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663 A311-(b)

AID 1020-28 (10-70)

REPORT U-446

PD-AAB-919-G1

PROJECT APPRAISAL REPORT (PAR)

1. PROJECT NO.	2. PAR FOR PERIOD:	3. COUNTRY	4. PAR SERIAL NO.
663-11-130-111	7/1/68 TO 4/30/72	ETHIOPIA	72-6 13p.

5. PROJECT TITLE

AGRICULTURAL ADVISORY SERVICES

6. PROJECT DURATION: Began FY 68 Ends FY 72	7. DATE LATEST PROP	8. DATE LATEST PIP	9. DATE PRIOR PAR
	8/17/71		12/29/69

10. U.S. FUNDING	a. Cumulative Obligation Thru Prior FY: $ 2,079	b. Current FY Estimated Budget: $ 430	c. Estimated Budget to completion After Current FY: $ 242

11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)

a. NAME	b. CONTRACT, PASA OR VOL. AG. NO.
Refer to Part II.A.	

I. NEW ACTIONS PROPOSED AND REQUESTED AS A RESULT OF THIS EVALUATION

A. ACTION (X) USAID	AID/W	HOST	B. LIST OF ACTIONS	C. PROPOSED ACTION COMPLETION DATE
X		X	Prepare project proposal, as a sequel to this Project, which will focus on gaps in the analytical, planning, and evaluative capacities of the IBI in the agriculture/rural development sector.	September 1972
X		X	Extend contract of mechanic supervisor by one year to October 1973.	October 1972
		X	Provide adequate budget and Ethiopian staff for the Machinery Pool.	July 1972

BEST AVAILABLE

D. REPLANNING REQUIRED REVISED OR NEW: ☐ PROP ☐ PIP ☐ PRO AG ☐ PIO/T ☐ PIO/C ☐ PIO/P

E. DATE OF MISSION REVIEW: April 24, 1972

PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE: Roland L. Palmer RLP 5/21/72

MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE: Roger Ernst Roger Ernst 6/10/72

AID 1020-28 (10-70) PAGE 2 PAR	PROJECT NO. 663-11-190-111	PAR FOR PERIOD: 7/1/69 TO 4/30/72	COUNTRY ETHIOPIA	PAR SERIAL NO. 72-6

II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

A. INPUT OR ACTION AGENT — CONTRACTOR, PARTICIPATING AGENCY OR VOLUNTARY AGENCY	B. PERFORMANCE AGAINST PLAN: UNSATISFACTORY 1	2	SATISFACTORY 3	4	5	OUTSTANDING 6	7	C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (X): LOW 1	MEDIUM 2	3	4	HIGH 5
1. Group Manager (Direct Hire)					X						X	
2. Project Officer (Direct Hire)					X						X	
3. Agri. Economist (Marketing) (DH)					X							X

Comment on key factors determining rating

See continuation sheet

	1	2	3	4	5	6	7	1	2	3	4	5
4. PARTICIPANT TRAINING					X							X

Comment on key factors determining rating

Most of the participants trained under this project have returned to Ethiopia to assume responsible positions in the Planning and Programming Department of the Ministry of Agriculture. See Part III A. and Part IV. B.2

	1	2	3	4	5	6	7	1	2	3	4	5
5. COMMODITIES				X					X			

Comment on key factors determing rating

Commodity procurement, other than acquisition of the Cessna aircraft in FY 1970, has been limited for this project. The aircraft is utilized in the investigation and reconnaissance of potential agricultural projects, to investigate insect and water hyacinth damage, resupply, personnel transport to remote areas, and, to a lesser degree, for training MinAg pilots.

		1	2	3	4	5	6	7	1	2	3	4	5
6. COOPERATING COUNTRY	a. PERSONNEL					X							X
	b. OTHER												

Comment on key factors determining rating

Personnel - The technical and administrative capability of the Ministry of Agriculture's Planning and Programming Department to plan and evaluate agricultural development programs is being improved. Presently, the Department has six functional divisions (Economic Research, Programming and Policy, Project Planning, Agricultural Statistics, Technical Assistance, and Administrative Services), and five regional offices for data collection. The Department serves as the focal organ of the Ministry - planning and evaluating projects of all technical divisions and departments of the Ministry as well as preparation of the Agri. sector budget, coordination of all external technical assistance, collection and analysis of agricultural statistics and carries out economic research studies. The Department has effectively discharged its responsibilities in all of the above mentioned functions.

	1	2	3	4	5	6	7	1	2	3	4	5
7. OTHER DONORS			X								X	

(See Next Page for Comments on Other Donors)

Comment on Key Factors Determining Rating:

1. The Group Manager played a major role in assisting the MOA in setting up the Planning and Programming Department which is now effectively discharging its responsibilities as noted in Part II.6. The Group Manager provided continuous, adequate and appropriate guidance to the Project Officer; and during the early period of this evaluation served as Project Officer. The Group Manager has provided guidance in coordinating activities of the key action agents.

2. The Project Officer provided adequate, continuous managerial direction to the project, including promoting an understanding of the scope and ramifications of the technical assistance, planning, organizing, motivating, communicating, and coordinating the combined efforts of IDG entities and other donors, contract groups, and individual contracts to accomplish the objectives of the project.

3. The Agricultural Economist (Marketing) has served as full-time advisor in the Marketing Research Section of the Economic Research Division of the Planning and Programming Department. His activities are directly linked with the purpose of this project. He assisted in developing terms of reference for studying the market structure related to those commodities that provide the basic subsistence for the people of Ethiopia, and had provided guidance in making the study. In addition, he has provided guidance for pre-feasibility and feasibility studies in other areas.

AID 1020-25 (10-70) PAGE 2 PAR	PROJECT NO.	PAR FOR PERIOD: 7/1/69 TO 4/30/71	COUNTRY	PAR SERIAL NO.
	663-11-199-111		ETHIOPIA	72-3

II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

A. INPUT OR ACTION AGENT	B. PERFORMANCE AGAINST PLAN							C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (X)				
CONTRACTOR, PARTICIPATING AGENCY OR VOLUNTARY AGENCY	UNSATISFACTORY		SATISFACTORY			OUTSTANDING		LOW	MEDIUM			HIGH
	1	2	3	4	5	6	7	1	2	3	4	5
4. Agricultural Economist (Project Preparation (PIO/T 111-[illegible])	X											X
5. Agricultural Economist (Evaluation) (PIO/T 663-111-3-[illegible])					X							X
6. Legal Institution Specialist (PIO/T 663-111-3-[illegible])						X			X			

Comment on key factors determining rating

See continuation sheet page 2-a

	1	2	3	4	5	6	7	1	2	3	4	5
4. PARTICIPANT TRAINING												

Comment on key factors determining rating

	1	2	3	4	5	6	7	1	2	3	4	5
5. COMMODITIES												

Comment on key factors determining rating

		1	2	3	4	5	6	7	1	2	3	4	5
6. COOPERATING COUNTRY	a. PERSONNEL												
	b. OTHER												

Comment on key factors determining rating

	1	2	3	4	5	6	7	1	2	3	4	5
7. OTHER DONORS												

(See Next Page for Comments on Other Donors)

Continuation of RAR Page 2-a

Comment on Key Factors Determing Rating:

4. Project preparation is one of the key functions of the Planning and Programming Department. The Agricultural Economist (Host Country Contract) to assist the Planning and Programming Department with this important function is not as yet on board, even though required recruitment documentation was prepared and submitted to AID/W more than 18 months ago.

5. The Agricultural Economist - Evaluation (Host Country Contract) is assigned to the Project Evaluation and Review Section of the Programming and Policy Division. While on board for only the last two months of this evaluation report, he has taken the lead in developing an "Outline of an Evaluation System for the IRO Ministry of Agriculture" The Evaluation Section will soon be up-graded to a Division, and will serve as the nerve center for the evaluation of all agricultural developmental projects and activities.

6. The legal institutions specialist (Six-month Host Country Contract - Ministry of Land Reform and Administration has requested his services for an additional 3 months to assit in preparing legislation - primarily on tenancy - for presentation to the Council of Ministers and Parliament) has been instrumental in assisting the Ministry of Land Reform and Administration in developing land use policy guidelines and model leases for Ada Project. Tenancy legislation has been designed; designing of legislation on cadastral survey/registration and progressive tax on unutilized lands in process.

AID 1020-2B (10-70) PAGE 2 PAR	PROJECT NO. 663-11-190-111	PAR FOR PERIOD: 7/1/68 TO 4/30/72	COUNTRY ETHIOPIA	PAR SERIAL NO. 72-6

II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

A. INPUT OR ACTION AGENT / CONTRACTOR, PARTICIPATING AGENCY OR VOLUNTARY AGENCY	B. PERFORMANCE AGAINST PLAN: UNSATISFACTORY 1	2	SATISFACTORY 3	4	5	OUTSTANDING 6	7	C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (X): LOW 1	2	MEDIUM 3	4	HIGH 5
7. Plant Protection & Production Advisor (AFR/A.I)-62-66					X					X		
8. Mechanic Supervisor (PIO/T 663-111-3-10000)					X			X				
9. Agronomist (PIO/T 663-111-3-10019)				X				X				

Comment on key factors determining rating

See continuation sheet page 2-b

4. PARTICIPANT TRAINING	1	2	3	4	5	6	7	1	2	3	4	5

Comment on key factors determining rating

5. COMMODITIES	1	2	3	4	5	6	7	1	2	3	4	5

Comment on key factors determing rating

6. COOPERATING COUNTRY	1	2	3	4	5	6	7	1	2	3	4	5
a. PERSONNEL												
b. OTHER												

Comment on key factors determining rating

7. OTHER DONORS	1	2	3	4	5	6	7	1	2	3	4	5

(See Next Page for Comments on Other Donors)

Comment on Key Factors Determining Rating:

7. The PASA Plant Protection and Production Advisor, in addition to his advisory responsibilities to the MOA's Aerial Spray Unit, has assisted the MOA, USAID, and multi-lateral donors in the investigation and reconnaissance of several potential agricultural development projects, and served as a member of the high-level IEC task force on Land Use and Resettlement Policy Presently on hand are 4 operational spray planes and one reconnaissance plane, 3 pilots, 2 mechanics, one assistant mechanic, a supply of tools, and spare parts.

8. The Mechanic Supervisor has provided leadership in moving the Machinery Pool from a static to a functioning operation. A general manager (trained in India and Germany) and an administrative assistant have been recently appointed. The number of mechanics have been increased from 4 to 16; 60% of the mechanics are graduates of local technical schools and their skills need upgrading by on-the-job training. The Mechanic Supervisor has concentrated efforts on organising repair shops, warehouses, clearing the Machinery Pool area in general, supervising mechanic and inventorying supplies, spares, tools and equipment. There is a need to fully implement the reorganization plan which will result in increasing the capability of the Machinery Pool to service all vehicles and machinery of MOA. Presently 60% of all vehicles and equipments are being serviced. Ethiopian personnel needs: one high-level supply officer and six additional mechanics. Major repair needs: Improve electrical system; repair roofs of four buildings. Budgetary needs: A revolving fund (estimated $E50,000) to adequately stock repair parts and materials.

9. During this evaluation period two different agronomists have served (Host Country Contract) to support this project - one for three months and one for five months. The three-month period agronomist terminated his contract due to a misunderstanding of contract conditions. The five-month agronomist is still on board. While breaks in agronomic activities have occurred, experimental test plots have been established, in cooperation with the Institute of Agricultural Research, with appropriate crops, and data collected that will be used for improving yields in conjunction with activities of US supported agricultural development projects.

AID 1020-28 (10-70) PAGE 2 PAR	PROJECT NO. 663-11-180-111	PAR FOR PERIOD: 7/1/69 TO 4/30/72	COUNTRY ETHIOPIA	PAR SERIAL NO. 72-6

II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

A. INPUT OR ACTION AGENT — CONTRACTOR, PARTICIPATING AGENCY OR VOLUNTARY AGENCY	B. PERFORMANCE AGAINST PLAN: UNSATISFACTORY 1	2	SATISFACTORY 3	4	5	OUTSTANDING 6	7	C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (X): LOW 1	MEDIUM 2	3	4	HIGH 5
XX 10. USAID/Ethiopia			X						X			
XX 11. AID/W			X							X		
XX												

Comment on key factors determining rating

See continuation sheet page 2-c

	1	2	3	4	5	6	7	1	2	3	4	5
4. PARTICIPANT TRAINING												

Comment on key factors determining rating

	1	2	3	4	5	6	7	1	2	3	4	5
5. COMMODITIES												

Comment on key factors determing rating

		1	2	3	4	5	6	7	1	2	3	4	5
6. COOPERATING COUNTRY	a. PERSONNEL												
	b. OTHER												

Comment on key factors determining rating

	1	2	3	4	5	6	7	1	2	3	4	5
7. OTHER DONORS												

(See Next Page for Comments on Other Donors)

Comment on Key Factors Determining Rating:

10. In most areas, USAID has generally been responsive in providing the required guidance and assistance to the Rural Development Group and the Project Officer.

11. AID/W provided adequate backstopping to effect participant training programs, and follow through on commodity procurement. There have been some recruitment lags for MOA/US funded contracts (in one case 18 months to fill a position). These lags may be due to the difficulty of locating expertise in specialized areas, or slow follow-up, once initial contacts have been made, as well as lack of guidance on OPEX contracting. Also, in some cases, there may be lack of adequate orientation in AID/W for contract personnel (in the case of Agronomist).

AID 1020-28(10-70) PAGE 3 PAR	PROJECT NO. 663-11-190-111	PAR FOR PERIOD 7/1/69 TO 4/30/72	COUNTRY ETHIOPIA	PAR SERIAL NO. 72-4

II. 7. Continued: Comment on key factors determining rating of Other Donors Two foreign advisors are working in the Planning and Programming Department in the areas of budgeting and project identification. One funded by FAO and one direct contract with Ministry of Agriculture. During the early part of this evaluation period the FAO technician played a major role in reconnaissance studies and identifying potential developmental areas, and assisting with project proposal preparation. The direct contract technician concentrated on budgeting functions of the Agricultural sector. One PCV assists the Technical Assistance Division of the Planning and Programming Department in coordinating all external technical assistance to MOA, and two PCVs assist in collecting production and marketing data at the regional offices. The role of other donors will diminish as participants return and are employed as planned.

III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					
		CUMULATIVE PRIOR FY	CURRENT FY 72 TO DATE	CURRENT FY 72 TO END	FY 73	FY 74	END OF PROJECT
Qualified participants employed by Ministries of Agriculture and Land Reform and Administration.	PLANNED	41	7	9	10	-	67 a/
	ACTUAL PERFORMANCE	41 a/	7				
	REPLANNED			-	-	-	-
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						

B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS	COMMENT:
1. Planning and evaluation of agricultural programs underway	An evaluation system has been developed and accepted. Plans are underway to upgrade the evaluation section to the level of "Evaluation Division" of the Planning and Programming Department.
2. Studies, surveys, market structure analyses completed.	Market data collected from 85% of the major market centers of the country. Completed one pre-feasibility and one survey and developed terms of reference for four studies.
3. Comprehensive Agricultural Project developed.	Two proposals for comprehensive agricultural projects developed. Capability of Ethiopian staff to prepare proposals will increase in line with returned participants and on-the-job training by Project Preparation Economist.

AID 1020-25 (10-70) PAGE 4 PAR	PROJECT NO. 663-11-190-111	PAR FOR PERIOD 7/1/69 TO: 4/30/72	COUNTRY ETHIOPIA	PAR SERIAL NO. 72-3

IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged. 2. Same as in PROP? ☐ YES ☐ NO

To develop a Planning and Programming Department of the Ministry of Agriculture which will identify, plan and evaluate agriculture programs.

B. 1. Conditions which will exist when above purpose is achieved.	2. Evidence to date of progress toward these conditions.
1. The Planning and Programming Department will prepare agricultural programs which the IBD can and will act upon. 2. Each division of the Planning and Programming Department will have trained personnel and will coordinate their activities to enable the Planning and Programming Department to identify, plan and evaluate substantive agricultural programs. 3 Planning and Programming Department actively engaged in Agricultural project identification, planning and evaluation. 1/	1. Within the past three years the staff of Planning and Programming Department has increased from about two to about thirty five professionals. Every attemp is being made to recruit only qualified personnel. Twenty-one returned participants, have been employed by the MOA and 3 by MLRA and their training is being used as planned. 2. Prepared twelve request to multi-lateral and bi-lateral donors for technical assistance; completed one pre-feasibility study and one survey; prepared two project proposals; and developed terms of referenc for four studies; a Plan of Operation for the PPD, and an annual work program of MOA and associated agencies. Prepared annual budgets for Agricultural sector.

V. PROGRAMMING GOAL

A. Statement of Programming Goal

To strengthen the efficiency and effectiveness of the Ministry of Agriculture, and related agencies, in its responsibility for designing and implementing national policies and programs aimed at the development of commercial and peasant agriculture.

B. Will the achievement of the project purpose make a significant contribution to the programming goal, given the magnitude of the national problem? Cite evidence.

Improvement in the agricultural planning capability of Ministry of Agriculture and related agencies is necessary if allocation of IBD and foreign donor resources for agricultural development is to achieve the desired results of the IBD strategy, as set forth in the Third Five-Year Plan. This Plan has emphasized the need for sound agricultural planning in the use of development expenditures.

1/ There are a number of subsidiary activities in this project which are not central to the achievement of the project's purpose. These involve continued assistance to the MOA Aerial Spray Unit (Pilot/Plant Protection Advisor) assistance to the Ministry of Land Reform and Administration (consultant and participant training) and the MOA Motor Pool(OPEX) These activities were approved by AID/W in the project authorization dated July 26, 1971

PROJECT LOGICAL FRAMEWORK

Project Title: AGRICULTURAL ADVISORY SERVICES

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS
Program or Sector Goal: a) The expansion of commercial-scale farming to 1) expand export earnings, 2) to increase production to meet growing urban demand, and 3) to diversify agricultural production; and b) Increase peasant agricultural output and earnings and thereby improve the quality of rural life.	Measures of Goal Achievement: 1. Continued adequate increases in budgetary allocations for continuation and expansion of agricultural programs. 2. Positive IEG policies and actions effecting agrarian reform and development.
Project Purpose: To develop a Planning and Programming Department of the Ministry of Agriculture which will identify, plan and evaluate agricultural programs.	Conditions Expected at End of Project: 1. The Planning and Programming Department will prepare agricultural programs which the IEG can and will act upon. 2. Each department (and other related IEG Agencies) of the Planning and Programming Department will have trained personnel and will coordinate their activities to enable the Planning and Programming Department to identify plan and evaluate substantive agricultural programs. 3. PPD actively engaged in Agri. project ~~identification, planning and evaluation~~.
Outputs: 1. USAID participants trained and employed by the MOA and Ministry of Land Reform. 2. Planning and evaluation of agricultural programs underway. 3. Comprehensive agricultural projects developed. 4. Feasibility studies underway and/or planned. 5. Market structure analyses being conducted. 6. Relevant land reform legislation planned.	Magnitude of Outputs: 1. 36 participants employed by MOA and 4 employed by MLRA by the end of FY 1974. 2. Adequate Ethiopian staff trained to take over positions of foreigners. 3. Numbers of technical reports, pre-feasibility studies, surveys, project proposals prepared, terms of reference for studies developed.
Inputs: USAID USDH Personnel Participant Training Commodities Other Costs PASA Personnel Contractor Personnel IEG Personnel Commodities Local Costs Participant Training	Implementation Schedule (*Target Dates*): USAID 1. 4 USDH technicians 2. 1 Pilot/Plant Protection Advisor 3. 10 new and 10 continuing programs for FY 1972 and 1973. 4. Office equipment for the Planning and Programming Dept. of MOA. 5. Technicians' local travel, local procurement . Plant protection aircraft. IEG 1. Funds for up to 35 professional staff pers. 2. Office equipment 3. Transportation, per diem 4. International Travel

PROJECT LOGICAL FRAMEWORK

Evaluation for Period: 7/1/69 to 4/30/72

Date Prepared: 4/30/72

IMPORTANT ASSUMPTIONS	MEANS OF VERIFICATION
1. IEG actions (Ministerial level appointments, legislation, budgetary allocations) will support the policies and programs development by the Ministry of Agriculture. 2. Parliament will approve IEG new agricultural programs and policies or these programs and policies will be promulgated by Imperial decree or other devices.	1. Review of IEG recurrent and capital budgets. 2. Third Five Year Plan and IEG legislation. 3. Review of the publications of various international and/or foreign donors.
1. The MOA will take the necessary action to insure that the improved capacity of the PPD will result in the development of sound improved agricultural programs. 2. Personnel in the MLRA will provide the necessary leadership in the planning and implementation of the MLRA projects which are related to and required for agricultural development. 3. Decentralization of PPD activities to departments and units of MOA and to regional offices. 4. Intra IEG coordination.	1. MOA and PPD annual plans operations. 2. MOA annual evaluation by PPD. 3. Periodic appraisal by USAID Advisors. 4. MOA periodic progress reports on agricultural projects implementation.
1. Participants will return to the positions for which they were trained. 2. Adequate budget for each department or organization. 3. Adequate, trained staff.	1. Review of MOA and PPD annual plans operation. 2. Review of USAID participant training records. 3. Review of MLRA annual report of accomplishments.
1. Nominations for participant training programs will be made on the basis of the potential and/or proven ability to successfully complete the training program and realistic plans for utilization of the participants' after the completion of the training program. 2. Timely selection and processing of participants by the MOA USAID and AID/W. 3. Timely recruitment of OPEX personnel.	USAID and IEG records