

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

1. PROJECT TITLE Antigua Livestock Improvement Project			2. PROJECT NUMBER 538-0112	3. MISSION/AID/W OFFICE RDO/C
			4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) <u>538-87-04</u>	
			<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	
5. KEY PROJECT IMPLEMENTATION DATES A. First PRO-AG or Equivalent FY <u>84</u> B. Final Obligation Expected FY <u>87</u> C. Final Input Delivery FY <u>87</u>	6. ESTIMATED PROJECT FUNDING A. Total \$ _____ B. U.S. \$ <u>530,000</u>	7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>1/84</u> To (month/yr.) <u>3/87</u>		
			Date of Evaluation Review <u>No</u> Evaluation Review was <u>held.</u>	

8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR		
A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
This was a final evaluation of the subject project, and was conducted by Mission and Winrock International project staff.		

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS <input type="checkbox"/> Project Paper <input type="checkbox"/> Implementation Plan e.g., CPI Network <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Financial Plan <input type="checkbox"/> PIO/T <input type="checkbox"/> Logical Framework <input type="checkbox"/> PIO/C N/A <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Project Agreement <input type="checkbox"/> PIO/P	10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT A. <input checked="" type="checkbox"/> Continue Project Without Change B. <input type="checkbox"/> Change Project Design and/or <input type="checkbox"/> Change Implementation Plan C. <input type="checkbox"/> Discontinue Project
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11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles) <u><i>Darwin Clarke</i></u> Darwin Clarke, Evaluation Officer, RDO/C <u><i>Mike Maxey</i></u> Mike Maxey, Project Officer, RDO/C	12. Mission/AID/W Office Director Approval Signature _____ Typed Name Alfred Bisset, Acting Director Date May 19, 1987
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PES PART II

SUMMARY

Purpose:

The purpose of this evaluation was to review project activities completed under the Antigua Livestock Improvement Project in order to assess the extent to which the goal, purpose and objectives have been achieved.

Methodology

In order to achieve that purpose a team comprising Darwin E. Clarke, RDO/C Mission Evaluation Officer, Charles Burwell of Winrock International and Mike Maxey, RDO/C ADO conducted an in-house evaluation during the week of March 23, 1987.

The evaluation methodology consisted of the following tasks:

- (a) Reviewing the grant agreement between USAID and Winrock International and project files;
- (b) Reviewing the mid-term evaluation report with a view to determining how the findings, conclusions and recommendations were utilized;
- (c) Reviewing Winrock's implementation plans for the project, Winrock's quarterly reports and other relevant documents;
- (d) Visiting Antigua between March 25 and 28, 1987 in order to conduct at least six on-farm inspections, consult with/interview the Winrock project manager, the Ministry of Agriculture officials, Livestock Officers, the CARDI Director, and the farmers cooperating in the project.

Findings

The evaluation team found that the grantee Winrock, generally performed well the tasks set by the project. The major components were institutional development, policy reform, procurement, training, demonstration of technology application and farm planning and re-organization. All of these were carried out, some with greater success than others. Most notable successes were achieved in policy reform, training, demonstration of technology application, procurement and farm planning and organization, while there was moderate success in the institutional development component.

The conclusions of the evaluation team are that progress is being made towards the attainment of the project goals of increasing production of meat and milk and benefitting Antigua and Barbuda livestock holdings. Similarly, three of the four specific objectives have been met. Firstly, the project has shown the technical feasibility of appropriate production and management interventions. Secondly, it has improved and preserved quality and quantity of livestock feed from pasture and feed crop by-products. And thirdly, it has provided training for Antiguan in livestock and pasture management, herd health and special skills, such as artificial insemination.

The major objective was to demonstrate 50% or greater increase in the production of meat and multi-farm cattle among selected producers in Antigua. The evaluation team has concluded that this target was not achieved by the end of the project in June 1987. A persistent drought in 1984 delayed introduction of many of the technological improvements by approximately one year. It would therefore have been more realistic to extend the life of the project by one year as recommended by the mid-term evaluation. Nevertheless, there is evidence to suggest that improvements in the herds will enable some of the cooperating farmers to achieve this within another year.

One other finding is worthy of note. This relates to the development of the cooperating group. In the opinion of the evaluators, although a legal cooperative entity has been established, more work needs to be done to make the organization functional and effective. For example, a manager needs to be appointed to run the organization and further technical assistance is required in order to maintain the momentum started by the project for improving and refining production techniques, and in order to sustain the transfer of technology. If this is done, it can only enhance the impact of the project on production.

Development Impact

The project has resulted in the following impacts:

1. Firstly, it has impacted in terms of expanding and improving the production base for livestock farmers. By contributing to the removal of restrictive policies it has also created an interest in farmers in investing more on their farms. Also, as a result of the successes with the cooperating group, other farmers have been expressing interest in participating in a larger project being funded by the EDF.
2. Secondly, the project has contributed to a facilitative policy environment and institutional framework for technological specifics on which further gains can be made in future. In this connection, the EDF program is expected by the government to draw on the experiences and successes of the Antigua Livestock Improvement Project.
3. Thirdly, the project has established and institutionalized a relationship between the Government Livestock Department and the Cooperative groups. It has also reinforced the Government's commitment to support the livestock industry.

Lessons Learned

A number of important lessons have emerged from this project.

1. It was essential to have an implementing organization with the experience to deliver project outputs. Winrock International's years of experience in implementing livestock improvement projects was evident in their successful implementation of the project even

under unexpected adverse conditions (worst drought in twenty years occurred during first year and a half of project implementation).

2. Technical and policy objectives were linked. AID contended that if improved practices were adopted by livestock producers then higher quality meat could be produced. However, this production could only be increased and sustained by changes in host government policy to provide long-term land leases and uncontrolled local meat prices. There was a clear, direct connection between the technical and policy issues. Winrock's success in demonstrating the results of improved livestock production practices resulted in the host government instituting long-term land leases and de-controlling local meat prices.
3. Follow-on activities were coordinated with other donor organizations. During the design and implementation of the project, discussions were held with other donors to coordinate efforts in Antigua's agricultural sector. The European Development Fund expressed a strong interest in supporting future livestock activities; this interest led to the development of a project (US\$2.0 million) to expand our pilot efforts. The EDF project is scheduled to begin in July 1987.

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