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Unclassified
 CLASSIFICATION

PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

1. PROJECT TITLE KASSACK NORD WOMEN'S PROJECT			2. PROJECT NUMBER 698-0388-4	3. MISSION/AID/W OFFICE Senegal (Regional)
5. KEY PROJECT IMPLEMENTATION DATES			4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) <u>698-50-04</u>	
A. Firm Proc-AG or Equivalent FY <u>78</u>	B. Final Obligation Expected FY <u>80</u>	C. Final Input Delivery FY <u>80</u>	<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION 7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>April 1978</u> To (month/yr.) <u>June 1980</u> Date of Evaluation Review <u>February 26, 1980</u>	
6. ESTIMATED PROJECT FUNDING				
A. Total \$ <u>40,000</u>				
B. U.S. \$ <u>25,000</u>				

8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Extend Project completion date until 6/81	J.A. Murphy	5/80
2. Revise and up-date costing of project budget to seek additional funding (approximately \$10,000) for project to meet purpose and goal	J.A. Murphy B. Donato/ USAID Engineer O. Ba/SAED	4/80
3. Request a special waiver for approximately \$500 worth of medicines to be purchased for maternity center/dispensary from low-cost local government pharmaceutical supplier. If waiver cannot be granted, SAED should seek support from other non-US sources for supply of medicines, and this would not be funded under project.	J.A. Murphy O. Ba/SAED	4/80

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input checked="" type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____
<input checked="" type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input checked="" type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A. <input type="checkbox"/> Continue Project Without Change
B. <input checked="" type="checkbox"/> Change Project Design and/or
<input checked="" type="checkbox"/> Change Implementation Plan
C. <input type="checkbox"/> Discontinue Project

11. PROJECT OFFICER AND MOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)

Ms. J.A. Murphy, Project Manager, USAID
 Mr. Oumar Ba, Project Manager, SAED/Senegal
 AFR/RA, Jeannette B. Carso *JBC*

12. Mission/AID/W Office Director Approval

Signature _____
 Typed Name *Shea for*
 AFR/RA:ERuoff:Senegal/DShea
 Date 13 March 80

13. SUMMARY

Given the state of progress of this project, and in relation to project design, this evaluation may be considered as a mid-term evaluation. The physical construction of the women's center is 90% complete. The multipurpose classroom and the plumbing for the maternity area remain to be completed. At this point, little can be said about the prospects of achieving the project's purpose and goal. The major determining factor will be the relocation of Kassack Nord's rice fields nearer to the village. At present the entire village must spend up to 5 months per year cultivating, tending, and harvesting rice fields about 11 km from their village which SAED temporarily assigned to them. SAED expects to have funds available this year to prepare land adjacent to the village for rice cultivation. This means that villagers will no longer need to leave Kassack Nord for 5 months, thus increasing the potential of the women's center to meet its goal and purpose.

Another major problem encountered has been the slowness of SAED's administrative procedures and the considerable delays this has caused in carrying out project formalities, such as the submission of correct financial reports required prior to receiving additional funds. There appears to have been some obstacles in the coordination of responsibilities among key project implementors which contributed to the delays.

One contributing cause to project delay has been the difficulty of SAED and other responsible staff in understanding the special requirements of AID's financial procedures which are different in many instances from the ones used by the Government of Senegal. AID should take time to identify some of these points of difficulty, develop training materials and conduct some training sessions for Senegalese officials who are involved with various AID projects, particularly in the area of project management, financial and administrative procedures.

14. EVALUATION METHODOLOGY

This evaluation was conducted to measure progress towards attaining the project purpose at mid-stage of implementation. The evaluation methodology consisted of reviewing project documentation followed by a visit to the project site by the USAID/GOS evaluation team.

The site visit consisted of a physical inspection of the buildings constructed by the project and discussions with leaders of the women's group and several village notables. The discussions were held to determine if the women were still interested in the project and what they hoped to gain from participating in it. Key individuals participating in this evaluation were:

-USAID: Project Manager (Ms. Murphy), Program representative/acting Mission Evaluation Officer (Mr. O'Dell), Agricultural Specialist (Mr. Salvo), and Engineer (Mr. Donato).

-GOS/SAED: Project Director (M. Ba), Engineer (M. N'Gom), Village Literacy Teacher (Mr. Camara), and the Home Economics Teacher (Ms. Dembélé).

15. EXTERNAL FACTORS

The location of the village's rice fields 11 km from the village, requiring 5 months absence of the villagers from Kassack Nord, is the major external factor affecting the project. When the fields are relocated adjacent to the village, which is usually the case, the project will have a greater chance of succeeding. The continuing validity of the assumptions on which the project is based is contingent on the relocation of the rice fields. As long as the target group is absent from the project site, project activities cannot be carried out with any continuity or expectation of significantly progressing towards reaching the project purpose and goal. It should be noted that SAED selected Kassack Nord as the project site, because the women's group requested assistance in developing group income-generating activities.

16. INPUTS

The initial project budget for inputs was undercosted. There is no information available to explain why this occurred, but coupled with a high rate of inflation, this required a reduction in the number of buildings that could be constructed.

a) The kitchen of the maternity center was excluded and replaced by a smallish recovery hut. This means that patients of the center must have their food brought from home, excluding the opportunity of using the center's kitchen/food preparation building as a convenient location for practical, post-natal nutrition training for women delivering babies at the maternity center.

b) The 5 post delivery recovery huts initially planned in the project paper have been reduced to two, bringing the total to 3 including (a) above. This decreased amount of maternity recovery area reduces considerably the capacity of the center to respond to maternity needs of Kassack Nord

and surrounding villages.

c) The size of the literacy classroom was reduced, but this will not decrease its potential role.

d) The funds set aside for the purchase of medicines are insufficient to cover the cost of a minimum order from the United States. Ideally, a waiver for purchase of medicines locally, as well as additional funding should be provided for this purpose. Neglecting this input would definitely create difficulties for the maternity center to be effective in meeting its intended role as village pharmacy and health education center.

In general, the quality of construction is crude; however with the exception of the maternity center, it appears adequate for the purpose designed. The buildings comprising the maternity center have straw roofs laid over plastic. The plastic is supposed to catch drippings from the straw roof and prevent water from leaking into the building.

It is strongly recommended that the roofs of these structures be replaced with either corrugated metal or asbestos-cement sheeting. The present roof probably will not leak, but the sag of plastic sheeting between the very crude roof supports will retain water and provide a breeding site for insects. In addition, the straw roofing provides an excellent place for other vermin.

The 6 ha. of rice land is not yet available. The reasons for this situation are more fully covered in the output section.

The donkey and cart have not yet been purchased and the millet mill is not yet in operation, apparently because SAED prefers waiting until the center is ready to function.

There is no current activity on the gardening plot because the women are working family rice plots some distance from the village.

The layout, however seems well done, but the pump has been returned to SAED for storage and was not available for inspection. Some erosion was observed where water has escaped from the system resulting in channels cut back into the canal from which the water is pumped. Action needs to be taken to correct this or permanent damage may be done to the site.

17. OUTPUTS

The project has progressed rather slowly with considerable delay in getting inputs in place. It is now, however,

at what could be a major take-off point which will involve much more effort on the part of the women in assimilating skills such as record keeping, decision making, Delegation of responsibility, applying new technology (e.g. poultry raising, irrigation of rice and vegetables); maintenance of facilities and equipment and social organization. At this time, it is too early to evaluate whether this project has the best design for building these skills gradually over the time period of the project. This point should be kept in mind by the Project Managers, as the center becomes operational, so adjustments in project design may be made to meet the skills building requirements. Vegetable growing is the only activity in which the women have been "operational" to date.

The purchase of a donkey and cart for gathering firewood was rated high by the village women as a desirable activity. It is not clear why no action had been taken as yet to purchase them. Their acquisition seems rather straight forward, and they could have been in place early in the project giving an additional group management experience and demonstrating a greater responsiveness on the part of the GOS/SAED.

The millet mill is another delayed activity. It was purchased, installed and ready for operation some time ago. It is obviously important that the mill be maintained and that someone be trained to operate it. It is not so clear why after being in place it has not been put to use. The evaluation team was told that SAED had made the decision to delay its use until the center was completed. The reasons for this are not clear. It would be more encouraging to the villagers to commence its use as soon as someone can be trained for its operation and maintenance. As a potential revenue producer, the sooner put into operation the better.

No poultry have yet been raised by the group as the chicken coop has just been completed. There is some question regarding its design relative to the advantages and disadvantages of the climate found in Kassack Nord. There is no way to control air movement in the buildings and overheating or draftiness may be the result. This will have to be watched carefully as the buildings are put to use. Also, some effort should be made to prevent predators from entering the building. A wood panel at the bottom of the wire gate should be effective.

Training in poultry raising should begin at the earliest opportunity so that villagers will be ready to begin this

activity when funds become available.

It would appear that the vegetable production project has been relatively successful up to the time it was discontinued - successful at least on a social, organizational, and possible nutritional basis. It is difficult to determine from available information if it has been successful on an economic basis, but there is no question that this activity can have a potentially important nutritional impact on the village. It represents a successful initial effort of working together in a joint enterprise, but if it is to become self-sustaining, greater effort toward efficiency and record keeping should be encouraged. In this manner, the women and project manager can more accurately evaluate where they stand and make provisions for future needs. Greater efficiency, of course largely depends on the relocation of the rice production area.

It may be worth continuing support to the project to get data on the nutritional impact that the additional vegetable consumption has on the health of the villagers, particularly the children. The presence of the new maternity/dispensary could facilitate the gathering of this data.

18. PURPOSE

The purpose of the Kassack Nord Project is to alleviate the heavy burden of daily tasks performed by village women, and to offer as work alternatives a variety of economic and social activities within a pre-cooperative structure. This is to be done through increasing agricultural production and improving the village economy through a program of integrated development to increase women's incomes and promote the role of women in rural development. This pilot activity is designed to test out a cooperative approach that, if successful, can be replicated in other villages within the SAED "Pioneer zone". Paragraph 23 provides additional comments on replicability. No pertinent comments can be made at this stage of the project on progress towards reaching the purpose because not all project inputs are in place, and the women's center is not yet functional.

Village women have been sufficiently sensitized as to the meaning of the project and what their full participation can achieve. SAED has undertaken a regular literacy program and, more recently, home economics training for the village women (sewing, cooking, nutrition, hygiene) both of which contribute to increasing their interest in the project components.

19. GOALS

The goal of AID assistance to women's groups in Senegal, and of this project, is to improve women's economic and social well being to assist them in exerting a more decisive role in the development of their milieu.

At this point there is no reason to expect that the project will not reach its goal; however, it is yet too early to measure progress (or non progress) in that direction.

20. BENEFICIARIES

The direct beneficiaries of this project will be the 300 village women. The entire village population will have access to the services of the health unit and should be considered as beneficiaries. The beneficiary statement in the PP remains valid.

21. UNPLANNED EFFECTS

This point is not pertinent at this time, since the project is only at mid-stage and the women's center has not begun functioning.

22. LESSONS LEARNED

There are several important points concerning project design that the evaluation team would like to make:

1) It should be spelled out from the very beginning that the entire village/community in which the project is located should be thoroughly sensitized as to the project purpose, goal, and direct impact on their lives and community. They should be completely informed as to their role in project implementation and that of any persons or organizations from outside the village community.

2) To maintain the community's enthusiasm about the project, it is essential that there be as short a lapse of time as possible between village sensitization and project implementation. A long lapse of time decreases the target group's interest in the project and compromises successful project implementation in the initial stages.

3) It is of capital importance for the success of the project that the villagers do not view the project as a gift. In every possible way, village participation in project implementation and financial contribution (either via human investment/labor or minimal contributions/or both) should be written into each stage of the project. Villagers should receive maximum training to ensure the continued success of the project once external funding has ceased.

4) These small integrated projects have many of the same complexities as the large regional ones, considering the social and bureaucratic levels at which they are implemented, yet we usually expect they should be implemented in two years instead of five, as often planned for the large projects. A longer time span for this project would have been more realistic given the usual implementation difficulties. If we are to avoid leading villagers into situations where their economic activities are only viable as long as government or outside agencies continue to subsidize them, then we need to work very hard at helping villagers to become more efficient. One way to do this is to keep better records so both they and we know what the long range implications and/or continuing costs are to be. Another is to look more closely at the cost of infrastructure (such as buildings) and make a greater effort to keep costs down. Materials more likely to be available to local villagers should be emphasized.

23. SPECIAL COMMENTS OR REMARKS

Over all, this project has not yet had the opportunity to prove itself. Additional funding (not more than \$10,000) should be made available to provide the operating capital to complete and make use of the poultry facilities now in place, to provide for the other operating expenses that will be required for continuation of the vegetable growing, and the initiation of the rice growing, etc., while following carefully the problem areas identified in the summary.

Replicability is something we have set out to test in this project. It partly depends on getting the center to function, not only for Kassack Nord, but also for nearby villages. A major question to keep in mind is even if all project components are successful, will the villagers be able to make repairs and replacements as items begin to wear out. This point should be closely studied in the final evaluation.