

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

1. PROJECT TITLE Small Farmer Technology and Marketing Analysis			2. PROJECT NUMBER 93-1302	3. MISSION/AID/W OFFICE DS/AGR/ESP
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>80-32</u>	
A. First PRO-AG or Equivalent FY <u>77</u>	B. Final Obligation Expected FY <u>77</u>	C. Final input Delivery FY <u>82</u>	Team <input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	
6. ESTIMATED PROJECT FUNDING			7. PERIOD COVERED BY EVALUATION	
A. Total \$ <u>750</u>			From (month/yr.) <u>10/77</u>	
B. U.S. \$ <u>750</u>			To (month/yr.) <u>8/79</u>	
			Date of Evaluation Review <u>9/79</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. Familiarize key personnel in AID/Washington with services, facilities and personnel available to AID through grant.	K. Boyd (and NCA&T Project Monitor)	4/80
2. Establish a coordinating committee composed of the project monitor and representatives of the Regional Bureaus to facilitate Regional Bureau awareness and utilization of 211(d) resources.	K. Boyd	3/80
3. Grant authority to transfer funds from faculty training and development to foreign travel.	K. Boyd	2/80
4. Identify AID personnel for participation in the A&T seminar program.	K. Boyd	1/80
5. Brief AA/Africa on this project and the results of the evaluation.	K. Boyd (and NCA&T Project Monitor)	2/80
6. Recommend to NCA&T that the 211(d) Grant Program remain under the Dean of the School of Agriculture.	K. Boyd	3/80
7. Recommend to NCA&T that the University's 211(d) Grant Project Manager be relieved of teaching responsibilities for the academic year 80-81.	K. Boyd	3/80
8. Identify appropriate short-term courses for NCA&T Faculty development.	K. Boyd	4/80

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS	10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT
<input type="checkbox"/> Project Paper <input type="checkbox"/> Implementation Plan e.g., CPI Network <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Financial Plan <input type="checkbox"/> PIO/T <input type="checkbox"/> Logical Framework <input type="checkbox"/> PIO/C <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Project Agreement <input type="checkbox"/> PIO/P	A. <input checked="" type="checkbox"/> Continue Project Without Change B. <input type="checkbox"/> Change Project Design and/or <input type="checkbox"/> Change Implementation Plan C. <input type="checkbox"/> Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)	12. Mission/AID/W Office Director Approval
S. Kathryn Boyd, DS/AGR/ESP, Project Officer <i>SKB</i>	Signature <i>Eugene Babb</i>
Clearances: DS/AGR: M. Mozynski DS/AGR: K. Byergo <i>5/25/80</i> DS/AGR/ESP: R. Ehrich	Type of Name Eugene Babb, DAA/DS/FN
	Date <i>2/20/80</i>

13. SUMMARY

This evaluation comes at the end of the second year of a five-year 211(d) grant to North Carolina A&T State University (\$750,000). The project focus is on small farm technology and marketing analysis for rural development.

Five major activity areas are incorporated in the project design:

1. Research;
2. Education and Training;
3. Advisory and Consultative Services;
4. Information Capacity; and
5. Linkages and Networks.

Progress has been made in all five areas as detailed in item 17, "outputs." The major thrust during the next year will be in area 1, research, area 2 above, education and training, area 3 above, advisory and consultative services and area 5 above, linkages and networks.

The team reviewed the project very comprehensively and made numerous recommendations concerning its operations. Those suggestions which can be addressed through daily project management have been noted by both NCA&T and AID. Recommendations requiring AID action are presented on the facesheet.

14. EVALUATION METHODOLOGY

A scheduled two-year evaluation of project progress was made by an outside team. A Scope of Work, including issues for examination, was drafted by DS/AGR and submitted to the University for comment. Findings and recommendations are based on reviews of the Project Paper, University reports and responses to issues raised in the Scope of Work, workplans, University files and records and interviews with University personnel. A site visit to the University campus was made on September 5-7, 1979.

The Evaluation Team was composed of:

Dr. Kurt Anshel, Agricultural Economist, University of Kentucky
Mr. Brian Kline, Tanzania Desk Officer, A.I.D.
Mr. Doug Kline, Botswana Project Officer, A.I.D.

University officials interviewed included:

Dr. Lewis C. Dowdy, Chancellor
Dr. Richard Robbins, Project Manager, 211(d) Grant
Dr. Burleigh Webb, Dean, School of Agriculture
Dr. William Reed, Associate Dean, International Programs
Dr. Sidney Evans, Chairperson, Department of Agricultural
Economics and Rural Sociology
Dr. Anwar Khan, Agricultural Economist, School of Business
Administration

Prof. Lee Plummer, Transportation Specialist, School of
Business Administration
Dr. Doug K. Jeong, Economist, School of Business Administration
Mr. Richard Watt, Librarian, School of Business Administration

15. EXTERNAL FACTORS

Difficulties in obtaining University of North Carolina State Board of Governors' approval of the new curricula delayed the establishment of the masters degree program in agricultural economics. The A.I.D. Grant Project Officer has also been changed twice during the second year. These changeovers have resulted in discontinuity in grant management and have inhibited linkage creation between A.I.D. and NCA&T.

16. INPUTS

One of the most important steps taken to strengthen NCA&T facilities has been the reestablishment of the Department of Agricultural Economics and Rural Sociology. Coupled with the approval of a new masters degree program in agricultural economics, the Department has the potential to provide the basic institutional framework for the University to carry out the development of its response capability and multidisciplinary capacity to assist LDCs in the areas of small farmer technology and marketing analysis for rural development. To ensure that the Department is able to provide and continue the strengthened educational and training capacity in international agricultural economics and rural development envisioned by the Grant, the Evaluation Team made a number of recommendations which can be addressed through routine project monitoring.

University administrative procedures and accounting are adequate. Nonetheless, the Team noted with concern that the possible placement of University project management responsibility under the Department of Agricultural Economics and Rural Sociology will limit the strengthening of the Grant's multidisciplinary focus. Placement of project management responsibility in a position where it can draw upon the broader resources of the School of Agriculture and the University should result in concurrent strengthening of the University's overall capability to carry out international development activities. Based on the concerns of the Team, A.I.D. will recommend that the Grant remain under the responsibility of the Dean of the School of Agriculture.

NCA&T has encountered difficulties in establishing linkages with AID Regional Bureaus and missions for overseas work. Among the deterrents to the establishment of the necessary linkages, the Team identified the changeover in AID personnel assigned to manage the project. The Team made a series of recommendations directed toward improving the problem of limited familiarization with A.I.D., including

the establishment of a coordinating committee composed of the A.I.D. project officer and representatives of each Regional Bureau.

17. OUTPUTS

Expanded Knowledge Base

To date NCA&T has undertaken two projects largely funded by the 211(d) grant; 1) "The Marketing of Food Crops in St. Lucia," and 2) "A Study of the Impact of Economic Growth on the Income Distribution in Korea and Tanzania." A first draft report of the latter study is to be completed in late 1979. In addition, AID/Dar es Salaam has invited a team from NCA&T to come to Tanzania to discuss an additional project.

A draft report on the food crop marketing study in St. Lucia was submitted to AID/Barbados and the Caribbean Development Bank in November, 1978. To avoid repetition of the issues encountered in this effort, the Team recommends substantial guidance and assistance from A.I.D. on future project endeavors. The specific recommendations of the team concerning the type and scope of necessary A.I.D. assistance are excellent and will be incorporated into the management of the grant as needed.

Strengthened Educational and Training Capacity

This component includes the following four major elements designed to enhance NCA&T response capacity and assure that the individuals involved in international development work receive the best possible preparation: 1) curriculum revision and expansion; 2) student support; 3) faculty training; and 4) workshops and seminars.

- Curriculum Revision and Development

Progress has been made in curriculum revision and expansion, understood within the context of the restructuring of agricultural economics and rural sociology at NCA&T. As indicated earlier, NCA&T has re-established a Department of Agricultural Economics and Rural Sociology. Undergraduate courses which were transferred to the Departments of Sociology and Economics in other schools have been returned to the School of Agriculture and a master of science program in agricultural economics has been initiated.

NCA&T is currently revising its four rural sociology courses which have not been taught in many years. In addition one economics course has been revised. In this manner the grant commitment of five courses is being fulfilled, although particular attention must be given to revising courses into internationally-oriented courses.

Because of delays in the approval of the M.S. program and the hiring of staff, only one of three new courses has been developed. NCA&T plans to design two new courses and revise three additional courses during the next two years.

Student Support: Output levels for student assistance have not been achieved again because of the delayed initiation of the M.S. program. The first two graduate students are now receiving 211(d) funded assistantships. The undergraduate financial aid program began in 1973. A careful screening process was established to assure that only superior students with a sincere interest in development would receive awards. The Evaluation Team remarked that, although only eight students (5 person-years in the first two years of the grant) have received awards, the project manager should be commended for his careful attention to the grant purposes in the selection of students.

Faculty Development: With regard to this component, the Team recommended that efforts be made by NCA&T and the AID/Washington project officer to identify appropriate short-term courses for faculty to develop their capability and response capacity for development work. Six members of NCA&T staff have attended the project design and evaluation seminar but courses in other areas need to be found.

Workshops and Seminars: Five seminars were to be presented over the life of the grant. Although 8 were included in the 1977-79 work plan, four have already been held.

Advisory and Consultative Capacity/Developed Linkages and Networks

The Evaluation Team was concerned with the lack of opportunities for NCA&T to serve as short-term advisors on project-related activities. Three advisory and consultative activities were initiated which were not directly funded by the Grant but were generated from its work. The Team recommended increased interaction with personnel from the Regional Bureau on a systematic basis to improve advisory and consultative opportunities for NCA&T.

Increased Information Capacity

Acquisition of books and publications is proceeding ahead of schedule. A considerable body of information has been built up for student use. The team recommended that several steps be taken to improve the acquisition of materials as well as the accessibility, storage and cataloguing of acquisitions.

18. PURPOSE

The purpose of this grant is "to develop the institution's response

capability and multidisciplinary capacity to assist LDCs in the areas of Small Farmer Technology and Marketing Analysis for Rural Development." End of project status includes: (1) increased core staff in agricultural economics and rural sociology by at least one full time position, (2) increased utilization of NCA&T faculty by AID, LDCs and other donors, and (3) increased knowledge base and research capability at NCA&T.

Although only two years has passed since the initiation of the project, progress has been made in achieving the project purpose. A&T has added two full time positions in agricultural economics and rural sociology. Although these individuals will have broader responsibilities than studying and teaching rural development, they will have a major focus on international development.

Little progress has yet to be made in achieving the second EOPS, increased utilization of A&T, because of the weak start in establishing linkages and networks.

Some gain has been made in achieving increased knowledge and research capability through the mounting of two research projects. However, much more has to be done before this condition has been met.

19. GOALS/SUBGOALS

Not pertinent.

20. BENEFICIARIES

Two primary groups of beneficiaries can be identified at the end of the first year of the grant. The first group includes the staff members at North Carolina A&T who have been relieved of other responsibilities in order to devote more time to development issues and increase competence in the area. The second group includes those LDC government and AID missions who have utilized these increased capacities in the research, advisory and consultative services cited earlier.

21. UNPLANNED EFFECTS

Not pertinent at this time.

22. LESSONS LEARNED

Not pertinent at this time.

23. SPECIAL COMMENTS OR REMARKS

This program appears to be making substantial progress. Nevertheless, more could have been accomplished through stronger University and AID support.