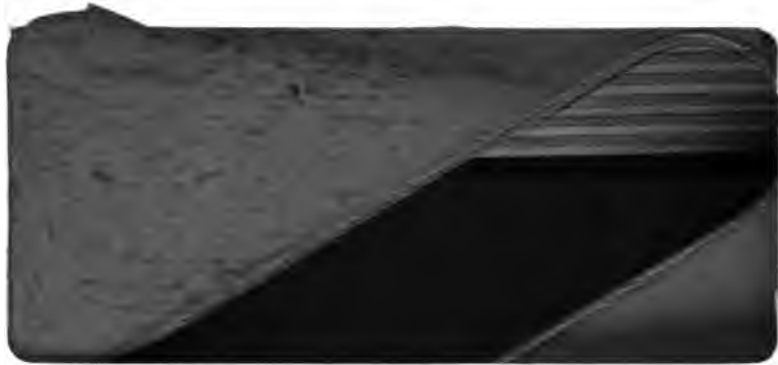


SMALL FARMERS AGRICULTURAL DEVELOPMENT
PROJECT

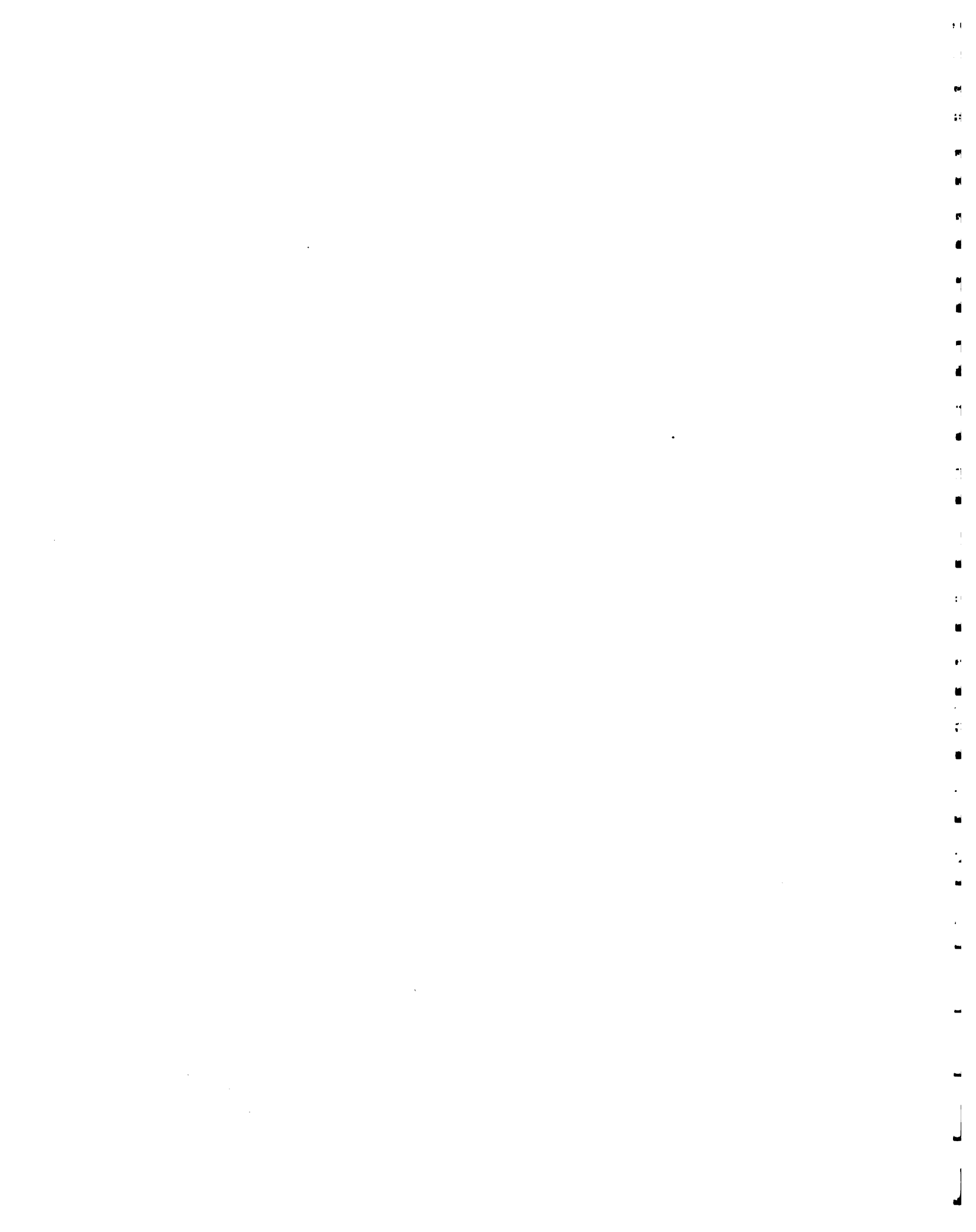
MONITORING AND EVALUATION SYSTEM

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SMALL FARMERS AGRICULTURAL DEVELOPMENT
PROJECT

MONITORING AND EVALUATION SYSTEM



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GOVERNMENT OF ST. LUCIA
INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT
CARIBBEAN DEVELOPMENT BANK

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SMALL FARMERS AGRICULTURAL DEVELOPMENT PROJECT
MONITORING AND EVALUATION SYSTEM

/
Gonzalo Estefanell
Interamerican Institute for
Cooperation on Agriculture
(IICA)

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ABBREVIATIONS AND ACRONYMS

GOSL	Government of St. Lucia
MALFC-MOA	Ministry of Agriculture, Lands, Forestry and Cooperatives
ASU	Agricultural Statistics Unit
MFP	Ministry of Finance and Planning
CPU	Central Planning Unit
MOH	Ministry of Health
MCD	Ministry of Community Development
SLDB	St. Lucia Development Bank
SLMB	St. Lucia Marketing Board
RSC	Rural Service Center
VSC	Veterinary Service Center
IICA	Interamerican Institute for Cooperation on Agriculture
IFAD	International Fund for Agricultural Development
CDB	Caribbean Development Bank
FO	Farmers Organizations
WASA	Water and Sewage Authority
PHEU	Public Health Engineering Unit



ST. LUCIA
Basic Indicators(1)

1. Population		
- Total number of inhabitants (mid 1984)		134,966
- Total rural population		45,582
- Percentage of economically active population 1983		34.0%
2. Rural Illiteracy 1980		
		25.0%
3. Gross domestic product (Annex 2)		
- Total country million		US\$146.0
- Per Capita		US\$1,000
- Total growth 1984		5.0%
- Total growth 1985		5.8%
- Growth per capita		4.0%
- Percent of agricultural contribution to the GDP (1985)		15.9%
4. Public debt 1985		
		US\$ 42.0 million
- internal public debt	37.8%	
- external public debt	62.2%	
5. Average annual rate of inflation (1985)		
		7.0%
6. Surface Area		
	61,600	ha
7. Structure of land use (1973/74 census)		
- Agriculture land	29,138	ha
- Other crop land	5,320	ha
- Perennial crops Tree Crops	11,548	ha
- Grass lands	2,973	ha
- Forest and open wood lands	7,690	ha
- other lands	1,607	ha
8. Structure of land tenure (1973/74 census)		
- Owned	26,978	ha
- Rented	830	ha
- Mixed tenancy	976	ha
- Other	354	ha
TOTAL	29,138	ha

(1) From IICA, 1988-89 Programme Budget

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9. Structure of the aggregate value of the Agricultural sector.

Products (1984)	Value (US\$000)
- Bananas (UK)	21984.7
- Bananas (non-export)	62.5
- Copra	165.1
- Coconuts	2.8
- Cocoa	112.7
- Mangoes	122.5
- Oranges	5.7
- Grapefruit	12.3
- Plantain	155.6
- Yams	8.4
- Aroids	7.7
- Other fruits	167.4

10 Exports (1985)

	US\$ Million
- Total country	52.0
- Agricultural	26.0

11 Imports (1985)

	US\$ Million
- Total country	121.8
- Food products	24.0

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CASE STUDY
MONITORING AND EVALUATION SYSTEM
SMALL FARMERS AGRICULTURAL DEVELOPMENT PROJECT

I. BACKGROUND INFORMATION

St. Lucia is the second largest island of the Windwards (616 km²), located between Martinique and St. Vincent with an estimated population of 136 thousand.

It enjoys a tropical climate with temperatures ranging between 23 C and 26°C and a rainfall average of 1030 mm in the south and 4100 mm in the south central mountainous area of the island. Rainfall is concentrated between August and December.

Agriculture plays a major role in the economic and social aspects of St. Lucia. It contributes with over 15% of total GDP and provides employment to over 20 thousand people, according to the 1986 agricultural census. total land devoted to agriculture is over 64 thousand acres, distributed among 12 thousand holdings.

As is the case with all plantation economies, land distribution is skewed in terms of acres and quality. Big estates occupy the best valleys in the island. The Gini coefficient estimated from 1974 figures is .83. Figure 1 presents for the same data the Lorenz curve. The straight line depicts what the ideal situation would be. The shaded area represents the departure from it. It should be pointed out though, that Government has started land reform programmes in two of the main valleys (Cul de Sac and Rousseau) and has plans to start a similar programme in the Mabouya valley.

Banana exports dominate foreign trade, accounting for 60% of total foreign exchange earnings. Exports of fresh produce have been on the rise in the past few years. Statistics for 1984-1985 show an increase in volumes exported of avocados, breadfruit, christophene, golden apple, pumpkin, okras, sweet potatoes and string beans. It is also true that export levels of fresh produce have not yet been re-gained the figures of ten years ago.

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II. GENERAL PROJECT DATA

In February 1984 the Government of St. Lucia signed an agreement with the International Fund for Agricultural Development and with the Caribbean Development Bank for the implementation of the Small Farmers Agricultural Development Project. What follows is a summary description of the Project.

A. Objectives

The General Objective of the project is to improve the health and welfare of the low income farmers of St. Lucia. To achieve it the following Specific Objectives were defined:

- a. To increase food crop and small stock production
- b. To improve community development services for providing safe drinking water and sewage disposal.

The Intermediate Objectives (Outputs) of the Project were defined as:

- a. Two Rural Service Centers
- b. Developed Small Farmers' marketing system
- c. Increased availability of credit for small farmers
- d. Facilities for the preparation of radio programmes
- e. New varieties of food crops available
- f. New veterinary laboratory
- g. Facilities for collection of safe drinking water (drums)
- h. Latrines constructed

B. Total estimated costs

The estimated total cost of the Project is US\$ 4.1 million. Of this amount IFAD has made available US\$ 2 million, CDB US\$ 1 million and GOSL US\$ 1 million. Appendix I lists the Project components, costs and sources of financing.

C. Organizational structure

To achieve the objectives enumerated the project was organized in four operational components and two supportive components. The operational components of the Project are: Marketing, Credit, Extension and Community Development. The supportive components are: Monitoring and Evaluation (M&E) and Supportive Services. Table 1 summarizes the expected outputs of the Project by component.

Project implementation started in September 1984 with the appointment of the Project Coordinator, and is expected to end in July 1990. The target population of the project is low income rural people, including women, who operate holdings of 4 ha and under. More specifically, the project aims at benefiting some 1200 of these through the various activities of the project. Although the Project covers the entire island, because the thrust of the marketing activities will be localized at the RSC's, it should be expected that farmers from the surrounding areas should benefit the most.

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The responsibility for implementing the project has been given to the Ministry of Agriculture, Lands, Forestry and Cooperatives (MALFC), with active participation of the St. Lucia Development Bank, the Ministry of Community Development, the Ministry of Finance and Planning and the Ministry of Health, as well as the St. Lucia Marketing Board. Table 2 summarizes the responsibilities of these in the generation of outputs.

A Management Committee was set up to provide the Project Coordinator with guidance, from time to time, on implementation aspects. This committee is headed by the Permanent Secretary of the Ministry of Agriculture and includes representatives from the SLDB, CPU, MOH, MOCD, SLMB and a representative from the rural beneficiaries. Figure 1 depicts the structure of the Project.

D. Monitoring and Evaluation

The coordination of a project with these characteristics, requires that information on implementation aspects be gathered and timely forwarded to the office of the coordinator for decision making. Thus the importance assigned to M&E within the project.

The responsibility for M&E of the SFAD project was originally assigned to the Central Planning Unit of the Ministry of Finance and Planning. CPU was also made responsible for submitting M&E quarterly reports to CDB, IFAD and GOSL (sic). A Project Review Committee was to have been created with the specific responsibility for annual review of the progress of the project and for making recommendations for changes, when appropriate. The Committee will comprise representatives from the GOSL, IFAD and from CDB. It has not yet been formed.

Furthermore, to-date no M&E system has yet been implemented albeit and a decision has been made by the Management Committee to shift the responsibility for M & E of the Project to the Agricultural Statistics Unit of the Ministry of Agriculture.

Reports prepared thus far are scarce. During his term of assignment the Marketing consultant prepared reports on his specific activities. The Credit consultant also prepares quarterly and annual reports. The Project Coordinator should be preparing reports with the same frequency but multiple responsibilities only allow for the preparation of semestral reports. None follow any specific format, and make only general references to programmed activities and targets of the project. The Project Coordinator's reports are sent to the Management Committee and CPU who is responsible for forwarding these reports to funding agencies. Figure 2 depicts the flow of information as originally designed and the actual flow.



Table 1
Project Outputs by components

PROJECT COMPONENT	EXPECTED OUTPUT
1. Marketing	<ul style="list-style-type: none"> -Rural Service Centers -Development of a marketing system for small farmers -Trained personnel in marketing and management of the RSC's.
2. Credit	<ul style="list-style-type: none"> -Increased availability of credit for small farmers (under 4 hectares) -Trained loan officers of the SLMB.
3. Extension	<ul style="list-style-type: none"> -Facilities for preparing radio programmes -Trained personnel in communication. -Desirable food crop varieties introduced. -Construction of and equipment for a Veterinary Laboratory.
4. Community Development	<ul style="list-style-type: none"> -Use of facilities for collection of safe drinking water and improved sewage disposal..
5. Monitoring and Evaluation	<ul style="list-style-type: none"> -On-going reports for management decision-making -Quarterly reports to donor agencies and Management Committee -Annual report for the Project Review Committee
6. Supportive Services	<ul style="list-style-type: none"> -Cold Storage units for the SLMB -Staff RSC's -Support staff for extension, Community Development, Health, Credit and Communications

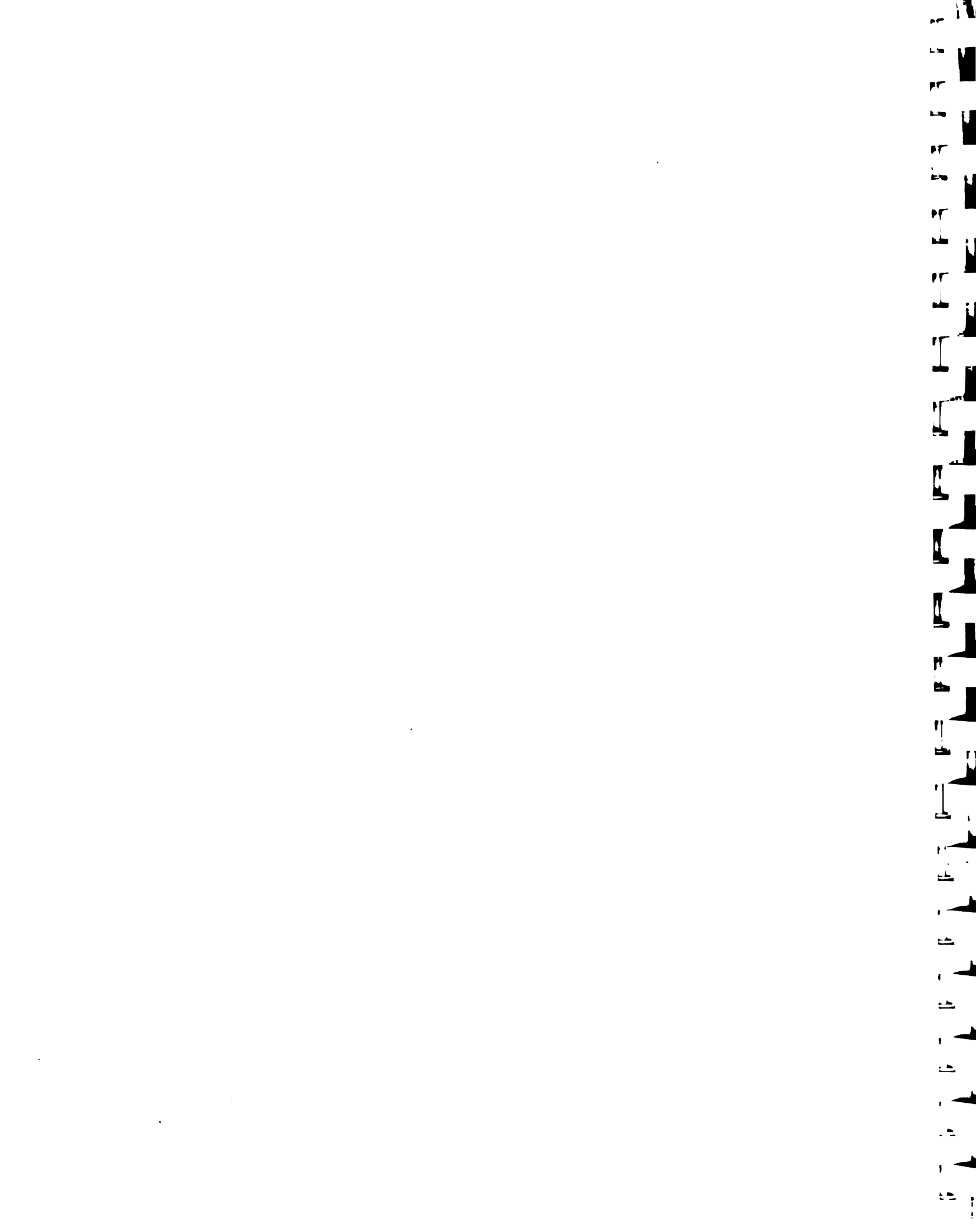


Table 2
Institutional responsibilities for Implementation

INSTIT.	REPORT	RSC	VET LAB.	CREDIT	EXTENSION	MARKETING SERVICES	LETRIN. DRUMS	COMM. ORG.
MOA		XX	XX		XX	XX		
SLDB				XX				
SLMB						XX		
MOH							XX	
MOCD							XX	XX
MOFP	XX	XX	XX					
FO		XX						

There is no mechanism for coordination, neither is there a system for programming of activities, as the basis for coordination and for reporting and monitoring. In this sense, the Project Coordinator prepares a, very general, programme of work, without extensive and systematic consultation with the intervening agencies that, in fact, respond to a different command structure. Therefore, although decisions might be made at the Management Committee level, since not all representatives have real decision making capability, those decisions are not implemented.

There is no accounting system layed out for the project. Since the project's financial resources have been given to the Ministry of Agriculture, disbursements follow the same traditional cumbersome procedures. There is no way to obtain up-to-date information on expenditures either by source of financing or by object of expenditure. To prepare the annual report the Project Coordinator himself has to go through the ledgers of the MOA and extract expenditures that are then allocated to the funding agencies and reimbursements requested, when appropriate.

In essence the reporting system is very informal, unstructured, based on reports from consultants and not from persons responsible for the project components. It is essentially based on personal contacts of the project coordinator with interested and/or informed parties. It can be said that the available reports provide a broad idea of the project status but do not provide the information necessary for on-going decision making.



III. MONITORING AND EVALUATION

To understand the current situation of the Monitoring and Evaluation system of the S-FAD project in St. Lucia it is necessary to first understand the current status of the project.

Implementation started in late 1984 with the appointment of the Project Coordinator from the Ministry of Agriculture. The marketing component started immediately after the appointment of the Marketing Consultant and later appointment of one RSC manager. Due to problems in the operation of the SLMB (presently non-operational) the Management Committee decided, and sought the approval of CDB/IFAD, to commit the project to undertake direct responsibilities for marketing.

Marketing activities were originally under the direction of the marketing consultant. On his departure his responsibility was assigned to the Project Coordinator, with assistance provided by the Marketing Specialist of the ASU. Although the marketing role of the project was intended to be a temporary arrangement, this has continued for the past two years. This is due to an external conditioning factor, that is a occurrence or decision outside the project control. As pointed out before, the SLMB is non-operational. A decision by the highest authorities is expected on whether try to re-activate it or transfer the functions of the Board to farmers organizations.

In 1985 the credit component was initiated with the appointment of the Credit Specialist within the SLDB. Two assistants were also appointed.

Health and Community Development activities have not yet commenced due to changes in policy of the Ministry of Health, (closure of the PHEU) and to a lack of a clear understanding of the project strategy and operational aspects.

The Project Management Committee has been meeting at the request of the Project Coordinator. At these meetings major decisions are made in terms of project orientation.

Information on project implementation is presently only provided by the Credit component through the Credit Specialist in quarterly reports and in an annual report (see Appendix II). While the Marketing Specialist was with the Project reports were prepared by him, as well as a general annual programme of work (see Appendix III). These reports do not follow any common format neither do they provide information in respect to defined targets and proposed activities.

A consultant from IFAD was sent to St. Lucia for a week in 1985 with the purpose of assisting the CPU in the design a simple M&E system for the CPU. His report was presented a year later. Appendix IV presents the M&E format prepared by the consultant as well as his recommendations for the implementation of the M&E system. No forms for the actual collection of data, or for the processing of it have so far been devised, neither have coordinating mechanisms been designed .



Because of the previously mentioned lack of a proper accounting system, it is difficult to determine how advanced the project is with respect to disbursement targets. This, coupled with the fact that there is no annual programming with specific targets, makes it difficult to compare disbursements with accomplishments of the project in terms of outputs, an essential aspect for managerial decision making and on-going evaluation. Even the comparison of accomplishment with targets set up at the project document level is a rather difficult task.

Although in the original project document and loan agreement the responsibility for monitoring and evaluation is given to the CPU, late in 1986 the Management Committee decided to transfer that responsibility to the ASU. This was done in view of the fact that it is difficult for the CPU to undertake such a specific task when they are still developing their national monitoring system.

The ASU is now beginning to put into place the basics for a monitoring system. No staff has actually been assigned for M&E within the project.

IV. ROLE OF MONITORING AND EVALUATION

In order to analyse the role of the monitoring and evaluation unit, or "system" since no unit is in place, we will follow the framework presented in the Guiding Principles for the Design and Use of M&E in Rural Development Projects (4).

The basic notion is that the primary purpose of an M&E unit within a project is to assist management in the monitoring of project. The logical consequence of this is that the primary concern of the unit is then related to inputs, outputs, processes and schedules.

In the case of the S-FAD project, there is no M&E unit in place. As has already been pointed out, the present M&E system is an informal one. Given the small size of the Project and the present conditions of St. Lucia's public sector an informal system should apparently satisfy the immediate information needs of the Project Management, including the Project Management Committee.

1. Developing a hierarchy of project objectives and determining critical activities, processes, inputs and outputs

Some steps were taken in this direction. As pointed out the consultant hire by IFAD in 1985 along with the person responsible for M&E at the CPU, developed the hierarchy of project objectives as presented in Appendix IV. No identification of project activities, processes, inputs and outputs was actually done.

2. Determining information needs and choosing indicators

In the same form where project objectives are presented a very general identification of Who, When and How is done. Actually the Who is only



done at the level of Unit or department. No specific responsibilities are assigned. The When is actually and identification of frequency of reporting (monthly, quarterly, etc.) than the actual moment of collecting the information. The How makes reference to the possible sources such as records kept by the different departments. No reference is made to the questions on For What and on the degree of detail.

In other words, as a starting point the identification done so far is fine but it is far from being practical for its implementation.

3. The existing Management information system

Information regularly used by the Project Coordinator relates mainly to construction (of RSC and Veterinary lab), procurement and to marketing aspects. The coordination of marketing activities is in fact demanding most of the Project Coordinator's time.

Although in the report presented by the M&E consultant (1) it is mentioned that the people responsible for the Construction Component had already developed a reporting format, at the time of preparing this report nothing of the sort was actually seen. The communication between the architectural department of the MFP (responsible for constructions within the project) and the Project Coordinator is absolutely informal, however, it seems to work. An example of that: during our visit to the construction site of the Veterinary Laboratory the person from MFP approached the Project Manager with a payments problem to the contractor of the job. It required, given the advancement of the building, some changes in the schedule of payments. An alternative course of action was discussed and agreed upon on the spot.

All procurements are done through the office of the Project Coordinator, therefore, information is direct, however, no record keeping is readily available. The procedure to purchase goods and services, including gasoline, is as follows: a purchase order is filled out (see appendix V) and sent to the MoA's accounting department for approval. A voucher then comes back to the Project Coordinator who can then send for the good or service. Most of the times only then the price is known. The voucher, with the actual, cost is sent back to accounting, who will make the payment, within a few days and the expenses charged to the project. Note that no record of it is kept at the project level.

In the marketing component information is more abundant. During the tenure of the Marketing Specialist, a weekly price bulletin was developed, Prix-Produit (see Appendix VI). This publication includes prices paid by supermarkets for different produce (although no reference is made to volume and quality), and on exports of produce. Two trips to Europe allowed the project to make contacts with buyers and identify specific produce with good market potential. Following that trip specific cultivars were introduced and are being planted for export. These contacts provide constant feed-back on the markets in the UK, allowing the Project Management to orient production in the



Island. The Credit Specialist is in close contact with the Project Coordinator for this purpose, so that promotion of crops with good overseas market potential is also done through credit .

Information being generated but not used by the Project Coordinator include that on credit. For instance, the Credit Specialist has presented reports on this component that show that demand for credit is not going as expected. No thorough analysis has been done and no action has been taken to see if the slow pace of the demand for credit can be reverted through alternative courses of action. The information presented by the marketing specialist for the past year and a half in relation of an outstanding debt of an intermediary with the project has not meant any special action on the part of the Project Coordinator or the Management Committee. However, it should be noted that the Management Committee has actually given a year to the SLDB to operate under current arrangements to then evaluate the results.

V. MONITORING AND EVALUATION PROBLEMS AND DIFFICULTIES

The first problem with the M&E of the S-FAD project is that, contrary to the suggestion presented in the Guiding Principles (4) the original design of the project placed the M&E unit not only outside the project control but also outside the Ministry of Agriculture under the Central Planning Unit of the MFP. This unit, which has responsibilities for overall planning and monitoring of ALL sectors, is still in the process of organizing the M&E system .

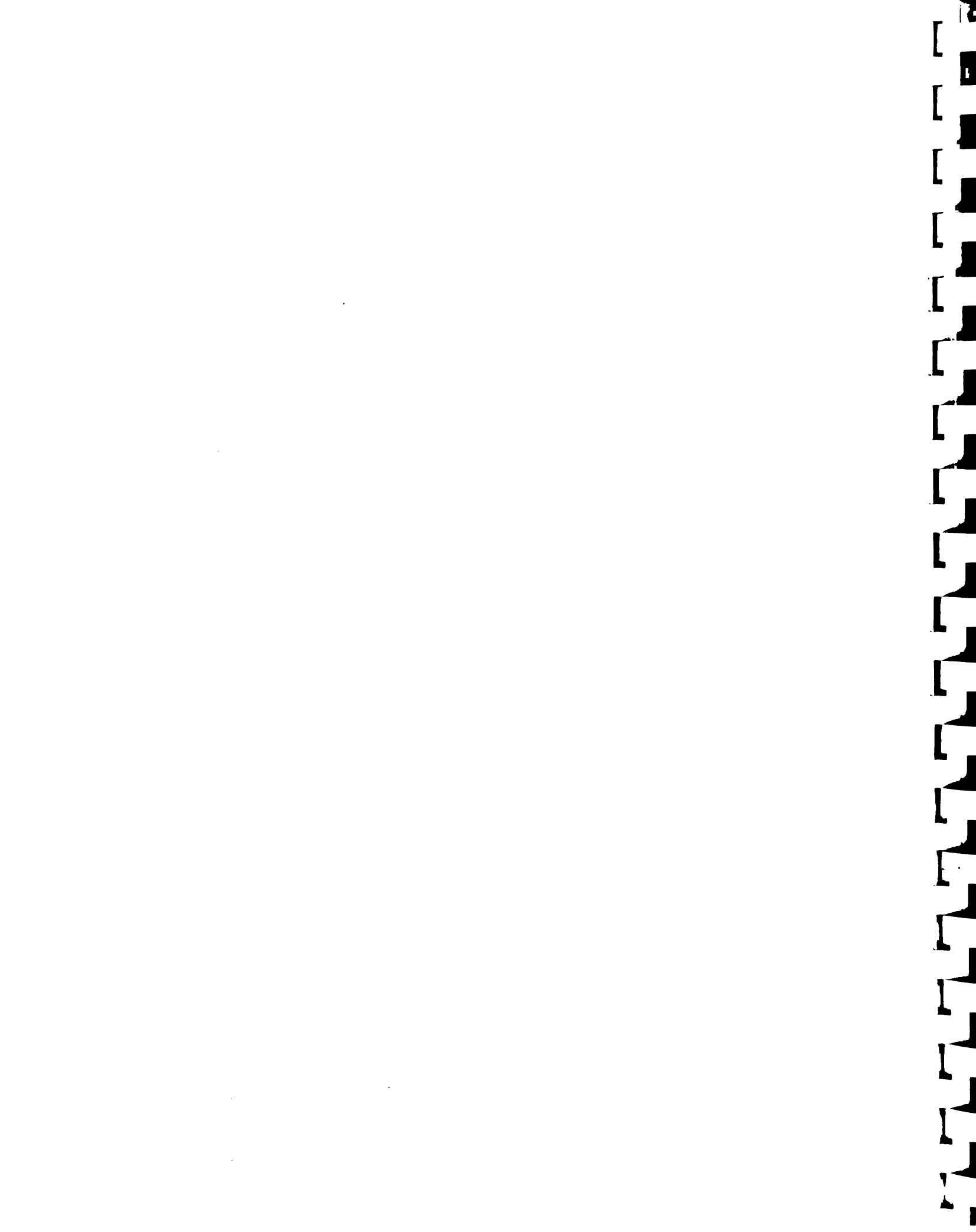
At the Ministry of Agriculture level, there is also the problem of understaffing. Due to its scarce manpower the Ministry uses the Project Manager for other activities outside the project realm.

Internally, the Project does not have a core staff to help the Project Coordinator carry on all the duties and activities he is responsible for. The only person attached to the Project Coordinator is a secretary only recently hired, and two RSC managers and staff.

It should be pointed out that in the project document not much space was devoted to Monitoring and Evaluation although it is one of the specific project components. It seems that everyone agreed on M&E but once it was said that such a unit was needed, no work was done, until two years later with the report of the M&E consultant. No effective follow-up of that report has actually been done.

To summarize, the main problems found at the project level:

- a. A SYSTEM was never designed for monitoring and evaluation of the project. So far everyone is in agreement that it should exist but the specifics of a system for actual implementation are lacking.
- b. There is an informal internal information system but since no recording of this information is undertaken, it is soon



lost preventing the creation of a data bank with an institutional memory.

c. The Project Coordinator is with small supportive staff to carry out his duties is overburdened by a temporary marketing arrangement that has been going on for almost two years.

d. The scarcity of manpower of the MoA, coupled with the demands imposed on a small group of technicians by the cadre of regional and international organizations' missions to the island demand time of the Project Coordinator away from his specific managerial activities.

e. In spite of the scarcity of information being gathered, some of it is not actually being used, probably reflecting managerial problems more than M&E problems.

f. There is no specific accounting system to keep continued track of project expenditures.

g. There seems to be a lack of understanding of project goals and strategy by some of the parties involved in project implementation.

h. There are no programming systems and mechanisms for the preparation of annual work programmes that would enable the project management better coordination with the different project components and are essential for a sound Monitoring system.

i. There are no systematic feed-back mechanisms in place that provides for implementing decisions made at the Management Committee.

VI. ASSESSMENT OF MONITORING AND EVALUATION AND RECOMMENDATIONS

It should be obvious by now that the main concentration of this report is on aspects of Monitoring. The reason being that we cannot evaluate effects or impacts if we first do not know what we have implemented.

The rationale, at least in our interpretation, of an "integrated" project is that its different components, one way or the other, should actually interact in time and space to generate the expected impact. Figure 3 depicts that interaction as it is interpreted from the Project documents.

If our conception is correct, then one of the most important aspects of project implementation, if we want to achieve the long term objective(s) or impact, is to make sure that the space-time interaction is actually taking place. For that reason Monitoring becomes so important in an endeavour with the characteristics of the



S-FAD Project.

To insure it, it is then essential to lay out specific work programmes (annual and quarterly) for, and with, each institution involved in the implementation. Only then it will be possible to determine the degree of progress from reports of a Monitoring system that is based on tangible results.

The identification of indicators it is important for the design of a M&E system, as well as the definition of the WHO WHAT AND FOR WHAT, of the M&E. But for the actual implementation of the system, it is essential to define simple formats for the collection and processing of data, a definition of a system for storage and easy retrieval and adequate channels of communications. In this sense it is essential that the Monitoring responsibilities of the S-FAD project be given to the ASU who should appoint and second an individual to work, on part time basis with the Project Coordinator to this effect.

The MoA has been receiving, through international aid agencies, microcomputers that could be extremely useful, if properly programmed and managed, for the purposes of Monitoring the Project. For instance, simple programmes for recording expenditures by sources of funds, by project component and by object of expenditure could be easily prepared. This would allow for weekly up-dating of information on project expenditures by sources of finance. Since the GOSL has to advance Project expenditures, the availability of this information could cut the re-imbusement time lag with the logical positive effect on an already strained financial cash flow.

Timely information and the creation of a data base related to project aspects should improve decision making and allow for better coordination among project components, thus maximizing the time-space interaction among project components.

Informality in the flow of information does not seem to necessarily be a bad thing, provided there is an adequate mechanism for recording the most relevant information for decision making.

Some of the problems pointed out in this paper do not belong exclusively to the realm of M&E but actually are more managerial problems. A case in point, there seems to be a gap between decisions made at the Project Management Committee level and the implementation of them. Being beyond the scope of this paper no thorough analysis of this aspect was done, but most likely the lack of adequate information channels has a lot to do with it.

Going back to the aspect of "integrated projects", if the project rationale is carefully analysed there seems to be not much provision for integration among parts. The marketing/production component would not be affected by the non-implementation of the Health component. The project document allows for the latter to operate in any part of the island, while the former, given the strategy chosen, is localized in its effects. A question arises, why then bother designing and implementing projects that require so much coordination efforts when they are not reflected in the Project outputs. But that is an answer



that Evaluation, impact evaluation that is, should provide with in the future.

In terms of improvements recommended for the current system they can be summarized as follows:

- a. Assign the responsibility of M&E to the ASU and to a particular individual with full responsibilities for Monitoring of Project.
- b. Resources should be devoted for the development of the M&E system, particularly for the development of formats to report and for handling and processing information.
- c. More specifically, the following elements should suffice in the short run to develop the system:
 - i. Develop computerized system for project accounting
 - ii. Establish a computerized data base for the marketing component that will include produce purchased including quantities, prices paid, name of farmer, market sold to, prices received.
 - iii. Annual programming with specific targets by project component.

In terms of evaluation, it is necessary to finalize the identification of indicators and to define the methodology for determining impact. It is felt that with the recommendations included in the M&E report of 1986 a serious evaluation cannot be done. The methodological problems to measure impact are very complicated and questions such as "has your production increased or decreased as a result of participating in the project?" has relatively little or no value (underlining of the author) attachment 11, R.S.C. Quantity Survey.

Obviously, the said report stop half the way towards the definition of impact evaluation of the project.



REFERENCES

- (1) IFAD, Report of an IFAD Consulting Mission to St. Lucia to assist the Development of a Monitoring and evaluation system for the Small Farmers Agricultural Development Project, Rome, June 1986.
- (2) CDB, Appraisal Report on Small Farmers Agricultural Development Project for St. Lucia, CDB, Barbados, s/d
- (3) IICA, 1988-1989 Country strategy.
- (4) U.N., Guiding Principles for the Design and use of Monitoring and Evaluation in Rural Development Projects, ACC Task Force on Rural Development, Rome, December 1974.



FIGURE I

ST. LUCIA

LORENZ CURVE FOR LAND DISTRIBUTION

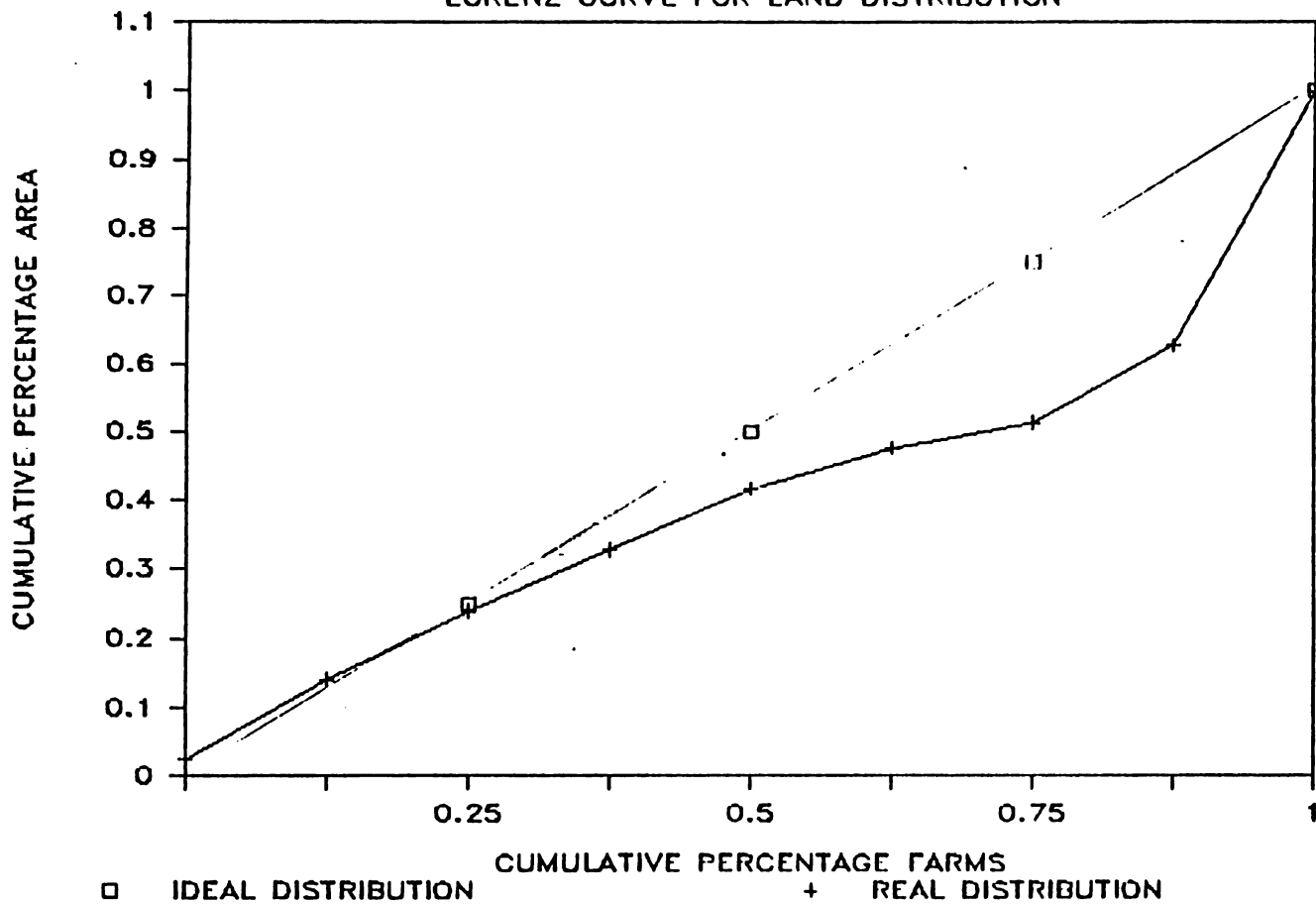
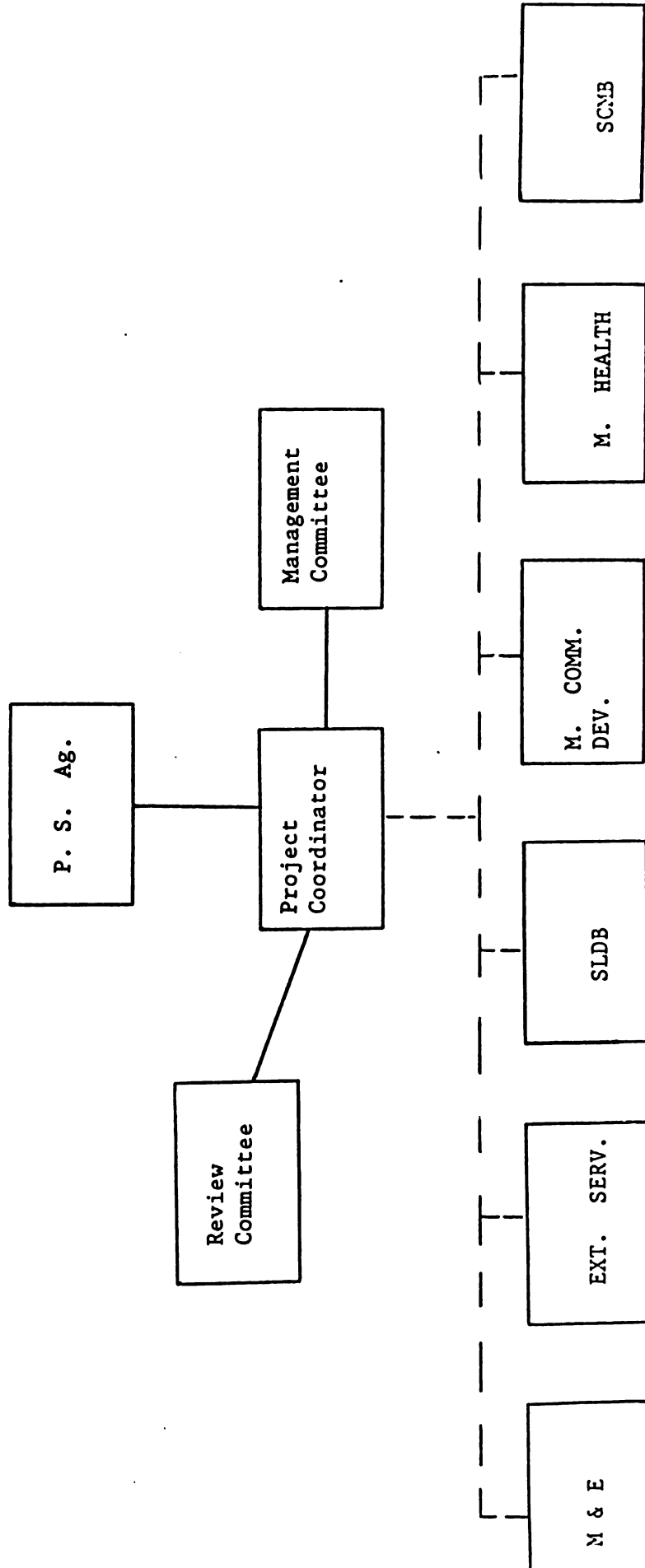




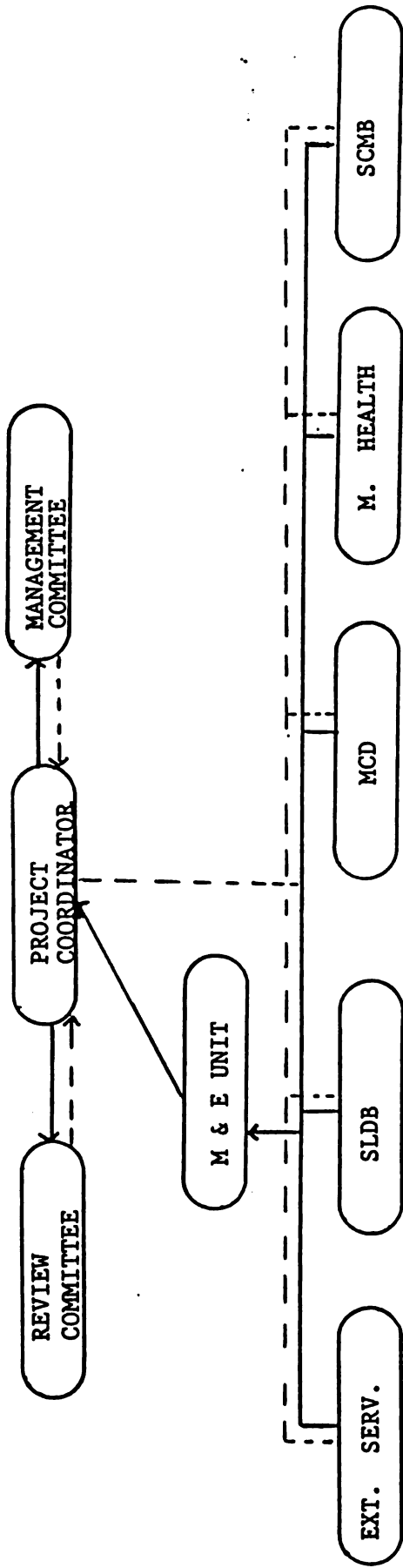
FIGURE II

PROJECT STRUCTURE

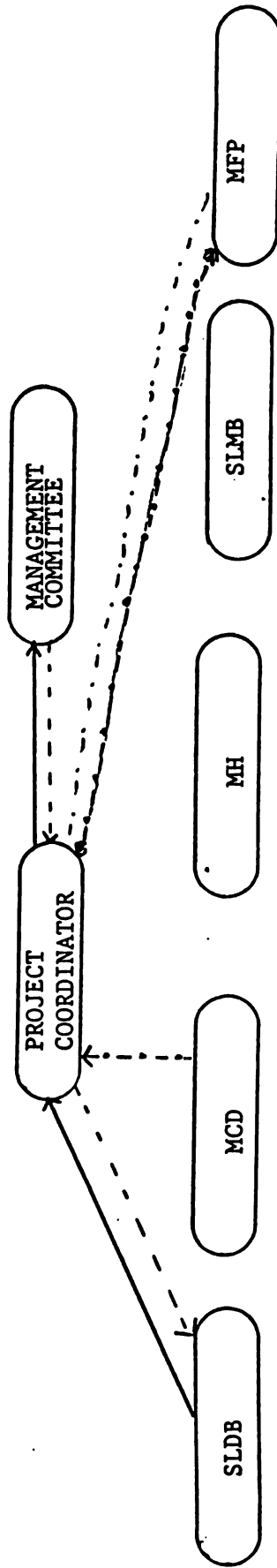




INFORMATION FLOW



ACTUAL SITUATION



EXT. SERV.

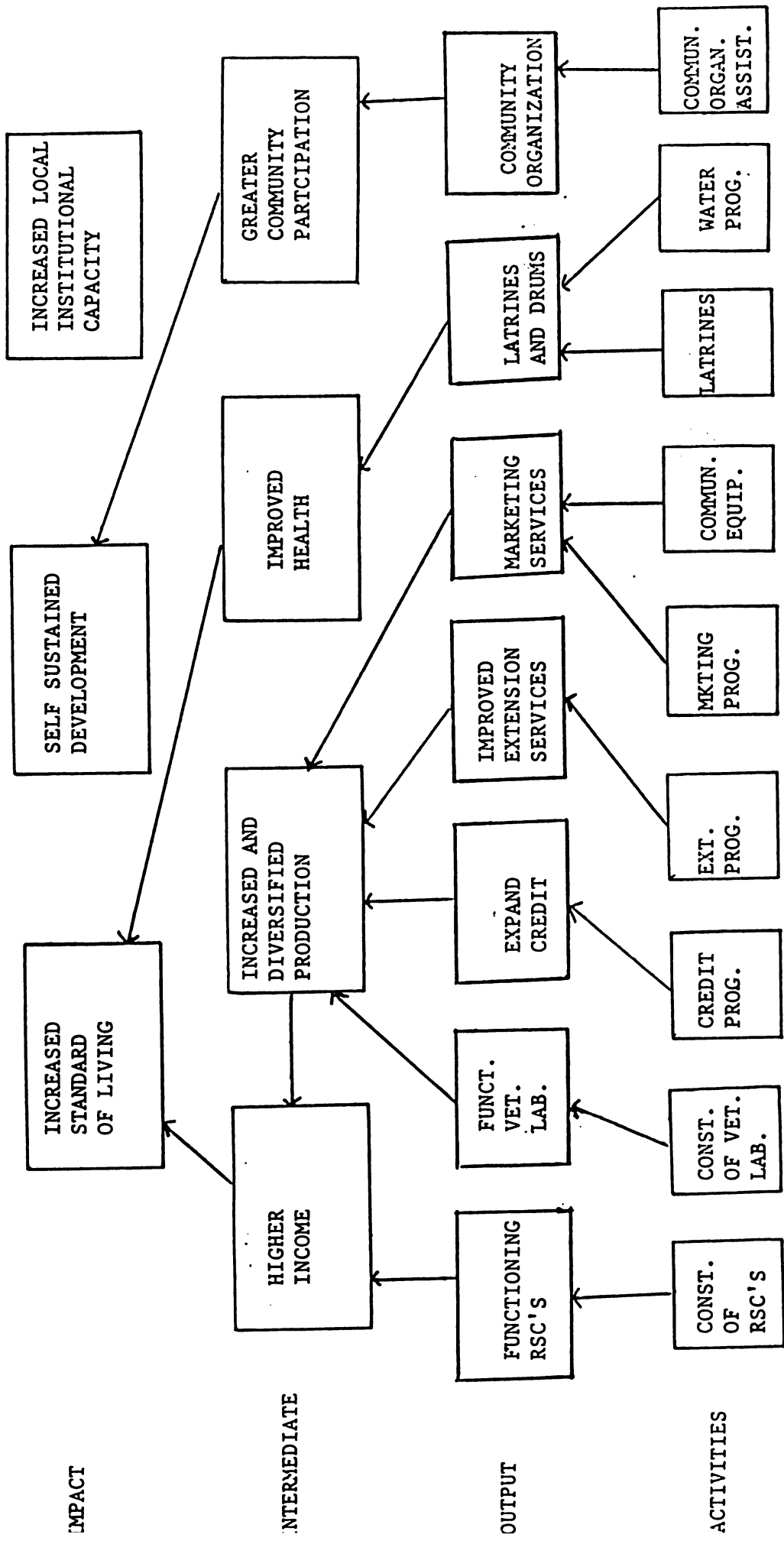
→ Formal Flow

- - - - - Feed back

Informal



GOALS STRUCTURE

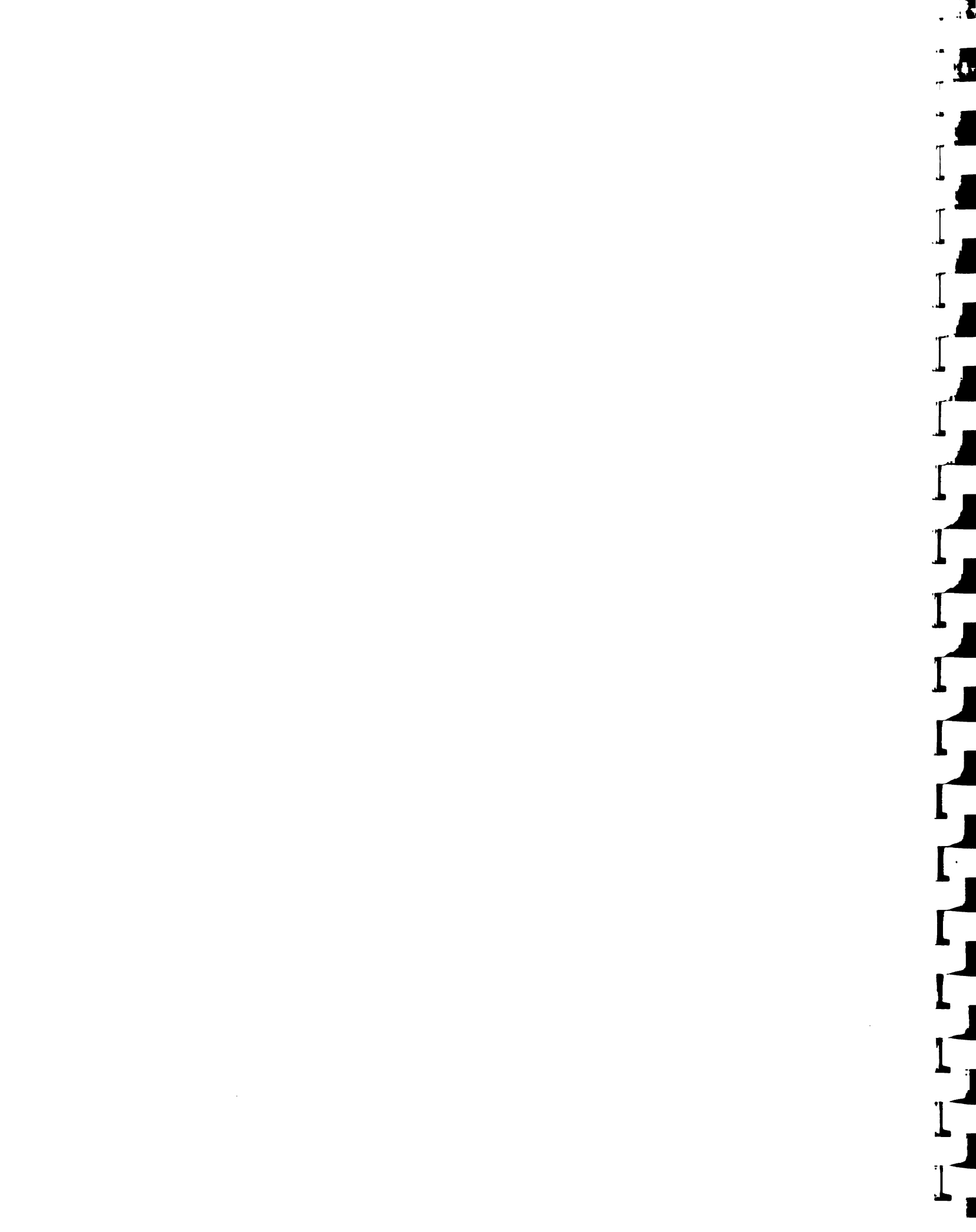


IMPACT

INTERMEDIATE

OUTPUT

ACTIVITIES



APPENDIX I



Estimated Total Costs and Financing

Appendix I

(from Appraisal Report)

PROJECT COMPONENT CODE	ITEM	PY 1	PY 2	PY 3	PY 4	PY 5	TOTAL	FINANCED BY
<u>Rural Service Centres</u>								
01	Construction and Equipment	551.2	-	-	-	-	551.2	CDB Loan
02	General Managers	11.4	45.9	45.9	34.3	-	137.5	" "
03	Inputs for Centres	243.0	162.0	162.0	243.0	-	810.0	" "
04	Vehicles (six)	182.0	120.0	-	-	-	302.0	" "
05	Marketing Specialist ^{1/}	48.2	114.6	-	-	-	162.8	CDB T.A. Grant
06	Working Capital	-	32.7	114.5	127.3	102.5	437.0	CDB Loan
07	Operating Deficit - RSCs ^{2/}	-	51.0	-	-	-	51.0	Government
08	Sites and Utilities	432.0	-	-	-	-	432.0	Government
09	Support Staff - RSCs	5.2	173.2	177.2	199.7	-	555.3	CDB Loan and Government
10	Support Staff - Marketing Specialist	8.0	23.5	-	-	-	31.5	Government
11	Physical Contingencies ^{3/}	82.8	2.9	1.6	1.0	1.3	88.7	CDB Loan
12	Price Contingencies ^{4/}	176.2	90.5	104.4	167.7	31.1	569.9	" "
	TOTAL	1,740.0	575.3	505.5	772.0	134.9	3,727.7	
<u>Credit</u>								
13	Short-term Loans	108.0	216.0	270.0	324.0	378.0	1,296.0	IFAD Loan
14	Medium-term Loans	162.0	270.0	354.0	432.0	450.0	1,718.0	" "
15	Credit Specialist	108.0	-	-	-	-	108.0	" "
16	Credit Supervisors (non)	22.1	44.3	55.4	66.4	66.5	265.6	" "
17	Price Contingencies ^{5/}	2.2	3.3	4.4	5.5	40.5	105.9	" "
	TOTAL	402.3	539.6	753.3	852.9	943.9	3,502.0	
<u>Extension and Technology</u>								
18	Bulking of Planting Material	29.0	29.0	29.0	-	-	87.0	IFAD Loan
19	Veterinary Service Centre	221.0	-	-	-	-	221.0	" "
20	Communications Studio	32.0	-	-	-	-	32.0	" "
21	Communications Specialist	54.0	27.0	-	-	-	81.0	" "
22	Project Coordinator	54.0	54.0	54.0	54.0	54.0	270.0	" "
23	Coordinator Expenses ^{6/}	52.2	22.2	22.2	22.2	22.2	141.0	" "
24	Physical Contingencies ^{7/}	33.2	-	-	-	-	33.2	" "
25	Price Contingencies ^{7/}	64.3	22.1	34.7	35.0	46.5	202.5	" "
	TOTAL	539.7	154.3	139.9	111.2	122.6	1,067.7	
<u>Community Development</u>								
26	Water Collection (1,600 drums)	17.1	34.2	34.2	34.2	17.1	136.8	IFAD Loan
27	Pit Latrines (200)	33.5	67.2	67.2	67.2	33.5	268.8	" "
28	Training Sessions	12.2	10.3	10.2	10.3	10.3	55.4	" "
29	Physical Contingencies ^{8/}	2.5	5.1	5.1	5.1	2.5	20.5	" "
30	Price Contingencies ^{9/}	5.3	22.3	35.1	40.0	32.5	144.2	" "
	TOTAL	70.8	139.1	152.4	166.3	96.6	625.7	
<u>Monitoring and Evaluation</u>								
31	Surveys, etc.	24.3	29.7	29.7	29.7	29.7	143.1	IFAD Loan
<u>Support Services</u>								
32	Cold Storage Units	162.0	-	-	-	-	162.0	IFAD Loan
33	Staff - RSCs	-	-	-	-	233.0	233.0	(Internal Generation)
34	Support Staff - Extension	29.4	58.8	58.8	58.8	58.9	265.0	Government
35	Support Staff - Community Development	26.5	26.5	26.5	26.5	26.5	132.5	" "
36	Support Staff - Health	5.4	5.4	5.4	5.4	5.4	27.0	" "
37	Support Services Credit Specialist	58.1	-	-	-	-	58.1	" "
38	Support Services - Communications Specialist	30.3	23.3	-	-	-	53.6	" "
39	Price Contingencies ^{10/}	16.2	-	-	-	-	16.2	IFAD Loan
40	Price Contingencies ^{11/}	15.0	23.0	23.7	40.9	197.5	306.3	Government
41	Interest & Commitment Fee - CDB Loan	23.0	70.5	80.0	110.0	120.0	403.0	" "
42	Interest - IFAD Loan	21.9	57.9	107.3	152.1	200.1	549.3	" "
	TOTAL	387.3	275.9	306.3	393.3	341.4	2,205.7	% of Total
	CDB Loan	1,230.0	536.2	440.0	421.0	135.0	2,972.0	26
	CDB T.A. Grant	48.2	114.6	-	-	-	162.8	1
	IFAD Loan	1,215.3	561.2	795.3	1,150.1	1,192.5	5,316.7	47
	Government Contribution	671.4	350.5	272.5	684.3	941.3	3,020.4	26
	GRAND TOTAL	3,164.9	2,314.4	2,297.5	2,325.0	2,159.1	11,671.9	100

ECF

Notes - 1/ Contingencies as shown in Appendix 2.
 2/ Excludes salaries and wages RSCs staff (see 09 and 33)
 3/ 15% on 01, 10% on 06, 5% on 09
 4/ 20% on 01, 10% p.a. compounded for 52 and 04, 3% on 23
 and approximately 6% compounded on 06 (weighted average)
 5/ 10% p.a. compounded on 16
 6/ 15% on 19
 7/ 20% on 19, 10% compounded on 18, 22 and 23
 8/ 10% on 24 and 27



APPENDIX II



ST. LUCIA DEVELOPMENT BANK
QUARTERLY REPORT
ON
THE CREDIT COMPONENT OF THE S-FAD PROJECT
JANUARY - MARCH, 1986.

The credit component of the Small Farmer Agricultural Development Project took a different turn during the quarter with the receiving of a float of EC\$389,999.08, from the International Fund for Agricultural Development, for un-lending to farmers under the project.

The Float which was received on March 6, 1986, ended the long delay in implementing the credit component of the project.

On receiving the first tranche of the 3.5 Million Dollar loan for the S-FAD lending programme, the Bank immediately went on to appoint two (2) of the three (3) persons selected as Credit Officers for the project. The appointees are:

- (1) Pascal Alphonse, and,
- (2) Emmanuel Haynes.

One of the officers, Pascal Alphonse took up duties on March 17, 1986 whilst the other officer will commence duties on May 1, 1986.

TRAINING

With the appointment of the Credit Officers, a training programme was drawn up to prepare and train the officers for tasks of appraising and supervising loans under the project. The programme included inter alia:-



1. initial interviews,
2. screening of applicants,
3. information gathering,
4. the appraisal process
 - technical analysis
 - financial analysis
 - preparation of appraisal report
5. supervision of loans.

Since the credit component of the project is behind schedule, there was need to press on with the implementation process. Consequently, after one week induction in office, the first officer was sent to the field to begin the process of promotion and identification of loans.

CREDIT PROMOTION

Promotion of the credit programme in the early part of the quarter was low-keyed, because of the unavailability of funds. However, towards the end of the reporting period, when the float was received, the Bank embarked on a full scale programme of promotion. The promotion exercise began with radio advertising spots in the local dialect "Patois". These spots were aired for two consecutive weeks on Radio Caribbean's daily patois programme.

FARMER MEETINGS

Meetings were organised in the Soufriere/Choiseul area which is one of the major catchment areas of the project. The meetings which were held at Fond St Jacques, Bois D'inde and Etangs, were attended by well over one hundred and twenty (120) persons.



Response to the credit programme has been encouraging up to the end of the quarter, as some ten (10) farmers had come to the Bank enquiring for loans under the S-FAD Project.

PROJECT IDENTIFICATION

With the placement of one of the Credit Officers in the Soufriere/Choiseul Catchment, the process of identifying farms with potential for credit began. It is expected that the majority of applications for loans from the credit programme, will be obtained through this activity. As a result, project identification will constitute a major part of field activities throughout the project life. At the end of March 1986, six (6) farms had been visited for project identification purposes.

APPLICATIONS

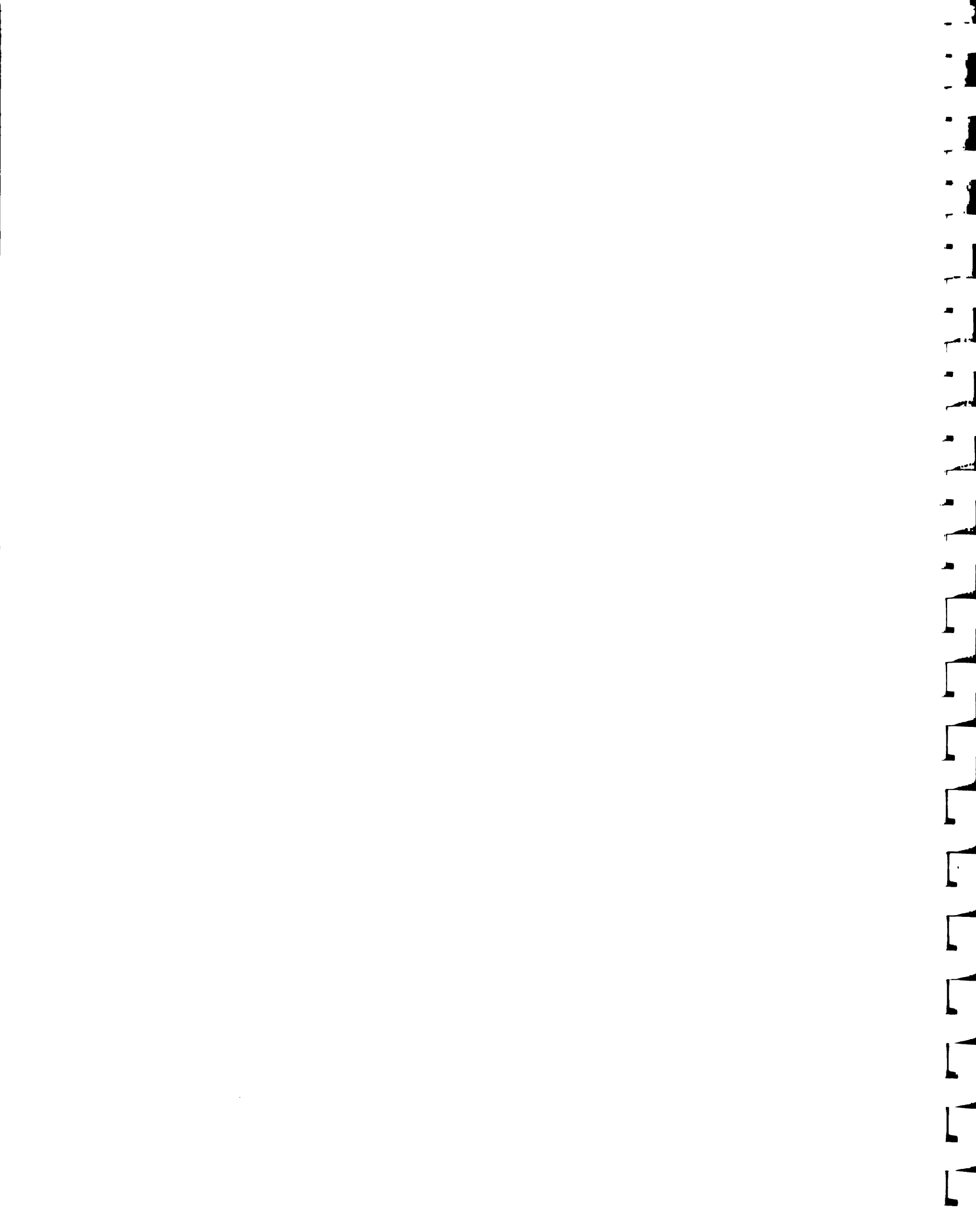
No applications were accepted during the quarter but interviews had been held with eight (8) persons from which applications should follow along with others in the next quarter.

CROP MODELS

Models have been developed for the crops for which markets have been identified. These models are important in determining the cost of producing these crops as well as expected returns from the sale of produce. Some of the crops for which models have been prepared are:-

1. plantains,
2. ginger, and,
3. peanuts.

Other crops to follow are Hot Peppers and vegetables.



In an effort to ensure that as many loans reach the target group of farmers-within the confines of the Bank's policy-targets have been set for activities such as project identification, applications, appraisals, approvals and disbursement of loans for the Bank's financial year April 1986 to March 1987.

The parameters used to determine the targets for each activity were based on the following:-

1. average loan size of \$2,000,
2. 30% of project identified will result in loan applications,
3. 100% of applications will be appraised,
4. 90% of applications appraised will be approved, and,
5. 80% of approvals will be disbursed.

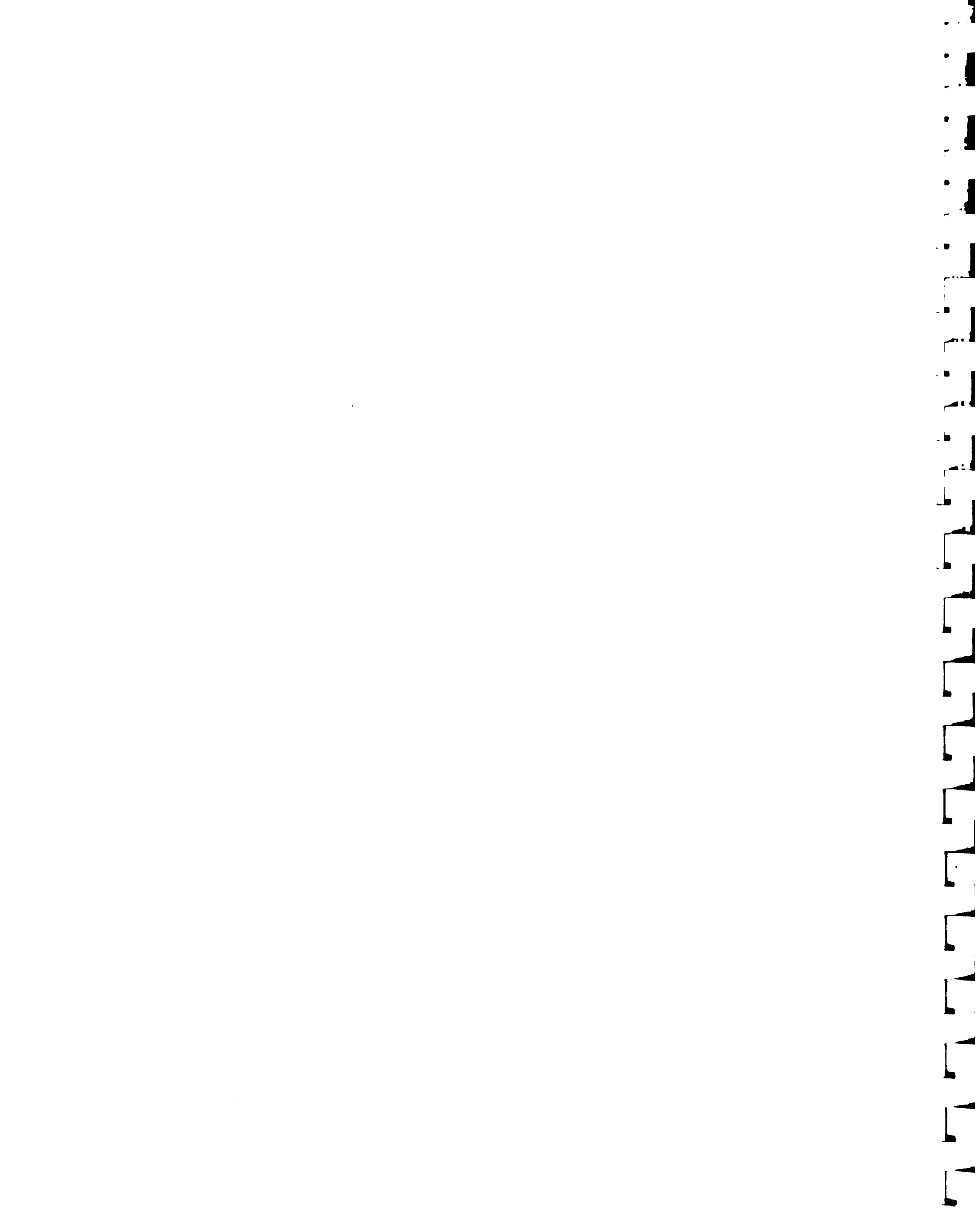
For the effective and efficient administration of agricultural loans, the Country is demarcated into five (5) zones namely:-

- 1) Central identified as C1,
- 2) East as E2,
- 3) North as N3,
- 4) South as S4,
- 5) West as W5.

The two main areas of focus for the S-PAD Project are S4 and W5. It has been projected that seventy percent (70%) of loans will be made in these areas. A copy of targets for the project is appended.


Credit Specialist

May 14, 1986



ST. LUCIA DEVELOPMENT BANK

S-FAD PROJECT

TARGETS FOR 1986/87

AREA	PROJECT IDENTIFICATION	APPLICATIONS NO.	APPLICATIONS VALUE	APPRAISALS NO.	APPRAISALS VALUE	APPROVALS NO.	APPROVALS VALUE	DISBURSEMENT NO.	DISBURSEMENT VALUE
S4S	146	44	131,918	44	131,918	40	118,726	32	94,932
W5S	116	35	107,932	35	107,932	32	97,139	26	77,721
N3	86	26	64,575	26	64,575	23	58,118	18	46,494
E2	33	10	25,830	10	25,830	9	23,247	7	13,593
C1	52	16	38,745	16	38,745	14	34,870	11	27,896
TOTAL	433	130	369,000	130	369,000	118	332,100	94	265,630

NOTES: 70\$ - Areas S4s

" " W5s

30\$ - " N3

C1

E2



APPENDIX III



Marketing Specialist: Proposed Work Programme for 1986

The main focus of the marketing specialist's work will be the development of exports by the project. Areas which will be covered are:

Developing exports of a range of crops, including mangoes, plantains, citrus, avocado, soursop, and plums, building on the experience gained during the previous year;

Conducting test marketing of Asian vegetables and other novel crops, such as purple passion fruit, and, dependent on a positive response, encourage planting amongst participating farmers;

Exploring the market for 'natural' (i.e. non-chemically treated) fruit.

An effort will be made to sell produce outside the West Indian immigrant market within the U.K. in order to obtain wider scope for the distribution of exports from St. Lucia. Particular emphasis will be placed on developing the supermarket trade in mangoes and investigating the health food market for untreated fruit and vegetables.

The RSC at Ravine Poisson is scheduled for completion in April 1986, and, once the project has centred its activities there, particular emphasis will be placed on establishing a system of operation and on the training of staff. Further work also needs to be done on improving farmer participation, both in the day-to-day marketing activities and in the overall running of the centre. The availability of spare cold storage space at Dennery Farm Co. and the fisheries complex will allow its usefulness to be assessed prior to the project's own units being installed.



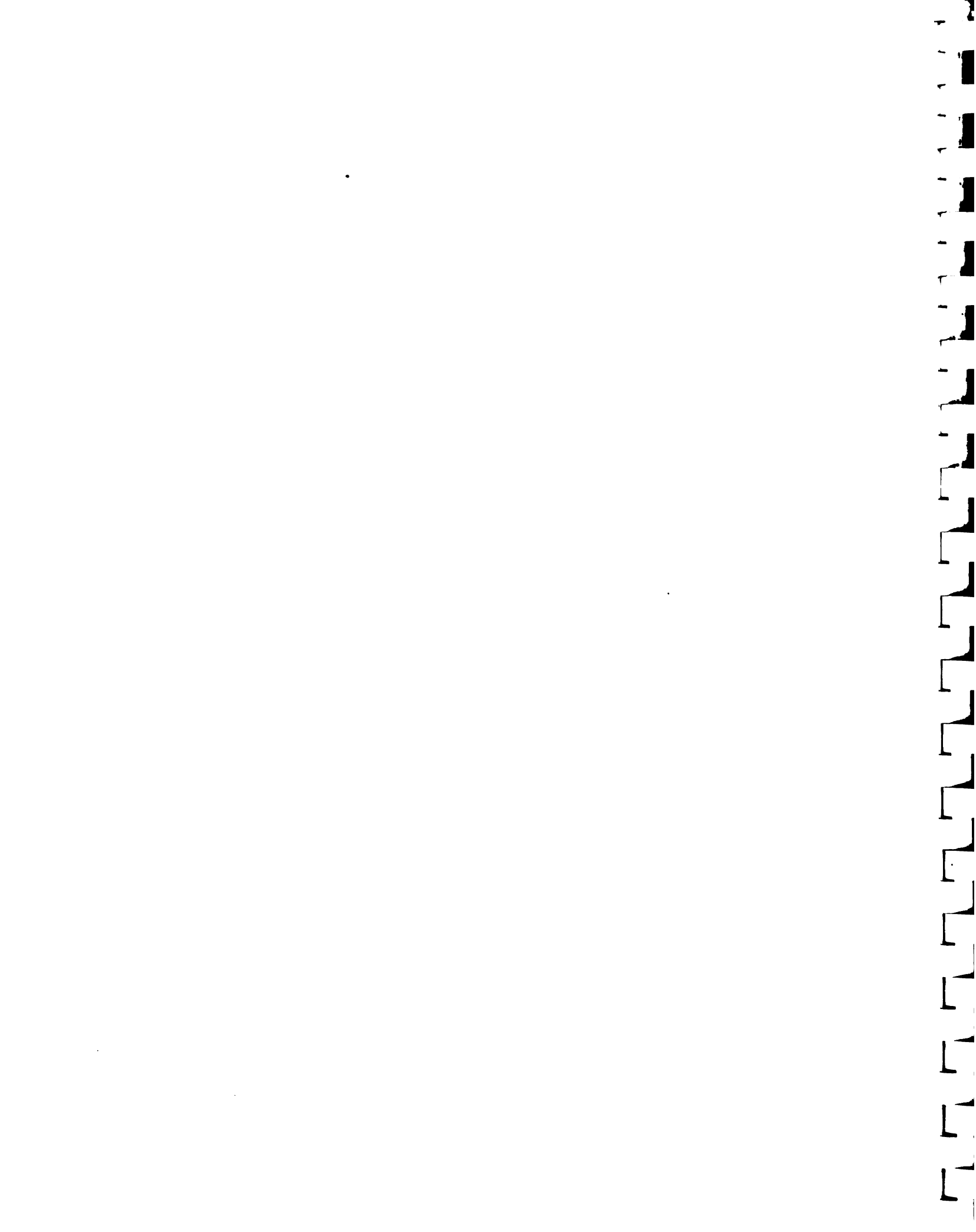
Onward going activities throughout the year will include continuing to promote farmers groups, the increased involvement of agricultural extension staff, and an effort to improve the quality standards of exports.

As regards market information, assistance will be given to the statistical unit in extending the content of the Prix Produit Review and developing its analytical content as regards medium and long-term trends for domestic prices and exports.



Marketing Specialist: Proposed Work Programme Schedule, 1986

<u>Date</u>	<u>Activities</u>
Jan - March	<p>Develop exports of citrus and assess usefulness of cold storage for extending the season.</p> <p>Assist in the formation of a citrus growers association.</p> <p>Establish regional and extra-regional trade contacts.</p> <p>Explore market for 'natural' foods.</p> <p>Develop packaging specifically for the project.</p> <p>Regional marketing visits (Barbados, St. Martin, Antigua)</p> <p>Develop the analytical content of the Prix Produit Review.</p>
April - June	<p>Assuming the RSC is completed, establish an operating system and train staff.</p> <p>Promotion of mangoes, plums, and soursop for export.</p> <p>Trial marketing of Asian vegetables.</p> <p>Extra-regional marketing visits (U.K.) particularly to follow up shipments of mangoes, 'natural' produce, and Asian vegetables.</p>
July - Sept	<p>Continue to develop export markets.</p> <p>Regional marketing visits (Barbados, St. Martin, Antigua).</p>



Oct - Dec

Concerted effort to export citrus regionally and extra-regionally. Ensure that marketing and marketing information systems established are running smoothly.



The experience of the export of these crops to Barbados was positive and the firm with which the project dealt is interested in taking further supplies next season. Single shipments were sent to Antigua and Monsterrat and it is hoped to further develop these markets.

Grapefruits were sold to Geest. While the eating quality of fruit was excellent, Geest complained about marks on the skin. As the fruit is not de-greened or waxed, a significant improvement in the fruit's appearance will be difficult to achieve. The project has, however, given Geest the names of two firms dealing in organic produce and they may be outlets which can be developed, as with organic produce appearance is not of over-riding importance.

For next season it is hoped that farmers in the main citrus growing areas will be organised into groups to facilitate marketing arrangements. One meeting has already been held with farmers in the Desruisseau area who are interested in forming a group.

Several improvements are planned for next season including:

- Improved packaging and
- Improved size selection.

SALES CONTACTS

During the quarter contacts were made with importers in the UK. Firms are mainly interested in mangoes but it is anticipated that once regular trading links are established other crops will be sent. These would include Asian vegetables and hot peppers which are currently being grown at Beausejour and Union respectively. The firms involved in organic fruit and vegetables have responded positively to taking produce from the project, although neither has placed a definite order. It is hoped that the organic market will serve to broaden the outlets for St Lucian produce in the UK.

Bulking of Planting Materials/Trial Planting

Several crops planted after the market research visit to the UK in September are now reaching maturity. As the crops begin to bear, trial shipments will be made and the further bulking of planting will continue.

<u>Location</u>	<u>Crops</u>	<u>Approx. acreage</u>
Union	Hot Pepper	1/3 acre
"	Passion Fruit	"
"	Horn Plantain	2/3 acre
"	Sweet Potato	1/3 acre



<u>Location</u>	<u>Crop</u>	<u>Approx. acreage</u>
Beausejour	Eggplant	1/3 acre
"	Chilli Pepper	1/16 acre
"	Carilla/Sponge-Gourd	"

In addition to the above, planting material is being sought from CARDI to plant an acre of yams at Union.

Slide Presentation

A slide presentation on the grades and standards expected in the UK market was shown to a farmers' meeting at Desruisseau during March. The slides, which were taken during the market research visit to the UK, were well received and produced a good discussion.

Prix Produit

The Prix Produit Review for 1985 was completed during February and was released at a seminar on the export trade organized by the SFAD project, the Ministry of Agriculture and exporters. The seminar, which was attended by thirty-five participants from the government and the private sectors, originated as a direct result of the greater awareness of the export trade in fresh produce which has been created by the Prix Produit information.

Training

As regards market information, the marketing specialist continued to work closely with his counterpart. In terms of the practical marketing activity of the project, however, the main focus of the marketing specialist's efforts has been the RSC manager. The manager has made an excellent contribution in a number of areas and it is expected that he will be fully competent to run the RSC once it is completed.

Constraints

The same constraints identified in the marketing specialist's annual report are hindering the successful operation of this project. These are:

The lack of a clear directive as to the long-term marketing role of the project.

The delay in completing the RSC.

The absence of farmer participation in planning and running the project.

The Marketing Specialist's recommendations for alleviating these constraints remain the same as those contained in his annual report. In particular, priority needs to be given to defining the project's marketing role. For the past nine months the project has been trading



on its own account, as the St Lucian Marketing Board was not seen as a viable outlet for produce. This was originally viewed as a temporary arrangement which would cease following a governmental decision on whether to promote a farmers' co-operative or reorganise the marketing board. As there has not been any decision on developing either of these alternatives, it appears that the project will continue trading on its own account for at least the next twelve months. This situation is extremely unsatisfactory and needs to be resolved as soon as possible.



.....
Dr Micheal Griffin
Marketing Specialist
9/6/86



APPENDIX IV



MONITORING AND EVALUATION FORMAT
(Prepared with the Project Management Committee)

BENEFICIARY USE
FOR WHICH HOW USED

MEASURES	INDICATORS	WHEN	HOW	BENEFICIARY USE FOR WHICH HOW USED
Funding, People and Materials for:				
1. Construction of RSC's	1. % Completion, Staff Funds, Disbursement.	1. MOA-CPU		
2. Construction of Vet. Lab.	2. % Completion, Staff Funds, Disbursement	2. MOA-CPU		
3. Credit Programme	3. Staff, Funds Available, People trained	3. SLDB		
4. Marketing Programme	4. Staff, Funds Available, Market information	4. MOA-STATISTICS Unit		
5. Pit Latrines	5. Funds, Training, staff	5. MOH, PHU		
6. Water Drums	6. Funds, Training, staff	6. MOH, PHU		
7. Community Organization	7. Funds, Training, staff	7. MOCD		
8. Extension Programme	8. Staff, Funds, Plans	8. MOA - EXTENSION OF DEPARTMENT		
9. Communications (equipment)	9. Funds	9. MOA/Govt. Information Service, Existing Report systems		
1. Functioning RSC's	1. Volume of RSC through puts: (a) Inputs (b) Crops	1. RSC Manager	Monthly	RSC Records
2. Functioning Veterinary Lab	2. Number of visits to Laboratory level and accuracy of Tests	2. MOA. Chief/Vet Officer	Quarterly	V.L. Records
3. Expanded Credit Programme	3. No. of Loans Disbursed, Payments	3. SLDA Credit Supervisor	Quarterly	SLDB Records
4. Improved Extension Services	4. Farm Visits, number of farmers record keeping, Orientation of extension worker	4. MOA RSC Manager	Quarterly	RSC Survey
5. Marketing Services	5. No. of Publications, Radio Programmes, Trader Assoc. Actions, Improved Grades and Standards	5. MOA RSC Manager	Monthly	RSC Records
6. Latrines and Drums Installed	6. Number in place (constructed)	6. MOH Mr. Fredrick	Quarterly	MOH Records
7. Community Organization Assistance	7. No. of Community Facilitators, number of activities initiated	7. MOA RCS Man. MOCD - Mr. Lionel	Quarterly	MOH Records



MEASURES

INDICATORS

WHO

WHEN

HOW

MEASURES	INDICATORS	WHO	WHEN	HOW	BENEFICIARY USE FOR WHOM HOW USED
1. Higher Incomes	1. Annual Income - Housing Clothes, Food, Durable Assets	1. MOCD SLDB	Annually	Questionnaire Records	
2. Increased and Diversified Production	2. Yield by Crop	2. MOA RSC/STATSUNIT	Quarterly	RSC Survey	(to be filled out by PHC)
3. Improved Health	3. Infant Mortality Maternal Mortality Morbidity/Death due to water borne intestinal diseases	3. MOH	Annually	Household Health, Survey and annual reports	
4. Greater Community Participation	4. Number of Community Organization, Number of Self-help Activities beneficiary Perception	4. MOCD MOA	Periodically	Survey	

1. Increased Standard of Living of Farmers	1. Composite Effect measures plus-Beneficiary Perception of improvement in living conditions	1. CPU	Three years and up project termination	Analyses, survey and observation	
2. Self-sustained Development	2. Continuing participation in a functioning export/system after loans are paid back	2. MOA	Periodically as loans are paid off	Survey and observation	
3. Increased local Institutional capacity	3. Functioning local Institutions dealing with local problems	3. MOCD	Three years and Termination of Project	Observation and survey	

1
2
3
4
5

1
2
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5



VI. RECOMMENDATIONS

M&E Format and Data Base

The previous section reflects the interest of the Project Management Committee and the member agencies in an information system which will assist them in carrying out their responsibilities under the project. A useful exercise in heightening the interest was the designing of a Monitoring and Evaluation Format (Attachment 10) which showed each member of the Committee graphically the inputs, outputs, effects and impacts and the indicators, timing and sources for data collection.

Recommendation 1 - That the Central Planning Unit take the lead in working with the PMC on the completion of the M&E format and assigning of priorities to the different data collection activities in order to define a feasible M&E plan.

Recommendation 2 - Part of the M&E funds should be used to develop a programme for the CPU's existing computerized system that will store and analyse project information and make it available to project staff at regular intervals or on demand.

Project coordination

Much time was spent acquainting agency policy makers and staff with the nature of the project the way in which they could participate and how they would obtain benefits from an effective M&E system. Key officials are aware of the importance of integrated action and information flow. However, there are still policy decisions relating to how several key participants will relate to the project that need to be made.

Principal among these decisions are:

- agreement by the Health Ministry to intensify its activities in the two project areas. This will mean the priority completion of the Health Household Survey which is important to both monitoring and evaluating the data base necessary for measuring and providing the progress in the delivery of services and the improvement of health conditions;
- agreement by the Ministry of Community Development to extend its pilot operation to the two project areas. This will include a strong information component through the conduct of survey by the villagers themselves and improved reporting on the progress leading to institutional development as a key impact indicator identified by project participants.
- determination of how the extension service will participate in the project. This will influence the services available to the farmer and generate a flow of information on services to the farmer and farm conditions.



as a part of its regular credit functions and St. Lucia Development Bank has developed a series of loan forms which provide much useful and timely information. These forms should be adapted to the project needs, since project loans are smaller than what the Bank has done in the past (see Section IV and Attachments 5, 6 and 7).

All of these decisions will have budgetary consequences. Preliminary estimates of costs are given in Attachment 14.

Recommendation 3 - ~~Part of the funds set aside for monitoring and evaluation should be utilized to improve and intensify existing information collection potentials in the project areas, including assistance to the Ministries of Agriculture, Health and Community Development and St. Lucia Development Bank.~~

Project Baseline

A preliminary review of the information sources indicates that ~~baseline for the project can be obtained by utilizing the present information resources, provided they are focussed on the project areas, (see Attachment 13).~~ However several of the recommendations above need to be accomplished if this information will be available for the project areas.

Recommendation 4 - the CPU should take immediate steps to bring together the recommended information for a baseline as set forth in this report and in the M&E format.

The Reporting System

The basic frequency for monitoring progress by the PMC is through quarterly reports and for examining effects through annual reports. The M&E Format lays out in detail the nature, source, and frequency of reports. (see Attachment 10). The PMC should now decide what information it considers indispensable to its function.

Few new reports are needed as the individual agencies already use report forms that can be adapted to the needs of the project. Recommendations for modifications were made and revised forms are given in the attachments.

The weekly and monthly market report (see Attachments 2 and 3) put out by the Marketing Section of the Ministry of Agriculture are already appearing regularly. They provide important information for the farmers as well as for measuring progress in exports.

This report provides ongoing beneficiary perception of project progress. Such simple forms can easily be administered. While it constitutes a purposive sample of beneficiaries, adjustments in the content and timing can make it broadly representative. It will serve as a check on other agency reports.



Finally a composite quarterly report has been designed which provides a brief comprehensive overview of progress (Attachment 12).

Recommendation 5 - that the PMC adopt the RSC quarterly survey and the quarterly composite report as the basic elements of their review process and assign the Project Manager and the Project Officer in the CPU the Joint responsibility of reviewing the reports and preparing a quarterly submission to the PMC.

M&E training

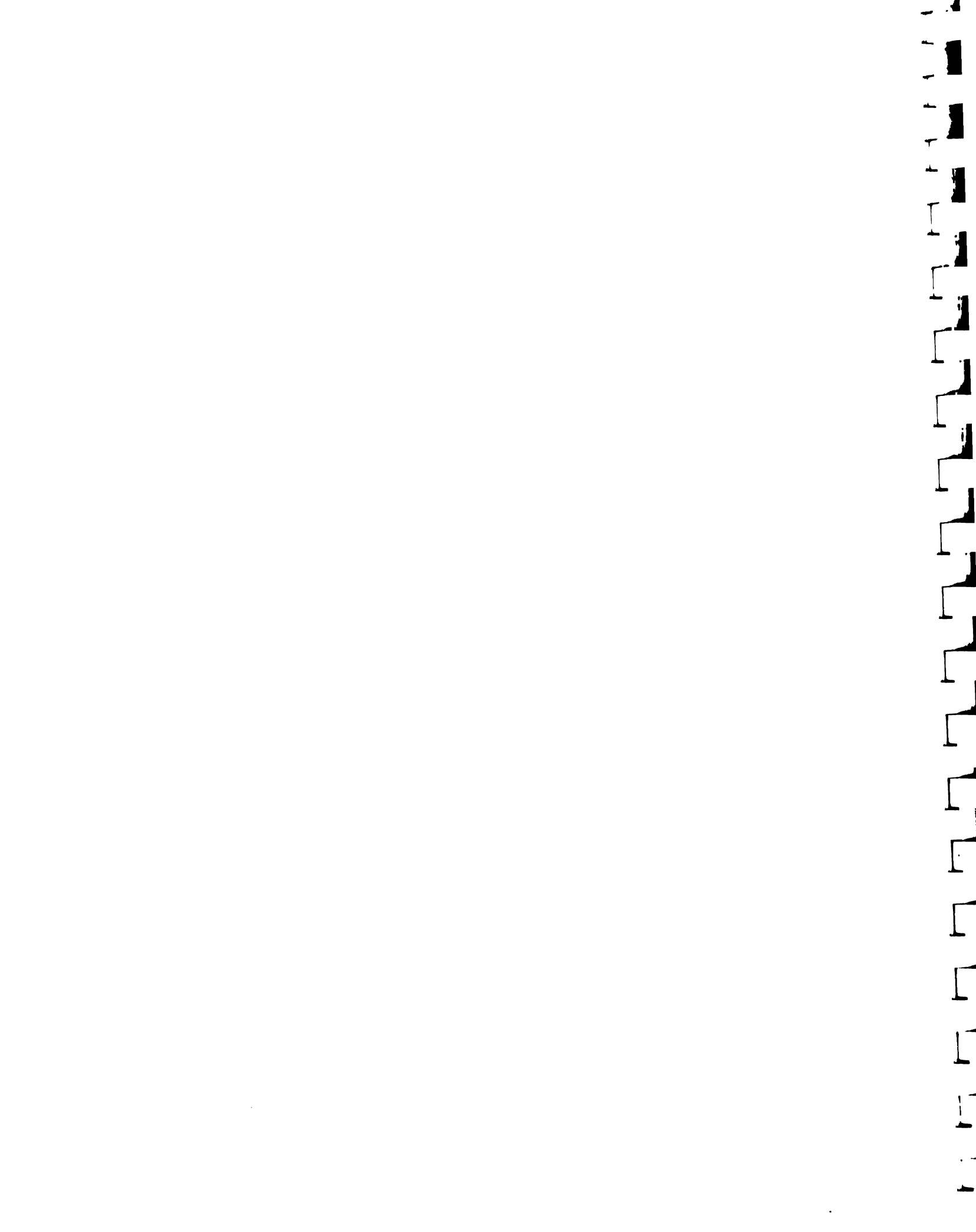
The PMC should consider training needs at the earliest possible time and determine what kind of training, who should participate and how the process would be integrated into general capacity building for the project. An IFAD course could be an initial step in the training programme.

Recommendation 6 - training programmes for both headquarters and field people (preferably together) should be a high priority. The PMC should be directly involved in the planning for an initial training course in M&E in a national M&E workshop for which IFAD has offered assistance.

In summary then, the sequence of the next steps required to install the M&E system are:

1. The completion and distribution by the Project Management Committee of the M&E format.
2. The incorporation of the ministries of Health and Community Development and the Extension Department in the project.
3. The organization and compilation of a baseline for the project including the development of a computer program for storing and analyzing information.
4. The determination by the Committee of the structure of the monitoring system, including integration of reports and feedback processes.
5. The conduct of training programmes for field and headquarters staff who will deal with the information system (including requesting IFAD to conduct an initial inter-agency workshop).

The determining element in both project progress and effective Monitoring and Evaluation will be the degree to which the PMC becomes a "learning" organization in which critical problems are openly discussed and inter-organizational cooperation is fostered.



CARIBBEAN DEVELOPMENT BANK (CDB)
INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT (IFAD)
FOOD AND AGRICULTURE ORGANISATION OF THE UNITED NATIONS (FAO)

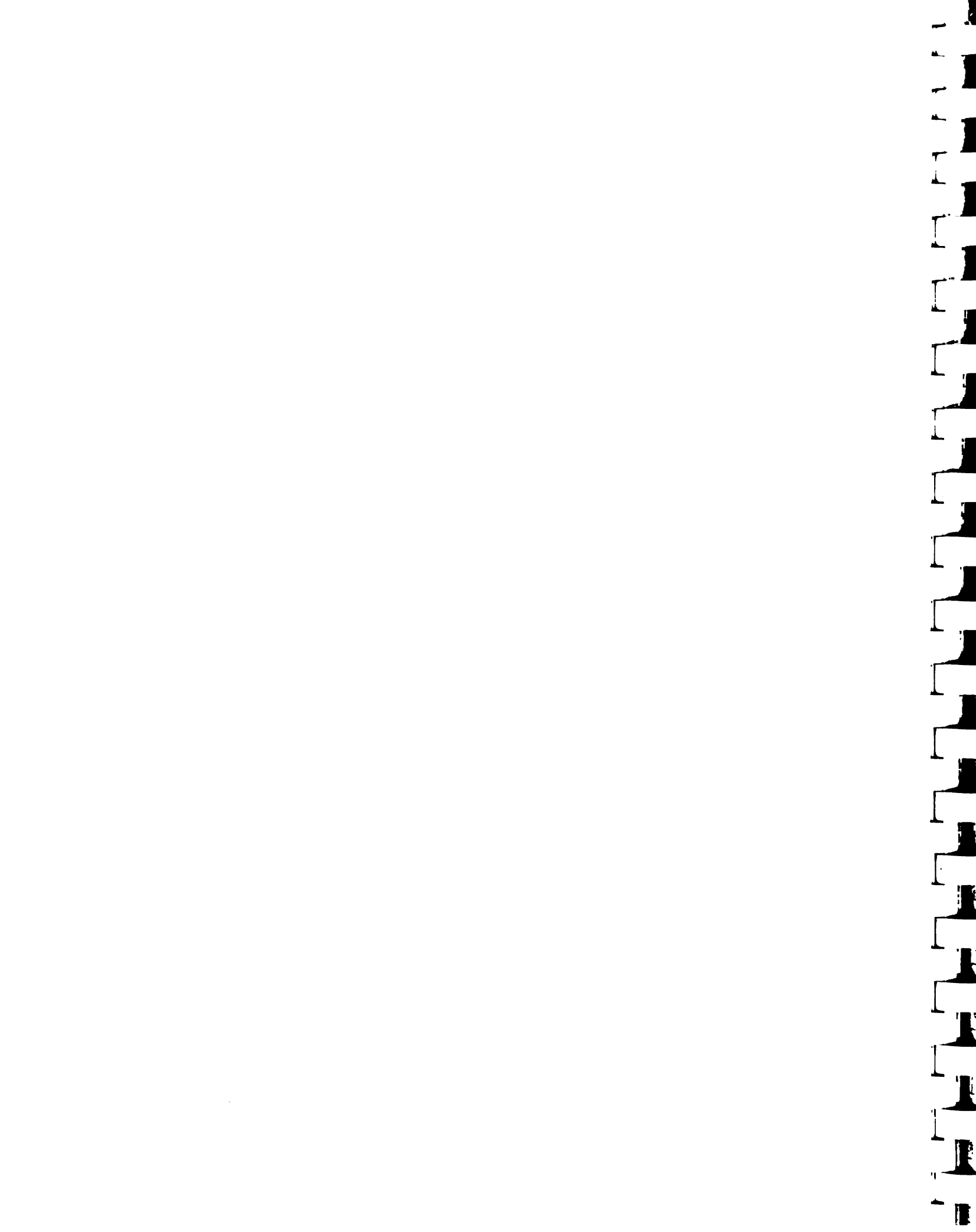
PROJECT ADMINISTRATION TRAINING UNIT (PATU)
ANNOUNCEMENT OF A 2-WEEK WORKSHOP ON
MONITORING AND EVALUATION OF AGRICULTURAL
AND RURAL DEVELOPMENT PROJECTS
BARBADOS, MARCH 9-20, 1987

(Closing date for Nominations: February 13, 1987)

The President of the Caribbean Development Bank (CDB) is pleased to announce a Special Focus Seminar on Monitoring and Evaluation of Agricultural and Rural Development Projects to be conducted by the Project Administration Training Unit of the CDB, the International Fund for Agricultural Development (IFAD) and the Food & Agriculture Organisation of the United Nations (FAO) at the CDB Headquarters, Wildey, St. Michael, Barbados from March 9 to 20, 1987.

Target Groups

The two-week Seminar is primarily designed to fulfill the needs of senior level administration and technical staff having primary responsibility for monitoring and evaluation in the implementation of IFAD-funded and other public sector projects in agriculture and rural development. It will be suitable also for managers, and senior officials in statutory corporations, government-owned companies, local government entities, development finance corporations and other lending institutions responsible for the monitoring and evaluation in the implementation of agricultural and rural development projects.



Workshop Objectives

- (1) By the end of the Workshop participants will be able to plan and conduct more effectively monitoring and evaluation (M&E) in the implementation of agricultural and rural development projects and programmes through;
 - (a) an increased awareness and appreciation of monitoring and evaluation as a feedback system to management in project implementation;
 - (b) increased familiarity with concepts and practices of project monitoring and evaluation as used by CDB, IFAD and other financial agencies.
- (2) Review and assess existing guidelines for M&E with a view to adapting them to the specific requirements and constraints of the Caribbean region.

Course Description

The workshop will include the following topics: M&E in the context of the project cycle, data sources, data collection methods and indicators for M&E of agricultural and rural development projects, data processing and analysis, the presentation of information, monitoring requirements of sub-sectoral projects, practices and problems of M&E in the Caribbean and CDB M&E requirements.

The case-study method will be used extensively to illustrate the major issues involved. Candidates will be expected to take an active part in the discussions and to apply the techniques learned in an intensive group workshop session during the last three days of the Seminar.



Nomination and Selection of Participants

Official forms entitled "Nomination and Application for Admission" accompany this Announcement. One copy of this form should be completed for and signed by, each candidate. The first page of the form should be completed and signed by an appropriate official of the agency making the nomination; the agency's reason for making the nomination should also be stated.

COMPLETED APPLICATION FORMS MUST BE RETURNED TO THE CARIBBEAN DEVELOPMENT BANK NOT LATER THAN FEBRUARY 13, 1987.

Final selection of participants will be done by an Admissions Committee. Participants will normally be selected on the basis of educational background and work experience, but preference will be given to candidates having direct responsibility for the preparation and/or management of projects.

Administrative and Financial Arrangements

The CDB accepts nominations on the understanding that participants selected for the Seminar will be given leave of absence for the duration and receive their regular salary as though they were on duty in accordance with the rules and regulations of the respective nominating Governments; that participants will not be required by their Governments to undertake assignments unrelated to the Seminar, or which will prevent them from devoting their full-time attention thereto; that participants will return to employment with their respective Governments after the Seminar and that they will be placed in a work situation in which knowledge and skills gained from the Seminar can be effectively utilised.



On application from the respective Governments, the CDB will pay the transportation costs of participants from their home station to Barbados and return. Adequate housing for participants (only) and living expenses of BDS\$60 per day will be provided while participants are in Barbados attending the Seminar. Because of the extreme difficulty in obtaining suitable accommodation at reasonable costs, participants are advised not to bring their spouses and children, and in any event, the CDB will not be responsible for any expenses incurred in this connection.

Should participants be recalled for any reason before the end of the Seminar, their Governments will be required to reimburse the CDB the full cost of their transportation and other expenses.

Health Insurance

CDB will enroll participants in a commercial health insurance scheme for the duration of the Seminar. The insurance plan covers most medical and hospital expenses incurred for treatment due to accident or illness occurring while in Barbados, subject to defined policy limits or exclusion. Expenses for exclusions or charges above the policy limits must be borne by the individuals concerned.

Attachment



APPENDIX V



MINISTRY OF AGRICULTURE, LANDS, FISHERIES & CO-OPERATIVES

REQUISITION/ORDER

FROM DEPTNO.....

TO ACCOUNTANT ..

DATE

PROGRAMME CHARGEABLE.....

PLEASE SUPPLY L.P.O FOR

QUANTITY

PARTICULARS

ESTIMATED COST

\$ _____

\$ _____

\$ _____

REASON:

\$ _____

REQUISITION OFFICER

Uncommitted vote Balance

\$ _____

APPROVAL HEAD OF DEPT

APPROVAL MINISTRY'S
ACCOUNTANT

L.P.O NO ISSUED
DATE _____

SIGNATURE OF RECEIVER _____



APPENDIX VI



Prix Produit

Appendix VI

Ministry of Agriculture Statistical Unit, Manoel Street,
Castries, Saint Lucia, West Indies.

21st January 1987

Tel. 22611 Ext. 275

Vol. 2 No. 39

Castries Wholesale Prices - 20th January 1987....

There was a slight recovery in the supply of local produce this week. As domestic supplies become more readily available, Cabbages, Tomatoes and Lettuce have declined in prices.

This week Fresh produce buyers surveyed stated that supplies of ground provisions are growing rapidly. This includes Banja, Sweet Potatoes and Dasheen which are now being purchased at very reasonable prices.

Readers of Prix Produit are asked to note that these prices are not Government stipulated.

CROP	AVERAGE PRICE \$/LB	PRICE RANGE	
-----	-----	-----	-----
Cabbage	1.67	1.64	2.00
Carrot	2.00	2.00	2.00
Christophene	0.50	0.40	0.60
Cucumber	0.81	0.62	1.00
Lettuce	2.00	2.00	2.00
Pumpkin	0.76	0.60	1.00
Salad Beans	1.80	1.60	2.00
Tomato	2.77	2.57	3.00
Grapefruit	0.25	0.20	0.29
Sweet Orange	0.52	0.45	0.60
Limes	1.63	1.50	1.75
Paw Paw	0.40	0.40	0.40
Green Bananas	0.15	0.15	0.15
Banja (Wild yam)	0.60	0.60	0.60
Dasheen	0.59	0.56	0.60
Plantain	0.36	0.34	0.40
Sweet Potato	0.69	0.67	0.70
Sour Sop	0.20	0.20	0.30
Portuguese yam	0.80	0.80	0.80
Tannia	1.00	1.00	1.00

Source: Sample of 6 supermarkets in the Castries area.



FRESH PRODUCE EXPORTS (12TH - 18TH JAN. 1987.)

The U.K. market received a short supply of produce this week because of the limited freight space available. Also the severe weather conditions being experienced in the U.K. at present, has had a great impact on exports to this outlet.

Although relative to last week, overall exports of fresh produce was reduced considerably, exports to regional markets recorded an improvement. Barbados alone registered an increase of 6.01 tonnes. This was due primarily to the additional shipments of citrus and plantain to this destination. Exports for this period have not been to favourable but the variety of fresh local produce being exported has increased somewhat.

Exporters of fresh produce and officials of the Ministry of Agriculture continue to request that farmers should ensure that all fruits are mature when harvesting since the quality is very important for successful marketing of these crops.

QUANTITY (KGS)

CROP	BARBADOS	CANADA	U.K.	TOTAL
Breadfruit		1377	3883	5260
Macambou			293	293
Plantain	5258		5610	10868
Grapefruit	3541			3541
Oranges	2275			2275
Hotpepper		152	1217	1369
Sour sop		735		735
Okra			519	519
Pumpkin			1343	1343
Dasheen			473	473
Yams			248	248
Egg Plant			650	650
Dry Coconuts			104	104
Total	11074	2264	14340	27678

Source: Customs Documents with assistance from the Ministry of Agriculture Extension Office Vieux-Fort, St. Lucia.



**WORKSHOP ON MONITORING AND EVALUATION
OF AGRICULTURAL AND RURAL DEVELOPMENT PROJECTS**

MARCH 9-20, 1987

TIME WK 1	MONDAY 1987-03-09	TUESDAY 1987-03-10	WEDNESDAY 1987-03-11	THURSDAY 1987-03-12	FRIDAY 1987-03-13
AM	Opening Ceremony Orientation Administrative Arrangements (1)	Defining Project Objectives: The Logical Framework Methodology (3)	Project Monitoring: - financial monitoring - network analysis - computer based approaches (5)	Data Sources for Monitoring and Evaluation (7)	Data Collection Methods (9)
PM	M & E and the Project Cycle (2a) The need for M&E: Objectives and Functions (2b)	Establishing M&E Functions/Units: - Organisational Staffing and Costing - Steps in setting up an M&E System (4)	Selection of Indicators for M & E (6)	WORKSHOP PART 1 (8)	Data Processing Analysis and Presentation (10)
WK 2	MONDAY 1987-03-16	TUESDAY 1987-03-17	WEDNESDAY 1987-03-18	THURSDAY 1987-03-19	FRIDAY 1987-03-20
AM	M&E of specific rural projects: - Agric. Credit - Agric. Extension - IRD - Fisheries (11)	WORKSHOP PART 2 (13)	Workshop Presentations (15)	Project Monitoring and evaluation at the CDB (17a) Project Completion Reports (17b)	Lessons learned from Agric. and Rural Project Evaluations (19a) Conclusions of Workshop (19b)
PM	Participants Symposium: M&E in IFAD Caribbean Projects (12)	WORKSHOP PART 2 (CONT'D) (14)	FIELD TRIP (16)	Ex-Post Evaluation at the CDB (18)	Workshop Evaluation (20a) Closing Ceremony (20b)
<p>SESSIONS: 9:00 A.M. - 12:15 P.M. 1:45 P.M. - 5:00 P.M.</p> <p>COFFEE BREAKS: 10:30 A.M. - 10:45 A.M. 3:15 P.M. - 3:30 P.M.</p> <p>LUNCH: 12:15 P.M. - 1:45 P.M.</p>					



CDB/IFAD/FAO
 WORKSHOP ON MONITORING AND EVALUATION
 OF AGRICULTURAL AND RURAL DEVELOPMENT PROJECTS
 MARCH 9-20, 1987

<u>SESSION NO.</u>	<u>DATE</u>	<u>TOPIC</u>	<u>RESPONSIBILITY</u>
2a	87-03-09	M&E and the Project Cycle	CDB
2b	87-03-09	The need for M&E	IFAD
3	87-03-10	Defining Project Objectives	CDB
4	87-03-10	Establishing M&E Functions	IFAD
5	87-03-11	Project Monitoring	CDB
6	87-03-11	Selection of Indicators for M&E	IFAD
7	87-03-12	Data Sources for M&E	IFAD
8	87-03-12	Workshop: Part 1	CDB/IFAD/FAO
9	87-03-13	Data Collection Methods	IFAD
10	87-03-13	Data Processing, Analysis and Presentation	IFAD
11	87-03-16	M&E in Specific Rural Projects	FAO
12	87-03-16	Participants Symposium	CDB/FAO
13,14	87-03-17	Workshop: Part 2	CDB/FAO
15	87-03-18	Workshop Presentation	Participants
16	87-03-18	Field Trip	CDB/FAO
17a	87-03-19	Project M&E at CDB	CDB
17b	87-03-19	Project Completion Reports	CDB
18	87-03-19	Ex-Post Evaluation at CDB	CDB
19a	87-03-20	Lessons Learned from M&E.	CDB
19b	87-03-20	Conclusions of Workshop	CDB/FAO
20a	87-03-20	Workshop Evaluation	CDB



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100
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