

PD-AAS-069

1/13

AGRICULTURE DEVELOPMENT SUPPORT PROGRAM
(279-0052)
EVALUATION

February 1982

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

| | | | | | |
|--|--|---|---|--|--|
| <p>1. PROJECT TITLE</p> <p style="text-align: center;">Agriculture Development Support</p> | <p>2. PROJECT NUMBER</p> <p style="text-align: center;">279-0052</p> | <p>3. MISSION/AID/W OFFICE</p> <p style="text-align: center;">Yemen</p> | | | |
| <p>4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) <u>FY-82-04</u></p> <p><input type="checkbox"/> REGULAR EVALUATION <input checked="" type="checkbox"/> SPECIAL EVALUATION</p> | | <p>7. PERIOD COVERED BY EVALUATION</p> <p>From (month/yr.) <u>June 1979</u></p> <p>To (month/yr.) <u>December 1981</u></p> <p>Date of Evaluation Review <u>Completed Feb 15, 1982</u></p> | | | |
| <p>5. KEY PROJECT IMPLEMENTATION DATES</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">A. First PRO-AG or Equivalent FY <u>79</u></td> <td style="width: 33%;">B. Final Obligation Expected FY <u>84</u></td> <td style="width: 33%;">C. Final Input Delivery FY <u>85</u></td> </tr> </table> | A. First PRO-AG or Equivalent FY <u>79</u> | B. Final Obligation Expected FY <u>84</u> | C. Final Input Delivery FY <u>85</u> | <p>6. ESTIMATED PROJECT FUNDING</p> <p>A. Total \$ <u>36.175</u></p> <p>B. U.S. \$ <u>32.875</u></p> <p style="text-align: center;">(AID AUTHORIZED)</p> | |
| A. First PRO-AG or Equivalent FY <u>79</u> | B. Final Obligation Expected FY <u>84</u> | C. Final Input Delivery FY <u>85</u> | | | |

8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

| A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIC, which will present detailed request.) | B. NAME OF OFFICER RESPONSIBLE FOR ACTION | C. DATE ACTION TO BE COMPLETED |
|--|---|---|
| <p>USAID/Yemen and YARG concur in the collaborative evaluation findings and recommendations contained in each of the project components evaluated, i.e., Core, Horticulture and Ibb; and those contained in the pre-subproject activity reviews provided in the final report attached.</p> | <p>Dr. Pat Peterson USAID/YEMEN</p> | <p>Per attached Core and sub-project recommendations and project work plan to be revised 2d quarter of FY 1982.</p> |

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

| | | |
|--|--|--|
| <input type="checkbox"/> Project Paper | <input type="checkbox"/> Implementation Plan e.g., CPI Network | <input checked="" type="checkbox"/> Other (Specify) <u>Project Workplan</u> |
| <input type="checkbox"/> Financial Plan | <input type="checkbox"/> PIO/T | <input type="checkbox"/> Other (Specify) |
| <input type="checkbox"/> Logical Framework | <input type="checkbox"/> PIO/C | _____ |
| <input type="checkbox"/> Project Agreement | <input type="checkbox"/> PIO/P | _____ |

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

| |
|--|
| A. <input type="checkbox"/> Continue Project Without Change |
| B. <input type="checkbox"/> Change Project Design and/or |
| <input checked="" type="checkbox"/> Change <u>Project Workplan</u> |
| C. <input type="checkbox"/> Discontinue Project |

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)

1. See attached project evaluation, Attachment A-1.
2. Central Planning Organization

12. Mission/AID/W Office Director Approval

Signature [Handwritten Signature]

Typed Name _____

Date 2/15/82

AGRICULTURE DEVELOPMENT SUPPORT PROGRAM
(279-0052)
EVALUATION

Clearances:

Dr. Doyle Matthews, Dean of Agriculture, Utah State University

~~Doyle Matthews~~

Dr. Gerald Burke, Vice-President, New Mexico State University

~~Gerald Burke~~

Mr. Theodor E. Braatrud, Evaluation Officer, USAID/Sanaa

~~Theodor E. Braatrud~~

Dr. Ernest Briskey, Dean of Agriculture, Oregon State University

~~Ernest Briskey~~

Dr. John Fischer, Executive Director, CID

~~John Fischer~~

Mr. G. Tracy Atwood, Agricultural Division, USAID/Sanaa

~~G. Tracy Atwood~~

Dr. Patrick Peterson, Agricultural Development Officer, USAID/Sanaa

~~Patrick Peterson~~

Mr. Jeffrey Lee, NE/TECH/AD, AID/Washington

~~Jeffrey Lee~~

Signed:

December 15, 1981

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COLLABORATIVE EVALUATION METHODOLOGY

The primary purpose of this evaluation was to meet the evaluation objectives stated in annex B, Article I, E of the third amendment to the contract, and more specifically to (a) clarify subproject design, (b) make a substantive review of each ongoing and design activity (Core and Subprojects) for completion of the project Work Plan and budget revisions due early in 1982, (c) measure actual progress of Core, and Ibb School Subprojects, (d) improve overall program implementation and (e) document all changes needed in program planning and implementation from those set forth in the May 1981 and interim Work Plans.

It is important to point out two important aspects of the evaluation setting. First, it is expected that the program being evaluated will provide the fundamental pattern for future agriculture development in the Yemen Arab Republic (YAR). Second, the evaluation findings and recommendations have been jointly developed with full host country participation and review, including the Minister of Development in the Central Planning Organization (CPO), Ministry of Agriculture (MOA), and the Ministry of Education (MOE).

A comprehensive list of all evaluators, key contacts, resource persons and host country officials is Attachment A. The detailed evaluation scope of work for the collaborative evaluation is Attachment B.

In October 1980, Dr. Barry Bainton, Deputy Director of CID visited Sana'a and one of the purposes of the trip was to develop an outline for a collaborative evaluation scope of work (SOW). He worked closely with the USAID mission Evaluation Officer, Mr. Theodor Bratrud and the USAID Agricultural Officer, Dr. Patrick Peterson. Simultaneously, another outline was being developed by BOD/Y and the CID Executive Office. The Sana'a outline was discussed extensively and approved by the Central Planning Office (CPO) who also designated the principal YARG evaluation officer, Mr. Taher Ali Saif, Director General of Technical Assistance Programs, CPO. In late November, the first CID resource person for the evaluation, Dr. Dillard Gates, arrived in Sana'a and with USAID developed a scope of work from the materials provided by both USAID and CID (Attachment B). On December 5, 1981 the first member of the CID evaluation team, Dr. John Fischer, CID Executive Director arrived. The final scope of work was reviewed and approved by YARG prior to the assembly of the full collaborative evaluation team on December 9, 1981.

On December 10, a joint meeting was held in CPO to fully coordinate all activities with the CPO, MOA and MOE. The evaluation methodology and purpose was discussed in detail and agreed upon.

Assembly of information for the evaluation, involving several field trips by smaller evaluation teams, began on December 11, 1981. The teams were established on the basis of the members' expertise and interests in the Yemen Program. MOE and MOA representatives participated fully in the site visits and this provided invaluable insights for the entire team. Recommendations of the MOE and MOA representatives are reflected in this report.

MISSING PAGE
NO. 3

Introduction and AID/Washington Perspective of Collaborative Assistance Mode

The Agency for International Development (AID) through the Agricultural Development Support Program (ADSP) entered into a collaborative assistance form of contracting with the Consortium for International Development (CID) in July, 1980. Through this collaborative contract, CID is charged with the responsibility to identify, design and implement Yemen's priorities in the agricultural sector. In order to do this, a system of detailed work plans for authorized subprojects are developed each year to identify specific activities that will be carried out in the program. Because this is a new approach to AID development assistance, we are still in the learning process. However, the evaluation team believes the best way to structure the implementation and the other functions of the Core subproject and the other identified subprojects may be through use of this collaborative approach in Yemen.

The process of achieving the project's purpose is complex, therefore it was important for the evaluation to respond to certain concerns raised by AID/W, CID and others in order for USAID/Sana'a, YARG, and CID to develop a program that is both acceptable and functional within the framework of the roles of all involved in the management of this particular development assistance program. In the interest of furthering the program, the following issues were discussed and recommendations made:

1. Communications:

AID/W/CID/USAID/Sana'a

Regardless of the form or structure of any AID sponsored program, communication between AID and the contractor is essential to program

development. The contract is administered by the contract office, AID/W, and technical personnel in AID/W are called upon to give professional advice and support the program. In recent months, AID/W has often found it difficult to be of assistance because of the lack of information necessary to support and promote program activities. When information has been provided by either USAID/Y or CID, often it has not been timely.

Documentation generated in the field or received by CID or memoranda illustrating major breakthroughs (improvements) in relations with CID or the Yemen Government (YARG) have not always been forwarded for AID/W utilization. In general, communication concerning the Agricultural Development Support project have not been as good as is desirable.

Recommendations:

- a. In the interest of timely action necessary for AID/W processing of subproject papers and other documentation vital for the smooth functioning of this type of collaborative assistance program, CID should make a concerted effort to keep the technical backstop office of AID/W fully informed of program operations.
- b. In the interest of providing AID/W with information that can be utilized to promote and justify this program, USAID/Sana'a should submit pertinent documentation to AID/W in a timely fashion, and increase communication between USAID/Sana'a and AID/W.

2. Promotion of Agricultural Development Support Program in Washington

After the Core Subproject of the Agricultural Development Support Program was authorized by the Administrator of the Agency for International Development in 1980, little other than two presentations by CID to meetings

of BIFAD appears to have occurred to promote the program in Washington.^{1/} To compound this, the shortcomings in communication that have subsequently occurred between the major partners in the program and the rotation to overseas assignment of certain key personnel from the AID technical office, has caused the program to suffer. Given the above, the Title XII collaborative assistance program in Yemen is showing signs of losing support because too few key people on the Washington scene are knowledgeable concerning it. Also there has been a apparent decline in BIFAD's interest in the program.

Recommendation:

A meeting involving the AID/W staff and BIFAD should be held in the Washington, D.C. area to inform all parties of program progress and problems.

CID and AID must involve both BIFAD and the Science and Technology Washington Bureaus in the program to achieve fuller participation. Both CID and AID headquarters backstops should participate in the semi-annual program reviews in the future.

3. Funding

During the evaluation procedures it was reported that AID/W has had difficulty in establishing for its records the rate of draw-down on obligated funds. Since it is AID/W's responsibility to report to Congress the cost associated with the planning and implementation of Development Assistance, they need the relevant information in a timely manner. There are specific guidelines that are necessary to be reported to financial

^{1/}Sept. 1980 and Sept. 1981

management and to the NE Development Planning (DP) Office of the Bureau to insure forward funding and adequate funding needs as funds are available. Due to the increasing complexity of the Agricultural Development Support Program and especially the concept of the Core subproject, it has been difficult to understand, given the existing financial reporting to Washington, what funds have been expended for each activity. Hence AID has been uncomfortable with financial reporting to date. AID/W would like to have available current draw-down data by subproject activity based on existing approved subprojects and a mechanism that indicates expenditures for pre-subproject activities within the limits of the authorized level. A cut-off point, probably at the approved PP stage, should be established for pre-subproject expenditures. To date it has appeared to AID/W that the Ibb subproject and Core are the only activities, and future requests for additional funds may be jeopardized if an easily understandable record of expenditures against the obligated funds is not available.

In October 1981 the CID Secretary/Treasurer, Mr. James Hedrick, visited USAID/Yemen and a reporting form which is believed to meet all requirements was developed. Hereafter the information will be provided to AID/W as well as to USAID/Sana'a. If additional information is required a new format agreeable to CID/Tucson, USAID/Sana'a and AID/W will be developed and utilized. The evaluation team believes the new procedures are adequate.

Recommendations:

- a. Each SPP should clearly identify and report estimated pre-subproject activity costs for the period between initial start-up and the authorization of the subproject.

b. When each Pro-Ag is signed, a budget annex that shows the pre-subproject activity and expenditure as well as a budget for current obligations should be prepared.

c. If the newly instituted procedures discussed above prove inadequate, a new format for reporting expenditure (the dollar cost and local currency cost) which meets the needs of CID, USAID/Y and AID/W) should be developed.

4. Contracting Issues

The contracting office in AID/W has asked that the following point be noted, and the evaluation team recommends its acceptance.

Long Term Team Assignments:

When nominations are made to AID/W by CID, the biographical data and CV should be complete. This will allow both the technical backstop office and the contract office to assess the potential capability of the candidate to function in the position in a more timely manner.

The AID/W Contract Office has not had sufficient pre-notice of candidates approved for long term assignment. Communication with the AID/W Contract Office should be initiated earlier by both USAID/Y and CID.

5. Reporting:

The contract calls for semi-annual reports. The first semi-annual progress report was forwarded to AID/W November 3, 1981. AID/W is interested in receiving the reports in a timely manner and CID concurs. The first semi-annual progress report for the Ibb Subproject was not submitted, although many other reports on activities of the Ibb Subproject have been.

Recommendations: .

For FY 1982 the reports are to be clearly identified, and meet contractual obligations.

There is a requirement for submission of an Agriculture Sector Analysis, a life of program work plan, life of subproject work plans, annual work plans, and semi-annual progress reports.

A draft copy of an Agriculture Sector Analysis was delivered to Sana'a on November 25, 1981. It is being revised and should be in final form by January 1, 1982.

Financial Reports

a. Federal Reserve Letter of Credit (FRLC):

One of the constraints that it is believed to have limited AID/W support has been the absence of adequate financial reporting of dollar expenditures. Earlier this year a team from CID/Tucson worked in collaboration with USAID/Sana'a and developed a system of reporting the draw-down (expenditures) against obligated project funds under the FRLC. A system is now functioning which summarizes the expenditure by subproject as per the approved work plan budget, and further creates a format that will be used to report expenditures on a monthly basis.

During the evaluation, discussions were held with CID, and Mission and the AID/W representative to agree on the format, an example of which is presented below.

Yemen, AID/HR-1-1575

Financial Report
Actuals for August and Estimates for September & October

| | August Actuals | | | September Estimate | | | October Estimate | | |
|-------------------------------|------------------|-----------------|------------------|--------------------|------------------|------------------|------------------|-----------------|------------------|
| | YTD | YTD | YTD | YTD | YTD | YTD | YTD | YTD | |
| A. Direct Costs | | | | | | | | | |
| 1. On-Campus | \$ 21,201 | | \$ 21,201 | \$ 1,300 | \$ 17,816 | \$ 17,320 | \$ 22,123 | \$ 1,770 | \$ 21,353 |
| 2. Off-Campus | 27,467 | 3,178 | 31,645 | 37,201 | 21,919 | 59,120 | 48,451 | 22,907 | 71,358 |
| 3. Temporary Duty Staff | 1,358 | | 1,358 | 14,219 | | 14,219 | | | 14,219 |
| 4. Staff Fringe Benefits | 9,709 | 360 | 10,069 | 10,745 | 2,983 | 13,728 | 16,497 | 1,943 | 18,440 |
| 5. Staff Per Diem--Domestic | | | | | | | | | |
| 6. Staff Per Diem--Internat'l | | | | | | | | | |
| 7. Staff Travel--Domestic | 16,823 | | 16,823 | 60,933 | 27,771 | 88,704 | 23,795 | 6,103 | 29,898 |
| 8. Staff Travel--Internat'l | | | | | | | | | |
| 9. Staff Allow--Off-Campus | 1,722 | 951 | 2,673 | 878 | 994 | 1,872 | 7,155 | 1,731 | 8,886 |
| 10. Staff Offices--USU | 37,127 | 153 | 37,280 | 22,292 | (91,626) | (71,264) | 3,555 | 201 | 2,752 |
| 11. Staff Orientation--USU | - 0 - | | - 0 - | | | | | | |
| 12. Documentation Center--USA | - 0 - | | - 0 - | | | | | | |
| 13. Faculty of Agric. | - 0 - | | - 0 - | | | | | | |
| 14. Participant Training | - 0 - | | - 0 - | | 20,703 | 20,703 | | 7,273 | 7,273 |
| 15. Commodities | 13,248 | | 13,248 | 2,100 | 1,269 | 3,369 | 11,256 | 54 | 11,310 |
| 16. O&A | 1,373 | - 0 - | 1,373 | 1,753 | 2,210 | 3,963 | 2,572 | 1,226 | 3,798 |
| Total Direct Costs | 153,145 | 4,716 | 157,861 | 168,322 | 33,979 | 102,301 | 132,427 | 45,539 | 179,286 |
| B. Indirect Costs | | | | | | | | | |
| 1. On-Campus | 32,142 | - 0 - | 32,142 | 36,882 | 26,297 | 63,179 | 29,123 | 978 | 29,101 |
| 2. Off-Campus | 9,667 | 707 | 10,374 | 12,763 | 10,173 | 22,936 | 17,216 | 7,329 | 24,545 |
| Subtotal | 41,809 | 707 | 42,516 | 49,645 | 36,470 | 86,115 | 46,339 | 8,307 | 53,646 |
| 3. CID O&A | 16,010 | 672 | 16,682 | 19,569 | 3,272 | 19,841 | 12,218 | 4,531 | 16,749 |
| Total Indirect Costs | 56,799 | 1,179 | 57,978 | 66,121 | 39,842 | 87,930 | 57,555 | 12,838 | 70,393 |
| Total Cost | 209,944 | 5,895 | 215,839 | 234,443 | 73,821 | 190,231 | 189,982 | 58,377 | 249,679 |
| Incubance--Equipment | 28,758 | 51,495 | 80,253 | 51,473 | 70,229 | 71,695 | 39,376 | 12,799 | 41,175 |
| GRAND TOTAL | \$238,702 | \$57,390 | \$296,092 | \$285,916 | \$144,050 | \$261,926 | \$229,358 | \$71,176 | \$290,854 |

*All travel reported as domestic, but will correct problem of separating into proper amounts of international as soon as our universities can provide.

The present dollar format will be reviewed and revised if necessary to insure that the needs of AID/W, CID and USAID/Sana'a are met.

b. Local Currency Account Expenditures:

USAID/Sana'a and CID/Sana'a have developed a format for reporting the local currency expenditures and this has been made operational.

A copy of the format is attached to the evaluation report.

IBB SECONDARY AGRICULTURAL INSTITUTE SUB-PROJECT
Expenditure Report for November, 1981

| Description | Budget Amount | | Expenditures | | |
|-------------------------|---------------|----------|--------------|-------|------------|
| | US\$ | YR | Cumulative | % | This Month |
| Payroll | 151,046 | 687,259 | 292,526.5 | 42.6 | 54,753.5 / |
| Communications | 3,600 | 16,390 | 3,966 | 24.2 | 902 / |
| Supplies | 12,000 | 54,600 | 58,034.5 | 106.3 | 3,244.5 / |
| Equipment | 12,000 | 54,600 | 48,170.5 | 83.2 | 6,200 / |
| Utilities | 75,000 | 341,250 | 62,459 | 18.3 | 27,150 / |
| House rent/Maint | 15,000 | 68,250 | 60,703.25 | 88.9 | 12,574.5 / |
| Miscellaneous | 5,000 | 22,750 | 5,509 | 24.2 | 726 / |
| Perdiem, Support Staff | 21,800 | 99,190 | 19,604.5 | 19.8 | 4,902.5 / |
| Perdiem, Profess. Staff | 26,880 | 122,304 | 52,205 | 42.7 | 6,799.5 / |
| Vehicle Operations | 45,000 | 204,750 | 44,972.25 | 22 | 4,377 / |
| Other Transportation | 4,500 | 20,475 | 2,959.5 | 14.5 | 408 / |
| Sub-total | 371,826 | 1691,808 | 651,110 | | 122,637.5 |
| Contingency | 37,183 | 169,183 | | | |
| TOTAL | 409,009 | 1860,991 | 651,110 | 35 | 122,637.5 |

The undersigned hereby certifies (a) that payment of the sum claimed under cited contract is proper and due and that appropriate refund to AID will be made promptly upon request in the event of disallowance of costs not reimbursable under the terms of the contract, and (b) that information on the fiscal report is correct and such detailed supporting information as AID may reasonable require will be furnished promptly to AID on request at the contractors home office or field office as appropriate, and (c) that all requirements called for by the contract to the date of this certification have been met.

By: [Signature]
Team Leader

[Signature]
Director, ISAI

Date: Dec 3, 1981

Date: 3. 12. 1981

PROGRAM ADMINISTRATION AND TITLE XII COLLABORATIVE ASSISTANCE MODE

The purpose of the evaluation of this element of the program was to find ways the Agricultural Development Support Program may strengthen the ability of YARG to plan and implement its national agricultural development program. While the goals of the program are unchanged, host government priorities and changing conditions call for continuing reappraisal of subproject and project objectives and methods of operation between sub-projects must balance these needs.

Conclusions and Recommendations:

The implementation details of how a Title XII program should operate were obviously not well articulated in the project design. Conceptually, implementation was left vague and CID has had to attempt to develop an implementation mode that would work in Yemen by trial and error. Obviously, the implementation of the collaborative mode is an evolutionary process, and current methods of operation reveal a very definite positive trend. Communication among the three parties to the collaborative process is improving. General agreement has been reached that the Administrative format is valid and achievable, but will require time and experience to perfect.

The team concluded that all parties are making every effort to implement and operate the program in a truly collaborative mode. The program is on course in perfecting this method of operation. However, it was agreed that earlier expectations concerning how quickly and how near to perfection the program would perform in terms of the collaborative mode were unrealistic. Necessary personnel shifts and the need to meet

available from AID, are adequate for new projects. Specifically, immediate attention needs to be given to providing greater financial support to a limited number of subprojects. New starts should be limited to only these subprojects with the highest priority, and then only if adequate financing can be foreseen. YARG firmly agrees with this decision to concentrate financial resources only on pre-agreed and well defined priorities .

The program is too young to have had broad beneficial effects. However, the Core has certainly brought improved planning and greater program development activity to YARG, and the Ibb subproject has been recognized as an important national resource to YARG agriculture development responsibilities. Whether or not AID funds some of the proposed development activities or whether other donors are found, the planning and cooperation of the current program will provide institutional development benefits.

Since the program is developing in accordance with the collaborative mode, the work plan represents a firm performance commitment. The team concluded a way must be found to add, or delete, from the approved annual work plan by some official document with all three collaborators signing off. Transferring funds between subprojects must have top level approval by all three parties involved in the collaborative process.

The team found that AID/Washington desires additional information from CID on budget updating and personnel matters. USAID/Yemen and CID agree that the information can be provided.

Future CID study teams need to be sure the project design expertise needed is available from some source. It has become apparent to the

deadlines have made perfect operation in the collaborative mode impossible. New personnel and improved working relationships are now evolving, and the program is clearly on course in terms of improving the mechanism for operating a program in the collaborative mode.

In order to perfect the collaborative mode, more efficient methods and more frequent dialogue and planning between the three major parties in the field (YARG, AID, CID) must continue to develop. Ideally, there must be convenient formal, as well as informal, contact. Agreement has been reached to establish bi-annual program reviews in Yemen.

To clarify role definition and authority, a new organizational chart showing revised responsibilities of field staff, acting under the CID Chief of Party, has been developed. The evaluation team found the current organization satisfactory. AID, host Government and institutional roles seem to be clear, but communications need to be improved.

Organizationally and administratively, the program seems to be well equipped to achieve the purposes of strengthening YARG capabilities to achieve its national agricultural plan. The team concluded that there is need for more careful attention to be paid to achieving better balance between long-term human resource and institutional development needs, and the provision of more tangible project outputs in subproject development. Training of Yemen students, which has already begun, promises to be the best bet for promoting the long range goals and subgoals of the program.

Subprojects now being planned will clearly make positive contributions to achieving the long-term goals of the program. However, there was a serious question raised on the part of the team and YARG whether resources

evaluation team that USAID should designate a principal design officer for each subproject to work closely with CID technicians.

The evaluation team recommends that CID make a special effort to secure additional Arabic language competence in professional staff. A ten-week in-country intensive program is available, and it should be utilized.

Additional study of ways to expeditiously respond to field requests needs to be made in conjunction with revision of the project work plan.

CORE ADMINISTRATION, I.E., SANA'A AND CORVALLIS OFFICES

This component of the review was conducted by Mohammed al-Harazi, Ministry of Education; Tracy Atwood, USAID; Doyle Matthews, CID; and Gerald Burke, CID, and has been discussed with Dean Briskey of OSU and John Fischer, Executive Director of CID. The purpose of the review was to examine internal and external factors effecting the program operation and to make constructive recommendations on all project operations.

Oregon State University is the lead university for Core. Core operates two offices, one in Sana'a, and one in Corvallis. Core is responsible for planning the Yemen Program, coordinating program projects and activities, providing logistical support, and monitoring subprojects.

Oregon State University assumed responsibility for the Core Subproject August 15, 1980. Major accomplishments are summarized below. (For detailed accomplishments for the period May 1, 1981 to October 31, 1981, see "Semi-Annual Report, Yemen Title XII Agricultural Development Support Program, Project No. 279-0052, May 1, 1981 to October 31, 1981".)

1. Established a CID office in Sana'a, including leasing and refurbishing compound and employing a local hire support staff.
2. Remodeled buildings and established a warehouse facility and vehicle repair shops in Sana'a.
3. Located, assigned to Sana'a and provided logistical support and administrative service 30 technical specialists for temporary duty (TDY) totaling approximately 1500 man days.*

*See TDY Personnel list attached

4. Located, assigned to Sana'a and provided logistical support and administrative services for eleven permanent staff.**
5. Provided major input to development of the Core Subproject interim work plan for the period December 1, 1980 to March 31, 1981 (Extended to April 30, 1981).
6. Provided major input to development of the Core subproject First Annual Work Plan for the period May 1, 1981 to April 30, 1982.
7. Provided two-person study team for Agricultural Management and English Language Training program.*
8. Provided Poultry Specialist to make study and recommendations for Poultry Subproject.*
9. Provided Agriculture College Administrative Specialists to lead study and develop draft SPID for development of Faculty of Agriculture, University of Sana'a subproject.*
10. Provided Horticulture Specialists to prepare a study of citrus in Yemen and make recommendations for Horticulture subproject.
11. Provided Documentation Center Specialist to study needs, make recommendation and draft report for establishment of MOA Documentation Center.*
12. Provided two-man team to prepare Agricultural Sector Assessment.*
13. Provided two-man team to draft Integrated Crops and Water Management (ICWM) Subproject Paper.*

*See TDY Personnel list attached

**See Permanent Personnel list attached

14. Provided five-person team to draft Poultry Extension and Training Subproject Paper.*
15. Picked up Horticultural Project activities when Project 279-0024 headed by Tuskegee Institute was terminated.
16. Provided adapted citrus seed and successfully established over 50,000 citrus seedlings at nursery in Jaruba.
17. Provided opportunity for three CID university staff to participate in Project Design and Evaluation Training in Washington D.C.
18. Developed and carried out, at Oregon State University, a six-month training course in Agricultural Management and English Language Training for eight Yemeni selected by the MOA.
19. Worked closely with other CID universities in development of ICMM and Poultry SPP's and Horticulture and Faculty of Agriculture SPIDs.
20. Established and staffed CID/Core office at OSU.
21. Procured and delivered to Sana'a in excess of \$200,000 commodities to support CID/Sana'a office and presubproject activities.
22. Established CID/Core "Pouch" service to improve communications between CID/Core/Sana'a and CID/Core/OSU.
23. Established a cost accounting system at CID/Core/OSU to document and track all expenditures on a subproject basis and provided monthly budget reports to CID/Tucson.
24. Recruited permanent staff. At time of this evaluation all Core subproject professional positions were filled, and names submitted to YARG or candidates selected.

*See TDY Personnel list attached

The major purpose of the Core office in Sana'a is to coordinate and support the CID portion of the total Title XII Agriculture Development Program in Yemen. Core is specifically responsible for providing logistical support to all subprojects.

A major purpose of the Corvallis office of Core is to recruit personnel to support Core/Yemen. The philosophy and energies of the Core staff must be fully committed to fulfilling that role. If the OSU/Core office is not or cannot provide this support, other alternatives should be pursued.

In order for Core/Yemen to function, the Chief of Party (COP) must have total in-country program authority and be recognized as the senior CID representative in-country. Also, he must be informed concerning subproject activities, but yet not tie the hands of the subproject team leaders or unnecessarily interfere with the day-to-day operations of the project. The team found that this philosophy was, in general, being adhered to.

The team recommends that special care be taken to see that Agricultural Education and other advisors do not assume project authority with respect to Ibb or other subprojects. Also, all members of Core who have counterparts must keep them informed and involved in decision-making.

The team noted that much was accomplished by Dr. Brooks when he spent half of each day in the MOA. The COP must spend an appropriate amount of time cultivating good relations in the ministries. Lack of concern for the human relations aspects of a project may cause the technical side to fail, and this is to be avoided.

In order for subproject activities to function, it is essential that as soon as a subproject lead university is identified that this university

assume appropriate managerial and technical responsibility for the subproject. Core should function in a facilitating role and after the subproject contract is approved appropriate costs should be charged back to the subproject.

The team recognized that the Sana'a office operations were subject to improvement. Personnel changes and other factors have been disruptive. Since the beginning of the project, there has been one COP in Sana'a and numerous Acting COP's. The current Acting COP assumed responsibility in mid-October 1981. Since the arrival of the current Acting COP in Sana'a, major organizational changes have been made. The team views the changes with favor, and it is expected they will improve the ability of the Sana'a office to function more effectively.

The Core OSU office was established in September 1980. Individuals in the field have questioned whether this office responds expediently to their requests. Also, questions have been raised concerning the tendency of Core OSU to question the need for information requested by Core Sanaa.

In order to address these concerns, the team recommends the following:

1. At CID general administrative expense and as soon as possible, a small CID study team visit and evaluate the OSU Core operation. This team should be appointed by the Executive Director of CID.

2. Because there has not been a continuous COP at Core Sanaa, it is recommended that a small team of AID, YARG and CID representatives review the operation of the Sanaa office by July 1982. At that time, this team should make a recommendation concerning Core.

The CID Program in Yemen draws local currency advances through USAID/Y to fund local program activities chargeable to the local currency budget. Requests for advances for all subprojects are consolidated by the COP and a single advance request submitted to USAID/Y. Requests for advances are for one month to cover the upcoming month. Due to delays incurred in obtaining the funds from Paris the month for which advances are requested are nearly past before the local currency advance is received by the COP.

It is recommended by the Evaluation Team that local currency advances be requested two months in advance to allow adequate time for requests to be processed and funds made available by USAID TO CID/Y in a timely manner.

TABLE #1
"PERMANENT PERSONNEL"

| NAME | INSTITUTION AFFILIATION | DATES IN YEMEN | RESPONSIBILITY |
|--------------------|----------------------------|----------------------|---------------------|
| OREAN, Clinton | NMSU | December 31, 1980 | Chief Mechanic |
| HENDERSON, Hugh | CSU | Jan 21/Aug 5, 1981 | Chief of Party |
| WITTERS, Robert | OSU | September 23, 1981 | Chief of Party |
| DOLPHIN, Gabrielle | U of A | Feb 10/Mar 25, 1981 | Executive Secretary |
| HASE, Susan | OSU | April 1, 1981 | Executive Secretary |
| HORN, Allen | OSU | June 10, 1981 | Admin Officer |
| HORN, Amy | OSU | June 10, 1981 | Secretary |
| LEE, Allen | NMSU | Jun 17/July 26, 1981 | Agr Educ Advisor |
| LENHART, James | U of A | June 3, 1981 | Horticulture Tech |
| MUILENBURG, Glen | OSU | August 19, 1981 | Agr Technician |
| LAQUEY, Thomas | CSU | September 5, 1981 | Agr Advisor |
| ISSA, Jami | OSU | October 23, 1981 | Horticulturist |

STUDY PERSONNEL

| NAME | AFFILIATION | PERIOD | RESPONSIBILITIES |
|-------------------|----------------|---|---|
| GATES, Dillard | OSU | 10-21/11-13, 1980 2-24/03-18, 1981 | Program Director Program Director |
| HISGRUBER, Ludwig | OSU | 11-04/11-10, 1980 03-04/03-12, 1981 07-08/07-19, 1981 | Chairman, BOD/Y Chairman, BOD/Y Fac. of Agr. Pre-5. |
| HENDERSON, Hugh | CSU | 10-14/12-10, 1980 | Chief of Party |
| AKFA, David | U of A | 08-15/11-15, 1980 | Administrative Office |
| MORRAY, Marge | OSU | 01-28/02-25, 1981 | Training Advisor |
| ARSCOTT, George | OSU | 02-10/03-25, 1981 09-02/09-24, 1981 | Poultry Advisor Poultry Advisor |
| DORAN, Samuel | Non-Affiliated | 02-04/03-04, 1981 | Training Coordinator |
| LEE, Allen | Non-Affiliated | 02-11/04-08, 1981 | Agric. Educ. Advisor |
| HORN, Allen | OSU | 03-18/04-29, 1981 | Administrative Office |
| HOLLAND, L. | NMSU | 03-04/03-11, 1981 | BOD/Y Meeting |
| MACVICAR, Robert | OSU | 03-04/03-12, 1981 | BOD/Y Meeting |
| METCALFE, Darrell | U of A | 03-04/03-11, 1981 | BOD/Y Meeting |
| ROBINS, John | WSU | 03-04/03-11, 1981 | BOD/Y Meeting |
| FENDALL, Roger | OSU | 06-31/08-17, 1981 09-16/10-22, 1981 | Fac. of Agr. Pre-5. Fac. of Agr. Pre-5. |
| BROOKS, Royal | OSU | 07-22/10-21, 1981 | Assoc. Program Director |
| HELPER, Donald | OSU | 08-05/09-16, 1981 | Poultry Design Team |
| FEARNS, Jean | U of A | 08-05/09-03, 1981 | Poultry Design Team |
| GAY, Marcus | OSU | 08-05/10-21, 1981 | Poultry Technician |
| FISCHER, Charles | OSU | 08-05/09-16, 1981 | Poultry Design Team |
| HODGRASS, Milton | NMSU | 08-05/09-23, 1981 | Poultry Design Team |
| YCKOFF, JEAN | OSU | 08-03/10-13, 1981 | Agr. Sector Analyst |
| JAMESON, Charles | Cal-Poly | 08-12/09-30, 1981 | Horticulture |
| MILCHER, Melvin | Cal-Poly | 08-12/09-23, 1981 | Int. Crops & Water |

BEST AVAILABLE DOCUMENT

| NAME | ORGANIZATION | PERIOD | FUNCTION |
|------------------|---------------|-------------------|-----------------------|
| ALL, David | | 08-12/08-26, 1981 | Int. Affairs & Water |
| ALL, Norman | | 08-12/09-16, 1981 | Int. Affairs & Water |
| ANDERSON, James | | 08-15/10-22, 1981 | Agri. & Water Affairs |
| ANDERSON, John | | 08-12/09-17, 1981 | Int. Affairs & Water |
| BANKS, Jean | Un-Affiliated | 08-15/11-21, 1981 | Faculty, Specialist |
| BENTLEY, Robert | USC | 09-23/12-16, 1981 | Chief of Party |
| BIERICH, Richard | UCR | 11-13/present | Documentation Center |

SUMMARY HORTICULTURE PRE-SUBPROJECT ACTIVITIES

The objectives and terms of reference for evaluation of the proposed Horticulture Subproject included a general assessment of what has been accomplished to date and a review of the adequacy of the planning process. While a SPID has not been approved as yet, there has been substantive work done on planning. This review provided the team the opportunity to gain assurance that what is currently underway or planned represents the intense interest and top priority of the YARG. It also provided the team with constructive inputs for the next Work Plan. It is important to point out that some of the residual activities of an earlier Horticulture project have been subsumed under the Core element of the Agriculture Development Support Project and are serving as a bridge between the old project and the one proposed.

The team reviewed the final report submitted by the Tuskegee Project and made a site visit to the Jarouba Station. The team also reviewed the pre-subproject work plan of "Core University". The draft of the SPID was also reviewed. Discussions were held with Dr. Issa and Mr. Lenhardt in Jarouba. Dr. Issa accompanied the team back to Sanaa for more direct discussion and interaction with CID and MOA. Frequent ad hoc meetings were held with MOA, Department of Horticulture, the Deputy Minister, MOA, His Excellency Mokbil Ahmed Mokbil and his key advisors, Dr. Kamel Mansour and Mahamoud Sayied, IBRD.

Discussions were also held with the MOA's Department of Planning and Statistics and CID/Yemen staff.

Findings:

Subproject Activity Strengths:

- . This subproject has top priority with the YARG.
- . Horticultural products, particularly citrus are desperately needed in Yemen.
- . A well-trained horticulturist (Dr. Issa) is on site.
- . Budders have been trained.
- . Existing seedlings from the earlier project look healthy for the most part.
- . Electricity, water and buildings are now completely installed:

Subproject Activity Weaknesses:

- . High temperatures and sea air may cause problems with budding over time.
- . Inefficient irrigation techniques are currently in use.
- . Road access to the station is not available.
- . Strategy/policy not in place to facilitate appropriate distribution of seedlings.
- . Core Horticultural Advisor not in place.
- . Data collection and records need improvement.
- . Current manpower insufficient. Counterparts have not been identified.
- . Experimentation/demonstration limited to one site with less than optimal environment.

Analysis of Problem Areas:

The budding exercise has been properly planned. A training exercise has been held. Housing facilities for the budders has now been made adequate. While the nursery has been appropriately initiated, it suffers from inefficient irrigation technology.

When the upcoming budding exercise starts, it will undoubtedly be prolonged. It may be difficult to keep good, capable people for the length of time necessary to adequately do the budding. Nevertheless, Dr. Issa believes there is a good chance for a high percentage yield from budded trees. He should and must be given every kind of assistance during this important effort. Because of the high YARG priority this project has, the team feels that essential continued support be provided to assist in alleviating potential problems like contamination and disease.

The team stresses the need for a seedling distribution plan and initial discussions were held with the MOA during this evaluation. Incorporated in this plan, should be procedures to provide technical assistance and monitor survival rates. Trainees must be obtained for all areas. Without trainees, it will be difficult to adequately develop the citrus and tropical fruit industries. Expanded training efforts should be made to make this a YARG program with CID/AID technical assistance. This can only be done successfully after people are adequately trained.

It is important to point out that during the joint evaluation review of findings, the Minister for Development assured the team that the Jarouba access road was planned and budgeted by both the CPO and MOA. He also stressed YARG's willingness to provide all the counterparts possible in view of the serious manpower constraints existing in Yemen. He also made it clear that the project would have to give training a very high priority.

Recommendations:

1. It is recommended that the proposed project be a national Horticulture Project - with nursery facilities expanded at other sites over the next decade in order to reduce total dependence on one site in one geographically limited area (i.e., the Tihama).
2. It is recommended that consideration be given to procurement of a modest number of U.S. budded seedlings for distribution before August or September. It is realized that budded seedlings of good quality may not be available on such a short notice, however, it is recommended that the subject be immediately studied.
3. It is recommended that prompt action be taken to expedite the review and approval of the SPID and that assignment of a Design Team take place soon thereafter.
4. YARG give renewed emphasis to the need to find counterparts who can have their existing skills upgraded through on-the-job training if necessary. CID should expedite the nomination of

It is important to point out how important the joint discussions with YARG were in clarifying many aspects of developing the horticulture subproject, particularly with the Minister of Agriculture and his staff. The net result was that several contentious issues that were bothering the MOA were totally resolved and communications were significantly improved, especially between CID and the MOA.

Initially, meetings were held with Luft al-Ansi, General Director of Planning and Statistical Affairs. This meeting gave broad insights into the MOA interests. It also gave an opportunity for the team to assess the status of other agriculture projects. Personnel availability and enhanced perception of the need for the projects to be viewed as YARG projects are two problems in need of attention.

Meetings were held for an extended period with His Excellency Deputy Minister Mokbil Ahmed Mokbil. General support and encouragement were obtained. It also became apparent that the perceived project and progress as we know it, is 6-8 months ahead of what is visible to most people -- thus part of the lack of understanding or appreciation. Meetings were held with Horticulture Department and other MOA officials as well as CID/Jarouba and CID/Sanaa staff.

The following activities have taken place which should now lead to the development of a formal "Horticulture Project":

. California State Polytechnic University - Pomona was nominated as the "Lead University".

. A SPID is now in process of final preparation. When approval is granted, a Design Team will be sent to the Yemen Arab Republic.

The following additional activities have been carried out by "Core University" under the pre-subproject current work plan.

. A Horticultural Specialist has been selected and is on site in Jarouba.

. A Horticultural Technician has been selected and is on site in Jarouba.

. A "Budding Technician Training Program" has been developed and completed.

. The active management of the Jarouba Station has been assumed.

. A citrus nursery has been initiated with 50,000 seedlings.

. A Horticulture Specialist for Core has been identified.

The site has a number of citrus varieties being grown, as well as a limited number of tropical fruits. Fifty thousand (50,000) seedlings will be ready for budding in early 1982 and for distribution by August or September. In order to accelerate and activate the activity, consideration might be given to the procurement, if available, of a modest shipment of U.S. seedlings for distribution before the nursery stock becomes available.

During the joint review of evaluation findings, the YARG made an important decision. Namely, that the project must be an equity project -- equity meaning delivery of a small number of seedlings to marginal or subsistence farmers. This decision will obviously influence distribution policy and strategy.

It is expected that a Project Design Team will be recruited for the YAR in early 1982. Therefore, it would be presumptuous for the evaluation team to prejudge a project proposal even though a draft was available for review. Nevertheless, we feel it appropriate to express some concern regarding the current status of the Jarouba Station. If the Jarouba Station is to serve as a demonstration unit, it becomes imperative that it have a road access that is adequate and useable. We understand that the CPO and Ministry of Agriculture have budgeted the funds for this road. In its present state, Jarouba is very difficult for people to see -- and, therefore, its demonstration utility is extremely marginal, even if the developments are technically sound. The team expressed concern over the almost exclusive use of the site for citrus development and the exclusive seedling and budding plans for this site. The area has an environment that is not conducive to good long-term propagation of budded seedlings. It seems highly desirable to make this a national Horticulture Project, utilizing existing resources to diversify the project. Accordingly, we believe consideration

should be given to phasing down the budding operation at Jarouba and expanding it elsewhere. If this were done, tropical fruits could be expanded at Jarouba. Modern irrigation techniques, including drip, should be employed where feasible. Efforts should also be made to relate this project more closely to Tihama Development Authority (TDA). This must be done in order to improve staffing and to also serve its appropriate extension role.

A "Core Horticulture Specialist" has been identified. The MOA should also immediately identify a "Horticultural Counterpart", Horticultural trainees and candidates for advanced degrees in Horticulture. The selection of at least two Ministry of Agriculture counterparts for Jarouba is an immediate need.

SUMMARY POULTRY PRE-SUBPROJECT ACTIVITIES

This timely review provided the team the opportunity to gain assurance that what is currently underway or planned for poultry development in the YAP represents a top priority of the YARG.

The proposed effort will be a new subproject for the CID Program. Therefore, we evaluated the collaborative mode involvement during the subproject's development and examined the output of the pre-subproject activities under the current "Core Work Plan."

The team visited the Rhawdah site with the MOA and examined the houses and poultry status. It also visited the Sanaa Poultry Extension Training Center. Meetings were held with Poultry Manager Abdul Karim Abu Taleh and Abdullah Zabara, Director General of the Livestock Resources Division. We also had the opportunity for an extensive discussion with the Deputy Minister Mokbil Ahmed Mokbil, including his key advisors, Kamel Mansour and Makimoud Sayeed. Useful meetings were also held with Luft al-Ansi and Ali-Noaman, Director General of Agricultural Affairs. Numerous meetings were held with Agricultural Development Officer, USAID Program Officers and the USAID Mission Director.

The proposed poultry subproject will be for layer development at the village level. Until a final decision is reached by AID/W on the proposed subproject, the "Core

University" will continue to serve the poultry demonstration program under the pre-subproject activities of the current work plan.

The following developments have taken place which should lead to the development of a formal "Poultry Subproject."

- Oregon State University was nominated as the "Lead University" for a "Layer Development Project."

- An SPID was prepared and approved.

- An SPP design team visited the Yemen Arab Republic and prepared an SPP.

- The SPP has been submitted to AID/Washington. A decision from AID/Washington on the SPP is anticipated by early 1982.

The following additional activities have been carried out by "Core University" under the pre-subproject current work plan:

- Twelve (12) poultry houses have been constructed. These include four outlying houses and eight at the Sanaa Extension Poultry Center.

- A poultry specialist and a poultry technician have been on-site for extended TDY short-term visits.

- Day-old chicks have been placed and reared in "Extension Training Units."

- Pullets have been distributed to the Village Demonstration Units.

- A "Poultry Training and Extension" SPP has been defined and submitted.

Recruitment is progressing for individuals who will make long-term commitments in the poultry specialist and poultry technician positions. Early in 1982 we expect to have both individuals permanently on-site -- which will overcome one of our problems with this project. It will also make it possible for us to provide more extensive technical and managerial back-up assistance to village poultry demonstrators and Sanaa's Extension Poultry Center.

It is also very important for the MOA to identify a poultry specialist counterpart, as well as two trainees for participation in the "USDA Intensive Poultry Production Short Course." One candidate should also be immediately identified for academic degree studies in poultry science. Manpower training must be given high priority if this project is to adequately service expanded satellite distribution units, and give proper manpower support assistance to the developing industry. The MOA must also give immediate attention to the procurement of the right kind of poultry feed for layers as well as broilers. As the birds achieve layer maturity, it is anticipated that they will be sold or distributed to farmers along with a sufficient amount of the appropriate feed mix. We envision potential significant needs for special efforts with feed procurement and distribution as well as poultry distribution. We also envision logistical difficulties in promptly delivering diseased birds to the diagnostic center so that remedial

action can be instigated. All of these areas may become critical for as the industry expands, it must be given detailed collaborative attention.

General Subproject Review Findings

- This is a program of top priority with the Government.
- This is a program which can have a rapid impact (over a short time).
- A highly desirable poultry extension and training facility is in place and operating.
- Poultry is a desired meat.
- Birds have been successfully raised during the plan year. Egg production is good.
- Twelve (12) houses are already in existence.
- Biological complexities involving nutrition and disease requires a reasonable degree of technical assistance.
- Poultry specialist and technician needed.
- Feed procurement and distribution will be a problem even with a plan.
- MOA counterparts and trainees are required.
- Insufficient manpower.
- Feed transportation facilities/equipment and infrastructure.

Work plan developing satisfactorily. SPID action should be expedited through AID/Washington.

This project even in the pre-subproject stage under "Core" is having a very positive impact.

Outputs to Date From Approved Work Plan.

· This is a high priority YARG project along with horticulture. It must have adequate trained people to manage the production of a large number of layers.

· The Lead University has been nominated (Oregon State University).

· The SPID is prepared and scheduled for AID/W review early 1982.

· Twelve (12) poultry houses were constructed as pre-subproject activity. (Eight financed by AID, four financed by YARG).

· Day-old chicks were placed in the extension training units to be used in the training program.

· Pullets were distributed to the Village Demonstration Units.

· Poultry specialists and technicians were made available for extended TDY in Yemen.

· Recruitment is in progress for permanent technicians.

Summary of Pre-Subproject Activities for a Faculty of Agriculture at Sanaa University.

In preparation for a possible subproject on the faculty of agriculture at Sanaa University, CID representatives and four YARG representatives visited several agricultural colleges at European and American universities.

In this review, a discussion with Rector Zindani revealed an immediate interest in utilizing program resources to initiate a subproject aimed at training faculty and potential

faculty at Sanaa University in agriculture at CID universities. He suggested 5-7 faculty could be spared each year for training. He would like help with curriculum development. He also requested help from experts in planning a demonstrational farm on about 12 hectares of land at the new Sanaa University site. He suggested that his immediate need was for well-designed plans, not construction money.

The team recommends that a subproject be written for Sanaa University faculty training at CID universities. That a student exchange provision be included. That one TDY expert in agricultural curriculum development be sent to Sanaa University for collaborative work on curriculum. That a study team consisting of one animal scientist with facility planning experience, one crops specialist, and one irrigation engineer be selected and sent to Sanaa University as soon as possible.

The team also recommends that a Dean of Agriculture soon be named at Sanaa University. This will give CID an official with whom we can collaborate on the Sanaa University agriculture faculty development.

The review team met with and interviewed Sanaa University officials. Participating in discussions were:

H. Patrick Peterson

Robert E. Witters

Gerald Burke

Doyle Matthews

Rector Zindani and assistants.

During the Summer of 1981, a CID advisor and four YARG representatives visited agriculture colleges in Jordan, England and United States to gather information on which to base recommendations for establishment of a faculty of agriculture at the University of Sanaa. The report prepared by the study team is now being published and will be provided to YARG in the near future.

The proposed program will definitely be aimed at developing new human resource capability to expand YARG capability to service their own training needs.

INTEGRATED CROPS AND WATER MANAGEMENT PRE-SUBPROJECT ACTIVITIES

The proposed Integrated Crops and Water Management Subproject will test and establish a small-scale water management and agriculture development prototype model that can be replicated in other wadi areas. It would be a pilot demonstration of a small storage dam, reservoir and downstream irrigation system coupled with technical assistance to improve efficiency and effectiveness of the use of the surface water for irrigation for crop and fruit production. The project would develop a cost effective approach for utilization of the irrigation water in one wadi - in Beni Shaia Village, Kawlan District. The Ministry of Agriculture's Irrigation Department would participate in all of the steps of site analysis, designing the dam, constructing the dam and irrigation system, and providing advice for on-farm water use. The MOA, through this project, would gain experience and improve its institutional capability so that it can replicate the procedure in other small watersheds. More than 100 potential sites have already been identified.

The proposed project will construct an earth and rock filled dam, 7 x 40 meters, in Beni Shaia Village on Wadi al-Safi. This storage dam and reservoir would be designed to hold 281,000 cubic meters of water. The water collected during the first rains of April and May would be released during the dry month of July. Rains of July and August would be released in September and October. An irrigation system of 13 kilometers of 12 inch and 18 inch concrete or corrugated galvanized pipe are proposed.

Three wells would be drilled - two for village water system and one for crop irrigation to test drip and other water conserving technology in irrigation. In addition, the project proposes the following outputs:

1. Increase the irrigated area from 200 to 300 hectares.
2. Shift production from low income crops to more grape production.
3. Participant training for eight counterparts.
4. Development of a watershed and irrigation system management program.
5. Development of a farmers training program for the participants and for nearby farmers.

The U.S. funds would construct the dam, irrigation system, drill three wells, village water system and provide five technicians - irrigation engineer, horticulturist, agronomist, agricultural extension advisor, agricultural technician and/or agricultural economist at a total cost of \$12,000,000.

It is USAID's understanding from the MOA that they propose a YARG contribution of approximately 5,000,000 YR.

During conversations with MOA that occurred while the evaluation was being conducted, they requested that the project also include a groundwater survey of the project site and the entire Kawlan District. CID and USAID agree in principle to recommend inclusion of the groundwater survey. However, funding has not been included in the SPP as of yet for this activity.

This is under review at present. If the MOA can provide a larger share of the local costs for the project, then a groundwater survey may be included in the proposal so long as there is no increase in the estimated proposed \$12,000,000 budget being requested from AID.

It is expected that AID Washington will review this project in January 1982 and should provide a decision by early February.

To help initiate the institutionalization process, the evaluation team recommends that the first activity conducted should be a study of the soil permeability to assure that the dam and reservoir will hold water.

POSSIBLE SUPPORT FOR A DOCUMENTATION CENTER PRE-SUBPROJECT ACTIVITIES

The Program Policy Statement resulting from the CID/Yemen Board held in March 1981 in Sanaa, calls for the CID Core to establish a Documentation and Learning Center in the Ministry of Agriculture (See Program Policy Statement, P-3). The statement says that high priority is to be given to training Yemeni staff to operate the Center and to absorb the Documentation Center functions into existing institutions in Yemen.

The first Annual Work Plan for the CID/Core Subproject, for the period May 1, 1981 to April 30, 1982, included a modest program toward the establishment of the Center. The work plan for the Center is shown in Appendix B of the First Annual Work Plan, P-52-62.

The decision to include the establishment of the Center in the First Annual Work Plan for CID/Core was a result of the collaboration of all parties' determination that planning for agricultural development in Yemen was seriously hampered by inadequacies in retrieval of data and information. Documentation for much of what is known about Yemen agriculture and food is maintained among several different offices in Yemen or in other foreign libraries. The data and information needed is not readily available to those who require it to make sound planning and policy decisions. YARG gave high priority to the establishment of the Center and CID and USAID concurred.

Inputs: Planned and Delivered (Summary). The Work Plan called for CID to identify a lead university to assist in establishing the Center; provide a TDY documentation specialist beginning August 1, 1981; and collaboratively develop an operational plan by early winter. Also, the plan called for the selection of facilities, and initiating short-term training for a Center Manager (Yemeni) and long-term (degree) training for a librarian by the end of the year.

A CID university (UC-Riverside) has expressed interest in this

activity and has provided a TDY specialist through the Core Subproject. The specialist (Richard Vierich) arrived in early November rather than in August, and the activities are proceeding nearly as planned.

Improved facilities have not been identified, and no YARG participant has been selected for training. However, plans are now in process to accomplish all which was specified in the Work Plan. The specialist will present a proposed operational plan for final AID, CID and YARG consideration prior to his departure from Sanaa.

Recommendations:

1. The establishment of the Documentation Center is a high MOA priority and should remain a high priority activity for the program.
2. After the specialist has made recommendations concerning a proposed operational plan; YARG, USAID and CID should meet formally to discuss and agree upon a revised Work Plan. The Work Plan should include a documentation center implementation plan and budget.
3. Regardless of CID's or USAID's involvement, it is recommended that a Documentation Center be established for the Ministry of Agriculture. The building should be selected and adapted to the Center's needs as soon as possible.
4. Yemeni participants and other personnel to operate the Center should be selected and sent for training as soon as possible.
5. It is vital that the proposed Center serve as a repository for data generated within Yemen, as well as serving the Ministry of Agriculture and CPO. It would provide an initial data link to the Middle East region and the rest of the world. In planning the Center, its program and equipment should be compatible with those of the Economic Commission for West Asia (ECWA), FAO and other facilities already existing in the Middle East.

IBB SUBPROJECT EVALUATION

The Ibb School Project was reviewed on December 10, 1981, by a joint review team composed of representatives of Ministry of Education, Mohammed el-Harazi; USAID/Yemen, Tracy Atwood; AID/Washington, Jeff Lee; and CID, Gerald Burke. In addition to reviewing the Project Paper, First and Second Year Work Plans, the team conducted an on-site review. Also, interviews were conducted with representative of the MOE, Ibb School Director, Team Leader and Instructors. This review is consistent with the summative evaluation procedure outlined on Page 46 of the Project Paper.

The current security situation in the Ibb area has restricted the extension and outreach objectives of the project. Also, this situation has significantly effected the housing and living conditions concerning the American and third country staff. If the situation does not improve, some staff may resign from the project as a result of dependents not being allowed to live at Ibb.

The school was to be constructed and furnished or equipped by the World Bank. However, there are deficiencies in both. The availability of land is a major concern, currently the only land available to the school is flat land while extensive terraces are needed. Technicians and counterparts have not been furnished as specified in the contract and work plans. However, the review

team realizes that there is a shortage of trained Yemeni personnel. The contractor was late in identifying and furnishing a Food Technology Instructor. However, the Instructor will arrive December 16 and the MOE had turned down previously nominated candidates. In future years, upkeep on the school's physical facilities could be a problem.

The activities and results concerning the first two work plans are attached.

In general, the outputs are on target except that the enrollment in all three classes is below 60 with closer to 30 being enrolled in the first and second classes. There is a shortage of counterparts and the qualifications and language capabilities of the M.S. candidates is marginal at best. These factors will significantly effect the number of years that third country instructors will be needed at the school.

A recommended curriculum was developed in 1980 but not yet approved by the MOE. It is recommended that this curriculum recommendation be revised based on three years of experience and resubmitted to the MOE.

To increase income and improve the quality of life for rural inhabitants.

The development of an operational, relevant, responsive agricultural/education instruction which is considered one of the necessary conditions for the achievement of the overall sector goal.

CID's contribution to this project is considered to be a model for the developmental process in the Yemen program. The quality of the graduates of the first graduating class are good. But the number of students enrolled in each class must be increased and qualified counterparts identified or the maximum benefit of the school cannot be realized. Currently, the cost of training each graduate is very high. If the enrollment was increased, cost per student would greatly decrease. Also, when qualified Yemeni faculty are available, there will no longer be a need for third country faculty and costs will again decrease.

Extremely positive results obtained from the summer intern program for beginning third year students. Also, the three student clubs have been beneficial.

In general, the collaborative mode has worked on this project. The MOE is responsible for student recruitment and a realistic organized approach has not been developed. Recruitment must start months before the school year begins.

The most important for this subproject activity lesson learned is that with a project so dependent on students, this activity should not be left to the responsibility of only one party. Also, a clarification of responsibility with respect to CID and YARG is needed.

Summary: The Ibb School, CID project began in the fall of 1979 with NMSU as the lead university for the sub-project. An enrollment of over 50 first year students. Although there have been numerous problems the Ibb School project is classified as a success by all parties interviewed. Currently, all staff positions are filled with qualified faculty and the first class will graduate in the spring of 1982. Seven counterparts are currently studying in the U.S. and seven counterparts are studying English at Ibb. However, there have been significant delays in the identification and nomination of qualified candidates. This factor could significantly delay the successful completion of this project. In order for this project to reach its full potential, it is essential that emphasis be given to the need for communication and cooperation between the Team Leader and School Director.

Some of the major concerns facing the project as identified by the team are:

a. in order to increase student enrollment, the recruitment of students should begin in February or March using television and other media and not delayed until shortly before the school opens.

b. Priority must be given by YARG to the appointment of qualified counterparts and provide technical assistance to the demonstration components of the curriculum.

c. At the present time, only flat land is provided for demonstration plots. However, the primary Ibb farming activities are conducted on terraces.

d. Funding for buildings and equipment were provided by the World Bank. However, building deficiencies exist, such as providing electrical outlets for laboratories. Also, there are significant equipment deficiencies.

e. In 1980, a curriculum was prepared and submitted to the MOE. It is recommended by the team that this proposed curriculum be withdrawn and redrafted based on three years of experience teaching agricultural subjects in Yemen.

f. There is a need for Arabic books which have been adopted to conditions in Yemen.

g. Clarification of responsibility with respect to CID and YARG, including the budget support and other resources provided by both parties.

h. The Core Agricultural Education Advisor must develop a close working relationship with his counterpart in the MOE and should be provided a desk in MOE faculties.

IBB SCHOOL

Implementation Schedule 1980/81

| <u>Number</u> | <u>Activity/Event</u> | <u>Responsible Party</u> | <u>Due Date</u> | <u>Accomplishments</u> |
|---------------|--|---|-----------------|--|
| 1 | 2 expatriate staff in Yemen | Project Director | 1/80 | Three staff on post |
| 2 | Office space provided for expatriate staff | Yemeni Director | 1/80 | Provided |
| 3 | Team Leader arrives in Yemen | Project Director | 2/80 | Arrived 2/80 |
| 4 | YARG approval obtained for agronomy and farm mechanics staff | Team Leader/AID Project Officer | 3/80 | Approval provided |
| 5 | Plant fruit trees | Team Leader/Yemeni Director | 3/80 | 25 mangoes planted 100 other fruit trees planted |
| 6 | Place bids for mobile homes | Campus Coordinator | 4/80 | Completed |
| 7 | Prepare first Annual Plan of Work | Project Director/ Campus Coordinator | 5/80 | Completed |
| 8 | Farm land obtained from MOA | Yemeni Director/MOE | 5/80 | Completed |
| 9 | Candidates identified for M.S. training | Yemeni Director/MOE | 5/80 | Five identified |
| 10 | Final plans for summer training course for expatriate and Yemeni staff are completed | Project Director/ Campus Coordinator | 5/80 | Completed |
| 11 | Initiate farm operations | Team Leader/staff; Yemeni Director/staff | 5/80 | Initiated on 5/80. 1000 sq. m. land was leveled with 4000 cubic meters of soil. 1000 sq. m. of trees planted in 40 rows. 1000 sq. m. of a 20 x 20 meter plot was planted with 1000 trees. 1000 sq. m. of land was planted with 1000 trees. |

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| <u>Number</u> | <u>Activity/Event</u> | <u>Responsible Party</u> | <u>Due Date</u> | <u>Accomplishment</u> |
|---------------|--|---|-----------------|------------------------------------|
| 12 | Farm machinery and agronomy expatriate teachers in Yemen | Project Director | 5/80 | Agronomy arrived Farm Mechanics |
| 13 | Wadi straightened and repaired | Yemeni Director/ Team Leader | 5/80 | Completed |
| 14 | Two additional vehicles are purchased | Contractor/ | 5/80 | Completed |
| 15 | Poultry operation included in school farm | Team Leader/staff | 5/80 | Accomplished |
| 16 | Agriculture extension-rural sociology staff member arrives in Sana'a | Project Director/ Team Leader | 6/80 | Accomplished |
| 17 | Contract for mobile homes signed | Project Director/ Campus Coordinator | 6/80 | Accomplished |
| 18 | Road from highway to school repaired | Ibb Governor | 6/80 | Accomplished |
| 19 | Expatriate and Yemeni staff to go to USA for 6 weeks training course | Project Director/ Team Leader | 6/80 | Accomplished |
| 20 | M.S. candidates begin English language training | CID/NMSU | 8/80 | Accomplished |
| 21 | Mobile homes shipped to Yemen | Campus Coordinator | 8/80 | Accomplished |
| 22 | Soil scientists to set up soils lab. | Campus Coordinator | 8/80 | Accomplished |
| 23 | Two vehicles shipped to Yemen | Contractor | 8/80 | Accomplished |
| 24 | Recommended curriculum revision sent to MOE | Team Leader/Yemeni Director | 9/80 | Accomplished but |
| 25 | Plant trees for school farm | Team Leader | 9/80 | Accomplished |

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| <u>Number</u> | <u>Activity/Event</u> | <u>Responsible Party</u> | <u>Due Date</u> | <u>Accomplishment</u> |
|---------------|--|---|-----------------|---|
| 26 | Dairy cattle acquired | Yemeni Director/MOE | 9/80 | Accomplished |
| 27 | Student projects are initiated | Team Leader/Expatriate staff | 10/80 | Accomplished |
| 28 | Farm plan is developed | Team Leader/staff/Yemeni Director | 10/80 | Accomplished for exis but additional land is tained so complete pl be developed |
| 29 | M.S. candidates documentation is prepared | Director/Team Leader | 10/80 | Accomplished |
| 30 | Community survey for out-reach program is designed | Ext. Ed. & Rural Sociology Teacher | 10/80 | Accomplished |
| 31 | Bridge constructed over wadi | World Bank Project Implementation Unit | 10/80 | Accomplished |
| 32 | Decision made on food processing position | AID/Yemen/Project Director/ Team Leader | 10/80 | Accomplished |
| 33 | Mobile home setup at Ibb | Campus Coordinator/Team Leader | 10/80 | Accomplished |
| 34 | Two project vehicles arrive at Ibb | Campus Coordinator/Team Leader | 10/80 | Accomplished |
| 35 | Annual Evaluation* | CID/AID/MOE | 10/80 | Accomplished |
| 36 | Select candidate for food processing position | Project Director | 11/80 | Accomplished |
| 37 | Collect data for community survey | Ext. Ed. staff/Team Leader | 11/80 | Accomplished |

*The evaluation plan will be approved in advance of the evaluation and will be incorporated as part of the work plan.



| <u>Number</u> | <u>Activity/Event</u> | <u>Responsible Party</u> | <u>Due Date</u> | <u>Accomplishment</u> |
|---------------|---|-------------------------------------|-----------------|-------------------------|
| 38 | Additional school farm land acquired for forage production | Yemeni Director/Team Leader | 12/80 | Not accomplished |
| 39 | Community survey data analyzed | Ext. staff/Team | 12/80 | Accomplished |
| 40 | Food processing staff member arrives in Yemen | Project Director/Campus Coordinator | 2/81 | Candidate not an |
| 41 | Out-reach program plan developed | Yemeni Director/Team Leader/staff | 2/81 | Accomplished |
| 42 | By-laws revised to reflect proposed changes in curriculum | Yemeni Director/MOE | 2/81 | Accomplished but by MOE |
| 43 | Second group of M.S. candidates are identified | Yemeni Director/MOE | 2/81 | Accomplished |
| 44 | TDY to set up food processing lab. | Campus Coordinator | 2/81 | Not accomplished |
| 45 | Initiate out-reach program | Team Leader/Yemeni Director/staff | 3/81 | Accomplished |
| 46 | M.S. candidates travel to USA for final language training and initiate degree program | Project Director/MOE | 6/81 | Accomplished |
| 47 | Second Yemeni group of M.S. candidates begin language training | Yemeni Director/ Team Leader | 6/81 | Accomplished |

Implementation Schedule 1981/82

| <u>Number</u> | <u>Activity/Event</u> | <u>Responsible Party</u> | <u>Due Date---</u> | <u>Accomplishment</u> |
|---------------|--|--------------------------|--------------------|---|
| 1 | Recruitment of English Teacher | PD/PC/TL | 5/81 | Accomplished |
| 2 | Curriculum Review | PD /PC/TL | 7/81 | Accomplished |
| 3 | Counterparts assigned to ISAI | MOE | 7/81 | Accomplished in part - six counterparts short |
| 4 | E.S. candidates re: USA | CCF/TL | 8/81 | Accomplished |
| 5 | Initiate Language Training Yemeni Counterparts | CCF/TL | 8/81 | Accomplished |
| 6 | Arrival of English Teacher in Yemen | PD/PC/TL | 8/81 | Accomplished |
| 7 | Discuss Student Placement | TL/YD/MOE | 9/81 | Accomplished |
| 8 | Employ Extra Curricular | PD/PC/TL | 9/81 | Changed to farm manager-accomplished |
| 9 | Outreach Plan Developed | EET | 9/81 | Developed but situation has required modification |
| 10 | Begin an Insect Collection | HT | 9/81 | Started |
| 11 | Farm Mechanics TDY in Yemen | PD/PC/TL | 10/81 | Cancelled |
| 12 | Books, Supplies, Equipment Lists | Exp Staff/TL/YD | 10/81 | Accomplished |
| 13 | 1st Outreach Activities Conducted | EET/ECT | 10/81 | Accomplished |
| 14 | Formulate Livestock Feeding Program | AST | 10/81 | Due to land, budgetary, facilities, and equipment limitations this has not been implemented |

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| <u>Number</u> | <u>Activity/Event</u> | <u>Responsible Party</u> | <u>Due Date</u> | <u>Accomplishments</u> |
|---------------|---|--------------------------|-----------------|--|
| 15 | Raise Broilers - Batch 1 | AST | 10/81 | Accomplished |
| 16 | Initiate a Small Fruit Tree Garden | HT | 10/81 | Land requirement has not been available |
| 17 | Acquire Equipment and Bees for Beekeeping | ECT | 10/81 | Partly accomplished |
| 18 | Organize More Athletic Events | ECT | 10/81 | Extra curricular teacher dropped - this dropped with teacher |
| 19 | Establish Art Groups | ECT | 10/81 | Extra curricular teacher dropped - this dropped with teacher |
| 20 | Farm Management TDY in Yemen | PD/PC/TL | 10/81 | Cancelled |
| 21 | Employ Animal Science Teacher | PD/PC/TL | 11/81 | Accomplished |
| 22 | Develop Production, Health Reproduction Records | AST | 11/81 | Accomplished |
| 23 | Continue to Organize Shops and Acquire Tools | HT | 11/81 | Continuing towards accomplishment |
| 24 | Books and Equipment Purchased | PC | 12/81 | |
| 25 | 2nd Outreach Activity Conducted | EET | 12/81 | Accomplished (3rd and 4th) |
| 26 | Obtain Collection of Used Engine Parts | HT | 12/81 | Started |
| 27 | Begin Plans for Student Placement | TL/YD/HOE | 1/82 | |

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| <u>Number</u> | <u>Activity/Event</u> | <u>Responsible Party</u> | <u>Due Date</u> |
|---------------|---|--------------------------|-----------------|
| 28 | Employ Team Leader | PD/PC | 1/82 |
| 29 | Prepare Veterinary Clinic | AST/TL/YD | 1/82 |
| 30 | Initiate a Food Science Lab | FST | 1/82 |
| 31 | Initiate a Small Commercial Type Vegetable Garden | HT | 1/82 |
| 32 | Develop Soil Testing Program | CST | 2/82 |
| 33 | Develop Weed Control Program | CST | 2/82 |
| 34 | Employ Horticulture Teacher | PD/PC/TL | 2/82 |
| 35 | Third Outreach Activity Conducted | EET | 3/82 |
| 36 | Prepare Egg Grading/Candling Lab | AST | 3/82 |
| 37 | Raise Broilers - Batch 2 | AST | 3/82 |
| 38 | Initiate a Purity and Germination Laboratory | CST | 3/82 |
| 39 | Construct an Ornamental Garden | HT | 4/82 |
| 40 | Prepare Farm Mechanics Teaching Aids | MT | 4/82 |
| 41 | Extend Shelter Belts | HT | 4/82 |
| 42 | Preparation of Instructional Materials | Exp. Staff | 4/82 |
| 43 | Books and Equipment Arrive in Yomen | COP | 4/82 |
| 44 | Community Data Collected | EET | 4/82 |
| 45 | Acquire Additional Feeding Equipment | AST/TL/YD | 4/82 |

| <u>Number</u> | <u>Activity/Event</u> | <u>Responsible Party</u> | <u>Due Date</u> |
|---------------|--|--------------------------|-----------------|
| **46 | Acquire Additional Livestock | AST | 4/82 |
| 47 | Begin a Damaged Crop Collection | HT | 4/82 |
| 48 | Develop Crop Rotation Program | CST | 4/82 |
| 49 | Complete Construction of Athletic Courts | ECT | 4/82 |
| 50 | Arrange More Athletic Meets | ECT | 4/82 |
| 51 | Introduce New Games | ECT | 4/82 |
| 52 | Obtain Greater Participation | ECT | 4/82 |
| 53 | Process Milk and Other Commodities From School Farms | FST | 4/82 |
| 54 | Develop Plan for Travel of Village People Around Farms | TL/YD | 4/82 |

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**46 Please refer to bottom of page 13

IBB SCHOOL

Additional Accomplishments

Fenced horticulture area
Irrigation set up in six areas
Land being reclaimed west of wadi
Shade house started
Water system for barns started
New fences for dairy cattle completed
New floors in dairy barn to prevent slipping and falling
Water tank built in dairy barn area and in sheep area
Agricultural mechanics shop established
Diesel fuel tank purchased and ready to be set up for tractor
Lighting of school area started
Roads located, graded and graveled
Storage area in livestock area improved
Storage area built in staff housing area
Repair center in staff housing area established
Walls and storage areas under construction in staff housing areas
Inservice training sessions established with teaching staff
Instructional notes for students developed in food technology,
rural sociology, extension and soils
Lesson plan files established
Summer experience program for students established
Student field trips conducted annually
Machinery parking area established
Farm plan developed for existing land
Established student cooperative - later disbanded
Established three student clubs
Established four student communities
Cooling system placed in glass house
Instructional notes being developed in farm management and economics,
agricultural machinery, third year crops and soils, animal production,
poultry production and animal health.
Supplementary materials being developed in plant protection and
horticulture.
Repairing equipment
Supervising student problem solving.
Developing democratic student governing bodies.
Raised replacement laying flock

EVALUATORS, KEY CONTACTS AND RESOURCE PERSONS

US Agency for International Development (USAID):

A. Evaluators

1. Dwane Hammer, Project Officer, Horticulture
2. Tracy Atwood, Agriculture Project Officer, Core, Ibb
3. Theodor E. Bratrud, Evaluation Officer
4. Jeff Lee, AID/Washington Backstop

B. Resource Persons

1. H. Patrick Peterson, Agricultural Development Officer
2. Michael Hase, Budget and Accounting Officer
3. David Fredrick, Program Officer

Consortium for International Development (CID):

A. Evaluators

1. Doyle Matthews, Dean of Agriculture, Utah State Univ
2. Gerald Burke, Vice-President, New Mexico State Univ
3. Ernest Briskey, Dean of Agriculture, Oregon State Univ
4. John Fischer, Executive Director, CID

B. Resource Persons

1. Robert Witters, Chief of Party
2. Dillard Gates, Program Director
3. Tom LaQuey, Agriculture Advisor
4. Allen Horn, Administrative Officer
5. Clint Orean, Mechanic/Supervisor
6. Richard Vierich, TDY, Documentation Center
7. Suzy Hase, Assistant to COP
8. Jaime Issa, Horticulture Advisor
9. Jim Lenhardt, Horticulture Advisor

Ministry of Agriculture (MOA):

1. Mokbil Ahmed Mokbil, Deputy Minister
2. Lutf al-Ansi, General Director, Planning
3. Ali Noaman, Director General of Agriculture Affairs
4. Mohammed Sharef al-Din, General Co-Manager, CID and MOA Coordinator
5. Abdul Aziz el-Iryani, Ag Economist, Planning and Statistics, MOA
6. Ali al-Nozaih, Director General, MOA, Ibb
7. Kamel Mansour, Chief, IBRD Team for MOA

Ministry of Education (MOE):

1. Abdrabuh Jahadah, Deputy Minister
2. Mohammed Abudlkarim Ahmed al-Harazi, MOE Backstop
3. Sulaiman al-Sendi, General Director of Technical Education
4. Mohammed Abdullah Saleh, Director, Ibb Secondary Agriculture Institute

Central Planning Office (CPO):

1. Fuad Ka'id Mohammed, Minister of Development and Chairman, CPO
2. Taher Ali Saif, Director, Technical Assistance Programs

EVALUATION GUIDELINES AND FORMATCollaborative Evaluation
Yemen Title XII Agricultural Development Support Program

The collaborative evaluation is intended to satisfy current CID/AID contract 1698, USAID/Y and YAPG evaluation requirements. A set of evaluation guidelines and format are suggested to cover evaluation activities for all concerned parties. These guidelines and format represent a combination of USAID Project Evaluation Summary (PES) - Part II and the telex dated November 19, 1981 from Fischer and Fisgruber containing suggested terms of reference (TCR) for collaborative evaluation.

In the development of these guidelines, we have moved through a series of iterations and as a result of this process reached a 'synthesis' of all previous messages, cables, discussions, etc. Neither the PES nor the telex TCR should be considered limiting. It is expected that team members will observe and comment beyond these guidelines as they deem appropriate. However, if observations and comments are organized within this format, it will facilitate both the evaluation and preparation of the final evaluation report. In addition and more importantly, it should meet the collaborative evaluation needs of all collaborators.

The scope of work for the evaluation team consists of:

1. Evaluation Guidelines and Format.
2. A list of key contacts (Attachment A).

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AGRICULTURAL DEVELOPMENT SUPPORT, 279-0052
COLLABORATIVE PROJECT EVALUATION, DECEMBER 1981

The following topics are to be covered in a brief narrative statement averaging about 200 words or half a page per item. Each topic should have an underlined heading. If a topic is not pertinent to a particular subproject evaluation, list the topic and state: "Not pertinent at this time." The Summary (Item 13) should always be included and should not exceed 200 words.

13. SUMMARY - Summarize the current project situation, mentioning progress in relation to design, prospects of achieving the purpose and goal, major problems encountered, etc.

A. The collaborative team report will be a consensus of all members of the team. Individual reports and minority reports may be appended, although the purpose of the collaborative effort is to resolve different points of view on substantive issues.

B. Conclusions and recommendations.

14. EVALUATION METHODOLOGY - What was the reason for the evaluation, e.g., clarify project design, measure progress, verify program/project hypotheses, improve implementation, prepare budget and a revised work plan in February 1982, etc.? Where appropriate refer to the Evaluation Plan in the Project Paper. Describe the methods used for this evaluation, including the study design, scope, cost, techniques of data collection, analysis and data sources. Identify agencies, universities and key individuals (host, other donor, CID and AID) participating and contributing.

A. The evaluators will identify strengths and weaknesses of the program, determine constraints to progress, analyze problem areas and recommend changes intended to relieve constraints and increase effectiveness.

E. Approach to Evaluation.

1. Sources of information to accomplish evaluation. Team is at liberty to utilize whatever fact-finding methods are needed are appropriate to achieve factual and objective evaluation. These methods will include the following:

a. Document Review. Prior to on-site evaluation in YAR, evaluators will be provided key documents, such as Pro-Ag, SPIDs, work plans, sector studies, progress reports, other reports and communications. MCTE: CID evaluators have been provided key documents.

b. Meetings with responsible personnel. Evaluators will meet with YARG, USAID and CID staff who are responsible for program to review, discuss and evaluate all aspects of program. Evaluation team may wish to request interviews with specific persons. (See Attachment 2).

c. Field visits. Evaluators will inspect physical facilities and properties, including Ibb, Jaruba, and others as necessary.

C. Division of Work. (See Evaluation Team Agenda, Attachment 1). Subprojects and parts of program have been assigned to individual evaluators and teams drawn from the larger collaborative team. Reports will be submitted to the whole team for synthesis and final write-up of executive summary. Individual reports can be appended.

15. EXTERNAL FACTORS - Identify and discuss major changes in project setting, i.e., Ibb, including socio-economic conditions and host government priorities, which have an impact on the project. Examine continuing validity of sub-project paper assumptions.

16. INPUTS - Are there any problems with commodities, technical services, training or other inputs as to quality, quantity, timeliness, etc.? Any changes needed in the type or amount of inputs to produce outputs?

A. Specifically, team will discuss:

1. Has program and project planning and development been sufficient?

2. Was the approach to planning and development been properly organized? (Are planning documents available to those who need to have them?)

3. Does the planning process identify the most important issues for technical assistance to Yemeni agriculture?

4. Does the process result in realistic, practical plans?

5. Are the plans specific enough for proper implementation?

6. Are there avoidable delays in planning and approval of plans?

B. Administrative structure.

1. Is existing administrative structure (in CID, USAID, YARG) effective?

2. Is there "over-organization"? (Could the process be simplified?)

3. Are lines of responsibility and authority defined and "clean"?

4. Does administrative structure focus attention on achieving technical goals rather than "nitty-gritty" contract issues, business details and "busy work"?

C. Budget procedures.

1. Are budget planning and controls adequate to achieve program objectives, meet USAID reporting requirements and provide for prudent accountability?

D. Physical Plant and Projects.

1. Are they adequate?

2. What improvements are needed?

17. OUTPUTS - Measure actual progress against projected output targets in current project design and work plan. Use tabular format if possible. Comment on significant management experiences. If outputs are not on target, discuss causes (e.g., problems with inputs, implementation assumptions). Are any changes needed in the outputs to achieve purpose?

A. Specifically, teams will discuss:

1. Program achievements.

2. What has been accomplished?
3. Are accomplishments in line with plans?
4. Where are accomplishments ahead of plans and where do they lag? (What are the facilitating factors for the first and the bottlenecks and constraints for the latter)?
5. How can the bottlenecks and constraints be removed?

18. PURPOSE - Quote approved project purpose. Cite progress toward each end of the project status (FOPS) condition. When can achievement be expected? Is the set of ECPS conditions still considered a good description of what will exist when the purpose is achieved? Discuss the causes of any shortfalls in terms of the casual linkage between outputs and purpose or external factors.

A. Purpose: (Ibb School). The purpose of this sub-project is to establish a training center capable of serving Yemen Government and rural sector needs for personnel with middle level agricultural skills.

B. Purpose (Core). To improve the capacity of the YARG to plan and implement a National Agricultural Development Program.

1. Specifically, teams will discuss:
 - a. Adequacy of current program for each sub-project.
 - b. Is program addressing the constraints to increasing production of agricultural products, improved nutrition, increased income for farm people and better distribution of farm income?
 - c. Are the priorities for the various parts of the program correct and who established the priorities?

19. GOAL/SUBGOAL - Quote approved goal, and subgoal, where relevant, to which the project contributes. Describe status by citing evidence available to date from specified indicators, and by mentioning the progress of other contributory projects. To what extent can progress toward goal/subgoal linkage. The teams will discuss the above items for each subproject.

A. GOAL: (CORE). The goal of the CORE subproject is increased income and improved quality of life for rural inhabitants in the context of broad-based and equitable social and economic development.

SUBGOAL: The CORE subgoal is to improve the capacity of the YARG and Yemeni agricultural producers to develop and sustain an agricultural sector which effectively and efficiently uses Yemeni natural resources, is integrated into the economy and is supportive of a broad-based and equitable social and economic development.

B. GOAL: (IPB School): To increase income and improve the quality of life for rural inhabitants.

SUBGOAL: The development of an operational, relevant, responsive agri-education instruction which is considered one of the necessary conditions for the achievement of the overall sector goal.

20. BENEFICIARIES - Identify the direct and indirect beneficiaries of this project in terms of:

A. Increase in small-farm, labor-intensive agricultural productivity;

B. Promote greater economic and social equality;

C. Other as appropriate.

Summarize data on the nature of benefits and the identity and number of those benefitting, even if some aspects were reported in preceding questions on output, purpose, or subgoal/goal.

21. UNPLANNED EFFECTS - Has the project had any unexpected results or impact, such as changes in social structure, environment, health, technical or economic situation? Are these effects advantageous or not? Do they require and change in project design or execution?

22. LESSONS LEARNED - What advice can the team give about development strategy, e.g., how to tackle a similar development problem or to manage a similar project in another country? What can be suggested for follow-up in this country? Similarly, do you have any suggestions about evaluation methodology?

A. Specifically, the team will discuss the above in context of Collaborative Mode.

1. When has collaborative mode for planning and implementation worked well and when has it not worked well? What are your specific recommendations to change it?

2. Are demands for operating in collaborative mode balanced between the parties involved (USAID, CID, YARG)?

3. Are there limits to utilization of collaborative mode, i.e., responsibility for personnel?

23. SPECIAL COMMENTS OR REMARKS - Include any significant policy or program management implications.

A. Conclusions and Recommendations.

The collaborative team report will be a consensus of all members of team. Individual reports and minority reports may be appended if team unable to agree to single draft.

B. Reports. Immediately after completion of review in YAR, evaluation team will give oral report to the YARC (at the MOA or CPO). The joint review results will be discussed in the executive summary and treated in detail in final joint evaluation report.

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