

August 24, 1989

MEMORANDUM

TO: Distribution

FROM: Diane Ponasik, ANE/DP/E

SUBJECT: ANE Bureau Evaluation Digest
1st, 2nd and 3rd Quarters of FY 89

Attached is the Evaluation Summary for Project evaluation reports received during the 1st, 2nd, and 3rd quarters of FY 1989. As requested by technical officers, the evaluation abstracts are presented by sector to permit review of comparable projects across the region.

Due to staff shortages in ANE/DP/E, the evaluation abstracts for this issue of the Digest were largely taken from the PESS, along with the evaluation reports, without editorial changes. To facilitate preparation of future Digests, we would appreciate your providing a two paragraph summary including lessons learned for inclusion in the Digest.

We would also appreciate any comments you may have on ways the Digest could be improved.

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Attachments a/s

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POPULATION/FAMILY PLANNING

POPULATION/FAMILY PLANNING

Non-Governmental Organizations Component of the Family Planning Services Project, Bangladesh (388-0050)

Project Authorization Date: FY 81; Funding: \$3 million
This evaluation was conducted in January, 1986.

As the project was designed, USAID signed cooperative agreement grants with four international NGOs and provided bilateral funding for two national NGOs. They were The Asia Foundation, (TAF), the Association for Voluntary Surgical Contraception (AVSC), Family Planning International Assistance (FPIA), the Pathfinder Fund, (PF), and Family Planning Association of Bangladesh (FPAB), and the Family Planning Services Training Center, (FPSTC), respectively.

Overall, the evaluation team found that the NGO component of the Family Planning Services Project was functioning very well. The NGO strategy was sufficiently comprehensive to cover NGO activities through FY 88. Also, since the Government of Bangladesh, (BDG), has acknowledged the contribution of NGO efforts in reducing fertility in the urban and semi-urban areas, the former ban on NGO expansion into the rural areas has been lifted. The majority of the findings and conclusions focused on strengthening and standardizing the administrative oversight of USAID and the six Cooperating Agencies (CAs). The recommendation focused on alleviating the management burdens of the project so it can function more efficiently in preparation for the additional and more difficult responsibility of expansion of service delivery in to the rural areas. The team recommends continuation of the NGO component with certain management improvements. To date the NGO component has 81 projects at 297 sites.

Family Planning and Population Development Project, Tunisia (664-0331)

Project Authorization Date: FY 85; Funding: \$7.5 million
This mid-term evaluation was conducted in June, 1988.

The project's purpose is to increase contraceptive prevalence by 9% by 1989 through contraceptive social marketing (CSM) operational research (OR) projects, institutionalization of family planning in medical and paramedical curricula, provision of in-service training to staff, and improved program management. The project is also intended to help the ONFP take

steps to eventually become independent of significant donor support. The project also provides technical assistance, and commodities to the Office National de la Famille et de la Population (ONFP) which is responsible for project implementation. RONCO, the prime contractor for the project, coordinates all sub-projects.

The project is one to one and a half years behind schedule due largely to delays in securing the TA contractor. Overall progress in completing most project activities is good. Major activities of training, and to a lesser degree, CSM and OR have been successful in their early phases. The Management Component of the project has not received sufficient attention to date. Assumptions related to project purpose and output are generally valid. It is recommended that the Project Activity Completion Date be extended an additional two years during which self-sufficiency and cost-recovery studies should be undertaken. Joint planning by the ONFP with other ministries is to be encouraged and ONFP's annual action plans should be accompanied by projected budgets. The CSM organizational structure, recommended in the Project Paper, should be implemented. Management courses should immediately be given at the ONFP with an emphasis on the case method and budgeting.

Population and Family Planning Support Project Phase III,
Morocco (608-0171)

Project Authorization Date: FY 84; Funding: \$165 million
This mid-term evaluation was conducted in March, 1988.

The goal of the project is to promote awareness of the problems of high population growth rates; increase the availability and acceptability of family planning services and supplies; achieve higher contraceptive prevalence rates; and improve MCH status.

Most of the project activities are on schedule and some have already been reached. At least 70% of the population has access to services. The project's objective of achieving a nationwide contraceptive prevalence of 35% has been achieved. Direct indicators for effectiveness of the MCH services are not available; however, it is recognized that the recent immunization campaign has vaccinated virtually all children under five years of age; expanded clinic-based family planning services; established comprehensive reproductive health and voluntary sterilization services. The private sector has also been expanded and now includes more commercial retail contraceptive sales and company-based family planning services delivery. Although most of the project has been successful, MOPH Education Office and developing and using appropriate family planning program information have had difficulties.

There are weaknesses in the program, however. The main weakness is in service delivery. In addition, the contraceptive goal has been met; however, it relies 80% on oral

contraceptives and does not include alternative contraceptive methods.

The evaluation team recommends that the program broaden the contraceptive method mix beyond the pill by strengthening clinical methods of contraception; revising and targeting the IEC strategy at all levels; redesigning the family planning information system; assuring that MOPH can assume recurrent costs of the UDMS program; expanding Mission resources for Project management; and consolidating future project activities.

Population Assessment: A Report for USAID/Cairo, Egypt
Report number: (89-040-082)

Egypt's long standing population problem has decreased in the last decade because of the growth in governmental and private voluntary programs. Contraceptive prevalence among married women of reproductive age has increased by 2% every year since 1984. This increase may be attributed to the positive change in the political commitment to the population issue. In addition, the National Population Council acting as a focal point for the articulation of Presidential decrees concerning population, religious leader support of the population activities (Moslem and Coptic), new and improved delivery system, public-private mix of contraceptive producers, upgraded systems, and contraceptive research have all made a contribution in solving the population problem.

It is recommended by the Egyptian experts and donor organizations that a more coordinated effort is needed in Upper Egypt which falls behind Lower Egypt in contraceptive prevalence. Some community-based programs lack an effective outreach program that reaches the rich and poor alike. To be fully effective, this part of the program is extremely important and should be emphasized. With the growth in the number of discrete family planning programs, the need for coordination is increasingly important. While some coordination is taking place, it is not widespread and seldom reaches the service delivery area.

HEALTH

HEALTH

Mothers Home Care/Early Intervention Outreach Program within the Society for the Care of Handicapped Children, Gaza Strip (389-0159.11)

Project Authorization Date: FY 84; Funding: \$1.2 million
This evaluation was conducted in Spring, 1989

The purpose of the program is to develop and implement cost effective, innovative strategy for providing educational services to preschool handicapped children and their families in the Gaza Strip.

The primary goals of the Program have been or are being accomplished. The program provides home-based educational services, utilizes community members, offers a developmentally sequenced curriculum, provides services from birth to age eight to those who are handicapped, provides prescriptive reaching approaches, utilizes an evaluation program that measures progress and enhances program modification. It is cost-effective, innovative, culturally appropriate, enhances growth and development, has minimal adverse effects on families and produces positive effects on families.

Child Survival in Urban and Rural Jordan, Jordan (278-0270 SCF1)

Project Authorization Date: FY 87; Funding: \$773,751
Evaluation was conducted in December, 1988

The Save the Children Federation (SCF) project aims to implement a community based primary health care system in both rural and urban settings in cooperation with and assisted by the Ministry of Health (MOH). Locally recruited Community Health Workers (CHW) are being trained in the components of basic primary health care and function as the liaison between the MOH clinics and the communities these clinics serve.

The project has trained over 20 CHWs who get formal classroom training and a lot of practical training in the field under close SCF health team supervision. It has required more time to train the rural CHWs than the urban ones. The urban CHWs have tawjeh (high school equivalent) and have more life experience to draw from. The SCF health team updates the baseline survey every year to monitor progress. A health surveillance record system is being drafted so clinic staff can continue to monitor progress after the project ends.

Health Sector Support, Afghanistan, (306-0200)

Project Authorization Date: FY 86; Funding: \$16.6 million
This mid-term evaluation was conducted in June, 1988

The project aims to rapidly expand the availability of primary health care and first aid services inside free Afghanistan, and to strengthen the capability of the Seven Party Alliance to plan, organize and manage expanded health care services. The project is being implemented through a cooperative Agreement with Management Sciences for Health (MSH) a non-profit, U.S.-based health consulting firm.

The evaluation team found that this well managed project is on target in achieving most of its objective. MSH should continue as planned with the implementation of Area Health Systems. Project staff should accelerate the design and implementation of the preventive health program in maternal/child health. A mine awareness program also warrants further effectiveness. Although the project has been largely successful and on time, the institutional development of the Alliance Health Committee (AHC) has moved slowly. Every effort should be made to hire qualified Afghan staff and to encourage the AHC to strengthen planning, fiscal management and administration. It is strongly recommended that O/AID/REP grant a non-competitive extension of the MSH Cooperative Agreement to FY 92.

Rural Primary Health Care Project, Thailand (493-0291)

Project Authorization Date: FY 78; Funding: \$27,183 million
This Final Evaluation was conducted in September, 1986

The Rural Primary Health Care (PHC) Expansion Project supports an extensive RTG commitment that has established primary health care services in 85% of Thai villages with 31 million people. The activities supported include training, research, evaluation, community nutrition, diarrheal disease control, and environmental sanitation.

The evaluation team found that a massive training effort has been completed successfully, but longer term evaluation of its impact is needed to guide plans for refresher training. Also the research and evaluation efforts have not yet been adequate to guide RTG Primary Health Care (PHC) policy through its "adolescence". Many lessons remain to be learned, perhaps through a carefully focused series of operations research studies. The PHC management information system is not used to guide policy at the local level and does not appear to flow to the center in a timely, useful way. The PHC concept may contain more elements than the voluntary village worker can effectively implement. Priorities may have to be determined at the village level. The project has supported effectively the Ministry of Public Health's diarrheal disease control program. ORS is widely available. Because nutritional growth monitoring

data is incomplete, it is not possible to say whether malnutrition levels among under five have been reduced below levels found in 1980. Other information suggests such a reduction, but needs to be confirmed. Clearly, severe malnutrition is rarely seen in Thai hospitals and villages visited. In just two years, the project has improved access to safe drinking water and provided for better sanitation in the project villages. The operation of the village sanitation funds needs further study. Operation of PHC activities in the villages seems not to have stimulated visits to the health centers closest to the villages. These centers remain dramatically underutilized, with villagers bypassing them to visit the district hospitals.

Training of Health Educators in Rural Jordan, Jordan (278-0270 CRS)

Program Authorization Date: FY 87; Funding: *
This mid-term evaluation was conducted in April, 1989.

Catholic Relief Services (CRS) proposed to improve the health status of rural Jordanians by developing a system of training village women as health educators/outreach workers who in turn would teach health education and offer outreach and referral services back in their own villages.

The ultimate goal is institutionalization of the project by the Ministry of Health (MOH) and village Local Benevolent Societies (LBS) to continue training VHEs in new areas and supporting them with salaries when they are working in their villages.

The evaluation team found that more time is needed to get the department of Health Education of the MOG involved in selecting a new (fourth) site, conducting a baseline survey and introducing the health educator course. The staff, students and VHEs are dedicated and hardworking. They work well together and the staff offers close, positive supervision. Support of the project is evident from all government and voluntary agencies except when it comes to paying salaries. These agencies have had a role in the development of the project from the beginning.

Integrated Rural Health/Family Planning Services, Kathmandu (367-0135)

Project Authorization Date: FY 80; Funding: Total \$104.5 million (\$34.5 million AID, 70.1 million HGM)
This end of project evaluation was conducted in January, 1988.

The purpose of the project is to improve the management of health delivery systems and to expand the delivery of rural health and family planning services. The project goal is to improve the health status and reduce the fertility rates of the rural poor.

Progress overall has been very limited. There is considerable confusion about how personnel and services of vertical projects should be integrated into the MOH system. However, some integrated facilities appear to be functioning very well offering a reasonable range of services, including outreach community services. Voluntary surgical contraception (VSC), in the health care services, managed to reach its goal. Use of temporary methods has lagged far behind VSC, with very little progress having been made toward the goal.

AGRICULTURE

AGRICULTURE

Upland Agriculture and Conservation, Indonesia (497-0311)

Project Authorization Date: FY 84; Funding: \$41,862,000

This evaluation was conducted in Spring of 1989.

The project is designed to improve the capacities of Indonesian local government units to improve farming systems and technologies which will increase farmer's incomes, while minimizing soil erosion, in densely populated upland areas of Java. The project is being conducted by the Ministry of Home Affairs and the provinces of Central and East Java, with assistance from the Ministries of Forestry and Agriculture. Funding is provided by the Government of Indonesia, the World Bank, and USAID.

Implementation has been steady but slow. All project components are functioning. Sustainable Uplands Farming Systems (SUFS) demonstration plots have been established in 75 of 80 planned sites and community access roads (CARS) have been built. The management information system has been installed in both provincial offices, the eight districts and the project secretariat in Home Affairs in Jakarta. Local training programs are conducted annually and a long term overseas program has sent students abroad for master's degrees. The Project Innovation Fund is operational and policy studies abroad for master's degrees. The Project Innovation Fund is operational and policy studies have begun. Institutional development is clearly visible, particularly in the districts. The eight district offices function well and are learning important lessons. In the SUFS, soil conservation measures have reduced erosion and new cropping systems have increased production. The FSR group shows promise of producing significant information relevant to upland agriculture, but major weaknesses still have to be dealt with. The data base and MIS records provide a key resource for long-term assessment of SUFS in more than seventy sites on Java. Strengthening the project information system, the policy studies, and planned impact studies should be a focus of the remaining two years of the project.

Management of Agricultural Research and Technology (MART), Pakistan (391-0489)

Project Authorization Date: 84; Funding: 30 million

This mid-term evaluation was conducted in February, 1989

The purpose of MART project is to strengthen the performance of the national agricultural research system to generate and disseminate quality and relevant technologies to the farmers of Pakistan to increase agricultural production, farm income and rural employment. The project has introduced FSR designed to

identify and analyze the factors in the farming system causing significant difference in projection level obtained by better farmers and the average farmers and bridge the yield-gap by the application of site-specific improved technologies.

The project provides necessary and desired support to the national agricultural research system whose products are sorely needed to attain production targets. The project is close to schedule; most inputs have been determined on time and managed to produce programmed outputs. The major findings are that the PARC strategy is sound, and MART's major management interventions are directed at this strategy, but small in relation to the problem. A stronger focus of consultancies on management rather than technical issues and a more rapid and measured response to consultants' recommendations is needed. There has been excellent progress because of well defined tasks, superior advisor, strong PARC support. Although work is right on schedule, its sequential nature will not yield stated level of outputs until after PACD. The remaining tasks are: extend advisor's contract; complete and train staff; install equipment in building. Participant training is ahead of schedule; in-country training is somewhat behind, due to ill-defined focus and advisor's early resignation. The excellent recent consultant report recommends HRD focus and other improvements. The in-country short courses should emphasize management rather than technical subjects.

Component has expanded research output from very weak base, but staff still lacks training and experience for independent research. The evaluation team recommends a strong focus on range management/livestock and water spreading agriculture, subdividing agronomy into crops and soils divisions, and restructuring advisory staff to fit.

The management problems upon which the project design is based are inherent to the nature of the agricultural research system. That system, like that of the U.S., is a loose alliance of independent provincial entities led by a federal coordinator which seeks to achieve cohesion by its own scientific excellence, provision of useful services, and ability to represent the system and generate resources for it. MART has been useful in supporting these efforts.

The evaluation report includes a long list of project level recommendations as follow-up actions. The particularly significant recommendations are that MART project be amended to continue; that Winrock International and ICARDA be maintained as contractors with some modifications in level of effort and scope of work of TA team; and that a high degree of flexibility be applied in implementation of a complex project like MART.

Agricultural Research Project, India (386-0470)

Project Authorization Date: FY 83; Funding: \$28 million
This mid-term evaluation was conducted in December, 1988.

The Agricultural Research Project (ARP) seeks to strengthen Indian Agricultural research capacity by transferring and developing advanced agricultural technology and methods through training, consultation and provision of equipment. The ARP is an "umbrella project" under which subprojects are carried out to respond to priority needs for research identified by the Indo-U.S. subcommission of Agriculture. The India Council on Agricultural Research (ICAR) is the Government of India (GOI) agency responsible for implementing this project.

The evaluation team found that the original project design and concept are sound, particularly in initiating reestablishment of cooperative agricultural science relationship between the U.S. and India after a ten year hiatus. The project has faced organizational issues and problems in the implementation of some subprojects. A significant implementation problem is the understaffing and ineffectiveness of the Project Implementation Unit (PIU). The training programs and equipment have been of high quality, if delayed. Most ARP objectives are attainable by PACK if there is improvement in the performance of the PIU or alternative, and reallocation of funding among subprojects.

The evaluation team recommends that USAID/India staff and the Director General of ICAR should assure that ICAR takes the necessary action to bring the PIU into more effective operation, or to implement an acceptable alternative. USAID and ICAR should meet to agree on actions to improve the implementation of the subprojects. LOP workplans should be developed for all subprojects. Finally, there should be a joint USAID/ICAR review of the LOP financial needs of existing subprojects and a corresponding reallocation of subproject budget.

Fertilizer Distribution Improvement, Dhaka (388-0024)

Project Evaluation Date: FY 78; Funding: \$222 million
This Final evaluation was conducted in September, 1988.

The Fertilizer Distribution Improvement Project, Phase I (FDI-I), was an agricultural development project designed to increase foodgrain production on an equitable basis among farmers through improved private fertilizer marketing in Bangladesh. Implementation was carried out by the Bangladesh Agricultural Development Corporation (BADC). The project purpose has been largely achieved. Fertilizer use has increased among all farmers and it is clear that small farmers (less than 2.5 acres) have access to fertilizer and use fertilizer at higher rates than larger farmers. A free market system of fertilizer wholesalers and dealers has slowly been

established nationwide as a direct result of FDI-I. Despite considerable opposition, the project and BADC have made fertilizer more available, at competitive prices, and even more progress could be made if the private sector continued to expand. The successor project should be continued but assistance provided to the implementing agency to meet infrastructure and organizational problems.

Edible Oil Processing and Distribution, Burma (482-0006)

Project Authorization Date: FY 85; Funding: \$9.5 million
This evaluation was conducted July, 1988.

The goal of the project is to increase maize and oilseed production and upgrade edible oil processing and agricultural research and development capabilities. In addition, the project strives to increase the capabilities of the Ministry of Cooperative (MOC) to plan, implement, monitor and evaluate projects; instituting greater management/production measures in the Industrial Producer's Cooperatives; upgrading efficiency of edible oil processing; improving quality of edible oil produced; and improving edible oil distribution.

In general, the project's progress is visible. The evaluation team found that much of the equipment and new material that have been ordered for the workshops and oil mills are scheduled to arrive later in Burma and some are due when the master mechanics are scheduled to leave the country. One master mechanic should be present to ensure that those commodities are utilized as intended. AID and Agriculture Cooperative Development International (ACDI) should increase the technical assistance of one master mechanic by 12 man-months.

The TA team members must make daily decisions in collaboration with the Ministry of Cooperative (MOC) project manager, the project director and other counterparts. This requires close daily contact, and the PP explicitly stipulates that training activities be carried out. Improved project implementation can only be realized by "closer" coordination of project activities. This cannot be achieved if the offices of all participants are not easily available to both. USAID/Burma require that the TA team be quartered with MOC furnished facilities as originally intended as soon as possible.

The long-term training program is behind schedule and there is not sufficient time for participants to obtain the planned Master's degree. there is little enough time for one-year special training programs. USAID should limit the Master's degree program to the four presently selected and not accept one-year special trainees after December, 1988.

The Cottage Industries Department (CID) and the Planning

Division (PD), located in the MOC, are benefiting greatly from short-term training. However, nominations of training candidates and their approval by SRUB have been very slow. MOC should make every effort to increase the short-term training component in order to utilize the training time left.

Agriculture and Rural Sector Support Program, Indonesia (497-0357)

Project Authorization date: FY 87; Funding: \$43 million
This mid-term evaluation was conducted in February, 1989

The principal elements of ARSSP support policy reform and supplemental funding for the development budget of specific agencies within the Ministry of Agriculture, Ministry of Finance and the State planning Board needed to maintain essential functions at acceptable levels.

The evaluation team found that the Government of Indonesia's progress on the ARSSP Policy agenda has been far greater than was expected for this point in the program. It is impossible to prove a causal relationship between AID assistance through ARSSP and policy; however, AID's contribution to the process is clear. ARSSP has contributed to the policy reform process by providing key officials with resources to support policy research, analysis, and review, financing study tours, providing support for the start-up of the Integrated Pest Management program as an alternative to high-pesticide use crop management, and focusing donor assistance on agricultural incentive issues. Formulation of the ARSSP agenda raised the level of policy dialogue between the GOI and AID from relatively short-term and sub-sectoral issues to sectoral issues. The policy agenda items are of varying importance, utility, and precision.

The evaluation concludes that ARSSP is an important and useful means of assisting the GOI to advance its policy reform agenda and of providing quick disbursing, budgetary support during a period of revenue shortfalls.

National Social Forestry Project, India (386-0495)

Project Authorization Date: FY 86; Funding: \$327.8 million
This midterm evaluation was conducted in December, 1988.

This Joint USAID/World Bank Project assists the Government of India (GOI) and the States of Gujarat, Himachal Pradesh, Rajasthan and Uttar Pradesh to increase the production of forestry product, increase rural incomes, employment and equity, reduce soil erosion and improve the environment on degraded wastelands.

The evaluation team found that significant progress has been

made in achieving physical planting targets. Approximately half a billion seedlings have been distributed for planting, representing 118% of the target set for the project as a whole. Increase in the total production of wood products are efficiently and spectacularly being accomplished by farmers planting trees on their own land. Rural Incomes are being augmented both through private farm forestry and through the massive employment benefits of community and government wasteland planting. Equity Incomes are also addressed through the collection of fuel and fodder from public plantations and the targeting of special pilot programs such as tree tenure initiatives. However, implementation of the pilot programs has been more problematic than anticipated, resulting in a limited number of beneficiaries to date. Environmental aspects were neglected during project design and achievements are limited. Little progress has been made in employing and involving women, except in one State. There has been negligible involvement of NGOs. Important incremental gains have been made in strengthening the technical and managerial capacity of concerned Forest Departments and private farmers.

Fisheries Development Project, Oman (272-0101.1)

Project Authorization Date: FY 82; Funding: \$ 9.0 million
This mid-term Evaluation was conducted in Nov. 1987

The project provides technical advisory services to the Government of Oman for a wide range of fisheries programs. The project is being implemented by two fisheries contractors and the Government of Oman's Ministry of Agriculture and Fisheries. The evaluation team found that the immediate needs within the sector are for operational technical advisors, as there is currently a shortage of counterparts for institution building. A comprehensive manpower assessment/training plan needs to be updated and implemented to help address the long-term institution building requirements in fisheries. Administrative and logistical bottlenecks within the Government have hampered progress in all programs. These shortcomings should be addressed as a prelude to follow-on assistance. Oman's need for technical assistance in fisheries will run well into the next decade. This should be met by USAID under a follow-on project. Further, it is better to focus on a few priority programs where adequate counterparts may be available than to be too ambitious in project design to address the needs of the entire sector. To various interested parties (Government, Contractors, USAID) need to meet more often to ensure a collaborative approach to dealing with project and sector problems. An earlier focus on training would have alleviated some of the problems of inadequate counterpart staff.

Cooperative Arid Lands Agriculture Research Program (CALAR)

Program Authorization Date: FY 82; Funding: \$5 Million

This final evaluation was published in November, 1988.

Concern over the arid lands agriculture, the need for more irrigation water for food crops on saline lands and livestock rearing on desert lands with both forages and water in scanty supply prompted the establishment of CALAR.

In general, project success is being achieved at modest cost and high efficiency with no apparent negative impacts. The project has achieved satisfactory performance toward all stated research objectives. It has led to cooperation between Israeli and Egyptian scientists at a level far greater than expected. In animal improvement and forage research, progress has been far greater than expected.

IRRIGATION/WATER/WASTEWATER DEVELOPMENT

IRRIGATION/WATER/WASTEWATER DEVELOPMENT

Irrigation Systems Management, Pakistan (391-0467)
Project Authorization Date: 83; Funding: \$103 million
This mid-term evaluation was conducted in August, 1988.

The Irrigation Systems Management Project, aims to deliver reliable and equitable water supplies to farmers by rehabilitating Pakistan's irrigation and drainage system and by improving institutions to enable them to sustain those improvements.

The team found that physical improvements have been easier to undertake than institutional improvement. Though the project emphasized a systems approach to institutional development, the evaluation team remarked that the project seems to have adopted a "band-aid" approach to patch up most of the vulnerable parts of the system. They indicate, however, that this implementation approach was justified and the effort successful.

The team noted that much of the project management focus has been on establishing "yardsticks" to identify and respond to various management problems. However, viable mechanisms to sustain improvements were lacking. The team concludes that activities to-date have primarily set in place a foundation for future initiatives.

The team found a) limited institutional impact results due to management deficiencies, b) implementation lacked a guiding force to synchronize inputs and outputs to obtain project objectives, and c) that given the quality of the project TA and lack of understanding, the Project Identification Documents (PIDs) as institutions the overall outcome has been positive.

In sum, the evaluation team indicated that it is unrealistic to expect the initial objectives of ISM to have been achieved at this stage. Furthermore, some of the objectives overstated what the project could accomplish and as a set, lacked consistency and complementarity. Nonetheless, some movement is evident and the overall results are consistent with the broad objectives. Most importantly, the evaluation team concluded that ISM is an important intervention needed in Pakistan and that AID should continue its support in a more focused manner.

Water Resources Management and Training, India (386-0484)
Project Authorization Date: * ; Funding: \$270 Million
Evaluation conducted January 1, 1989

The Water Resource Management and Training (WRM&T) Project is a bilateral development activity supported by USAID to improve

water management technologies, professional and technical skills aimed at improving the capabilities of irrigation and water resource specialists and to create a greater potential for more effective policy dialogue. Louis Berger International Incorporated (LBII) and Water and Power Consultancy Services (India) Ltd. (WAPCOS) are the prime contractors for the Irrigation Management component of the Project.

There are five major findings and conclusions. State Training Institute (STIs) are increasing the awareness of on-farm irrigation needs without addressing the main system. The spirit and motivation levels of STI staffs are high and development of relevant course materials and their effective presentation is improving. However, course programs at STIs are still too broad, generic and academic, and therefore fail to meet the needs of Irrigation Departments. Greater emphasis must be given to participatory and hands on methods of teaching. Systematic collaboration needs to be established between STIs and universities. The selection process for trainees is not resulting in the choice of professionals with the greatest need of improved knowledge and skills. The Training-of-Trainers Program should be transferred to India to promote cost effectiveness and future sustainability.

Hill Areas Land and Water Development Project, India
(386-0489)

Project Authorization Date: FY 84; Funding: \$54 million
This evaluation was conducted in April, 1988

The project was designed to improve land and water resources productivity through the introduction of new approaches to land and water development in Himachel Pradesh. The project agreement, signed in 7/84, stipulates that the project would for a 7 year period a) help create about 23,000 has of new irrigated land, b) develop improved water management with forestation, erosion control and horticulture components, and c) introduce community based management of schemes, inter-agency collaboration, and human resources development.

The team found that although implementation has been slow initially, there is clear evidence of significant impact and progress towards the realization of project objectives. There are indications of high returns to irrigation in Himachel Pradesh but the IRRs of high-lift schemes appear questionable due to high capital and recurrent costs and optimistic assumptions on cropping patterns. The IRRs of the tubewell, tank and flow schemes are acceptable, if not robust. In order to ensure the economic viability of all irrigation schemes approved in the future, the methodology should be improved for the calculation of IRRs and for the review and approval of proposed schemes. Given the low charges for water and particularly high operating costs of lift schemes, the recurrent

costs to the State will become increasingly burdensome. The State should give additional attention to cost recovery to meet recurrent costs. Neither comprehensive technical criteria nor a comprehensive land and water resource plan are used for scheme site selection. Scheme selection should be based on a priority setting, planning process that gives greater consideration to technical and economic aspects. The substantial management demands of the project are due less to its apparent complexity than to the very limited staffing, technical and institutional resources in the State relative to the projects size. Therefore, there is a need for support from appropriate technical specialists. Special training and research programs are needed in water management techniques appropriate to hilly area conditions. The project is substantially over-funded given its time frame, size and the experience of the implementing departments' cadre.

Wadi Al Khawd Aquifer Recharge Project, Oman (272-0102)
Project Authorization Date: FY 80; Funding: \$8.5 million
This evaluation was conducted in October, 1987

The purpose of the project was to assist the Government of Oman's Ministry of Agriculture & Fisheries (MAF) to design and construct a pilot water retarding structure (a dam) to test the concept of aquifer recharge. The dam captures flood water runoff normally lost to the sea to percolate into groundwater aquifers.

In lieu of an evaluation, a Project Assistance Completion Report (PACR) was completed. The project goals were clear and quantifiable, therefore, making it easier to manage and monitor. The project has been judged to be a success for various reasons. The dam was constructed on time and within budget; the implementing agency effectively managed the project; the working relation and coordination between the implementing entity and OAJC was excellent as was the relation between the engineer and the contractor. Consequently, the main objective was attained shortly after the dam was completed. Ample financial resources were available by both MAF and OAJC, a monitoring program is in place and data is being collected and analyzed continuously. As a result of the success of this pilot project, the MAF has decided to construct six more recharge dams.

Water and Supply and Sanitation Sector, Sri Lanka (383-0088)
Project Authorization Date: FY 84; Funding: *
This mid-term evaluation was conducted October, 1988.

The project purpose is to develop and improve the institutional capabilities of the national Water Supply and Drainage Board (NWSDB) to plan, design, rehabilitate/construct, operate and maintain water and sanitation systems throughout Sri Lanka. In

addition, the project is to develop and improve national health education, rural sanitation services and community participation in water supply and sanitation. USAID provides funding for technical assistance and partial funding for training, commodities, construction of facilities and the construction/rehabilitation of six water systems.

The evaluation team found that despite serious initial problems, the institutional development aspects of the project have recently begun to progress in a very satisfactory manner and momentum in this area appears to be increasing. Documented progress in such areas as improved billing time, improved rates of collection and improved customer relations is highly indicative of the type of progress being achieved. The concept of decentralization appears to have been fully accepted within most parts of NWSDB and is operating effectively in those regions where it has been implemented. The village health and sanitation program appears to be operating effectively and the quality of the latrines being constructed is extremely high. However, the delay in the construction/rehabilitation of the accompanying water systems is beginning to cause concern at the local level. The quality of technical assistance being provided by Engineering Science Inc. is of a high standard and is generally well received at all levels within the NWSDB. The management training and annual monitoring services provided by the WASH project have proved extremely beneficial. The senior management training was useful in building a common understanding of the project within the NWSDB.

Structural Replacement and Project Preparation Unit Components of the Irrigation Management Systems Project, Egypt 263-0132)

Project Authorization Date: FY 82; Funding: \$71 million
This Project Evaluation was conducted in February, 1989

The team found both components to have produced useful products of good quality. Structural Replacement (SR) has resulted in more than 7,000 new small and mid-size masonry and concrete structures to take the place of old or no longer functional structures controlling water in the Nile Basin Irrigation system. About 2,000 additional structures are currently under construction and/or scheduled to be completed by mid-1989. The structures are functional and of satisfactory quality. This component was implemented through contractors supervised by The MPWWR, which has resulted in two additional benefits stemming from the component: contractors have significantly improved their ability to contribute to construction projects in rural parts of Egypt, and MPWWR has developed stronger supervision over such work. The team found considerable evidence that both these benefits are spreading to activities beyond the scope of the SR component.

The Project Preparation Unit (PPU) has produced 11 high-quality

reports in English and a number of reports in Arabic assessing the economic feasibility of a wide range of potential investment projects in the irrigation sector. Some of these studies have led directly to construction and completed project.

The team found that despite their achievements, neither SR nor PPU will meet all their target objectives within their project completion dates. Approximately 2,000 more structures of those now thought it need replacement under SR remain to be built. The PPU, while have completed a series of reports, does not yet have the attributes of a Ministry agency that could be called "sustainable".

The team recommends the USAID scale down its support of the unit considerable and that it be limited to one multidisciplinary advisor supplemented with generous short-term consulting support on a project-by-project basis. In the case of SR, the team recommends an extension of the present advisor.

The team recommends for SR that the Ministry adopt a suitable pre-qualification procedure for SR, and that it maintain and circulate to its directorates lists of both qualified and unqualified contractors. The team also suggests that USAID respond favorable to the Ministry's request for an extension to the PPU Project of IMS.

Cairo Sewer IO&M Training, Egypt (263-0091)

Program Authorization Date: * Funding: *

This impact evaluation was conducted in November, 1988

The training component of the Cairo Sewerage I project aims to make the staff of the Cairo General Organization for Sanitary Drainage (GOSD) more effective in operating and maintaining the Cairo sewerage system.

O&M training contributed to improved performance of pump stations and sewer cleaning which along with several other factors, contributed to a 2/3's reduction in sewerage flooding. Though inadequate numbers of staff (6-7%) were trained it was effective because it accounted for education of backgrounds of attendees and was presented in Arabic by esteemed Egyptian staff. A key element in improved station performance was the recognition by GOSD O&M staff that their work was regularly observed and evaluated via performance monitoring checklists. In the 18 month hiatus between the conclusion of the activity and implementation of Work Order 4A, performance monitoring and good O&M practices lapsed in all but one case due to lack of institution support.

Institutionalization of O&M training is hampered by GOSD's lack of management and budgetary autonomy, uncertain supply of FX

for purchase of spare parts, GOSD's inadequate but underspent O&M budget, excess numbers of poorly paid workers and lack of incentives for good performance. If applied on a consistent basis with adequate budgetary and other institutional support, this O&M training program could serve as a model for other GOE and USAID activities.

The scope of O&M training should be expanded to include management training for engineers, donor training funds should be expanded, more attention should be given to training needs of illiterates, a cadre of indigenous Egyptian trainers should be developed, on-site O&M training should be offered, donor funded training facilities should be created. USAID should oversee GOSD's technical evaluation department's reinstatement of the sewer cleaning performance monitoring and evaluation scheme and should require them to produce regular reports for the head of O&M and participating areas. Institutional support for good O&M should be enhanced by having W.O. 4 a staff assist with preparation of GOSD's budget bid to the Ministry of Finance, having GOSD spend entire O&M budget allocation, by determining FX allocation for spare parts early in the year, by reducing redundant personnel, by securing top management support for O&M, by having GOSD work towards autonomy, possibly as a public company raising its own revenues or by having USAID work directly with GOSD on O&M matters. A pilot study of the feasibility of privatizing sewer cleaning and pump station maintenance should be undertaken.

HOUSING DEVELOPMENT

HOUSING DEVELOPMENT

Low Cost Shelter Program Mellassine Upgrading Component, Tunisia (6664-HG-003B)

Project Authorization Date: * Funding: *

This final impact evaluation was conducted January 1989.

The Mellassine Upgrading Project was a component of the 664-HG-003B Low Cost Shelter Program. The primary focus of the project was to assist the public sector in responding to the housing needs of low-income groups. The project was succeeded in proving to the Government of Tunisia (GOT) that slum upgrading is a viable alternative to slum clearance. Approximately 45,000 people have benefited from the upgrading of this neighborhood in Tunis. The loan was made to the Caisse Nationale d'Epargne Logement (CHEL) to fund this project and it was implemented by the Municipality of Tunis (MOT).

The impact evaluation found that the project achieved its major objective of improving living conditions and urban services in the community. The neighborhood has been successfully integrated into the surrounding urban area. It now has adequate infrastructure and services and is easily accessible by car or taxi. The general perception of the neighborhood has improved and its residents have a sense of permanence and security. As a result, investments by beneficiaries in home improvements have totalled 2 million TD (over \$2 million) since initiation of the project. Housing units are better built, and there has been a significant reduction in the number of families per unit. Finally, the GOT now views owner-built housing as the most suitable solution for low-income households.

National Low Cost Shelter Program, Tunisia (HG-004B)

Program Authorization Date: FY 84; Funding: \$46 million

This mid-term evaluation was conducted in April, 1989.

The Tunisia HG-004B program seeks to encourage more rational development of urban land, services and owner-built housing units, and to upgrade existing low income neighborhoods. The first of the two subprograms is an upgrading component implemented by the Office National de l'Assainissement (ONAS). the second is a sites and services component implemented by the Agence Fonciere D'Habitat (AFH) and the Caisse Nationale d'Epargne Logement (CNEL).

The evaluation found that both are making progress. Thus far, ONAS has installed 177,373 meters of pipes and 10,832 household connections. Work on wastewater treatment plants is underway. The AFH subprogram has encountered delays in its completion of

lots and CNEL's approval of mortgages. As of March 15, 1989, 1,968 beneficiaries have signed contracts with AFH to acquire their plots and an additional 1,183 now legally possess their plots. CNEL has received 3,415 applications for mortgages, of which 1,386 have been approved and issued. Another important finding was that few of the beneficiaries are utilizing the model designs developed for the program, and construction is not monitored well by the Ministry of Public Works and Housing (MOPWH) to ensure standards are complied with.

AFH needs to improve construction management of projects so that delays can be reduced. Feasible low cost alternatives to the 25m2 core housing unit must be designed and made available to beneficiaries. Project must be monitored better by the MOPWH to see that construction of houses, and in some cases septic tanks, meets minimum standards. More accurate estimates are needed to measure the effective demand of households in a given neighborhood for sites and services projects.

VILLAGE/RURAL DEVELOPMENT

VILLAGE/RURAL DEVELOPMENT

Tribal Areas Development Project, Islamabad (391-0471)

Project Authorization Date: FY 82; Funding: \$24 million
This mid-term evaluation was conducted in October, 1988

The main purpose of the Tribal Areas Development Project (TADP) is to accelerate the integration of the sensitive tribal areas called Federally Administered Tribal Areas (FATAs) bordering Afghanistan into the socio-economic mainstream of Pakistan. In particular, it focuses on improving: institutions, agriculture, small infrastructure (schools, drinking water supply, health outlets), irrigation, and the road network in the FATAs which include seven tribal agencies and 4 Frontier Regions under the administrative control of the Federal Government of Pakistan.

The evaluation team found that computerization efforts have been most successful with further potential of expansion. The construction activities have been satisfactory and of good quality, the project management is to be USAID and it does not actively involve GOP participation. The major recommendations are that further strengthening of line agencies involved in TADP, moving project management away from USAID into the GOP, and add new sectors (agriculture, Forestry, Health, etc.) and activities (planning, impact studies) to the existing focus on construction, leading to a bridge between TADP and TADP II.

Provincial Area Development Program I, Indonesia (497-0264)

Project Authorization Date: FY 77; Funding: *

Provincial Area Development Program II, Indonesia (497-0276)

Project Authorization Date: FY 79; Funding: *

This evaluation was conducted in 1986.

This evaluation summarizes the findings of two 1986 evaluations of the Provincial Area Development Program (PDP). The goals of the programs are to increase opportunities for the rural poor to increase their productivity and incomes, to increase the capacity of local government to plan and manage rural development activities which would increase the productivity and income of the rural poor, and to increase the capacity of the Directorate General of Regional Development (BANGDA) to monitor and support decentralized rural development.

The evaluation team found that more careful attention to project goals and working assumptions during design and early project management might have resulted in an earlier focus on institution building and reducing funds disbursed to local planning agencies that could not effectively absorb them. The project has had a significant positive impact on beneficiaries: its targeting success has been quite high, average real net

beneficiary gain represents an 11-18% real increase in average annual household income for recipients reporting a gain, and the sustainability rate for beneficiary gains is an estimated 58%. The capacity of local institutions has improved as measured by increasing beneficiary gains, the share of total project funds administered at or below the district level, case studies illustrating that local learning has occurred, and the numerous innovative sub-projects and structural innovations initiated. It appears at this early point in time that there is less cause for optimism about the prospects for sustained gains in institutional performance than other aspects of the project. PDP was judged to be worth doing from the high percentage of relatively poor people who increased their incomes as a result of the project and the many reported cases of non-beneficiaries who adopted PDP's techniques. The technical assistance, equipment, and learning opportunities provided to local agencies and BANGDA and the sub-projects' very favorable rate of return are further successes in the project. In addition to its significant contribution to rural development in project provinces, PDP may have had a positive impact far beyond its operating areas and associated institutions.

Village Development Services Project (Modern Management Technology Component), Indonesia (497-0327)

Project Authorization Date: FY 83; Funding: *

This evaluation was conducted, October, 1988

MMTC project has been unusually successful in helping to introduce information technology into BKKBN. The hardware and software are up and running in Divisions throughout the Central Office and in many Provincial Offices. Hardware and software maintenance functions for the micro computers and the LAN have come a long way toward being fully institutionalized. Management at the Central Office and in some Provinces have become skilled in using several microcomputer packages including spreadsheets, database management packages and word processing. There is a wide spread interest in learning to use such packages not only for administration but also to improve decision making.

The evaluation team suggests that the managers' ability to use software packages, should be expanded enabling independent roles for computer staffs strengthened and contain functions within PUKOM to be established.

The adoption of microcomputers made efficient and effective use of resources and created a good base for the overall architecture, which will included a minicomputer and integrated database. Given the very limited computer technology base in BKKBN three years ago, the achievements of BKKBN and the MMTC are unusual and impressive. In many ways, this project can be

considered to have successfully finished the first "phase" of information technology transfer. It is now ready to move on to the new "phase" by improving training, smoothing out some processes and developing a more sophisticated structure and functional roles for information technology use.

Development Training Project, Nepal (367-0152)

Project Authorization Date: FY 85; Funding: \$6.3 Million
This evaluation was conducted in 1988.

The goal of the project is to improve the capacity of Nepalese agencies and enterprises both publicly and privately which are conducting activities in development sectors of high priority. The purpose of the project is to strengthen the analytical, managerial and technical skills of public and private sector manpower.

A significant measure of project effectiveness is the 75% of the returned participants interviewed had made concrete use of their training. The target of 25% of training months for women has been met. Despite its accomplishments, the project is saddled with some unrealistic targets which have been stated in terms of location of training. It is recommended that geographical targets be eliminated by amendment to the project paper. The most serious implementation problems is the adequacy training courses to Nepalese development. Too little is known about these "canned" courses.

The team is confident that there is movement toward achievement of project purpose but that goal achievement is not likely to occur with out concentration of trained personnel in fewer agencies and in those agencies which are considered most critical to development. The team concludes that if training is to be most effective, it must be recognized and staffed as an educational process and not as an administrative function.

Rural Area Development: Rapti Zone Project, Nepal (367-0129)

Project Authorization Date: FY 80; Funding: \$33.67 million
This completion report was published in January, 1989.

The goal of the project was to increase the measurable aspects of the quality of life including income and farm production levels of families in the Rapti Zone and to improve local demand for improved agriculture, health, education, resource management, and family planning.

Overall, the project was a success. Food production and consumption quantitatively and qualitatively by households in the Zone was improved by the planned goal. The project provided technology extension, training, and credit through several programs which were designed to increase income-generating opportunities. The capacity of Panchayats and other local

organizations to plan, implement and sustain local development efforts were strengthened as an additional result of the project. The availability and use of national delivery systems in the Zone were increased by constructing buildings and sub-district Service Centers.

Community Based Integrated Island Development Program,
Republic of Kiribati, (879-0001)

Project Authorization Date: FY 82; Funding:

This project evaluation was conducted in June, 1987.

The goal of the project is to assist and support the Government in its task of decentralization and increase the capacity of people in the rural areas to their own needs and to improve the quality of their own and their children's lives.

The SCF has improved the quality of life in the Republic of Kiribati by introducing improved techniques and materials for permanent housing . As a result of SCI water supply projects, clean water is available to villagers and upgraded supply systems have been developed. The level of management skills among those involved with the SCF program has significantly increased during OPG II due to greater emphasis in this area by SCF. However, there are weaknesses such as confusion among the SCG committee members as to their role in the overall program. A variety of training programs have been successful in instructing a mixture of participants including community members and SCF staff in construction, maintenance and repair, home-based skills and community management.

ENERGY PROGRAMS

ENERGY PROGRAMS

Energy Planning Assistance, Morocco (608-0180)

Project Authorization Date: FY 84; Funding: *
This evaluation conducted in 1987

In September 1985, USAID awarded a technical assistance contract to International Science and Technology, Inc. (ISTI), to implement project activities. So far the project has made outputs and products available to the MEM including: a functioning energy planning model (EPM); a computer capability with compatible hardware and software; technical assistance in data base and information management, industrial energy efficiency and conservation (fish canning, oil refinery, textiles, electric power, hotels, etc.), and refinery product pricing.

The evaluation report concluded that: (1) the project could not achieve the building of the institutional capacity within the MEM which was the central purpose of the project; (2) the rate of spending for the ISTI contract was well in excess of the planned contract expenditures, and some reallocation of funds from outside the ISTI contract would be needed; and (3) the energy planning model was operational with staff trained to use it and provided valuable assistance to the MEM in the preparation of the Five-Year Plan.

The report recommended that (1) the effort to create a distinct planning unit (SPD) within the MEM to do energy planning should be abandoned; (2) the project financed computer and database systems should be made compatible with MEM system now being installed; (3) the MEM should establish two computer centers in the two MEM buildings to link the data bases with the services; (4) AID should finance an additional six computers, extend the information specialist position, and provide short term TA on data base management and issues of critical importance to the energy sector; and (5) the MEM should physically relocate the planning function as well as the TA team to the main MEM building. Furthermore, the report recommended that the energy conservation advisor should only be extended if USAID approved the new Energy Demand Management (EDM) project, and that the project should be extended to December, 1990 to offset the initial delay in project start-up.

Micro/Mini Hydroelectric Project, Thailand (493-0324)

Project Authorization Date: FY 82; Funding: \$8.1 Million
This evaluation was conducted May-June 1987.

This project was designed to complement a broad strategy to reduce Thailand's dependence on imported fossil fuels used for

electricity generation. The specific goal of this project is to provide the Royal Thai Government (RTG) with the capability to identify economically attractive sites for micro and mini run-of-the-river hydroelectric power development. This was to be done through the design and construction of up to twelve plants which would provide electricity to local villages or to the national grid. Six sites are currently well along in construction and scheduled for completion over the next year and a half. Additional sites are under design. It is anticipated that as many as three sites will be operational by the early part of 1989.

The six sites visited showed an evolution in the quality of design, construction techniques and management indicating that the NEA and Thai consultants have continued to refine their capabilities as the project evolved. The replicability of this effort is clearly established and demonstrated by parallel efforts to develop mini-hydro facilities with the funding from other donors. This project and the Renewable Non-Conventional Energy Project which preceded it, have demonstrated the ability of the NEA working together with the Thai private sector to develop energy systems with sustainable benefits for the country.

EDUCATION

EDUCATION PROGRAMS

School Construction Program, Oman (272-0103)

Program Authorization Date: * Funding: 37.5

This evaluation was conducted on August, 1988.

The purpose of this project is to improve access to primary and intermediate-level education and upgrade the quality of primary and intermediate education through provision of better facilities.

In lieu of an evaluation, a Project Assistance Completion Report (PACR) was completed. The report states that the project's well defined and easily quantifiable set of targets and the simplicity of the FAR method as an implementation mechanism facilitated an effective monitoring of all activities. The key characteristics which enabled this project to be successful were technically feasible plan of action, strong cultural and social values placed on education in Oman, appropriately targeted objectives and carefully delineated AID assistance to the Government of Oman in meeting the goals, and existence of strong and reasonably reliable "construction community in Oman".

SCIENCE AND TECHNOLOGY

SCIENCE AND TECHNOLOGY

Computer Technology, Tunisia (664-0334)

Project Authorization Date, FY 85; Funding: \$3.3 million
This evaluation was conducted in December, 1988.

IRSIT's inadequate organizational structure and management have presented major problems. Recently, IRSIT has begun to address some of the problems in effective project implementation. However, it is unlikely that talked about changes will occur in the immediate future. IRSIT is a new organization which needs to develop stronger management capabilities to be able to promote its services within Tunisia and the Arab world. IRSIT needs improved business management skills and needs to develop some criteria for selecting its clients and to determine a potential client's ability to pay for services rendered. This will allow IRSIT to continue without donor financing. Currently, activities are concentrated on consulting with local organizations.

IRSIT is also involved in other projects in Tunisia, one of which is now beginning to show signs of being a success: the PT&T (Public Telephone and Telegraph) Project. Other projects are very slow to develop and the future of IRSIT is uncertain. However, it is the Team's belief that IRSIT, with the correct direction, management, and commitment can make a major impact on informatics in Tunisia.

PRIVATE VOLUNTARY ORGANIZATIONS

PRIVATE VOLUNTARY ORGANIZATIONS

Afro-American Labor Center, Egypt

Project Evaluation Date: FY 83; Funding: \$2.0 million
This evaluation was conducted in January, 1988

The evaluation team recommends that AALC activities should continue to be supported by USAID/Egypt with Egyptian country program funds and multi-year grants. Funding should be increased to cover elements in the new project design and growing number of workers reached by Egyptian Trade Union Federation (ETUF). AALC and USAID/Egypt's education and population projects should collaborate (with funding provided

through USAID project budgets) to extend support through the AALC to the ETUF and its Workers' Education Association (WEA). AALC should implement a self-evaluation and monitoring system which would help the project with internal efficiency and help to meet USAID's reporting requirements. The focus of U.S. training visits and Egyptian curricula should be broadened to emphasize collective bargaining, management training, and women's labor education program.

CLUSA/India Program and Development Support OPG, India (0498-251)

Project Evaluation Date: * Funding: \$930,000

National Cooperative Development Corp./ CLUSA Oilseed Processing Management Development Project (II)

Project Evaluation Date: * Funding: \$1.2 million
This evaluation was conducted in June, 1988.

The evaluation team found that CLUSA has achieved the basic objectives of the program and Development Support OPG and has successfully completed most of the activities in the grant's implementation plan. CLUSA has been an effective intermediary, providing technical support and monitoring of USAID supported projects with the Indian cooperative sector, including in particular the NDDB Oilseed Growers Cooperative project. Progress has been slow in implementing the NCCB-Phase II OPG in both expenditure levels and the training and consultancy aspects. The monitoring and evaluation mechanisms have not been in place to objectively evaluate NCCB-OGCP. CBI working through the CLUSA-India office has initiated business transactions with the export of nigerseed to the U.S.A. separate, new entity should be established to promote a cooperative to cooperative trade, financed by the Indian and American cooperative movements without USAID support.

AID/PVO Collaboration, Egypt Assessment

There are important differences in Egyptian and US uses of the term "PVO". In Egypt the term PVO describes a wide variety of national regional, and local level non-profit social, welfare, relief, cultural, and development organizations. Further funding is needed for the private voluntary sector in Egypt. But there is no evidence that more direct grant funding would necessarily have the effect of building IPVOs institutional capacity and ensuring their self-sufficiency.

There is a strong need for expansion of the talent pool of Egyptians skilled and willing to take leadership and management roles in Egyptian PVOs. There is no consensus about the most desirable form or scope for a PVO umbrella project.

It is desirable to begin with a limited "umbrella" program to address immediate bureaucratic constraints. Initial start-up efforts should be consistent with longer term evolution of a more comprehensive approach to fostering a development oriented voluntary agency community in Egypt.

COMMODITY EXPORT PROGRAM

COMMODITY EXPORT PROGRAM

Commodity Export Program, Afghanistan (306-0205)

Project Authorization Date: FY 86; Funding: \$1.67 million

This evaluation was conducted in October, 1988

The project helps the Mujahideen and the people of Free Afghanistan to reduce the impact of the war and the exodus of people from Afghanistan by providing humanitarian commodities. The project is being implemented by the American Export Manufacturer's group, the Government of Pakistan and the Islamic Union of Afghan Mujahideen (STET).

The evaluation team found that the project has been successful. Commodities are being distributed to the Afghan people in the Mujahideen controlled area inside Afghanistan. Progress has been made regarding the commodity selection process, the initial practice of including the Alliance Logistics Committee to select commodities has been superseded because of difficulty of convening the Committee. Focus was made on food and transport assets as highest priority with clothing and construction equipment as second priority. Because of the value of STET it was recommended to design a new follow-on project to expand the program to include multilateral re-settlement assistance, Free Afghan repatriation and rehabilitation activity as well as cross border humanitarian commodity assistance. This was rejected in favor of amending the CEP project.

POLICY REFORM PROGRAM

POLICY REFORM PROGRAM

Economic Policy Analysis, Morocco (608-0191)

Project Authorization Date: FY 85; Funding: \$11.5 million
This interim evaluation was conducted in March, 1989.

The Economic Policy Analysis Support Project is an "umbrella" activity under which a series of specific subprojects can be implemented. These subprojects are to assist the Government of Morocco (GOM) to achieve economic policy reforms through strengthened economic policy analysis and appraisal capacity in several GOM units.

The evaluators have found that only one subproject has been realized. To be successful the overall project needs a strong "pull" from various parts of the GOM for the assistance it offers. No such demand has occurred. Expectations on what could be achieved throughout the Pricing Directorate subproject were over-optimistic. Measured by AID results in similar efforts worldwide, the subproject must be counted as successful. However, the institutionalization of policy research has not succeeded. The USAID and the HIID team should immediately undertake an intensive review of the Pricing Policy Subproject to decide what are reasonable specific end-of-project targets, whether an extension of the Project PACD is required to accomplish them and what is an appropriate future role for the HIID advisory effort. USAID/Morocco should intensify its efforts to implement the Short-term Studies Subproject. The current outreach activities of the HIID advisors can serve as a valuable complement to the subproject activities. The PACD should be extended as necessary to accommodate either an extension of the subproject or implementation of any new subprojects that may result, or both.

PRIVATE SECTOR

PRIVATE SECTOR

Private Enterprise Technical Resources Assistance (PETRA)
Project, Jordan (278-0277)

Project Authorization Date: * ; Funding: \$1.5 million
This evaluation was conducted in September, 1988

The purpose of this evaluation is to examine the progress made over the last year in implementing the PETRA Project through examination of the PETRA Projects portfolio, office procedures and management, the functioning of the PETRA Committee and USAID's role in project implementation and monitoring. The Evaluation scope of work provides for a progress evaluation to be undertaken to assess current project status. This involved examination of project files and records for specified areas of inquiry, examination management systems and interviews with individuals concerned with various aspects of the project.

The project goal is to assist the Jordan private sector to be the driving force behind increased income, export and employment growth. The project purpose is to alleviate policy, industry-wide and firm specific constraints to increasing overall productivity and effectiveness in the private sector.

The PETRA Project has now been under active implementation for over one year. It is the view of the evaluation team that the learning stage has now passed, that the PETRA Office should be operating with increasing efficiency and decreasing USAID involvement and that the PETRA Office and PETRA Committee should have by now forged an effective working relationship, which provides for clear committee guidance of PETRA operations and clear lines of communication between the committee and office management. With regard to specific areas of inquiry set out in the scope of work, the evaluation team concluded that the PETRA staff generally conducts thorough investigations but that the analyses presented to the committee contain gaps in information. In a few cases proposals were submitted to the committee without satisfactory investigation. Project analysts should be thorough in this regard and follow standardized guidelines for proposal evaluation.

* Unable to obtain information