

FINAL EVALUATION OF THE  
COOPERATIVE PROGRAM SUPPORT GRANT WITH  
AGRICULTURAL COOPERATIVE DEVELOPMENT INTERNATIONAL

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EXECUTIVE SUMMARY

## EXECUTIVE SUMMARY

In January of 1989, Agricultural Cooperative Development International (ACDI) signed a five year Cooperative Agreement with the U.S. Agency for International Development, Bureau for Food and Humanitarian Assistance, Office of Private and Voluntary Cooperation (AID/FHA/PVC) in the amount of \$3,500,000 under AID's Cooperative Program Support Project.

The purpose of the Cooperative Program Support Grant (CPSG) was to provide strategic program support for ACDI to maintain and extend the capacity of ACDI to design and implement cooperative development projects with a focus on agriculture and farm credit and, when appropriate, those which make use of innovative financing approaches such as local currency from monetized food assistance, debt conversion and mission buy-ins and/or mobilize significant resources from other than U.S. Government sources; and to provide technical assistance, training and information directly to cooperatives and related institutions in developing countries.

The evaluation of the CPSG was carried out during July and August of 1993. The purpose of the evaluation is to carry out a comprehensive examination of the performance and implementation of the CPSG with AID project 938-0192. The evaluation will determine the capability of the project to strengthen and expand ACDI's international operations through program and organizational development, resource enhancement and limited program services. The project was to focus on agriculture and farm credit, making appropriate use of such innovative financial approaches as local currency from monetized food assistance and debt conversion and to provide technical assistance, training and information directly to cooperatives and related institutions in developing countries. The project was last evaluated in 1992.

The following methodology was used in order to perform this evaluation: (1) review of background information, (2) visit ACDI main office and interview personnel, (3) interview personnel in FHA/PVC and other AID offices with whom ACDI had buy-ins initiated through the project, and (4) contact per fax personnel from Missions where the project worked or is presently working.

The project has been successful as measured by the Scope of Work, implementation plan and projected outputs. The evaluation found that ACDI has met or surpassed nearly all projected core grant indicators for the grant period. The evaluation found that the project has strengthened and expanded ACDI's international operations.

This project has had a very positive impact and improved organizational effectiveness at ACDI headquarters. A number of activities that ACDI has undertaken have resulted in a strengthening of its institutional capacities through:

--greater membership involvement in overall programs.

--strategic planning with a yearly operating plan.

--increased communications staff.

--improved evaluation functions.

--adoption of new internal procedures and systems with a business orientation. This has made ACDI's mission more understandable to the U.S. cooperative community.

--development of staff capability through improved knowledge of the CPSG.

Considerable progress has been made in improving organizational effectiveness since the midterm evaluation. All recommendations of the midterm evaluation have been addressed. Based on past evaluation and program recommendations, the management of ACDI has initiated a strategic planning process and a yearly operating plan. This has been an important step in improving the program evaluation and management functions. The recommendation to hire a full-time evaluator was not implemented due to financial restraints. Management feels that the strategic planning process and yearly plan will provide the same results. The strategic and yearly planning includes procedures for the evaluation of projects.

No problems surfaced during the evaluation. The following recommendations are made to enhance program potential and effectiveness should the project be duplicated in the future:

1. An increased use of volunteer experts should be considered when providing technical assistance. The volunteer expert is very cost effective and is a public relations tool for the core grant program.
2. Make success stories as widely available to membership as possible, especially when members of cooperatives are successful in delivering technical assistance. Increased use of newsletters with graphics, newspaper articles, and video tapes should be considered.
3. ACDI should consider a co-op to co-op program which would pair a U.S. cooperative with a similar cooperative in a developing country. This would be one method of providing some assurance of sustained success of a start-up cooperative in a lesser developed country.
4. Consider devoting more funds to staff development. Increased expertise of staff can produce a multiplier effect.

5. Consideration should be given to a broader base of involvement of membership in the future when the strategic planning process is repeated. This can provide an opportunity for improved public relations and a sense of ownership of the international program. Members and those who benefit from grants should be given help on preparing a strategic and yearly plan.

6. ACDI should formalize the "lessons learned" procedures. Lessons learned need to be gleaned from evaluations and categorized by function so that they are readily available for staff consideration. This will help ensure that lessons learned are taken into account when new projects are developed.

7. Increase participation of project participants when developing project objectives. Grass roots in-country participation would ensure that meaningful and attainable objectives are set. This will also provide a sense of ownership of the project and can result in effective and sustainable economic development.

8. Increase efforts in exploration of non-core grant funding resources and other donor organizations (e.g., Inter-American Development Bank, World Bank, etc.), mission buy-ins, etc.

9. Coordination with AID could be improved with the adoption of E-mail linked to the AID/Washington office.

Lessons Learned: ACDI has no formal system to ensure that lessons learned are taken into account when new projects are developed. Informally, lessons learned are shared by completing evaluations of all projects, which are available to all staff members. Also, through meetings and day-to-day discussions, lessons learned are transferred, which increases the efficiency of the entire program.

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I. INTRODUCTION

A. The Organization

Agricultural Cooperative Development International (ACDI) was formed in 1968, the result of the merger of the Farmers Union International Assistance Corporation (FUIAC) and the International Cooperative Development Association (ICDA). The predecessor organizations were created by major U.S. agricultural cooperatives in 1962 and 1963. The focus of FUIAC was on bringing agriculturalists from developing countries to the U.S. on residential farm visits. The focus of ICDA was on fostering mutually beneficial business relationships between the U.S. and third world cooperatives. A duplication of efforts resulted in the merger in 1968.

ACDI is a nonprofit training, technical and management assistance organization. It undertakes projects that improve commercial and credit services for farmers and responds to the needs of agricultural cooperatives, farm credit systems, autonomous farm related entities and supporting government agencies in developing nations. Its mission is to improve the economic well-being of farmers worldwide by assisting agricultural and member-owned organizations to increase trade and achieve sustainable economic development.

B. The Cooperative Program Support Grant

On January 1, 1989, ACDI received a five-year Cooperative Program Support Grant(CPSG) from the United States Agency for International Development (AID). The total amount of the grant is \$3,500,000.

The purpose of the CPSG is to provide strategic program support for ACDI to maintain and extend a capacity to design and implement cooperative development projects with a focus on cooperatives, agriculture and farm credit and, when appropriate, those which make use of innovative financing approaches such as local currency from monetized food assistance, debt conversion and mission buy-ins and/or which mobilize significant resources from other than U.S. government sources; and to provide technical assistance, training and information directly to cooperatives and related institutions in developing countries.

Six functional program areas were identified for support:

1. Member/Association Affairs
2. Public Information
3. Project and Program Development
4. Training and Technical Assistance
5. Evaluation
6. Program Management

### C. Purpose of the Evaluation

The purpose of this evaluation is to carry out a comprehensive examination of the performance and implementation of the Cooperative Program Support Grant with ACDI under AID project 938-0192. This is in accordance with the Scope of Work of the Cooperative Agreement with ACDI. The evaluation will determine the capability of the project to strengthen and expand ACDI'S international operations through program and organizational development, resource enhancement, and limited program services.

The program was last evaluated in 1992.

## II. FINDINGS

### A. Scope of Work, Implementation Plan, and Projected Outputs

The goal of the CPSG is to foster economic development by improving the income and well-being of farmers worldwide, particularly in developing nations, through assisting in the organization and use of member-owned agricultural and credit institutions. ACDI has made progress toward reaching this goal.

The objective is to increase farmer income in real terms in ACDI project areas. The following outputs were identified as measures as to whether the goal was attained.

1. Development of Projects--At least 12 unsolicited projects were to be implemented by ACDI during the grant period; at least three projects were to be implemented each year during 1989-1990; at least three projects were to be implemented per year in 1991-1993; and two projects were to involve women.

All of these projections were attained. The following table shows the number of projects funded and the value of the contracts.

	Projected Number of Projects	Actual Number of Projects	Value of Contract
1989	3	14	\$10,345,299
1990	3	5	3,374,704
1991	2	13	15,979,285
1992	2	13	12,420,937
1993	2	6	9,363,852
	<u>12</u>	<u>51</u>	<u>\$51,484,077</u>

2. Mobilization of Resources--During the grant period, ACDI anticipated mobilizing the following resources: counterpart funds of \$3,800,000; monetized local currency funds of \$5,000,000; debt conversion funds of \$10,000,000; private cash and in-kind donations of \$3,000,000; and mission buy-ins of \$1,500,000.

All of these targets were reached or exceeded. Monetized local currency funds, for example, exceeded the projected \$5 million: \$2.3 million in Cape Verde, \$4.7 million in Uganda and \$5 million in the Newly Independent States (NIS).

3. Technical Assistance, Training, and Information Delivered--During the grant period, ACDI was to provide useful information and technical assistance and training activities which result in improved operations for cooperatives or related institutions.

ACDI provides effective training and technical assistance. Further discussion of this area can be found on page 12.

A number of the activities and initiatives undertaken by ACDI have resulted in a strengthening of the organization. Some of these activities and initiatives are:

1. Strategic planning and yearly operating plan--This has been an important step in improving the program evaluation and management functions. This approach to planning identifies specific goals and objectives against which results can be measured. The measurement can be completed by individuals working on the project, and the results are reported to management as well as to the public information function.

Strategic planning, including the setting of long-term goals, is an example of the management development that has taken place over the life of the grant. This management development has affected all levels of staff at ACDI. The momentum of accountability can be identified as the

major force in the organization reaching outputs of the project.

2. Changes in communications policies--The public information function has benefitted from the communication policy changes and the addition of an assistant vice president for communications. Since the addition of this position, results-oriented information has been communicated to the association members. Project results are much more clearly reported. Clear reporting of results improves the public image of ACDI as projected through its members.

This project has had a very positive impact and improved organizational effectiveness at ACDI headquarters. Another impact has been a greater membership involvement in overall programs.

The leveraging obtained with the CPSG enabled ACDI to carry out a large number of projects. Because leveraged funds are variable and unpredictable, it is difficult to hire long-term staff based on this type of funding.

Examination of written materials and interviews with a cross-section of staff involved in the implementation of the CPSG indicate that ACDI is doing a commendable job. That is not to say that higher levels of success could not be reached if financial resources could be further leveraged. A reallocation of resources, such as devoting more funds to human resource development, could have the effect of improving the overall effectiveness of ACDI and the future implementation of the organization's stated mission.

The rewriting of the mission statement helped create a greater awareness of U.S. cooperative organization members and cooperative organizations of developing nations that all cooperatives could benefit substantially by increasing their financial contributions to ACDI for broader program implementation in developing nations.

The new mission statement, the new organizational use of strategic planning, and the development of a yearly plan have all contributed to developing an increased understanding of ACDI.

In the next strategic planning cycle, an effort should be made to involve the membership, and potential membership, of the U.S. cooperatives and worldwide cooperatives in the planning process. In addition, cooperative organization members and cooperative organizations that have benefitted or are projected to benefit from the CPSG leveraged programs, should be strongly urged to implement and be given help on how to prepare a yearly plan. This could be done by developing a short manual on the subject. This would provide an educational function as well as a road map to direct activities to reach projected plan goals and objectives.

Further expansion of the strategic planning process could provide the potential for a substantial increase in funding from U.S. cooperatives and possibly some developing country cooperatives as they begin to reach a profitable level. An increased understanding of the potential benefits to the funding cooperatives, for example through increased trade, could, over time, increase leverage. This has the potential for increased program activity and an ever increasing level of results.

The greatest potential for improved and expanded results is in the involvement of women in the cooperative movement. Because the level of activity on involvement of women is minimal, the involvement of this group of cooperators in the overall strategic planning and individual group planning could provide a substantial economic impact.

## B. Evaluation of Principal Activities

As the effectiveness and appropriateness of the six principal activities are examined, it was found that results were achieved in each of the program areas.

### 1. Member/Association Affairs

In the area of member/association affairs, ACDI was to maintain contact with U.S. cooperatives and associated organizations in order to enlist their support and expertise in the cause of international cooperative development.

Much progress has taken place since the midterm and four-year evaluations. A recent action taken to improve member/association affairs has been the addition of a vice president for information. This resulted in the expansion of evaluations and substantial change in the content of communications with the cooperative association membership. It is projected that there will be a substantial improvement in the understanding of the membership of the international activities of ACDI.

Specifically, there was an expansion of ACDI activity in the international section at the National Institute on Cooperative Education (NICE) held in Cincinnati, Ohio on July 26-29, 1993. This institute is sponsored by the National Council of Farmer Cooperatives Education Foundation. As a yearly program, there is a section reporting on international activities, primarily conducted by ACDI and its affiliates, the National Farm Credit Council and the National Council of Farmer Cooperatives. This evaluator has personally been aware that for the last five years, the international section of the program has expanded each year.

In addition to actually attending the international section, large numbers of the National Council of Farmer Cooperative members and other interested educational instructors are provided information on international cooperative needs and on-going activities, along with results that have been achieved with various programs that have been leveraged from the CPSG.

There has been an increased awareness of the role that cooperatives can provide, and the level of interest in the U.S. has expanded greatly since the fall of communism. There are increased discussions and the anticipation of increased opportunities for trade as a result of this development.

The fall of communism has had both a positive and negative effect on ACDI's member activities and association affairs. On the negative side, there are fewer funds available for buy-ins in

Africa, Asia, and South America, as a result of funds being diverted to Eastern Europe and the New Independent States (NIS).

On the positive side, even though there are fewer funds, the opportunities for rapid and greater economic impact, structural readjustments, and demonstration projects can greatly benefit other parts of the world. Because of the increased member/association activities, ACDI could experience increased financial support from member cooperatives which, through leveraging, could provide substantial benefits to cooperatives worldwide. Particularly, because of increased travel of U. S. cooperative members of ACDI and an increase in volunteer service, this could benefit the traditional third-world cooperatives in the long run.

It has been said that the moment of opportunity is now for cooperatives worldwide. Activities in the area of member/association affairs are providing the opportunity to discuss world trade. The GATT talks lead to discussions of cooperative to cooperative world trade, providing the basis for international cooperative development associations, such as ACDI, to increase the awareness that increased cooperative development worldwide could provide a benefit to large numbers of agriculturalists and agri-businesses (cooperatives) in all countries of the world.

As these trade discussions continue at the various association affairs meetings, ACDI staff is available to answer questions on the organization's cooperative development activities, the need for cooperative projects in various developing nations, programs, technical assistance, volunteers, and monetary funds required to implement these projects. A good job has been done in bringing this information to the leadership and members of U.S. cooperative organizations. As information is discussed by cooperative members, this leads to improved understanding and implementation of the program goal which is to improve the economic well-being of farmers worldwide by assisting agricultural and member-owned organizations to increase trade and achieve sustainable economic development.

The scope of work indicated several verifiable indicators to measure activity in the area of member/association affairs. All projected meetings were held or attended. ACDI did not gain the five new members each year as projected. In the years 1990 and 1992, five new members were signed up, but overall numbers do not reflect this because of mergers of members. Two new members have been signed to date for 1993. Given the cooperative economic situation, the 12 new members during the grant period is commendable.

## 2. Public Information

The stated purpose of the public information area is to inform the U.S. cooperative and rural community about overseas cooperative development to build a constituency and to disseminate technical and managerial information of direct benefit to developing country cooperatives.

The verifiable indicators as stated in the log frame are: Cooperative News International published quarterly; twelve articles in the Washington Cooperator each year; responses to

technical queries as they arise; annual activities report to AIC Yearbook; and six member published articles per year.

With the addition of the assistant vice-president for communications, the recommendations of the prior evaluations are being addressed. In 1991 it was recommended that "ACDI should consider focusing its internal fourth year CPSG evaluation on the effectiveness of its public information strategy." A second recommendation was that ACDI should re-evaluate the stated process by which it determines the content of its publications.

The 1992 evaluation states that "the Public Information function appears to have had difficulty in adapting to change." This trend has been reversed. A concerted effort is underway in each of the areas targeted for change and improvement in the 1992 evaluation of the CPSG. This demonstrates that ACDI is responsive to suggestions that change is required for increased effectiveness of the CPSG program.

Positive results have been demonstrated in the span of less than one year. This is a very positive development given the requirements of the public information function of an organization. A great deal of self-confidence and self-assurance is required because of the risks of criticism inherent in a function which requires accurate information, effective writing style, meeting deadlines, writing quality, media selection results, a knowledge of grammar and many other factors.

Based on the recommendations of the 1992 evaluation, organization management has taken steps to ensure that the public information function management is held accountable for managing the function for results.

ACDI followed through on a second recommendation that organizational management should assure itself that functional management has the professional skills necessary to meet changing expectations and has the temperament to adapt to a different management environment. Management hired an assistant vice-president for communications who possesses the necessary skills required. He is actively engaged in training other staff in these skills in order that communication changes at ACDI take place. This training has been ongoing and will continue in the future.

Sharing the knowledge of results-oriented communications is now an on-going function. This approach also satisfies the third recommendation that functional management should assure itself that the areas from which the public information function draws support provide adequate and appropriate support, and that functional management assumes responsibility for effectively engaging that support.

The information in news releases, feature articles and video tapes, for example, must come from functional management and its staff. The communications staff has no source of information except that which flows from staff engaged in programs. The content of the information and its results orientation depends on the level of expertise of the staff to evaluate their day-to-day

activities in a results rather than an activities orientation. The public is more receptive to various forms of communication if it is results oriented. This is the new direction that the public information function has taken as a result of the 1992 evaluation and its recommendations.

The Cooperative News International and articles in the Washington Cooperator have changed since the 1992 evaluations. They are moving in the direction of objective verifiable indicators, reporting information that is more of a technical and managerial nature. Graphics are employed which can enhance recognition and readership.

This change in approach has been very deliberate in response to the 1992 evaluation recommendations. It is aimed at improving the knowledge of foreign readers in order that there will be increased participation in cooperatives and requests for assistance, when it is deemed necessary, for improving the income of cooperative members, both domestically and internationally.

In response to the 1992 evaluation recommendations, functional management has developed and documented editorial policy which vigorously enforces audience, editorial and communications strategy discipline.

For example, in response to the 1992 evaluation recommendation, special news releases and an illustrated piece was published on the occasion of the 30th anniversary of the founding of ACDI. An expanded mailing list was the basis for broad coverage to inform as many people as possible about the mission and types of program objectives that have been reached over that period of time. ACDI also capitalized on the occasion to announce the creation of a new allied non-profit corporation called Agricultural Services, Inc.(ASI).

ASI is an effort to further involve the agribusiness community to increase ACDI funding for overseas cooperative development and trade activities for the agribusiness community. ASI shares many of the same goals that ACDI does but will differ in the way it funds its activities. Activities are funded by the agribusiness community for overseas projects which are designed to enhance trade relationships. ASI will work mainly with private, for-profit companies in the U.S. and overseas to promote the transfer of advanced agricultural technology and techniques to developing nations and emerging democracies.

In response to the 1992 evaluation recommendations, ACDI's Communication Department has been expanded to focus on the public information function. The program's objective is to build awareness of ACDI's mission and goals and effectively communicate ACDI's accomplishments in member publications and in the cooperative and national press, both domestically and internationally. ACDI has continued to issue specialized brochures describing its programs, an annual report, and the Cooperative News International quarterly newsletter.

ACDI has continued to contribute articles to the quarterly Washington Cooperator, a newsletter published in conjunction with its two affiliates, the National Council of Farmer Cooperatives and the Farm Credit Council. Contributions to the Washington Cooperator have changed based on

past evaluation recommendations. Program objectives have been addressed as evidenced by various articles in the June 1993 issue. The news piece announces various new educational packages, such as Taking Care of Business, and a new video which portrays ACDI specialties. The video shows examples of ACDI's work in countries such as Russia, Hungary, Egypt, Bolivia, and Uganda.

The increased efforts to publicize ACDI's overseas work has led to a better understanding among its membership and the population as a whole of the ACDI program and its impact on international economic development in helping farmers improve their income.

### 3. Project and Program Development

As a result of reduced funding, several activities listed in the CPSG proposal were combined into the project development function area. These activities included:

1. Unsolicited Proposals--To design and implement small scale projects for the direct benefit of member-owned agricultural and credit institutions.
2. Debt/Equity--To secure local currency funds for projects in line with ACDI's mission from U.S. and other foreign banks desiring to take advantage of laws in several countries which permit the conversion of sovereign debt into currency for local equity participation in meritorious development projects.
3. Local Currency Program--To design and implement special projects which promote cooperative trade or utilize local currency funds from monetization programs for the benefit of ACDI client organizations.

The project development functional area is to address these three activities, however, at a reduced level than in the grant proposal. Based on the revised log frame, ACDI was to submit 10;9;8;7; and 6 proposals financed by the CPSG in years 1-5 respectively and implement two CDSS/PID activities per year.

The projects to be implemented by ACDI were projected in the CPSG revised log frame as: at least 12 unsolicited projects implemented; at least three projects per year for the years 1989-90; at least two projects per year in 1991-93; and two women's projects.

All of these verifiable objective indicators were reached. (See the chart on page 3.) The organizational structure has been designed in such a way that these results have been reached through efficient personnel functions. For example, project development activities for the reporting period October-December 1992 indicate that there were no specific problems, delays, or adverse conditions for that reporting quarter. During that quarter, it was reported that the work in Bulgaria by a host-country national to explore opportunities for cooperative development

continued on schedule. Also, five staff members spent a total of 252 hours during the quarter on eligible project development activities. Another example of the project development activity for that quarter was that a consultant was employed to write an unsolicited proposal for a rural credit system in the NIS countries.

Other evidence of the positive aspects of the project and program development area is that since 1989, there have been 15 buy-ins to the CPSG. Buy-ins included:

- Debt for Development Project
- Chad Project Paper Design
- Costa Rica Financial Market Study
- Yemen Investment Law Review
- Egypt Agricultural Cooperative Assessment
- Nicaragua Cooperative Sector Assessment
- Egypt Cooperative Management Tour
- APTLink
- Afghanistan Ghaziabad Farms Analysis
- Nepal Agricultural Groups Survey
- Malawi Burley Tobacco Production and Marketing Study
- Malawi Smallholder Credit Training Program
- Assistance to Bulgarian Poultry Producers
- Japanese/American Collaboration
- Malawi Agricultural Sector Assistance Program

The APTLink project is an example of ACDI use of innovation in obtaining an add-on to the CPSG. This project promotes exports of nontraditional processed agricultural products from Latin America to the U.S. Eight individual agri-processing firms in El Salvador, Ecuador, and Peru were selected and matched with potential U.S. importers. As of June 1993, trade includes 3,000 metric tons of banana puree from Ecuador and 600,000 lbs. of sesame seeds from El Salvador. U.S. cooperatives have also imported frozen okra. APTLink has coordinated negotiations between an association of Peruvian mango growers and a U.S. market partner.

One of the project and program development activities included monetization programs of which ACDI has two programs under way. A very successful example of monetization is the Uganda food development program. In two years of operation it has imported over 10,000 metric tons of vegetable oil, with less than 1% loss. All sales are made through public tender to the private sector, with sale proceeds on deposit before release of any oil. Seven million dollars of local currency has been received as of June 1993 with some \$5 million having been disbursed. Loans have been made to finance production and purchase of agricultural inputs. These inputs are used for production, processing and marketing by cooperatives of edible oil seeds and for specialized training by small farmer cooperatives.

In the debt/equity program, contacts were made with a number of U.S. processing and marketing cooperatives interested in global sourcing of agricultural products. ACDI and one of its members participated in an investment mission to Argentina. Possible investment and marketing opportunities were identified and relayed to other ACDI members.

An important activity was the production of a video, Debt for Development, under a subcontract with VOCA. This video has been widely viewed and distributed. It continues to be used as part of ACDI's educational material on the debt swap subject.

The debt/equity program had limited success due to the fact that sufficient manpower was not able to be devoted to the program.

Copies of Mission evaluations are included in the Appendix. Project evaluations generally ranged from "somewhat effective" to "very effective". Some evaluations indicate a need for follow-on activities in a timely manner to implement consultant recommendations.

#### 4. Training and Technical Assistance

Training and technical assistance to cooperatives could be construed to be one of ACDI's major activities in the implementation of the CPSG program. Very little energy of staff is expended that does not impact and, in some form, produce technical assistance and training that has benefited some local cooperative and its membership and potential new members. The very fact that ACDI was created and has continued is based on its demonstrated results in these areas. New activity, changes, and improvements for success will not take place in situations unless there is some concerted effort, and training and technical assistance are provided to reach objectives that have been set.

In addition to the day-to-day activities which add value to the CPSG in training and technical assistance, there are buy-ins which have as their primary purpose the development of specialized courses. One example of a specific course is the Agriculture Credit Administration course. This course had two major objectives. One was to assist the Smallholder Agricultural Credit Administration (SACA) in developing their in-country credit training capability.

The second was to deliver a three-week credit course to key staff to improve overall staff performance and, in the process, refine course materials and techniques.

The head trainer from ACDI was assisted by trainers from SACA and the Ministry of Agriculture training office. This point is important in as much as it demonstrates the expansion potential of the activity and its continuation long after ACDI budget monies have been spent. By involving in-country trainers, it teaches those trainers to become independent and provide the training themselves, as compared to spending precious resources to continually have the consultant repeat the same programs.

The course objectives were to improve the understanding and increase the ability to explain:

1. The role of small farmer credit programs as they relate to agricultural development.
2. The economics of smallholder and small farmer credit programs.
3. Constructive borrowing and lending practices.
4. Credit and financial accounting principles and practices.
5. Effective adult learning and presentation methods.

A results-oriented evaluation technique was used. A mid-course evaluation allowed for feedback so that adjustments could be made to be certain the objectives were reached. At the close of the course, a formal evaluation was completed on a scale of 1-5 with 5 being completely satisfied with how effective the course was in achieving the objectives. The weighted average was 4.50. On the same scale, the training team effectiveness was rated 4.6

The participants reported that the most interesting and impressive section of the program was portfolio management, the idea of using money to make money. Economic mindedness and thinking like a manager were other common themes rated most important.

The chief trainer was very impressed with the in-country training team and believes that they are capable of presenting the course to another group of SACA employees.

This type of activity was repeated many times during the CPSG time frame which demonstrates the multiplier effect of the training and technical assistance.

The training and technical assistance functions were performed on a very professional basis. The revised log frame indicates ACDI would provide two technical assistance activities per year and two study tours per year. These indicators were met.

## 5. Program Management

ACDI is effective in management of the CPSG. The yearly plan projects the activities and costs, which result in unsolicited proposals, as well as Mission buy-ins and add-ons. The amount of leverage that has been obtained is evidence of the efficient management of the CPSG.

Experience over time as well as human resource development activity will further enhance the staff's ability to continue to manage grant funds in an effective manner.

ACDI management structure is traditional. The organizational program and management issues are handled by the president based on input from subordinate managers. The management team also includes a senior vice president, the vice president for management services, the assistant vice president for communications and the four regional vice presidents who have responsibility for their corresponding regions.

The management style is appropriate, professional and business-like. There is a consistency between what ACDI does and the way it carries out the functions. There is a sense of loyalty to the organization, pride in its accomplishments, and commitment to its purposes and methodology.

Based on past program management recommendations, the management of ACDI has instituted a strategic planning process and a yearly operating plan. This is one step in improving the program management functions. This approach specifically identifies goals and objectives against which results can be measured. This measurement can take place by the individual completing the project and reporting to management, as well as the public information function.

A program has been set up for measuring results of programs in order that they can be utilized for staff information, public information and cooperative member information. A program has been initiated where staff are encouraged to enroll in a formal course to improve their evaluation reporting techniques.

Reporting results for the multiplier funding effect and evaluating on a results basis is useful to all concerned and, in particular, to demonstrate the value of the program to improve international trade which contributes to the economic growth of U.S. farmers and to the balance of trade. Improved methods for evaluating results makes reporting a less tedious task as new program management methods have been implemented. This improvement has been a factor in improving the image of ACDI as it represents the U.S. cooperative community in developing countries.

## 6. Evaluation

The formal evaluation from outside the ACDI organization was well received and to the degree that budgets permitted, recommendations were implemented. The recommendation to hire a full-time evaluation person was not implemented due to financial constraints. However, management feels that with strategic planning and producing a yearly plan, the same objective can be achieved. The strategic and yearly planning include procedures for the evaluation of projects. Strategic planning has been an important step in improving the evaluation function.

The evaluation system has been designed so that the results feed into the decision-making process. Staff at all levels are involved in the evaluation planning. This helps ensure that evaluation assessments are both relevant and useful.

Evaluation is further discussed above under Program Management.

## C. Impact on ACDI's Operational Effectiveness at Headquarters

The CPSG has affected ACDI operational effectiveness in at least three ways; responsiveness, increased member cooperative involvement, and public education.

ACDI management feels that, with the availability of funds for project development, the organization has been able to be very responsive to USAID Missions. An example given was the Yemen project. When an ACDI group was in Yemen in 1990, the Mission Director and Ambassador asked for ACDI's help in obtaining a consultant to review the draft investment laws that were being promoted through government processes. ACDI arranged for an American, Arabic speaking attorney to go to Yemen for 10 days. This consultation performed a valuable service in a short period of time. The cost of the travel and consultant's time was charged to the CPSG.

ACDI was also able to respond to a women's group in Ethiopia which was in dire need of training on the process of lending money to women farmers. ACDI, through use of the CPSG, was able to send two women to Cairo for a month of on-the-job training in the National Development Bank.

The effectiveness of the operations at ACDI headquarters has been impacted by causing greater member involvement in the overall program. A larger number of ACDI members are involved in meetings, participating in overseas missions, attending training programs, and volunteering for short-term assignments. All of these increased activities add to headquarters' effectiveness at, for the most part, no cost to AID. This increased involvement is the result of ACDI's information program.

Another area where CPSG projects have had an impact on ACDI operational effectiveness at headquarters is public education. This education results in increased member cooperative involvement in all types of activities. People are more willing to volunteer to participate in projects by volunteering expert service, agreeing to host training participants at no cost, and generally having a better understanding of U.S. foreign assistance.

This has benefitted the overall program by having both member cooperative expert staff, as well as cooperative members and the public at large, become more familiar with agricultural cooperative development work. This is a form of leverage in that it reduces the number of dollars it takes to have a greater impact on informing and educating members. The public at large also benefits through highly motivated, satisfied cooperative members who are members of ACDI. They learn about cooperatives and the advantages of membership that can be realized by worldwide trade between U.S. cooperatives and strong successful cooperatives in developing countries, all of which are affected positively by the CPSG.

#### D. Relationship of the Project to Other Activities that ACDI Provides to Lesser Developed Countries

The CPSG project is closely related to all of the activities of ACDI. This can be seen when one reviews the CPSG quarterly reports. Other activities that ACDI provides to lesser developed countries (LDCs) are the result of successful activities that are completed by staff. LDCs observe these successful activities and, if they see a fit or an advantage, they will duplicate the

activity or adopt new practices in their country.

This adoption provides benefits which have an economic impact contributing to the overall economic development of the country where ACDI projects are operating. This is another example of leveraged financial benefits giving the CPSG much greater financial impact, which is difficult to measure.

An example of one LDC activity is the ACDI project in Tonga. This project actively brought the Tonga Cooperative Federation from bankruptcy to achieving a sales volume of U.S. \$6 million in five years. After the management was turned over to local cooperative managers, ACDI advisors guided the Friendly Islands Market Cooperative, a subsidiary of the Federation, to a very high level of success in both sales volume and membership.

These types of examples are documented all over the world. They are bringing levels of success to local farmers of developing countries without any direct cost to AID.

#### E. Effectiveness and Value of The "New Initiatives Program"

The New Initiatives Program has been quite helpful in the overall ACDI program. It has provided additional opportunities to disseminate information about the value of cooperatives to farmers in developing nations and farmer members of U.S. cooperatives. The three New Initiatives Program grants awarded to ACDI provided a means to reach new audiences and demonstrate the impact of cooperatives on economic development.

The Debt for Development project had limited success. This project was to provide local currency for cooperative development to work towards international trade, which would provide foreign currency. This could help stabilize the economy by bringing hard currency into the country.

Contacts were made with a number of U.S. processing and marketing cooperatives interested in global sourcing of agricultural products. ACDI and one of its members participated in an investment mission to Argentina at the request of the mission's sponsor, the Overseas Private Investment Corporation. Possible investment and marketing opportunities were identified and relayed to other ACDI members.

A singularly important activity was the production of a video, Debt for Development, under a subcontract with VOCA. This educational tool received wide viewing in all USAID missions around the world and at AID's Washington headquarters. The Debt for Development Coalition assisted ACDI in the showing and distribution of the video to many private voluntary agencies. It continues to use it as part of its educational material on the debt swap subject.

The Innovative Approaches Project proved to be successful in country economic development and agribusiness economic development. This project again holds the potential for bringing

substantial amounts of hard currency into the country.

The APTLink project was already discussed in a prior section of this evaluation. This project has already produced trade results. Other aspects of the project are being implemented and show considerable promise for increased trade which will contribute to economic development for the Caribbean and Latin American countries. The project generated over \$350,000 in trade in 1992. Project participants predict APTLink-promoted sales of over \$10 million for 1993 and \$20 million for 1994.

Projects such as these have the potential for producing a multiplier effect. These projects demonstrate what can be done and provide the education and technical assistance for new projects. The results affect cooperative business trade activities in other communities in the same developing country, as well as in other developing countries in the same region. As these success stories are reported in newsletters and news releases, the potential for planting a seed for a cooperative in another developing country becomes a real possibility.

All aspects of the various projects work together to make each of the projects more effective than they would be if they were implemented in isolation. All of the project activity produces a type of synergy where one supports the other and provides a multiplier effect. This is the value of having an organization such as ACDI carry on a large number of projects at the same time. It provides support for expansion of the cooperative business program development activity in even more developing countries.

#### F. Unanticipated Issues and Circumstances

A major area where unanticipated issues and circumstances developed was in the opening of Eastern Europe and the NIS countries to democracy and cooperative development. A great number of actions have been taken to address this window of opportunity.

One such project was through funding from USAID. ACDI is leading a consortium to implement a three-year project entitled, Restructuring Agriculture and Agribusiness: Private Sector for Hungary (RAAPS). The goal of this project is to provide support for privatization and restructuring of the Hungarian agricultural sector and to support trade and investment opportunities between U.S. and Hungarian agribusiness.

This project gives U.S. companies an opportunity to explore trade and investment possibilities with a specific Hungarian enterprise selected from a pool of pre-researched, qualified, successful agribusinesses. As a part of the project, ACDI will arrange no cost initial planning trips to Hungary to enable U.S. business executives to meet with counterparts and gain first-hand information about agricultural operations in Eastern Europe.

Another example of ACDI's response to these opportunities is the fact that ACDI is continuing to expand its activities by opening a regional office in Moscow, Russia, and a project office in

Budapest, Hungary. This is in addition to offices that had been opened at a prior time in Warsaw, Poland and Sofia, Bulgaria. The goal of ACDI work in the region is to support private, market-oriented agribusinesses as they are making the transition from a communal economy to a market-driven economy.

Other projects include the Bulgaria Poultry Project, Agricultural Input Marketing Support in Hungary, Cooperative Bank Development Project in Poland and ACDI sponsored study teams to implement the Farmer-to-Farmer Project and Food System Restructuring Project in the NIS.

As further evidence of the excellent response of ACDI to this unanticipated development, at the end of 1992, ACDI was the only American organization among six international organizations invited by the World Bank to submit a proposal to restructure the Bank of Agriculture and Development of Albania.

There is ample evidence that ACDI has performed in an excellent manner to address these unanticipated opportunities.

#### G. Financial Procedures, Management, Administrative Functions and Coordination with AID.

Strategic planning is an integral part of the financial and administrative management of the ACDI organization. ACDI organizational daily activities are guided by the plan.

As can be seen from the 1993 annual plan, ACDI continues to strengthen its financial management. Activities that are being pursued in 1993 are:

- Carry out a staff communications program to enhance understanding of budgets, financial status, policies and procedures.
- Establish a uniform proposal budget format and financial reporting system for all Technical Assistance and Training projects.
- Consider establishing subsidiary company or companies to perform activities which would augment ACDI's mission.
- Continue installing appropriate accounting systems in overseas projects that match ones used at headquarters.
- Continue pursuing efforts to reduce operating costs.
- Continue to improve the Management Information System and continue making periodic reports more meaningful and relevant.

The strategy that is being pursued is to: generate, gain approval, and implement efforts to increase the size of the Development Fund and build unrestricted surplus; take specific and deliberate actions to reduce dependence on AID funding as a percentage of total program; identify and pursue a diversity of funding sources for projects; and continue to make efforts to maximize the operational efficiency of ACDI.

The management of a successful organization that remains financially solvent requires expertise in strategic planning, yearly planning, and budgeting to match these plans. The month-to-month budget reviews are very crucial to the successful operation of the organization. These activities are being handled in a very professional manner.

Management has taken steps to assure that its staff has the professional skills necessary to meet expectations. This has been accomplished through development of a tuition reimbursement program for academic training, increasing field experience for junior staff, developing and implementing an in-house staff training program based on needs analysis, implementing a member/ACDI staff exchange program to enhance the mutual understanding of both cooperatives and ACDI, and developing departmental budgets for staff development.

The management style is moving toward a consultative style which improves the implementation of the planning process. The management style is professional and businesslike in carrying out the CPSG.

There were some misunderstandings about reporting requirements at the beginning of the CPSG period. These were addressed within a logical time period, and clarifications agreed upon in the budget area, reporting, and time frames for reporting progress of the activities of ACDI which resulted from the core grant funding.

Considering the fact that ACDI is a very complex organization, its coordination with AID, as another complex organization with periodic changes in personnel, is a task which requires a great deal of attention.

In assessing ACDI's financial procedures, management, administrative functions and coordination with AID, it was found that the performance in each of these areas is very good.

Coordination with AID could be improved with the adoption of E-mail linked to the AID/Washington office. The coordination with AID/FHA/PVC has been improved with the addition of a staff person at AID headquarters to support CPSG administrative detail. When the Project Officer is not available, this allows for immediate replies and assistance to cooperative development organizations. It makes possible the processing of reports and requests when the Project Officer is not available.

## H. Assumptions, Constraints and Performance Indicators

The assumptions as stated in the revised log frame include: a government policy favorable to cooperatives; general economic and political stability; relatively good weather; foreign assistance remains a U.S. policy objective; cooperative development is a key element of foreign assistance; and ACDI remains successful in bidding for technical assistance projects.

The program goal is based on these assumptions. During the grant period, government policy has remained favorable to cooperatives. Evidence of this favorable policy and the assumption that cooperatives can play a key role in economic development is evidenced by foreign policy programs looking to cooperative organizations to provide a great deal of assistance to the NIS countries and Eastern Europe.

This has been accomplished even with financial restraints. ACDI has been able to accomplish more with less government funds. This is the result of increased efficiency at the organizational level and increased nongovernment support.

The assumptions were reasonable and have held true for the CPSG funding period. A major change in any of the assumption areas could have had a negative impact on the core grant results. ACDI met nearly all of the performance indicators as stated in the revised log frame.

## I. Recommendations

The CPSG is very important to ACDI in order that it can begin the process of leveraging for buy-ins, add-ons and New Initiative Programs.

No problems surfaced during the evaluation. Should the project be duplicated in the future, the following recommendations are made to enhance program potential and effectiveness.

1. An increased use of volunteer experts should be considered when providing technical assistance. The volunteer expert is very cost effective and is an excellent public relations tool for the core grant program. Given a well-managed project, the U.S. expert volunteer, either a retired or a working employee provided by cooperatives through a leave of absence or paid by the cooperative to work overseas, can have a substantial impact on a project and its success. U.S. cooperatives are democratic; their board of directors respond to the membership. If membership becomes involved in developing volunteer technical assistance, this can be the basis for funding to increase the number of projects, thus impacting a greater number of developing countries in the world.

2. Make success stories as widely available to membership as possible, especially when members of cooperatives are successful in delivering technical assistance. Increased use of newsletters with pictures, newspaper articles, and video tapes should be considered. Educational tapes that tell the story of economic success should be widely available to the public in general,

as well as to the cooperative membership.

This kind of results-oriented public relations provides the technical assistant self-esteem and becomes a community catalyst to increase the number of volunteers willing to participate in cooperative business economic development programs.

3. ACDI should consider a co-op to co-op program which would pair a U.S. cooperative with a similar cooperative in a developing country. This would be one way of providing some assurance of sustained success of a start-up cooperative in a lesser developed country.

This type of co-op to co-op program could provide long-term support and a sustained leveraging of the CPSG at a level which would greatly benefit the program as well as each of the cooperatives.

4. Consider devoting more funds to staff development within ACDI. Increased expertise of staff can produce a multiplier effect on "train the trainer" programs.

5. Consideration should be given to a broader base of involvement of membership in the future when the strategic planning process is repeated. This can provide an opportunity for improved public relations and a sense of ownership of the international program. Members and those who benefit from grants should be given help on preparing a strategic and yearly plan.

6. ACDI should formalize the "lessons learned" procedures. Lessons learned need to be gleaned from evaluations and categorized by function so that they are readily available for staff consideration. This will help ensure that lessons learned are taken into account when new projects are developed.

7. Increase participation of project participants when developing project objectives. Grass root in-country participation would ensure that meaningful and attainable objectives are set. This will also provide a sense of ownership of the project and can result in effective and sustainable economic development.

8. Increase efforts in the exploration of non-core grant funding resources and other donor organizations (e.g., Inter-American Development Bank, World Bank, etc.), mission buy-ins, etc.

9. Coordination with AID could be improved with the adoption of E-mail linked to the AID/Washington office.

#### J. Economic Efficiency of the Program

The CPSG program leveraging makes it economically efficient. The core grant was used to leverage a large number of activities. The number of projects that were projected were implemented. Projections included an average of three projects per year for 1989 and 1990 and

two projects per year in 1991-1993, for a total number of projects that were to be implemented reaching twelve. The original proposal included a larger number of projects but the projections were revised downward because of a reduction in funding. See page 3 for a chart on the number of projects implemented.

In addition, the projected number of women's programs (2) were achieved. There were three training groups composed only of women who studied topics that included fruit and vegetable production and home-based food processing. These three training group activities were conducted in Egypt.

With the availability of funds for project development, ACDI has been able to be responsive to USAID missions. For example, when the ACDI group was in Yemen in 1990, the Mission Director and the Ambassador asked for ACDI's help with getting a consultant to review draft investment laws that were being considered by the government. ACDI was able to arrange for an American, Arabic speaking attorney/consultant to go to Yemen for ten days to review the draft legislation and make recommendations. A very valuable service was performed in a very short time frame. This is also an example of the goodwill that can be developed at the various missions. Goodwill through demonstrated performance can pave the way for future project buy-ins and additions. This activity builds economic efficiency into the project.

There are many examples of staff organized study tours in developing countries. These study teams included ACDI members, many at their own expense, and were organized to explore the potential for programs that could be developed to solve problems for farmers in developing countries. This is another way of improving the economic efficiency of the CPSG program.

#### K. Follow-On Activities

More Mission follow-up study visits should be considered as a way to increase visibility and demonstrate potential results that could be delivered on Mission buy-ins or add-ons. These Mission follow-up study visits require funding. This additional funding could be provided by well-informed ACDI membership. A well-informed membership that has personally experienced viable economic results through increased trade often is willing to provide financial assistance to further economic development activities.

It is suggested that follow-up evaluations be considered on various selected projects that have been completed. These follow-up evaluations could determine additional verifiable economic and social benefits from the projects. These specifically documented benefits could provide the factual information needed to further leverage the CPSG through member and general public financial contributions.

In addition to direct financial contributions, documented sustained economic results would motivate additional volunteers for various projects. Volunteers provide additional leverage through the delivery of valuable technical assistance. Technical assistance provides long-term sustainable economic systems, which help to maintain social stability in the world economic system.

## L. Incorporating Recommendations of the Midterm Evaluation

ACDI management has made a successful effort to address the recommendations of the midterm evaluation. As the midterm evaluation stated, management environment has changed and that change is continuing. Specifically, a strategic planning system has been implemented. This is a process that provides for a long-range projection of the direction the organization must take to meet the challenge of the future. The update and planning process required to produce the specific yearly plan provides assurance that the growth and expectations of future opportunities and operation environments are squarely addressed.

Since the midterm evaluation, ACDI management has continued to be active in promoting change in administrative procedures to improve effectiveness, while continuing to diligently exercise care to be certain that these changes do not interfere with the organization's mission.

The very nature of the CPSG agreement requires the organization to change at an ever accelerating pace if the log frame agreements are to be achieved. The ACDI strategic planning process is particularly suited to managing evolutionary change and integrating it into the project development process to maximize results.

The most dramatic and visible response to the midterm evaluation is the addition of a position which addresses communications. Through this position activity, all of the recommendations in the public relations and communications functions areas for the organization have either been implemented or are in the process of being implemented.

Management has addressed the cultural aspects of organizational communication and visible changes have been observed which will assure that the perceptions will be more accurate among prospective clients, members, and the cooperative community.

Technical support in the communications area is being provided to other functional areas of the organization. In addition, individuals in other functional areas are being urged to attend seminars and courses to gain understanding and knowledge on implementation of the packaging and the redistribution of ACDI's institution knowledge. This also addresses the evaluation finding that there was a lack of direction and understanding of the CPSG program directions. The performance review process of management will monitor and assure that results are achieved in this area.

The recommendations for change to the Cooperative News International have been addressed. The content is appropriate for international audiences, addressing results and the Cooperative Agreement program objectives. The editorials have been discontinued. Information in the publication is more relevant to readers and this should improve the value of this publication. The publication satisfies reader needs and provides valuable information that will benefit the reader as well as ACDI future programs.

## APPENDIX

### A. Methodology

The following methodology was used in order to complete this evaluation:

1. Review of background information.
2. Visit ACDI main office and interview personnel.
3. Interview personnel in FHA/PVC and other AID offices with whom ACDI had buy-ins initiated through the project.
4. Contact per fax personnel from Missions where the project worked or is presently working.

## B. MISSION EVALUATIONS

AID/FHA/PVC  
FINAL EVALUATION  
ACDI  
CENTRALLY FUNDED  
COOPERATIVE PROGRAM SUPPORT GRANT

Gar Stock, Consultant

TO: Marshall D. Brown, USAID/Honduras

DATE: September 1, 1993

ACDI received a Cooperative Program Support Grant (CPSG) in January 1, 1989 in the amount of \$3,500,000, for five years. FHA/PVC is responsible for administering the Grant. The CPSG is scheduled to be completed by January, 1994 and FHA/PVC is conducting a final evaluation.

ACDI is currently operating the Honduras Small Farmer Organization Strengthening Project. While no funds from the CPSG are used for direct project implementation, ACDI has provided grant-funded development and support services. To assist us in the completion of the evaluation we would appreciate your thoughts on the following questions. Please return them via E-Mail. In advance, thank you very much for your consideration.

1. Project Development and Design: How would you rate the overall project development, design, and impact of this project?

Very Effective

Somewhat Effective

Not Effective

Comments:

ACDI's effectiveness in this area has increased greatly over the past few years, largely due to personnel they have hired. However, systematic approaches for the analysis of Cooperatives in different countries would improve the quality of their work. What are some of the tools they should be applying?

1. Criteria for the analysis of cooperatives in a given country.

- Financial criteria
- Business potential criteria
- Evaluation of the potential role of coops in the agribusiness system of the subject country
- Evaluation of human resources in the cooperative businesses

2. Tools and approaches for addressing the issue of capitalization of cooperatives

3. Approaches to training of personnel which produce an acceptable rate of return for the agricultural businesses.

2. Personnel Selection and Support: How would you rate the quality of project staff and the support received from the ACIDI Washington Office?

Very Effective

Somewhat Effective

Not Effective

Comments: Home office, resident, and short term staff are very good.

Management and Administration: How effectively were management and administrative functions handled?

Very Effective

Somewhat Effective

Not Effective

Comments: I would rate this as between "somewhat" and "very" but with a definite trend of improvement in terms of most activities.

4. Limited Program Services: How effective and valuable was any feasibility study, policy analysis, sectoral studies, non-project related training or other activities undertaken by ACDI in your country?

Very Effective

Somewhat Effective

Not Effective

Comments: An observational tour of selected U. S. Farm Credit System institutions conducted for Honduran ag sector policymakers by ACDI appears likely to result in a piece of major legislation. The complexity of the topics covered, the participants in the tour, and the number of institutions visited required an enormous amount of knowledge, logistics, wisdom, and tact. Maximum kudos deserved.

25. How would you rate the overall effectiveness of ACDI with respect to its main project and relations with the Mission:

Very Effective

Somewhat Effective

Not Effective

Comments: The resident advisor provided by ACDI to the SFOS project was of the highest quality. Short term advisors have also been very good. The resident advisors for the Small Farmer Agribusiness Development project were selected with great care and appear to be well qualified conceptually, by virtue of experience, and in terms of Spanish language capability.

To: Frank E. Mertens@FHA.PVC@AIDW  
Alicia Melendez@PDO@SAN JOSE  
Cc:  
Bcc:  
From: Rosie Murillo@PDO@SAN JOSE  
Subject: Cooperative Program Supp  
Date: Friday, September 10, 1993 10:03:31 EDT  
Attach:  
Certify: N  
Forwarded by:

-----  
Please send subject messages to Peter Kranstover in the Program and Project Development Office (PPDO) instead of using Mr. Venezia's E-Mail.

Responses to ACDI evaluation questions are as follows:

1. Very effective. No comments.
2. Somewhat effective. No comments.
3. Very effective. No comments.
4. Very effective. No comments.
5. Very effective. No comments.

To: Frank E. Mertens@FHA.PVC@AIDW  
Cc: Donald L. Pressley@AIDREP@WARSAW  
Charles Aanenson@AIDREP@WARSAW  
Bcc:  
From: Magdalena Wyganowska@AIDREP@WARSAW  
Subject: POLAND.EVA  
Date: Thursday, September 16, 1993 4:11:20 EDT  
Attach:  
Certify: N  
Forwarded by:

-----  
The following are the comments on the ACDI two project activities, Bank Development and Agribusiness Exchange Program in Poland:

1. Project Development and Design:

Bank - Very Effective

AEP - Very Effective

Comment: ACDI has very good links and cooperation with other agricultural projects. Bank and AEP work with each other a lot.

2. Personnel Selection and Support:

Bank - Very Effective

AEP - Very Effective

3. Management and Administration:

Bank - Very Effective

AEP - Somewhat Effective (there has been some turnover in the management, the Regional Training Coordinator left after 3 months)

4. Limited Program Services:

Bank - feasibility study, sectoral studies, non-project related training not applicable

AEP - Somewhat Effective (AEP sponsored a visit in the U.S. for a delegation of the legislators responsible for formulating new cooperative law in Poland. Even though the new law was passed by the Parliament, the President refused signing it. Shortly after that the Parliament was dissolved.)

5. Overall Effectiveness/Relations with the Mission:

Bank - Very Effective

AEP - Very Effective

Westbank

AID/FHA/PVC

FINAL EVALUATION  
ACDI  
CENTRALLY FUNDED  
COOPERATIVE PROGRAM SUPPORT GRANT

Gar Stock, Consultant

TO: Karen Turner, USAID/West Bank/Gaza

DATE: September 1, 1993

ACDI received a Cooperative Program Support Grant (CPSG) in January 1, 1989 in the amount of \$3,500,000, for five years. FHA/PVC is responsible for administering the Grant. The CPSG is scheduled to be completed by January, 1994 and FHA/PVC is conducting a final evaluation.

ACDI is currently operating the West Bank Cooperative Development Project. While no funds from the CPSG are used for direct project implementation, ACDI has provided grant-funded development and support services. To assist us in the completion of the evaluation we would appreciate your thoughts on the following questions. Please return them via E-Mail. In advance, thank you very much for your consideration.

1. Project Development and Design: How would you rate the overall project development, design, and impact of this project?

Somewhat Effective

Comments: CDP's activities seem to be of limited effectiveness to date. It is unclear whether this is a problem of inadequate project design, implementation or some combination thereof. Also, since they are working at institutional development of cooperatives, it sometimes takes a longer period of time to achieve measurable results.

2. Personnel Selection and Support: How would you rate the quality of project staff and the support received from the ACDI Washington Office?

Somewhat Effective

Comments: Some of the consultants sent out by the home office have been helpful, others have not, i.e., their reports and analysis have not done much to advance the debate on the particular subject. Also CDP has not done a great job of following up in a timely manner on consultant recommendations. The home office has attempted to direct activities in the field but sometimes I think it would be better if they let the field people alone. The local staff seems quite competent but the direction at the top, particularly with the instability of

country directors, has been lacking.

Management and Administration: How effectively were management and administrative functions handled?

Somewhat Effective

Comments: There's been a lack of stability in the chief of party position which has probably affected implementation progress. CDP is still trying to develop information systems which will enable it to properly manage project activities. They are better than they were a year ago but additional improvement is needed.

4. Limited Program Services: How effective and valuable was any feasibility study, policy analysis, sectoral studies, non-project related training or other activities undertaken by ACDI in your country?

Not Effective

Comments: See comment to #2 above. CDP has done a lot of studies but doesn't have much to show for it.

5. How would you rate the overall effectiveness of ACDI with respect to its main project and relations with the Mission:

Somewhat Effective

Comments: I would say CDP is trying to improve and we would hope to see better results 6-9 months from now. Our relationship is with the field office and I think it is open and productive. The chief of party has recently been replaced and we look forward to working with him.

To: Frank E. Mertens@FHA.PVC@AIDW  
Cc: James F. Dunn@ANR@KAMPALA, Gary Bayer@ANR@KAMPALA  
Bcc:  
From: Duane Eriksmoen@ANR@KAMPALA  
Subject: CPS project evaluation questionnaire  
Date: Thursday, September 16, 1993 2:44:59 EDT  
Attach:  
Certify: Y  
Forwarded by:

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AGRICULTURAL COOPERATIVE DEVELOPMENT INTERNATIONAL (ACDI)

1. Project Development and Design:  
The impact of project implementation has been very effective.
2. Personnel Selection & Support:  
The quality of staff has ranged from very effective to somewhat effective. Home office support has been very effective.
3. Management & Administration:  
Very effective.
4. Limited Program Services:  
Policy studies and training have been very effective.  
Project support commodity procurement services have been not effective.
5. Overall Effectiveness:  
The ACDI teams have been considered very effective in their overall relationship with the Mission and host country personnel.

Refer to message: MEMO 1993/09/01 10:43:53  
Chad

AID/FHA/PVC  
FINAL EVALUATION  
ACDI  
CENTRALLY FUNDED  
COOPERATIVE PROGRAM SUPPORT GRANT

Gar Stock, Consultant

TO: Anne E. M. Williams, USAID/Chad

DATE: September 1, 1993

ACDI received a Cooperative Program Support Grant (CPSG) in January 1, 1989 in the amount of \$3,500,000, for five years. FHA/PVC is responsible for administering the Grant. The CPSG is scheduled to be completed by January, 1994 and FHA/PVC is conducting a final evaluation.

ACDI is currently operating the Chad Pilot Project for Fruit and Vegetable Marketing. While no funds from the CPSG are used for direct project implementation, ACDI has provided grant-funded development and support services. To assist us in the completion of the evaluation we would appreciate your thoughts on the following questions. Please return them via E-Mail. In advance, thank you very much for your consideration.

1. Project Development and Design: How would you rate the overall project development, design, and impact of this project?

Very Effective      Somewhat Effective       Not Effective

Comments:

2. Personnel Selection and Support: How would you rate the quality of project staff and the support received from the ACDI Washington Office?

Very Effective       Somewhat Effective      Not Effective

Comments:

Management and Administration: How effectively were management and administrative functions handled?

Very Effective      Somewhat Effective       Not Effective

Comments:

4. Limited Program Services: How effective and valuable was any feasibility study, policy analysis, sectoral studies, non-project related training or other activities undertaken by ACDI in your country?

Very Effective      Somewhat Effective       Not Effective

Comments:

25. How would you rate the overall effectiveness of ACDI with respect to its main project and relations with the Mission:

Very Effective       Somewhat Effective      Not Effective

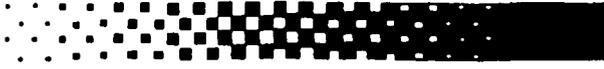
Comments:

C. OTHER BACKGROUND INFORMATION

UNSOLICITED PROPOSALS	COUNTRY	AWARDED CONTRACT VALUE \$
<b>1989</b>		
Improve Marketing Efficiency	CHAD	2,429,403
Small Farmer Marketing Group	CHAD	34,900
Coffee Coop Crdt/Non-Trad Export Coops	CRI	1,000,000
Financial Markets study	CRI	
DfD Ag Credit Fund	ECU	
Coop dev/marketing-New Lands	EGY	
FtF Extension	EGY	157,670
FtF Loading Dock Project	EGY	14,922
FtF Raisin Program	EGY	26,870
Private Sector Extension Training	EGY	
Coop Leadership Training	GLOB	
Debt for Development (Innovative)	GLOB	288,000
IAP	GLOB	650,000
Private Ag Consulting Services	GLOB	
53 Vo-ag Teachers Training	HND	230,000
Extension Services	IND	
Agribus Marketing Subproject	JOR	
Village Marketing	KEN	
6 Post-Harvest Grain Training	NGR	
Credit Component Study	NIG	
Computer Info Center	PHI	
Coop Rural Bank Strengthening	PHI	
Corn Prod Credit	PHI	
FtF Poland Farmers to U.S.	POL	
Farmer Organization Development Program	SRI	
Nuc Est Strawberry Prod	SRI	
Monetization/Technical Assistance	UGA	702,500
NIFTAL/BNF funded in 1990	UGA	29,020
Citrus Farm Management Training	USA	
Cooperative Development Project Expansion	WBG	4,640,722
CACB Rural Financial Institute Study	YEM	141,292
Investment Law Review	YEM	107,312
<b>PROPOSALS 37:</b>		
<b>AWARDS 14:</b>		
<b>TOTAL</b>		<b>\$10,345,299</b>
<b>1990</b>		
US/Jap Coop Collaboration	ASIA	
Marketing Center/Miami	CARIB	
Financial & Credit Assistance	CRI	200,000
RSSE Extension	EGY	
WID/procurement & training	GAM	
Development of Communication System	GLB	
Private Ag Consulting Service	GLB	
Farm Management Training	GTM	
Hedging Training (Conference)	GTM	4,045

UNSOLICITED PROPOSALS	COUNTRY	AWARDED CONTRACT VALUE \$
Ag Coop Study	NIC	66,068
Agribusiness & Marketing	OMN	
Ag Sector Study	PAN	
Gen Santos Corn Project	PHI	
Mindanao Agbus Bridging	PHI	
Mindnao Agbus Improvement	PHI	
Market & Development Info Exchange	POL	
Commercial Small Farm Development	SRI	2,004,591
Mahaweli Market Development	SRI	
CAAS Extension	UGA	1,100,000
PROPOSALS: 19		
AWARDS: 5		
TOTAL		\$3,374,704
<b>1991</b>		
Development Communication System	AFR	
Development Exchange w/Japan	ASIA	50,000
US/Jap Coop Collaboration Funded 1992	ASIA	200,000
ABE/Baltics Component	BAL	400,000
Managed Rural Credit Activities	BOL	3,850,000
Pvt Poultry Producers Assist.- funded 1992	BUL	100,000
Agbus Exchange Program	CEE	6,720,303
Soybean Meal Utilization	CEE	
3 year Project Extension (4)	CRI	
Road Maint Coop Feasibility study	CRI	11,000
Coop Development Project	EGY	
RSSE Extension	EGY	
TV Project	EGY	201,737
ABE/Marketing & Privatization	HUN	686,680
Agricultural Marketing	JRD	
Agro Processing & Trade Linkages	LAC	250,000
Burley Tobacco Study - funded 1992	MAL	71,757
Smallholder Credit Training - funded 1992	MAL	82,153
Agbus Mgt Info Res Center	PHI	
Ag Dev Support for Poland	POL	2,417,367
CAAS Extension	UGA	
Monetization/TA	UGA	228,412
Food for Peace/TA	UGA/CV	909,876
CDP Electric Project	WBG	
CDP Jobs	WBG	
CDP Project Extension	WBG	
CDP WID project	WBG	
PROPOSALS: 25		
AWARDS: 18		
TOTAL		\$15,979,285

UNSOLICITED PROPOSALS	COUNTRY	AWARDED CONTRACT VALUES
<b>1992:</b>		
ABE/Albania	ALB	300,000
ABE/Bulgaria	BUL	400,000
Fruit & Vegetable Marketing Extension	CHD	
FEDECOOP Credit Program Extension	CRI	
Road Maintenance Association	CRI	750,000
Agribusiness Development Project	EGY	
FtF Marketing/post Harvest	EGY	93,344
FtF Outreach	EGY	51,655
FtF WID	EGY	81,581
Small Enterprise Credit Project	EGY	1,353,639
TV Project Phase II - Funded 1993	EGY	1,818,182
Burley Tobacco Marketing Ext. Amendment	MAL	135,490
Ag Prod, Proc. & Mkt Groups Survey	NEP	47,086
Agribusiness & Farm Leaders Exchange	NIS	
Small Agribusiness Inst. Development	PHI	100,000
ABE/Romania	ROM	300,000
Agribusiness Development	SAK	
CIHUP Training (Horticulture)	US	
CDP Extension and Jobs	WBG	6,990,000
<b>PROPOSALS: 19</b>		
<b>AWARDS: 13</b>		
	<b>TOTAL</b>	<b>\$12,420,937</b>
<b>1993 (through 9/15/93):</b>		
Cameroon Marketing Project	CAM	
Farmer to Farmer III	EGY	5,348,150
Linking U.S./Egyptian Agribusinesses	EGY	
Micro-enterprise Credit & Development	EGY	
RCID Proposal Development	EGY	1,984
Rural Cottage Industry Development	EGY	1,084,918
Kazakhstan Agro Enterprise Exchange Prog	KAZ	
APTLINK Extension	LAC	35,000
Ag Credit Bank Development (SACA)	MAL	95,692
Cajas Rurales & Community Development	Peru	2,800,100
Reverse FtF Pilot Project	RUS	
Zambia Training	ZAM	
Zimbabwe Training	ZIM	
<b>PROPOSALS: 13</b>		
<b>AWARDS: 8</b>		
	<b>TOTAL</b>	<b>\$9,363,852</b>
	<b>TOTAL VALUE</b>	<b>\$51,484,077</b>
<b>Total Proposals: life of project: 107</b>		
<b>Total Awards: life of project: 51</b>		



ACDI PLAN

**STRATEGIC PLAN**  
**LONG TERM GOALS**



## KEY RESULT AREAS

### I. MEMBER RELATIONS

Developing and maintaining relationships with existing members of ACDI and appropriate interface with agricultural cooperatives, farm credit institutions, and other potential members of ACDI.

### II. PROJECT/PROGRAM OPERATIONS

Designing, developing, negotiating, implementing, follow-up and evaluating overseas economic development projects and programs.

### III. FINANCIAL MANAGEMENT

All funding and accounting activities.

### IV. STAFF DEVELOPMENT

Development and management of human resources employed by ACDI.

### V. PUBLIC IMAGE

All public outreach efforts.



ACDI PLAN

#### ACDI MISSION STATEMENT

TO IMPROVE THE ECONOMIC WELL-BEING OF FARMERS  
WORLDWIDE BY ASSISTING AGRICULTURAL AND MEMBER-  
OWNED ORGANIZATIONS INCREASE TRADE AND ACHIEVE  
SUSTAINABLE ECONOMIC DEVELOPMENT. —

### MEMBER RELATIONS

INCREASE THE INTEREST IN AND SUPPORT OF THE MISSION OF ACDI BY BOTH MEMBER AND AFFILIATE ORGANIZATIONS.

Strategies:

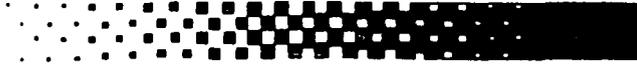
- A. Define and improve linkages between ACDI and member/affiliate organizations in an effort to maximize resources and accomplish appropriate member involvement in ACDI projects.
- B. Design and implement specific programs that will result in improved communications between ACDI and U.S. agricultural cooperatives -- members and non-members.
- C. Develop programs to increase the number of U.S. cooperatives providing financial and in-kind support to ACDI activities.
- D. Promote the understanding and communicate the benefits of U.S. foreign agricultural assistance to the American public through members and affiliates.

### PROJECT/PROGRAM OPERATIONS

IMPLEMENT AN EXPANDING PORTFOLIO OF TECHNICAL ASSISTANCE AND TRAINING PROJECTS, INCREASINGLY AT ACDI INITIATIVE.

Strategies:

- A. Maintain high quality support of on-going projects.
- B. Strengthen the competitive advantages of ACDI to identify, develop, and implement new projects.
- C. Maximize the number of proposals submitted and projects implemented which reflect the comparative advantages of ACDI reflected in a focused set of program areas. At the same time, maintain and improve the staff's ability to deliver a high quality product.
- D. Employ innovative approaches to economic development which take into consideration natural resources, private enterprise, entrepreneurship, business-to-business efforts, trade issues, etc.
- E. Develop and maintain a strategic marketing effort for ACDI services.
- F. Design and implement projects which establish communication, trade, and other linkages between the U.S. and developing nations.



**OPERATING PLAN**  
**1993 ANNUAL GOALS**

**MEMBER RELATIONS**

A. Determine current and future interests/needs of selected U.S. cooperatives [member and non-member] regarding international economic development.

A1. Target a new member campaign at those cooperatives whose needs/interests are aligned with the mission of ACIDI and gain five new members.

B. Improve the understanding of ACIDI operations at the Board and Staff level with ten ACIDI member organizations.

C. Obtain board approval of policies related to (a) working with non-member cooperatives, (b) working with non-cooperative entities, and (c) developing an overseas membership category.

**PROJECT/PROGRAM OPERATIONS**

A. Develop a systematic reporting process for project operations with emphasis on impact.

B. Finish the Team Leader Manual and develop an orientation program of all new overseas staff.

C. Improve staff technical capacity in all five program areas, but especially agribusiness, trade & investment promotion, and agricultural resource management.

D. Expand project portfolio in countries with emerging market economies, especially in Africa.

E. Take actions to ensure women are incorporated into all ACIDI projects.

F. Complete the Standard Operating Procedures Manual and the Accounting Manual.

G. Develop a systematic process for producing project proposals -- to the maximum extent possible.

**FINANCIAL MANAGEMENT**

A. Carry out a staff communications program to enhance understanding of budgets, financial status, policies and procedures.

B. Establish a uniform proposal budget format and financial reporting system for all TA and Training projects.

C. Consider establishing subsidiary company or companies to perform activities which would augment ACIDI's mission.

D. Continue installing appropriate accounting systems in overseas projects that match ones used at HQ.

E. Continue pursuing efforts to reduce operating costs, especially rent.

F. Continue to improve the Management Information System and continue making periodic reports more meaningful and relevant.

#### STAFF DEVELOPMENT

- A. Develop and obtain Board approval of a Tuition Reimbursement Program for academic training.
- B. Increase field experience for junior staff. Consider making temporary assignments of HQ staff to field and vice versa.
- C. Develop and implement an in-house staff training program based on needs analysis.
- D. Implement a Member/ACDI staff exchange program. The purpose of this program is to enhance the mutual understanding of both cooperatives and ACDI by respective staff members.
- E. Develop departmental budgets for staff development.

#### PUBLIC IMAGE

- A. Use the occasion of ACDI's 30th Anniversary to substantially increase the level of communications with cooperatives and donors concerning the heritage of cooperative development and ties to the American farmer.
- B. Develop a full array of promotion and information pieces (including brochures, reports, publications, videos, etc. in several languages) designed to communicate the impact of ACDI projects.
- C. Solicit support and funding (contributions or grant) to commission a video entitled "Cooperatives Benefit from Global Sourcing and International Marketing".
- D. Seek greater member involvement in the production and distribution of ACDI publicity.

## FINANCIAL MANAGEMENT

### MAINTAIN AND IMPROVE THE FINANCIAL VIABILITY OF ACDI.

#### Strategies:

- A. Generate, gain approval, and implement efforts to increase the size of the Development Fund and build unrestricted surplus.
- B. Take specific and deliberate actions to reduce dependence on A.I.D. funding as a percentage of total program.
- C. Identify and pursue a diversity of funding sources for projects.
- D. Continue to make efforts to maximize the operational efficiency of ACDI.

## STAFF DEVELOPMENT

### CONTINUE TO IMPROVE MANAGEMENT PROCESSES AND MAKE ACDI A GOOD PLACE TO WORK.

#### Strategies:

- A. Take specific actions to develop and maintain effective internal communications and team building activities.
- B. Provide adequate training, space and equipment so staff can perform their duties at optimum performance levels.
- C. Provide competitive compensation and benefit programs.
- D. Provide equitable performance evaluation coupled with assessment of education and training needs to facilitate individual growth.

## PUBLIC IMAGE

### DEVELOP AND ENHANCE MUTUALLY BENEFICIAL RELATIONSHIPS WITH COUNTERPART ORGANIZATIONS.

#### Strategies:

- A. Identify opportunities for long-term involvement with cooperatives and non-government organizations worldwide.
  - B. Seek and maintain appropriate relationships with other international development organizations, including universities.
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