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CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-417

1. PROJECT TITLE Extension and Counseling in Appropriate Rural Technology	2. PROJECT NUMBER 698-0407.015	3. MISSION/AID/W OFFICE Kinshasa
	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) 82-5	
<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		

5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING		7. PERIOD COVERED BY EVALUATION	
A. First PRO-AG or Equivalent FY <u>81</u>	B. Final Obligation Expected FY <u>81</u>	C. Final Input Delivery FY <u>83</u>	A. Total	\$ <u>53,000</u>	From (month/yr.)	<u>Sept. 1980</u>
			B. U.S.	\$ <u>27,300</u>	To (month/yr.)	<u>Dec. 1982</u>
					Date of Evaluation Review <u>JANUARY 1983</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., zigram, SPAR, PIC, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
See evaluator's summary in body of attached report.		

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)	A.	<input type="checkbox"/> Continue Project Without Change
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____	B.	<input type="checkbox"/> Change Project Design and/or
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify)		<input type="checkbox"/> Change Implementation Plan
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____	C.	<input type="checkbox"/> Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Name and Title)		12. Mission/AID/W Office Director Approval	
Jenny Cox, USAID/DEO, Team Leader Carol Falkel, USAID/GDO Anne Williams, USAID/Project Officer		Signature: <u>Richard L. Podol</u> Typed Name: Mr. Richard L. Podol, Director	
		Date: <u>4/14/83</u>	

S U M M A R Y

PROJECT BACKGROUND

CEPAS (Centre d'Etudes pour l'Action Sociale) is a private, non-profit organization formed by a group of Belgian Jesuit priests in 1965. It is committed to the study and amelioration of the problems of economic and social development in Zaire. A major activity of its program has been rural extension through the administration of agricultural courses sponsored by INADES-Formation, an international FVO based in Abidjan, Ivory Coast. Since 1962, the founders of CEPAS have published a monthly journal, Zaire-Afrique, on issues of social and economic development. CEPAS also has developed a 12,000 volume library which specializes in subjects related to development. Approximately 2,000 people use this facility annually. Since the late 1970s CEPAS has been collecting information on Appropriate Technology (AT) both in Zaire and elsewhere. An associated effort has been the procurement of audio-visual equipment for use in disseminating information. This early collection of documents and equipment formed the basis of the AT project which CEPAS undertook with an AID IRT grant.

The IRT grant agreement with CEPAS was signed on September 30, 1980. The initial disbursement of funds was effected in January 1981. The termination of AID project financing (PACD) was December 31, 1982. The dollar grant funds budgeted were \$ 27,300 of which \$ 25,189 were expended. The local currency funds (Counterpart Funds) budgeted were Z 144,000, all of which were expended. CEPAS contributed an additional \$ 5,800 for appropriate technology literature and photographic and recording equipment. The purpose of the IRT project was to assist villagers to test appropriate technology solutions to rural problems and to impart their own AT experience to others.

PROJECT OUTPUTS

All project outputs were completed except for the following two:

- 1) The establishment of a multi-reference card catalog for the reference library;
- 2) Development of video materials particularly adapted to village audiences.

However, CEPAS is in the process of completing these outputs and it is expected that by the end of 1983 these outputs will be attained.

PROJECT PURPOSE

Some progress has been made toward attaining the project purpose. However, delays in the hiring of the project technicians and in the clearing through customs of the video equipment financed by the project precluded attainment of the purpose prior to the PACD. CEPAS is presently organizing a series of regional workshops to be conducted over the next year to expose villagers and community development organizations to AT opportunities and to gather data on AT needs around the country. The first of these workshops was conducted in Kikwit (Bandundu) over a three-day period in February, 1983. CEPAS has also begun to establish a "feed-back" system through mail inquiries and site visits.

SUSTAINABILITY

Organization: The project has the organizational skills to carry out the functions of planning and managing current and projected activities. This evaluation recommends that the two Zairian technicians on the project be given increasingly greater responsibility in this area as their skills mature.

Personnel: The agro-chemist/librarian has demonstrated an ability to carry out his duties and to make a necessary contribution to the project's progress. The video specialist has not been with the project long enough to permit an assessment of his contribution. Day-to-day responsibility for project management has been successfully delegated to the Zairian technicians.

Financial: CEPAS is proposing further AID financial assistance (through an OPC) to expand its AT program. Without such additional financing, CEPAS would maintain program activities at the present level of effort for the time being, consonant with available financial resources. The AT program has been integrated into CEPAS as a permanent part of its institutional structure.

1. Evaluation Methodology

This evaluation report is divided into five sections: project outputs, project purpose, sustainability, financial summary, and conclusion. The seven

project outputs cited in the original activity paper have been grouped according to three categories of objectives. This classification follows that of the mid-term report completed in February 1982 by CEPAS. For each project output a discussion of the evaluators' findings is followed by a brief assessment. The second section assesses the progress toward the project purpose. Those areas which need further attention in order to advance project activities are identified. Third, the durability of the project activities is analyzed by examining organizational, personnel, and financial resources. Fourth, a comparison of budgeted with actual costs is made. Finally, the conclusion analyzes the proposed request for further financing in the light of evaluation findings.

2. Project Outputs

a. Gather a reliable collection of technical documentation

(1) Collect and sort available literature - national and foreign.

The Appropriate Technology collection managed by the project currently includes approximately 4,000 documents. The collection was started with a set of 2,000 documents which Father Didier de Failly, the project manager, collected from AT centers around the world. Over the life of the project, an additional 2,000 documents have been added to the collection. These documents have been procured in response to the expressed needs of the users of the AT library. Areas of particular interest include: energy (solar and hydropower), water, food processing, artisanal technology, and folk handicrafts (weaving, macrame, tie-dyeing).

A major source for these materials has been the SATIS (Social Appropriate Technology Information Service) international catalogue. This catalogue lists a large collection of AT documents which can be ordered from the SATIS headquarters in the Netherlands. There are 27 AT centers around the world that belong to the SATIS network. CEPAS belongs to this network. In addition, CEPAS obtains reference materials from a variety of European and American sources such as VITA (Volunteers in Technical Assistance), GRET (Research Group in the Study of Technology), and TRANET (Trans-National Network in Alternative Civilizations), which publish newsletters in the AT field.

The materials have been sorted according to the internationally-recognized SATIS subject numbering system. Each major subject area corresponds

to a given group of numbers (e.g. 100-199). Within that band, the sub-categories are contained. The AT project's agro-chemist serves as the AT librarian and has been responsible for the maintenance of the collection.

The project manager anticipates that additional materials will be ordered under the following conditions: 1) requests for information are made which can not be filled with the existing materials; 2) the project is made aware through AT publications of new developments relevant to Zaire.

Evaluation: This project output has been achieved.

(2) Develop a multi-entry reference card catalog.

The project has not yet established a multi-entry reference card catalog system. At present the documents are filed according to subject areas and may be located by reference to the SATIS system. These documents are easily accessible to anyone familiar with the simple SATIS system. Information in those books covering multiple subjects will become more readily accessible once the multi-entry reference catalog is developed. The project has purchased the necessary file cards for this system. The next step is the laborious task of researching and documenting the various subjects in each document. The project manager expects to begin this task in early CY 1983 and to complete the process by the end of the year.

Evaluation: This project output has not been completed; however, the process is underway which will result in the completion of this output by the end of CY 1983.

(3) Develop a reference library in appropriate technology

The project has developed an impressive collection of AT documents which is at the disposal of Zairian development agents and other interested parties. The project manager is well-versed in the contents of the collection. The librarian has spent the past six months becoming familiar with the contents of the collection. He has now begun to carry out the research necessary to respond quickly to requests for information.

Evaluation: This output has been achieved. The potential of the library will be increased through the completion of the multi-entry reference card catalog.

b. Have documentation used by development agents.

(1) Give consultations locally and by correspondence in how to define objectives and programs.

According to the project's records on the use of documentation between March 1981 and December 1982, the AT project library received 87 requests for information. These requests were received both from walk-in clients (27) and by correspondence (60). 63 of these requests were from within Zaire. The remainder were from other agencies which participate in the SATIS system. The project library benefits from this SATIS collaboration as it can request information from the other 26 AT centers when necessary. The librarian is responsible for consulting with clients and responding to requests for information. The project manager provides assistance when necessary.

The evaluation team noted the absence of a system for documenting and analyzing feed-back on the use of the information received by the clients. The project staff has recently launched a letter campaign requesting such feed-back. Additionally the project staff and other CEPAS personnel do learn about the results of their efforts through informal conversations and visits to the interior.

Evaluation: This output has been achieved. It is the opinion of the evaluation team, shared by the project staff, that the impact of this component activity would be increased by the implementation of a systematic feed-back system. This would include two elements:

(a) Continuation of the letter campaign already underway; this should become an integral part of all future consultations. A standard letter could be designed to be distributed with the response to a request for information.

(b) The development of a site inspection system which might include coordination with other CEPAS staff personnel who may be in the field carrying out other tasks.

(2) Preparation and publication of technical cards, notes, and files

to be (a) used for responses to requests; (b) distributed systematically; (c) proposed for publication in CEPAS literature.

Regarding category (a) of this output, the evaluation team confirmed that files are kept of responses to common AT questions.

Regarding (b), the project has collaborated with organizations such as CEDECO in the publication of manuals on how to apply particular technologies. An example of this is manuals on how to build a rice thresher, seeder and a sheller for use by village women. These publications are distributed by CEPAS and CEDECO. The main channels of distribution of such pamphlets by CEPAS are the consultations carried out by the project staff and the CEPAS bookstore.

Regarding (c), the project has used CEPAS' regular publications, primarily AGRIPROMO and Zaire-Afrique, to advertise its AT activities and resources. AGRIPROMO, a publication of INADES, is oriented towards rural agents including extensionists. The language is kept simple and illustrations are used to explain the concepts. Besides advertising the AT service at CEPAS, AGRIPROMO occasionally publishes an article on applying AT at the rural village level. AGRIPROMO has approximately 1,200 subscribers in Zaire who collectively purchase approximately 3,000 copies.

On the other hand, Zaire-Afrique is targeted at a more sophisticated audience and assumes a higher level of formal education. Its articles discuss AT developments at a level which assumes the reader will act as intermediary between Zaire-Afrique and the village extensionist. These intermediaries are most likely to be development agents such as religious missions, donor organizations, and GOZ representatives. Zaire-Afrique which sells over 5,000 copies a month, often advertises the resources and services available in its AT Division. In September, 1982, Zaire-Afrique published a compendium of various appropriate technologies in use in Zaire, accompanied by the addresses of the sponsoring organization or individual. This publicity for the project in CEPAS journals was only begun in 1982 after the AT division had acquired the additional staff needed to service the increased workload expected to follow from this publicity.

Evaluation. The project has completed this output. It is recommended that

CEPAS continue to publicize and promote the services of the AT Division.

c. Make activities inside the country better known.

(1) Development of video material particularly adapted to village audiences.

The progress of the audio-visual extension program has been delayed by two factors. First, the video equipment ordered by the project had not been cleared through customs as of the end of the project. The difficulties involved two organizations. First, CARITAS, a Catholic entity that normally assists in these matters, failed to carry out its responsibility due to internal personnel problems. Second, USAID's progress in negotiating directly with AMIZA on the project's behalf was slowed by bureaucratic delays within AMIZA. Finally, in February 1983, CEPAS was able to obtain the equipment (it took nine months to clear this equipment through customs). Secondly, the video specialist did not join the staff until October 1982. His experience as a cameraman for Zairian television for several years allowed him to begin immediately making preparations for the filming of activities around the country. He plans to begin touring the country with audio-visual support for the CEPAS workshops in AT in the spring of 1983.

Evaluation. Completion of this activity has been delayed by the external factors outlined above. It is expected that, with the video equipment now in the hands of CEPAS, the project video specialist will be able to carry out this activity. The evaluation team recommends that in the future all imported inputs for such AID-funded projects be sent via USAID to expedite clearance.

(2) Publication of a note on state of the art in Zaire

The compendium of AT activities in Zaire that was published in Zaire-Afrique in September was also published separately in December. The number of copies of the Zaire-Afrique edition was 5,500. 3,000 copies of the separate publication were printed. Distribution of this pamphlet on the 'state of art' in Zaire has included: (a) SATIS network; (b) all organizations and individuals submitting AT examples to the pamphlet; (c) any interested individuals who pass through CEPAS. This publication represents the first known attempt to record AT activities in Zaire.

Evaluation. This project has been completed.

3. Project Purpose

As defined in the activity paper, the purpose of the project was to assist villagers to test appropriate technology solutions and to impart their own information to others. As of the PACD, the purpose of the activity had not been achieved. However, through this IRT activity, CEPAS has now acquired the necessary materials, equipment and technicians to pursue the activities that will lead to the realization of the project purpose. The CEPAS staff is now planning field trips and workshops in the interior of the country to assess needs and disseminate information on AT. Over the past year CEPAS has developed a substantial capacity to reply to requests for information on AT. It will continue to do so. With continued publicity of its activities and the initiation of outreach activities, CEPAS' AT Division should gain more exposure to the needs for AT in Zaire and should acquire a greater level of expertise in assisting villagers and community development groups to test AT solutions to rural problems.

Despite the absence of a structured feedback system, there have been reports of several instances where AT documentation and information have been put to good use. For example, information given to a small bakery in Kisangani was reportedly applied with good results. Small livestock enclosures were built in Popokabaka using techniques imparted by CEPAS. Also, a community radio broadcasting station was able to improve its audio techniques with CEPAS assistance. The development of a structured feedback system, as recommended by this evaluation, will enable CEPAS to more systematically record such examples of applied technology.

4. Sustainability

a. Organizational: CEPAS has demonstrated its capacity to plan, direct, and manage programmed activities. The CEPAS AT Division has outlined the following strategy for 1983: CEPAS will continue organizing workshops such as that in Kikwit in February, 1983, at the invitation of IFAK, an institute

for training in extension. That three-day seminar was presented to 25 extension agents identified as leaders in their villages. The CEPAS team helped them to analyze the daily tasks in their village and to identify those that can be improved by applying AT solutions. In June, the agro-chemist and video specialist will travel in Kivu and Haut-Zaire, filming AT activities. Father Didier de Failly will join them in Bukavu where the second workshop will be conducted. Future workshops will be organized both at CEPAS' initiative and in response to requests from regional organizations.

1983 is seen as testing period to determine the optimal methods in planning, organizing, and conducting AT workshops.

Evaluation: The AT Division has the organizational skills to carry out the projected activities. In order for the two new Zairian staff members to improve their management skills, it is recommended that they be given progressively greater responsibility in this area.

b. Personnel: There are now two technicians on the AT staff: the agro-chemist/librarian and the video specialist. The agro-chemist has been on-board since February, 1982. He spent six months organizing and familiarizing himself with the library. He has begun taking field trips to Bas-Zaire to view AT applications, particularly in the area of tools and beekeeping. He plans to make two trips in the spring of 1983 which will further increase his knowledge.

In addition, he is learning English which will allow him to correspond better with English-speaking AT centers outside of Zaire and English-speaking clients within Zaire. For the past six months he has been carrying the responsibility single-handedly for consultations with interested clients both at CEPAS and through correspondence. He has adequately demonstrated his ability to carry out the functions of the AT librarian/consultant.

The video specialist has only been with the project for a short time. His past experience with Voice of Zaire suggests his potential to carry out his duties. In his short time with CEPAS, he has written several scripts and recorded background material in preparation for video taping.

Father de Failly, the project manager, has now delegated most of the day-to-day operations of the project to the Zairian technicians. He also appears to communicate well with them concerning activities and strategy. As the experience and knowledge of the Zairian technicians increases they should be able to play a larger role in the planning and programming of activities as well.

Evaluation: The Zairian technicians have been with the project for a relatively short time. It is not possible to evaluate the capabilities of the video-specialist except on the basis of his experience with Voice of Zaire and the preparatory work completed for the video presentations. The agro-chemist/librarian clearly has reached a position where he is making a substantive contribution to the activity's progress. It can be expected that, with continued training, this contribution will increase. Father de Failly has done an impressive job of managing and directing the project activities. He has already delegated day-to-day authority for project management to the Zairian technicians.

c. Financial: CEPAS basically is a non-profit educational and information organization. CEPAS covers approximately 15% of its expenses from fees charged for services rendered. For example, it has established a fee of 30 zaires for every request for AT information made by correspondence. Also, for those organizations that can afford it, a fee is charged for putting on seminars. Generally, however, given the nature of its services and its target group, CEPAS does not try to charge fees at a level that would cover all expenses. CEPAS receives 85% of its financing from private and government grants. Since 1977, INADES-FORMATION activities have been financed by the European Common Market, the Belgian Government, a private Flemish organization "Entraide et Fraternité", the Dutch Government, and Misereor, a German private voluntary organization. The monthly Journal "Zaire-Afrique" is for the most part self-financing. The costs of publishing certain popular documents also have been recovered through commercial sales (including two volumes on citizenship and the constitution in Zaire which have sold over 50,000 copies). Part of the expenses of the CEPAS Public Library are covered by contributions of the users. The Jesuit fathers who founded CEPAS also have contributed to the operational expenses of the library. CEPAS has built a good reputation

and has developed many relationships within the donor community and elsewhere over the past 17 years. CEPAS is confident that necessary financing for its program activities will be forthcoming in the years to come as in the past.

Evaluation: The AT Division, like the rest of CEPAS (and like most church-affiliated organizations in Zaire), is financially dependent on outside contributions. Since its inception in 1965, CEPAS has grown slowly from an original staff of five to its present staff of 15. In the late 1970s it made the decision to explore adding rural technology information to its program. The small IRT grant in 1980 assisted materially in the establishment of the AT Division, leading CEPAS to commit itself to AT as a permanent part of its program. While that activity is not internally self-financing, CEPAS's historical record of obtaining adequate financial support for its core programs provides a basis for confidence in its capacity to sustain the AT Division financially.

5. Financial Summary

a. Shown below is a comparison of budgeted with actual project costs by line item.

	Budgeted	<u>Z</u> Actual	Budgeted	<u>I</u> Actual
<u>Personnel</u>				
1 University-trained cadre	66,500	64,496		
1 Secretary	20,000	15,687		
<u>B. Equipment</u>				
Office equipment	10,000	10,308		
Office supplies	3,000	2,966		
<u>Equipment for Printing</u>				
(1) Photocopy: Apeco Bond Copier				
300			4,500	5,291.27
Printing kits (100,000 prts)			2,500	1,457.48
Maintenance contract (2 yrs)	3,000	991		
(2) Paper	1,500	750		
<u>Material for audiovisual production:</u>				
Color portable video sets JVC "Umatic" (3/4") with 50 video cassettes (20 minutes)	-0-	1,000	14,000	13,474.62
<u>C. Documentation (printed and audiovisual)</u>				
			5,000	4,965.17
D. Local Travel (field)	25,000	6,500		
E. Administrative costs	5,000	5,000		
F. Travel costs in Kinshasa	10,000	4,757		
	<u>144,000</u>	<u>112,455</u>	<u>27,300</u>	<u>25,188.54</u>

b. Dollar Expenditures

Funds were disbursed in the following installments:

(1) 7/7/81	\$ 2,312.47
(2) 7/12/81	\$20,392.00
(3) 2/4/83	<u>\$ 2,484.07</u>
	\$25,188.54

c. Counterpart Fund Expenditures

Funds were disbursed in the following installments:

(1) 12/31/81	239,173.55
(2) 7/82	250,000.00
(3) 1/21/83	<u>254,826.45</u>
	2144,000.00

As shown above, all budgeted counterpart funds have been disbursed.

223,281.45 of the last tranche will be used for the following expenditures:

- (1) The installation of the video equipment and soundproofing of the recording room.
- (2) Payment for publishing costs of pamphlet on the state of the art of AT in Zaire.
- (3) Payment of January and February salaries for the AT administrative secretary and agro-chemist.

Evaluation: CEPAS' accounting and reporting systems for project expenditures were notably accurate and complete. USAID should de-obligate the remaining dollar funds of \$ 2,111.46 which were not spent.

6. Conclusion

CEPAS is requesting additional AID financing (OPG) in order to expand the extension component of its AT activities. The evaluation team believes that CEPAS has demonstrated the institutional capacity to carry out the proposed activities. CEPAS represents a case where the IRT concept worked as intended. The project managed to achieve its results with a minimal drain on Mission resources, to establish a viable new activity at a comparatively low cost, and to lay the foundation for an expanded, continuing activity. In comparison to USAID's experience with other IRT projects, CEPAS's progress has been notable. The reason for its success in comparison with others appears two-fold. First,

the recipient organisation, CEPAS, committed itself to the activity as a continuing program rather than as an exceptional activity. Second, it has the organizational capacity to carry out its stated objectives.