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FINAL BLOCK GRANT EVALUATION

MAY 1977

## BLOCK GRANT EVALUATION

### I. PROJECT PURPOSE AND BACKGROUND

The purpose of the Block Grant Project (BG) was to promote Colombia's economic and social development through technical assistance and training. It was intended to help build the capacity of Colombian government agencies to analyze development problems and bottlenecks impeding progress within priority sectors and to plan, design and implement sectoral development activities, projects and programs. The GOC acting through the National Development Fund (FONADE), an agency under the National Planning Department, was responsible for establishing the technical assistance priorities according to the "National Plan for International Technical Cooperation", which contains recommendations about investments in agriculture, natural resources, regional and urban development, industrial and educational sectors.

The original grant agreement was signed on December 21, 1972, for US\$500,000 and Col. pesos \$10,000,000 as GOC counterpart funds for the financing of local costs under the project. Up to 20% of the total could be used for training, the remaining 80% to be used for various types of technical assistance. The BG was subsequently amended providing increases of US\$200,000 and US\$300,000, bringing the total to US\$1,000,000. The original terminal contracting date was March 21, 1974, but due to management difficulties in contracting as well as funding increases under the amendments, the terminal date

was extended to October 31, 1976 (December 31, 1976 for the final two contracts with the International Fertilizer Development Center and Michigan State University).

In the Final Progress Status Report (January 31, 1977, attached) USAID/C shows pending payments for Michigan only, which are AOC's from Washington for payments made directly by AID/W as fiscal agent for this contract.

An audit report covering the period December 1972 - April 1975 stated that the project after 2 1/2 years had not been developed or implemented as planned and benefits had not been realized. With only half of the funds committed that time, no progress reports having been received, and emphasis placed solely on investment in the urban development area, a recommendation was made to terminate the program. However, the USAID did a joint review with FONADE and DNP after which the GOC made genuine efforts in fulfilling the conditions of the Agreement, bringing reporting requirements up to date, and completing projects on time. The project was terminated at the close of December 1976 without further major problems.

## II. ACCOMPLISHMENTS

Among the contributions accomplished through Technical Assistance Services provided under the project are the following:

- (1) In the areas of urban and regional development, GOC officials were familiarized with the "cities within cities" concept and its application, as well as the legal, financial and land use

pattern aspects of urban area development.

- (2) Numerous individual studies performed under the BG were taken into account by the GOC as policy guidance on the implementation of programs in land acquisition, financial strategies, physical plans, allocation of resources, housing unit patterns, commercial possibilities, identification of social resources, etc.
- (3) In the area of tax administration, surveys accomplished under the BG were used as policy guidance for the formulation of President López's development plan "To Close de Gap" (Para cerrar la Brecha).
- (4) In the Natural Resources Area, a national code book for Natural Resources and Environmental Protection was compiled which included recommendations in format and content from TDY services provided under the BG. In addition, an evaluation of existing alternatives for carbon transportation from the Guajira area to domestic and international market places was taken into account in the formulation of an integrated development plan for that region.
- (5) A conceptual framework and methodological basis for a comprehensive analysis of the education sector was done under the BG and is being used in the education planning proposals of the GOC.
- (6) A Princeton University study on population patterns in Colombia, placing special emphasis upon rural-urban migration, serves as the basis for Colombia's presentation at the Human Settlement Conference in Ottawa in 1976.
- (7) Michigan State University (MSU) completed its contract for assistance to the GOC Ministry of Agriculture in the diagnostic review and analysis of the existing agriculture marketing

system and the start-up of MSU's recommended marketing plan.

- (8) In the industrial sector, a statistical advisor gave technical assistance to the Institute of Colombian Studies and the DNP in (a) the development of statistical indicators to measure the industrial growth in the main Colombian cities using consumption of electric power, social security data, and the National Department of Statistics' (DANE) monthly industrial sample; and (b) the use of such statistical indicators as main tools in the formulation of industrial policies. In addition, the Denver Research Institute assisted the Colombian Institute of Technological Investigations (IIT) in its technology transfer capability, and conducted specialized workshops on budgeting and project cost controls, proposal preparation, sponsor promotion, data evaluation, and report preparation and presentation.
- (9) Training was accomplished in all of the above areas, as well as in the area of social communications through seminars, workshops and individual training programs. In all, ten short-term training activities were funded under the grant for a total of US\$ 25,323 and Col. pesos \$991,171.00

### III. CONCLUSIONS

Although the BG was plagued with problems, on the whole, USAID/C can point to the project as having a large quantity of measurable successes.

In the various areas in which technical assistance was rendered

the final products were so satisfactory to the GOC that, in most cases they were incorporated into GOC policy pronouncements or at least considered in the decision-making process.

In the area of training, most of the GOC officials who participated in this project remain employees of the GOC and continue using the skills which the project provided.

The above shows evidence of partial accomplishment of the BG purpose to assist the grantee in "improving its capacity to analyze problems and bottlenecks impeding progress".

However, the stated purpose of the BG was too ambitious and hardly realistic due to the diversity of the components of the project. The management and administrative problems involved in a block-type project are numerous. The writing and coordination of PIO/Ps and contracts for some diverse technical assistance and training projects, including large seminars in Colombia and abroad, is an awesome task which, if repeated in other USAID's, should be attempted only on a much smaller scale. The recommendation of USAID/C, though, would be to accomplish such technical assistance and training through discrete projects and abandon the block-type project entirely.

May 1977

PROJECTS/CONTRACTS/TRAINING	Total Cost		Total Commitments		In	Comments	Project Approved	Contract Signed	Services Initiated	Services Terminated	PROJECT/TRAINING DESCRIPTION
	US\$	Col.\$	US	Col.\$							
1. Metropolitan Areas Trip	11,400.00	655,033.45	11,400.00	655,033.45			*	09-26-73	09-26-74	02-26-74	Urban Planning (cities with cities)
2. Lazaro Mejia	336.00	8,581.25	336.00	8,581.25				**	07-25-74	07-25-74	Public Administration - Mexico
3. Victor H. Castillo	320.00	17,225.00	320.00	17,225.00				**	05-6-74	09-13-74	Accountancy Seminar - Puerto Rico
4. IRS/Tax Administration (3)	11,965.35		11,965.35					**	10-12-74	12-12-74	Observation & Training - IRS/Washington
5. Sergio Duran	376.63		376.63					**	07-07-75	03-22-75	Agricultural Seminar
6. Carlos Alberto Navarro	925.00		925.00					**	08-22-75	08-29-75	Latin Am. Seminar advisory Services
7. Organizational Dev. - INCOLOM		200,000.00		200,000.00				**	10-01-75	11-01-75	Seminar carried out by INCOLOM
8. Presidency of the Republic		29,672.50		29,672.50				**	07-10-75	07-11-75	Social Communication Seminar
9. Camjira Department Study		40,521.00		40,521.00				**			Preliminary Evaluation for a Study
10. Metropolitan Areas Seminar		30,584.00		30,584.00				**	11-06-75	11-07-75	Urban Planning Training
<b>SUB-TOTAL TRAINING</b>	<b>25,323.01</b>	<b>951,717.20</b>	<b>25,323.01</b>	<b>951,717.20</b>							

PROJECTS

A. EXECUTED PROJECTS

EO-001 Planners Incorporated	48,195.10	249,295.80	48,195.10	249,295.80			*	12-12-73	09-26-74	09-26-74	Metropolitan Areas Training Program
EO-002 Guillermo Mojica D.		100,000.00		100,000.00			*	05-01-74	11-15-73	05-15-74	Conceptual Basis-Education Sector
EO-003 Garces & Smith		1,917,709.12		1,917,709.12			*	05-03-74	05-03-74	04-11-75	Metropolitan Areas Program
EO-004 John V. Dalapline	25,774.71	99,227.30	25,774.71	99,227.30			03-05-74	03-15-74	03-01-74	04-11-75	Urban Development (Financial Analysis)
EO-005 American City Corporation	85,960.00	90,075.00	85,960.00	90,075.00			09-04-74	06-14-74	06-15-74	01-01-75	Land Use Patterns
EO-006 Milton Moss	18,117.00		18,117.00				*	07-25-74	07-14-74	07-14-74	Industrial Statistics
EO-007 Planners Incorporated	77,970.00	337,000.00	77,970.00	337,000.00			06-12-74	05-11-74	05-05-74	01-16-75	Urban Planning (Barranquilla)
EO-008 Jaro Mayda	2,727.00		2,727.00				*	06-10-74	05-27-74	05-27-74	Natural Resources Code (INDUREKA)
EO-009A James A. Hanson	4,995.00	40,379.10	4,995.00	40,379.10			*	07-17-74	07-11-74	09-11-74	Monetary System/Exchange Rate/Devaluat.
EO-009B Robert Barro	3,339.00	12,778.10	3,339.00	12,778.10			*	07-25-74	07-21-74	09-21-74	Monetary System/Capital Markets
EO-010 Clarkson H. Oglesby	2,400.00		2,400.00				04-13-74	07-16-74	09-16-74	09-28-74	Transport Conferences (MOP)
EO-011A Hugh Fields	2,600.00	3,600.00	2,600.00	3,600.00			*	08-06-74	07-22-74	03-02-74	Urban Planning-Legal Aspects Policy
EO-011B David Blum	6,200.00	8,800.00	6,200.00	8,800.00			*	08-06-74	07-22-74	05-11-74	Urban Planning-Legal Aspects Policy
EO-012 American City Corporation	123,181.00	102,925.00	123,181.00	102,925.00			03-02-74	01-27-75	02-03-75	10-30-75	Urban Planning (Call)
EO-013 Toups Corporation (Planning)	91,190.00	262,900.00	91,190.00	262,900.00			12-13-74	03-07-75	03-07-75	12-22-75	Urban Planning (Medellin)
EO-014 Robert Nathan Associates	4,280.54		4,280.54				08-05-74	03-16-74	03-16-74	03-08-74	Social Security
EO-015 Michigan State /OPSA	140,973.00		28,399.31		112,574.69		05-22-75	10-29-75	10-30-75	12-30-76	Agricultural Marketing Study
EO-016 Asociacion e Interventorias		765,960.03		765,960.03			*	03-21-75	04-07-75	12-22-75	Urban Planning (Antioquia)
EO-017 IFDC/Ingenomias	100,000.00	130,000.00	100,000.00	130,000.00			04-07-75	01-16-76	02-15-76	12-15-76	Phosphate Rocks Analysis for Fertilizers
EO-018 IRI/IT/DEMVER AID-514-203	37,377.00		37,377.00				*	06-20-75	05-12-75	10-30-76	IT Technological Transfer Capacity
EO-019 Princeton/DARE AID-514-202	26,748.00		26,748.00				05-02-75	06-30-75	07-01-75	06-30-76	1973 National Census DATA Analysis
EO-021 Municipality of Cartagena		500,000.00		500,000.00			07-16-75	11-03-75	01-15-76	10-15-76	Urban Planning (Cartagena)
EO-022 FIDUC/Boston University		120,950.00		120,950.00			04-07-75	08-21-75	09-01-75	12-31-75	Small Medium Industry Installed Cap.
EO-023 American City Corporation	99,524.00		99,24.00				06-30-75	07-11-75	08-01-75	02-04-76	Urban Planning (Techu & San Paeon)
EO-024 Svenson Laverde/DANHE		600,000.00		600,000.00			07-31-75	02-28-76	02-30-76	10-30-76	Regional Accounts Study
EO-025 Milton Moss	10,309.00		10,309.00				06-25-75	01-14-76	11-01-75	06-01-76	Industrial Statistics
EO-026 CICE/CVF (INSC)	15,000.00		15,000.00				10-06-75	01-29-76	03-01-76	07-01-76	Integrated Marketing Leather Study
EO-028 Luis Restrepo Ossa (Cartagena)		70,000.00		70,000.00			10-01-75	11-27-75	11-15-75	02-28-76	Analysis of Cartagena's Studies
EO-029 Gustavo Uribe Angulo (Cartagena)		50,000.00		50,000.00			10-24-75	11-14-75	11-15-75	01-31-76	Social Analysis of a Suburb Area
EO-030 Interconsult		443,350.00		443,350.00			10-24-75	02-23-76	*	10-07-76	Transportation of Carbon-Cerrajon
EO-033 National Training Laboratory DACS	5,246.00		5,246.00				10-24-76	01-29-76	05-01-76	10-01-76	Training Public Administration
EO-034 Municipality of Cúcuta		75,000.00		75,000.00			01-12-76	02-06-76	02-15-76	05-15-76	Community Integration-Marginal Zones
EO-036 Municipality of Pereira		71,000.00		71,000.00			01-12-76	02-26-76	03-01-76	06-01-76	Community Integration-Marginal Zones
<b>SUB-TOTAL EXECUTED PROJECTS</b>	<b>932,056.35</b>	<b>6,050,949.45</b>	<b>819,481.26</b>	<b>6,050,949.45</b>	<b>112,574.69</b>	<b>-0-</b>					

B. PROJECTS IN PROGRESS

EO-031 University de los Andes		484,600.00		290,760.00			10-24-75	02-28-76	*	02-28-77	Feasibility Study for Massie Transport
EO-032 E. Linares/Sonia Rodriguez		192,000.00		150,000.00			10-24-75	02-27-76	*	02-26-77	Urban Planning (Sabana de Bogota)
EO-035 RC Shaffer & Assoc. (Magdalena)		2,376,000.00		1,930,500.00			*		*	02-25-77	Land Adequation for Sugar Culture
EO-037 Regional Population Center		650,000.00		250,000.00			*	05-24-76	*	04-30-77	Short-Term Economic Analysis Model
<b>SUB-TOTAL PROJECTS IN PROGRESS</b>	<b>240,973.00</b>	<b>3,702,600.00</b>	<b>-0-</b>	<b>2,531,260.00</b>	<b>-0-</b>	<b>1,071,340.00</b>					
<b>SUB-TOTAL PROJECTS</b>	<b>932,056.35</b>	<b>9,753,549.45</b>	<b>819,481.26</b>	<b>8,682,209.45</b>	<b>112,574.69</b>	<b>1,071,340.00</b>					Data not available at USAID/Colombia
<b>SUB-TOTAL PROJECTS &amp; TRAINING</b>	<b>957,379.36</b>	<b>10,745,256.65</b>	<b>844,804.57</b>	<b>9,673,926.25</b>	<b>112,574.69</b>	<b>1,071,340.00</b>					**To contract required