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FINAL EVALUATION OF THE COOPERATIVE PROGRAM SUPPORT GRANT WITH VOLUNTEERS IN OVERSEAS COOPERATIVE ASSISTANCE

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Office of Private and Voluntary Cooperation
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and
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EXECUTIVE SUMMARY

Volunteers in Overseas Cooperative Assistance (VOCA) signed a 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 $2,500,000 for the period April 1, 1989 through March 31, 1994.

The goal of the Cooperative Program Support Grant (CPSG) is to help facilitate the delivery of new, more, and better services to members of cooperatives, producer associations, and other rural enterprises to increase incomes, reduce the costs of production and production losses, and reduce the costs of goods and services, thereby enhancing the quality of life for these individuals. In addition, the program is to strengthen and expand VOCA's international operations.

The evaluation of the CPSG was carried out in September of 1993. The purpose of the evaluation is to carry out a comprehensive examination of the performance and implementation of the CPSG with VOCA under AID project 938-0192. This is in accordance with the Scope of Work of the Cooperative Agreement with VOCA. The evaluation will determine the capability of the project to strengthen and expand VOCA's international operations.

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 the VOCA main office and interview personnel, (3) interview personnel in FHA/PVC and other AID offices with whom VOCA had buy-ins initiated through the project, and (4) contact per fax personnel from Missions and other organizations where the project worked or is presently working.

The project has been very successful as measured by the Scope of Work, implementation plan and projected outputs. The evaluation found that VOCA has met or greatly surpassed nearly all projected indicators for the grant period. The objective to seek cooperative financed support was dropped. Under this program, U.S. cooperatives would cover the direct costs of fielding volunteers in a given cooperative's specialization, e.g., a farm supply co-op paying the cost of sending a farm supply distribution specialist overseas. It was found that while U.S. cooperatives would allow some employees to volunteer for assignments, they were not willing to pay for VOCA's cost of these assignment.

The evaluation found that the project was instrumental in strengthening and expanding VOCA's international operations. The project has had a very positive impact and improved organizational effectiveness at VOCA headquarters

A number of activities that VOCA has undertaken have resulted in a strengthening of its institutional capabilities through:

--Broadening the resource base by greatly leveraging the core grant.
--Increased ability to respond to requests for assistance.
--Increased capability to deliver high quality short-term volunteer technical assistance.
--Improved and expanded management information systems.
--Decentralization of programming functions and the establishment of field offices in developing countries.
--Decentralization of recruiting function by establishing additional offices in the U.S.
--Improved project monitoring and evaluation.
--Strengthened financial management by continuing to upgrade accounting package.
--Communication function expanded to increase coverage in the trade as well as national media.
--Trained returning VOCA volunteers as participants in VOCA's development education program.
--New employee performance evaluation program was implemented further defining individual accountability.

All recommendations from the midterm evaluation were addressed by VOCA.

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

1. Consider expanding the project results measurement to more clearly document sustainable economic development achieved as a result of volunteer technical assistance. This could be achieved by gathering data on an on-going basis.

2. Consider research on the trade impact of volunteer technical assistance programs. This documentation could be the basis for attracting private financial support for future funding of technical assistance volunteers.

3. Continue and increase the production of video tapes which document sustainable economic development and increased international trade. These video tapes have a tremendous value for increasing public awareness, as well as media awareness, of the economic and trade impact of VOCA programs. Additional business community financial support should be pursued as a means of funding these video projects. Videos can further enhance VOCA's institutional image.

4. Seek to increase the efficiency of the worldwide communications capabilities. The expanded use of E-mail, for example, to communicate project information has the advantage of that information being transmitted accurately and legibly and in a timely fashion.

5. Integrate the VOCA volunteer environmental program with existing program activity and give it added focus. Strong environmental considerations should be part of any volunteer technical assistance project.

6. Consider the formalization of lessons learned. This would add a needed emphasis of the value of experience in efficient program development to the benefit of all staff. The system should pull the lessons learned from the evaluations and categorize them to facilitate their use in more effective new project development and evaluation of projects to improve overall efficiency of the program.

7. Explore non-core grant funding resources and other donor organizations (e.g., Inter-American Development Bank, World Bank, etc.), mission buy-ins, etc.

Lessons Learned:

--The presence of a resident country representative improves the programming and support process. Project clarification and design take place over time and both the host organization and VOCA representative can more clearly define what the project is to accomplish and the technical skills required.

--VOCA must be actively involved in planning projects. Resident representatives understand local organizations and their needs. This allows for volunteer selection that builds on previous projects and encourages local leaders to improve the planned use of the VOCA volunteer.

--Focussed programming by organizational category can have a multiplier effect. More than one organization can benefit from volunteer recommendations and technical assistance. The net effect is that a larger number of organization members are reached with solutions to problems.

--In-country representatives can gather base line data for tracking and monitoring results. Long-term relationships with local organizations makes it easier to collect data and track changes which could demonstrate economic impact.

--Recruiting is facilitated by decentralizing the recruiting function.

FINAL EVALUATION OF THE COOPERATIVE PROGRAM SUPPORT GRANT WITH VOLUNTEERS IN OVERSEAS COOPERATIVE ASSISTANCE

I. INTRODUCTION

A. The Organization

Volunteers in Overseas Cooperative Assistance (VOCA) was founded in 1970 at the suggestion of the Agency for International Development (AID) to provide volunteer technical assistance to developing country cooperatives. Its mission is to increase the economic opportunities and incomes of members of cooperatives and other small- and medium-scale agriculturally based enterprises worldwide. This mission is accomplished through short-term technical assistance on the part of U.S. specialists who serve as volunteers.

VOCA assistance is provided in response to requests from overseas organizations, including cooperatives, other private agribusinesses and related government agencies. VOCA provides assistance to all types of cooperatives; agricultural, rural electric, housing, farm credit, and credit unions. Projects typically last for periods of 30 to 90 days and most often focus on the following areas:

- Cooperative development
- Private business development (both cooperative and noncooperative)
- Development of financial institutions, including credit unions as well as other agricultural and cooperative credit enterprises
- Farm management and extension
- Agricultural, dairy and livestock production
- Post-harvest handling, including grading, quality control, packing, storage and transportation
- Food processing
- Pricing, distribution and marketing of farm products

VOCA's role was greatly expanded with the advent of the Farmer-to-Farmer program in 1985. Through fiscal year 1991, more than 600 VOCA volunteers have assisted enterprises in 85 countries on 1,100 separate projects.

B. The Cooperative Program Support Grant

VOCA received a Cooperative Program Support Grant (CPSG) through AID's Bureau for Food and Humanitarian Assistance, Office of Private and Voluntary Cooperation in the amount of $2,500,000 for the period April 1, 1989 through March 31, 1994.

The goal of the program was to help facilitate the delivery of new, more, and better services to members of cooperatives, producer associations and other rural enterprises to increase incomes, reduce the costs of production and production losses, and reduce the costs of goods and services, thereby enhancing the quality of life for these individuals.

Institutional development is a central program purpose. In addition, the program is to strengthen and expand VOCA's international operations.

Four principal areas of activity were identified:

1. Enhancing linkages between cooperative development and Farmer-to-Farmer programs.
2. Implementation of a Focus Country Strategy.
3. Expansion of funding sources and program development.
4. Movement-to-Movement activities.

C. Purpose of the Evaluation

The purpose of this evaluation is to carry out a comprehensive examination of the performance and implementation of the CPSG with VOCA under the AID project 938-0192. This is in accordance with the Scope of Work of the Cooperative Agreement with VOCA. The evaluation will determine the capability of the project to strengthen and expand VOCA's international operations. The project was to focus on the acceleration of institutional development of cooperative producer associations and other rural enterprises in developing countries to increase incomes, reduce the cost of production and production losses, and reduce the cost of goods and services.

The project was last evaluated in 1992.

II. Findings

A. Progress of the Project in Respect to the Scope of Work, Implementation Plan, and Projected Outputs

The program, as described in the CPSG proposal and Cooperative Agreement, has been successfully implemented. VOCA has far outperformed the project projections.

The means by which VOCA achieves its program results is through the professional short-term placement of highly competent volunteers. The number of volunteers has consistently grown each year:

1989	111 volunteers
1990	144 volunteers
1991	210 volunteers
1992	453 volunteers
1993	763 volunteers

The above figures include Farmer-to-Farmer volunteers which VOCA feels are the result of leveraging of the core grant.

The program or sector goal is to help facilitate the delivery of new, more and better services to members of cooperatives, producer associations and other rural enterprises in lesser developed countries to increase incomes, reduce the costs of production and production losses, and reduce the costs of goods and services, thereby enhancing the quality of life.

The program purpose includes institutional development of beneficiary organizations so they may become stronger service providers for their members. Also, the purpose is the strengthening of VOCA to carry out an expanded program that presents new facets and new challenges.

The outputs include volunteer cooperative operations and management specialists, senior volunteer farmers and farming sector specialists, and senior volunteers in cooperative policy, law and training.

The inputs included capital, operational staff, facilities, and program direction.

The objectively verifiable indicators to measure goal achievement include efficient service delivery to beneficiary organization membership in commercial cooperative operations, efficient delivery of agricultural extension services, and enlightened policy moves toward private sector cooperative growth.

Conditions that will indicate that the purpose has been achieved are goods and services are being delivered to cooperative members in a timely fashion at competitive cost and of good quality, farmers have received quality extension services that have led to improved production and productivity, and countries', or important sectors of countries', cooperative movements adopt policies that enhance the development of strong private sector cooperatives operating on a commercial basis.

The means of verification that the goal and program purpose have been met include staff visitations to the field, review of project and progress reports, review of AID reports, volunteer debriefings, and review of evaluations. Based on a review of the relevant documents, VOCA has been successful in meeting the goal and purpose of the CPSG.

The projected outputs in the CPSG proposal were to be 15-25 projects per year. The projected outputs were greatly surpassed in every year of the CPSG. For example:

Year	Planned Projects	Actual Projects
1990	173	144
1991	188	210
1992	395	453
1993	650	763
1994	1000	

These numbers demonstrate the extraordinary level of success that VOCA has achieved. These numbers were achieved at a very high quality level. The quality is verified by the fact that there was this phenomenal demand as reflected in the number of completed projects. Without documented and perceived high quality of performance of VOCA, this sustained growth rate could not have been achieved. This demand driven growth indicates a tremendous progress made over the 5-year period of the grant. This growth has also been achieved while maintaining a stable organizational structure.

B. Effectiveness and Appropriateness of Principal Activities

1. Enhancing Linkages Between the Cooperative Development and Farmer-To-Farmer Programs

Since 1970, VOCA has worked in partnership with AID in the provision of technical assistance to cooperatives and agricultural producers in AID-assisted countries. In 1985, VOCA assumed responsibility for the management of the Farmer-to-Farmer Program which offers direct operational assistance to small and medium farmers, most of whom are members of agricultural cooperatives or other farmer associations.

VOCA's experience demonstrated a strong synergistic relationship between the Cooperative Development and Farmer-to-Farmer programs. In many cases the Farmer-to-Farmer Program not only can serve as a foundation for future cooperative development activities, it can also be an important service delivery arm to the cooperative movement.

To increase the development impact of the two programs, the CPSG was to enable VOCA to intensify the linkages between the two programs.

VOCA's program emphasis during the grant period was effective in this area. Project reports indicate that there have been effective and appropriate enhanced linkages between cooperative development and Farmer-to-Farmer programs where projects have been carried out. These enhanced linkages benefit both the individual farmer member and the cooperative institution.

For example, a VOCA volunteer helped an Indonesian secondary cooperative federation, PUSPETA, develop its spice-processing and export potential. Activities included initial capability studies of producer co-ops and recommendations on setting up as well as improving operations of the federations's spice-processing plant. The PUSPETA facility now processes $250,000 worth of vanilla per month, which it exports to the United States. This means that the federation's members, which are village-level producer co-ops, have gained control of, and revenue from, additional links in the chain from farmer to consumer.

In Uganda, the 11 projects completed in FY 1992 had a positive impact and enhanced VOCA's ability to be awarded funding from USAID/Kampala Mission to carry out a more intensive program in Uganda. Volunteers worked through cooperatives in agribusiness areas such as horticulture, pineapple processing, feasibility study for a feed lot and slaughterhouse, and bee keeping. Projects were also completed with cooperative income-generating projects in such areas as poultry production, dairy nutrition and health, and sunflower production for agribusiness development.

Because of the cooperative history in Uganda, there is a strong farmer commitment to cooperatives. These projects represent an integrated approach to linkages which, by giving help to individuals, also strengthens the cooperative, which provides sustained economic development for the regions where these farmers live. The value of the technical assistance and the impact on individuals, as well as the cooperative, is supported by the requests for additional assistance. To date, nine projects are proposed or pending.

In Poland, cooperative development has been largely accomplished through the enhanced linkages with the Farmer-to-Farmer programs. Agro-Wisconsin Farmers Cooperative was established. This new cooperative has directed agribusiness enterprises to VOCA-assisted organizations so that they can learn from the impact following the VOCA volunteers' work. Through Agro-Wisconsin and other enterprises, VOCA volunteers have given technical assistance which has provided a multiplier effect by serving as models for agribusinesses in surrounding areas.

2. Implementation of a Focus Country Strategy

The implementation of a focus country strategy has been highly effective and appropriate in achieving the objectives of the CPSG. In Bolivia, for example, support for programs has been provided through the CPSG, Farmer-to-Farmer funds and Mission add-on funds which allowed VOCA to implement this focus country strategy. VOCA opened a field office in Bolivia in April, 1991. This came about as a result of negotiations between VOCA and the Mission for an add-on to the Farmer-to-Farmer grant which would allow, in addition to cooperative development projects, for an additional 60 projects for two years and the establishment of the field office. VOCA's current Bolivia project is completely funded by the Government of Bolivia for a three-year program which will place a total of 130 volunteers.

This focus country strategy in Bolivia provides services such as maximization of per hectare farm production, agricultural production diversification, manufacturing and privatization, institutional development, and marketing. Organizations that were targeted were cooperatives, private agricultural organizations, Chambers of Agriculture, private agribusiness, non-government organizations which support small agricultural producers, and non-agricultural cooperatives (service cooperatives serving farmers). Over time, VOCA developed long-term relationships with cooperatives, especially service cooperatives such as electric supply, water and waste management cooperatives and others in different regions of the country.

VOCA supported ten projects in Bolivia working on improving dairy production. Through the introduction of artificial insemination, genetic registry, improved cattle feeding, and dairy sanitation, milk production has increased 100% per cow. Through a similar project in poultry, production increased approximately 300%

Requests to work with Chambers of Agriculture have resulted in an improved ability to serve members. This continues to provide a multiplier effect contributing to sustained economic development.

Similar examples have been documented in all countries where the focus country strategy has been implemented. This strategy has been a major contributing factor to the phenomenal growth of the overall VOCA program. The VOCA resident representative makes it possible to establish a presence which enhances project development and delivery of high quality services to that country. The requests for assistance are usually greater than the financial resources available to meet those demands.

3. Expansion of Funding Sources and Program Development

VOCA's ability to appropriately and effectively expand funding sources has been spectacular. Financial records demonstrate that the core grant has been leveraged on an ever-increasing level over the life of the grant. It has gone from a base of 0% to 34.16% in FY 1989, 53.40% in 1990, 70.82% in 1991, 86.97% in 1992, and 85.15% as of September 1993 with some time remaining in the project. This funding has allowed for exponential increases in program development. The continued effectiveness and appropriateness of this volunteer activity influences decision makers to provide the financial resources needed to continually expand the volunteer activity. While funding has increased greatly, a broader base has not been established. USAID is still the major financial funding source.

Other sources of funding were attempted but, upon evaluation, were deemed inappropriate and could not be justified on an effectiveness basis. One such source was the Rotary International providing funds for volunteers. It was found that the administrative requirements were so overwhelming to make this program impractical and it was discontinued.

Copies of the Mission evaluations are included in the Appendix. Project evaluations were generally "very effective."

4. Movement to Movement Activities

In the original grant proposal, VOCA indicated it would initiate a sponsored volunteer component whereby U.S. cooperatives would cover the direct costs of fielding volunteers in a given cooperative's specialization, e.g., a farm supply cooperative in the U.S. paying the cost of sending a farm supply distribution specialist overseas. It was expected that many cooperatives would sponsor some of their own top mid-career executives for assignments.

This movement to movement program proved to be ineffective. It was found that while U.S. cooperatives would allow some employees to volunteer for assignments, they were not willing to pay for VOCA's cost of these assignment.

With the vast expansion of funds, the movement to movement activities were replaced with expansion of individual program development activities. Because of the constant demand for volunteer technical assistance and the publicized results, the funding sources have been made available to substantially meet these new demands.

C. Impact on the Development and Improvement of Cooperative Business Associations in the Developing World

This project has had a substantial impact on the development and improvement of the cooperative business associations in the developing world where VOCA has worked.

In Bolivia, the program responded to requests which were designed to improve the capability of the Chambers of Agriculture to manage themselves and more effectively serve their members. Two projects have analyzed the ability to deliver and recover credit to small scale producers, resulting in recommendations to tighten credit policies, initiate debt recovery practices, and establish better bookkeeping practices. Several projects have assisted Chambers to analyze and strengthen their role in setting policy and to develop comprehensive data base systems.

In Gdansk, Poland, volunteers working with the Foundation for Credit Union Cooperatives made significant contributions to the development of the movement. They worked in developing a credit union organizational structure and put in place model financial policy guidelines. In addition, they set up operational guidelines and other management systems for the Board of Director's credit committee. The Foundation has provided promotional, educational and advisory services for credit union development in Poland. Over one thousand participants have been trained in comprehensive credit union operation by the Foundation's staff. The Foundation also established a Credit Union College which has two training centers. The Foundation is sharing the information with other emerging movements in Eastern Europe.

In the Philippines, volunteers worked with the Land Bank to revitalize the cattle industry throughout the country. VOCA provided training to cooperative leaders and land bank staff on effective feeding and breeding of cattle. Also, volunteers provided assistance to the Philippine

Rural Electric Cooperative in setting up a cooperative financial corporation. This work involved management and Board of Director structure.

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

An example of non-core grant funds received to work in lesser developed countries is the Africa Agribusiness grant. VOCA was awarded the grant as a result of experience gained from VOCA volunteer assignments in agribusiness development in a number of African countries. The award supported eight volunteers in 1993 to carry out assignments.

Two agribusiness projects (gherkin production and fruit processing) were completed in Sri Lanka. This was in collaboration with Agriculture Cooperative Development International (ACDI). In another ACDI project, APTLink, the objective was to create joint ventures between the U.S. and Latin American agribusiness. This is another example of the high esteem of VOCA volunteers and the sustainable economic impact that results from projects.

The record shows that once volunteers have completed projects in lesser developed countries, there are generally additional requests to continue the development process. The extraordinary growth experienced by VOCA during the life of the CPSG further supports the positive impact and relationship the project has had on other activities that VOCA provides to lesser developed countries. The VOCA focus country strategy in no way negates the commitment to any of the other 100 countries where VOCA has placed volunteers. As greater focus country results are achieved, these impacts have a greater visibility resulting in a broader impact and a multiplier effect from volunteers placed in lesser developed countries which are not charged to the CPSG.

It is projected that with the high levels of success of the VOCA program, as increased demand for volunteers materializes, so also will financial resources from various other sources.

E. Effectiveness and Value of the "New Initiatives Program"

The New Initiatives Program that was funded in June, 1990, has been discontinued. As VOCA began to implement The Small Projects Fund For Polish Agribusiness, it became clear that this type of activity did not fit well with VOCA's mission. It was recommended that CARESBAC/Poland was geared up to take over the project. VOCA offered volunteer availability to support any further agribusiness projects funded by the grant. The program had a negative effect on VOCA volunteer activity. It caused a perception that VOCA was a donor agency. This interfered with the offering of technical advice. The lesson learned was that future New Initiative Programs will be more carefully considered in terms of their compatibility with VOCA's main objective, which is providing volunteer technical advice.

An Innovative Finance Grant was awarded in collaboration with the World Council of Credit Unions to assist the Polish Savings and Credit Union Foundation in the development of credit unions in Poland. Volunteers were placed in developing credit unions. This project was very successful in the growth of a large number of credit unions in Poland.

F. Unanticipated Issues and Circumstances of Program Planning

Unanticipated issues and circumstances of program planning and actions taken to address targets of opportunity can be addressed by looking at Eastern Europe and the Newly Independent States (NIS). VOCA demonstrated the institutional ability to respond rapidly and effectively to new targets of opportunity in these countries. With the political and economic changes, VOCA was immediately able to place highly experienced volunteers with emerging local private institutions.

For example, the first of the Eastern European countries to open its doors for volunteer assistance was Poland. VOCA used its experienced staff and reserve financial resources to explore needs which volunteers could meet. Requests were concentrated in the area of cooperative and agribusiness development. Volunteers provided farmer-owned and controlled agribusinesses, whether new or reformed, with the technical assistance to improve their operations and meet the needs of their member-owners and consumers.

Another area where assistance was provided was agricultural extension. The U.S. model was extended to meet the economic and marketing needs of the Polish agricultural community. Volunteers working in the northeast sector of Poland designed an overhaul of the extension service which was adopted by the Ministry of Agriculture. Continuous support for extension work in Poland is provided by the U.S. Department of Agriculture and extension services of various states. This activity developed a cooperative and market development program which has resulted in the establishment of the first farm bureaus in the country. VOCA volunteer extension and marketing specialists, working in twelve of Poland's regional extension services, have been able to work with hundreds of extension agents and thousand of farmers to improve marketing, processing, and distribution strategies. This multiplier effect demonstrates the leveraged economic efficiency of the core program.

Another target of opportunity that was addressed in Poland by volunteer placement was the credit union movement. Volunteers assisted in the establishment of a credit union organizational structure, developed models for financial policy guidelines, and developed operational format for Boards of Directors, credit committees, and other structures for the success of the credit union movement. The number of cooperative savings and credit unions was 15 as of April 1993 with a membership of 14,000. Eighty-seven more are in the development process.

VOCA and ACDI signed a memorandum of understanding to support volunteers to deliver short-term technical assistance. VOCA also assisted ACDI in identifying individuals in Poland who could benefit from ACDI sponsored training. Many of those chosen were from VOCA assisted organizations. VOCA worked with the World Council of Credit Unions in credit union

development to provide volunteers for the movement in Poland. VOCA and the National Cooperative Business Association also have an agreement for similar collaboration in Eastern Europe.

VOCA has had a significant an immediate impact in the countries where change of political philosophy presented an opportunity. The speed of response and the large number of successful volunteer assignments was cited by the AID/Washington Eastern European desk as being highly valuable and very much appreciated. The VOCA administrative structure is such that it was able to expand its staff and program on short notice and maintain a high level of professional functional stability. The number of volunteers placed during the period 1990 through 1993 increased from 144 to 763. This demonstrates a phenomenal ability to change and respond to a demand that continued to grow because of the results that volunteers were able to achieve, often in difficult situations.

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

VOCA ensures a professional approach to financial procedures, management, administrative functions and coordination with AID through the strategic planning process. A five-year strategic plan is the basis for a yearly operating plan. This covers all programmatic and administrative functions of the organization. The yearly planning process ensures that changes and new developments are addressed, planned and projected as the dynamics of the organization require.

The plan for the financial area includes developing the ability of the program staff to create budgets, so as to enable them to efficiently manage the funds. This enables the finance department to monitor conformity to contracts and AID regulations, as well as to VOCA policies. The overall responsibility of the finance department is to ensure the integrity of fiscal management. This is accomplished by providing security in the checks and balances in the use of funds. It also monitors and upgrades, if necessary, financial management capability in field offices. This is to ensure that VOCA is organized and positioned to effectively manage all fiscal-related responsibilities. The department has been able to maintain cost effective operations by monitoring and evaluating indirect overhead costs as well as direct expenses.

It was found that VOCA financial management continues to update its accounting packages. The overall performance of financial management, including the coordination with AID, was found to be excellent.

Management at VOCA is based on the yearly plan and uses the consultative approach. The program growth is an indication that effective management practices are in place at VOCA. The tremendous change and growth over the past five years was facilitated through decentralizing the management functions.

Management development opportunities are provided as needed to enhance the ability to handle responsibilities. A great deal of the staff development is the responsibility of supervisors and managers and is conducted on a continuous basis. Management also encourages the staff to become significantly involved in appropriate professional organizations. It encourages staff to maximize their contribution and value to the organization.

Management takes actions to clearly define and communicate the decision-making process to all staff. A process was developed and implemented whereby supervisor and supervisee create mutually acceptable work plans. This is accomplished by implementing an effective two-way communication between management and staff.

A continuous effort is made to help all staff understand their duties, responsibilities, and authority. A new employee performance evaluation program was implemented. This new system encourages two-way communication and further defines individual accountability. The new format provides for input from both supervisor and employee. The inputs are discussed and clarified in one-on-one meetings.

Administrative functions are performed in a highly professional manner. Because of the rapid growth of VOCA, administrative functions required additional attention to function in an effective manner. To facilitate the staff functions, lines of authority were reorganized by developing a new organizational chart. Also, staff job descriptions were reviewed and changed as appropriate, to reflect the new responsibilities and authorities. Also, VOCA's Policy and Procedure Manual for personnel is reviewed periodically to maintain accountable administrative functions. The manual is constantly revised as necessary.

The program reporting, follow-up and evaluation systems have been standardized. This standardizing includes continuation of the collection and analyzing of the assessments of volunteer assignments as completed by volunteer and regional representatives. VOCA has implemented and maintains systemized gathering of baseline data. It has also implemented a systematic feedback mechanism to incorporate evaluation findings into programming, recruitment and the management decision-making process. Program reports and impact information are provided to meet management needs. In addition, administrative functions include conducting on site internal evaluations in a least three regions each year and establishing a data base that is responsive to the needs of evaluation and management information.

Administrative functions are being carried out in a highly efficient manner.

Coordination with AID is carried out in a timely and highly professional manner. Reports are completed and submitted as required in the CPSG agreement. There is a timely response to requests for additional information, such as impact data on projects completed. Responses from AID about coordination indicate an excellent relationship with both Washington offices and AID Missions in countries where VOCA volunteers are placed. Increased Mission funding of VOCA activities requires additional attention to maintain communications on project information and administrative reporting requirements. Excellent management and administrative functions at

VOCA have met the challenge of the increased activity by making provisions for the new relationships and responsibilities to meet AID requirements.

The coordination with AID will further be enhanced 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 made in the CPSG are both appropriate and did not interfere with program activity because they were correct as projected. In the program area, the assumption that beneficiary organizations want to receive services was necessary to facilitate the delivery of new, more, and better services to members of cooperatives in lesser developed countries and to increase incomes and reduce costs of goods and services. Also, the assumption that lesser developed countries' constraints to improving operations can be overcome proved to be true for the duration of the program.

The program purpose (institutional development of beneficiary organizations so they become stronger service providers for their members) assumed that lesser developed countries' institutions have the organizational ability and sustained interest to properly utilize the advisory assistance provided by VOCA volunteers. This assumption was right on target as evidenced by the success of the CPSG program. It also allowed for VOCA to be strengthened to carry out an expanded program that presents new facets and challenges.

In the outputs and input section of the program, VOCA assumed that lesser developed country institutions' self-interest will propel them to request and implement VOCA volunteer technical assistance and advice. This assumption proved to be both necessary and sufficient for VOCA to reach high levels of success. This assumption made it possible for VOCA to place volunteer cooperative operations and management specialists, senior volunteer farmers and farm sector specialists, and senior volunteers in cooperative policy, law, and training. The inputs required to achieve these dramatic program results included capital, operational staff, facilities and program direction.

One constraint which caused a slow down in the program was the travel restrictions during the Gulf War. This put a temporary hold on placing volunteers. After this relatively short period of time, normal placement activities were resumed. In fact, the momentum increased to the point that for 1994, VOCA projects that it will place 1000 volunteers.

Performance indicators include efficient service delivery to beneficiary organizations, membership in commercial cooperative operations, efficient delivery of agricultural extension services and enlightened policy moving toward private sector cooperative growth. The means of verification of the measures of goal achievement were staff visits to the field, reviewing

projects and project reports, reviewing AID reports, volunteer debriefings and review of evaluations.

Other indicators that were verified through the above methods include goods and services delivered to cooperative members in a timely fashion at competitive cost and of good quality, farmers have received quality extension services that have led to improved production and productivity, and that countries or important sectors of countries cooperative movements adopt policies that enhance the development of strong private sector cooperatives operating on a commercial basis, thus implying diminishing subsidies and government control.

All of the assumptions and performance indicators were found to be appropriate and highly relevant to the success of the program. Constraints were addressed and utilized as a means for improving the long run success of the program.

I. Recommendations

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

1. VOCA should consider expanding the project results measurement to more clearly document sustainable economic development as a result of volunteer technical assistance. This could be achieved by gathering data on an on-going basis. This data should be made available to business and economic researchers who have an academic interest in researching sustainable economic development models.

2. Another recommendation is to consider research on the trade impact of volunteer technical assistance programs. With the data supplied by the lesser developed country cooperatives that have demonstrated substantial financial success, this impact result could be documented. This documentation could be the basis for attracting private financial support for future funding of technical assistance volunteers. In the future, it is possible to expect financial support for programs from cooperatives that are benefitting from international trade.

3. It is recommended that VOCA continue and increase the production of video tapes which document sustainable economic development and increased international trade. These video tapes have a tremendous value for increasing public awareness, as well as media awareness, of the economic and trade impact of VOCA programs. Additional business community financial support should be pursued as a means of funding these video projects. Videos can greatly enhance VOCA's institutional image.

4. It is further recommended that VOCA seek to increase the efficiency of their worldwide communications capabilities. The expanded use of E-mail, for example, to communicate project information has the advantage of that information being transmitted accurately and legibly and

in a timely fashion. This savings has a multiplier effect as it applies to all offices on the E-mail network.

5. Another recommendation is to integrate the VOCA volunteer environmental program with existing program activity and give it added focus. Strong environmental considerations should be part of any volunteer technical assistance project. The environmental consideration is a necessary condition for sustainable social and economic development. By incorporating environmental impacts, economic efficiencies can be realized. Past lessons learned document a high cost, both human and economic, on clean-up and change where environmental impacts were not considered in development activities.

6. It is recommended to consider the formalization of lessons learned. This would add a needed emphasis of the value of experience in efficient program development to the benefit of all staff. It would pull the lessons learned from the evaluations and categorize them to facilitate their use in more effective new project development and evaluation of projects to improve the overall efficiency of the program.

7. Explore non-core grant funding resources and other donor organizations (e.g., Inter-American Development Bank, World Bank, etc.), mission buy-ins, etc.

J. Economic Efficiency of the Program

The economic efficiency of the program was extremely high. For example, in 1989 the core grant was leveraged by 34.16%. In 1990, which began an ever-accelerating increase in leveraging, it was 53.40%; in the year 1991, the leveraging had reached 70.82%; in 1992, leveraging reached 86.97%; and as of September, 1993, the leveraging has already reached 85.15% and is projected by the finance department to reach the same level by the end of 1994. This growth in funding from non-core grant funds is an indication that projects are perceived to have a high value by funding decision-makers.

The financial business plan will further ensure that the high level of economic efficiency will continue. The department has conducted an evaluation of the structure of the Administration and Finance Department, as well as of systems and procedures used to carry out administration and financial activities. The results are in the process of being implemented.

To further enhance the economic efficiency of the project, the Administration and Finance Department conducted a "vulnerability test" to determine if funds were accurately being accounted for. Also, a manual was prepared that outlines policies, procedures and authority for the administration, finance and procurement functions.

Further economic efficiency is expected from the training program for all relevant personnel in project budgeting. Also in the process of being implemented is a review of duties and responsibilities to enable the Director of Administration and Finance to spend the majority of

time on strategic planning and monitoring implementation of plans.

Other activities to improve the economic efficiency of the program include a continuous update of its accounting packages to ensure that VOCA is organized and positioned to effectively manage all financial responsibilities. In addition, a direct deposit payroll system was established. Also, VOCA's data system was updated to ensure that information input and retrieval programs met the needs of all staff. Further efficiency was accomplished by implementing E-mail in the Washington office and some offices overseas. A constraint to implementing a worldwide system resulted from lack of availability or access to appropriate technology in some countries. This should change rapidly in the future.

The overall economic efficiency of the program was found to be excellent.

K. Follow-On Activities to Make the Program More Successful

A follow-on activity that should be pursued is that of diversification of funding sources. While VOCA has been very successful in securing funds from other than core grant and Farmer-to-Farmer programs, it needs to secure funding from sources other than AID. In the future, cooperative businesses and other private funds could provide substantial funding for further program expansion. Increased funding could be realized by demonstrating the public relations and economic value of the volunteer technical assistance program. The break-through with John Deere on financial support for video tape development could supply the data needed to interest other private organizations to provide funding, which could develop into a significant amount.

Additional follow-on activities should be considered to increase the coordination and support of other cooperative development organizations. As short-term technical assistance increases, projects with other cooperative development organizations should be pursued where appropriate. There is evidence to suggest that volunteer technical assistance is equally as effective as paid consultants.

Another follow-on activity suggested is to study ways to increase evaluation data and its analysis without a significant cost increase. An idea that would be worth exploring is to seek volunteer researchers having an interest in conducting research on sustainable economic development. It is felt that more economic results are being created through volunteer technical assistance than is now documented. More evaluation and research in this area could further enhance the excellent public image which VOCA already enjoys.

As suggested in the annual report of FY 1992, VOCA should provide increased follow-up assistance to cooperatives with which it has worked in the past. This follow-up activity would further provide support for the rejuvenation of the cooperative movement in lesser developed countries at the policy level and in the strengthening of cooperatives as viable business enterprises. The follow-up activity should include a strong emphasis on agribusiness development, with sales envisioned for local markets as well as the international market place.

Another example of follow-on that should be pursued is technical assistance in Poland where there have been past efforts in assisting the passage of cooperative law changes which would benefit the movement substantially.

L. Incorporation of the Recommendations of the Midterm Evaluation

VOCA has incorporated all recommendations of the midterm evaluation into project development in a very effective and professional manner.

VOCA has implemented the focus country strategy. This has targeted its scarce resources on selected beneficiary organizations in focus countries, using multiple project teams of volunteers and resident field staff. A broader resource base was developed by obtaining funding from a variety of sources which included AID missions and Bureau funding, Mission add-ons to the CPSG, Farmer-to-Farmer grants, collaborative programming, and, to a lesser degree, financial support from the U.S. private sector. VOCA has integrated the CPSG and Farmer-to-Farmer programs in a way that activities performed under each are mutually reenforcing and designed to strengthen local organizational capacity and improve service delivery to members.

VOCA has initiated changes in its approach to evaluations, including a system for getting a host organizations' post-project evaluation. VOCA and host organizations have asked and answered the how and why questions, and this evaluation is part of the permanent project record.

In Bolivia, as well as in other countries of the world, both VOCA and local organizations took steps to ensure that adequate translation services were available in order to get maximum value from the volunteers.

In Poland, base line data was collected as suggested and is being tracked, which has resulted in information which more accurately describes impact. A strong emphasis has been given to this evaluation activity. Some of the lessons learned in Poland and Bolivia are being implemented in other target areas.

The presence of a resident representative greatly improves the programming and support process. VOCA resident representatives are playing an active role in the planning process, rather than simply being responsive. VOCA has targeted programming by organization or subsector, which has had a broader effect. Volunteers are building on, and reinforcing, work that has been done previously. This provides for a multiplier effect in that large numbers of movement members can benefit from solutions to problems. Because of the presence of a resident representative, VOCA has built on base line data and documented results over time.

VOCA has more explicitly tracked in-country program statements and project documentation. VOCA is monitoring and tracking projects which demonstrate synergism. VOCA has undertaken several target project assessments to document current effects of focus programming.

VOCA organizational structure was changed so that it has improved two-way communications. It has implemented mechanisms to mutually plan and agree upon program priorities and management monitors and holds staff accountable for results under those priorities. Employee performance evaluation is a means by which two-way communication is encouraged and also defines individual accountability.

Through the decentralization strategy, VOCA has met the challenge of recruiting and processing double the volume of volunteers while maintaining quality on a reasonable infrastructure and with reasonable costs. This has also resulted in a lower staff to output ratio.

The job description reviews and the yearly plan for each staff member have resulted in staff responsibilities clearly understood, realistic and effective. The annual employee generated training plans and related budgets have met the needs of new organizational and program demands. The staff is encouraged to be actively involved in professional organizations appropriate to their job responsibility.

Project and impact evaluations have been improved to more clearly identify lessons learned in these evaluations. This has improved the incorporation of lessons learned into VOCA's programming, recruitment, and selection process and into the decision-making process.

VOCA has instituted policies and procedures that allow for all funding grants and transactions to be fully documented and financial management at headquarters has the appropriate documentation. The business plan clearly spells out the categories of accounts which are classified by key results areas to safeguard against the temptation to allow programming to be unduly influenced by funding that is available.

VOCA has established a procedure to have resident representatives make post-assignment assessments. This helps the organization document frank and candid assessments of project design and implementation and the appropriateness and performance of volunteers.

VOCA has implemented a systematic approach to document the value of host organization services provided. This value of services includes translation services, transportation, and time commitment of personnel. Also, a cash contribution is requested where the organization has the financial means to meet this obligation.

APPENDIX

A. Methodology

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

1. Review of background information.

2. Visit the VOCA main office and interview personnel.

3. Interview personnel in FHA/PVC and other AID offices with whom VOCA had buy-ins initiated through the project.

4. Contact per fax personnel from Missions and other organizations where the project worked or is presently working.

B. MISSION EVALUATIONS

To: Frank E. Mertens@FHA.PVC@AIDW
Cc:
Bcc:
From: Elisabeth Kvitashvili@PROJECTS@MOSCOW
Subject: re: Voca evaluation
Date: Wednesday, September 22, 1993 8:44:10 EDT
Attach:
Certify: N
Forwarded by:

In response to the questionnaire received from Gar Stock, Consultant on the VOCA grant, I provide the following:

1. Project Development and Design: As pertains to VOCA only, the Mission has been very pleased with the overall performance of VOCA in Russia. Quite frankly, given the size of Russia and the comparatively speaking small number of volunteers being provided overall under farmer-to-farmer, and even more so under individual cooperative agreements, nationwide impact is small, if not minimal. On an individual farmer basis, I would rate the impact as very effective. VOCA frequently receives requests from Russian farmers for follow-on assistance. We take this to indicate the Russians like to assistance being provided and want more to come.

2. Personnel Selection and Support: Brian Foster has been outstanding as a field manager. Keeps us very informed and does everything required of him. In addition, regularly provides us updates on the status of agriculture in Russia. The VOCA home office backstopping has been fine.

3. Management and Administration: As noted above, we've had minimal problems with VOCA. They/Brian is very can do and rarely bothered AID with problems.

4. Limited Program Services: All the documents that VOCA has fed our way our of importance to us because they reflect on-the-ground insight and knowledge we don't have access to. We have used pieces for our new ag project design, and as part of the package for incoming Administrator and Ambassador.

5. Overall Effectiveness: Very effective--probably one of the 2 best farmer-to-farmer activities in Russia. Relations with the Mission are excellent.

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SEP-23-1993 14:55 FROM TO 916082623251 P.19

To: Frank E. Mertens@FHA.PVC@AIDW
Cc:
Bcc:
From: Jorge Calvo@ARD.EXE@LAPAZ
Subject: VOCA Evaluation
Date: Friday, September 17, 1993 9:04:08 EDT
Attach:
Certify: N
Forwarded by:

1.- I consider that the VOCA proposal submitted to USAID-Bolivia in 1990 was very well done and presented.
Rate: "VERY EFFECTIVE"

The VOCA project has had a positive impact on agriculture and rural development in Bolivia, a resent Mission - P.L 480 show the importance and effectiveness of their support, different farmer groups and associations are requesting more and more assistance from VOCA volunteers.

2.- Personal Selection and Support

Rate: "VERY EFFECTIVE"

The personal selection and the Home office support is one of the most effective i ever had. VOCA had always the capasity to react to any request from the Mission on a timelly basis.

3.- Management and Administration.

Rate: Some what Effective.

At the beginning VOCA did not have a complete understanding of the Mission role (a by inn into a cooperative agrement), they thougt AID/W. was the only one to have supervisory rights, after the first explanation they understood, VOCA financial and technical reports where always submitted on a timely basis.

4.- Limited program Support.

Rate: Very Effective.

Although VOCA did not work frequently on studies, analysis. they did carry a couple of studies which at these moment are being use by the GOB on the privatization process of public industries. Some studies on thier Cooperative program are still been used around the country.

5.- Overall Effectiveness of VOCA with the Mission.

Rate: "VERY EFFECTIVE"

VOCA has at least 13 years of very effective relations to the USAID-Bolivia Mission, i been coordinating thier activities since 1980, the support of VOCA to Mission programs and activities has been always positive and very effective.

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FINAL EVALUATION
VOCA
CENTRALLY FUNDED
COOPERATIVE PROGRAM SUPPORT GRANT

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: In the Czech Republic, VOCA has a large database of collaborating institutions. They have contacts with Ministries as well as with private farmers. That helps VOCA to understand the local situation and to develop projects which are well received by Czech partners.

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

Very Effective Somewhat Effective Not Effective

Comments: The quality of local staff is high. All employees are either educated in agriculture or have been working in that sector for years. We do not have information about the support from VOCA Washington and that is why we cannot judge it. We expect that the relation between the Czech Republic VOCA and VOCA Washington works well.

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

Very Effective Somewhat Effective Not Effective

Comments: We would rate the management of VOCA Prague as very effective. The staff is small but able and willing to do a lot of work - from preparation and design of projects till the monitoring and evaluation

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 VOCA in your country?

Very Effective Somewhat Effective Not Effective

Comments: N/A

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AID/FHA/PVC

FINAL EVALUATION
VOCA
CENTRALLY FUNDED
COOPERATIVE PROGRAM SUPPORT GRANT

Gar Stock, Consultant

TO: Terrence McMahon, USAID/Ukraine
DATE: September 14, 1993

VOCA received a Cooperative Program Support Grant (CPSG) in April 1, 1989 in the amount of $2,500,000, for five years. FHA/PVC is responsible for administering the Grant. The CPSG is scheduled to be completed by March, 1994 and FHA/PVC is conducting a final evaluation.

VOCA is currently operating a volunteer project in Ukraine. 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
X		

Comments: I am not familiary with the project development or design of this project. The impact is very good so far. It would be wasted and a tremendous opportunity for development of private farming if the project were terminated any time soon.

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

Very Effective	Somewhat Effective	Not Effective
X		

Comments: The American country director and his Ukrainian staff have been doing an excellent job. The VOCA Washington office does not seem to be of the same calibre, but so far there have been no severe errors on their part of which I am aware.

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

Very Effective	Somewhat Effective	Not Effective
X		

Comments: No reason to believe otherwise.

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 VOCA in your country?

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Very Effective Somewhat Effective Not Effective

Comments: I don't know of any.

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

Very Effective Somewhat Effective Not Effective
X

Comments: Could not be better.

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SEP-23-1993 14:50 FROM TO 916082623251 P.07

→ For Jim Snell/Norm Sheldon:
Pls pass to

OFFICE OF THE AID REPRESENTATIVE
AMERICAN EMBASSY
TIRANA, ALBANIA

DATE : October 7, 1993

FAX MESSAGE NUMBER: 664

TO : Geoff Slagle
OFFICE : FHA/PVC
FAX : 00-1-703-351-0212

FROM : Stephen L. Haynes SLH
FAX : +355-42-27759 or (c/o American Embassy) 32222
PHONE : +355-42-27759

PAGE 1 OF 2

SUBJECT : USAID/Albania - VOCA Evaluation

REF: Slagle/Blane fax of 9/29/93

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

In general, the impact has been quite effective, however VOCA may have tried to work in too many areas instead of focussing on a few and providing continued follow-up. In part, this has been in response to an effort to respond to numerous needs in the field of agriculture and requests from ministry and university officials. AID's lengthy contracting procedures have delayed our fielding a long-term technical assistance team in the Ministry of Agriculture and Food. A number of VOCA volunteers have worked in areas where we should have had, and eventually will have, long-term consultants. In some cases, the short length of time VOCA volunteers are in country have resulted in studies being prepared with no real follow-up. Work on agricultural extension is an example. However in other areas, such as working with private farmer associations and vocational agriculture high schools, VOCA volunteers have had a very positive impact. As the A.I.D. funded Support for Agriculture Restructuring in Albania (SARA) project begins, VOCA will be able to better focus their activities. This has already been discussed with the VOCA Country Director.

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

The VOCA Representative and her Albanian staff are competent, hardworking and have done an excellent job of obtaining and supporting well qualified volunteers, and in working with government and private sector Albanians. To my knowledge the support from the VOCA Washington Office has been adequate.

3. Management and Administration: How effectively were management and administration functions handled? Very effective

The VOCA staff have handled management and administrative functions effectively, despite difficulties with poor communications (phones and faxes), transportation, and a lack of office supplies and other commodities on the local market.

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 VOCA in your country? Somewhat Effective

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5. How would you rate the overall effectiveness of VOCA with respect to its main project and relations with the Mission. Very Effective

VOCA effectiveness and relations with the Mission and host government have been excellent. VOCA is well known and respected throughout Albania. In large part this is due to the effectiveness of the VOCA Representative and the high quality of volunteers they have been able to recruit. USAID/Albania is very pleased with the program and looks forward to continued collaboration.

Clearance:DBlane

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C. OTHER BACKGROUND INFORMATION

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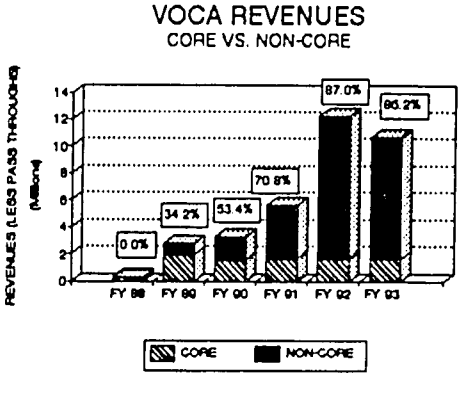
VOCA PROGRAM AWARDS

	1991	1992	1993 *
Farmer-to-Farmer			
VOCA	1,146,056	1,101,485	1,101,485
Bolivia	210,000	153,511	0
Sub-grantees	250,000	350,000	350,000
Uganda		715,710	694,334
Sub-total	1,606,056	2,320,706	2,145,819
Cooperative	500,000	500,000	500,000
Biden-Pell	162,000		
Eastern Europe **	2,600,000	5,500,000	4,749,798
Baltics	650,000		
NIS I		2,000,000	2,000,000
NIS II		1,693,000	1,701,000
Africa Regional		180,000	
Subtotal	3,912,000	9,873,000	8,950,798
Egypt	332,204	352,501	
Sri Lanka	36,742	38,750	40,777
Fundagro	4,000		
NRECA		55,114	
Subtotal	372,946	446,365	40,777
Total	5,891,002	12,640,071	11,137,394
Non-core awards as a % of total awards less sub-grant pass throughs	70.82%	86.97%	85.15%

* FY 1993 awards represents "out year" funding of awards already in hand.

** During fy 1992 AID divided the East and Central European award between "Northern Tier" and "Southern Tier" for this purpose this division has been consolidated. The Baltics have been included in "Northern Tier".



	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93
CORE	300,000	1,882,000	1,534,000	1,646,056	1,601,485	1,601,485
NON-CORE	0	976,328	1,757,634	3,994,946	10,688,586	9,185,909
TOTAL	300,000	2,858,328	3,291,634	5,641,002	12,290,071	10,787,394
PERCENTAGE	0.00%	34.16%	53.40%	70.82%	86.97%	85.15%

* FY 1993 figures represent "out year" funding of awards already in hand

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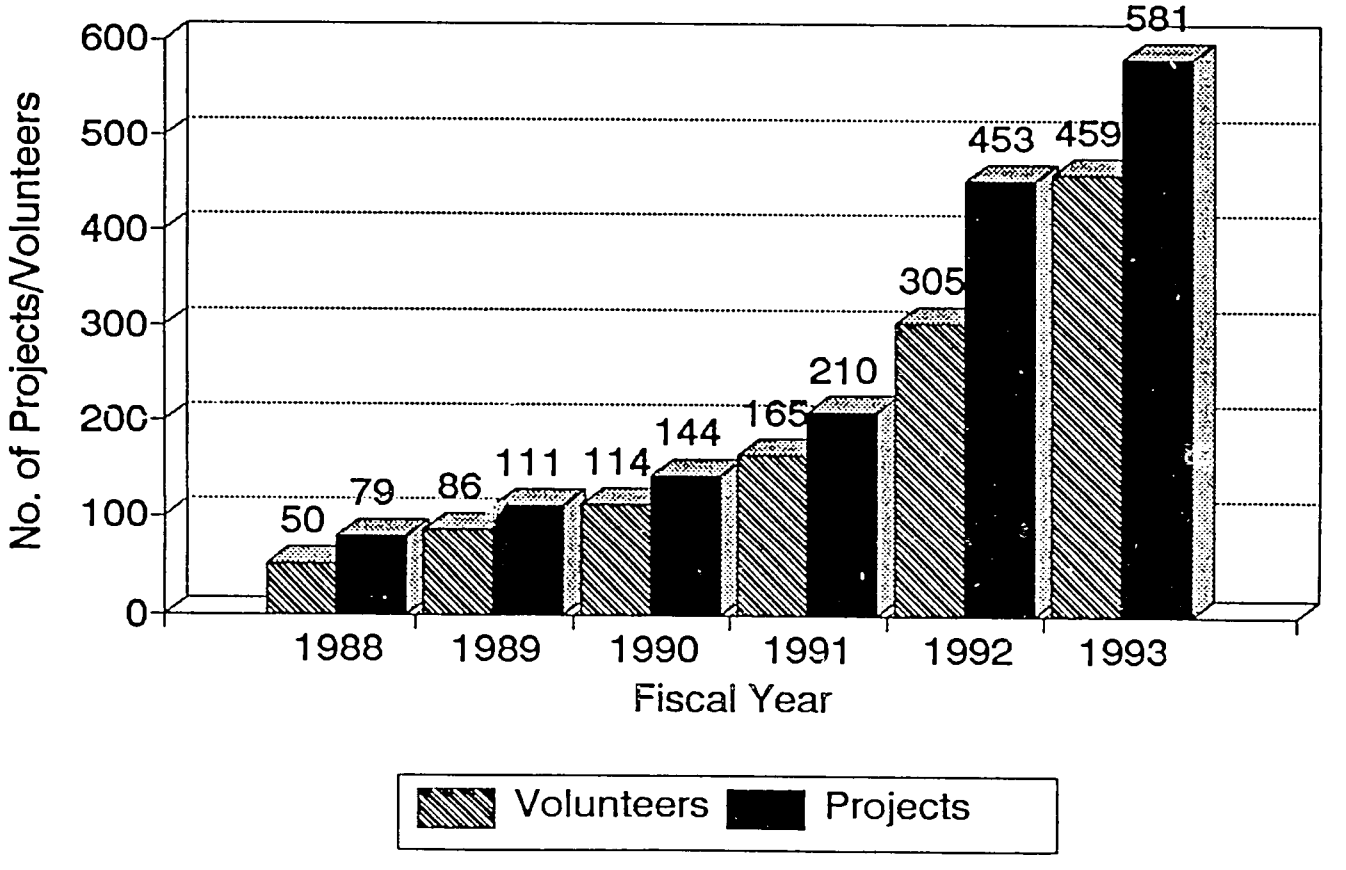
Number of Projects & Volunteers

Fiscal Years 1988-93



Fiscal Year 88 was a nine-month fiscal year
Fiscal Year 93 = October 1, 1992 - August 2, 1993

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