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**Evaluation of the
Technical Skills
Training Project
for the Tri-Lateral
Commission in
Guinea-Bissau**

Prepared for the U.S. Agency for International Development
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Joao Julio Correia
Ilda Mateus dos Santos
Antonio Joao Barata
Luiz Teles Grilo
James Washington
Gordon Kunde

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Development Alternatives, Inc. 624 Ninth Street, N.W. Washington, D.C. 20001

PREFACE

In keeping with the working relationship of the Tri-Lateral Commission and the terms of reference of this evaluation, this report is submitted in both Portuguese and English. The two versions are not direct translations; thus readers will note line by line differences. Some sections were written first in Portuguese and then rendered to English, others the opposite. This process was a flexible, stimulating, and collaborative exchange, attempting to express the findings of the three nationalities making up the evaluation team.

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MEMBERS OF THE EVALUATION TEAM

<u>NAME</u>	<u>POSITION/INSTITUTION</u>	<u>SPECIALIZATION IN THE EVALUATION</u>
Joao Julio Correia	Director, Office of Studies, Ministry of Planning, GOGB	Agro-Industry
Ilda Mateus dos Santos	Technical Assistant, Office of Planning, Ministry of Planning GOGB	Private Sector Training
Antonio Joao Barata	Institute for Economic Cooperation, GOP	Training Private Sector
Luiz Teles Grilo	Institute for Economic Cooperation	Agro-Industry
James Washington	Training Officer, Regional Economic Development Services Office, USAID/Abidjan	Training
Gordon Kunde	Development Alternatives, Inc., (DAI) Washington, D.C.	Team Leader

I. EXECUTIVE SUMMARY

From October 26, through November 13, 1987, a six-person team from Guinea Bissau, Portugal, and the United States evaluated the Technical Skills Training Project for the Tri-lateral Commission scheduled to meet in Bissau on November 30, 1987.

The purpose of the project is to assist the Government of Guinea-Bissau (GOGB) to attract international resources for agro-industrial private sector investments through technical assistance and training in enterprise management for public and private sector managers. It is a worthy, albeit ambitious, project that attempts to focus technical assistance and training through seven sub-projects:

- o SURVEY AND STUDIES OF POTENTIAL AGRO-INDUSTRIES;
- o ANALYSIS OF THE PRIVATE SECTOR AND ENTERPRISE MANAGEMENT TRAINING;
- o STUDIES IN THE UTILIZATION OF RESOURCES IN THE FISHING, FORESTRY, AND LIVESTOCK SECTORS;
- o COMPLETION AND REORGANIZATION OF COURSES IN ITFP/CENFA;
- o VOCATIONAL TRAINING IN THE AGRO-INDUSTRIAL SECTOR;
- o INTENSIVE TRAINING IN ENTERPRISE MANAGEMENT; and
- o TECHNICAL SERVICES AND TRAINING TO THE NATIONAL BANK OF GUINEA BISSAU.

The project was initiated with an assessment of sectoral training requirements and related organizations, and proceeded to develop a program addressing perceived needs so that managers, trainers, technicians, the training institution (ITFP/CENFA) and the Bank (BNGB) will be able to improve their efficiency of operation. To date, surveys have been carried out in agro-industry and the private sector, a group of managers have received a training course, technicians have studied in Portugal, curriculums have been analyzed, and an advisor has started to work in the BNGB.

Success in implementing the seven parallel sub-projects has been mixed. The studies that have been done are competent, considering the lack of data in the

country. Training is just under way, and requires modifications in content, methodology, and participant selection. Technical assistance and training of bank staff have yet to be effectively initiated.

The recommendations suggest constructive improvements not only to the problems identified in the individual sub-projects, but also to overall project activities. Because the budget is only one-third spent, the completion date can be extended at no additional cost beyond September 30, 1988. To correct serious gaps and overlaps among the sub-projects, there should be a master plan for future activities. Overall project management needs to be clearly delegated to an independent executive secretary backed by a resident tri-lateral supervisory committee. A professional, technically competent institution should be established to support directly the initial phases of investment projects. Because of critical need for some demonstrable and catalytic development action in Guinea-Bissau, it is important that a small investment fund, perhaps from the experimental credit fund, be created rapidly to provide small investments in existing firms that now hold purchase orders, especially for export.

This is a complex project with a relevant national economic goal that has begun to demonstrate results, but that requires major efforts to achieve the objectives that have been set forth.

II. PROJECT GOAL

The overall goal for this project is to build the institutional capability for the effective preparation and processing of private sector agro-industrial and trade investments. This investment processes includes viable investment projects, a capable national intermediary, and an investment fund.

III. PROJECT PURPOSE

The purpose of this project grows out of the Trilateral Cooperation Agreement between the governments of the United States, Portugal and Guinea-Bissau. Within this Agreement, the governments are represented by their respective agencies: the Agency for International Development (USAID); the Institute for Economic Cooperation (ICE); and the Ministry of Planning/National Bank of Guinea-Bissau.

The purpose of the Agreement and the project, is to assist the GOGB to attract investments for agro-industrial and commercial investments. The means providing training, technical assistance, consulting services, and supply of materials. Included in the purpose is the aim of strengthening the part of the economy that is crucial for the development of Guinea-Bissau -- the agro-industrial and the agricultural transformation enterprises of the private sector.

Among the three participants, the United States is the principal financial contributor, Portugal provides technical assistance and training, and Guinea-Bissau is the responsible agent for project implementation.

IV. PURPOSE OF THE EVALUATION

This evaluation focuses on two levels of project. The first is of an operational nature: whether the sub-projects have been implemented as planned, and how implementation might be improved. Second is a broader judgment of whether these sub-projects, as they are being implemented, are achieving the purpose and goal of the overall project, and whether they will so continue. A third, indirect element in the evaluation is the implication of the project for the Trilateral Agreement in terms of effectiveness and future activities.

V. METHODOLOGY OF THE EVALUATION

The first (midterm) evaluation of the Technical Skills Training Project (657-0011) was conducted by a six-member evaluation team consisting of professionals from the United States (2), Guinea-Bissau (2) and Portugal (2). They were in Guinea-Bissau from October 19 through November 13, 1987.

The team met for the first time in Guinea-Bissau on October 19 and, after a brief review of the relevant project documents, held team planning meetings, and determined responsibilities and assignments. To study adequately the varied activities under the seven sub-projects, the team divided itself into five working groups of three each with a tri-national working group assigned to each of the five active sub-projects. To preserve the balance of the trilateral approach to the evaluation, special care was taken to ensure that each party was represented on each sub-working group, irrespective of occupational specialties or interests.

Due to the extended delay in start-up, project implementation is running approximately one and one-half years behind schedule. For this reason, this evaluation should not be seen as occurring mid-way into the project, particularly in terms of real operations time and the rate of funds expenditures. This is the first evaluation of the project, and the team decided to emphasize its threshold nature by focusing on the design and the timing of inputs with a view toward making recommendations for design modifications and management adjustments. This approach is compatible with the framework of the terms of reference.

The basic tool employed in this evaluation was comparative analysis in which actual project implementation results were compared with the original projective objectives; thereafter, project constraints were identified to derive explanations for observed differences. To accomplish the objective/purpose of the evaluation, the team reviewed relevant project documents; interviewed key people associated with the project (Annex 1); and visited certain project sites, as appropriate, to observe project implementation activities.

To carry out its work, the team utilized offices furnished by the BNGB, which were also shared by the CETEL consulting firm, and offices in the Ministry of Planning when temperatures were not excessively oppressive. Transportation was provided by the BNGB and USAID. Secretarial and word processing support was not included in the terms of reference and placed a severe constraint on the edited quality of the final drafts in both Portuguese and English. Ms. Vanita Sacardando, Ms. Felicia Baker and Mr. Ousmane Sane of USAID/GB, with non-operational word processors in both USAID and the Embassy, made superb efforts to type working drafts in the two languages. Ms. Sacardando also provided valuable assistance by compiling available information in English from USAID files. The Portuguese speaking members of the team had virtually no project documentation and were forced to either use English reports or rely entirely on interviews.

The final drafts in Portuguese and English, after being approved by the team, were carried to Portugal (ICE) and the United States (DAI) for final editing and production prior to distribution.

VI. SUMMARY OF PROJECT COMPONENTS

A. TECHNICAL ASSISTANCE

Along with training, technical assistance is a major functional component of this project. It is an important part of sub-projects 1, SURVEY AND STUDIES OF POTENTIAL AGRO-INDUSTRIES, 2 ANALYSIS OF THE PRIVATE SECTOR AND ENTERPRISE MANAGEMENT TRAINING, 3, STUDIES IN THE UTILIZATION OF RESOURCES IN THE FISHING, FORESTRY, AND LIVESTOCK SECTORS, and 7 TECHNICAL SERVICES AND TRAINING TO THE NATIONAL BANK OF GUINEA BISSAU.

Technical Assistance is provided through the conduct of surveys, such as the study of the Agro-industrial sector by Techninvest in Sub-project 1 and the private sector study carried out by CETEL in Sub-project 2. In Sub-project 7 the major activity is Technical Assistance to the BNGB in the form of an advisor assigned to work for a year with the Development Credit Department. With the completion of the two surveys, the work will focus on four specific agro-industrial projects (sub-project 1), and 15 specific enterprises (sub-project 2). Of the two sub-projects yet to be started (3 and 5), sub-project 3 will utilize technical assistance to be contracted for preparing projects in the fishing, lumber, and cattle sectors. Even the sub-projects which emphasize training (4 and 6) include technical assistance in the form of educational consulting for a national institute engaged in vocational training. In summary, not only have the project activities completed so far included large technical assistance components, but as the sub-projects move toward completion or implementation. This will continue to be an important supportive element in achieving institutional or enterprise viability.

B. TRAINING

This section of the evaluation report focuses on the training component of the project by assessing the implementation status of the training conducted under the project since the signing of the grant agreement in 1985. In FY 86 the GOGB completed negotiations of host country contracts with more than four (4) Portuguese firms to provide technical advisory services, prepare surveys and studies, and to conduct training to increase the capacity of bank staff and selected staff from other

ministries, as well as private entrepreneurs. Certain training activities are also directed specifically at private enterprises, through which entrepreneurs acquire the necessary managerial skills to operate productive and efficient enterprises.

The training provided under this project is in many forms, i.e., short-term and long-term U.S. and third-country training, and in-country training such as seminars, short courses and on-the-job training. In this report training is presented as grouped under two sets of sub-projects:

- Sub-projects 4, COMPLETION AND REORGANIZATION OF COURSES IN ITFP/CENFA and 6, INTENSIVE TRAINING IN ENTERPRISE MANAGEMENT - purely training components; and
- Sub-projects 2 ANALYSIS OF THE PRIVATE SECTOR AND ENTERPRISE MANAGEMENT TRAINING), 5 VOCATIONAL TRAINING IN THE AGRO-INDUSTRIAL SECTOR), and 7 TECHNICAL SERVICES AND TRAINING TO THE NATIONAL BANK OF GUINEA BISSAU) -- components containing training functions as well as technical assistance and/or advisory services.

In reporting the findings and recommendations of the training provided under this project, the sub-projects are further divided by sub-elements.

C. OTHER RELATED TRAINING

In 1987, under the AMDP II (698-0433) three training activities were carried out, one in the U.S. and the other two in third countries. Under the first, five individuals (four GOGB representatives from the Secretary of Fisheries and one private entrepreneurs) traveled to the U.S. to visit U.S. institutions and contact private firms to ascertain the interest of the U.S. private sector in investing in the Guinea-Bissau fishing industry. Funds were also provided in connection with the visit to prepare video tapes (English/French and Portuguese) and pamphlet material for a graphic presentation of the current state of the fishing industry in Guinea-Bissau. The other two activities financed the participation by the Commercial, Agricultural and Industrial association in two conferences in other developing countries; one in Cairo for the Third ILO PanAfrican Symposium for Employer Organizations and the other one in Lagos, the 14th Annual General Assembly and Conference of the West African Federation of Chambers of Commerce.

VII. PROJECT FINANCES FOR IMPLEMENTATION

The expenditures for the project are authorized by the BNGB and invoices are passed to the appropriate organization for disbursement and control. It is not possible to compare expenditures to budget totals of sub-projects from the USAID financial reports since the disbursements categories overlap the subprojects. As of September 22, 1987, a total of \$US 423,085 had been spent from the original USAID obligation of \$US 1,500,000. These disbursements are summarized as follows:

	<u>OBLIGATED</u>	<u>DISBURSED</u>	<u>BALANCE</u>
1. Training	5 ⁶ 0,000	119,343	430,657
2. Technical Services	500,000	300,800	119,200
3. Commodities	170,000	2,915	167,085
4. Experimental Credit	100,000	-0-	100,000
5. Evaluation	30,00	-0-	30,000
6. Contingency and Inflation	150,000	-0-	150,000
TOTAL	<u>1,500,000</u>	<u>423,085</u>	<u>1,076,942</u>

From the invoices it is possible to reconstruct the expenditures by sub-project and compare these with the respective budgets. These are summarized as below, not including ICE and Guinea-Bissau disbursements.

<u>SUB-PROJECT & COMPANY</u>	<u>OBLIGATED</u>	<u>DISBURSED (BY USAID)</u>	<u>BALANCE</u>
1. TECNINVEST	214,195	102,796.60	111,398.40
2. CETEL	127,634	85,108	42,526
3. --	55,000		55,000
4. CEDRE	182,679	107,679.45	74,999.55
5. --	60,000		60,000
6. NORMA	272,425	108,970	163,455
7. CESO	145,420	23,837	121,583
8. COMMODITIES	275,000	2,915	272,085
EVALUATION	57,200		
EMERG. CREDIT F.	400,000		
CONTINGENCY*	80,447	15,613	64,834
	<u>1,870,000</u>	<u>446,919</u>	<u>1,423,081</u>

- The AID accounting system does not classify these disbursements by sub-project.

Financial control occurs at two stages in the administration of the project. The first is when the BNGB must deal with financial regulations from three different organizations, perhaps an unavoidable necessity under a Trilateral Agreement. The executing organization is not now exercising financial control. The second level occurs when program sub-projects and expenditure summaries do not coincide, so that expenditures can be compared to budgets. As a first step for future improvements in financial monitoring a resident project officer should maintain appropriate financial summaries. Later these (even as a manual system of accounts) could be transferred and maintained by the BNGB.

The revised trilateral budget by sub-project and country from which the resources are disbursed is displayed on the following page.

A. SUB-PROJECT 1: SURVEY AND STUDIES OF POTENTIAL AGRO-INDUSTRIES

Objective

The objective of this sub-project is to further the development of the agro-industrial sector through a survey of the sector, and a more detailed study of seven specific potential investment projects.

Activities

The Portuguese firm TECNINVEST completed an excellent study of the potential agro-industrial sector in response to their scope of work which states: "The study should identify the Agro-industrial potentials, identify the existing crops being grown, select potential products, and evaluate processing and marketing problems. It should include the areas of Agronomy, Technology, Infrastructure, Labor, Training and the Market. After selecting priority products, three or four projects should be analyzed further to determine their economic and technical viability. Development activities should be defined, prioritized in order to obtain the resources to begin these agro-industrial projects".

This survey meets the standards which were set forth in the contract.

SUB-PROJECTS	UNITED STATES		PORTUGAL		GUINEA-BISSAU		CURRENT TOTAL
	INITIAL	ADDIT.	INITIAL	ADDIT.	INITIAL	ADDIT.	
1	154,195	60,000	-	-	-	-	214,195
2	127,634	-	-	-	-	-	127,634
3	-	-	-	55,000	-	-	55,000
4	107,679	75,000	-	-	-	-	182,679
5	-	-	-	60,000	-	-	60,000
6	272,425	-	-	-	-	-	272,425
7	99,620	8,000	37,800	-	-	-	145,420
8	170,000	-	-	35,000	70,000	-	275,000
EVALUATION	50,000	-	-	7,200	-	-	57,200
E.C.F.	200,000	100,000	-	100,000	-	-	400,000
CONTINGENCY	75,447	-	-	5,000	-	-	80,447
TOTAL	1,257,000	243,000	37,800	262,200	70,000	-	1,870,000

From the survey, seven projects have been selected for further study:

- Mandioca processing;
- Fruit cultivation;
- Pineapple processing into slices, pieces, and concentrate;
- Concentrate and pulp processing of Caju, Maracuja, mangos, pineapples, goiaba, (abacate) and citrons;
- Processing of animal feed;
- Milling of corn and sorghum; and
- Raw sugar refining.

The Mandioca processing project has been prepared by TECNINVEST and forecasts a production of 3000 tons of mandioca flour, 7,500 tons of pellets, and 600 tons of other sub-products from 45,000 tons per year of raw mandioca. The value of this production is estimated at \$1.160 million PG (approximately US\$1.8 million at 1987 prices and exchange rates). The cost of investment in basic equipment is estimated to be \$41.2 million PG in local currency and \$720.7 PG in hard currency (about US\$1.1 million).

Status

The next projects are currently being prepared.

Finances

For the work done so far USAID has disbursed US\$102,196 to the Portuguese firm TECNINVEST. The available budget balance is US\$111,398 which will include three projects in addition to the original four selected.

Findings/Recommendations

This project is appropriate for the economic and social conditions of the country, it can be implemented and it is a contribution to achieving the objectives of the trilateral project. The implementation of these projects depends in large part upon other agricultural projects with which they are related.

Recommendations to implement these projects, included in sub-project 1, are influenced by the economic crises being faced by the country. The need to increased domestic production of foodstuffs, and the severe balance of payment deficits which need to be addressed.

In addition to the obvious physical infrastructure required, there is need for establishment of an autonomous support organization, alongside the BNGB or the Director General of Industry to provide technical and managerial assistance to these and other projects being implemented by various enterprises in Guinea-Bissau. In addition to exercising agro-industrial development supervision and providing support, such an organization could direct investments of the experimental fund in collaboration with the BNGB, Ministry of Industry, and Ministry of Agriculture.

It is crucial for achieving the objectives of this sub-project comprehensive training be accelerated, not only for upper management, but mid-level supervisors and operational workers for the various agro-industrial enterprises.

Finally, it is essential for the viability of these 7 projects that the respective markets be analyzed in order to verify that there are potential buyers to purchase the products, that prices are competitive, and that quality standards can be met. This part of the project study is especially critical for export products.

B. SUB-PROJECT 2: ANALYSIS OF THE PRIVATE SECTOR AND ENTERPRISE MANAGEMENT TRAINING

Objective

The objective of this sub-project is to lay the informational groundwork for the formulation of policies so that the private sector plays an active role in the economic recuperation of the country. It also includes the implementation of a training program enabling managers in GOGB to organize their company operations in order to apply effective principles of management, finance and marketing.

Activities

The firm contracted to conduct the private sector survey, CETEL, prepared a technically competent study between October 6 and December 7, 1986. Based on data collected from 74 firms in various sectors and their ranking according to various economic and financial criteria, the survey provides a clear profile of the country's enterprise pattern:

- 1) 75% have used some bank credit.
- 2) 65% of the firms have less than 30 employees.
- 3) Only 5 firms have exported their products.
- 4) 50% stated they suffered from lack of equipment, spare parts, and raw materials.
- 5) The % of production capacity utilized is undefined, but obviously low.
- 6) 69% of the firms do not have organized accounting in any form.
- 7) Only 12 are stock companies, the rest are proprietorships (60) or cooperatives (2).

After ranking the top 20 firms in three different classification systems, the organization responsible for this project (BNGB) chose 15 to analyze in order to plan their rehabilitation. These enterprise studies are expected to be completed in January 1988.

The survey of enterprises has also made possible the collection of information useful for preparing a training program for company managers (similar to the program developed by NORMA in sub-project 7). Under the accord between CETEL, the BNGB and CENFA, they are to develop basic introductory business modules of three months for supervisory personnel with little or no training or experience. Two instructors will work together in the courses which will contain both theory and practice. This was to be carried out during this second phase of sub-project 2, however the trilateral commission in May 1987 agreed that the previous plan was too advanced and had to be reduced to better address the needs of the clients. CETEL was asked to modify the program in order to avoid duplication with the other programs at CENFA.

Status

The more detailed rehabilitation studies on the 15 selected firms are currently being prepared.

Finances

In accordance with their contract, CETEL has received payments from USAID of US\$85,108. The balance remaining in the sub-project is US\$42,526.

Findings/Recommendations

The survey and subsequent studies reinforce the impression that the existing private and semi-private sector has not been equipped by its history to drive the economic growth of the country. Internal mis-management and technical deficiencies, along with the external lack of foreign exchange for equipment and spare parts are the most often observed problems.

The training programs should continue to address these needs by radically modifying the adult training material, creating an informal structure and reduce the time required, and most importantly, utilize instructors who are facilitators rather than professors. The program modules should be as practical as possible. This program should be carefully examined by the trilateral commission in order to achieve training that is adequate, relevant, and not duplicated in other CENFA courses.

Training alone will not resolve the constraints faced by the teams of managers and supervisors in an accelerated private sector development effort. The injection of capital for expansion will require management support, technical resources, and perhaps even temporary management direction during the critical pre-start-up and start-up phases. If this is not done, equipment installations will be delayed, production schedules will slip, and revenues will not be adequate as interest payments build and payrolls continue. An independent institute should be established capable of supporting the companies during this critical period.

C. SUB-PROJECT 3: STUDIES IN THE UTILIZATION OF RESOURCES IN THE FISHING, FORESTRY, AND LIVESTOCK SECTORS

The start up of this project is awaiting the preparation of the terms of reference by the BNGB, and will be based on the findings of sub-project 1. The budget for this project is US\$55,000.

D. SUB-PROJECT 4: COMPLETION AND REORGANIZATION OF COURSES IN ITFP/CENFA

Objectives

To engage a contractor (technical assistance and services) to review and revise (update) the curriculum of CENFA at ITFP and develop didactical materials and prepare teachers hand-books which will enable the center to establish and maintain a permanently improved structure for professional training.

Activities

The contractor, CEDRE, in collaboration with ITFP and CENFA, developed administrative and secretarial course materials and prepared back up program texts for courses in management, accounting, and public relations and documentation techniques. The main set of activities for this sub-project was the revision of the curriculum and the organization of various training programs under the sponsorship of ITFP to provide basic training in office administration, secretarial skills, business administration, accounting and marketing. In addition, the following activities were also performed during the 18 months period: texts were organized for courses in public administration, economics and civics; texts were analyzed and organized to be included in the courses of math and statistics, and for French, English and Portuguese.

Status

The activities under this sub-project have all been completed as of October 1987, with disbursements to date of \$US107,679. Given that there is a remaining balance of funds (\$75,000) in the sub-project, the GOGB has expressed a desire to do

further/similar work at the preparatory level, and to also develop some additional teacher training materials. In the May meeting of the trilateral commission in Lisbon, it was agreed that the \$75,000 would be made available under a new contract with CEDRE to do the follow-on training activities (phase 2). The trilateral committee in Guinea-Bissau is awaiting a detailed proposal from ITFP because a new contract with CEDRE has to be negotiated.

Budget/Finance

Costs for eighteen person/months (three consultants X 6 months each) for services and materials \$87,000 plus cost for food and transportation and lodging (\$20,679) total \$107,679. At the completion of the project there is a remainder of \$75,000 in the sub-project which is scheduled to be reprogrammed for a second phase of this sub-project.

Findings/Recommendations

The training and related activities done under this sub-project were considered to be of generally high quality. The activities (tasks) were done under the leadership of the Portuguese consultant firm CEDRE (CEDRE is also expected to do the follow-up work), and according to the team's findings the objectives of the sub-project have been achieved.

There have been some delays in cost payments and other bureaucratic contracting problems with the technical assistance firm. This interfered somewhat with the timing and sequencing of some institutionalization aspects at CENFA, the inputs were made in a reasonably timely manner and were of good quality. Despite the apparent high quality outputs, the evaluation team is concerned that the delays (and/or the methods used) may have impacted negatively on the delivery process, thus compromising the level of real Guinean participation in the development of the curriculum and the teaching materials.

Education and training is an essential factor and precondition for country development. Investment in education produces significant economic benefits, but must be carefully planned, designed and implemented to develop and maintain a training program which is pedagogically sound, cost effective and produces the right

proportion of skills in the labor force. The team was unable to determine how this sub-project was included, and how it ties-in with other sub-projects to assist in the attainment of the broader project goals and objectives.

This set of training activities may be viewed as an attempt to create, on a modest level, some educational reform efforts within the Guinea-Bissau system in order to assist in producing a "critical mass" of well trained Guineans from which the private sector can draw the majority of its personnel. The team was unable to confirm this or any other rationale for the selection of this sub-project during the allotted time for the evaluation.

Although introduced into the system with reasonable success, there has been a relatively low (quantitative) level of intervention. The team concludes that unless the efforts are sufficiently linked to much broader efforts the overall effectiveness and sustainability of these activities are questionable, at best.

Recommendations

Now that this sub-project is completed (phase 1), any recommendations offered by the evaluation team should be addressed to the proposed follow-on activities on phase 2. Accordingly, our recommendations are:

1. In the second phase, develop the proposals so as to ensure that the new activities are not just a second layer of the same. The first phase should be thoroughly analyzed to guide the development of the second phase.
2. Extreme care should be taken to totally involve CENFA staff (teachers and administrators) in the planning of curriculum and the development and production of teaching materials.
3. The proposals for the second phase should contain evidences that the activities were collaboratively selected by the three parties and proposals should contain language explaining the rationale and linkages to the overall training plan and to the attainment of the overall goal and objectives of the project.
4. The first phase of this sub-project should not be merely completed in phase II. The result of phase I need to be analyzed in detail, based on educational principles and within the actual educational system of Guinea-Bissau, before embarking on phase II.

E. SUB-PROJECT 5: VOCATIONAL TRAINING IN THE AGRO-INDUSTRIAL SECTOR

This sub-project is not yet underway. Its objective is to train agricultural workers for the projects being prepared in sub-project 1. There is some discussion that it may be modified to support small farmers. A budget of US\$60,000 has been designated for this project.

F. SUB-PROJECT 6: INTENSIVE TRAINING IN ENTERPRISE MANAGEMENT

Objective

The objective of this sub-project is to strengthen management in the private sector through intensive courses in management, and through the upgrading of local trainers.

Activities

The Portuguese company NORMA, was contracted to execute this sub-project, and presented a plan for management training that was composed of high quality modules. The first course was given from July 1986 to February 1987 and was attended by 15 businessmen. Eighteen participants have signed up for the same course which began in October. Comments about the first course indicate that it was helpful in enabling those who attended to improve their management practices. NORMA has submitted two progress reports of their activities in this sub-project.

Four trainers were sent to Portugal from October 20 to December 19, 1986 for participation in accounting and secretarial programs as well as French and English.

Status

The first group of businessmen have completed their training, and the second group is just beginning. In discussion with ITFP, adaptations and adjustments in the materials, methods, and recruitment process are being made to improve the effectiveness and relevance of the training.

Finances

Budget disbursements for this sub-project to date are US\$108,970, leaving a balance of US\$163,455 for the remainder of the NORMA contract.

Findings/Recommendations

There are two major program areas for which improvements are recommended (and are also discussed in the progress reports). The courses should be progressive in their levels and better integrated into the operational activities of local firms. Secondly, recruitment criteria should favor those who demonstrate entrepreneurial initiative, including those who have recently launched agricultural expansion projects (Ponteiros).

G. SUB-PROJECT 7: TECHNICAL SERVICES AND TRAINING TO THE NATIONAL BANK OF GUINEA BISSAU

Objectives

The design of this sub-project included the following objectives which were important components for the overall goals of the entire project:

1. Prepare and evaluate with technical competence projects for the BNGB, principally in the agro-industrial, construction, and fishing sectors.
2. Provide a higher level of technical assistance to bank staff doing economic and financial project analysis.
3. Provide on-the-job training to the bank's project analysis staff that would complement their existing education and any training they might receive in Portugal.
4. To advise and support the administration of the bank in developing a system for administering a development investment credit fund.

Activities

The activities of this sub-project are summarized in the four month report submitted by Mr. Paulo Santamarta, the advisor working with the bank under the contract with CESO. Shortly after his arrival at the end of June 1987, Mr. Antonio

Agusto de Almeida of CESO also visited GB for meeting with government officials and to plan the technical assistance program.

Mr. Santamara's activities since his arrival have been in three principle areas. The first included a review of the correspondence of the Trilateral Project, along with the studies and reports connected with sub-projects one and two. (Agro-industrial survey and studies; Private sector survey). The review was completed with a familiarization with the current BNGB legislation, the foreign investment legislation, and the documents related to the recent commercial and industrial liberalization. The second area of activity began following a series of discussions with Sr. Embalo. The following documents were prepared: (1) Bank Regulations for Development and Credit Procedures. (2) Regulations for the Experimental Credit Fund (3) The preparation of the Terms of Reference for this evaluation. These are complete, except for the second which requires information to be obtained in Portugal. In the third area a variety of activities took place, such as the analysis of nine projects from various ministries, the preparation of memoranda on electricity rates and taxes on beer sales. In addition, meetings were attended with AID, ICE, and BNGB to complete the Terms of Reference for this evaluation, with the ITFP to resolve problems with the second training phase of sub-project two, and with construction company clients of the bank to assess projects being financed.

Prior to the advisor's arrival, during the first semester of 1987, among the six government employees sent to Portugal for training in Institutional Development were three from the staff of the BNGB.

Status

Within the out-of-country training component of this sub-project, as soon as the lodging issue with the ICE is resolved it is anticipated that additional bank staff will participate in short term study programs in Portugal.

The status of the technical assistance and training is such that tasks within the bank, for all practical purposes, have yet to be started. A few projects have been analyzed and monitored, but the fundamental objective of the sub-project has not been actively pursued during the first four months of activity. The drafting of bank regulations can be a step in the direction of developing an operation credit capability.

Finances

Because the BNGB was unable to provide housing for the advisor, the contract was amended from \$US84,000 to \$US92,000 to cover this additional cost. With payment of the most recent invoice received by AID, \$US 23, 837 has been disbursed. If the September and October installments are considered, \$US35,891 have been spent to date.

Findings/Recommendations

While there are some plans for addressing the project analysis and development credit capability during the next four months, it is clear that this sub-project is not on track at this time. There are some reasons for this. Other more pressing operational problems at the bank, and the need to assist the Administrator of the Trilateral Project absorbed the efforts of the advisor. There is a lack of space, trained personnel, and basic administrative support, and it is not easy for the bank to absorb and integrate technical assistance. Because this sub-project is a key component in developing the bank's capacity to handle external development financing, a more complete assessment of the bank's operations should be done in order to determine what is required to enable it to be institutionally effective.

At a more modest level of effort, there needs to be a focused application of the advisor's efforts within the embryonic Development Financing Department. In this manner the technical assistance can raise the technical capability of the existing staff to analyze, and prepare projects. Training in Portugal can move forward with the resolution of the lodging difficulty, but local training requires more structure, planning, and organization.

In order for this sub-project to result in a small but capable development lending department within the existing time frame, the scope and level of effort would need to be increased. The sub-project would need to encompass operations, management, and information systems, as well as project analysis. The lessons learned so far indicate that the bank, if it to be the channel for outside funds to the private sector, requires more assistance than the originally anticipated focused input of technical assistance and training for existing personnel. The other

alternative is too work over time, say three to seven years, with the bank evolving as a more modern financial institution. These brief comments underscore the importance of this sub-project within the developmental goals of the larger project.

VIII. SUMMARY OF OVERALL PROJECT RECOMMENDATIONS MANAGEMENT AND ADMINISTRATION

The initial planning and definition of the various sub-projects demonstrate a balanced, integrated approach to the purpose of this project. In practice there exists confusion, duplication, and fragmentation. The implementation of the sub-projects has suffered from a lack of coordination, scheduling, and follow-up. Continuing on with the present administrative project organization will not address these problems, nor will they be resolved by improving performance in each sub-project. The following recommendations are intended to address the administrative problems of the project as a whole.

1. We recommend that the Tri-lateral Commission appoint a 3 person (GB, GOF, USA) resident executive committee that would include a full time executive secretary who is independent of any of the organizations receiving or implementing technical assistance or training.
2. We recommend that this same committee prepare an overall work plan that will integrate all the future sub-project activities toward the project goal.

A. TECHNICAL ASSISTANCE

The technical assistance as it is being planned will not result in a development credit department within the BNGB that is prepared to meet the demands of international financial organizations. More is required than up-grading the analytical capability of the bank's technical staff. There are also managerial and administrative constraints that should be identified and removed. We recommend that there be performed a short, basic management and administrative audit of the bank's development department that will define specific remedial steps and their costs, in order to build effect organizational capability.

While the BNGB is developing its capability to perform development banking functions, there is a temporary mechanism that could be employed to accelerate the flow of funds and simultaneously address the difficult management and technical

assistance problems faced by enterprises in the critical pre-start-up and start-up phases of project development. Thus, we recommend that there be established a small, independent, professional (perhaps para statal or private) institute, that possesses the technical capability to analyze and monitor investments. If this institute had either guaranteed funds or lending authority delegated to it, it would have the ability to verify that necessary company improvements were carried out according to professional project plans. Properly defined, such an institute could even place and support temporary managers to implement projects and train enterprise staff. If these project implementation, technical assistance, and financial supervisory functions are not built into the investment flow, the outlook for repaying loans made to enterprise development projects is very dim.

B. TRAINING

There are gaps and duplications among the various sub-projects that have training components. Because training at all levels is such a critical ingredient in all the sub-projects we recommend preparation of a master training plan for the entire project that will effectively coordinate the various local and contracted training activities. This may mean the renegotiation of some of the contracts, but it will result in an improved training effort to meet the needs of the enterprises of GB.

C. FINANCING

Because it appears that the project, due to fact that it is behind schedule, will not spend its budget by the completion date of September 30, 1988, and because there is a project momentum to which corrections can be made, we recommend that the tri-lateral parties consider an extension of the project. This would permit changes to be made as needed, and allow preparation of a new budget better allocating funds for achievement of project goals.

Guinea Bissau is desperately in need of an economic catalyst and demonstration. Conversations with managers and government officials reveal a fatigue, or even a despair, that this evaluation was just another study, without tangible results. We recommend that the experimental credit component of this project be redesigned (and perhaps expanded) so that existing enterprises with foreign or domestic purchase orders can receive injections of modest, but targeted, funds for the purchase of

~~equipment and spare parts within the next six months.~~ Such an action would not only have an economic impact, it would also impose a market driven discipline on the existing enterprises which possess some productive capacity and hopefully push them into the export market.

XI. FINAL COMMENT

To venture beyond the above recommendations, and notwithstanding the recent liberalization in the economic climate in Guinea Bissau, it is important and germane to this evaluation that a word of caution be stated. The political and legislative measures which the government is enacting must not become ineffective and sterile due to inadequate administrative procedures and bureaucratic excesses which impede in practice the implementation and the accelerated realization of planned agro-industrial projects. Laudable as the new initiatives are, vigilance for the real consequences of decision and indecision and a willingness and ability to take rapid action as a corrective remain vital. We have proposed some oversight institutions, we would underline their significance.

ANNEX 1

**RESUMO DAS ENTIDADES CONTACTADAS PELA COMISSAO
TRIPATRIDA DO PROJECTO DE COOPERACAO TRILATERAL
RGB/EUA/PORTUGAL**

ANNEX 1

RESUMO DAS ENTIDADES CONTACTADAS PELA COMISSAO
TRIPATRIDA DO PROJECTO DE COOPERACAO TRILATERAL
RGB/EUA/PORTUGAL

Depois da primeira, reuniao que houve, programou-se contactar as seguintes Entidades Governamentais, para a avaliacao de todos os sub-projectos que tem sido executados ate a data:

- Dr. Aguinaldo Embalo - Coordenador do Projecto Trilateral e Director do DESECO - Servico de Desenvolvimento Economico)
- Dr. Santa Marta - Tecnico do Deseco do BNG
DESECO - Servico de Desenvolvimento Economico
BNG - Banco Nacional da Guine-Bissau
- Eng. Anastacio Furtado - Director-Geral do MNRI - Ministerio dos Recursos Naturais e Industria
- Eng. Mustafa Cassama - Director-Geral do MDRP - Ministerio de Desenvolvimento Rural e Pescas
- Eng. Carlos Silva - Director do DEPA
DEPA - Departamento de Estudos e Pesquisas Agricolas do MDRP - Ministerio do Desenvolvimento Rural e Pescas
- Eng. Luis Pereira - Assistente Tecnico do Ministerio do Plano
DGP/DPS - Sector de Desenvolvimento Rural
DGP - Direccao-Geral de Planeamento
DPS - Departamento de Planeamento Sectorial
- Sr. Marcos Serafim Domingos Goia - Director Financeiro do CENFA
CENFA - Centro de Formacao Administrativa
- Sr. Mamadu Sanha - Monitor (Formador) do CENFA - Centro de Formacao Administrativa do ITPF - Instituto Tecnico de Formacao Profissional
- Sr. Alexandre da Silva - Sub-Director do Instituto Tecnico de Formacao Profissional
- Sr. Aricene Jibril Balde - Director do CENFA
- Sr. Antonio Pires - Director-Geral da CUP - Cooperativa de Construcoes Unidade e Progresso
- Sr. Paulo Barros - Empresario Privado
- Sr. Manuel Pinto Lopes - Empresario Privado

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Annex 1

Life of Project:
From FY 84 to FY 88
Total U.S. Funding:
\$1.5 million

<p>Goals: To institute a process for preparing agroindustrial investments, developing skills needed to carry them out and attracting external resources for economic growth to be applied to private trade and investment in agribusiness and agro-industry.</p>	<p>Measures: a) Bilateral and multi-lateral donors commit funds for agro-industrial investments, either through a Fund to be initiated or in consequence of preparations made in this project;</p> <p>b) A range of investments are identified, prepared and appraised; some are financed and perform reasonably in conformance with projections.</p>	<p>a) Review lists of donor activities prepared by IBRD, UNDP advisors to COGE Ministry of Economic Coordination, Plan and International Cooperation.</p> <p>b) BMGB dossiers received, appraisal reports, actions taken, supervision reports, reports by ICE staff; AID sub-project audits, project evaluations.</p>	<p>That policies will be adopted by the COGE, including exchange rates, retention and repatriation of foreign exchange, opening opportunity for private distribution and export (trade and marketing) in most commodities and encouraging private competition in agroindustrial and agribusiness exports.</p>
<p>Outputs: a) Development and Commercial Department staffs (BMGB) are trained in project appraisal and banking operations and are able to manage the preparation and supervision of agroindustrial investments.</p> <p>b) Effective training for private entrepreneurs and their employees is introduced through collaboration between the BMGB Development Department (entrepreneurship training and business advisory services) and ITYP (employee training in administrative, office support and possibly marketing skills).</p> <p>c) A variety of agro-industrial priority investments are identified, prepared, appraised and the</p>	<p>a) Existence of a core staff at BMGB who will operate as an effective unit(s) and who will have received training in Portugal, Bissau and on-the-job;</p> <p>b) Existence of a core group of entrepreneurs who will have received training in skills critical to enterprise management and who will have prepared or be preparing agroindustrial investments in areas considered priority;</p> <p>c) Investment dossiers will come forward for appraisal; entrepreneurs will be assisted to perfect dossiers and to organize to carry out the projects; a reasonable number of dossiers will be approved for financing (subject to availability of funds);</p> <p>d) Further surveys, prefeasibility and feasibility studies will be scheduled, once strategy or equivalent will have evolved from experience regarding where and how to invest; and</p> <p>e) The quality of the process will be</p>	<p>a) List of participant trainees, trainees attending in-country training programs; estimates of work time allotted by individual staff members to studies and to on-the-job training;</p> <p>b) Attendance in training programs at BMGB and ITYP; dossiers submitted and in preparation;</p> <p>c) Dossiers submitted; dossiers reviewed; technical assistance to entrepreneurs in completing and preparing to carry out projects; dossiers approved; loan supervision reports;</p> <p>d) Six-month work plan updates; list of surveys and feasibility studies scheduled; review of handling of dossiers submitted to see if there is improvement in quality of dossier and approval rate; and</p> <p>e) Resource transfer to the Agro-industrial Fund or through other channels financing investments prepared through this project.</p>	<p>Adequate numbers of qualified persons will be hired and trained by BMGB and given status and incentives;</p> <p>ITYP will establish training programs shown to be needed and/or new channels will be explored for complementary training;</p> <p>Increased use will be made of Guinea-Bissau nationals in preparing agro-industrial investment dossiers;</p> <p>COGE will commit increasing resources to the process to complement donor support attracted;</p> <p>COGE roundtables or other donor initiatives will encourage support for preparations, investments and complementary actions;</p> <p>Reforms and policy actions which should precede the Agroindustrial Fund will be made; arrangements with IMF and an IBRD structural adjustment loan will be in place;</p>

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investors who will conduct the enterprises are assisted to develop the capacity to manage them;

d) The preparations and/or a strategy for continuing further agroindustrial investment promotion is developed; and

e) A process for preparation, skills development and management for resource transfer to private agribusiness development is demonstrated and attracts resource transfers.

- Inputs - resident and short-term technical services for training, studies and business advisory services;
- commodities library and pedagogic materials; supplies and equipment; one project vehicle.
 - participant training in development banking operations;
 - current cost support for ITFP;
 - an experimental credit facility to gain operating experience through preparations for financing of a few priority investments;
 - provision for auditing and evaluation services;
 - employment by Portugal of a development attache in Lisbon to serve as facilitator in trilateral interface.

recognized by the (2M), the entrepreneur and donors and will be attracting internal resources through the fund or otherwise.

	U.S. Port COCB Total			
Training	.55	.1	.2	.85
Tech. Svcs.	.35	.2	.1	.63
Commodities	.17			.17
Exp. Cr. Fac.	.20			.20
Evaluation	.03			.03
Contingency & Inflation	.20			.20
TOTAL	1.5	0.3	0.3	2.1

U.S. contribution - to be obligated in FY 84 and FY 85;

Portuguese - \$300,000 total in FY 84, 85 and 86, but not more than \$100,000 in FY 84;

COCB - \$100,000 annually in FY 85, 86 and 87 available from PL 488 generations.

The Agroindustrial Fund will come into being.

ANNEX 2
DOCUMENTS AND REPORTS

ANNEX 2

DOCUMENTS AND REPORTS

1. Grant Agreement (Portuguese)
2. Trilateral Memorandum (Port. & Engl.)
3. Project Paper (Engl)
4. Project Identification Document Phase I (Engl)
5. Project Identification Document Phase II (Engl)
6. Letter to Min. of Econ. Cooperation and Plan from USAID Oct.30, 1987
Minutes of First Meeting of Trilateral Commission,
May 26-28, 1987 (Engl)
7. Acta da Reunion Tecnica, Fevereiro 1987 (Port)
8. Various Actas da Commission Paritaria do Projecto Trilateral
9. Counterpart Funds Transfer Letter (Port. & Engl)
10. Grant-in-Aid Agreement (Engl/Port)
11. Protocolo de Acordo entre Portugal e Guinea-Bissau (Port)
12. Contract for Sub-project 1 (Port/Engl)
13. Agro-industry Report, Vol. II. Sub-Project 1 (Port/Engl)
14. Agro-industry report - Mandioca (Port.)
15. Contract for Sub-project 2 (Port/Engl)
16. Diagnostic of private enterprise sector of the Republic
of Guinea-Bissau, Vol. II (Engl)
17. Technical Services Contract Sub-Project 4 (Port)
18. Technical Services Contract Sub-Project 6 (Port)
19. Work Plan: Intensive Training in Business Management
Sub-Project 6
20. First Progress Report: Intensive Training in Business Management
Sub-Project 6 (Port)
21. Contract for Sub-project 7 (Engl)
22. Various commodity purchase documents
23. Sub-project description summaries (Port.)
24. Four month report of Advisor to BNGB
25. Project Report. BNGB, February 1987.

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AIDAC
 E.O. 12356:VA
 SUBJECT: TECHNICAL SKILLS TRAINING (657-0311)
 REFERENCE (TOR) FOR EVALUATION

REF: (A) BISSAU 2525, (B) BISSAU 2525, (C) STA

SUMMARY: REDSOVCA REVIEWED DRAFT TOR WHICH HAS
 AS THE BASIS FOR LOCAL AGREEMENT 4 SEPTEMBER 1987. WE
 COMMEND MISSION'S EFFORTS IN PREPARATION OF TOR AND
 NEGOTIATION OF IT WITH REPRESENTATIVES OF BNGB, GOGB AND
 PORTUGAL. NOTWITHSTANDING SCHEDULED 16 OCTOBER 1987
 STARTING DATE FOR EVALUATION, WE HOPE THAT ITS FOCUS CAN
 BE NARROWED TO THOSE ACTIVITIES THAT HAVE BEEN
 IMPLEMENTED TO DETERMINE WHETHER OR NOT THEY MOVED THE
 PROJECT TOWARDS MEETING ITS DESIGNATED PURPOSE. TO
 FACILITATE OR/GB'S EFFORTS TO NARROW THE FOCUS OF THE
 EVALUATION AND OBTAIN BNGB, GOGB AND PORTUGUESE
 AGREEMENT ON CHANGES, REDSOVCA HAS TAKEN THE LIBERTY TO
 REDRAFT THE TOR ACCORDINGLY. END SUMMARY.

INTRODUCTION: THIS IS AN EVALUATION, DESIGNED TO
 DETERMINE WHETHER OR NOT ACTIVITIES BEING IMPLEMENTED
 ENABLED THE PROJECT TO MOVE TOWARDS MEETING ITS
 DESIGNATED PURPOSE. IT WILL BE PRESENTED TO THE
 TRILATERAL COMMISSION, 30 NOVEMBER 1987, FOR REVIEW AND
 APPROVAL OF RECOMMENDATIONS CONTAINED THEREIN FOR ACTION
 BY ALL CONCERNED PARTIES.

PURPOSE OF EVALUATION: THE EVALUATION IS TO REVIEW
 IMPLEMENTATION OF ALL SUB-PROJECTS THAT HAVE BEEN
 UNDERTAKEN TO DATE AND DETERMINE: (A) WHETHER OR NOT
 THEY HAVE BEEN IMPLEMENTED AS PLANNED; (B) WHAT CAN BE
 DONE TO IMPROVE THEIR IMPLEMENTATION; (C) WHETHER OR NOT
 THE SUB-PROJECTS BEING IMPLEMENTED ARE HAVING THE
 ANTICIPATED EFFECTS; AND (D) WHETHER OR NOT THE
 SUB-PROJECTS CONTINUE TO ENABLE THE PROJECT TO ACHIEVE
 ITS INTENDED PURPOSE.

BACKGROUND. THIS PROJECT REPRESENTS A COOPERATIVE
 TRILATERAL EFFORT BY GUINEA-BISSAU, PORTUGAL AND THE
 UNITED STATES. THE U.S. SEES TRILATERAL COOPERATION AS
 A MEANS TO PARTICIPATE IN PARALLEL FINANCING, WHICH
 REINFORCES U.S. FRIENDSHIP WITH AND TAKES ADVANTAGE OF
 THE LANGUAGE SKILLS AND FAMILIARITY WITH GUINEA-BISSAU
 BY THE PORTUGUESE. PORTUGUESE INVOLVEMENT IS CATALYTIC
 IN TWO SENSES: HELPING PORTUGAL TO MOVE FROM A
 POST-COLONIAL POSTURE OF ADJUSTMENT TO ONE OF
 CONSTRUCTIVE INVOLVEMENT MUTUALLY BENEFICIAL TO THE IR
 ECONOMY AND THAT OF GUINEA-BISSAU; AND AS A FACILITATOR
 OF EFFECTIVE DONOR FLOWS INTO AN AREA POSING
 CONSTRAINTING IMPLEMENTATION PROBLEMS. THE U.S. INTEREST
 IN BOTH PORTUGAL'S AND LUSOPHONIC AFRICA'S ECONOMIC
 PROGRESS IS CONSIDERABLE.

RECORDING TO THE 10 MAY 1984 MINUTES OF THE MEETING
REGARDING THE TRILATERAL COOPERATION, THE PROJECT'S
SCHEME WAS TO CREATE A SERIES OF INSTRUMENTS AND SUPPORT
MECHANISMS AS WELL AS TECHNICAL ASSISTANCE AND TRAINING
ACTIONS NECESSARY FOR THE SUPPORT AND FUNCTIONING OF THE
TRILATERAL ASSISTANCE. THE MAJOR OBJECTIVES OF PHASE
ONE WERE:

(1) TRAIN INDIVIDUALS TO STRENGTHEN INSTITUTIONAL
CAPACITY:

- FOR THE CENTRAL BANK (BNBD) TO PREPARE STAFF MEMBERS
OF THE BANK TO APPRAISE AGRO-INDUSTRIAL PROJECTS AND
ADMINISTER AN AGRO-INDUSTRIAL DEVELOPMENT FUND.

- FOR THE INSTITUTE FOR PROFESSIONAL TRAINING (IIFP)
TRAIN MIDDLE AND UPPER-LEVEL PERSONNEL IN THE SKILLS
NEEDED TO OPERATE PRIVATE AND PUBLIC ENTERPRISE
OPERATIONS.

- FOR PRIVATE ENTREPRENEURS TO OBTAIN OR ACQUIRE
MANAGERIAL SKILLS NEEDED TO OPERATE PRODUCTIVE
ENTERPRISES.

(2) INSTITUTIONALIZATION OF A PROCESS FOR
AGRO-INDUSTRIAL INVESTMENTS, INCLUDING THE PROVISION OF
TECHNICAL SERVICES TO ENTERPRISES.

(3) PREPARATION FOR THE ESTABLISHMENT OF THE FUND.

THE 10 MAY 1984 MINUTES ALSO INDICATE THE OBJECTIVES OF
THE SECOND PHASE OF THE PROJECT. IN PARTICULAR, IT
INDICATES THERE WILL BE ESTABLISHED, WITHIN THE CREDIT
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UNCLAS SECTION 02 OF 03 ABIDJAN 21839

AIDAC

E.O. 12356:1/A
SUBJECT: TECHNICAL SKILLS TRAINING (697-0011) TERMS OF

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DIVISION OF BNGB, A FUND FOR AGRO-INDUSTRIAL DEVELOPMENT, TO SUPPORT PRIVATE ENTERPRISE PROJECTS APPROVED BY THE PROJECT ANALYSIS DIVISION, ACCORDING TO THE BNGB PROJECTS MANUAL AND TO THE REGULATION OF THIS FUND.

PROGRAM ISSUES:

PROJECT PURPOSE: TO ASSIST GUINEA-BISSAU, THROUGH TRAINING, STUDIES AND BUSINESS ADVISORY SERVICES, TO PREPARE AND TO ATTRACT RESOURCES FOR PRIVATE AGRO-INDUSTRIAL INVESTMENTS AND TRADE AND TO INCREASE CAPACITY OF THE NATIONAL BANK OF GUINEA-BISSAU AND OF PRIVATE ENTREPRENEURS TO APPRAISE AND MANAGE AGRO-INDUSTRIAL INVESTMENTS. REFINEMENTS OF THIS STATEMENT MIGHT BE WARRANTED AS A RESULT OF EXPERIENCE GAINED IN THE IMPLEMENTATION OF ACTIVITIES FINANCED UNDER THE PROJECT. ILLUSTRATIVE QUESTIONS THAT FACILITATE FURTHER EXAMINATION OF THE PROJECT PURPOSE ARE AS FOLLOWS:

- IS THERE ANY INSTITUTIONALIZATION TAKING PLACE?
- DO THE SUB-PROJECTS LEAD TO AND ENHANCE THE PROJECT PURPOSE?
- GIVEN THE SUB-PROJECTS, IS THE PROJECT PURPOSE TOO BROAD?

SUB-PROJECTS: THE FOLLOWING SUB-PROJECTS ARE WITHIN THE FRAMEWORK OF THE TRILATERAL COMMISSION: AGRO-INDUSTRY STUDY; PRIVATE ENTERPRISE STUDY; DESIGN OF MID-LEVEL TRAINING COURSES/TECHNICAL ASSISTANCE TO ITFP; PRIVATE SECTOR TRAINING COURSES; TECHNICAL ASSISTANCE TO THE BNGB; PROCUREMENT; TRAINING IN PORTUGAL FOR GOPI; AND TRAINING IN U.S.A. AND THIRD COUNTRIES. NOTE: THIS EVALUATION WILL NOT BE ABLE TO LOOK AT THE EXPERIMENTAL FUND WHICH IS DIFFERENT FROM THE AGRO-INDUSTRIAL FUND UNLESS SOME THOUGHTS EVOLVE FROM DISCUSSIONS WITH THE T.A. AT THE CENTRAL BANK.

ILLUSTRATIVE QUESTIONS THAT FACILITATE EXAMINATION OF THESE SUB-PROJECTS ARE AS FOLLOWS:

- WAS THE BREAKDOWN INTO SUB-PROJECTS THE APPROPRIATE WAY TO HANDLE THE PROJECT FROM A PROGRAMMATIC STANDPOINT?
- WHAT IS THE INTER-RELATIONSHIP AMONG THE SUB-PROJECTS?
- HOW EFFECTIVE ARE THE SUB-PROJECTS IN CARRYING OUT THE PROJECT PURPOSE?
- WERE THEY THE APPROPRIATE SUB-PROJECTS IN TYPE AND MIX?
- ARE THE STUDIES PRODUCED UNDER THE SUB-PROJECTS OF HIGH QUALITY AND USEFUL TO THE GOVT?

1/6

IS THE TRAINING PROGRAM UNDER ITFP SUB-PROJECT BEING APPROPRIATELY CARRIED OUT? 2-6

- WAS THE CURRICULUM DEVELOPED FOR CENFA SUB-PROJECT WELL DEVELOPED AND IS IT BEING SUCCESSFULLY IMPLEMENTED?
- WERE THE SELECTED ORGANIZATIONS UNDER EACH SUB-PROJECT THE APPROPRIATE ONES FOR THE PROJECT?
- HAS TRAINING OF THE PRIVATE ENTREPRENEURS BEEN EFFECTIVE?
- IS IT BEING WELL UTILIZED BY THEM?
- WERE PARTICIPANTS WELL SELECTED?
- HAS THE TRAINING IN PORTUGAL BEEN USEFUL?
- WAS IT APPROPRIATE UNDER THE PROJECT?
- WAS THE MIX OF TECHNICAL ASSISTANCE UNDER THE SUB-PROJECTS ADEQUATE?
- IS THE TECHNICAL ASSISTANCE EFFECTIVE?
- HOW HAS PROCUREMENT OF COMMODITIES PROGRESSED?
- WERE COMMODITIES WELL SELECTED FOR NEEDS UNDER THIS PROJECT?

PROGRAM MANAGEMENT: OF PARTICULAR IMPORTANCE TO A.I.D. UNDER THIS PROJECT IS AN EVALUATION OF BOTH THE FRAMEWORK OF THE TRILATERAL COMMISSION AND MECHANISMS THEREUNDER, AND THE OVERALL MANAGEMENT OF THE PROJECT. TO THIS EFFECT, THE FOLLOWING QUESTIONS MIGHT BE ADDRESSED:

- IS A TRILATERAL ARRANGEMENT SUCH AS THIS AN EFFECTIVE WAY TO DELIVER ASSISTANCE IN GUINEA-BISSAU?
- ARE THE CURRENT TRILATERAL MECHANISMS THE MOST EFFECTIVE UNDER SUCH A PROJECT?
- HAS PROCUREMENT BEEN EFFECTIVE AND EFFICIENT?
- WAS A.L.D.'S HOST COUNTRY CONTRACTING MECHANISM SUCCESSFUL?

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INFO RUFHL/AMEMBASSY LISBON IMMEDIATE 0259

BT
UNCLAS SECTION 03 OF 05 ABIDJAN 21839

AIDAC

E.O. 12336: N/A

SUBJECT: TECHNICAL SKILLS TRAINING (657-0911) TERMS OF

- WAS THE DIVISION INTO SUB-PROJECTS EFFECTIVE FROM A MANAGEMENT POINT OF VIEW? FROM AN ACCOUNTING POINT OF VIEW?
- IS THE PROJECT MANAGEMENT INTENSIVE?
- HOW WELL HAVE EACH OF THE PARTIES MANAGED THE PROJECTS?
- HOW WELL HAVE THE THREE PARTIES COORDINATED MANAGEMENT OF THE SUB-PROJECTS? (NOTE: THIS MIGHT INCLUDE SUCH ITEMS AS PAYMENT PROCEDURES, ETC.).

PROJECT ASSUMPTIONS: ANNEX I TO THE PROJECT PAPER SETS FORTH THE LOGISTICAL FRAMEWORK. THE LAST COLUMN OF THIS FRAMEWORK PRESENTS ASSUMPTIONS FOR THE PROJECT. THESE ASSUMPTIONS COULD BE REVIEWED TO DETERMINE WHETHER OR NOT THEY ARE STILL VALID. MOREOVER, THEY CAN BE EXAMINED TO DETERMINE WHETHER OR NOT ANTICIPATED ACTIONS OCCURRED. AN ILLUSTRATIVE LIST OF QUESTIONS WHICH FACILITATE EXAMINATION OF THE PROJECT'S ASSUMPTIONS ARE AS FOLLOWS:

QUOTE POLICIES WILL BE ADOPTED BY GOGB WHICH ENCOURAGE PRIVATE COMPETITION IN AGRO-INDUSTRIAL AND AGR I-BUSINESS EXPORTS UNQUOTE

2 WHAT POLICIES HAVE OR SHOULD HAVE BEEN ADOPTED TO ENCOURAGE PRIVATE COMPETITION IN AGRO-INDUSTRIAL AND AGR I-BUSINESS EXPORTS?

- WERE ANY POLICIES ADOPTED BY GOGB WITH RESPECT TO EXCHANGE RATES, RETENTION AND REPATRIATION OF FOREIGN EXCHANGE, AND PRIVATE DISTRIBUTION AND EXPORT (TRADE AND MARKETING) IN MOST COMMODITIES?

QUOTE ADEQUATE NUMBER OF QUALIFIED PERSONS WILL BE HIRED AND TRAINED BY BNGB AND GIVEN STATUS AND INCENTIVES UNQUOTE.

- HAVE ADEQUATE NUMBERS OF QUALIFIED PERSONNEL BEEN HIRED AND TRAINED BY BNGB AND GIVEN STATUS AND INCENTIVES?

QUOTE IIFP WILL ESTABLISH TRAINING PROGRAMS SHOWN TO BE NEEDED AND/OR NEW CHANNELS WILL BE EXPLORED FOR COMPLEMENTARY TRAINING UNQUOTE.

- DID IIFP ESTABLISH TRAINING PROGRAMS SHOWN TO BE NEEDED OR WERE NEW CHANNELS EXPLORED FOR COMPLEMENTARY

11/5

UNQUOTE INCREASED USE WILL BE MADE OF GUINEA-BISSAU NATIONALS IN PREPARING AGRO-INDUSTRIAL INVESTMENT DOSSIERS UNQUOTE.

2-8

- HAS THERE BEEN AN INCREASE IN THE USE OF GUINEA-BISSAU NATIONALS IN PREPARATION OF AGRO-INDUSTRIAL INVESTMENT DOSSIERS?

QUOTE GOGB WILL COMMIT INCREASING RESOURCES TO THE PROCESS TO COMPLEMENT DONOR SUPPORT ATTRACTED UNQUOTE

- DID THE GOGB INCREASE THE AMOUNT OF RESOURCES DEVOTED PRIVATE TRADE AND INVESTMENT IN AGRIBUSINESS AND AGRO-INDUSTRY?

- DID SUCH RESOURCES COMPLEMENT DONOR SUPPORT PROVIDED UNDER THE PROJECT?

QUOTE GOGB ROUNDTABLES OR OTHER DONOR INITIATIVES WILL ENCOURAGE SUPPORT FOR PREPARATIONS, INVESTMENTS AND COMPLEMENTARY ACTIONS

- DID GOGB ROUNDTABLES OR OTHER DONOR INITIATIVES ENCOURAGE SUPPORT FOR PREPARATIONS, INVESTMENTS AND COMPLEMENTARY ACTIONS IN GUINEA-BISSAU?

QUOTE REFORMS AND POLICY ACTIONS WHICH SHOULD PRECEDE THE AGRO-INDUSTRIAL FUND WILL BE MADE; ARRANGEMENTS WITH IMF AND AN IBRD STRUCTURAL ADJUSTMENT LOAN WILL BE IN PLACE UNQUOTE

- HAVE THE NECESSARY REFORMS AND POLICY ACTIONS TAKEN PLACE THAT SHOULD PRECEDE PHASE TWO AND ESTABLISHMENT WITHIN THE CREDIT DIVISION OF BNGB, A FUND FOR AGRO-INDUSTRIAL DEVELOPMENT, TO SUPPORT PRIVATE ENTERPRISE PROJECTS APPROVED BY THE PROJECT ANALYSIS DIVISION ACCORDING TO THE BNGB PROJECTS MANUAL AND TO THE REGULATIONS OF THESE FUNDS?

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UNCLAS SECTION 04 OF 05 ABIDJAN 21839

AIDAC

E. O. 12356: N/A

SUBJECT: TECHNICAL SKILLS TRAINING (657-0011) TERMS OF

METHODS AND PROCEDURES: DATE COLLECTION AND ANALYSIS
METHODS. THE EVALUATION TEAM SHOULD EXAMINE THE STUDY
REPORTS FINANCED BY THE PROJECT AND EXAMINE RECORDS ON
TRAINING ACTIVITIES. THEY SHOULD ALSO INTERVIEW PERSONS
WHO HAVE SPECIALIZED KNOWLEDGE OF THE PRIVATE SECTOR AND
BANKING IN GUINEA-BISSAU TO DETERMINE HOW THE PROJECT
HAS REACHED THEM AND POSSIBLY ASCERTAIN THEIR CREDIT
NEEDS. AT A MINIMUM THE FOLLOWING DOCUMENTS SHOULD BE
REVIEWED BY THE EVALUATION TEAM: PROJECT IDENTIFICATION
DOCUMENT; PROJECT PAPER, TRILATERAL AGREEMENT, AID/GOBB
PROJECT AGREEMENT, ICE/GOBB AGREEMENT, TRILATERAL
MEMORANDUM OF UNDERSTANDING, TECHNICAL REPORTS, CETEL
REPORTS, TECHNIVEST REPORTS, CEDRE REPORTS NORMA
REPORTS, ALL PROJECT IMPLEMENTATION LETTERS, TRILATERAL
COMMISSION JOINT COMMUNICATIONS, ALL HOST COUNTRY
CONTRACTS AND AMENDMENTS, WAIVERS, AND OTHER PROCUREMENT
DOCUMENTS.

STAFFING AND TENTATIVE ASSIGNMENTS FOR EVALUATION: THE
EVALUATION TEAM WILL CONSIST OF (A) A THREE PERSON
EVALUATION COMMISSION CONSISTING OF ONE REPRESENTATIVE
EACH FROM GUINEA-BISSAU, PORTUGAL AND THE UNITED STATES,
AND (B) SUPPORT STAFF PROVIDED BY ONE OR MORE OF THE
THREE-COUNTRIES. THE OVERALL EVALUATION TEAM WILL
INCLUDE THE FOLLOWING SPECIALTIES:

- TRAINING SPECIALIST (U.S. REPRESENTATIVE)
- EVALUATION SPECIALIST (U.S. SUPPORT STAFF)
- PORTUGUESE REPRESENTATIVE
- BANKING/AGRO-BUSINESS EXPERT (PORTUGUESE SUPPORT STAFF)
- GUINEA-BISSAU REPRESENTATIVE

FORMAT FOR EVALUATION REPORT: IT IS SUGGESTED THAT THE
EVALUATION REPORT HAVE THE FOLLOWING FORMAT:

I. EXECUTIVE SUMMARY:

- PURPOSE OF THE PROJECT AND SUB-PROJECTS EVALUATED.
- PURPOSE OF THE EVALUATION AND METHODOLOGY USED.
- FINDINGS AND CONCLUSIONS.
- RECOMMENDATIONS FOR THIS PROJECT AND SUBSEQUENT PHASES
HEREOF.
- LESSONS LEARNED, INCLUDING PROJECT DESIGN IMPLICATIONS
AND BROAD ACTION IMPLICATIONS.

TABLE OF CONTENTS

BODY OF THE REPORT

- PURPOSE AND STUDY QUESTIONS OF THE EVALUATION.
- THE ECONOMIC, POLITICAL AND SOCIAL CONTEXT OF THE PROJECT.
- THE OVERALL TEAM COMPOSITION AND STUDY METHODS.
- EVIDENCE/FINDINGS OF THE STUDY CONCERNING THE EVALUATION TOPICS.
- CONCLUSIONS DRAWN FROM THE FINDINGS.
- RECOMMENDATIONS BASED ON THE STUDY FINDINGS AND CONCLUSIONS STATES AS ACTIONS TO BE TAKEN TO IMPROVE PROJECT PERFORMANCE.

ALL APPENDIXES

- TERMS OF REFERENCE
- LATEST LOGICAL FRAMEWORK
- LIST OF DOCUMENTS CONSULTED
- LIST OF INDIVIDUALS AND AGENCIES CONTACTED
- TECHNICAL TOPICS (OPTIONAL)
- DISCUSSION OF STUDY METHODOLOGY (OPTIONAL)

DISTRIBUTION OF EVALUATION REPORT: THE EVALUATION REPORT IS TO BE PRESENTED IN BOTH PORTUGUESE AND ENGLISH. COPIES OF THE DRAFT ENGLISH AND PORTUGUESE EVALUATION REPORT WILL BE DISTRIBUTED TO REPRESENTATIVES OF THE U.S., GUINEA-BISSAU AND PORTUGAL NOT LATER THAN 25 NOVEMBER 1987. COMMENTS AND CLARIFICATIONS WILL BE DISCUSSED DURING THE 30 NOVEMBER 1987 TRILATERAL COMMISSION MEETING IN GUINEA-BISSAU. THESE COMMENTS AND CLARIFICATIONS WILL BE FORWARDED TO THE REPRESENTATIVES OF THE U.S., GUINEA-BISSAU AND PORTUGAL ON THE EVALUATION TEAM FOR INCLUSION IN THE FINAL EVALUATION REPORT. THE U.S. AND PORTUGUESE REPRESENTATIVES ON THE EVALUATION TEAM WILL BE RESPONSIBLE FOR CONFIRMING THEIR RESPECTIVE ENGLISH AND PORTUGUESE VERSIONS OF THE FINAL EVALUATION REPORT. SIMILARLY, THEY WILL BE RESPONSIBLE FOR PROVIDING SUFFICIENT COPIES OF THE FINAL EVALUATION

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UNCLAS SECTION 05 OF 05 ABIDJAN 21839

AIDAC

ZCZC 12356;N/A

SUBJECT: TECHNICAL SKILLS TRAINING (637-8011) TERMS OF
REPORT FOR DISTRIBUTION WITHIN THEIR RESPECTIVE
ORGANIZATIONS AND GUINEA-BISSAU.

PROPOSED DATES: THE EVALUATION TEAM IS EXPECTED TO WORK
IN GUINEA-BISSAU FROM OCTOBER 16 TO NOVEMBER 6, 1987.

FOR OAR/BISSAU AND USAID/LISBON: PLS DISCUSS REVISED
TOR WITH GOGB AND PORTUGUESE (ICE). REDSO/WCA TRAINING
OFFICER JAMES WASHINGTON WILL REPRESENT U.S. ON
EVALUATION TEAM. WE ARE PROCURING THE SERVICES OF A
PORTUGUESE SPEAKING EVALUATION SPECIALIST TO SERVE AS
SUPPORT STAFF TO MR. WASHINGTON. KUX

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PROJECTO DE FORMAÇÃO TÉCNICA (657-0011)

TERMOS DE REFERÊNCIA PARA AVALIAÇÃO

Introdução: A presente avaliação destina-se a determinar se as actividades que estão a ser implementadas estão ou não a permitir que o Projecto alcance a meta traçada. A avaliação será apresentada à Comissão Trilateral a 30 de Novembro de 1987 para que se faça a revisão e se aprovelem as recomendações propostas e sejam tomadas as diligências necessárias pelas partes intervenientes.

Finalidade da Avaliação: A avaliação destina-se a rever a implementação de todos os sub-projectos que têm sido executados até à data e determinar o seguinte:

- (a) se foram ou não implementados conforme foi planificado;
- (b) o que poderá ser feito para melhorar a implementação;
- (c) se os sub-projectos que estão a ser implementados estão ou não a ter os efeitos antecipados; e
- (d) se os sub-projectos continuam ou não a permitir que o Projecto atinja a meta pretendida.

Considerações: O Projecto representa um esforço de cooperação trilateral entre Guiné-Bissau, Portugal e E.U.A. Os E.U.A. consideram a Cooperação Trilateral um meio de participar num financiamento paralelo reforçando a amizade com Portugal e tirando proveito da capacidade linguística e da familiaridade de Portugal com a Guiné-Bissau. A participação Portuguesa é catalítica no que se refere a dois aspectos: prestar auxílio

a Portugal para que passe de uma postura de ajustamento pós-colonial para uma situação de participação construtiva que tenha benefício mútuo tanto para a respectiva economia como para a de Guiné-Bissau; e como um facilitador de doador útil, abrange uma área que implica problemas de implementação. É considerável o interesse dos E.U.A. tanto no progresso económico de Portugal como da África Lusófona.

Em conformidade com a acta da reunião de 10 de Maio de 1984 sobre a cooperação trilateral, o esquema do Projecto pretende criar uma série de instrumentos e mecanismos de apoio bem como incluir acções de formação e assistência técnica necessárias para apoiar e fazer funcionar a assistência trilateral. Os objectivos principais da Fase I eram:

- (1) Formar indivíduos para reforçar a capacidade institucional:
 - No Banco Nacional (BNGB) preparar membros do pessoal do Banco no domínio de avaliação de projectos agro-industriais e na administração de um Fundo de Desenvolvimento Agro-industrial.
 - No Instituto Técnico de Formação Profissional (ITFP) formar quadros de nível superior e médio nos domínios necessários para o funcionamento das operações das empresas públicas e privadas.
- (2) Institucionalização de um processo para investimentos agro-industriais, incluindo a concessão de serviços técnicos às empresas.
- (3) Preparativos para a criação do Fundo.

A acta da reunião de 10 de Maio de 1984 também indica os ob-

jectivos da Fase II do Projecto. Em particular, indica que será criado, um Fundo para Desenvolvimento Agro-industrial no Departamento de Crédito do BNGB para apoiar os projectos das empresas privadas aprovados pela Divisão de Avaliação de Projectos em conformidade com o Manual de Projectos do BNGB e as regulamentações do Fundo.

Outros aspectos do Programa:

Metas do Projecto: Prestar assistência à Guiné-Bissau, através de formação, estudos e serviços de consultoria no domínio de negócios a fim de preparar e atrair recursos para investimentos agro-industriais no sector privado, para o comércio e para aumentar a capacidade do Banco Nacional da Guiné-Bissau e dos empresários privados na avaliação e gestão de investimentos agro-industriais. A consolidação desses aspectos poderá ser assegurada como resultado da experiência adquirida na implementação das actividades financiadas no quadro do Projecto. Questões ilustrativas que facilitarão uma análise mais detalhada das metas do Projecto são as seguintes:

- Está a verificar-se alguma institucionalização?
- Será que os sub-projectos conduzem e permitem atingir as metas do Projecto?
- Tendo em conta os sub-projectos existentes, será que a será que as metas do Projecto são demasiado vastas?

Sub-projectos: Os sub-projectos que se seguem estão incluídos na estrutura de trabalho da Comissão Trilateral: Estudo Agro-industrial; Estudo das Empresas Privadas; Planificação dos

dos Cursos de Formação a nível Médio/Assistência Técnica ao ITFP; Cursos de Formação para o Sector Privado; Assistência Técnica ao BNGB; Aquisições; Formação em Portugal financiada pelo Governo Português e formação nos E.U.A. e outros países. Esta avaliação não poderá analisar o Fundo Experimental que é diferente do Fundo Agro-industrial, a não ser que surjam alguns aspectos nas discussões com a assistência técnica no Banco Nacional.

Questões ilustrativas que facilitarão a análise dos sub-projectos são as seguintes:

- Será que a divisão em sub-projectos foi uma maneira adequada para abordar o Projecto sob um ponto de vista pragmático?
- Qual é a inter-ligação entre os sub-projectos?
- Qual a utilidade dos sub-projectos a fim de atingir as metas do Projecto?
- Será que os sub-projectos são adequados quanto ao tipo e quanto à inter-ligação existente?
- Será que os estudos elaborados no quadro dos sub-projectos são de elevada qualidade e úteis para o Governo da Guiné-Bissau?
- Será que o programa de formação no quadro do sub-projecto para o ITFP está a ser executado adequadamente?
- Será que o curriculum preparado para o sub-projecto de

CENFA foi bem preparado e está a ser implementado com êxito?

- Será que as organizações seleccionadas no quadro de cada sub-projecto são as mais adequadas para o Projecto?
- Será que a formação dos empresários privados tem sido útil?
- Está a ser bem utilizada pelos empresários?
- Os participantes nessa formação foram bem seleccionados?
- A formação em Portugal foi útil?
- Foi adequada no quadro do Projecto?
- Será que a participação da assistência técnica no quadro dos sub-projectos foi adequada?
- Será que a assistência técnica é eficaz?
- Que progressos se fez na aquisição dos bens?
- Os bens foram bem seleccionados para as necessidades no quadro do Projecto?

Gestão do Programa: É de particular importância para a A.I.D. no quadro deste Projecto uma avaliação da estrutura de trabalho da Comissão Trilateral e os respectivos mecanismos e a gestão geral do Projecto. Nesse domínio, deverão ser levantadas as questões que se seguem:

- Será que um Projecto Trilateral como este é um meio eficaz de prestar assistência à Guiné-Bissau?
- Será que os actuais mecanismos trilaterais são os mais eficazes no quadro desse tipo de Projecto?
- As aquisições têm sido eficazes e eficientes?
- O mecanismo de A.I.D. de contratação pelo país anfitrião teve êxito?
- A divisão em sub-projectos foi útil sob o ponto de vista de gestão? E sob o ponto de vista de contabilidade?
- A gestão do Projecto é intensiva?
- Como é que cada parte geriu os sub-projectos?
- Como é que cada parte coordenou a gestão dos sub-projectos? (Nota: Isto poderá incluir rúbricas como processos de pagamento, etc).

Hipóteses para o Projecto: O Anexo I do Documento do Projecto apresenta uma estrutura de trabalho lógica. A última coluna dessa estrutura apresenta hipóteses para o Projecto. Essas hipóteses poderiam ser revistas para determinar se ainda são ou não válidas. Uma lista de questões ilustrativas que facilitarão a análise das hipóteses do Projecto são as seguintes:

Citação As políticas serão adoptadas pelo Governo da Guiné-Bissau que encoragem a competição privada das exportações agro-industriais Fim de Citação.

- Que políticas foram ou estão a ser adoptadas para encorajar as exportações agro-industriais?
- O Governo da Guiné-Bissau adoptou políticas em relação às taxas de câmbio, retenção e repatriamento de divisas e distribuição e exportação privada (comércio e marketing) na maior parte dos bens?

Citação Um número adequado de pessoas qualificadas serão contratadas e formadas pelo BNGB e ser-lhes-ão concedidos determinado status e benefícios Fim de citação.

- O BNGB chegou a contratar e formar um número de pessoas qualificadas e concedeu-lhes determinado status e benefícios?

Citação O ITPP irá criar programas de formação considerados necessários e/ou serão exploradas novas vias para formação complementar Fim de citação.

- O ITPP criou programas de formação considerados necessários ou foram exploradas novas vias para formação complementar?

Citação Serão utilizados cada vez mais os nacionais da Guiné-Bissau na preparação de dossiers de investimento agro-industrial Fim de citação.

- Tem-se verificado a utilização cada vez mais de nacionais da Guiné-Bissau na preparação de dossiers de investimento agro-industrial?

Citação O Governo da Guiné-Bissau compromete-se a aumentar os recursos no processo de complementar o apoio conseguido dos

doadores Fim de citação.

- O Governo da Guiné-Bissau aumentou os recursos do comércio privado e investimento na agro-indústria?
- Esses recursos complementam o apoio dos doadores proporcionado no quadro do Projecto?

Citação As mesas redondas do Governo da Guiné-Bissau e as iniciativas de outros doadores irão encorajar apoio nos preparativos, investimentos e nas acções complementares na Guiné-Bissau Fim de citação

- As mesas redondas do Governo da Guiné-Bissau e as iniciativas de outros doadores encorajaram apoio nos preparativos, investimentos e nas acções complementares na Guiné-Bissau?

Citação Serão feitas reformas e providenciadas acções de política antes da criação do Fundo Agro-industrial; serão tomadas as providências necessárias com o FMI e BIRD quanto a um empréstimo de ajustamento estrutural Fim de citação.

- Foram feitas as reformas necessárias e providenciadas as acções de política que devem preceder a Fase II e a criação de um Fundo de Desenvolvimento Agro-industrial no Departamento de Crédito do BNGB para apoiar os projectos de empresas privadas aprovados pela Divisão de Avaliação dos Projectos em conformidade com o Manual de Projectos do BNGB e as regulamentações desses Fundos?

Métodos e Procedimentos: Compilação de Dados e Métodos de Análise. A equipa de avaliação deverá analisar os relatórios dos estudos financiados no quadro do Projecto e os registos das actividades de formação. Deverá também entrevistar os indivi-

duos que possuam conhecimento especializado do sector privado e operações bancárias na Guiné-Bissau para deteminar como é que o Projecto atingiu essas áreas e possivelmente avaliar as respectivas necessidades de crédito. A equipa de avaliação deverá rever no mínimo os seguintes documentos: Documento de Identificação do Projecto; Documento do Projecto, Convênio Trilateral, Convênio do Projecto entre o Governo da Guiné-Bissau e A.I.D.; Convênio entre o Governo da Guiné-Bissau e o Instituto de Cooperação Económica; Memorandum de Entendimento Trilateral; Relatórios Técnicos; Relatórios de Cetel; Relatórios de Techninvest; Relatórios de CEDRE; Relatórios de NORMA; todas as Cartas de Implementação do Projecto; todas as comunicações da Comissão Trilateral; Todos os Contratos do País Anfitrião e as Adendas, Documentos de Dispensa e outros documentos de aquisições.

Membros da equipa previstos em princípio para a avaliação: A equipa de avaliação será constituída por (a) uma Comissão de Avaliação compreendida por um representante da Guiné-Bissau, um de Portugal e outro dos E.U.A. e (b) pessoal de apoio proporcionado por um ou mais dos três países. A Equipa de Avaliação incluirá os seguintes especialistas:

- Especialista em Formação (Representante dos E.U.A.)
- Especialista em Avaliação (Pessoal de Apoio dos E.U.A.)
- Representante de Portugal
- Especialista em Agro-indústrias e Operações Bancárias (Pessoal de Apoio de Portugal)
- Representante da Guiné-Bissau

Formato para o Relatório de Avaliação: Sugere-se que o Relatório de Avaliação tenha o seguinte formato:

I. SUMÁRIO EXECUTIVO

- Finalidade do Projecto e dos Sub-projectos avaliados
- Finalidade da Avaliação e Metodologia Utilizada
- Dados encontrados e Conclusões
- Recommendations para este Projecto e Fases Subsequentes
- Lições aprendidas, incluindo implicações na planificação do Projecto e implicações nas acções mais latas

ÍNDICE:

II. CORPO DO RELATÓRIO

- Finalidade e Questões de Estudo da Avaliação
- Contexto Socio-económico e Político do Projecto
- Composição Geral da Equipa e Métodos de Estudo
- Provas/Dados encontrados do estudo sobre os Tópicos da avaliação.
- Conclusões retiradas dos dados encontrados
- Recomendações tendo em conta as conclusões e os dados encontrados do estudo como sendo acções a serem providenciadas para melhorar a execução do Projecto

III. APÊNDICES

- Termos de Referência
- Última estrutura de trabalho lógica
- Lista dos Documentos Consultados
- Lista dos indivíduos e dos organismos contactados
- Tópicos técnicos (Opção)
- Discussão da Metodologia de Estudo (Opção)

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Distribuição do Relatório de Avaliação: O Relatório de Avaliação deverá ser apresentado em Português e Inglês. As cópias dos rascunhos do Relatório de Avaliação quer em Inglês quer em Português deverão ser distribuídas aos representantes dos E.U.A., da Guiné-Bissau e de Portugal não mais tardar que 25 de Novembro de 1987. Os comentários e os esclarecimentos serão discutidos na reunião da Comissão Trilateral a 30 de Novembro de 1987 na Guiné-Bissau. Tais comentários e esclarecimentos serão enviados aos representantes dos E.U.A., da Guiné-Bissau e de Portugal da equipa de avaliação para serem incluídos no Relatório Final de Avaliação. Será da responsabilidade dos representantes de Portugal e dos E.U.A. que estiverem na equipa de avaliação elaborar as versões em Português e Inglês do Relatório Final de Avaliação. Será também da responsabilidade dos mesmos proporcionar cópias suficientes do Relatório Final de Avaliação para serem distribuídas nos respectivos organismos e na Guiné-Bissau.

Datas Propostas: Espera-se que a equipa de avaliação trabalhe na Guiné-Bissau de 16 de Outubro a 6 de Novembro de 1987.