 1984: A Review of the Year's Project Evaluation and Audit Reports, World-Wide, A.I.D. Evaluation Occasional Paper No. 5, November 1985.

ABSTRACT: This analysis of 263 project evaluations and 45 audits completed in FY 1984 focuses on findings for five principal cross-cutting issues affecting project

performance, including the project's (1) compatibility with the host country environment, (2) effectiveness in the institutionalization process, (3) adequacy in design and implementation, (4) effectiveness in technology transfer, and (5) sustainability. The report also identifies common problems, progress, and trends in various key sectors.

A Manual to Evaluate Small-Scale Enterprise Development Projects, A.I.D. Program Design and Evaluation Methods Report No. 6, November 1985. (PN-AAL-065).

ABSTRACT: This manual, prepared by S&T/RD and published by CDIE, provides systematic guidance for the evaluation of the efficiency and impacts of small scale enterprise (SSE) development projects. Early chapters provide advice for designing evaluation methodology and scopes of work, and general guidelines for data collection and analysis. The remaining chapters examine how to evaluate the performance of SSE projects at various levels, including the effectiveness of the donor agency, of the SSE credit and technical assistance agencies, and the impacts on the assisted SSEs and their communities.

Flexible Project Design Approaches: A.I.D./Washington Views and Examples from the Philippines, A.I.D. Evaluation Occasional Paper No. 3, January 1986.

ABSTRACT: The paper presents two basic and contrasting project design perspectives, clarifying how flexible designs differ from A.I.D.'s traditional "blueprint" project designs. Based on interviews with A.I.D./W project officers and from examples from the Philippine USAID's use of flexible designs, the apparent advantages and disadvantages of such project designs are discussed. Although the report cannot provide definitive answers regarding A.I.D.'s overall experience with flexible designs, a number of recommendations are made concerning future use of this design approach.

An Approach to Evaluating the Impact of A.I.D. Projects, A.I.D. Program Design and Evaluation Methodology Report No. 5, March 1986. (PN-AAL-059).

ABSTRACT: This paper describes a particular approach to impact evaluation practiced by the Center for Development Information and Evaluation of A.I.D. as it has been practiced since 1979. These "rapid", ex poste impact evaluations have traditionally included teams of seasoned

development experts, some of them A.I.D. staff, who have gone to the field for 3 to 4 weeks to make observations, collect information, and write up their analyses. This study provides an overview of this evaluation approach, describing the rationale, operational procedures, methodologies, and products that typify CDIE's impact evaluation series.

Evaluating the Socio-Economic Impact of Rural Road Projects:
Three Approaches to Baseline and Follow-up Data Collection
Designs, A.I.D. Evaluation Occasional Paper No. 9, April 1986.

ABSTRACT: This paper outlines four basic steps in planning a baseline and follow-up survey for the impact evaluation of a rural roads project, including: (1) identifying the socio-economic impacts of the project; (2) specifying the data requirements for measuring selected impacts; (3) selecting an appropriate survey approach (three alternatives are presented); and (4) writing a scope of work.

Information Planning for Policy Reform Programs, A.I.D.
Evaluation Occasional Paper No. 13, August 1986.

ABSTRACT: This study provides guidance for the development of information systems required to monitor and evaluate policy reform programs. The guidance focuses on common categories of data needed by most policy reform programs and methods for their collection, drawing on the experiences with such programs in Mali and Niger. Recommendations are made concerning the scope of such information systems, their staffing and funding requirements.

Conducting Group Interviews in Developing Countries, A.I.D.
Program Design and Evaluation Methodology Report No. 8, April
1987. (PN-AAL-088).

ABSTRACT: This guide describes the nature, uses, advantages, and limitations of a "rapid appraisal" technique involving group interviews as applied to the identification, design, monitoring and evaluation of development projects and programs. Step-by-step, practical guidance is given for the conduct of two main types of group interviews having a wide potential in developing countries, focus group and community interviews.

A.I.D. Evaluation Handbook, A.I.D. Program Design and Evaluation Methodology Report No. 7, April 1987. (PN-AAL-86).

ABSTRACT: This recently published A.I.D. Evaluation Handbook replaces earlier guidance developed in the early 1970s. The handbook clearly states A.I.D. policy concerning the monitoring and evaluation (M&E) of development assistance. An overview of A.I.D.'s monitoring and evaluation system is provided, emphasizing issues such as its primary purpose as a management tool, the importance of host country collaboration, the use of multiple evaluation approaches, and the roles and responsibilities of the various management levels in the decentralized A.I.D. evaluation system. A.I.D.'s evaluation requirements and procedures are spelled out, including for example the incorporation of an information component in project designs, deciding when to evaluate, what to evaluate, how to draft an evaluation scope of work, backstopping, report preparation, and follow-up on evaluation recommendations.

Guidelines for Data Collection, Monitoring, and Evaluation Plans for A.I.D.-Assisted Projects, A.I.D. Program Design and Evaluation Methodology Report No. 9, April 1987. (PN-AAL-098).

ABSTRACT: These guidelines were prepared by the ANE Bureau and published by CDIE for the purpose of helping A.I.D. managers to obtain the project performance information they need for effective and informed decision-making, emphasizing the importance of empirical data. The report serves four purposes: (1) to review the lessons learned from experience about data collection for the monitoring and evaluation of development projects, and to discuss how these can be applied in the future; (2) to provide ideas for data collection during implementation when information systems were not included in the project's design (emphasizing rapid, low-cost studies); (3) to provide guidance for setting up information systems during project design; and (4) to provide sample data collection plans for projects in various sectors.

Methods and Procedures in Aid Evaluation, Paper prepared by CDIE and published by the Development Assistance Committee, 1986.

ABSTRACT: This is a compendium of donor practice and experience with aid evaluation methods and procedures. It summarizes the results of an internal survey carried out by the participants in the Development Assistance Committee's Expert Group on Aid Evaluation. The compendium covers topics such as: the role of evaluation (purpose,

organization and trends); evaluation terminology and definitions; conceptualizing the evaluation task; analyzing impact on beneficiaries and data collection issues; evaluation procedures; relations with aid recipients in conducting evaluations; and feedback of evaluation results.

Designing Monitoring and Evaluation Systems: Issues and Opportunities, A.I.D. Evaluation Occasional Paper. No. 14, October 1987.

ABSTRACT: This paper discusses the problems donors and host governments have experienced with past project monitoring and evaluation (M&E) approaches, and draws on this experience to suggest how to plan for more effective M&E information systems in the future. The discussion covers general M&E design issues (such as the importance of meeting project management's information needs, of a collaborative approach, and of using multiple data sources and methods) and organizational issues (such as the strengths and weaknesses of alternative organizational arrangements for the M&E function).

USAID/Jakarta's Strategic Use of Empirical Information, A.I.D. Evaluation Occasional Paper. No. 15, October 1987.

ABSTRACT: This report examines USAID/Jakarta as a case study of one mission's successful use of empirical data to support basic mission operations and management decisions, and to assist the Government of Indonesia with program planning and policy development. The report analyzes the major factors which contributed to this Mission's progress in establishing a strategic approach to information use, and also assesses major problems confronted and questions about the future. The report closes with some general lessons from the case study about what A.I.D. missions need to do to develop effective and strategic use of information.

Rapid, Low Cost Data Collection Methods for A.I.D. A.I.D. Program Design and Evaluation Methodology Report No. 10. December 1987. (PN-AAL-100).

ABSTRACT: This guide for A.I.D. managers provides general guidance about the use of rapid, low cost (RLC) data collection methods for generating information (particularly about the target beneficiary population) for project and program design, monitoring and evaluation. The guide discusses (a) the characteristics of RLC methods and how they differ from more rigorous survey methods; (b) the advantages and limitations of the various RLC approaches

including key informant interviews, focus group interviews, community interviews, direct observation and informal surveys); and (c) how to prepare contractor scopes of work for conducting studies based on these RLC methods.

Synthesis of A.I.D. Evaluation Reports: FY 85 and FY 86, A.I.D. Evaluation Occasional Paper No. 16. March 1988.

ABSTRACT: This review analyzes and summarizes key findings and lessons from 212 evaluation reports prepared by A.I.D. missions and Washington bureaus during the fiscal years 1985 and 1986. The focus is on five principal topics related to project performance and impact: (a) implementation constraints; (b) sustainability; (c) the role of women in development; (d) impact on the private sector; and (e) environmental impact. For each topic, key statistical patterns and findings are identified concerning factors associated with successful and unsuccessful performance.