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RECOMMENDATIONS ON UTILIZATION OF FINDINGS OF THE
AGRICULTURAL SECTOR IMPLEMENTATION PROJECT (ASIP)

Annual Report

In conformance with Contract AID/ta-C-1350

Submitted to AID

July, 1979

1. The ASIP was evaluated in Egypt in November and December, 1978, and in Nepal in January, 1979. Since the evaluations, considerable progress has been made in implementing the ASIP in each country. This report discusses the accomplishments that have occurred, the problems that remain, and the actions recommended for fulfilling contractual requirements. Where appropriate, comments are included on the ASIP approach, which was developed earlier, under Contract AID/csd-3630. While much in the ASIP approach has changed during the field implementation and testing of the Project in Nepal and Egypt, there is still value in re-examining lessons of earlier efforts. With less than four months left in Phase II of the Project (Field Testing), attention needs to be given now to how the best gains can be realized for the investment made so far.

2. Egypt: Progress and Problems. In general, there has been an amicable mood of cooperation in Egypt since the evaluation. The following actions have been taken in response to recommendations made in the Draft Evaluation Report.

2.1 Recommendation:

"To GOE/MOA: Managerial actions should be taken to assure continuous and positive motivation of ASIP trainers and a sufficient budget should be allocated to provide appropriate incentive pay for trainers."

Actions Taken:

- a) The ASIP was placed in the Ministry (MOA), reporting directly to the Director General for Training, Mr. Ali Dakroury.
- b) Some incentive pay and per diem has been provided to ASIP Egyptian trainers on an ad hoc basis. However, the current

budget of the MOA does not provide an amount equal to incentive pay received by others having less difficult jobs outside the ASIP. The Vice Minister has requested additional money from USAID/Cairo to increase ASIP trainers' incentives. We have no information on the Mission's response.

The response of the Egyptian trainers has been mixed. Some have continued to take part as coaches. But in some cases, trainers living in the governorates could not afford to pay their own travel and subsistence, so did not take part in the training.

One training course was postponed because per diem for the Egyptian staff was not available.

The indication is that the Egyptians want to do more to deal with this issue, but are genuinely having some trouble making the money available within their current budget.

2.2 Recommendations

"To GOE and ASIP: Continuing efforts should be made to identify and have assigned to the ASIP on a timely basis the best qualified potential staff members...."

Actions Taken:

Egyptian MOA staff requested and screened by ASIP have been assigned in two categories. First, a core staff of full time trainers has been assigned in Cairo. Second, line managers living in selected governorates have been designated as part-time ASIP staff (up to one-half time). Theoretically, this is a satisfactory arrangement. It remains to be seen in

practice, however, whether these staff members will be available when needed. As noted above, their participation has already been affected by lack of per diem for attending training activities for their own training and for coaching in training courses for other managers. (See Attachment A for a fuller report made to Ali El Dakroury)

2.3 Recommendation:

"Preparation of the Reference Book and Training Materials:

To GOE/MOA: Potential researchers should be permanently assigned to ASIP on a more timely basis."

Actions Taken:

The MOA has assigned some staff on a permanent basis. The PAS team leader has requested additional staff; action on his request is pending. A research seminar led by Julian Orr has prepared the researchers for a more active role in compiling Reference materials.

2.4 Recommendation:

"To GOE/MOA: The procurement of bookcases and the provision of adequate space for the library should be expedited."

Actions Taken:

The library has been established and is functioning as a center for compilation of Egyptian materials for a Reference Book.

2.5 Recommendation:

"To ASIP/GAI: Continuing effort should be made to assure that the tasks in the ASIP approach to training are relevant and appropriate for the Egyptian management setting."

Action Taken:

Tasks have continued to be modified based on the lessons learned from each course. Now that an Egyptian staff of trainers is assigned, they will also have a continuing responsibility to review tasks and recommend improvements.

2.6 Recommendations:

"Design of curricula:

"To ASIP/GAI: Building on the experience derived from the Senior Level Managers Course, the MLM courses should be modified to link the behavioral skills which are learned through the ASIP course more closely to established management theory."

Actions Taken:

In two courses, lecturers from the American University of Cairo's Department of Management held seminar/discussion sessions with course participants on topics closely related to the skill areas being developed in the courses. However, evaluations of the courses showed that this addition was not well received by managers, who have made it clear that they want practical application of skills, not theory. A second innovation was to hold special reviews throughout the course on the major management themes dealt with, supplemented by a discussion of such topics as "motivation." This approach was used in three MLM management courses.

2.7 Recommendation:

"To USAID and GAI: Ways by which USAID funding can be provided for intensive pre-course English language training should be jointly explored."

Actions Taken:

Correspondence just received indicates that the Mission has provided funding for some of the English language pre-course training sessions. Vouchers have been submitted to the Mission for the remaining courses.

2.8 Recommendation:

"To GAI and AID/W: What is needed to identify base line data and (to) design continuing data collection instruments should be jointly defined.

Actions Taken:

At a meeting of Weiss, Clark, and Kratka in Washington, guidelines for a data system were discussed. Reports from Kratka indicate that forms have been designed to supplement existing data and to better structure data on hand.

2.9 Recommendation:

"To ASIP, GOE, and USAID: Priority needs for agricultural development in Egypt should be jointly explored so that appropriate specialized management training courses may be designed to meet highest priority needs.

Actions Taken:

Discussions between ASIP staff and the Agricultural Credit Bank, and between ASIP and the Nobah Seed Company indicate that these two Egyptian organizations would like to have specialized courses designed for them. However, it may not be possible to do this, for several reasons. First, the ASIP Management Committee has not established that such courses should be given priority. Second, there is no indication that planning and running such courses would help any more than any other courses to meet the primary aim of helping to institutionalize the capability of the Egyptian ASIP staff to use the ASIP approach. At the present, it does not seem likely that a course for one of these two organizations will supplant other courses scheduled.

Other specialized courses, e.g., advanced courses and the Senior Management Course, have been run, and meet the contractual requirement. Further, the total number of courses run far exceeds what the Contract requires. Remaining funds will limit us to running two more courses. One of these could be with Mariut Farm Company, depending upon the requirements of the Egyptian pest control efforts.

2.10 Recommendation:

"Institutionalization: To GOE/MOA and USAID: The present Letter of Agreement should be amended so that ASIP may be relocated organizationally within MOA where, under the general direction of First Undersecretary El Salhy, it can function more effectively and better fulfill its objectives."

Actions Taken:

The PAS/GAI staff has drafted a revised Letter of Agreement and has presented it to the MOA and USAID. We have no report on its status. However, some of the important actions recommended have been taken without the new Letter of Agreement. The ASIP has been removed from the Executive Secretariat of the Agricultural Training Board of the MOA, and is functioning more effectively. Vice Minister El Salhy has stated that he believes as much has been done during the last six months as in the first year of operation. (See his letter to USAID Director Donald Brown, Attachment B.)

2.11 Recommendations:

- To GOE/MOA: All authorized staff should be provided as soon as possible.
- To GOE/MOA: Appropriate action should be taken to assure that budgeted MOA funds are available for project use, and procedures should be designed to assure the timely allocation and delivery of funds in the future.
- To GOE/MOA and USAID: Appropriate action should be taken to assure that USAID funds allocated for specified project purposes are received and utilized in a timely fashion.

Actions Taken:

As noted in 2.1 and 2.2 above, the MOA has assigned a core headquarters staff and part-time line managers in the governorates. This appears to be the most that can be done at this time. With the continued success of the ASIP, it would not be too much to expect that a permanent staff for both headquarters and governorates would be appointed. However, within the Egyptian

system, the questions of incentive pay, per diem, and career security and advancement will have to be taken care of before this problem can be fully resolved.

To the best of our knowledge, there have been no problems regarding use of funds since the Project was moved to the Extension and Training Branch. We do not know what action was taken on funds that had previously been allocated for Project use that were held up by the Executive Secretariat of the ATB.

2.12 Recommendations:

- To GOE/MOA: Allocate space, equipment, and services in accordance with project needs and requirements.

Actions Taken:

This is a difficult problem. No new space has been allocated to the Project, and work conditions in the present space are very crowded. However, there is no more space available where the Project is currently located, and it is evident that the Vice Minister has done his best to acquire additional rooms. Mr. Kratka is examining the possibility of relocating the ASIP staff to Barrage, where the middle level managers' courses have been run recently. As of now, this issue is unresolved.

2.13 Thus, in general, there has been very good progress in implementing the recommendations of the evaluation in Egypt. All priority is being given to meeting contractual requirements by October 31, 1978. We plan that most of the Egyptian staff

will have had some practice in applying the ASIP approach, including the following elements: course planning, participant pre-course interview and selection, coaching during a course or courses, support activities, and post-training follow-up either for personal interviews and back-at-work plan implementation or for post-course seminars.

It is not satisfactory, from our standpoint, however, to meet ritualistically the paper requirements of the contract. Three further factors should be considered. First, the skills required for the Egyptian staff to perform effectively over time require continued application both to raise their levels of proficiency in the above-mentioned areas, and to give further practice in gathering, collating, and synthesizing information for the Egyptian Reference Book. While the process, not the Book, is the main aim, achieving a product of which the Egyptian staff can be proud will crystallize for them the fact that they can carry out the process of learning from experience effectively. Second, the MOA is not yet ready to run the Project well on its own. Specifically, some further work on incentives, per diem, and career development are needed, and the Director General for Training can speed Project progress by taking a more active role in working with and supporting the Project.

2.14 It was for these reasons PAS proposed an extension of the Contract for Phase II activities through June 30, 1980. We estimate that all of the foregoing problems over which we exercise responsibility could be dealt with effectively by then. In areas over which we do not have direct responsibility, gains may be made from November 1, 1979 - June 30, 1980 by the discreet exercise of influence if AID/W, the Mission, and the contractor act together to help the MOA, where possible, to establish those aspects of the institutional base - incentives, per diem, career development, and other support of the ASIP - needed to make the ASIP approach consistently effective in the long run.

3. Progress and Problems in Nepal. ASIP progress in Nepal has been consistent, effective, and encouraging. The report of the evaluation conducted in January, 1979 indicates that very significant gains had been made up to that time. This progress has continued from the evaluation to the present. All of the Nepalese staff have already had at least one experience in coaching, and most have coached twice. Two of the staff have been course directors. During the last course (June-July, 1979) the Nepalese staff virtually ran the course, with assistance behind the scene from John Wilson and Noosh Nishihara. Both of these advisors report that the Nepalese could run the next course by themselves if required. We believe, however, that it is advisable for Nishihara to be on hand as an advisor to be called on as needed, and to continue to monitor progress. Most of his work, however, will come between courses, helping the teams to review, continue research and follow-up, and prepare for future courses.

No project involving significant change is without problems. Nepal is in a period of political change that places stress on many of its institutions and processes. These may affect the ASIP in ways that cannot be foreseen. Some

problems also exist at the project level. Both levels of problems are described below, with specific attention to implementation of the recommendations made in the evaluation report.

3.1 The political situation in Nepal is troubled, casting a pall over activities planned from now through October 31. A general referendum on the future form of government is tentatively set for September or October. This raises questions as to whether an evaluation can be held then, or whether participants will be available for courses. There is at the same time a ferment of activities and a lack of them. It is apparently extremely difficult to get Nepalese officials to discuss possible future ASIP activities when they are not even sure their jobs or ministries will exist in the same form. At this point, actions are somewhat unfocused. (See Attachment C.)

3.2 Considerable work has been done to improve ASIP/Nepal operations since the evaluation in January, 1979. There follows a summary of evaluations made by the evaluation team and actions taken to implement them.

3.3 Recommendation:

ASIP/Nepal, to the extent possible, and given the prevailing administrative context in Nepal, should develop a system for regularly interviewing a representative sample of officials in agricultural and rural development agencies served by APROSC. This should be done in order to: 1) be continually apprised of the skill requirements of managers in these sectors, 2) make the necessary adjustments in the MSDP course, in order to meet the needs of each group of participants more effectively. These activities should be integrated and compatible with the

further development of the information/evaluation system.

Actions Taken:

Nepal is an extremely rugged country, with severe problems in communications and transportation. Outside of the Kathmandu Valley, most agricultural and rural development officials must be contacted on foot. To develop a system for regularly contacting officials is therefore a tremendous task. Given these constraints, a number of concrete steps have been taken by the American and Nepalese ASIP staff.

During the first two months of the Project, the PAS American advisors traveled to all major regional centers of the country to gather data on the problems faced by Ag/RD officials, especially those at the level of prospective participants. Later, members of both the American and Nepalese staff took a ten day trip into the mountains, walking to the villages where former participants were working, in order to gather data such as that recommended above. Nepalese staff members also gathered information subsequently used in compiling the Nepali Reference Book Supplement, which now runs to about 125 pages. Further follow-up trips are planned, as the need for such contact is well understood. Because such trips are demanding both on time and physical stamina, however, this aspect of the Project must be considered in the perspective of many tasks that have to be accomplished. We are convinced that the ASIP/APROSC staff will continue to respond to the recommendation as fully as possible.

3.4 Recommendation:

ASIP/Nepal is encouraged to explore the development of programs targeted to the needs of specific regions, organizations, and groups of managers.

Actions Taken:

A specialized course was held for 21 district officers and assistant district officers in the Janakpur Regional Training Center from April 12-24. Discussions have also been held with the Director of the Agricultural Credit Bank, who has said that he would like to have ASIP/APROSC training as part of the 8-week program being planned for his technical staff. Further development of the course was halted by the political problems.

3.5 Recommendation:

Looking to the future, USAID/Nepal, in consultation with ASIP/Nepal, should begin to consider the following issues to further institutionalize an ongoing training capability within APROSC, by:

- i. continuing to identify and train additional coaching staff to allow for replacement and expansion of staff for the training program.
- ii. providing means and incentives for upward mobility and career development of APROSC training staff. This should include opportunities for further education and/or advanced training.

Action Taken:

Point (i) was discussed with Dr. Yadav, APROSC Director, who is favorably disposed to considering expansion of ASIP training for specified projects and regions within Nepal. Although he has not been able to assign new staff to ASIP yet, he has sent APROSC personnel with other responsibilities to ASIP training courses, thus broadening the base of APROSC personnel from whom selection could be made.

On Point (ii), USAID/Kathmandu has provided funds for training abroad for ASIP Nepalese staff. PAS Washington has assisted by identifying training programs in the U.S. and by facilitating enrollment in graduate programs of selected ASIP/Nepal staff. We have recommended that such programs be carefully phased so as not to overly weaken the ASIP staff by trying to get too many people trained at once.

One problem here is that APROSC is a young organization, still outside of the major career lines and still not considered as secure for career purposes as the Ministry. The potential for ASIP/APROSC staff to defect to more attractive positions ought not be forgotten, as it is a real danger. Nishihara is discussing with APROSC various ways to deal with this problem.

3.6 Recommendation:

ASIP/Nepal, with the assistance of GAI and AID/W, should formulate criteria for the identification of successful practices, and develop appropriate ways to validate the success of these

practices within Nepal.

Actions Taken:

A workshop on "How Do We Know Practices Work" was held with the ASIP Nepalese staff before the last training course.

The following guidelines were established, and work sessions were held in writing descriptions and analyses of numerous practices.

How Do We Know Practices Work?

First: Not all practices will work to achieve all aims so we must make clear what aims we expect a practice to achieve.

Second: Practices will not work under all conditions so we must specify what conditions we expect the practice to work under.

Third: How do we know the practice is really successful, that is, that it works better than other practices.

Standards

1. When you separate the successes from other cases, the practice is used:
 - (a) in all the successes or
 - (b) in a sub-group of all the successes. You must then define the conditions that make this sub-group different from other sub-groups of successes.
2. The practice works in more than one case--it is not due to unique circumstances, e.g., the personality of the person using the practice.
3. The practice is not used in the failures.
4. Apparent exceptions can be explained by reference to the conditions for the practices.
5. Practices that are used in both successes and failures are not necessarily wrong but obviously they are not the key points. Some practices are necessary but so obvious that everyone uses them so they need not be mentioned.
6. You can illustrate the need for the practice by giving examples where the practice was not used and the activity failed in some way.

In writing the Nepali Supplement, you do not need to meet all these standards if you can show that examples and practices in the R.B. provide the examples you need to meet the standards. For example, the reference book can be used to cite examples to meet standards #1, 2, 3, and 6. The reference book also spells out conditions for many practices.

3.7 Recommendation:

PAS/GAI should explore ways to present more effectively the data in the Reference Book, in order to make it more accessible and useful to managers in the agricultural and rural development sectors.

Actions Taken:

Two major actions have been carried out. First, the three chapters of the Reference Book used most in the training courses have been rewritten into simple English and edited for smoother reading. Second, the Nepali supplement is now sufficiently detailed and extensive to be used as a working document during the training courses. Course evaluations show that the participants respond very positively to tasks in which the supplement is used.

Note also, that for the dissemination effort, the Reference Book has been divided into five volumes, as follows: Volume 1, Planning (Chapters 1-5 of the present volume); Vol. 2, Policy: Objectives and Strategy (Chapters 7-9); Vol. 3, Projects: Design, Implementation, Evaluation (Chapters 6, 11, 16, and Annex E); Vol. 4, Extension and Research (Chapter 13); and Vol. 5, Education and Training (Chapter 14). We

plan to make these volumes available to both Egypt and Nepal. This will respond to comments that the size of the Reference Book make it difficult to use. Each volume will have its own index and be oriented to a specific group of potential trainees to a greater degree than the present volume.

3.8 Recommendation:

To amplify and deepen the learning-by-doing experience of the Nepali staff, ASIP/Nepal should insure that future coaches should become involved in the formulation, design and testing of tasks in English and Nepali.

Action Taken:

This has been agreed to by all parties. The Nepali coaches and course directors took an active role in modifying tasks used during the last course. As their confidence and skill level increases, the Nepalese staff will continue to shape the course more. In addition, as they compile material for the Nepali Supplement to the Reference Book they will gain ideas for the formulation of new tasks.

3.9 Recommendation

In bringing the content of the course closer to the reality of the job situation of participants, the ASIP/Nepal training staff should also consider ways to:

- a. analyze the skill requirements of potential participants.
- b. plan and design appropriate tasks which would integrate process skills and needed management and technical practices.

Actions Taken:

Present ASIP procedures require obtaining as much information about needed skills as possible, and the assignment of each participant to a work group before the course begins. This is an attempt to get within each working group people who have complementary ways of going about their work. Some people plan well, others are more effective at setting aims, and others want to "get out there and get the job done". Experience in ASIP training indicates that the most effective groups have a combination of a variety of skills. Other training research has yielded similar findings.

Reason indicates that is desirable to obtain information about participants' skill needs in advance of training courses. In practice, no effective way has been found to get this information before the courses in Nepal in any consistent fashion for most participants. Rather, the ASIP staff has concentrated on participants' organizational requirements where possible, and has used the training courses to allow people to identify their work problems and to draw up plans for dealing with those problems back on the job. Originally, ASIP courses, based on the Coverdale model, had only one working session designed to meet this need. At present, from three to five working sessions are devoted to developing, refining, and drawing up plans for dealing with these, "back-at-work" problems. These and other task sessions help to define skill requirements. The structuring of ASIP tasks encourages participants to consider their skill

needs and how to develop them. This places a considerable responsibility on the participant, however, and in this sense differs from more traditional training methods.

To date there has been considerable experimentation within the ASIP. Such experimentation needs to continue, and improvements and adjustments need to be made as more information is gained about the organizations and managerial groups needing ASIP training. Information gained in follow-up will have to be carefully assessed to help the ASIP/APROSC staff to "fine tune" tasks to manager's needs. In this sense, the foregoing recommendation provides guidance for the long-range activities of the Nepalese ASIP/APROSC training staff.

3.10 Recommendation:

- a. As soon as feasible, APROSC should develop means of getting reimbursed for the conduct of MSDP courses. Obtaining Public Service Commission certification may directly enable APROSC to charge a fee for this course.

Actions Taken:

The specialized course at Janakpur was run in conjunction with other training in an attempt to have the two course components considered as one joint course eligible for certification. For reasons we do not understand, however, certification has not yet been granted. The APROSC Director agrees with the recommendation, and will continue to explore ways of implementing it.

- b. The APROSC Training Division should continue to look for residential training facilities in the Kathmandu area, as well as any which might be available for future training in the regions.

As noted, the specialized course was run for district officers in Janakpur. This was the first residential ASIP course run in Nepal. Where possible, courses will be residential, as all concerned agree that that is preferable.

Recommendation:

- a. GAI and AID/W in consultation with the APROSC Training Division should jointly establish guidelines for an information/evaluation system for the measurement of progress in establishing a self-sustaining training system.
- b. The Training Division should develop and implement such a system, based on the above guidelines, with assistance from GAI and AID/W as required.

Actions Taken:

The Nepalese ASIP/APROSC team is attempting to implement an improved information evaluation system based on their growing stock of data on the organizational needs of their client managers. As noted, communication and transport make the gathering of needed information difficult. This recommendation must be seen as a long-term guideline that will be implemented incrementally through follow-up interviews and organizational analysis tied to visits made to rural areas for a variety of purposes.

Recommendation:

The Training Division should continue to refine its plan for follow-up and post-training support of participants. Furthermore, this plan should become an integral part of the information/evaluation system referred to above.

Actions Taken:

The Training Division has been giving, and will continue to give attention to this recommendation in its follow-up plans. Additional follow-up trips are planned between now and October 31 (and subsequently) to add to APROSC's training support data base and to provide feedback to be used in planning future courses.

3.11 In sum, the contractual requirements have nearly been met for Nepal. As noted (*passim*) the major problem may be to retain trained staff and to train new staff to replace those who leave, as well as to expand the application of the ASIP approach to selected projects and regions throughout Nepal. APROSC remains firmly behind the ASIP, and shows every desire to capitalize on lessons learned and to expand the training. To the extent that it can be helped to establish career patterns and incentives to retain staff, that desire can be realized.

4.0 Final Evaluation of Project

Phase II of the ASIP, field testing in Egypt and Nepal, is scheduled to conclude October 31. Attention needs to be given to the workscope, team composition, and timing of the evaluation in order for all concerned parties: A.I.D., the Governments, the Missions, and the contractor, to prepare properly. Some constraints are known, e.g. in Nepal, the major holiday season begins September 28 and runs for about six weeks, during which there is minimal governmental activity and access to officials is unlikely. If the final evaluation occurs after September, it will probably have to be mid-November or later to get the desired results. A further factor in Nepal is the national referendum, for which the date is not settled. It could significantly affect evaluation plans.

4.1 In addition to factors considered in the previous evaluation, the following areas are suggested for consideration in the final evaluation:

- a) Verifying that resources have been properly transferred, e.g. to cooperating country institution and A.I.D. Mission.
- b) Clearing of local currency accounts (verification by Mission).
- c) Insuring that cooperating country is prepared to continue implementation of ASIP approach without substantial outside help; or, if help is needed, that proper arrangements can be made. Determining what specific plans for continuation have been drawn up by the cooperating country/institution.

- d) Examining what role the cooperating country/institution will play during dissemination. We propose that both countries be considered as potential sites for seminars. Should it prove infeasible to use one or both countries as sites, we propose that staff of the participating organizations be active participants in conducting regional seminars. The use of Egyptian and Nepalese staff could be one of the most convincing ways to show that the Project has been effective.
- e) Determining what overall conclusions can be drawn about the effectiveness of the ASIP approach, as used in Nepal and Egypt, at this time. What questions remain for which there is insufficient evidence? What means will be used to continue to gather information on ASIP progress for use in dissemination?

May 3, 1979.

To: Ali El Dakrury, Project Supervisor RECEIVED MAY 21 1979
From: Bruce Kratka, Co-Project Manager
On: Institutionalization of the ASIP Approach

Because of the importance of the issues effecting institutionalization, I am adding to the information in my letter of April 25, 1979 to Hassan El Leithy, Co-Project Manager. (A carbon copy of this letter was sent to you)

ASIP-ASMDP activities that will promote adequate institutionalization are outlined and gauranteed at a certain level of support by the letter of Agreement between MOA and USAID Egypt. After the project's Mid-Term evaluation in November, 1978, discussions were held between MOA, USAID,E, and G.A.I. These discussions reviewed and re-affirmed the need for the support gauranteed in the letter of Agreement; support which allows for adequate progress in the process of institutionalization.

There are now six months left in the original two year time period covered by the letter of agreement. Adequate time remains in which to conduct the number of learning activities that will develop the needed skills in the Cairo and Governorate staff providing ASMDP staff and other persons identified as qualified are available to participate in learning activities. The Cairo and Governorate staff now have enough skills to become qualified staff if they attend the future learning activities for which they are requested.

Since January 1, 1979, Cairo and Governorate staff have had difficulty in attending scheduled learning activities because of the incentive and per diem issue.

M.L.M course participants interviewed at Governorate and accepted have not attended English Refresher courses and/or MLM courses because of the per diem issue.

The learning activities conducted as well as other skill, knowledge and attitude learning techniques have not been as rapid or efficient because of inadequate assistance from project support staff.

The ASIP approach involves three basic segments: the Reference Book; follow-up activities and management skill development courses. Each of these three major

segments has many activities within it. Work has to be done in all segments at the same time. All work has to be done in a timely fashion.

To accomplish work in all activities in the three ASIP approach segments, the following will have to happen:

- The Cairo staff will have to work more efficiently with longer hours; the number of the Cairo staff will have to be increased.. or both.
- Governorate staff will have to do the necessary project work in addition to the normal work load

To make learning activities available to qualified Cairo and Governorate staff and further the institution-ization process, the ASIP and ASLDP Cairo staff have conducted two MIM courses and several learning activities since January 1, 1979. All have had poor attendance due to the problems of incentive, per diem and support.

The project staff is continuing to gather needed information and to schedule learning activities not hindered by incentives, per diem or support. (see attachment A). The proposed activities should not be scheduled until the following problems to institution-ization are solved:

- 1- Incentive for both the Cairo and Governorate staff that reflect the amount of work done in the project.
- 2- Per diem for Governorate staff as well as potential staff to attend learning activities to which they have been invited by ASLDP/ASIP.
- 3- Per diem for Governorate personnel to attend ASLDP/ASIP Management skill Development courses. (MIM, Senior and Junior)
- 4- Adequate project support as:
 - A bi-lingual secretary who has skills needed; is available during normal working hours; and can attend MIM courses full time.

- An administrative assistant other than project accountant capable of doing work according to the job description in ASMDP-files.
- Two more drivers able to work hours necessary to support training courses and follow-up activities.
- Translation services that can do needed project translation within a given time frame.
- Additional three rooms

Some of these problems can be solved at the next meeting of the Management Committee. I hope you can arrange for an early meeting to allow for scheduling of the three proposed learning activities in attachment A.

The other problems identified above can be solved within the MOA or with the help of the MOA.

As Project Supervisor, we look to you to take the lead in the solution of these problems so that the project can move forward to the anticipated level of institutionalization by October 31, 1979.

I will be very glad to discuss any of the above items in detail. We continue to offer our support wherever needed.

CC: M.M. El Salhy
Hassan El Leithy
Malcolm Novins.
✓ Wayne Weiss.

BK/no.

RECEIVED JUN 14 1979

Attachment B

181
4/6/1979

June 9, 1979.

Mr. Donald S. Brown
Director USAID, Egypt,
5 Latin American St.,
Garden City,
Cairo.

Dear Mr. Brown:

The Ministry of Agriculture is highly pleased with the continued progress of the Agricultural Sector Implementation Project, ASIP-0209 in the Management Development and Training of Egyptian Agricultural Sector personnel.

Due to the success of the Pilot Project which achieved through the constructive continuous co-operation between the American side and the Egyptian side, the Ministry of Agriculture requests USAID to develop and assist this Ministry in the implementation of a new management development project for Agricultural Sector personnel, based on the results and systematic approach of the ASIP.

The Ministry would like the USAID to provide the necessary assistance to ensure continuation of the present project until such time a new project can be implemented.

We are looking forward to much more co-operation.

Mahmoud Dawood



Mahmoud M. Dawood

Li. Mahmoud Dawood
Minister of Agriculture.

N-W-M-111

June 8, 1979

TO: Wayne

RECEIVED JUN 21 1979

FROM: Julian

SUBJECT: Nepal Background

The Kingdom of Nepal isn't as peaceful as it used to be. How much of this has been reported back home we don't know but I think that you need to be aware of it.

Things seem to have started with student demonstrations protesting the execution of Bhatta. Some violence occurred and that led to more demonstrations until finally the university and a lot of the schools were closed. More demonstrations, more violence and an unknown number of demonstrators were killed. It spread throughout the country but was especially widespread in the Terai where economic and cultural ties with India are very strong.

Students were joined by peasants, workers and shopkeepers. Strikes closed the bazaars in several locations, including the bazaar around New Road. Peasants want the new panchayat development tax abolished. Workers want more pay. Shopkeepers and businessmen want lower taxes and less unfair competition in business from people connected with the royal family.

The king appointed a special commission to hear and consider the students' demands. Initial attempts at compromise were rejected by the students and finally the government acceded to almost all of their demands. The reopening of the schools was announced. The students refused to go back until the demands of the peasants, workers, etc were also met. There was more rioting in which the offices of RNAC and the newspapers were set on fire, along with a couple of vehicles, and more people were shot. Finally the king announced that a referendum would be held to let the people choose between the present partyless panchayat system and a parliamentary system with political parties. The prime minister resigned and the king called upon the national assembly to designate his successor. That is a striking departure from previous practice. A SPECIAL COMMISSION to conduct the referendum has been appointed by the king. The members are from the judiciary. Intimations are that they will try to hold the referendum in September after the monsoon and before the long Desai holiday.

Meanwhile strikes are spreading. The National Trading Corp., the National Govt. Bank, the only commercial bank (where our account is) are all out on strike. The electricity corporation and RNAC are threatening to go out. Rumor has it that the king is telling officials that the peoples' just demands must be met. With that kind of rumor, I suspect that demands will escalate.

No one is very sure what this will come to. And of course it could have an impact on our program. Although we have people promised for our June 17-29 program, Basanta has expressed some fears that a number of them just might not come. Whether it will be possible to have another program in August or September is anyone's guess. My guess is that it may not be. All attention will be focussed on the coming referendum and it may also absorb a lot of govt. resources to plan and carry it out.

As indicated by the subject, this is just for background. There is nothing that any of us can do about any of it. But if you get some messages indicating sudden and seemingly inexplicable adjustments in the program here, knowing something about the volatile atmosphere may be useful