INTERIM EVALUATION OF THE AFRICAN DEVELOPMENT SUPPORT (ADS) PROJECT (698-0464)

Submitted to:

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Special recognition must be made of the contributions of Randy Roeser, the ADS Project Manager, for the success of the project and this evaluation. He has provided diplomatic finesse, intellectual leadership, and balanced management of a unique project. He provided all necessary documentation and contacts, and supported and encouraged the evaluation team to go where its investigation and analysis might take it. The usefulness of the report's finding and recommendation are in no small part a result of open and realistic discussions between him and evaluation team members.

LIST OF ACRONYMS AND ABBREVIATIONS

AAAS	American Academy for the Advancement of Science
ABS	Annual Budget Submissions
ADS	African Development Support Project
AFR/TR	African Bureau Office of Technical Resources (Former name of AID/Washington backstop office. Used for clearly historical references.)
AFR/ARTS	African Bureau Office of Analysis, Research and Technical Support. (New name of backstop office.)
AFWID	Africa Bureau Project on Women in Development
A.I.D.	US Agency for International Development
ANR	Agricultural and Natural Resources
API	Assessment of Program Impact
AWF	African Wildlife Foundation
CDIE	A.I.D. Center for Development Information and Evaluation
CONT	Office of the Controller
CPSP	Country Program Strategic Plan
DFA	Development Fund for Africa
DP	Development Planning
EA	AFR/ARTS Division of Economic Analysis
EAGER	Equity and Growth for Economic Research Project
ECPR	Executive Committee for Project Review
EHR	Education and Human Resources
EOPS	End of Project Status
GC	General Council
GOX	Government of Country X
HHRAA	Health and Human Resources Analysis Project for Africa
HPN	Health, Population and Nutrition
IG	Office of the Inspector General
IQC	Indefinite Quantity Contract
M/E/R	Monitoring, Evaluation and Reporting System
MGT	Office of Management
OE	Operating Expense (Funds)
OMB	Office of Management and Budget
OYB	Operating Year Budget

NRMS	Natural Resources Management Support
PACP	Project Activity Completion Date
PAIP	Program Assistance Initiating Paper
PARTS	Policy, Analysis, Research and Technical Support Project
PASA	Participating Agency Service Agreement
PD	Project Design
PD&S	Project Design and Support Funds
PID	Project Identification Document
PRO	AFR/ARTS Program Office
PSC	Personal Services Contractors
R&D	Bureau of Research and Development (New name for the Bureau of Science and Technology.)
RSSA	Resources Support Service Agreement
TDY	Temporary Duty
USAID	United States Agency for International Development

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SUMMARY PROJECT DATA SHEET

1. Country: Africa Regional

2. Project Title: African Development Support

3. Project Number: 698-0464

4. Project Dates:

a.	Project Authorization:	6/13/89
b.	First Project Agreement:	none
c.	Final Obligation Date:	FY 93
d.	PACD:	12/31/93

5. Project Funding:

	Planned	Cum Obligation thru end FY 91
Africa Regional	7,900,000	4,067,245
REDSO's	12,100,000	3,718,361
Mission buy-ins	(In above)	3,635,004
Project Authorization/Total	20,000,000	11,420,610

6. Modes of Implementation:

PASA/RSSAs with USDA, US Departments of Labor and Transportation,
Buy-in to AID/DR contract with Abt Associates,
Personal Service Contracts with individual ADS Advisors,
Buy-ins to AAAS Fellowship Program Grants.

7. Project Designers:

Keith Sherper, former Director AFR/ARTS,
Donald R. MacKenzie, AFR/ARTS,
Linda Brown, AFR/PD,
Paul Holmes, Consultant, and others.

8. Responsible A.I.D. Officials:

Randy Roeser, Project Manager, AFR/ARTS,
ADS Project Committee, chaired by ADS Project Manager,
ADS Steering Committee, chaired by Director, AFR/ARTS,
Field Managers in REDSO/WCA and REDSO/ESA,
Field Managers in USAIDs with resident ADS Advisors.

9. Previous Evaluations: None

EXECUTIVE SUMMARY

A. Responses to Fundamental Project Issues

The purpose of this evaluation is to assist the Africa Bureau to address three fundamental issues that have arisen in the course of the first two years of implementation of the ADS project.

1. Has the project contributed to attainment of the objectives of the Development Fund for Africa (DFA)?

To fully respond to this issue, the evaluation team would have been required to measure basic economic and political changes in African countries which have received project-funded assistance. This level of investigation is more appropriate for an end-of-project evaluation which might also address fundamental design issues.

The evaluation team is conscious of the need to assess the *relevance* of ADS to achieving African economic development. The *constraints* identified in the Project Paper, which are derived from the DFA list of strategic objectives in the Africa Bureau's Action Plan, are refinements of the DFA goal. This evaluation concentrates on determining whether the project has met purpose-level expectations. The premise of this evaluation is that the project *goal* of attainment of DFA objectives will be achieved if project *outputs*, and therefore, project *purposes*, are achieved.

Although a considerable proportion of anticipated outputs have not yet been achieved, especially those to have been realized by the core technical group, the ADS Project has begun to realize the outputs identified in the project Logframe, and these results are contributing to attainment of the project purpose. ADS progress reports are beginning to make reference to accomplishments at the purpose level, which if sustained, would indicate that DFA objectives are being attained.

2. Are the problems that the ADS Project was designed to address still valid, and should the same means continue to be used to address them?

Critical constraints continue to impede the ability of the Africa Bureau to assist African countries in accelerating and sustaining broad-based economic growth. These include:

- an inadequate supply of specialized technical expertise to help focus A.I.D. resources;
- an inadequate flow and dissemination of information and technology regarding the scope and performance of projects;

- a lack of program/project continuity stemming from high personnel turnover; and

- an agency structured along rigid geographical and functional lines which discourages cross-fertilization of lessons learned.

Developments in Africa over the past two years (especially the democracy movements), developments within the DFA (notably the increased level of appropriations), and developments in A.I.D. (specifically the Agency and Bureau reorganizations), have strengthened the need for the ADS Project. The team recommends continuation of the ADS Project beyond its present PACD of December 31, 1993 because ADS Advisors continue to be needed to provide high-quality technical services in support of growing and diverse programs.There is no indication that this need will decline or change anytime in the foreseeable future.

3. Should the project be amended and/or extended beyond the current PACD, and if so in what way?

Taking into account the findings and conclusions in the evaluation, there are ways to improve the project's clarity, efficiency, and impact. This evaluation offers ten major recommendations as well as detailed suggestions in the substantive chapters. Given the deliberation now taking place in the Africa Bureau, the ADS Project can make important contributions to attainment of DFA objectives not included in the three other projects being considered for AFR/ARTS. There are also mechanisms which the Africa Bureau should consider, beyond the project, to help achieve the project purpose. These other actions, presented in Chapter VI, require the support of senior A.I.D. management as well as the cooperation of Congressional committees, the Office of Management and Budget, Congress, and the IG. The Bureau has already considered, but taken no action on, some of these options. However, many of the actions described in Chapter VI remain valid and merit further review.

B. Methodology

The evaluation team has applied a rigorous methodology to quantify their findings as much as possible. The team developed two questionnaires--one to be answered by 28 selected Missions and a second to be answered by all the 22 ADS advisors on board at the time of the evaluation. The questionnaires were designed to secure Mission and advisor views on similar issues, to determine their understanding of the project purpose, and to determine what Advisors and project managers were actually doing. The evaluation team attempted to interview each of the Advisors in AFR/ARTS, in the two REDSOs, and resident Advisors at all of the field posts. The evaluation took place between mid-September and mid-November 1991, with interviews being conducted of A.I.D. staff and ADS Advisors in Washington, Abidjan, Bangui, Nairobi, Kampala, Dar Es Salaam, Niamey, and Lilongwe.

C. Summary of Major Findings and Conclusions

Detailed findings are included in substantive chapters III, IV and V. The evaluation summary is built upon findings and conclusions to five major issues.

1. Relevance

To what extent does the project help the Africa Bureau relieve constraints to successful development outlined in the ADS Project Paper?

- In view of the importance of the ADS Project to the Bureau's ability to meet development objectives, the project remains little-known and even misunderstood by many who could benefit from its resources.

- Although it may be difficult to establish a quantitative assessment of the work of the ADS Advisors, their products conform with the purpose of the ADS Project. The Advisors make important contributions to achieving the goals of the DFA. Internal AFR/ARTS reporting on the project may be unduly critical by stating that the project has yet to achieve significant changes in program strategy and resource allocation.

- The ADS Project continues to satisfy a need for technical expertise at key levels in the Africa Bureau. While some approved scopes of work permit ADS Advisors to spend up to 30 percent of their time on administrative activities, the questions raised concerning the relevance of ADS Advisors carrying out administrative duties revolves around the distinction between administrative and programmatic activities and the distinction between appropriate tasks for direct hire and contract personnel.

- The mix of technical resources provided by ADS responds to needs determined by requesting A.I.D. offices. The project's focus cannot, however, be explained by the technical fields represented by the ADS Advisors, nor can the project's emphasis be determined, without some focus provided by central project management, a core group of activities in place, or a current Bureau analytic agenda.

- Field ADS Advisors, especially African Advisors, more than either Washington-based Advisors or Mission direct hire staff, viewed the project as targeting first and foremost African beneficiaries followed by nearly equal weight given to stakeholders beyond A.I.D. (donors and private sectors). Responses by Mission direct hire staff, Bureau personnel in Washington, and Washington-based ADS Advisors overwhelmingly cited the Agency as the primary stakeholder.

2. Effectiveness

To what extent is the project achieving its purpose stated in the Project Paper and Logframe?

- While the technical skills, range of services and type of supervision of resident ADS Advisors vary, the quality of their work has received high marks from A.I.D. supervisors, African government and private sector professionals, NGO officials, local colleagues, and the ADS Project Manager. The ADS Advisors technical reports and other products reviewed by the evaluation team clearly stand out in their originality and high caliber.

- Duties and objectives in ADS Advisor's scopes of work, and criteria for deciding on whether to approve new ADS positions, vary widely, reflecting the different views among A.I.D. staff on what the project purpose is, or should be.

3. Efficiency

To what extent is the project being managed in a least cost administrative manner?

- As might be expected from a project that is implemented at three organizational levels (Bureau, REDSO and USAIDs), there are different understandings on the part of A.I.D. managers as to the project purpose and intended stakeholders. Some view the ADS Project as a supplement for direct hire staff, while others see it as a mechanism to transfer technology to developing countries. With regard to stakeholders, an essential question is the extent to which the project can assist host countries directly, or through improving A.I.D.'s development activities internally.

- Beyond different understandings, there are strong views among some A.I.D. personnel that restricting the use of ADS funds to analytic, technical and programmatic purposes reduces the project's effectiveness to relieve constraints which the DFA is supposed to overcome. There are equally strong, opposite views, that too unrestricted use of ADS funds endangers the very existence of the project if it goes beyond Congressional intent.

- The ADS Project represents a substantial management responsibility for Africa Bureau personnel who make up the ADS Project Committee and Steering Committee and for AFR/ARTS staff who backstop the project. The willingness of the Project Committee to seek improved or new ways to achieve project objectives, reflects some frustration on the part of some senior AFR personnel with the administrative burden of approving scopes of work.

- The Bureau's decision not to proceed with a core group as outlined in the Project Paper, has reduced management's ability to focus the project, identify new themes, disseminate technical information, and promote cross-fertilization between technical fields. The consequence is a changed project from what was approved by the Assistant Administrator for Africa and has resulted in a project without a coherent thematic center.

- Although the progress reporting system designed for the ADS Project contributes to smooth management and oversight of project activities, there are deficiencies in the substantive information gathered through the reporting system and programmatic uses of the progress reports.

4. Propriety

To what extent does project implementation address concerns raised at the ECPR to distinguish between use of program and administrative funds?

- The distinction between A.I.D. administrative and programmatic activities is an Agency-wide issue that goes beyond the ADS Project. A sharp distinction does not reflect the operational purity of Agency operations. But, while maintaining an arbitrary separation between these functions hampers effective management of development resources, ignoring the distinctions presents legal and budgetary issues.

- Of the 22 active ADS Advisors on duty at the time of the evaluation, 15 are American, 1 is British, and 6, all at REDSO/WCA, are African. All ADS Advisors required some supervision to assure that their efforts are focused on the Bureau's sectors of priority interest.

- As reflected in decisions taken by the Project Committee and ADS Project management, the project has shifted from some of the concepts in the original Project Paper approved by the AA/AFR. The revisions make the project less technical, more country and service oriented, and less concerned with broader dissemination and cross-fertilization of technologies.

5. Options

Are there other approaches to achieve DFA goals and ADS Project purposes?

- Taking into account the above findings, there are ways the project should be amended to improve its clarity, management, and impact. There are also mechanisms which the Africa Bureau and A.I.D. should consider, beyond the project, to help achieve the project purpose.

D. Major Recommendations to Improve the Project

Detailed recommendations are included in substantive chapters III, IV, and IV. Recommendations for other actions and mechanisms to achieve the project purpose are included in Chapter VI. Suggestions for further study of other issues are in Chapter VII. Recommendations in the summary sections below are keyed to the five major evaluation issues.

1. To insure project relevance

- Continue the ADS Project beyond its present PACD of December 31, 1993, while at the same time making the improvements to the project recommended in this report. In accepting these recommendations for continuation and improvement--or alternate actions--the Africa Bureau should consider the internal management implications of continuation in terms of staff time and effort necessary to carry out the recommendations.

- Improve the ADS monitoring and progress reporting system by assuring collection of more useable project data, improving the reporting instrument so that it can be used as a means to disseminate information on lessons learned and promoting cross-fertilization of ideas.

- Improve the system for disseminating of ADS products. Recognize information dissemination as a professional effort for inclusion in the core group proposed in the original Project Paper. ADS Project Management should remind ADS Advisors to use CDIE's Development Information Library and that ADS products should be made available to the CDIE development information system. ADS data gathering and dissemination activities should be included within the Bureau's Information Resources Steering Committee, if that activity is instituted.

2. To improve project effectiveness

- Amend the Project Paper and Logframe to clarify the different roles ADS Advisors play in Missions, REDSOs and AFR/ARTS. For example, recognize that USAIDs have more project-specific needs and need for shorter term ADS Advisors. Since REDSO ADS Advisors are more proactive, they may need freer access to in-country activities than do resident ADS Advisors or REDSO staff who have more of a service roll for Mission programs. Stress the AFR/ARTS responsibility for dissemination, information exchange, cross-sectoral, and cross-geographic fertilization, that may be less of a felt need by Mission personnel.

- Increase the role of AFR/ARTS leadership beyond that of managing ADS procedures for approving new Advisors and overseeing reporting requirements. AFR/ARTS should more aggressively promote the mandate of the ADS Project and take more initiative in identifying themes to be researched by ADS Advisors, disseminating information, and managing follow-up activities. The Bureau should strengthen its Analytic Mandate to provide a more operationally useful basis for core themes to be considered by ADS Advisors.

- Organize workshops or informational programs for ADS Advisors, supervisors and field managers to improve understanding of the project's purpose and stakeholders, clarify the distinction between programmatic and administrative activities, and seek ways to disseminate new technologies and development lessons learned.

3. To improve project efficiency

- Reduce the management burden of the project on Bureau management by sharpening the criteria for determining what activities are to be included within the ADS mandate. More clearly defined programmatic activities would ease the management burden for approving ADS requests and provide guidance to the field on what ADS positions they might request.

- Reduce the time ADS Advisors devote to administrative duties by reducing the number of such activities in the ADS Advisors' scopes of work. ADS managers and supervisors should be better informed of the limitations on administrative type duties to be assigned to ADS Advisors. Increase the administrative support made available to ADS Advisors--such as secretarial services--to maximize the time ADS Advisors spend on technical matters.

- Establish the core group to help implement many of the recommendations made by the evaluation team. The management burden on the Bureau might be reduced, and the thematic thrust of the project might be increased, with an active core of technical experts. Workshops, seminars and a newsletter could be developed by an active core group--for the ADS Project--as well as, perhaps, for the other AFR/ARTS projects now being considered.

4. To insure project propriety

- Convene an Executive Committee for Project Review (ECPR) to consider the issues and recommendations in this evaluation. Following the ECPR, the Bureau should amend the project to adjust its goals, purpose and End of Project Status (EOPS) which should then be formally communicated to AFR/ARTS, REDSOs and field missions.

E. Other actions to achieve project goals and purpose

There are a number of actions--some external to the project--that can help ADS management focus resources assigned to the ADS project and help achieve the project purpose.

- Initiate an effort with Congress and Office of Management and Budget (OMB) to reconsider the distinction between administrative and program funded A.I.D. activities. Congress and OMB should be helped to recognize that all administrative activities are not carried out only by A.I.D. direct hire staff and that program activities are not carried out only by outside contractor staff.

- Relieve the pressure on use of the ADS project for inappropriate administrative type activities.

  - Increase the availability of Operating Expense Funds (OE) funds for administrative purposes by seeking an OE fund increase from Congress.

  - Request, at an appropriate time, that OMB reconsider its limitation on use of the "5 percent authority" in the DFA for administrative functions.

  - Establish criteria on the priority use of limited OE funds.

- Relieve the pressure on use of the ADS Project for inappropriate program type activities.

  - Meet with Office of the Inspector General (IG) and the Congress, to reconsider IG's objections to the use of PD&S funds for longer term programmatic activities such as design, development, and control of project activities.

  - Develop procedures and guidelines to permit the use of program funds, on a pre-project basis, to prepare, develop, design, and supervise new projects before they are authorized.

  - Request Congress to permit the funding of A.I.D. direct-hire staff--in Washington or the field--from program funds, when the staff carry out substantive, narrowly analytical, or cross-sectoral program type work.

- Incorporate narrower ADS type activities under more sector-focused AFR/ARTS projects such as Health and Human Resources Analysis Project for Africa (HHRAA), Policy, Analysis, Research and Technical Support Project (PARTS), Equity and Growth for Economic Research Project (EAGER), Natural Resources Management Support (NRMS) and Africa Bureau Project on Women in Development (AFWID). Shift from these projects to ADS the broader responsibilities for thematic analysis, information dissemination, cross-sectoral and cross-geographic fertilization of lessons learned.

I. INTRODUCTION

A. Project Evaluation Plan

The African Development and Support Project (ADS) was authorized on June 13, 1989 to provide $ 20,000,000 over a 56 month period to enable AFR/ARTS, field missions in Africa, and the two REDSOs, to obtain long-term technical services through buy-ins for individual Advisors and a core technical group to strengthen the transfer and application of technology and information to support the strategies, programs and projects in priority technical sectors in sub-Saharan Africa.

Because the ADS Project was designed as a different way of providing technical services and disseminating information, the Project Paper indicated it would require a "thorough and reasonable" evaluation. The implementation plan called for this mid-project evaluation and reassessment approximately 22 months after project authorization. The project was to be evaluated 1) to assess project management, 2) to determine the usage of the technical experts, 3) to determine the value of cross-cutting regional evaluations, and 4) to assess the utilization of the generated product.

The evaluation plan was to be based on information provided by project information users. In late 1989, AFR/ARTS/PRO contracted for the development of a preliminary monitoring, evaluation, and reporting (M/E/R) system. The system was tested and then issued in September 1990. The progress reports prepared under this system were made available to the evaluation team. In order to develop detailed and comprehensive findings and recommendations, the evaluation team also carried out intensive interviews with ADS Advisors, their supervisors, A.I.D. managers, and country contacts, reviewed ADS Advisors' products, and prepared two questionnaires to elicit quantitative and comparative data.

B. Evaluation Methodology

The Project Paper indicates, on page 31, that

> "...it is virtually impossible to establish discrete benefits to ADS funded activities, both because the value of better understanding a problem is not easily quantified and because the number of variables in most development projects is so large that a cause-effect attribution to any one element is not feasible..."

Despite the qualifier in the Project Paper that it could not be done, the evaluation team has applied a rigorous methodology to quantify as much as possible. The team developed two questionnaires--one to be answered by 28 selected Missions and a second to be answered by all 22 ADS Advisors on board at the time of the evaluation. The questionnaires were designed to secure Mission and Advisor views on similar issues, to determine their understanding of the project purpose, and to determine what Advisors and project managers were actually

doing. The evaluation team attempted to interview each of the Advisors in AFR/ARTS, in the two REDSOs, and resident Advisors at all of the field posts.

Before the team went to the field, a team building workshop was held in Washington among AFR bureau staff, contractor, and evaluation team members. The evaluation process at field Missions followed the following steps:

- preparatory session with ADS personnel and USAID staff that manage the ADS activity,
- meeting with the ADS Advisor(s) to administer the advisor's questionnaire,
- review of ADS products and reports,
- meeting with Mission management to go over the Mission questionnaire,
- meetings with ADS contacts in country,
- final debriefing.

C. The Africa Bureau and the A.I.D. Reorganization

On October 1, 1991, midway through this evaluation, a major reorganization went into effect for A.I.D. and for the Africa Bureau. Although the recommendations of this evaluation attempt to take into account the changes resulting from the reorganization, it is not yet fully clear in what ways the ADS Project will be affected. In the new organizational arrangement, for example, the S&T Bureau, renamed Research and Development (R&D), will be concerned more with cross-cutting and analytic matters. It must be asked whether some of the functions of the ADS Project, which stress cross-cutting and analytic exchanges, should be shifted to the new R&D Bureau. The role of CDIE has been strengthened in an effort to disseminate more widely, and on a cross-sectoral basis, lessons learned from individual project evaluations. It should be asked whether the dissemination and cross-fertilization functions of the ADS Project should now be transferred to, or coordinated with, CDIE.

An agency-wide study is underway on alternate ways to organize overseas Missions, while the Africa Bureau studies the future of the two REDSOs. In addition, the role of AFR/TR, now known as AFR/ARTS, has changed since the project was first authorized in March 1989. The mandate of AFR/ARTS had been revised to place greater emphasis on research, analysis and impact assessments in support of improved design and implementation of strategies. It is further changing under the Africa Bureau reorganization so that routine technical backstopping of the field and management of service delivery activities have been de-emphasized. The Bureau must consider how the evaluation recommendations should take into account these organizational changes.

D. Structure of the Evaluation Report

The chapters in the report follow the outline proposed in the contractor's scope of work. The chapter on other actions to achieve the project purpose was added at the request

of the project committee at the Team Building Meeting. Summaries of responses to the evaluation questionnaires are included in the annexes to this report.

E. The Evaluation Team

The evaluation team was headed by Irving Rosenthal, a former Senior Foreign Service Officer with long-term experience in Africa, including Deputy Director in REDSO/WCA and Mission Director in Niger. The second team member, Andrew Gilboy, has worked throughout Africa, including assignment as manager of an A.I.D. human resources development project in Mauritania.

II. PROJECT BACKGROUND, DESCRIPTION AND STATUS

A. ADS in the Context of Other A.I.D. Interests

Although the African Development Support Project (ADS) is a regional activity of the Africa Bureau, it has raised larger issues affecting the way A.I.D., as a development bureaucracy, operates. Twenty-five years ago A.I.D. employed as many as 20,000 direct hire, U.S. staff and carried out development activities relying chiefly on these in-house personnel. After a number of years, the agency reduced its staff directly engaged in development work and moved toward managing the development process with the technical and substantive work done primarily by contractors. Technical experts from outside A.I.D. provided the bulk of research and technical information to in-house managers overseeing project activity. As a result of these policy changes, A.I.D.'s direct hire U.S. staff shrank to approximately 3,000, most involved in managing development with substantive input provided by other U.S. agencies, and private contractors.

Because the purpose of the ADS Project is to increase the transfer of innovative technology and technical information to host countries and A.I.D., its existence has raised questions about the respective roles to be performed by A.I.D. managers and contractor experts and sector specialists. Many, particularly technical officers, feel A.I.D. no longer has the internal technical capacity to develop new technical ideas, to review and contract for technical activities, or to supervise technical work. The situation became even more restrictive when Congress and the OMB attempted to control A.I.D.'s activities by separately budgeting and appropriating for "administrative" and "programmatic" activities and placing ceilings on the number and grade of A.I.D. staff.

B. Bureau Policv and Project Rationale

1. DFA strategic objectives to be served

A.I.D.s strategic objectives for the DFA, as identified in the Bureaus's DFA Action Plan, are:

- to move toward market-oriented pricing and to increase market efficiency;
- to increase the potential for long-term increases in productivity;
- to improve the efficiency and effectiveness of the public sector; and
- to improve food security in the region.

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2. Constraints to overcome

The ADS Project is one means for bringing to bear technical services to make effective use of resources provided by the DFA. ADS is to do so by addressing at least four constraints affecting A.I.D. programs in Africa, namely:

- a growing shortage of appropriate technical skills within A.I.D.;
- an inadequate diffusion of technology and information to host countries, A.I.D./W and field posts;
- a lack of program continuity because of high personnel turnover; and
- an Agency compartmentalized along rigid geographical and functional lines discouraging cross fertilization of ideas.

3. Project objectives

The Project Paper indicated the ADS Project would help the Africa Bureau and host countries address DFA objectives by:

- providing an improved information base upon which scarce resource allocation decisions can be made;
- helping to identify successful and non-performing bilateral and regional activities, examine lessons learned and factor these into future programming;
- making more and higher quality information and technology available to host countries and to donors and private voluntary organizations assisting them;
- supporting and complementing the monitoring and evaluation systems of other projects and programs;
- analyzing a range of high priority regional and cross-sectoral themes.

C. Project Components and Activities

ADS has three principal components.

1. Field-managed long-term-technical support

Field-managed long-term support include long-term technical assistance managed by bilateral Missions and long-term technical assistance managed by REDSOs.

This component has been funded from Mission and REDSO Operating Year Budgets (OYBs). ADS services are requested by the field, and after approval by the Africa Bureau, recruited, contracted for, and managed by field posts. Of the 16 field Advisors currently on-board, 14 are direct personal services contractors (PSCs), one is an employee of a contractor firm, and one is a Department of Transportation PASA. Of the 16, nine are American, one in REDSO/ESA is British, and six-all in REDSO/WCA--are African. Among Americans, all but two, one spouse in Niger and one in Malawi, were recruited from the United States--although some had been working in Africa just before they were recruited. Missions and REDSOs evaluate and report to AFR/ARTS on ADS Advisor activities, although all personnel evaluations are carried out locally.

2. AFR/ARTS-managed long-term technical support

Twenty-five person-years of long-term technical support were to be managed by AFR/TR's three technical divisions, Agriculture and Natural Resources (ANR), Health, Population and Nutrition (HPN), and Education and Human Resources (EHR). It remains to be decided if ADS will now also serve ARTS's new, fourth division, Economic Analysis (EA). It was anticipated that AFR/ARTS services would be regionally funded and provided by Resource Support Service Agreements (RSSAs), and that contracts would run for three years. Extensive field travel was anticipated. There are presently eight Advisors attached to AFR/ARTS.

3. Core technical group of long and short-term technical assistance

The Bureau was to have established a core technical group of long-term interdisciplinary Advisors (25 person/years) and short-term expertise (110 person-months). The core group was to provide a number of basic services:

- carry out regional and cross-sectoral studies and workshops and seminars to disseminate the results of the studies;
- set up systems for improved information flows among and between A.I.D./W, field offices and host countries on technical, cross-sectoral and regional subjects;
- foster continuity through the use of the same short-term personnel for recurrent and short-term technical assistance requirements;
- assist the project manager to design and implement the project's monitoring and evaluation system.

The core group was never established. The ECPR for the project decided the role to be played by the core group was of such fundamental importance to the Africa Bureau that it reversed an earlier concept to contract for these services. Instead, AFR/TR was to request

approval and the transfer in, of additional direct-hire staff. This approval has not yet been provided. Lack of a core group, or some other supporting and unifying factor, remains a project issue.

D. Goal, Purpose, Outputs and Inputs in the Project Logframe

The evaluation team notes changes made in the project Logframe originally submitte to the ECPR from that approved in the June 12, 1989 project authorization. While some o the changes may only be clarifications, others represent alterations in meaning.

1. Goal

The design goal of the ADS Project was to assist African countries to accelerate and sustain broad based economic growth. The authorized goal redirects the intended project beneficiaries from African countries to "DFA priority sectors." That is, the new goal seems to move the project away from promoting specific country growth under th control of African leaders, to focussing on less technical and more general DFA objectives.

2. Purpose

The original project purpose was to strengthen the transfer and application of technology and information in support of strategies, programs and projects in priority technical sectors in sub-Saharan Africa. The authorization shifts the emphasis from support to general strategies, to support regional and country-specific strategies. In this case the shi is in the opposite direction of the shift in goals, i.e., the purpose now seems to be more country specific, more operational, and more quantifiable.

3. Major outputs

a. Outputs in original March 1989 Logframe (No longer applicable)

	Indicators	Completed 9/91
Targeted resources provided in technical sectors	87 per year	n/a
Improved tech information disseminated in Africa	1 system	n/a
Regional and sub-regional themes	6 themes	n/a
Issues cutting across technical sectors analyzed	4 issues	n/a
Theme/issue workshops and seminars	15 workshops	n/a
Country-specific sectoral analyses/strategies	45 strategies	n/a
Project feasibility studies	100 studies	n/a

b. Outputs in approved September 1990 Logframe (As of November 1991)

AFR/ARTS Core Group (Core Group never created)

	Indicators	Completed 11/91
Regional, sub-regional, and cross-sectoral analyses.	5 issues	0
Workshops/seminars to disseminate Core Team results.	5 workshops	0
AFR/ARTS information system in place.	1 system	0

ADS Advisors

Sector analyses and strategies completed.	45 strategies	40
Project-level feasibility studies completed.	100 studies	27
Project and program evaluations participated in.	30 evaluations	18
Theme/issue workshops and seminars.	10 workshops	0
Monitoring, information and data collection systems development	5 systems	7

c. Other outputs (Not included in the Logframe)

Reviews of proposals and projects	-	26
Preparation and review of scopes of work	-	7
Environmental assessments and examinations	-	23
Direct technical assistance and training activities	-	8
Develop computer models and techniques	-	2

The original Logframe in the Project Paper (see 3.a. above) contained a single list of seven outputs. The revised Logframe (see 3.b.) authorized by the Africa Bureau divides the list into two categories--one for the AFR/ARTS Core Team and one for ADS Advisors.[1] While the original list may have been insufficiently descriptive, the revised list remains insufficient in that the project does not make a distinction between the different roles of ADS Advisors in AFR/ARTS, in the two REDSOs, and the ADS Advisors at A.I.D. field Missions. That is, different outputs and different indicators of success should be attributed to ADS Advisor in each of the three organizational levels. The separate output category for the Core Group points up the fact that the core group was never created, that the output indicators for this category has to be zero, and that the project must be considered a failure in this respect. Evaluation, monitoring, and data collection appear twice as new outputs in the revised

[1] The team has been advised that although the second category for "Outputs" in the September 1990 Logframe reads Field Advisors, that is a typographical error. It should actually read ADS Advisors.

Logframe. This clarification is useful in helping to determine ADS activities to be approved by the Africa Bureau.

The revised Logframe seems to retreat from the technical nature of the outputs in the original Project Paper. While the original Logframe refers to "technical" information and sectors, the word "technical" is missing from the revision.

The ADS Project Manager has been concerned with improving reporting on the project, including providing better information on a more refined list of project outputs. Chapter V makes some recommendations to improve project reporting. In the meantime, the Project Manager has reviewed ADS reports and has, himself, extracted additional output categories which might be included in an updated reporting system. See section 3.c., above.

4. Inputs

An analysis of inputs in the Logframes, plus actual obligations as of 9/30/90, is presented in Table 1. While there were some shifts in thinking about inputs, differences appear minor. Slightly different activity titles are reflected in the "original" and "revised" Logframe columns. The largest change was from $130,000 for "Equipment" to $2,400,000 for "Commodities and Logistic Support." This activity covers Mission and REDSO costs for office equipment and supplies, rent and communications, and in some cases vehicles, to support the ADS Advisors. Under the original project design, it had been assumed that the core group would be housed in the AFR/ARTS location. A later decision to locate Washington ADS Advisors in a separate location required additional funds for rental of space, office equipment, communications, and computers in Washington.

With regard to obligations, the project has already exceeded the revised level of obligations approved by AA/AFR for AID/W ADS Advisors. At the same time it is developing that there may be a lower level of obligations than planned for Mission and REDSO buy-ins. ADS Project Management may wish to focus on this developing situation. This shift in use of project resources from the field to AID/W, combined with the lower level of travel by AFR/ARTS ADS Advisors discussed in Chapter III, A.3.e, below, may indicate an unplanned shift in project activities away from support to African countries and institutions to greater attention to A.I.D. internal activities.

Obligation figures collected by ADS Project Management (See Annex 10) do not show any project funds being used for workshops, seminars and publications. ADS Advisors interviewed by the evaluation team report that such activities have taken place. Financial information on such obligations should be included in future reports from the field in order for ADS AFR/ARTS to complete more comprehensive reports.

The reduction from $900,000 to $500,000 for "Workshops, Seminars, and Publications" is a step backward from an important element of the original project purpose to

Table 1: Inputs (Estimated Obligations ('000 US$) as of 9/30/91)

Activity	Original Log-frame	Revised Logframe	Est. Oblig.
Technical Assistance	$ 17,046	16,600	10,015
AID/W	(3,500)	(2,500)	(2,769)
Field	(12,106)	(11,000)	(7,246)
Short Term	(1,440)	-	-
Core Contract	-	(3,100)	(0)
Workshops and Seminars	900	-	-
Workshops/seminars/pub.	-	500	0
Equipment	130	-	-
Commodities/logistical support	-	2,400	1,275
Evaluation	305	-	-
Evaluation/audit	-	150	131
Inflation	1,619	-	-
Contingency	-	350	0
Project Total	20,000	20,000	11,421

disseminate themes and technology lessons. Bureau management should return to the original project purpose to improve dissemination and networking.

The lack of a decision on the core group, which was included as an output in the revised Logframe, remains a major issue.

E. Anticipated End of Project Status (EOPS)

The revised EOPS, with evaluation team comments, are:

- "Significant changes in A.I.D., host country, PVO, and donor strategies, programming and resources allocation, and project design and implementation, beginning in year 2."

  Comment: This EOPS is strengthened in quality and the impact is moved from year 4 to year 2. While AFR/ARTS's reporting is restrained on the project having yet achieved this EOPS, the team believes the project has begun to have "purpose" level impact, although it has not yet been captured in the progress reporting system.

- "Project-generated services and information being regularly requested and used by A.I.D., host country, and regional decision-makers, beginning in year 2."

  Comment: This EOPS adds a "service" component which was not in the original Logframe. The revision moves achievement of this EOPS from year 4 to year 2. Along with the change in project purpose noted in section 2, above, this revised EOPS seems to move the project away from more analytical, cross-cutting activities to greater operational service to USAIDs.

- "AFR/ARTS initiating and coordinating the flow of information and cross-fertilization among A.I.D./W, the field, and the broader development community, beginning in year 3."

  Comment: This EOPS extends the purpose of the flow of technical information to geographic and sectoral cross-fertilization and indicates that AFR/ARTS has a role in initiating and coordinating the flow of this information. The strengthening of this EOPS make more important, the discussion below, that AFR/ARTS has not yet taken the initiative to encourage dissemination of information. If the new sector-specific projects now being considered by AFR/ARTS, are approved, and ADS Advisors are shifted to these projects, this EOPS may become an even more important ADS function in the future.

- "Issues and problems being addressed by ADS Advisors and core are used to indicate priority areas of inquiry for AFR/ARTS."

Comment: This is an important new EOPS. It refers to feeding back the results and lessons of the work of the ADS Advisors and core group to enable the Bureau to make informed decisions on its analytic agenda. The specificity of this new EOPS makes more serious the evaluation finding that AFR/ARTS can not achieve this EOPS until the Bureau decides to provide more leadership to the project by, inter alia, implementing the core group, or incorporating the AFR/ARTS Analytic Agenda as a guide for approving ADS Advisors' scopes of work.

F. Project Management

The project is under the general direction of the Director and Deputy Director of AFR/ARTS. Overall supervision for project implementation rests with the Chief of the Program and Regional Operations Division (PRO). Day to day operations, project management, and coordination, is assigned to a Project Manager. Each AFR/ARTS technical division (ANR, HPN, EHR, and now, Economics) manages the long-term ADS Advisors assigned to that division.

Each REDSO has a field project manager--the Deputy Director in REDSO/ESA and the Chief Engineer in REDSO/WCA. The field Project Manager is the counterpart and contact with the AFR/ARTS project Manager responsible for overall REDSO/ADS budgets and reports. REDSO Division Chiefs supervise individual ADS Advisors. Each field Mission also has a field manager who, in each of the five Missions visited by the evaluation team, is also the ADS Advisor's supervisor.

Given the wide-ranging and innovative nature of ADS, a Project Committee was created in AID/W of representatives of each of technical division from AFR/ARTS. With the movement from Development Planning (DP) to ARTS of the economic analysis division, it is assumed that this division will also be represented on the project committee. General Council/Africa Bureau (GC/AFR), AFR/DP, Office of Management (MGT), Office of the Controller (CONT) are also on the committee. The former Project Design (AFR/PD) was also on the committee.

A Bureau Steering Committee, not contained in the original Project Paper, has been created by the Bureau. The Steering Committee is chaired by the DAA/AFR and has representation from all Bureau office chiefs and GC/AFR and was initially responsible for approving ADS scopes of work and analytical work plans. Subsequently, authority to approve field scopes of work was delegated to the AFR/ARTS Director, with recommendations from the Project Committee, and concurrence of the corresponding Geographic Office Director.

III. RELEVANCE AND FOCUS OF PROJECT ACTIVITIES

A. Topical Analysis

1. Context

The key issues to consider in assessing the relevance of ADS-sponsored activities are drawn from the constraints described in the Project Paper. To what extent do these constraints persist, which audiences do they affect and how do they impede development in sub-Saharan Africa? The output of the ADS Project can then be measured, quantitatively as well as qualitatively, against the perceived obstacles to achieving the project purpose.

The growing shortage of technical skills within A.I.D. and in African governments and institutions have undoubtedly affected prospects for realizing workable development projects in Africa. Inadequate information about the successes and failures of development efforts and poor dissemination of technical breakthroughs of interest to Africa further hamper progress. Numerous project designs, evaluations and strategy statements bemoan the decreasing number of in-house technical specialists available to lend sectoral expertise to the development process. Although the ADS Project specifically mentions internal A.I.D. technical insufficiencies, similar constraints characterize African institutions as well. A.I.D. has witnessed over the years the demise of its in-house technical capacity due to hiring limitations and the increasing number of administrative tasks imposed on sectoral specialists. In contrast, African institutions have benefitted from an impressive increase in technical capacity at most levels of the private and public sector. These trends are unfolding as the demands for far more technical knowledge about the context within which development occurs far outstretch the supply of technical experts familiar with Africa.

Against the growing need for more and accurate information, accelerated by widespread recognition of the many development disappointments of the last 30 years, the advancement in indigenous African capacity to analyze and plan the technical components in a development activity remain woefully insufficient. The resulting crisis, carefully noted in the ADS Project Paper, has left A.I.D., and other donors, in a dilemma.

The ADS Project has sought to address these constraints in what could only be described as an aggressive and imaginative way with an emphasis on quality. In brief, the project called for acquiring expeditiously the input of senior technical experts with broad and deep African experience. The ADS Advisors would bring into A.I.D.'s decision-making apparatus fresh knowledge from different sectors to apply to design and evaluation of development projects. The Washington-based ADS Advisors attached to AFR/ARTS were seen to be critical technical resources for A.I.D. by nature of their proximity to the Agency's headquarters. However, to guard against pressures to utilize sectoral specialists for administrative needs, the ADS Advisors were expected to work closely with African governments and travel a significant portion of their time. By contrast, the field-based ADS

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in Advisors, be they in REDSOs or Missions, were expected to feed technical knowledge into African organizations and governments, as priorities, and USAIDs secondarily.

2. Awareness of project

The first questions asked of ADS Advisors and Missions were to determine their understanding of the purpose of the ADS Project. Advisors selected from four "descriptions" of ADS and then attempted to state the purpose *in their own words* without referring to the Project Paper. Missions were asked to state their impression of the ADS Project.

As might be expected, Advisors demonstrated more accurate awareness of ADS goals, objectives and limitations. Their scopes of work often served as the primary information source along with the semi-annual reporting exercise. Sixty-five percent of the respondents selected the following description for ADS:

> *A coherent project which provides A.I.D. (both in Washington and the field), host country institutions and other donors with new types of technical inputs previously not available in designing, analyzing and evaluating development projects.*

The principal variable among the four possible answers was the project's intended beneficiary, which included "Missions/REDSOs/TR", "host country institutions and other donors," and combinations of both. A secondary variable was to determine whether respondents viewed ADS as a "project" with identifiable objectives or a "mechanism" to provide the services of technical personnel.

Advisors demonstrated overwhelmingly that they view ADS as providing both A.I.D. and host country institutions technical services through the vehicle of a coherent project. However, the second most frequent choice among Advisors relegated ADS to a "mechanism" to provide "technical expertise". Interestingly, four out of five selecting the latter answer were REDSO-based Advisors. Project purposes stated by Advisors largely demonstrated a fairly accurate understanding of ADS.

Missions were asked to state in their own words the purpose of the project. Answers by and large reflected somewhat the project purpose, but did not present the evaluators with data from which any conclusions could be drawn. Instead, impressions were gleaned from interviews and Missions' cabled responses which indicate clearly that the ADS Project is generally poorly understood by most Missions. Predictably, those field posts with resident ADS Advisors understood the project better, although even in these cases the evaluation team found itself explaining advantages, disadvantages and modalities to relatively uninformed staff. Often the one Mission officer responsible for drafting the scope of work (SOW) for a resident ADS Advisor knew how to access ADS while staffers from other technical divisions were unaware.

The ADS Project Manager annually cabled Missions a reminder and update on ADS explaining its purpose, criteria and advantages. A comprehensive cable, State 389180, giving detailed instructions to Missions on procedures to follow in submitting SOWs for approval, was sent in November 1990. This cable served for some Missions as the primary information guide to accessing ADS. Several Missions did not have the ADS Project Paper or other documentation. All field officers responsible for ADS were in regular contact, however, with the ADS Project Manager concerning reporting, SOW approval, and recruiting.

Neither Advisors nor Missions were regularly kept informed of ADS-sponsored activities or reports emanating from other countries or Washington. Two-thirds of the Mission responses to Question No. 7.A.[2] were either negative (6) or "don't know" (2), indicating a low level of awareness of ADS-funded services from *outside* their posts. The few Missions that answered "Yes" indicated that they learned of ADS from other Advisors or missions.

Probably because of their proximity to AFR/ARTS, Washington-based ADS Advisors had a more complete grasp of the purpose of ADS than others. However, they were largely unaware of field-based ADS activities or personnel. Likewise, ADS Advisors in Africa were usually unaware that ADS-funded experts were attached to AFR/ARTS.

3. Role of ADS Advisors

a. Mission and Advisor perspectives

In order to ensure that ADS Advisors brought new technical know-how into the development process, detailed scopes of work were required outlining the substantive tasks each advisor was expected to accomplish. The ADS Washington Project Manager submitted proposed SOWs to the project committee for consideration which helped protect the project against use by personnel-starved field posts as a hiring substitute for employees. Individual annual work plans were drafted at the mission level (or in AFR/ARTS) to further define each advisor's expected professional output.

Although cumbersome and a source of complaint by Missions unable to get their SOWs approved, the process helped distinguish the role played by ADS Advisors from other DH and PSC employees. The questionnaire data show that the Advisors had a more accurate understanding of their role and the intended ADS Project beneficiaries than their employers.

[2]"Has your Mission been made aware of, or ever used, a product that an ADS Advisor produced for another post or AID/W? Please indicate Yes, No, or Don't Know."

b. Relationship to stakeholders

Advisors viewed the project as benefiting first and foremost African institutions, followed by nearly equal weight given to stakeholders beyond A.I.D. (donors and the private sector), whereas Mission responses overwhelmingly cited the Agency as the primary stakeholder. (See Table 2) While AID/W staff were not asked to fill out questionnaires, this question was raised in AID/W during the pre-departure, team building meeting with the ADS Project Committee. AID/AFR, particularly AFR/ARTS, was mentioned most frequently as important stakeholders. Through ARTS, ADS served senior management of AFR and AID/W, generally. Some committee members emphasized that the REDSOs depended on ADS for personnel and technical substance. While R&D and CDIE appear to be marginal stakeholders in ADS, during discussion, most committee members concurred that the stake of these offices was substantial. African government institutions were low on the AID/W list. The African private sector and other donors were not mentioned at all. A list for AID/W, in relative priority order, would be--AID/W and AFR/ARTS, USAIDs and REDSOs, Host country governments and institutions, Congress and the American people.

c. Advisors' use of time

Annex 6 tabulates Advisors' responses to the question of time Advisors spend on selected activities. A summary of that tabulation is shown in Table 3. An analysis of the way ADS Advisors spend their time, as compared to how they, and their employers, view the beneficiaries of their efforts, reveals that ADS-funded technical specialists devote *significant* time to substantive, non-administrative activities. Table 3 shows that most Advisors, 19, spend at least some of their time on review of A.I.D. documents and that the smallest number, 11, devote some of their time on miscellaneous activities. These are positive showings. An even more positive showing is that no advisor spends more that 29 percent of his or her time on administrative matters. Also positive is that most Advisors-14 out of 18 who answered this question--spend at least 70 percent of their time on research, writing and technical analysis.

d. Administrative duties performed by Advisors

Site interviews with 16 ADS Advisors confirm that their activities were, by and large, consistent with what the Project Paper anticipated. Claims that the two REDSOs were using ADS-funded personnel to accomplish internal administrative duties were unsupported either by data collected or by the evaluation team's observations during site visits. Perhaps because of the careful method of submitting ADS SOWs for Washington approval, the field offices generally respected the project's criteria and restrictions.

Table 2: How Missions and Advisors View Stakeholders

	AS VIEWED BY:	
STAKEHOLDERS	MISSIONS (# Responses)	ADVISORS (# Responses)
USAIDs and REDSOs	12	9
Host country govts, inst., acad.	8	15
AID/W and AFR/ARTS	7	8
Other donors	2	7
Private sector	0	5

Table 3: Advisors' Time Spent on Selected Activities

Activity	Percent of Time Advisors Spent on Activity			
	0-29	30-59	60-100	Total
Research, writing and analysis	4	11	3	18
Reading and correspondence	17	1	0	18
Conference attendance/ presentations	16	1	0	17
Training/TA for African Partners	12	4	0	16
Administrative matters	17	4	1	19
Review of A.I.D. documentation	14	4	1	19
Other	10	1	0	11

The tendency to burden ADS Advisors with A.I.D. administrative duties was more apparent with Washington-based personnel. Here the AFR/ARTS supervisors relied heavily on ADS for technical insight, briefings, and advice. These activities often required the Advisor to attend committee meetings, review Mission Country Program Strategic Plan (CPSP) drafts, and assist AFR/ARTS with the technical aspects of scopes of work. The extent to which the ADS Advisor resisted, or wanted to resist, pressures from overburdened staff appeared to vary considerably among the individuals. The recent changes requiring the Advisors to be in Rosslyn away from the AFR/ARTS staff in Main State may help act as a check to pressures to blur the important differences between DH and ADS activities.

e. Travel

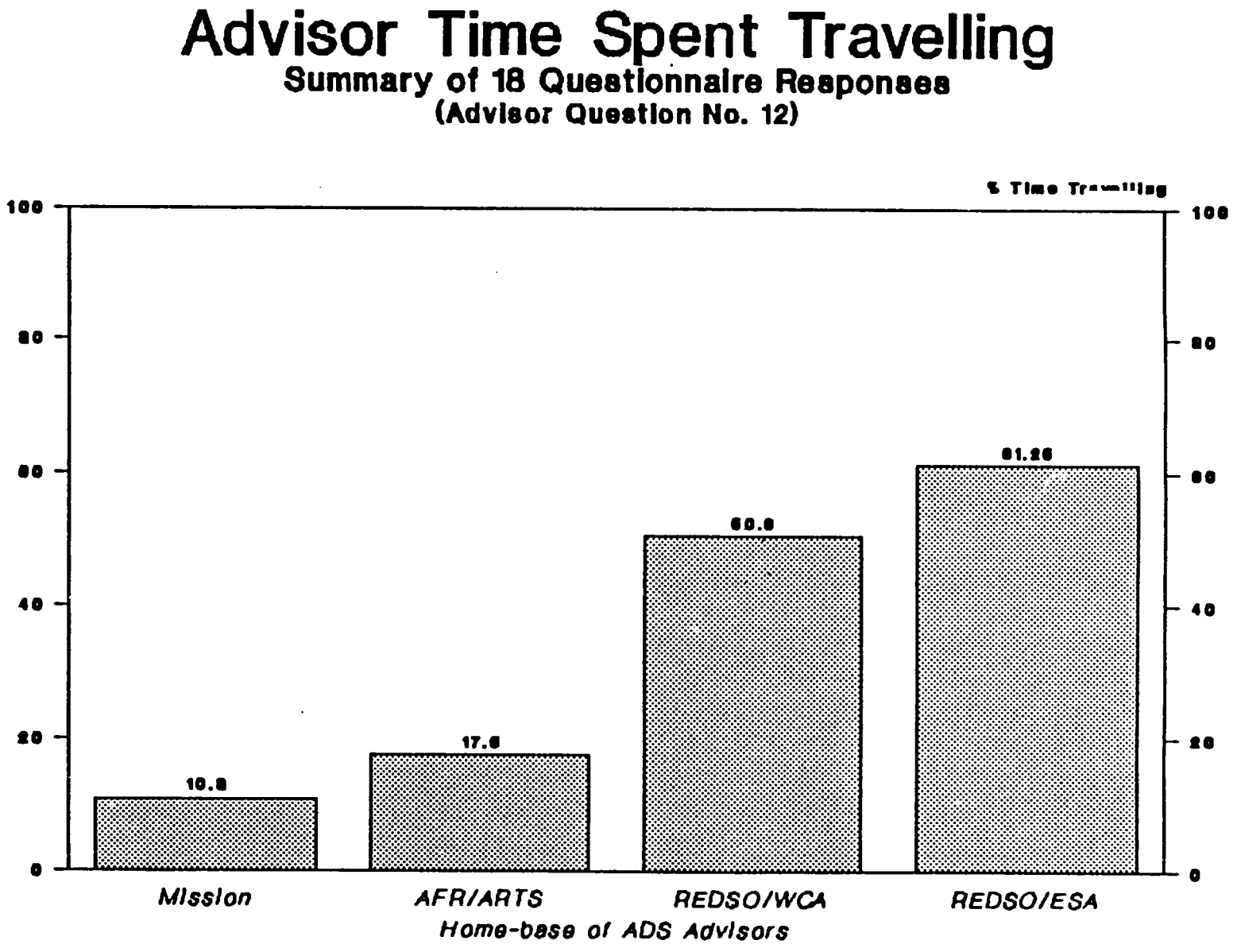
The amount of time ADS Advisors travel may indicate the extent that Advisors serve internal Agency needs as compared to direct assistance to aid receiving countries. The team was impressed with the extent that REDSO Advisors traveled to, and dealt with, host country institutions, PVOs and the private sector. Even in cases where the primary objective was completion of an internal A.I.D. document (a Project Paper, for example), the advisor often worked more closely with African counterparts than is customary for AID/W, REDSO or Mission direct hire staff. A few REDSO Advisors reported working in a country with only minimal contact with the Mission, keeping the Mission informed, but not directly involved. As might be expected, resident ADS Advisors traveled less than other Advisors and mostly within their country.

On average, but with important individual differences, Washington-based ADS Advisors traveled less than what would appear to be necessary to ensure that the primary beneficiaries of their services extended beyond A.I.D. Moreover, U.S-based Advisors reported travelling within the U.S. to attend professional meetings. Such travel would not *directly* benefit African beneficiaries and makes their travel appear greater than it is for direct project purposes. Increasing the percentage of time the AFR/ARTS ADS Advisors devote to working in Africa would help reduce the pressure on the Advisors from carrying out internal agency duties inappropriate for the ADS Project. It would also bring the special technical expertise of ADS to bear on the intended end-users, African governments, institutions and individuals.

4. The view from the stakeholders

The evaluation team sought assessments from two principal groups intended to benefit from the project's outputs: African institutions and A.I.D. (AFR/ARTS, REDSOs, and USAIDs). Reaching the former category was hampered by the fact that few Africans have ever heard of ADS and would unlikely be able to disaggregate their impressions of ADS Advisors from those they held of USAID employees.

Figure 1: Advisor Time Spent Traveling



It was not feasible to design a written survey instrument to gather data on whether ADS output met the needs of institutions and individuals in Africa. However, impressions gleaned from interviews with government and private-sector representatives in each country visited revealed strong endorsement of the technical work undertaken by individual ADS Advisors. Although host country officials were unaware of the ADS Project, they recognized that the advisor's duties differed from the other USAID representatives they often meet. They often understood these distinctions as typical of the "contractor-personnel" found in many donor agencies. In most cases they appeared to have a closer professional rapport with ADS Advisors than with employees. Occasionally the ADS Advisor was the only contact a senior African expert might have with the local mission or REDSO.

It was more problematic to assess African stakeholder opinions of ADS Advisors based in Washington since the team members did not interview local contacts familiar with the work of those Advisors. Nonetheless, a careful reading of semi-annual reports and discussions with Missions receiving technical assistance from Advisors attached to AFR/ARTS demonstrate that their output, as with Africa-based Advisors, responded directly to the needs of African stakeholders. Washington-based ADS Advisors were often well-known in particular development disciplines or countries and maintained long-standing professional relationships with African counterparts since joining the ADS Project. The one criticism often voiced, by both Missions and Africans, was the small amount of time the advisor could devote to work in a country or on a single project.

Mission views of ADS contributions to African development ranged from "desirable" to "indispensable." Creative missions jumped at the opportunity to reinvigorate the planning, design and evaluation of development assistance by introducing the innovative approaches of an ADS technical expert unafflicted with the administrative burdens placed on employees. Some saw the ADS Advisor as a technical expert providing the Mission with deeper and current knowledge about the local social and economic context.

The REDSOs took care to use ADS Advisors as technical resources to service regional Missions in new ways. For example, Advisors in both REDSOs planned and participated in training activities in their regions benefiting African counterparts. Although still significant, the percentage of advisor time spent on internal A.I.D. documentation was less than research, writing and analysis. Some of this "A.I.D. documentation" would include substantive input of direct benefit to the host country. Other internal work would respond more to the Agency's bureaucratic requirements (such as an IEE). The distinction between "programmatic" and "administrative", as noted elsewhere in this report, varies according to the beholder and does not by itself indicate conclusively whether or not a specific activity meets ADS Project criteria.

Although the evaluation team did not design a separate written survey of AFR/ARTS personnel, it discovered through extensive interviews that the ADS Advisors provide unique technical resources to counterparts in each sectoral division. There is widespread belief at all levels within the Agency that without ADS-funded specialists, A.I.D. would not be privy to

critical technical information. Nor would unconventional cross-disciplinary technical knowledge be channeled into Agency thinking without ADS. Virtually no one within A.I.D. suggested that ADS was superfluous, irrelevant to development or unresponsive to the goals of the DFA. If anything, most sectoral specialists were fearful of losing the much-needed technical knowledge provided by ADS Advisors.

5. The mix of technical resources

The ADS Project was intended to provide beneficiaries with up-to-date technical know-how from individuals with development experience in Africa and close ties to current research in their field. They were to be assigned to the A.I.D. offices at AFR/ARTS, REDSOs, and USAIDs as technical specialists. Another group of technical experts was to be assembled by a core contractor in Washington to strengthen cross-fertilization and information dissemination within the Agency and between A.I.D. and African institutions. Professionals familiar with the latest amalgams of technical specialties, such as nutrition economics or rural transportation, were to have brought fresh insights into A.I.D.'s development planning while bridging traditional gaps among sector experts.

Providing for two types of technical input was an ADS design innovation promising an unusual blend of complementary technical resources upon which A.I.D. and Africans could rely. It is regrettable that the core contract never materialized so that the design could be evaluated in its entirety. Nonetheless, the ADS Advisors brought on board represent, in the view of the evaluators, as among the "best and the brightest" in their fields. Although many have been associated with A.I.D. over the years, with a few exceptions, they have not worked from within the Agency prior to being hired under ADS.

The position titles of current list of ADS Advisors included in Table 4 show a range of technical specialties which any donor agency would need to meet a mandate to promote African economic growth. Some of the disciplines represented have traditionally been supplied from the ranks. Provision of these technicians from ADS reflects two realities noted by the evaluation team: 1) there are insufficient DH experts available for assignment to meet Africa Bureau's policy, analysis and planning requirements specified under the DFA; and, 2) even if there were enough DH staff, they would be less likely, because of their isolation from academia and the latest applied research, to bring the most innovative thinking into the Agency. These realities, characterizing an Agency fundamentally changed from an earlier era of plentiful in-house technical capacity, provide a solid justification for an ADS Project designed to fill critical resource gaps needed to understand how to stimulate sustainable economic growth.

Although most Missions appreciated the mix of technical specialties offered under ADS, several complained of not having a Basic Education Specialist in REDSO/ESA to respond to DFA earmarked for educations, and growing interest in the region. One Mission called for a "wider breadth of technical expertise" among ADS Advisors. Many Missions noted that there are no other projects currently on-line under which they could secure long

Table 4: List of ADS Technical Positions

Agricultural Development	Agricultural Econ.(Food)
Food Security Coordinator	Education Economist
Basic Education/Human Resources	Forestry/Natural Resources
Environmental/Natural Resources	Agriculture
Agricultural Economist (Mktg)	Behavioral Science
Health Management/Economist	Economist (macro)
Technical Transfer/Engineer	Environmental Education
Health Economist	Regional Transport
Rural Economy Advisor	Sociologist
Evaluation Officer/Economist	Behavioral Science (Democratization/Political Science)

-term technical services from a sociologist, anthropologist, economist, evaluation specialist or a manpower specialist.

Mission responses to Question No.16, "How would the Mission substitute for the services of ADS Advisors if the project were terminated?", indicated that while the Africa Bureau's--and A.I.D.'s--current project portfolio provides considerable flexibility for Mission buy-ins to procure specialists in private sector development, health, human resources/training, and selected agricultural fields there is no authority for a Mission, or REDSO, to obtain long-term (i.e., over one year), resident technical expertise in fields such as anthropology, sociology, transport, agricultural economics and economics. In their answers, Missions indicated they would have to resort to Indefinite Quantity Contracts (IQCs), Personal Services Contractors (PSCs), Resources Support Service Agreements (RSSAs) or contracts with difficulty to substitute for ADS-funded technical experts. Missions have relied on the unpredictable quality of short-term technical Temporary Duty (TDYs) and valued the improved quality of resident ADS Advisors whose knowledge of the country and technical output exceeded most IQC-type assistance.

6. Focus of the project

The many technical specialties represented by the ADS Advisors do not point to the actual focus of their activities. A sociologist might be devoting a major amount of time analyzing women's role in promoting increases in food crops, cutting across disciplines while responding to a Mission's interests. An agricultural economist might be providing much-needed insights on rural marketing for a private-sector credit project.

Had the core contract been implemented, the evaluation team would have been able to assess the development themes selected by the Agency and to review progress toward answering those key questions. Without the broad guidelines anticipated from the core contract, the ADS Project is left being demand-driven. To the extent that users of ADS-sponsored services prescribe specific types of technical output, their needs determine the focus of the project. While this is not altogether undesirable, it had been hoped that AFR/ARTS through ADS would take the lead in dissecting the successes and failures of development attempts in Africa and in disseminating results and know-how to African and American decision-makers.

B. Summary of Findings and Conclusions

- The demand for technical experts familiar with Africa continues to outstrip the supply, within both A.I.D. and African institutions. The ADS Project addresses this situation by providing critical technical input to both A.I.D./Washington and field Missions and to host country institutions.

- The SOW-approval process has been generally successful in defining the role of field based as well as AFR/ARTS ADS-funded Advisors to ADS mandated duties--specifically to performing technical and substantive work as distinct from administrative and supervisory responsibilities. As a result most ADS Advisors spend the bulk of their time on substantive, non-administrative work appropriate to the project.

- Except for one or two examples, ADS Advisors have met ADS eligibility criteria. In addition to the Bureaus's review of scopes of work working very well, there was sufficient demand for personnel narrowly within the ADS mandate.

- ADS field Advisors had a better understanding of the ADS Project purpose than did Mission direct hire personnel who, in general, had limited knowledge about the goal, purpose and intended project beneficiaries. Field Advisors, for example, viewed the stakeholders of ADS as first, African institutions, while Missions saw A.I.D. itself as the primary stakeholder.

- Most field as well as Washington based ADS Advisors, and Missions receiving technical support from REDSOs or AFR/ARTS, were unaware of which technical Advisors were funded under ADS and which were from other funding sources or central projects.

- Neither Missions nor field ADS Advisors were kept informed or aware of ADS-sponsored reports and other activities emanating from other field posts or from Washington ADS Advisors.

- Mission views of ADS ranged from "desirable" to "indispensable." Africans contacts valued highly the technical contributions from ADS Advisors, although none (or very few) were aware of the special nature of the ADS-funded experts, or could distinguish between categories of contractors, or between a contractor and a direct-hire U.S. government employee

- Field Advisors devoted considerable time and effort toward training programs, both in their design and delivery. African counterparts benefitted from these activities.

- ADS Advisors attached to AFR/ARTS tend to spend more time responding to internal A.I.D. demands, both administrative and technical, and less time travelling, than Africa field-based Advisors. The variation among individual ADS Advisors is, however, quite substantial.

- Missions believe that the mix of technical resources in ADS is responsive to their needs and indicated they could have difficulty procuring similar quality services without an "ADS-type" regional project with equivalent flexibility.

- Changes in the project Logframe and implementation decision taken by the project committees and ADS Project management, seem to be making the project less technical, more project, country, and service oriented, and less concerned with dissemination and cross-fertilization of technologies and ideas.

Recommendations

- Clarify the different roles ADS Advisors play in Missions, REDSOs and AFR/ARTS. For example, recognize that USAIDs have more project-specific needs and need for shorter term ADS Advisors. Since REDSO ADS Advisors are more proactive, they need freer access to in-country activities than do other REDSO staff who have more of a service roll for Mission programs. Stress the AFR/ARTS responsibility for dissemination, information exchange, cross-sectoral, and cross-geographic fertilization, that may be less of a felt need of resident ADS Advisors.

- Improve both the frequency and scope of information about ADS destined for the field to better inform Missions and African institutions about the range of technical services available under the project. AFR/ARTS, for example, and each of the REDSOs, should periodically inform field Missions of the name, titles, and technical subjects of special interest of the ADS Advisor assigned to them. Advisors' semi-annual reports should be made available directly to all Africa Missions.

- Sponsor project-wide meetings among Advisors so that they can build professional ties with one another across sectors and regions.

- Reduce the amount of time spent by ADS Advisors based in AFR/ARTS/Washington on responding to internal A.I.D. demands and increase the amount of travel to the field.

- Share more information about the training efforts, workshops, and seminars led by ADS REDSO and AFR/ARTS Advisors so that all Missions may take advantage of subjects of interest to them. New approaches to environmental protection and land use in East Africa may, for example, also be of interest to posts in West Africa.

- Give AFR/ARTS leadership responsibility that goes beyond managing ADS procedures for approving new Advisors and overseeing reporting requirements. AFR/ARTS should more aggressively promote the mandate of the ADS Project and take more initiative in identifying themes to be researched by ADS Advisors, disseminating information and managing follow-up activities. The Bureau should strengthen its analytic mandate that could provide a more operationally useful basis for core themes to be considered by ADS Advisors.

IV. EFFECTIVENESS AND IMPACT

A. Topical Analysis

The major questions to be addressed in this section are the following:

- Are ADS Advisors contributing to attainment of the project purpose? What is the quality of their output?
- Is technology and information being transferred to the intended beneficiaries? Have there been changes resulting from the ADS Project? How is information being disseminated?
- Has the project stimulated cross-fertilization of ideas and novel approaches to solving thorny developmental problems?

1. Assessment of Advisor contributions

a. Type and quantity of outputs

The principal sources for arriving at an assessment of the quality of total output of ADS Advisors were responses from both the Advisors and Missions concerning their work, supplemented by impressions gleaned from interviews of end-users (both A.I.D. and host country) as well as cursory readings of a number of the documents.

The volume of written work can be estimated from self assessments in the Advisor questionnaire and the three semi- annual reports submitted since the inception of the project. Table 5 shows a ranking, from highest to lowest, of Advisor answers indicating the number of written contributions they produced.[3] The data clearly show a predominance of technical "briefing papers" which, however, due to their short length, do not indicate the effort expended. Sector analyses, program and project evaluations, draft SOWs, and project designs take up the bulk of the middle-ground between briefing papers and political analysis. The semi-annual reports show a similar breakdown, although the evaluation team was not able to cross-check the number of documents accounted for in the reports with the questionnaire. For this reason, it is only possible to estimate the number and type of written documents produced by ADS Advisors.

[3]Responses are to Question No. 7, "Indicate the number of written contributions you have produced while an ADS Advisor next to the type listed below. Feel free to add additional categories, excluding internal ADS Project documents such as semi-annual or trip reports."

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Table 5: Written Contributions by ADS Advisors (Based on 18 Responses)

Briefing paper/technical memo for AID/W or field----	101
Sector analysis or strategy----------	32
Evaluation of project/program ----------	30
Scope of Work for project ----------	29
PP/PAAD or other project design paper----------	24
Monitoring or information system paper ----------	22
Feasibility or background study----------	18
PID/PAIP or other project identification paper--------	15
Assessment of Program Impact (APIs)----------	15
Seminar or workshop training plan for African instit-	11
Speech for Mission or AID/W official ----------	9
Other:----------	8
(Response to surveys, questionnaires; Strategic Framework; Implementation plan for ministry; briefing paper/technical review for Ministry)	
Base-line data design ----------	7
Seminar or workshop training plan for AID staff -----	5
Action plan or country strategy (CPSP)----------	5
Political analysis ----------	3

Table 6 reflects the responses of Missions on their questionnaires regarding services received from all three categories of ADS Advisor, listed by order of frequency of answers.[4] Missions confirm the findings that the bulk of the output, albeit not reflecting amount of time spent, went to producing technical memoranda, followed by feasibility studies, sector strategies and evaluations. Ranked low, by both field Advisors and Missions, were contributions toward country strategies and Action Plans, seminar or workshop planning documents, Assessment of Program Impacts (APIs), project reports, and speeches for A.I.D. officials.

The data presented in Table 6, which was corroborated by field interviews, suggest that ADS Advisors have been focussing their efforts on supplying both A.I.D. and host country officials with technical advice and information. With few exceptions, ADS Advisors have not ended up working on internal administrative matters to relieve staff from the bureaucratic burdens of managing overseas development. Although it is difficult to measure exactly the *quantity* of output against the project benchmarks at mid-term, the evaluation team is reassured that ADS resources are being directed toward essential technical products.

b. Quality of outputs

An objective assessment of the quality of ADS products would require an entire evaluation methodology in itself. The evaluation team approached the question of quality by reviewing as many documents as possible and drawing "impressions", discussing an advisor's work with end-users, and probing for concrete results to validate a work's quality. While this methodology is imperfect, the evaluation team was nonetheless struck by highly competent technical level of output by most Advisors. Most Advisors concentrate on addressing technical issues of great relevance to development experts. When their efforts are devoted to accomplishing more "routine" work, such as project design, evaluation or feasibility studies, Advisors' contributions appeared to be creative and informed. Missions, host country officials and other contacts commented on the technical competence and creativity of experts funded by ADS.

Missions were queried about concrete effects of ADS Advisor services "on a country strategy, policy, program or project." Their answers, ranked by order of importance, follow in Table 7. Only two Missions indicated any dissatisfaction with the quality of services received. This is a strong endorsement from one of two major end-users, especially in light of the quantity of services provided and the diversity of technical fields.

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[4]Question No. 5 from the Mission Questionnaire, "What types of services have been provided to your Mission or country by ADS Advisors?" See page 5, "Tabulation of ADS Mission Questionnaire" for data.

Table 6: Services Provided Missions by ADS Advisors (Based on complete responses from 13 Missions; partial responses from 2 Missions.)

Technical/analytical inputs for project/NPA ident./design	9
General technical advice to A.I.D. staff	7
General technical advice/dialogue with host country/donors	7
Feasibility or background study	6
Sector/political analysis or strategy	6
Evaluations of project/program	6
Scopes of Work for project services	5
Review and critique proposals/designs	5
Prepare Initial Environmental Examination (IEE)	5

Table 7: Mission Views of the Effects of ADS Advisor Services (Based on complete responses from 13 Missions; partial responses from two Missions.)

Resulted in a program/project policy decision/change	8
Led to a new/improved implementation action	5
Led to a national/sectoral policy decision/change	5
Expanded output of regular USAID staff	5
Introduced a technology or theme used elsewhere	4
Came up with a new technology, concept or them	3
Other (listed below):	2
Increased technical staff available to missions	
Led to improved project design	

2. ADS contributions toward technology transfer

As Table 7 illustrates, Missions credited ADS Advisors in introducing technical information which resulted in concrete changes in a variety of development efforts. Interviews with host country officials confirmed the impression that ADS Advisors, by working directly with African counterparts and often *outside* the A.I.D. bureaucracy, advanced new information which led to change.

The Advisors were asked to appraise their own output in terms of examples of "the transfer of specific knowledge or technology, or changes in policies, strategies or programs," resulting from their work. Fifteen, or 75 percent, reported affirmatively, only one answered negatively, and four did not know whether they contributed directly to information transfer or changed policies. Although the terms used in the question are open to several definitions, and a bias might be present in any self-assessment, the evaluation team was nonetheless encouraged by these results.

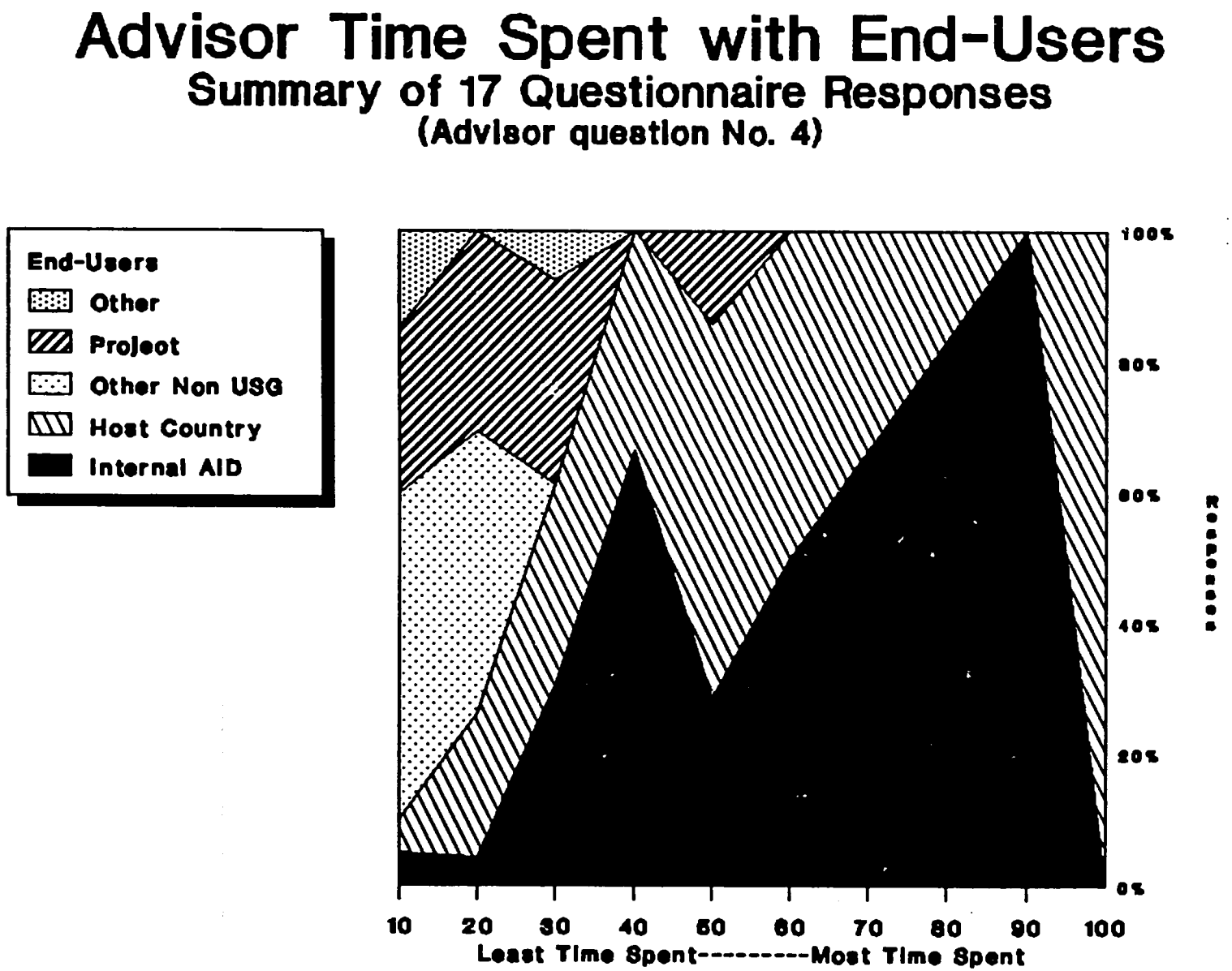
3. End-Users of ADS products

Figure 2 illustrates the relative time spent with the different end-users according to Advisor responses to Question No. 4. "Internal A.I.D." and "host country" end-users occupy the largest blocks of the graph, with the "most time spent" found on the right side. Although ten individual graphs would demonstrate the relative weight between end-users selected by Advisors at each percentage level, the combined figure, although at first confusing, presents the total picture.

In addition to assessing how and with whom Advisors spent their time, the evaluation team gathered data on the type of services provided end-users. Question No. 6 in the advisor questionnaire produced a breakdown by the Advisors of this information. It demonstrates that services of analysis, evaluation, and workshop/seminar preparation preoccupied their time. The principal end-users of these services, *in their view*, were, first, A.I.D. employees followed by host country officials and institutions.

While it was difficult to determine to what extent ADS-produced documents were being put to use by African professionals, and to get a sense of the utility, pertinence and quality of the output, discussions with many African contacts indicated they were aware of the work of the Advisors and they stated that the documents were useful to them. Question No. 10 asked the Advisors to give their impression whether their "written materials are used by African professional counterparts in government, at universities and in the private sector." There was virtually an equal number of answers under each of the categories indicating whether documents were used *regularly, periodically* or *infrequently/never*. A more thorough study of end-user opinions of ADS-produced documents would be necessary to determine conclusively their utility and timeliness.

Figure 2: Advisor Time Spent with End-Users



4. Dissemination of ADS documents

Dissemination of ADS materials should be more than sending progress report every six months to the AFR/ARTS project manager. The project was to develop mechanisms for improved management of technical information falling within AFR/ARTS' mandate. The project was to develop easier access to technical information generated under the project through materials distribution, workshops and new on-line data systems and fax machines.

The core technical group was central to realizing a comprehensive dissemination network. The analytical agenda to be conceived by the core group would also have keyed an information flow to priority themes and policy issues being addressed throughout the Africa Bureau. Beyond the distribution of reports, dissemination of technical discoveries can be achieved through formal group training programs, on-the-job training, seminars and through the publication of journals, newsletters and articles for targeted audiences.

Advisors were asked to rank the distribution of ADS-produced documents in Question No. 8. of the Advisor Questionnaire.[5] Responses indicate that "USAID and REDSO personnel" are targeted the most for materials, followed by "African governments and organizations." Receiving "some" of the ADS-sponsored material are "Donors and NGOs," "African governments and organizations," and the "African academic community," all evenly chosen by respondents. The "U.S. academic community" scored lowest, being selected by 45 percent as receiving "none" of the distribution. Answers to the question, "Are you satisfied with the distribution of written materials produced by ADS Advisors," responses were evenly split:

YES 7	**NO** 8	**NO ANSWER** 6

Only 33 percent indicated they were satisfied with the dissemination of ADS-produced technical information.

The project has given scant attention to promoting information exchange, cross-fertilization of ideas and disseminating lessons learned about development, features the evaluators believe were innovative aspects of the ADS Project design. The failure of the Africa Bureau to establish the core group are especially disappointing in terms of lost opportunities to stimulate pertinent exchanges of needed technical experiences and know-how among project beneficiaries. What little distribution of materials did occur was haphazard, with each ADS Advisor distributing material to self-defined audiences.

[5]"For the most part and to the best of your knowledge, to whom have these documents [advisor written reports, papers, etc] been distributed?"

5. Views of local contacts on relevance of work of ADS Advisors

The ADS Project Committee, particularly the General Counsel representative, believes that the views of local country contacts on project progress should have at least as much weight as A.I.D. staff and ADS Advisors. The evaluation team consequently made every effort to interview local contacts in the countries visited. In only two countries did circumstances prevent the team from contacting Africans familiar with the work of ADS Advisors. Although it was not practical to design and administer a separate questionnaire for local contacts, local interviews followed the general outline of the Mission and ADS Advisor questionnaires. More complete reports of local interviews are included as Annex 13. Following are selected local comments:

a. Uganda

Local contacts were the CARE Director and the Director of Environment in the Ministry of Environment. CARE was not aware of the "ADS status" of the local advisor or of the ADS mandate. The GOU official was even less aware of the ADS Advisor's status or how he was hired by A.I.D. He knew only that the ADS Advisor was an American environmental expert. Both the CARE Director and GOU official praised the work of the ADS Advisor and agreed that he had contributed to the success of the A.I.D. program in Uganda--as it related to their own program.

b. Tanzania

The team visited with the Managing Director and a Principal Consultant of Agriconsult, a private Tanzanian agricultural consulting firm, and with the Director of Rural Roads in the Ministry of Works, with the Senior Engineer for Rural Roads and with the GOT Coordinator of A.I.D.'s rural roads project. While Agriconsult was not aware of the Advisor's status under the ADS Project, they were appreciative of his guidance and support. The ADS Advisor was understood by the GOT to be a technical expert, and not a US government official with whom to negotiate financial or other agreements. They recognized that they had been sensitized by the ADS Advisor to look at the "people level impact" of road projects and that, as a result of his efforts, they would continue to look at this type of impact in the future.

c. Kenya

With the concurrence of USAID/Nairobi, the evaluation team visited with the Managing Director of Lenrho Agribusiness, an agro-industrial conglomerate with large ranching activities in East Africa, and with the Vice President of the African Wildlife Foundation (AWF). The REDSO natural resources advisor was working with each of them to help study and understand issues of conservation and land use, and to come up with new approaches. AWF indicated that the ADS Advisor was a prolific writer and networker who was constantly sending him material. While the material was of high quality, and

provocative, AWF indicated it needed more contact with A.I.D. to know what to do with the material. The Lenrho Managing Director said the ADS Advisor's ideas crossed economic sectors, countries and interest groups, and included cattle raising, farming, land conservation, hunting, recreation and tourism. The Director said the ADS Advisor was one of the few broad people he had met that could integrate the needs and benefits of all participants in the ecological, human, and animal biosphere.

d. Cote D'Ivoire

The Ivorian government contact was unaware of the status of the REDSO/WCA ADS Advisors. While the ADS Environmental Advisor who participated in the interview with the GOCI official had not yet carried out studies and research on topics of interest to Cote D'Ivoire or the West African region, the Advisor was able to access the U.S and A.I.D. professional network to secure material for the government. In response to a question, the GOCI official said that because the Advisor was an African, it was easy to meet and speak with him and that she (the GOCI official) could share subtleties with him on the situation in the country.

e. Central African Republic

The team discussed the work of the ADS Advisor with the Director General for Public Health and with the Deputy Director of the Health Economics Unit. As was the case with other ADS Advisors throughout Africa, local contacts were unaware of the entity known as the ADS Project, of its mandate, or of the evaluation issues in this report such as program vs administrative funding, or whether the individual was a U.S. government direct hire or a contract employee. In the CAR, they only understood that the ADS Advisor was an American health economist who was helping the government carry out the health financing study and help write the documentation to secure a longer term health project from the United States. Based upon the interviews with local government officials it is clear that they are very pleased with the services provided so far by the ADS Advisor.

B. Summary of Findings and Conclusions

- A large number of written works from ADS Advisors, although difficult to catalog and quantify, suggests that the project is producing many of the anticipated outputs of the type expected in the Project Paper.

- Although ADS Advisors produced a large number of short, technical memoranda and briefing papers, the number cannot accurately reflect the quality of the output.

- Field ADS Advisors reporting on their work show a predominance of technically-oriented subjects targeted to appropriate ADS end-users. Few outputs addressing internal A.I.D. technical or administrative needs.

- Missions confirmed that the bulk of services they receive from ADS-sponsored experts is for technical work.

- With few exceptions, ADS Advisors have not worked on internal administrative matters such as to relieve staff from the bureaucratic burdens of managing overseas development. Although it is difficult to measure exactly the *quantity* of output against the project benchmarks at mid-term, the evaluation team is reassured that ADS resources are being directed toward the technical products essential.

- ADS Advisors produce high quality technical work which receives high marks from end-users, with few exceptions. Their work tends to be creative and innovative, even when focussed on more routine project design or evaluation exercises.

- There were many positive effects from ADS-sponsored activities noted by Missions on questionnaires and by other end-users through interviews.

- Internal A.I.D. and host country personnel were the principal end-users of Advisors' output, according to Advisors. The types of services used most frequently were analysis, evaluation and workshop/seminar preparation.

- Only 33 percent of Advisors indicated they were satisfied with the dissemination of their work. Advisors indicated that work that was distributed went first to internal A.I.D. recipients and secondly, to African governments and organizations.

- The ADS Project has given scant attention to dissemination of quality technical information produced by the project. The failure to implement the core technical group has contributed to this shortcoming.

C. Recommendations

- Improve the way ADS-sponsored technical information is distributed. Some of these changes can be made without the contracting of a core technical group. These are listed below:

  -- Require that Advisors send to the CDIE Development Information Library one copy of every technical report produced.

  -- Send to all missions a quarterly list of the names of these reports produced.

Advise and remind all posts of the CDIE system that already exists to secure documents from the CDIE Library.

- Make ADS management, in collaboration with CDIE, and the core contractor--if one is put into place, responsible for developing more refined information-gathering and dissemination procedures.

- Develop a newsletter which will highlight ADS Advisor contributions to African development. The quarterly publication need not be fancy or administratively burdensome. If the core group is not constituted or the ADS Project Manager is otherwise occupied, a contract could be developed with a local firm to produce the newsletter. (The current ADS Project Manager decided to develop such a newsletter some months ago, but had not been able to devote the time to it. The newsletter is now getting more active attention.)

- Improve the system for disseminating of ADS products. Recognize information dissemination as a specialized professional skill for inclusion in the core group proposed in the original Project Paper. ADS Project Management should remind ADS Advisors that ADS products should be made available to the CDIE development information system. ADS data gathering and dissemination activities should be included within the Bureau's Information Resources Steering Committee, if that activity is instituted.

V. EFFICIENCY OF ADMINISTRATION AND IMPLEMENTATION

A. Topical Analysis

1. The system for requesting and approving new ADS Advisors

Field posts have been advised by cable since 1987 that the ADS project was being considered. Posts were made aware in September 1988, that the Project Identification Document (PID) had been approved. This was followed by State 395650 which requested REDSO and Mission suggestions for buy-ins for inclusion in the Project Paper. The project was authorized in June 1989 and AFR/ARTS included information about the ADS Project at the last two Africa Bureau Mission Director's conferences. In November 1990, State Cable 389180 advised all posts that the project was functioning.

REDSOs and field Missions which wish to buy in to the project, as well as AFR/ARTS, must request an ADS Advisor position in their Annual Budget Submissions (ABS) in time for the request to be considered in the annual OYB process. While AFR/ARTS and the REDSOs seem to plan their use of the ADS Project, Mission decisions are more a function of chance. The Project Paper noted that Missions had found it somewhat difficult to make the linkage between their program requirements for long-term technical analysis and support and the ADS mechanism. Two ADS Advisor positions were requested when it was learned that certain skills were available at post that would meet the ADS mandate. Three ADS Advisor positions were requested when their former OE and PD&S funded contracts came to an end, and those funds were no longer available. One resident ADS Advisor was recruited when the Africa Bureau in Washington suggested that ADS might be a funding source to meet the post's need.

The AFR/ARTS office, a REDSO or USAID that wants an ADS Advisor prepares a detailed scope of work. The scopes are reviewed by the ADS Project Manager in AFR/ARTS/PRO, by the Project Committee, and sometimes by the Steering Committee--a very labor intensive management effort. As of July 1991, approximately 24 months after the project was authorized, approximately 46 ADS Advisor positions had been requested; 33 had been approved; three were pending approval; and 10 had been rejected. The 20 percent turn-down could be interpreted to support the view, held by GC/AFR, that the ADS Project requires careful and intensive management and monitoring to assure compliance with the ADS mandate. On the other hand, it could be argued that the intensive management attention represents the normal start up efforts of any new project, especially one which is breaking new ground. In either case, due to attentive management, the project has remained within its mandate. ADS project management should take extra effort to clarify the project's purpose and criteria for approving ADS Advisor position. This would help reduce the number of turndowns in the future. Specific suggestions for clarification are offered below.

2. Recruiting and contracting for new Advisors

Recruiting and contracting for ADS Advisors is decentralized to each of the USAIDs, to the two REDSOs, and to AID/W for AFR/ARTS Advisors. The major guidance provided in the Project Paper and by the AFR/ARTS Project Manager has been to limit the initial contract to two to three years. As of October 1991, the project was operating at the following level:

- Of the 22 active ADS Advisors:
  -- six were in AFR/ARTS
  -- five were in REDSO/ESA
  -- six were in REDSO/WCA
  -- five were residents at bilateral missions;

- All the ADS Advisors in AFR/ARTS were under RSSAs or PASAs with the USDA or Labor Department;

- All Advisors in AFR/ARTS are American;

- Of the 16 field Advisors,
  -- 14 are under PSCs
  -- one is a Department of Transportation PSSA;
  -- one is an employee of a firm;

- Of the 16 field Advisors,
  -- nine are American
  -- one is British
  -- six are African
    - two are Ivorian
    - two are Senegalese
    - one is Malian
    - one is Ghanaian;

- Of the 16 field Advisors,
  -- all Africans are paid on a local salary scale
  -- all non-African are paid on an international scale;

- Of the six African ADS field Advisors,
  -- none receives housing, hardship or education allowances;

- Of the 10 non-Africans,
  -- three are local hire who do not receive allowances
  -- seven are off-shore hires who receive the same allowances as A.I.D. staff.
  -- one of the seven is an employee of a contracting firm.

The preceding sketch provides background to four major contracting issues noted during the evaluation:

- What is the optimal contract duration for an ADS Advisor?
- Should Africans be recruited as ADS Advisors?
- What salary scale should be used for African ADS Advisors?
- What assistance should be provided to Missions and REDSOs in recruiting ADS Advisors?

a. <u>What is the optimal contract period for an ADS Advisor?</u>

This issue includes not only the time period of the original contract, but the assumption on the part of the ADS Advisor and A.I.D. staff, of whether and for how long the person would be staying on. If the ADS Project were to be terminated by its PACD, this question would be academic. The evaluation team, however, is recommending that the project be continued.

Positive arguments for shorter, i.e., two to three year, overall ADS contracts are that ADS Advisors:

- Are supposed to carry out one time, specialized, technical tasks;
- Have unique skills not yet available in the A.I.D. personnel system or skills which are needed for a relatively short time;
- Who remain for too long a period, may lose their technical edge;
- Who remain too long, will tend to assume functions of, A.I.D. staff;

Positive arguments for longer (three to five year) contracts are:

- It takes a longer period of time for ADS Advisors to learn the A.I.D. system, and to become fully effective;
- It takes time for ADS Advisors, as well as for new direct hire staff, to develop contacts with the international community and learn the specialized jargon of development;
- A longer contract will engender a higher level of loyalty to A.I.D. on the part of the ADS Advisor;

- Most tasks in the Africa region take a relative longer time to complete; and

- Longer term ADS Advisors can overcome the lack of program continuity resulting from the reassignment policy for A.I.D. officers.

While most ADS Advisors are new, the issue is complicated by the fact that a number of ADS Advisors worked for A.I.D. for a number of year under prior contractual arrangements--18 years in one case; 12, 10 and six years, in three other cases, just before they signed their ADS contract. The issue of how long an individual ADS Advisor should be used on any one assignment needs an early policy decision since many of the initially recruited Advisors will complete the assignment for which they were originally secured. The arguments for shorter and limited contract periods is more responsive to the ADS mandate. The tendency and pressure for longer term contracts and contract extensions should be avoided. Each case should, of course, be considered on its merits.

b. Should Africans be recruited as ADS Advisors?

ADS Advisors in AID/W, at Missions, and at REDSO/ESA are American except for one European. All ADS Advisors at REDSO/WCA are West Africans. The Project Paper took no position on the nationality of the ADS Advisor. In AID/W, and at individual field posts, A.I.D. management did not attempt to recruit other than Americans. At REDSO/ESA, the post tried to hire African professionals but that it had not worked out. Either skilled Africans could not be found, or Africans who were recruited could not operate in as proactive a manner as Americans. REDSO/ESA believed that political antagonisms in East Africa make it difficult for a national of one East African country to be accepted in another country. One Ambassador took the position that A.I.D. was an American program and that USAID should be transferring American values as much as technical skills.

African ADS Advisors at REDSO/WCA recognized nationality as a potential issue, but regarded the issue as a challenge. The issue may be considered at two levels--attitude among USAID Missions and attitude among nationals of A.I.D. recipient countries. As regards the former, the Advisors were aware that some Missions were initially reticent when an African name was proposed. The REDSO/WCA Advisors indicated, however, that after carrying out work at an A.I.D. Missions and completing assignments there, that the competence of their work had assured Missions to ask them to come back. See Annex 12 for examples of complementary comments on the work of the African ADS Advisors. REDSO/WCA agrees with this judgement. It proposes to continue using African Advisors.

Ivorian and CAR Government contacts stated that nationality is not a limiting factor; only competence is important. Government officials noted it is easier to work with Africans because they speak the local language, they understand the local cultures, and they are more "sympathetic." Given two candidates, an American and an African, they said the presumption would be that the American had more technical experience, but the decision

would be made on a case by case basis. National disputes might make a difference, but they said none were so serious among West African countries.

In summary, advantages of using African Advisors, include:

- Many are as skilled as Americans and have local contacts not available to Americans;
- They speak the languages of the target groups;
- They have been able to overcome initial USAID reticence;
- They are sensitive to African development realities;
- They are readily accepted by African counterparts; and
- It is more likely they will stay within the ADS mandate, with less pressure to supplement the work of A.I.D. direct hire staff.

In summary, some constraints are:

- Producing reports in English is more difficult;
- Some African Advisors lack technical skills which Americans acquire from familiarity and proximity to U.S. resources;
- Most do not know the A.I.D. and international development network and jargon; and
- Those who are not Western trained must learn Western administrative attitudes and approaches to work.

A.I.D. field posts should give serious consideration to using African Advisors. Just as new direct hire A.I.D. employees require supervision to help them learn their new tasks, so do American and African ADS Advisors and other contractors require appropriate supervision responsive to their individual needs.

c. <u>What salary scale should be used for African ADS Advisors?</u>

All African ADS Advisors at REDSO/WCA had personal service contracts under the local salary scale established among U.S. government agencies in Abidjan for local employees. There was a complaint, however, among the REDSO ADS Advisors that they were being underpaid. They indicated the joint salary scale was for administrative and support personnel at the Embassy and REDSO, and not for the professional caliber specialists

that A.I.D. wanted under the ADS program. Some ADS Advisors had PhDs from U.S. universities (See Annex 12 for resumes of three REDSO ADS Advisors). One ADS Advisor had the same degree, and was in the same class and university, as an ADS Advisor in AFR/ARTS. African Development Bank professionals in Abidjan were paid at the higher international level. One REDSO/WCA Advisor had just left to accept a professional position with UNDP in New York--at an international salary scale. The REDSO/WCA ADS Advisors indicated they had taken the jobs because unemployment is high in West Africa and they had few options--but felt this should not be justification to underpay them. REDSO was aware of the problem but said the Embassy insisted that the present pay system and contract practice for Africans be maintained.

The situation may become further complicated if REDSO/WCA requests a Democracy Initiative Advisor. In this case the Advisor would probably be an American paid at an international salary scale. Problems among local staff paid under the same or different salary systems would be further complicated by having local and American ADS Advisors, under the same project, doing similar work, but being paid under different pay scales. While this is a local problem that REDSO/WCA must resolve, the unique character of, and justification for, the ADS Project requires REDSO to recruit international class experts, be they Americans, British, Senegalese or Ivorians, and contracts should be at a salary level adequate to attract highly qualified people. If the Embassy, and others, see the REDSO ADS Advisors as lesser skilled experts, the ADS Project can suffer.

d. <u>What assistance should be provided to Missions and REDSOs in recruiting ADS Advisors?</u>

USAID/Chad raised a question possibly being faced by other field posts, i.e., assistance to field posts to help recruit and contract for field ADS Advisors. In response to the Mission questionnaire, USAID/Chad noted that it had cabled a precise and specific scope of work to AFR/ARTS on Jan 23 1991, for a buy-in to the ADS Project and that $200,000 had been obligated by the Mission for the purpose. The buy-in was for an Advisor to develop an evaluation framework for the GOC and USAID. USAID/Chad stated that almost "10 months and 26 applications later, it still had not located an appropriate candidate." USAID/Chad voiced the following viewpoint:

> *.....if there were an IQC for the ADS Project, or some similar mechanism which centralized the identification, selection, and recruitment of technical expertise, the country-specific objectives of placing Advisors in USAIDS would be achieved in a more timely and less frustrating fashion.*

ADS Project management is generally decentralized. It has little capability of assisting field posts. In this matter, field posts are on their own to locate and contract for candidates to fill ADS positions. This does not appear to be a major constraint on project management and may be an isolated problem for USAID/Chad. It has been suggested elsewhere in this evaluation that AFR/ARTS exercise more leadership--in this case, perhaps,

to help posts to locate ADS candidates. While a separate IQC, as suggested by USAID/Chad, might not be cost effective, adding recruitment duties to a reconstituted core group, might be a better idea.

3. Distinction between programmatic and administrative functions

Distinguishing between programmatic and administrative functions has become a major issue in A.I.D. because of the assumed direct relationship between "administrative" functions, OE funds, and Direct Hire staff all of whom must be paid from OE funds, and the assumed direct relationship between "programmatic" functions, program funds, and direct assistance to aid receiving countries. Congress and OMB make this distinction and assume this direct relationship and, as one means of controlling A.I.D., separately authorize and appropriate these two budget categories. While there is enough of a relationship for such budgetary control to have some management and program impact, there is sufficient overlap and gray area between the categories for creative management to blur the distinction. The issue has significance for the ADS Project because there is some concern that while the project is funded from program funds, ADS Advisors might be performing administrative functions.

The questionnaire sent to field Missions and those completed by ADS Advisors attempted to determine what A.I.D. staff understand to be "administrative" functions and "programmatic" functions and what, in fact, ADS Advisors are actually doing. The evaluation team reviewed the Project Paper for background, raised this question during interviews with A.I.D. staff, and reviewed Advisors' approved scopes of work to see what the Bureau project and steering committees had decided. The evaluation has found that while there was much agreement, there was also much difference of opinion.

Question #4 of the Mission questionnaire asked field posts to review a list of services and to indicate if these were the kinds to be provided by ADS Advisors. They were asked to note whether the services were predominantly programmatic or administrative. Summary responses to this question are in Annex 5. The results of the review of approved scopes of work are in Annex 8. Based on these reviews, the evaluation team has compiled a list of ADS duties and categorized them in a way that may help the Bureau better understand the issue, and which could serve as a firmer basis for approving scopes of work. The three categories are:

- Programmatic functions which are appropriate for ADS Advisors to carry out;
- Administrative functions which are appropriate for ADS Advisors to carry out; and
- Administrative or programmatic functions which are not appropriate for ADS Advisors.

The detailed list of functions, by category, is in Annex 14. This listing and categorization of functions, once approved by the Project and Steering Committees, should be communicated to the field. This would provide additional context for the project, and help reduce the administrative burden in approving new scopes of work. The listing should be updated as new decisions are made on other scopes of work.

Category I programmatic functions are not unique to the ADS Project. Other contractors, as well as A.I.D. staff, also carry out many of these functions. As the Project Paper notes, ADS Advisors should be used to fill these positions "as a last resort." As long as the Advisors are a last resort, it *cannot be charged that they are filling in to make up for fund or staff shortages.*

Category II is more complicated. These are also functions carried out by other contractors and staff. The functions are put in the "administrative" category because that is where they were listed in most of the approved scopes of work. Many of these are functions in a gray area and could be moved into Category I. If they were moved, much of the administrative/programmatic issue would be eliminated since ADS Advisors could be performing close to 100 percent programmatic duties.

Category III contains administrative and programmatic functions that are clearly A.I.D. staff responsibilities that should not be carried out by contractors. The evaluation team found only one clear violation of this category of functions. But throughout the project there is pressure on ADS Advisors to carry out what has been variously characterized as A.I.D. "administrative trivia," "paper pushing," and "grunt work." This is the time sensitive work that over-burdened A.I.D. officers often look around for anyone to handle--sometimes not being conscious that the work is being given to someone who is an "ADS Advisor." A number of A.I.D. staff commented that they "didn't come to A.I.D. to be a clerk" and that "the A.I.D. garbage work should be shared among everyone, including ADS Advisors." Some ADS Advisors knew that certain requests made of them were not for proper ADS Project functions--but noted that the A.I.D. supervisor insisted that the ADS Advisor help with this work. It is in Category III functions that reductions in OE funds have been most felt. But it has been noted by one senior REDSO/ESA official that A.I.D. staff should not solve one problem by creating another. This is a position that ADS Project Management should support.

4. <u>Composite criteria for approving ADS Advisors scopes of work</u>

While the administrative/programmatic distinction has received most attention up to now, other criteria should also be considered in determining what is an appropriate ADS scope of work. These criteria, once agreed upon by the AFR Steering Committee, should be used as one basis of future project evaluations. Because there is no absolute "yes" or "no" for each criteria, the team has paired each positive criteria with its negative--providing an opportunity for a quantitative basis for a decision on whether it appropriate. For example, the criteria, going from a most, to a least positive, rating might be:

- Narrowly programmatic functions as most positive, to narrowly administrative functions, as least positive.

  Comment: This has already been discussed in Section 3, above.

- The sector within which the ADS Advisor proposes to work--most to least related to DFA objectives.

  Comment: None of the present ADS Advisors would get other than the most positive score on this criteria, but the Project Paper requires that this criteria should be considered.

- The scope of work, most to least, related to the AFR/ARTS mandate.

  Comment: The AFR/ARTS mandate is not universal but narrowly defined by the areas of responsibility of its three organizational units. With the addition of a fourth division, ARTS/EA, the mandate has been expanded to include macro-economic analysis. Interestingly, one of the more successful ADS Advisors, the Behavioral Science Policy Advisor formerly in REDSO/ESA as a democracy and institutional specialist, would probably not have rated high on this criteria.

- Most related to what a contractor would be permitted to do as compared to what an A.I.D. officer would be expected do.

  Comment: This criterion relates to working on technical substance as opposed to working with the A.I.D. systems. An ADS Advisor who did not know what a PIO was, or what an A.I.D. program document was supposed to accomplish, would rate high, while one who was a leader of a project design team, would rate lower. This is the criteria for which it is suggested that AFR/ARTS may need to organize sensitivity training for A.I.D. staff, since some A.I.D. staff have indicated they prefer to do the substantive work, themselves, leaving to others, including ADS Advisors, the carrying out of administrative and support tasks.

- Predominantly aid-receiving country stakeholders, as compared to primarily internal A.I.D. staff stakeholders.

  Comment: This relates to the directness vs. the indirectness of the technical assistance work of ADS Advisors. An advisor who worked directly within a host government ministry, with host government personnel, whose product was provided to a country institution, and who was attempting to have a host government make a policy change, would rate higher than an advisor who worked in an overhead capacity for an A.I.D. organizational unit, whose

product went to A.I.D. managers, and the purpose of whose efforts was to change A.I.D. policies or programs.

- Primarily concerned with development and transfer of a new technology, rather than to fill a position for a which A.I.D. staffer was not immediately available.

  Comment: This criterion relates to working on developing new concepts, rather than just filling an important, but ongoing technical position. We know, for example, that A.I.D. needs primary and secondary education Advisors, but an ADS education advisor, who is attempting to come up with new approaches to environmental education, for example, such as the ADS education advisor in REDSO/WCA, should be rated higher.

- Analytic, research and information oriented, compared to operationally and project implementation oriented.

  Comment: As important as it is to successfully implement a project, or put a good idea to operational use, the ADS Project gives higher priority to analysis and research on developing new development ideas and policies, and new technologies.

- Concern with cross-sectoral and cross-regional efforts, rather than single country and single sector activities.

  Comment: While both are important to development, the former thrust more nearly meets the ADS mandate. The useful work being done, for example, by the ADS Advisor in one East African country would be rated low on this criteria. The advisor there has been in country for 18 years. While he is bringing the Mission important information on what has been happening in rural development in that country, his personal experience does not go beyond that country and does not go beyond rural development.

- Concerned with dissemination of ideas and networking rather than country and project specific accomplishments.

  Comment: While both are important, the ADS Project was authorized to do the former rather than the latter. If a specific project was to be worked on by an ADS Advisor a concomitant objective would be to learn and develop new ideas from the specific project and disseminate the ideas to other countries in the region, or even outside the region. The situation in CAR is an example of where the ADS Advisor is doing very useful development work for the country in which she is located. However, she does not have as a goal, to develop and disseminate new themes or technology outside of the health sector or to other geographic areas. It is anticipated that she will soon be funded under the new

country health project which she helped to design while she was as ADS Advisor. Changing her status to a single project technician is appropriate in view of the work she is actually doing. Using the ADS project as an interim funding mechanism was probably inappropriate.

Some of these nine criteria may overlap; some may even be contradictory. That is exactly the reason why ADS Project Management has spent so much time deciding which scopes of work should be approved and which turned down. If a numeric rating could be given for each criteria, and a composite score generated, perhaps what had been a very subjective decision in the past, could be made more quantifiable and objective in the future. As a test, the evaluation team rated the scopes of work of five Advisors against these nine criteria. On a scale of 1-10, with 10 being high, a perfect scope of work would have a composite score of 90. Perhaps, any scope of work above a 65-70 should be approved. The analysis below provides a sample rating:

		Advisors				
	Criteria	A	B	C	D	E
a.	Programmatic vs administrative	2	6	7	8	9
b	Closeness to DFA goals	9	8	9	8	8
c.	Closeness ARTS Mandate	8	9	8	9	9
d.	Contractor vs A.I.D. activity	2	8	7	9	8
e.	Country vs A.I.D. Stakeholder	3	8	1	9	9
f.	Tech transfer vs personnel supp.	2	9	2	9	7
g.	Research/analytic vs operational	8	5	3	6	7
h.	Cross-fertilization vs. country	3	3	1	9	7
i.	Dissemination vs proj. accomplish	1	1	1	9	4
	Composite rating	38	57	39	76	68

This study was not to evaluate individual Advisors, but the ADS Project and system. The above rating has to do with what the Advisors have been asked to do not how well they are doing it. For example, the first two ADS Advisors are both excellent professionals, working very effectively in what they have been asked to do. In the case of A, he was rated low not because of his personal performance, but because, according to the criteria laid out

above, he has been asked to carry out a high level of administrative type duties and is acting most like an A.I.D. officer. B is also performing in a superior manner as a technical advisor in what, however, should be funded under a specific country development project. As it turns out, A and B have each participated in the design of a specific country projects, to which each will, or can be, transferred when the project is authorized. C is somewhat unique. This Advisor has lived in country for 18 years, knows the country very well, speaks the local language, and knows the A.I.D. system. While he is justified by his Mission as providing needed in-country depth, and is doing a good job, he provides most of his product directly to the Mission, and his scope of work does not meet the criteria for dissemination and cross-fertilization.

These criteria could also be the basis for an evaluation of the individual Advisors and how they are carrying out their assigned duties. That should be an important activity under the next project evaluation.

5. Project monitoring and reporting

a. Focus of monitoring and reporting

The focus of the project monitoring and reporting system was to be on-going information collected by project information users. In cooperation with the Project Manager, the core technical group was to have developed a monitoring and reporting plan to measure progress towards achieving project outputs and purpose. Success of the reporting plan would be dependent on the quality of the reports submitted by project users.

The Project Paper specified that each AID/W and field entity was to complete progress reports on a semi-annual basis, and to submit them, together with copies of project generated information and reports to the Project Manager. Annual reports, consisting of a compilation of the above information, and a summary of the individual contractor semi-annual reports, were to be prepared by the ADS Project Manager in AFR/ARTS. To secure data, information was to be collected on the volume and type of work being performed, time spent on technical and analytical tasks, the use and effects of the ADS produced work, demand for work coming from host countries and A.I.D. missions and the results of the dissemination efforts. The system was to facilitate the exchange of technical and sectoral information between AID/W and the field. The key users were to be senior Africa Bureau managers, AFR/ARTS/PRO project management, REDSO and Mission ADS field managers, and other ADS Advisors.

As has already been noted, the core group was never established and it could not, therefore, carry out a number of project activities, such as developing the monitoring and reporting system. In late 1989, AFR/ARTS/PRO, with the help of an outside contractor, developed a preliminary reporting format. AFR/ARTS/PRO sought reactions from ADS field posts before finalizing the reporting system. According to the contractor, the monitoring system was designed to answer such questions as:

- To what extent have project activities been consistent with specified criteria?

- How appropriate were the selected areas of technical expertise and study relevant to the DFA?

- Have activities been performed in a timely, professional, and effective manner?

- To what extent are project studies and information being accessed, disseminated, and used by A.I.D. and host country officials?

- Has project activities resulted in significant changes in strategies, programs, or projects?

- To what extent do ADS Advisors at the Bureau, REDSO and Mission levels facilitate technology transfer and the utilization of knowledge?

b. Positive and negative aspects of project monitoring and reporting

The team's review of the monitoring and reporting system led to positive as well as a negative findings.

(1) Positive Findings

- Most ADS Advisors find the six month progress report reasonably easy to complete; some view the reports as an opportunity to think about what they have done and to prepare for the next six months of activities; some thought a more frequent report would be useful--other suggest a less frequently prepared report would serve the same purpose.

- Field managers and supervisors find the progress reports helpful as a tool to follow the work of the ADS Advisors. They accept the requirement to complete their comments on the Advisors reports, as a small price to pay for having the advisor. The REDSO/ESA field manager would, however, like to shift his responsibility for all the REDSO Advisors to each of ADS Advisors' supervisors.

- Comments by the AFR/ARTS ADS Project manager on the field progress reports were prepared on time, passed on to most ADS Advisors, and appreciated by them for the substantive comments, as well as being an indication that someone in A.I.D. was concerned with what they were doing.

- Most field posts and most Advisors responded to the evaluation questionnaires by indicating that they were satisfied with the semi-annual progress reporting system.

(2) Negative Findings

- The report contents are related primarily to individual tasks and level of effort for each task. The substantive, comparative, and analytic usefulness of the reports are more limited. The reporting system does not, for example, provide sufficient data in a form to determine if project outputs have been accomplished, if outputs have impacted on project purpose or goal, or to be able to compare the work of Advisors with one another.

- While abstracts of ADS Advisors' major works are sent to AID/W, other project generated information and reports are not sent to the ADS Project Manager in AID/W. This limits the opportunity for making the information available for onward distribution and further use.

- Distribution of the semi-annual progress reports, the "significant tasks" attachments, and supervisor and AFR/ARTS comments, thereon, has been limited. Neither the 6-months progress reports nor the abstracts of significant tasks are distributed in a way to expand potential cross-fertilization or networking.

- The progress reports have not, therefore, served as tools for cross-fertilization or distribution of new technologies, policy ideas, or lessons learned. While a set of the six month progress reports are sent to AFR/ARTS Division Chief, and to AFR geographic Office Directors, and while ADS Project Manager comments are sent back to ADS Advisors, no other distribution of the reports seems to be made--not to CDIE, not to other ADS Advisors, nor to other field missions, or technical units.

The negative findings may more accurately reflect the views of the evaluation team which sees the reporting system as a way of achieving broader DFA goals and project purposes such as cross-sectoral fertilization and dissemination of lessons learned. The positive findings may more accurately reflect the views of A.I.D. field offices and field ADS Advisors, who tend to be more concerned with implementation of local activities and less concerned with networking or horizontal or vertical reporting on their in-country activities.

To the extent that reporting does not serve to tie together the pieces of the project, or extend the project purpose beyond the ADS Advisor's immediate work, the ADS Project can be seen as a mere personnel supplement. To the extent that the reporting system provides material for, and fosters, broader project purpose, and ADS Project management acts to assure that periodic reporting serves these broader purposes, than the ADS Project will be seen as an integrated project with thematic outputs.

The following section analyzes the reporting system, and suggests ways to achieve the broader project purpose.

c. The present report format

The summary table of the present ADS Advisor semi-annual progress report format contains seven data columns headed--Tasks, Country/Location, Completion Date (or "in progress"), Level of Effort (days), Type of Product/Title, Information Receivers, and Mode of Dissemination. Each will be discussed, in turn.

- Tasks--Tasks are the basis of the semi-annual progress report. Tasks, however, are a subcategory under activity in the annual work plan, but not on the progress report. By not including the activity on the progress report, it is difficult to link the two, and then link the task and activity to project output, purpose or goal. The inability to make the linkage has already been noted as a negative finding which needs to be corrected.

- Country/Location--This column has not yet been used for analytical purposes. Clarification is needed on whether the country is the location where the Advisor actually did his work; or the country for which he did the work. It should be the former. The information on country/location should be reduced to take up less space on the summary report form and this column should be used to pick up activity and purpose level information.

- Completion Date and Level of Effort--These two data columns are needed to manage the project, carry out comparative work studies, and should be retained. The report format, however, should be redesigned to devote less space for these data.

- Type of Product/Title--The progress report form has a note on it that "products include reports, analyses and workshops." No additional guidance is provided as to what should go into this data column, and so far, other than for comments to the individual ADS Advisors, little use has been made of the data--such as, for example, providing guidance to other posts on what other ADS Advisors might be doing, or as a basis for senior A.I.D. management to follow up on work at the field level. Additional effort is needed to reconsider the content and use of the progress report, particularly this data column. An agreed upon, more disaggregated response might help develop such guidance. Section 3, above, provides a detailed suggestion of products to list. A narrower list of products might include:

  - Detailed analytical papers, long technical reports or manuals more than 25 pages;
  - Concept papers under 15 pages, baseline study designs, technical portions of scopes of work;
  - Technical training, workshops and seminars;
  - Technical contribution to an A.I.D. project or program document;

- -- Short briefing memos (under 5 pages), review of technical papers and proposals;
- -- Verbal technical advice, direct interaction on a topic;
- -- Evaluations and assessments of impact;
- -- Basic data collection;
- -- Administrative, managerial, supervisory, coordination, monitoring, or support products.

o Information Receivers--While the latest revision of the progress report requests data on information receivers, earlier versions requested data on information users. Some ADS Advisors' reports now provide one; some provide the other. The distinction is not unimportant since those who receive a product may not want, or need, to use it; and those might have use of the product might not be receiving it. This data column goes to the question discussed in Chapter II, of who are the project stakeholders and potential beneficiaries. While ADS Project management has not yet compared responses in this data column, such an analysis can aid in project management such as, for example, determining what future scopes of work should contain, and evaluating the success of individual ADS Advisors. ADS Project management should clarify that this column refers to receivers. A new data column is proposed below to capture actual use and impact of advisor's activities.

o Dissemination Mode--Without further guidance, this is the most misunderstood data column. Responses are that reports are sent to receivers or seminars are given to participants. These are not useful responses, and indicate that little consideration is being given to "dissemination" as a distinct professional subject. Modes of dissemination should be given high priority in updating the ADS monitoring and reporting system and in any revision or project extension.

o Impact on project purpose and goal--Some information on project impact is contained in the "significant task narrative" attachment to the semi-annual report, but there is no data column in the summary table which permits the ADS Advisor to address the question of how, or whether, his work contributed to the ADS Project goal or purpose. As noted above under Tasks and Information Receivers, this is a deficiency in the report that should be corrected by, for example, adding another column for that purpose. Under the present reporting system it is the field manager/supervisory who is charged with focusing on goal and purpose level impact. Concern with impact and reporting on it, should be shifted to the ADS Advisor by requiring him to complete an impact and use column. And, since purpose level impact often takes longer than six months to show up, the progress report should permit ADS Advisors to track their work over a period of time longer than six months.

d. Improvements to the progress report suggested by field posts in responses to the questionnaire

The following additional suggestions for improvement to the reporting system were included in the responses to the Mission and ADS Advisor questionnaires.

- The reports should have a broader dissemination and the recipients identified.
- Follow-up activities should be included in workplans and the observed impacts of past activities should be reported.
- A list of activities completed at one post should be distributed by AFR/ARTS to all posts having ADS Advisors.
- The timing for submission of the progress reports should be changed to approximate the EER cycle, so both ratings could take place at about the same time.

B. Summary of Findings and Conclusions

- While AFR/ARTS and the REDSOs seem to plan their use of the ADS Project, Mission decisions on requesting ADS Advisors seem more a function of chance. Missions had found it somewhat difficult to make the linkage between their program requirements for long-term technical analysis and the ADS mechanism.
- The core group, either an institutional contractor, or an addition of A.I.D. staff to AFR/ARTS, was never established. Lack of a core group, or some organizational, policy or substantive unifying force, remains a crucial project issue.
- The 20 percent turn-down rate of requests for ADS Advisors supports the view that the ADS Project could be misused, and that it requires careful and intensive management and monitoring to assure compliance with the ADS mandate. Due to attentive management the project has remained within its mandate.
- The Project Paper took no position on the nationality of ADS Advisors. Most A.I.D./W officers never considered recruiting other than American experts; all Advisors at REDSO/WCA are Africans. The team found there are advantages as well as constraints to recruiting African experts as ADS Advisors.

- Distinguishing between programmatic and administrative functions has become a major issue because of the assumed direct relationship between "administrative" functions and OE funds, and direct relationship between "programmatic" functions and program funds. Congress and OMB assume this relationship and separately appropriate and allocate these two budget categories. While there is enough of a relationship for such budgetary control to have some management impact, there is sufficient gray area for creative management as well as honest differences of opinion as to which function fits into which budget category.

- The team's review of the monitoring and reporting system led to positive as well as negative findings. On the positive side, most ADS Advisors and field managers are satisfied with the six month progress report, find it easy to complete, and helpful as a management tool. On the negative side, the reporting system provides data primarily on the individual tasks of the ADS Advisors. The substantive, comparative, and analytic usefulness of the reports, particularly as related to achieving project purpose and attainment of DFA goals, is limited.

C. Recommendations

- Clarify the project's criteria for approving ADS Advisor position. While the administrative/programmatic distinction has received most attention up to now, other criteria should also be considered in determining what is an appropriate ADS scope of work. Criteria should be promulgated to all potential users of ADS Project funds. The listing should be updated as new decisions are made on other scopes of work. This should help reduce the necessity for the heavy review process. Detailed suggestions for clarification are included in the evaluation report.

- Issue guidance that under normal circumstance ADS Advisors should be expected to complete their service and assignments over a period not to exceed three years. The evaluation team believes that the arguments for limited periods of specialized service is more responsive to the ADS mandate. While each case should be considered on its merits, the tendency for longer term assignments that mortgage ADS funds should be avoided.

- Assure that REDSO and USAID Advisors receive sufficient supervision to overcome individual limitations and to maximize use of their specialized technical skills. Supervision should be given to American as well as African Advisors in a manner that responds to their individual needs. Of particular importance is supervision that focuses Advisors' technical expertise in areas of A.I.D. country and program priority.

- Update the M/E/R system so that it helps tie together the pieces of the project, and fosters understanding of broader project purpose by, for example, accumulating data on project purpose and impact on DFA goals. Professional attention should be given to how, and to whom, ADS products are disseminated and how this information is captured in the progress report. At the same time, consideration should be given as to how dissemination of progress reports will serve as a mechanism of cross-sectoral and cross-geographic fertilization.

VI. OTHER ACTIONS AND MECHANISMS TO ACHIEVE PROJECT PURPOSE

At the Team Building Meeting which kicked off the evaluation, the Project Committee and the AFR/ARTS Director asked the evaluation team to go beyond the original evaluation scope of work, to consider other actions and mechanisms beyond ADS which might help achieve the project purpose. Many of the problems faced by Africa Bureau managers, which it was hoped the ADS project would help resolve, go beyond the scope of the project. In many ways, the ADS Project has become a scapegoat for larger A.I.D. staffing and financial management problems. This section focuses on how other actions might resolve constraints which it may be unreasonable to expect the ADS Project to resolve and actions which would enable the ADS project to do what it was designed to do. While A.I.D. and the Bureau have already considered some of these actions, several of which require the involvement of senior A.I.D. management, Congressional committees, the Regional Inspector General, and the Office of Management and Budget, the evaluation team reflects the views of many A.I.D. officers who believe that the actions presented in this chapter remain valid and worth reconsideration.

A. Reconsider the Operational Distinction Between Administrative and Program Funded A.I.D. Activities

1. Discussion and analysis

The team understands the desire on the part of Congress and OMB for some control of Executive Branch Agencies--and that for A.I.D., one form of control has been separate budget line items for administrative and program activities. But the administrative(OE)/program fund breakdown is inconsistent with the way much of the work in A.I.D. is actually carried out. It is often difficult to make the distinction between administrative and program funded activities. Officers will find ways around the distinction if it overly constrains their ability to carry out programs. The distinction does not lead to better internal management. It does not achieve real control for the Congress of OMB and it does little to improve the effectiveness of the DFA.

The A.I.D. program cycle is continuous with much feedback, preliminary, interim, and detailed final studies, intermediate and final evaluations, and a wide range of analytic and support requirements. While it may be clear that only an A.I.D. direct hire employee can obligate A.I.D. funds or make a binding decision for the U.S. government, little else in how A.I.D. uses people is so clear. If all A.I.D. workers were employees--administrative or program funded--A.I.D. might not have this problem. But that is not the case and it is difficult to identify the difference among categories of personnel working in A.I.D.--be they local or off-shore PSCs, interns, PASAs or RSSAs, AAAS Fellows, individual consultants, contractor staff, locals or TCNs, Mission or centrally funded buy-ins, Project Design and Support Funds (PD&S), or ADS funded Advisors.

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On the other hand, if there is a clear distinction between management, supervisory, and administrative type work on one hand, and substantive, technical, and analytic work, on the other hand, and if there is a need to fund "administrative" work from "administrative" funds, then the opposite should also apply. That is, when A.I.D. direct hire officers are doing program type work, they should be charged to "program" funds. This could be done in total for some individuals, or the time of other people can be split funded. Moving in this direction would require more controls on what people do. This should assure those who are concerned with meeting Congressional intent on the use of different categories of funds and might release additional funds for administrative functions.

2. Recommendations

- The Africa Bureau should take the initiative with senior A.I.D. management, in conjunction with the Congress and the OMB, to further study the distinction between administrative and program funded A.I.D. activities, with a view to developing more meaningful criteria for control and funding of A.I.D. workers. Alternatives might include 1) designations of certain direct hire field officers as administrative, and all others as program, 2) differentiating between personnel working in the United States from those working overseas, or 3) finding another more meaningful method to control the number and type of A.I.D. funded workers.

- The Africa Bureau should meet with A.I.D. management to arrange for a study to determine how to fund from program funds A.I.D. workers who are performing program type work. If the Africa Bureau is the major A.I.D. unit with shortage of administrative funds, perhaps the Bureau could be the test for such a study.

B. Directly Increase the Availability of OE Funds

1. Discussion and analysis

For fiscal year 1991, the DFA included a provision that five percent of the DFA could be used for administrative purposes. Further, OMB restricted the amount that could be used for these purposes. Because of this and other OE reductions, many Africa Bureau professional staff believe the Bureau has insufficient administrative support or OE funds to carry out its management and oversight responsibilities.

There is a view that ADS, as a "last resort" project, is being abused by becoming a substitute for the shortage of administrative funds. This appears to be a minor issue for many of the ADS Advisor and a real concern with regard to only one or perhaps two of the 26 Advisors now working in AID/W and the field. It seems necessary, therefore, that Africa

Bureau management must have somewhat clearer criteria to determine how much staff are needed to carry out the DFA and in what categories.

Making arbitrary administrative budgetary and personnel decisions without considering program needs is not good management. Congress and the OMB must be made to understand the objective criteria for making personnel and budget decisions. Also, the Africa Bureau needs to be more up front and state its limitations for credibly implementing certain size programs without an appropriate mix of personnel--including those performing administrative type functions.

2. Recommendation

o Conduct a study in conjunction with OMB and informal discussion with Congressional committee staff to determine criteria and appropriate needs for different categories of A.I.D. workers. The study should seek objective relationships between worker and program size. Included in such a study should be alternative sources of additional administrative funds, including being able to draw upon the DFA. Some of these additional administrative type funds should be made available for necessary activities, perhaps similar too, but not included within, the ADS mandate.

C. Increase Flexibility of Certain A.I.D. Regulations Authorizing Program Funds for Preparatory and Supervisory Activities

1. Discussion and analysis

If neither of the actions discussed above meets the Bureau's need for unique technical requirements, then the Bureau (and A.I.D.) will have to look to itself to meet its requirements for technical staff.

2. Recommendations

Two internal options are considered here.

o Reconsider the use of PD&S. The Agency-wide Project Development and Support activity (PD&S) was a response to A.I.D.'s need for staff flexibility in the pre-planning, design, analysis, preliminary support, and evaluation of A.I.D. activities, when no other funding mechanism was available. However, in 1989, the IG audited the PD&S account and recommended that PD&S services be limited to 12 months. A.I.D. agreed to this limitation.

It has been suggested that the design and authorization of ADS was one response by the Africa Bureau to the loss of PD&S funds--for technical people required for more than a 12 month period. Whether that was a basis for ADS

is unimportant. What is important is that PD&S served a need and reconsidering PD&S could provide alternate resources to meet the ADS mandate.

It is therefore recommended that the Africa Bureau meet with senior A.I.D. staff, and the IG, to determine how to modify present rules on the use of PDS funds that will meet specialized technology needs of the DFA.

o Authorize use of program funds for pre-program design and development. Project funds ordinarily can not be used until a project has been authorized. Similarly, contract funds ordinarily can not be used until a contract has been signed. But rules change and there are often exceptions to the rules. Ten years ago, funds for evaluations were usually outside a project; now they are more often part of the project. Commodities have sometimes been purchased and training initiated in advance of project authorization to assure that the project can begin as soon as the technical assistance Advisors arrive in country. Also, A.I.D. rules permit certain pre-project costs, e.g., getting a medical exam and begin taking malaria pills before a contract has been signed, so long as there is prior approval by the contract officer.

Certain pre-project costs, now carried out using OE funds, or limited PD&S funds, or ADS funds, could be carried out under a pre-project, program funded, arrangement. In Uganda, the ADS Advisor spent most of his time designing a country project. When it is approved, the ADS Advisor will be shifted to the project. It probably would have been cleaner if he were funded under a pre-project arrangement, as suggested here.

The Africa Bureau should meet with appropriate senior A.I.D. staff to consider and study the possibility of using program funds on a pre-project approval basis, to carry certain preliminary project studies, analysis and designs.

D. Incorporate ADS Advisors Under More Sectorally Focused Projects

This is a further action that supplements the basic recommendation to continue the ADS project.

1. Discussion and analysis

It was recognized, when ADS was designed, that there were other projects under which ADS type activities might be funded. Annex D of the Project Paper summarized services being offered, as of March 1989, through 16 Africa Regional Projects, 106 Indefinite Quantity Contracts in 34 functional areas and over 70 centrally funded projects in seven functional areas. Of the 10 disapprovals of requests for ADS Advisors, half were turned down because other projects were to be considered first.

During the field visits the evaluation team encountered technical personnel performing functions similar to ADS Advisors--but funded by one of these other projects. The team did not make a detailed study of the variety of A.I.D. funded workers, but it is clear that the use of alternate funding mechanisms is diverse, unplanned, and haphazard. There is no mechanism for Bureau managers to review these alternate source of funds in an organized way and to decide to use one of them, instead of requesting an ADS Advisor.

Alternatives to the ADS Project continue to be proposed. Two new regional projects being considered for the AFR/ARTS Office, Policy, Analysis, Research and Technical Support (PARTS) and Health and Human Resources Analysis for Africa (HHRAA), resemble the ADS Project in design features and aim to resolve development constraints through the provision of improved research, analysis and information dissemination. The principal difference between these new initiatives and ADS is the degree to which PARTS and HHRAA are oriented toward sectors. Where ADS minimized sectoral distinctions, thereby inviting criticism that its outputs were unfocused and unmeasurable against conventional project-level criteria, the new projects attempt to avoid this issue by addressing more narrowly sectoral needs.

The AFR/ARTS Office will manage PARTS and HHRAA through its Food and Agricultural Research and Analysis and Health and Human Resources Divisions, respectively, offering to technical specialists a more focussed project intended to meet the specific analytical and research needs. The ADS Project, on the other hand, has been managed by the ARTS Program (PRO) Division and, by design, had no one sector orientation.

During discussions leading up to the completion of the two new AFR/ARTS projects, arguments were presented for maintaining one project (ADS), to bridge all sectors and be beholden to no one discipline or technical specialty, and for introducing several projects accomplishing similar objectives, although in different economic sectors. Even though the analytical agenda had not been implemented by the core technical group, ADS presented a flexible project mechanism to provide technical input from across sectors as the need arises.

Arguments in favor of de-emphasizing ADS and replicating its advantages for each of the sectors within AFR/ARTS spell out the disadvantages of continuing with only ADS. Open to continued doubts that ADS "sounds like a project, looks like a project, but is it really a project", some AFR/ARTS staff prefer reducing the risk of further disagreements over ADS in favor of compartmentalizing the provision of essential technical input into "protected" sectors. Other benefits of compartmentalization, it has been argued, would be better technical oversight from the technical divisions and closer supervision of contractors by technical managers. More identifiable project outputs could be more safely evaluated and monitored as well in narrowly, sector-based, projects.

The process of approving the two projects was further handicapped by the reorganization of the Africa Bureau's principal analytical unit, AFR/TR into AFR/ARTS, with considerable changes in its mandate away from projects delivering services to Missions (such

as ATLAS, HRDA, etc.) toward analysis, research and technical information dissemination (technology transfer).

The "one-stop ADS window" approach, providing technical and analytical support to the Agency and host country institutions, is more appealing from several standpoints than dispersing efforts into more narrowly sectoral oversight. First, the creative components in ADS designed to bridge the too-rarely traversed sectoral waters dividing specialized development sectors, will not be honestly implemented with competing sectoral projects on board. The proliferation of "ADS-like" regional projects in AFR/ARTS would reduce the call for imaginative, cross-disciplinary approaches to solving development problems, particularly in emerging fields such as environmental education, alternative uses of land, or democratic institutions in development. It is unlikely that much cross fertilization within AFR/ARTs or among other stakeholders will result outside the confines of each project.

Second, the new sectoral hats will not cover all technical fields currently coiffed by ADS. Will an evaluation officer, sociologist or anthropologist, such as the ADS Advisors in Niger, Tanzania, or Malawi, find a home outside ADS? Under what project could the two African, REDSO/WCA, Technology Transfer Advisors continue their important work of developing new standards of material and construction uniquely appropriate to conditions in African? And what about ideas not yet thought about? The very successful REDSO/ECA Behavioral Science Advisor could not have been recruited when he was first proposed if not for ADS.

Third, in view of the inadequacy of information dissemination under ADS, will the situation improve with more players attempting to create new data bases and resource pools? Moreover, the likelihood that AFR/ARTS can design and monitor realistic administrative support for these additional projects through contractors is questionable in view of its, and the Africa Bureau's, failure to implement the ADS core contractor concept expeditiously--or at all.

Reasonable people differ on how best to develop pertinent analytical themes, take the lead in promoting applied research to further workable development activities and create synergy among U.S. and African experts through modern information management and dissemination. The successes of ADS, described in this report, should not be overlooked in designing the most appropriate responses to Africa's development needs in the future.

2. Recommendations

- Establish a unit, possibly under ADS or in AFR/MGT, which will monitor the creation of alternative sources of funding for technical experts--inside and outside the Bureau, and keep Bureau manager, especially those making decisions on ADS Advisors, on how best to draw on these other resources.

- Continue the policy to incorporate narrower ADS type activities under more sector-focused projects such as HHRAA, PARTS, AFWID, and those coming on line such as EAGER, but continue to fund ADS for ongoing and new sectors not served by the more narrowly focused sector projects.

- Reconfirm and strengthen the ADS mandate for information dissemination and exchange, cross-sectoral and cross-geographic fertilization, evaluation and analytic synthesis, and shift from HHRRA, PARTS and EAGER to ADS the concurrent responsibility for these ADS mandated functions.

VII. ISSUES REQUIRING FURTHER STUDY

During the evaluation, a number of issues were raised which where not anticipated in the original scope of work. Some of these, such as external actions for achieving ADS objectives, were raised at the team planning meeting before the team went to the field. Other questions, such as the nationality of Advisors, were raised during the field work. Some issues turned out to be more complicated than A.I.D. may have anticipated, such as suggestions for improving the monitoring and reporting system, improving the mechanism for dissemination of advisor products, and the issue of criteria for approving ADS Advisors' scopes of work. The team considered all these issues, at least briefly. This necessitated the draft evaluation report going somewhat beyond the number of pages suggested in the evaluation scope of work.

A number of questions were raised during the evaluation that where not in the scope of work at all. While some of these could be treated in the project's final evaluation, others should receive early attention in order to have an impact during the time remaining before the PACD. For example:

- More thought should be given to how the ADS Project might assume some characteristics of a more traditional project. This might require more ADS Project Management involvement in the details of what ADS Advisors are doing in the field, or urging Missions and REDSOs to focus the project to meet subject matter, programmatic, funding realities, or Analytic Agenda items of interest to the Bureau.

- Consideration of services that might be provided to ADS Advisors to make them more effective. This might include the provision of vehicles as has been done at some posts, computers equipment as has been purchased in many posts, or printing and reproduction support, as may be requested by at least two field posts. Providing bilingual secretaries for American and African Advisors would probably increase the efficiency and effectiveness of project Advisors.

- It has been recommended in the evaluation report that the ADS project be more responsive to unique circumstances at each of the Bureaus three organizational levels--Washington, the REDSOs and the Missions. This recommendation requires additional study.

- The evaluation questionnaires provided the occasion for ADS Advisors and supervisors to offer suggestions for improvement beyond the areas in the evaluation scope of work. These comments should be reviewed for ideas and opportunities.

- Other A.I.D. geographic Bureaus have the same staffing problems as the Africa Bureau and have sought ways to overcome the constraint. The Africa Bureau

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should coordinate with the other geographic bureaus to study what must be similar needs.

- Without further evaluation, it is not possible to determine to what extent ADS-sponsored products are being used by Africans or how African users and contacts assess product quality and pertinence. A more thorough study of end-user opinions of ADS-produced documents would be necessary to determine conclusively their utility and timeliness.

- This evaluation reviewed the ADS project system. It is now appropriate to review the actual performance of individual ADS Advisors. Criteria suggested in the report for evaluating scopes of work could be the basis for an evaluation of the individual Advisors. One question raised during the evaluation of interest to the Project Committee, is the amount of time for ADS Advisors, particularly those stationed in AFR/ARTS, to travel to the field. While the evaluation team believes such travel time should be greater, some Project Committee members believe the issue is quality of time rather than where the work is performed.

- A formal ECPR should be held to consider the findings, conclusions, and recommendations in this evaluation. The results of the ECPR should be approved by the AA/AFR, and the reconfirmed project goals, purpose and anticipated EOPS formally communicated to AFR/ARTS, REDSOs and field Missions. One important policy issues should be consideration of the AFR/ARTS Analytic Agenda within which ADS project management should make program decisions. A second issue is the period of time for which individual ADS Advisors to complete their work. While the evaluation team suggests a period, in general, not to exceed three year, some posts (see REDSO/WCA comments on the draft evaluation report) support a longer assignment period.

ANNEX 1

Evaluation Scope of Work

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portfolio will be transferred to another Bureau Office or, in several cases, phased out with the expectation that USAIDs will fund technical services directly though their own bilateral projects.

ARTICLE I - TITLE

African Development Support (Project No. 698-0464)

ARTICLE II - OBJECTIVE

To conduct an interim evaluation of the ADS project to assist the Africa Bureau in addressing issues dealing with the first two years of the project.

ARTICLE III - STATEMENT OF WORK

The purpose of the interim evaluation of the ADS project is to assist the Africa Bureau to address some fundamental issues that have arisen in the course of the first two years of project implementation. These issues include:

- Whether the project elements in place (basically the funding of long-term technical and analytical advisors) are contributing to the ADS objectives and to the objectives of the Development Fund for Africa (DFA) Action Plan.
- Whether the problems that the ADS project was designed to address still valid, and whether the same means should continue to be used to address them.
- Taking into account the above, whether and in what way the project should be amended and/or extended beyond the current project Assistance Completion Date (PACD) and life-of-project funding level.

This section contains a tentative list of specific questions that will guide the evaluation team in addressing these larger issues.

The results of the interim evaluation will be used by the ADS Project Committee and Bureau senior management to determine whether to proceed in early FY-92 with a project amendment or a new, follow-on project. In addition, the evaluation is

expected to suggest ways that the ADS Project Manager, with the support of the Project Committee could improve implementation and reporting under the current project.

The overarching issues to be addressed by the evaluation team are stated in Section 11, above. In order to reach conclusions on these major issues, the team will address a number of specific question that relate to the effectiveness, relevance, and management of the ADS project after two years of implementation. A tentative list of evaluation questions and sub questions appears below. Early in the evaluation process, the team will meet with the ADS Project Committee to discuss these questions and revise them as necessary to ensure that all appropriate concerns of the Bureau, as well as issues identified by the evaluation team are represented.

The evaluation report will provide empirical findings illustrated with pertinent examples to answer these questions, conclusions (interpretations and judgments) that are based on the findings, and recommendations that respond to the major evaluation issues stated in Section II. The report will also describe lessons learned that may emerge from the analysis,

EFFECTIVENESS

1. To what extent are the ADS advisors contributing to the project objectives, especially at the purpose level?

   - To what extent are the information and technology provided by the advisors being disseminated, accessed, discussed, and used by A.I.D., host country and regional officials in decision-making processes? Has this information resulted in significant changes in the design or implementation of strategies, programs, or projects?

   - How well do the advisors and their supervisors understand the ADS objectives?

   - Do advisors have adequate resources to carry out their functions?

2. To what extent does the existence of long-term advisors at the Bureau, REDSO, and USAID levels (as opposed to short-term technical assistance or other staffing arrangements) specifically facilitate technology transfer and the utilization of knowledge? To what extent does it encourage technical continuity and cross-fertilization in the region?

3. What effect has the project had on the quality of services available to the field and AFR/TR?

4. Has the project generated or supported greater attention to cross-sectoral themes in the Bureau?

RELEVANCE

1. What is the role of the ADS advisors in AFR/TR? In the REDSOs? In USAIDs?

   - Are the activities of ADS advisors consistent with the ADS criteria and the advisors' approved scopes of work, in terms of time devoted to "programmatic" versus "administrative" tasks?

   - How do the clients of the advisors (principally USAID and host countries) assess the quality and relevance of their services?

   - Is there expected to be continuing demand for these types of advisory services, particularly at the bilateral level?

2. Does the role of the project as described in the Project Paper-including the proposed core technical group - remain valid in light of developments in AFR/TR and the Bureau since the project was authorized, e.g., changes in staffing levels, evolution of the AFR/TR mandate and project portfolio, and the proposed Bureau reorganization? Areas to look at include:

   - The continuing need for ADS to serve as a mechanism for obtaining long-term technical and analytical advisors in AFR/TR and the field.

   - The relevance of ADS for supporting for cross-sectoral analysis.

   - The role of ADS in database development and information dissemination.

MANAGEMENT

1. How efficiently and effectively has the project been managed?

   - Are the project's major clients (AFR/TR, REDSOs, USAIDs) satisfied with the project management arrangements and the quality of management? Why or why not?

- Do other key actors (DP, Bureau management, GC/AFR) have concerns about the way the project has been managed? What are these concerns?

2. How well is the monitoring, evaluation, and reporting (M/E/R) system working?

   - Is the M/E/R system serving its intended purposes and audiences?

   - Is the reporting format adequate for these purposes?

   - Is the reporting efficient?

   - Is the M/E/R system set up in such a way that the Bureau will be able to assess impact five years after project start-up? What else needs to be done to ensure impact assessment capability?

3. What are the broader management implications - positive or negative - of ADS? Some areas to investigate include:

   - The sustainability of the ADS-produced build-up of staffing.

   - The effect of the project on the work opportunities and morale of direct hire staff.

Methods and Procedures

The evaluation team will collect data from the ADS files and interviews, both in AID/Washington and the field. Interviewees will include A.I.D. direct hire staff who have been involved with the project, ADS advisors, and selected non-A.I.D. clients who have received the services and information generated by the advisors. The Project Committee will assist the team to identify appropriate staff to be interviewed. The team will also develop a questionnaire for Africa USAIDs that have utilized the services of ADS advisors.

A significant portion of the team's data collection efforts will take place in Africa. One reason for the field travel is to assess the demand for and utilization of the services and information provided by ADS advisors - by host countries and other non-A.I.D. clients as well as USAIDs. The team will be expected to visit the two REDSOs, in Nairobi and Abidjan, which have large contingents have ADS advisors. In addition, visits will be made to at least two USAIDs that have ADS advisors and to selected countries that have received the services of ADS

advisors from the REDSOs. Based on its review of the ADS files and discussions with the Project Committee during the initial stage of the evaluation, the team will determine the countries it wishes to visit (subject to concurrence by the respective USAIDs). It is expected that, for at least part of the Africa phase of the evaluation, the team members will split and travel to different countries in order to make most efficient use of their time.

A tentative schedule for the evaluation team follows. This plan will be discussed with the Project Committee and adjustments agreed to early in the evaluation process.

1.	Initial briefing by Project Manager and document review.	5 workdays
2.	Team planning meeting with Project Committee.	1 workday
3.	Data collection in Washington and distribution of field questionnaire.	7 workdays
4.	Data collection in Africa (both REDSOs and USAIDs).	21 workdays
5.	Additional data collection and corroboration and questionnaire analysis in Washington. Completion of draft report.	7 workdays
6.	Debriefing with Project Committee and other Bureau staff, report revisions. Completion of final report.	5 workdays

The team is expected to begin its work on or about September 11, 1991. The draft report should be completed on or about November 3, 1991. Following Bureau review of the draft report, the team leader will make any necessary revisions and present the final report on or about December 2, 1991.

While traveling to Africa, the team will be authorized and expected to work six days a week.

Evaluation Team Composition and Level of Effort

The Contractor will provide two people to work full time on the evaluation team. One of these individuals will be the team leader with responsibility for: providing overall direction and

coordination of the team's work; ensuring logistical support is provided to the team; keeping the evaluation process on schedule to the extent this is within the team leader's control; keeping the ADS Project Manager briefed on the progress of the evaluation; ensuring the overall quality of the evaluation report; and making final revisions and ensuring submission of the final report on schedule. The two individuals should, between them, possess the following qualifications:

- Strong background in organization and management, including assistance to Federal Government agencies to develop strategic management plans, human resource strategies, and more efficient operating procedures. Also, experience in designing or evaluating management information systems.

- In-depth knowledge of the principles of technology transfer and information dissemination, and experience in the design or implementation of projects involving these components.

- Substantial experience in policy analysis and program and project design in major technical and sectoral areas in which the Africa Bureau works (agriculture and natural resources, education and human resources, health, family planning, nutrition).

- Knowledge of project evaluation methods, including familiarity with A.I.D. project evaluation procedures. Prior participation in evaluations of development projects.

- Successful team leadership experience.

- At least one team member must be fluent in French at the FSI-3 level or higher.

The estimated level of effort is 48 work days for the team leader (Management Analysis) and 43 work days for the second (Program/Policy Analysis) full time team member. The African Bureau may assign one or two A.I.D. staff to participate on the team if appropriate personnel (i.e, those without prior involvement with the project) can be made available. However, the Contractor personnel should be prepared to undertake the entire evaluation on their own in the event that such personnel are not available.

In addition to the two evaluation team members described above, the Contractor will provide the following:

- A skilled facilitator (Program/Policy Analysis) for the team planning meeting (estimated 3 work days).
- Word processing/desktop publishing services for report production (estimated 3 work days).
- All necessary travel and logistical support.
- Document reproduction.

ARTICLE IV - REPORTS

The Contractor will present AFR/TR/PRO with 40 bound copies of the final evaluation report. The timing for report production is specified in the previous section. The report will follow the Agency's prescribed format, as outlined in the A.I.D. Evaluation Handbook, a copy of which will be provided to the team. The Executive Summary will not exceed three pages single-spaced, and the body of the report should not exceed 40 pages doubled-spaced. Annexes may exceed this limit. The team will keep the recommendations focused on key issues and limited to a manageable number (probably not more than ten). The evaluation team will also be available to debrief A.I.D. staff.

ARTICLE V - RELATIONSHIPS AND RESPONSIBILITIES

Technical Directions during the performance of this delivery order will be provided by the ADS project manager Randy Roeser (AFR/TR/PRO).

ANNEX 2

Original Logframe in Project Authorization

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AFRICAN DEVELOPMENT SUPPORT (ADS) PROJECT
LOGICAL FRAMEWORK MATRIX

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	PURPOSE-TO-GOAL ASSUMPTIONS
GOAL: To assist African countries accelerate and sustain broad-based economic growth.	1. Higher rates of growth in per capita income. 2. Reduced fiscal deficits. 3. Reduced rates of inflation and unemployment. 4. Less negative trade balances. 5. Improved access and efficiency in providing public goods and services. 6. African economies become more market-oriented.	Host country, AID, other bilateral and multilateral donor reports Host country policy and program modifications. AID Program Assessments AID Impact Evaluations	1. Country political and physical conditions do not catastrophically change. 2. Commodity prices, trade barriers, oil prices and other external economic factors remain stable or improve. 3. Countries continue to implement structural reform. 4. Efforts of other bilateral and multilateral donors continue. 5. Improved information base improves project/program decisions and resource allocation.
PROJECT PURPOSE	**END OF PROJECT STATUS (EOPS)**	**MEANS OF VERIFICATION**	**OUTPUT-TO-PURPOSE ASSUMPTIONS**
PURPOSE: To strengthen the transfer and application of technology and information in support of strategies, programs and projects financed in priority technical sectors in sub-Saharan Africa.	1. Facilitated and more timely access to sectoral and regional information. 2. Technology/information shared between Missions, host govts and AID/W. 3. Project-generated information being regularly used by AID, host country and regional decision-makers. 4. Project-generated information is incorporated into country, regional and sectoral strategies and programs.	Project Implementation Reports Mission responses to cables and questionnaires. Project evaluations Reports and evaluations of other projects. Mission CDSSs and other strategy documents Mission Program Weeks Reviews	1. Cross-Sectoral and regional information has relevance to individual countries. 2. Project increases knowledge and understanding about key issues and constraints. 3. Other donor support continues and amount of funding remains stable or increases. 4. There is a value to and positive impact from the continuity, cross-fertilization and institutional memory provided by ADS technical advisors.
PROJECT OUTPUTS	**MAGNITUDE OF OUTPUTS**	**MEANS OF VERIFICATION**	**INPUT-TO-OUTPUT ASSUMPTIONS**
OUTPUTS: Scarce and critical technical services and analysis provided to priority sectors and regions in Saharan Africa. 1. Targeted resources provided in priority technical sectors. 2. Improved technical information disseminated to field. 3. Regional and sub-regional themes. 4. Issues cutting across technical sectors analyzed. 5. Theme/issue workshops and seminars. 6. Country-specific sectoral analyses/strategies. 7. Project feasibility studies.	AID/W = 25 person/years REDSOs/Missions = 62 person/years 1 project information sharing and dissemination system in place 6 themes identified/analyzed 4 themes identified/analyzed 15 workshops held 45 analyses/strategies completed 100 studies completed	General: Project evaluations. Contractor reports. Project Implementation Reports Specific: Contractor reports. RSSA reports. Distribution lists. Peer review/feedback Project documents and reports PPs and CDSSs. Reports published Contractor Reports Workshop reports/proceedings. REDSO/Mission sector strategies, Contractor Reports Feasibility Studies Contractor Reports	1. Capable long term technical services can be located and on a timely basis. 2. AID/W and field demand for project services maintained. 3. Host-country cooperation continues.
PROJECT INPUTS	**IMPLEMENTATION TARGET**	**MEANS OF VERIFICATION**	**PRE PROJECT ASSUMPTIONS**
A. Technical Assistance B. Workshops and Seminars C. Equipment D. Evaluation E. Inflation @ 5% PROJECT TOTAL	$17,046 $ 900 $ 130 $ 305 $ 1,619 $20,000	Contract Files REDSO/Mission Controller Reports Project Implementation Reports Project Evaluations Workshop/Seminar Proceedings	Budgetary resources will be provided as required and on a timely basis. Assigning of DN staff to the core technical group

ANNEX 3

Revised Project Logframe

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Date of this Revision: 7/90

REVISED LOGICAL FRAMEWORK MATRIX

Project Title: African Development Support (698-0464)

DEVELOPMENT HYPOTHESES

	NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
If Purpose, Then Goal	*GOAL:* To support economic growth in DFA priority sectors via improved strategies and programs.	1. Higher rates of growth in per capita income. 2. Reduced fiscal deficits. 3. Reduced rates of inflation and unemployment. 4. Less negative trade balances. 5. Improved access and efficiency in providing public goods and services. 6. African economies become more market-oriented.	Host country, A.I.D., other bilateral and multilateral donor reports. A.I.D. Program Assessments. A.I.D. Impact Evaluations.	Country political and physical conditions do not catastrophically change. Commodity prices, trade barriers, oil prices and other external economic factors remain stable or improve. Countries continue to implement structural reform. Efforts of other bilateral and multi-lateral donors continue.
If Outputs, Then Purpose	*PURPOSE:* To strengthen the transfer and application of technology and information in support of regional and country-specific strategies, programs, and projects in priority technical sectors in Sub-Saharan Africa.	END OF PROJECT STATUS (EOPS) 1. Significant changes in A.I.D., HC, PVO, and donor strategies, programming and resource allocation, and project design and implementation, beginning in year 2. 2. Project-generated services and information being regularly requested and used by A.I.D., HC, and regional decision-makers, beginning in year 2. 3. AFR/TR initiating and coordinating the flow of information and cross-fertilization among A.I.D./W, the field, and the broader development community, beginning in year 3. 4. Issues and problems being addressed by ADS advisors and core are used to indicate priority areas of inquiry for AFR/TR.	Case studies/interviews with selected A.I.D., HC, PVO, and donor officials. ADS advisor, field manager, and core team reports. Mission Program Week reviews. Strategy, programming, and project documents. Mission responses to cables and questionnaires. Log of information requested of and disseminated by AFR/TR core team/information system.	Analysis topics selected by project are relevant to policy decisions being made. Quality of analysis responds to information needs of decision makers. Development decisions are influenced by improved information and analysis. Existence of long-term advisors facilitates technology transfer and utilization of knowledge.

1462-001/D3
(Rev. 9/90)

REVISED LOGICAL FRAMEWORK MATRIX

(Cont'd)

If Inputs, Then Outputs

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
MAJOR OUTPUTS:			
AFR/TR Core Team			
1. Regional, subregional, and cross-sectoral analyses.	1. Five major issues analyzed and, where appropriate, strategies developed to address issues by end of year 3.	Advisor, field manager, and Core Team reports.	AID/W and field demand for project services maintained.
2. Workshops/seminars in region to disseminate results of Core Team analyses and strategies.	2. Five workshops on major issues completed by LOP.	Major documentation produced or contributed to by ADS advisors and Core Team (strategies, design documents, studies and reports, workshop proceedings, etc.)	Concept, structure, and organizational locus of Core Team are appropriate for achieving project objectives.
3. AFR/TR information system in place	3.1 Comprehensive set of technical/sectoral databases on line by end of year 3.		ADS personnel adhere to types of activities set forth in their scopes of work.
	3.2 System in place for tracking progress against DFA and Bureau strategy objectives by end of year 3.		ADS personnel have adequate time to engage in dissemination and transfer of information generated by their work.
	3.3 System in place for identifying field information needs and disseminating information by end of year 3.		Core Team activities guided by and contribute to Bureau's analytical agenda.
ADS Field Advisors			
4. Sector analyses and strategies completed.	4. 45 analysis completed during LOP.		
5. Project-level feasibility studies completed.	5. 100 project-level feasibility studies completed during LOP.		
6. Project and program evaluations participated in.	6. 30 evaluations completed during LOP.		
7. Workshops/seminars held.	7. 10 workshops/seminars held during LOP.		
8. Monitoring, information, and data collection systems developed.	8. 5 monitoring systems developed during LOP.		

REVISED LOGICAL FRAMEWORK MATRIX

(Cont'd)

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
INPUTS:	(000)	ADS advisors, field manager, and Core Team reports.	
Long-Term advisors			
AID/W	$2,500	FM and Mission/REDSO Controller records.	
Field	11,000		
Core contract	3,100		
Workshops/seminars/publications	500		
Commodities/logistical support	2,400		
Evaluation/audit	150		
Contingency	350		
	Total $20,000		

ANNEX 4

Excerpts from Minutes of Team Building Meeting

Summary of the Team Planning Meeting for the Interim Evaluation of the African Development Support Project

September 19, 1991

A. *Purpose of the Team Planning Meeting (TPM)*

The objective of the meeting was to consider and reach consensus regarding the purpose, major issues, desired outcomes, stakeholders, evaluation methodology, scheduling, Project Committee involvement with the evaluation team, data requirements and logistics associated with the interim evaluation of the African Development Support Project.

The agenda of the TPM is included as Annex A. Those attending the TPM are listed in Annex B. The scope of work for the evaluation team is provided as Annex C.

B. *Purpose of the ADS Project*

1. *Discussion*

Attendees at the TPM were asked to write down the purpose of the ADS Project to help the evaluation team understand what members of the Project Committee believed the project was designed to achieve. The written products of this exercise are provided in Annex D.

In summarizing the multiple understandings of the project purpose, the group concluded that most members of the project committee perceived the outputs of the ADS Project to be synonymous with its the purpose. No mention was made of technology transfer per se in the purposes written down. The purposes indicated by the group tended to emphasize provision of technical expertise or the creation of better technical information in key areas. One of the statements emphasized the role of ADS as a mechanism to provide technical personnel as long term advisors--i.e., the "personnel" aspect of the project.

Additional discussion highlighted the purpose of ADS in the original PP and as included in the logframe. The EOPS also were reviewed and discussed by the group. Whether or not the connections between project activities and the EOPS were achieved was emphasized as an important aspect of the evaluation.

2. Consensus

The group at the TPM concluded that the formal purpose of ADS, as stated in the logframe was the appropriate basis for carrying out the evaluation. It also concluded that the EOPS, as stated in the logframe, were amenable to evaluation and of substantial significance in determining the success of the ADS effort. The linkages between project activities and the EOPS envisioned in the project design are to be looked at carefully by the evaluation team.

C. *Stakeholders in the African Development Support Project*

1. Discussion

The following were mentioned as significant stakeholders in the ADS Project:

- A.I.D./W;
- A.I.D./Africa Bureau (AFR);
- AFR senior management;
- AFR/TR;
- AFR/DP;
- USAIDs;
- Regional Economic Development Service Offices in West and East Africa;
- African governments and institutions (not named specifically);
- Congress & the American people;
- Special interest groups;
- Those using general information for development;
- CDIE; and
- S&T.

The REDSOs were mentioned most frequently as important stakeholders, followed by some African institutions, A.I.D./AFR and AFR/TR.

A question was asked whether the people served by ADS development activities, i.e., "beneficiaries" were "stakeholders", too. The group suggested that they were, but because they probably were not aware of it, their classification as stakeholders was not especially helpful.

The group felt many AFR offices, not just AFR/TR and AFR/DP, were stakeholders in ADS. Through these offices, as well as directly, ADS served senior management of AFR and A.I.D./W too. Some committee members emphasized that the REDSOs especially depended on ADS for personnel and substance. While S&T and CDIE appeared to be marginal stakeholders in ADS, most committee members concurred that their stake was actually substantial. ADS, S&T, and CDIE activities are complementary in many ways.

2. *Consensus*

The committee concluded that the REDSOs, USAIDs, AFR, and A.I.D./W are the organizations most heavily vested in ADS success. AFR and A.I.D./W senior management also have a heavy stake in ADS because of its technical and information dissemination contributions to cutting edge and cross-cutting areas of development.

D. *Issues*

1. *Discussion*

Numerous issues were developed by members of the TPM in a brainstorming session. The issues, as stated by the group, are provided in Annex E.

Based on further discussion of the issues set out in the brainstorming session, the group settled on several important issues it believed the evaluation team should be certain to address during the evaluation process. These were:

- How does ADS contribute to the implementation of the DFA? Is it focused on priority problems in the DFA context? Does it lead to a better understanding of how to achieve DFA objectives?

- What key organizational constraints is ADS addressing--including personnel hiring and "contract mechanism" problems? What demand is there for ADS services, from whom and why? What problems does the field want ADS to address as compared to A.I.D./W?

- Is ADS still relevant in terms of the organizational constraints described in the PP in light of developments within the Bureau over the past two years? Is ADS the best means to address the problems identified by the evaluation team?

- Are ADS advisors carrying out their scopes of work? What activities are they carrying out--type, client group, objectives, level of effort devoted, accomplishments? How well are their activities being monitored and by whom? How does their work and activity compare with that of other long-term positions such as direct hires, and other long-term program directed staff (RSSAs, Fellows, etc.)?

- What are the results, including the impact, of the ADS Project? Is ADS making a documentable difference in addressing key problems and is the investment in ADS worth the return being generated?

- How well is ADS being managed? What administrative burdens does it impose and on whom? Can ADS or similar activities be streamlined? Should ADS be continued in its current form? Should other mechanisms (e.g., AFR's proposed sectoral and macroeconomic research projects) or other sources of expertise (e.g., a reorganized S&T or CDIE) be used to complement ADS or take its place?

The evaluation team suggested that these issues could be addressed effectively via the following conceptual framework:

- What are the foci and priorities of the present project?

- How well has ADS been administered and implemented?

- What is the impact and quality of the products resulting from ADS activities?

- Can alternative mechanisms produce the same results as ADS and should they be used instead?

2. ***Consensus***

TPM attendees agreed that the principal issues cited in the discussion section above should be given priority by the evaluation team. Other issues in Annex E, are also important and the TPM group urged the evaluation team to incorporate them into the evaluation as time and resources permit.

E. Outcomes

1. Discussion

The outcomes expected by the attendees at the TPM were:

- o A draft and final report;
- o Recommendations dealing with no more than 10 key issues; and
- o Appropriate oral debriefings of the project committee, and AFR senior management.

The discussion focused on the concept of "options" to ADS and how broadly the evaluation team should deal with them in its analysis and recommendations. The members of the project committee were clear--they want ADS evaluated objectively and options for achieving ADS Project EOPS to be carefully considered. The options the evaluation team is to frame should stem from the experience of the ADS Project itself. Thus, the evaluation team should describe and analyze ADS Project experience and activities in the light of the authenticated problems ADS was designed to address. Based on this description and analysis, the team should recommend--objectively--appropriate future actions by A.I.D. to address such problems. The range of possible actions, the TPM attendees emphasized, must include eliminating ADS altogether, as well as maintaining or improving A.I.D.'s implementation of ADS or relying more on alternative well known, available or emerging mechanisms to achieve ADS's purpose, such as CDIE and S&T programs, AFR's own upcoming sectoral and macroeconomic research projects, and various other "personnel" type mechanisms.

Committee members noted that many past evaluations of AFR/TR projects had been unsatisfactory because conclusions were not justified by findings and recommendations did not stem from conclusions. Rather, it seems that contractors tried to figure out what evaluation results AFR/TR or others in the Bureau wanted and then gave it to them.

The ADS project committee expects the Devres evaluators to be objective. They should evaluate ADS, then decide on the merits what recommendations to make, including stopping ADS altogether. Findings, conclusions and recommendations should "track"; conclusions are to be supported by findings and recommendations supported by conclusions.

An additional project committee meeting was requested during the last week of the evaluation to consider the team's conclusions and recommendations. A debriefing of AFR senior management, it was agreed, would also be very helpful.

The committee requested that the evaluation team develop qualitative information that

would enable it and other A.I.D. decision makers to determine how the project should be dealt with in the future. A high quality description and analysis of what ADS advisors are doing and how this meshes with their scopes of work and the desired outputs and purpose of ADS is essential for supporting the conclusions and recommendations of the evaluation.

2. *Consensus*

Those attending the TPM concurred in the need for the evaluation team to identify and analyze options regarding the future of ADS (including eliminating the project). These options should stem directly from ADS experiences and closely aligned activities and mechanisms within A.I.D.

Another important outcome of the evaluation should be the documentation of ADS advisor activities, including the extent to which they are conforming their activities to their scopes of work. Whatever is being done and accomplished by them should be identified and portrayed fully.

The team is not likely to fall into the trap of trying to provide AFR/TR with "what it wants" from the ADS evaluation. However, to ensure that its work is fully acceptable. the team's findings, conclusions and recommendations will need to be linearly and tightly linked and objectively derived.

The team should be prepared to debrief the ADS project committee and AFR senior management near the end of the evaluation exercise.

F. *Methodology (See Annex F)*

1. *Discussion*

The committee heard the evaluation team indicate that it would use rigorous methods of observation, questionnaire development and use, and individual and group interview techniques to obtain as much hard data as possible on information dissemination, new technologies developed and transferred, programs and project decisions influenced or resulting from ADS, and other ADS activities and the benefits of them. The team also intends to obtain data on the extent of conformity to and percentage completion of ADS advisors' scopes, the percent of time spent on scope activities and what was accomplished by each ADS advisor. If an ADS advisor's scope was not completed (or changed), the specific reason(s) for such a result should be documented.

The team plans to conduct interviews with each ADS advisor in person or, where necessary, by telephone. It will visit nearly all posts with resident ADS advisor. The team

will administer detailed questionnaires to USAID managers, ADS advisor supervisors, and ADS advisors. Host country personnel are to be interviewed separately from their counterparts when appropriate. Each team member will use the same questionnaire for the same type of interviewee. Interactive workshops and debriefings will be carried out as appropriate by the evaluation team.

The final report will consist of a detailed description of findings, a discussion of all major project issues and options for A.I.D. managers, conclusions and recommendations. The team will debrief the project committee and A.I.D. senior management as appropriate. An interactive debriefing meeting to discuss options during the last week of the evaluation exercise was suggested. Some TPM attendees agreed this would be a good idea. Others felt it went too far beyond the intended scope of work and level of effort provided to carry it out.

The attendees at the TPM emphasized the need to use data collection procedures that were objective. Team randomization of potential ADS activities, interviewees, etc., was suggested as one means to achieve this. Another was to begin the evaluation with the team working together, perhaps at one REDSO, so that--initially--the biases on one team member could be identified by the other and corrective measures taken. Additional coverage of USAIDs was suggested as another method for obtaining more unbiased information and more data on host country involvement with ADS. The TPM group suggested that the team not visit both REDSOs together, thereby allowing additional USAIDs to be visited. The group emphasized that this additional country coverage would also allow more host country observation and interviewing to occur.

2. *Consensus*

The evaluation team seems prepared to obtain valid, unbiased data. Procedures to garner objective data are a prominent and important aspect of the evaluation and its results; identifying what ADS is achieving (or not achieving) in an objective way is much more important than pleasing AFR/TR or other stakeholders. The team's emphasis on rigor and extensive unbiased coverage of ADS activities, including consideration of isolated cases such as the ADS advisor situation in the CAR as possible models for future ADS efforts, is appropriate.

G. *Schedule*

1. *Discussion*

The planned schedule for the evaluation was presented by the evaluation team (see Annex G). The time available near the end of the evaluation for A.I.D. to comment on the draft report was discussed briefly. Numerous project committee members and others will not be in Washington during much of the scheduled comment period. The evaluation team pointed out that it would be pleased to extend the comment period but A.I.D. should understand that its lack of adherence to the agreed upon schedule would result in the evaluation team not being able to go on to other non-ADS tasks. The TPM group agreed that it should adhere to the planned ADS evaluation schedule.

Team members Irving Rosenthal and Andrew Gilboy provided the TPM group with a tentative itinerary for discussion purposes (see Annex G). They planned to visit the two REDSOs together. Other countries with ADS advisors, the team reported, were to be visited by team members separately. Andrew Gilboy would visit Niger and Zimbabwe, while Uganda would be visited by Irving Rosenthal. ADS advisors in Malawi and Tanzania were to be asked to come to Nairobi to be interviewed.

Some TPM attendees suggested that the team give high priority to visiting the CAR where an ADS advisor worked directly with Ministry of Health. The committee also asked the team to consider starting together in one REDSO, then to split up and visit more individual countries rather than visit the other REDSO together also.

2. *Consensus*

The TPM group concurred in the proposed schedule for the evaluation.

The TPM attendees also concluded that the team should give more emphasis to evaluating the in-country activities of the ADS advisors, including host country involvement and impacts of ADS activity relative to ADS activity at the REDSOs. The TPM attendees believed the evaluation team would be more effective if it reduced the amount of time spend on REDSOs in favor of additional time visiting countries which have received ADS services (without increasing the overall level of effort or number of days in the field).

A visit to the CAR could be significant because it is the only location where an ADS advisor is working directly in a host country ministry. Ghana and Zaire were suggested as other possible sites for field visits.

H. Interviewees

1. Discussion

The TPM group suggested that, in addition to the ADS advisors and their supervisors in AFR/TR and the field, the following people or organizations be contacted by the evaluation team: CDIE (Maury Brown), S&T, AFR senior management (Saiers), PPC (now in the Administrator's Office), personnel in the Sahel Office, members of the Bureau Steering Committee, AFR/TR division chiefs, A.I.D.'s personnel office, Keith Sherper in Uganda, contracting and regional legal officers, and the in the REDSOs, A.I.D./W Office of the General Counsel.

The TPM group believed it is important to interview host country personnel separately from A.I.D. personnel to ensure objectivity. To further ensure objectivity, the team was encouraged not to forecast their interviewee requests to REDSOs and Missions so that special preparation of host country personnel could occur. The team was cautioned by the TPM attendees to make its own selection of host country officials to interview, programs to observe, etc. One way to achieve this would be to obtain from each ADS advisor, ADS supervisor, the semi-annual progress reports a list of the "universe" of host country officials ADS worked with, programs ADS initiated or supported, workshops ADS staff participated in and so forth. The team could then select its interviewees and program investigations randomly from these lists, supplementing its decisions as appropriate after further discussion with those involved with ADS in the REDSOs and Missions.

2. Consensus

The TPM group concluded that extensive interviews by the team in Washington would be necessary to understand the role and contribution of ADS to AFR and A.I.D. as a whole. These interviews also would be needed to determine whether ADS has effectively addressed the problems it was designed to solve and whether it should be continued, altered or stopped entirely.

Another conclusion was that interviews in the field would have to be crafted carefully to ensure objectivity in identifying and assessing the nature, quality and impact of ADS activities in REDSOs, Missions, and host countries. Stringent efforts to maintain objectivity and to reach into host country institutions by the evaluation team would be an essential aspect of a high quality evaluation of ADS.

I. Data Requirements

1. Discussion

The TPM group did not suggest data requirements beyond the conventional ones included in the scope of work and methodology already considered. Individuals mentioned interviews with key informants, reports and lists of ADS activities as sources of data. Observation of ADS activities and accomplishments in the field was another source of important data for the evaluation team.

The TPM group did agree that the team, in its cables to REDSOs and Missions, should specify the materials and other information it would like ADS advisors and others to collect for it prior to arrival in country. For example, copies of all ADS related reports, workshop materials, and other substantive written work prepared, etc. The group did not feel this kind of a request was appropriate for those the team would interview in Washington.

2. Consensus

The TPM attendees concluded that the evaluation team would be helped if it specified, in advance, what information is wanted ADS advisors and others in the field to gather for its use.

J. Project Committee Involvement in the Evaluation

1. Discussion

The project committee wanted to continue to be involved in the evaluation in several ways. It asked to receive copies of the team's questionnaires, out-going cables to REDSOs, Missions and others and the TPM summary. It also desired to receive a debriefing from the evaluation team prior to the submission of the draft report. The project committee agreed it would facilitate a debriefing of appropriate AFR and other A.I.D. senior management by the evaluation team near the end of the evaluation effort.

2. Consensus

The TPM group concluded it would like to monitor the evaluation by receiving copies of key evaluation documents--the questionnaires, out-going cables, and the TPM summary--and by receiving an oral debriefing from the evaluation team prior to its submission of its draft report.

The TPM attendees also concluded that the evaluation team's effort would be of substantial value to A.I.D. senior management and agreed to seek to arrange a debriefing of appropriate senior A.I.D. officials by the evaluation team during the latter part of the evaluation schedule.

ANNEX A

Agenda of the Team Planning Meeting

September 17, 1991

AGENDA

TEAM PLANNING MEETING FOR AFRICAN DEVELOPMENT SUPPORT PROJECT EVALUATION

9:30am-12:30pm

Thursday, September 19, 1991

.TR Conference Room

9:30-9:45am	*Introductions*:	Who are we? Why are we involved with the ADS project? What stake do we have in the project? What stake do we have in the evaluation?
9:45-10:30am	*Issues:*	What issues are involved with the project? What are the highest priority issues for the evaluation team to address?
10:30-11:00am	*Outcomes:*	What outcomes are expected from the evaluation? What balance do we desire between assessing the past performance of ADS and suggestions for shaping its future?
11:00-11:30am	*Methodology:*	What methodologies would be most appropriate for the evaluation team to use? Can we identify any methodological issues for consideration by the team?
11:30-12:00noon	*Scheduling:*	Does the proposed evaluation schedule (to be handed out at the meeting) raise any issues? What locations should the team visit and why? Who should they try to see in each location? Who should the team interview in A.I.D./W?

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TEAM PLANNING MEETING FOR AFRICAN DEVELOPMENT SUPPORT PROJECT EVALUATION (CONT'D)

12:00noon-12:30pm	*Committee Involvement:*	How and when do members of the committee want to be involved with the evaluation team?
	Data Requirements:	What data should the team be certain to collect? What information can the team ask committee members, ADS Advisors and others to develop for them?
	Logistics:	What logistical concerns should the team be aware of in carrying out the evaluation?

ANNEX B

Attendees at the Team Planning Meeting

LIST OF PARTICIPANTS
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT/AFRICA BUREAU
AFRICAN DEVELOPMENT SUPPORT PROJECT

STATE DEPARTMENT, WASHINGTON, D.C.
SEPTEMBER 19, 1991
9:30 A.M. - 12:30 P.M.

Name	Affiliation	Phone No.
Cobb, Richard	AFR/TR	(202) 647-5993
Coury, John	AFR/HHR/TR	(202) 647-5841
Gilboy, Andrew	Devres, Inc.	(301) 951-5546
Hellyer, Bob	AFR/DD	(202) 647-9069
Liyanamana, Pradeep	Devres, Inc.	(301) 951-5546
Mackenzie, Buff	AFR/TR/PRO	(202) 647-5209
Roeser, Randy	AFR/TR/PRO	(202) 647-5209
Rosenthal,Irving	Devres, Inc.	(301) 951-5546
Spriggs, Ed	AFR/GC	(202) 647-9281
Govan, Jim	AFR/DP	(202) 647-3362
Wood, Dennis	Devres, Inc.	(301) 951-5546

AFRICAN DEVELOPMENT SUPPORT PROJECT

APPROVED LONG-TERM POSITIONS

OFFICE/POSITION	INCUMBEN
AFR/TR . . .	
Policy Analyst	G. Gardner
Ag Strategy Specialist	T. Herlehy
Ag Economist/Food Security	P. O'Brien-Plac
Sahel Food Security Coordinator	M. Lowdermilk
Education Economist	R. Horn
AAAS Education Fellow	S. Grant Lewis
Education Advisor	(Recruiting)
Labor/International Economist	(Recruiting)
Health Economist	(Recruiting)
REDSO/ESA . . .	
Environmental Advisor	A. DeGeorges
Forestry/Natural Resource Advisor	R. Pellek
Reg. Ag Economist/Policy Advisor	J. Carvalho
Agriculture Advisor	D. Martella
Behavioral Science Advisor/Policy	D. Gordon
Asst. Behavioral Science Advisor	R. Buckley
Reg. Behavioral Science Advisor	(Recruiting)
Financial System Economist	(Recruiting)
Health Management/Econ Adv	(Recruiting)
REDSO/WCA . . .	
Economist	F. Sarassoro
Tech. Transfer Specialist/Engineer	M. Sangare
Tech. Transfer Specialist/Engineer	S. Atiase
Food Security Advisor	(Recruiting)
Environmental Advisor	I. Samba
Regional Ag Advisor	T. Vehi
Health Economist	B. Ba Diagne
Reg. Education/HRD Advisor	M. Coulibaly
Zimbabwe/SARP . . .	
Regional Transport Advisor	C. Vandervoort
Tanzania . . .	
Rural Economy Advisor	J. Strauss
Uganda . . .	
Natural Resource Management Advisor	R. Clausen
Niger . . .	
Social Science Advisor	E. Taylor-Powell
C.A.R. . . .	
Health Care Finance Advisor	M. Weaver
Zaire . . .	
Research Advisor	G. Rogers
Evaluation Advisor	(Recruiting)
Burundi . . .	
Economic Advisor	(Recruiting)
Malawi. . .	
Monitoring and Evaluation Advisor	(Recruiting)
Chad. . .	
Evaluation Advisor	(Recruiting)

ANNEX C

Scope of Work

See Annex 1.

ANNEX D

Written Responses of TPM Attendees to Two Questions

TEAM PLANNING MEETING FOR AFRICAN DEVELOPMENT SUPPORT PROJECT EVALUATION

Written responses by TPM attendees to the question: "What is the purpose of the African Development Support Project?"

1. Provides expertise to the bureau, Washington and field, in the areas of technical and sector analysis which support bureau programs.

2. Provide A.I.D./W, missions and host country governments the possibility of obtaining long-term technical assistance/advisors who will conduct analysis, research, and policy guidance in mutually acceptable, priority areas.

3. Provide easy access to technical assistance for A.I.D./AFR and for the missions in areas not covered by existing projects, but supportive of AID/W and missions objectives.

4. Better analysis and information for A.I.D., and African decision makers in making resource allocation and investment choices.

5. Strengthen the flow of information to improve development strategies, programs, and projects in Africa.

6. Improve the technical and analytical information for development decision making in Africa.

7. Provide technical expertise primarily to USAIDs concerning sector and cross sector development issues.

8. Supplement AFR/W's analytical efforts in technical areas.

9. The project is to be used as a "last resort" when USAIDs have no other appropriate vehicle to access the needed technical expertise.

Written responses by TPM attendees to the question: "Who are the stakeholders in the African Development Support Project?"

1. The Bureau's field and Washington staff.
   African institutions and individuals with whom missions work.
   The REDSOS.
   Special interest groups who follow our work in the sectors, i.e. natural resources and AID.
   S&T who intersect with U.S. on sectors of interests and program decisions.
   CDIE

2. A.I.D./W
   Field missions
   Host country governments
   Congress/American people

3. A.I.D./AFR
   Missions
   REDSOS who use ADS services

4. REDSOS
   AFR/TR
   Selected bilateral missions
   Some African institutions/governments?
   AFR/Bureau on DFA objectives and impact? measurements?

5. Missions and REDSOS
   Host countries
   AFR senior management
   TR divisions

6. Practically the entire Bureau-Washington and field. The more information/data generated and shared, the better for all facets of the DFA programs and operations.

ANNEX E

Issues Stated by TPM Attendees

Issues as Stated by TPM Attendees

A. ADS and the DFA

- Can the evaluation team provide AFR with a better understanding of the activities of the ADS project?
- Does ADS contribute to the implementation of DFA? If so, how and to what degree?
- Does it enable us to understand better the possibilities and means of achieving DFA objectives?
- Is ADS focused on high priority problems in the DFA context or does it, instead, dissipate itself among a thousand different activities?

B. Problem(s) Addressed by ADS

- Can the evaluation team validate the problem(s) ADS seeks to address? Is ADS actually addressing these problems? Is ADS the best way to address the problems that do exist and that it was designed to address?

C. Appropriateness of ADS as a Mechanism to Meet A.I.D.'s Needs

- Is ADS perhaps out of date? Are other mechanisms such as AFR's proposed sectoral and macroeconomic reseaech projects better alternatives for accomplishing ADS's objectives? What about the reorganization of S&T? Can we look to it to provide funds and technical resources rather than to ADS? Can CDIE play a similar role with respect to information and its dissemination? How do these emerging mechanisms link with or displace ADS functions? Do the REDSOs want ADS or another means to address the problems they face?
- Is ADS really a project within A.I.D.'s project framework? Does ADS have to be a project? Is ADS really a bureau "project?" Why isn't AFR as a bureau asking more broadly for ADS advisors? Why aren't more AFR Missions asking for them? What factors influence the bureau and Missions regarding their use of ADS?
- Is ADS too limited to AFR/TR? Can it be used to help the desks, other regional bureaus and in monitoring and evaluation?
- Should ADS be continued in its current form?

D. Impact of ADS

- What is the impact of ADS? Has it produced results? What difference has ADS made in the areas where it has carried out activities? What difference has ADS made in the areas where it is supposed to carry out activities?

- Are ADS advisors doing what they say they are? Are they conforming their activities to their scopes of work? Are their activities being adequately monitored?

- Are the returns we are getting from ADS worth our investment in it? What are the perceptions of ADS's value and performance by stakeholders? Has ADS performed well in meeting REDSOs' needs?

E. Management of ADS

- How well can ADS be managed and how well is it being managed? How much time is spent on administration and by whom? What has been the burden of ADS on the REDSOs? Can we afford this kind of a project in terms of the management time required?

- Are there better ways to manage ADS and ADS? What ways are there to streamline ADS as a project?

- Why aren't more Missions asking for resident ADS advisors?

F. Information Development and Dissemination Aspects of ADS

- The core technical group: Was it established, and is it functioning? Do we need it? Why? Are the functions of the group as envisioned during the design of ADS still valid?

G. Role of ADS vs. Direct Hire Staff

- Is a critical issue being addressed by ADS, the lack of OE funds? Are there better ways to address this matter?

- What is the role of contractors (e.g., ADS personnel) vs. direct hire staff? How do we differentiate between OE (DH) staff and ADS advisors? Is there excessive use of ADS advisors as DH staff? Or, is ADS being mostly used as a development mechanism that transcends DH staff? How do other long-term, program-funded positions compare with ADS advisors in terms of activities and focus in AID/W and the field?

- What do AFR/TR, the REDSO's, and field Missions want from ADS?

- Is there a functional disconnect within ADS? Does the field use it to close a TA and personnel gap while A.I.D./W uses it to help identify new directions and undertake new areas of analysis?

H. ADS vs. A.I.D.'s Contracting Process

- What changes in A.I.D.'s contracting culture does ADS itself suggest? Will our experience with ADS--as determined by the evaluation team--provide any suggestions regarding A.I.D. contracting?

- How should we get at the byzantine contracting process within A.I.D.? How can we liberalize it and come to an increased level of awareness that A.I.D. needs contractors--given its declining staff and OE levels--and must find flexible mechanisms for hiring and using them? What is the "best" contracting mechanism for hiring contractors? What is the "best" role for contractors in A.I.D.'s changing situation?

ANNEX F

Methodology

African Development Support Project
Notes on evaluation methodology

1. Although the Project Paper indicates (p 31)

"...it is virtually impossible to establish discrete benefits to ADS funded activities, both because the value of better understanding a problem is not easily quantified and because the number of variables in most development projects is so large that a cause-effect attribution to any one element is not feasible."

we will attempt to a rigorous methodology that quantifies as much as possible, for example, the number of:

...from the logframe

- person/years of ADS advisors in AFR/TR (25), and REDSOs and individual posts (62),
- regional and sub-regional themes identified (6),
- cross-cutting issues analyzed (4),
- theme/issues workshops (15),
- country-specific sectoral analyses (45),
- project feasibility studies (100)

...from other sources

- new technologies developed
- new technologies transferred to other posts
- program/project decisions resulting from an ADS product
- policy decisions resulting from an ADS product
- requests for an ADS product resulting from networking of the information

2. Since the number of ADS advisors is small, only 26, we will attempt to interview each advisor.

3. Since the number of overseas posts with individual advisors is very small, only 5, we will attempt to visit each post.

4. To help achieve the above, we will develop two detailed questionnaire.

- the first will be answered by:
  - Mission/AFR/TR Management
  - Supervisors of ADS advisors
  - Local contacts/offices/ persons
- the second will be answered by ADS advisors
- each evaluation team member will use the same detailed questionnaire during the evaluation to assure comprehensive analysis,
- an analysis of both questionnaires will be included in the final report.

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5. Interactive workshops (such as this one) and debriefings will be part of the overall evaluation methodology. These will be conducted:

- at REDSOs
- at USAIDS with ADS advisors
- at AFR/TR
- among ADS advisors
- with the project committee
- with the steering committee

6. The Final Report will contain, at least the following:

- description of major project components
- findings and conclusions
- discussion of issues for A.I.D. management decisions
- recommendations on not to exceed ten key issues
- annexes
  - financial status of the project
  - tables on numbers that have been isolated (see above)
  - country trip reports
  - lists of products produced by ADS advisors

ANNEX 5

Summary of Responses to Field Mission Questionnaire

TABULATION OF ADS MISSION QUESTIONNAIRE

(28 Missions queried/17 respondents)

I. GENERAL AWARENESS AND UNDERSTANDING OF PROJECT

1. Type of contact the Mission has had with ADS:

a.	Resident advisor at post:	4
b.	REDSO-based ADS Advisor(s) have visited post:	13
c.	AFR/TR-based ADS Advisor(s) have visited post:	5
d.	Mission is considering requesting a resident advisor:	YES 4 NO 0
e.	Mission is generally unaware of the ADS Project:	2

(multiple entries possible)

2. Range of descriptions of the ADS Project entered by Missions:

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Tabulation of ADS Mission Questionnaire (cont.)

3. **Stakeholders mentioned by respondents, ranked by frequency of mention:**

AID/W	4
AFR/TR	3
Host governments:	4
Host-country institutions	4
USAIDs and REDSOs	12
African institutions	0
Private sector	0
Individual Africans	2
Donors	2

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Tabulation of ADS Mission Questionnaire (cont.)

4. Perceived distinctions between *programmatic* and *administrative* activities performed by ADS Advisors:

ADS ADVISOR ACTIVITY	PROGRAM-MATIC.	ADMINIS-TRATIVE
a. Feasibility or background study	13	1
b. Sector/political analysis or strategy	14	1
c. Production of Action Plan or country strategy (CPSP)	9	5
d. Technical/analytical inputs for project/NPA identification or design	13	1
e. Production of an A.I.D. projec/NPA document (PID, PAIP, PP, PAAD)	7	7
f. Evaluations of project/program	12	2
g. Preparation of Assessment of Program Impact (API)	9	5
h. Design of data collection methods or systems	14	0
i. Seminar or workshop for Africans	12	3
j. Seminar or workshop for A.I.D. staff	9	6
k. Develop Prog/Proj information systems	12	2
l. A.I.D. project management	3	11
m. General A.I.D. project monitoring/support	1	13
n. A.I.D. project reporting (PIR)	3	12

Tabulation of ADS Mission Questionnaire (cont.)

ADS ADVISOR ACTIVITY	PROGRAM-MATIC.	ADMINIS-TRATIVE
o. Temporary substitute for A.I.D. project manager	2	12
p. Scopes of Work for project services	7	7
q. Speeches for A.I.D. officials	4	11
r. Briefing papers or technical memos to AID	9	5
s. General technical advice to A.I.D. staff	13	1
t. General technical advice/dialogue with host country/other donors	14	0
u. Review and critique proposals/designs	13	1
v. Manage design/evaluation teams	3	10
w. Prepare initial environmental examination (IIE)	10	4
x. Others:		

Tabulation of ADS Mission Questionnaire (cont.)

II. SERVICES PROVIDED

5. Types of services provided Missions or countries by ADS Advisors:

ADS ADVISOR SERVICES PROVIDED MISSIONS OR COUNTRIES BY ADS ADVISORS	BY RESIDENT ADS ADVISOR	BY REDSO ADS ADVISOR	BY AFR-/TR ADS ADVISOR
a. Feasibility or background study	2	3	3
b. Sector/political analysis or strategy	0	6	2
c. Production of Action Plan or country strategy (CPSP)	2	0	1
d. Technical/analytical inputs for project/-NPA identification or design	1	7	2
e. Production of an A.I.D. project/NPA document (PID, PAIP, PP, PAAD)	0	2	1
f. Evaluations of project/program	1	7	0
g. Preparation of Assessment of Program Impact (API)	2	0	1
h. Design of data collection methods or systems	3	0	1
i. Seminar or workshop for Africans	0	0	1
j. Seminar or workshop for A.I.D. staff	0	1	0
k. Develop Prog/Proj information systems	1	1	0
l. A.I.D. project management	0	0	0
m. General A.I.D. project monitoring/support	0	1	0

Tabulation of ADS Mission Questionnaire (cont.)

ADS ADVISOR SERVICES PROVIDED MISSIONS OR COUNTRIES BY ADS ADVISORS	BY RESIDENT ADS ADVISOR	BY REDSO ADS ADVISOR	BY AFR-/TR ADS ADVISOR
n. A.I.D. project reporting (PIR)	0	0	0
o. Temporary substitute for A.I.D. project manager	0	0	0
p. Scopes of Work for project services	2	4	0
q. Speeches for A.I.D. officials	0	0	1
r. Briefing papers or technical memos to AID	2	1	0
s. General technical advice to A.I.D. staff	2	2	3
t. General technical advice/dialogue with host country/other donors	3	5	1
u. Review and critique proposals/designs	1	3	1
v. Manage design/evaluation teams	0	1	0
w. Prepare initial environmental examination (IIE)	0	5	0
x. Others:	1	0	0

Tabulation of ADS Mission Questionnaire (cont.)

6. Recipients of ADS Advisor services:

RECIPIENT	FREQUENCY OF SELECTION
a. Your Mission	15
b. REDSOs or Other USAIDs	5
c. AFR/TR	4
d. CDIE (Center for Documentation, Information and Evaluation	2
e. Other USAID (listed below): AFR/PD AFR (Area offices) SARP (Zimbabwe)	1 1 1
f. Congress/other U.S. groups	0
g. African government/private sector organ.	10
h. Other donors	5
i. Other non-A.I.D. (listed below): NGOs	2

7.A. Missions which are aware of, or have used, a product produced by an ADS Advisor *for another post or for AID/W*:

YES	NO	DON'T KNOW
6	6	3

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Tabulation of ADS Mission Questionnaire (cont.)

B. For Missions answering "yes" in "A", indications as to how they *learned about and received the product*:

	# EN-TRIES
Distribution at AFR Mission Directors' Conference	1
From other missions and the advisors themselves	1
From other ADS Advisors	4

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Tabulation of ADS Mission Questionnaire (cont.)

III. EFFECTIVENESS AND QUALITY OF SERVICES

8. Concrete effects of ADS Advisor services on a country strategy, policy, program or project:

		Frequency
a.	Came up with a new technology, concept or them	3
b.	Introduced a technology or theme used elsewhere	4
c.	Led to a new/improved implementation action	8
d.	Led to a national/sectoral policy decision/change	6
e.	Resulted in a program/project policy decision/change	10
f.	Expanded output of regular USAID staff	7
g.	Other (listed below):	
	Increased technical staff available to missions	1
	Led to improved project design	1

9. Elaborations of examples from above, listed on attached page.

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Tabulation of ADS Mission Questionnaire (cont.)

10. For Missions not satisfied with the quality of the services received from REDSO or AFR/TR ADS Advisors, the reasons listed below were selected:

		Frequency
a.	Timeliness of service provided	0
b.	Quality of product produced	3
c.	Follow-on and Follow-up	0
d.	Relationship with country personnel	0
e.	Other (listed below):	0

Missions indicated satisfaction with services: 7

Tabulation of ADS Mission Questionnaire (cont.)

IV. MANAGEMENT *(For posts with resident ADS Advisor)*

11. Examples of how Missions located/recruited the advisor:

a. Through centrally-funded contractors

b. Advertised as a local hire

c. Through professional journals

d.

e.

f.

g.

h.

12. Posts indicating problems or issues with contracting mechanisms available to secure ADS Advisors:

YES	NO
0	3

List of problems cited by posts:

a.

b.

c.

d.

e.

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Tabulation of ADS Mission Questionnaire (cont.)

13. **Posts satisfied ("yes") or dissatisfied ("no") with semi-annual reporting system of the ADS project:**

YES	NO
3	0

Comments from posts responding "no" above:

a.

b.

c.

d.

e.

f.

g.

h.

14. **Reasons cited as to why Missions have not requested a resident ADS Advisor:**

a. Mission has used IQC, PASA, and PSC contracts instead of ADS

b. Not needed at this time (2)

c. "Hiring process under ADS appears to be quite lengthy and subject to only marginal mission input."

d. Not yet identified an appropriate need.

e.

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Tabulation of ADS Mission Questionnaire (cont.)

V. OPTIONS AND ISSUES TO ACHIEVE THE ADS PROJECT PURPOSE

15. Suggestions from posts to improve the ADS project:

a. Mechanism for assisting missions in recruiting ADS Advisors

b. Project manager should inform missions about ADS services available

c. REDSO/ESA needs a basic education advisor to service the region

d. Need wider breadth of technical expertise among ADS Adivsors

e.

f.

g.

h.

16. Examples of how posts would substitute were the services of the ADS Advisors terminated:

a. Develop a bi-lateral project, taking more time and funds

b. IQC mechanism (6 missions cited this)

c. With more AID/W resource people (2 mission cited this)

e. Difficult to substitute ADS with anything for small mission.

f. Mission expresses "strong appreciation for services ADS provides. We were somewhat surprised that more missions did not elect to participate."

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ANNEX 6

Summary of Responses to Advisor Questionnaire

TABULATION OF ADS ADVISOR QUESTIONNAIRES

1. The paragraph selected by respondents which best describes the ADS Project as it exists today:

ANSWERS:

(2) a. An umbrella project with identifiable objectives which enables the Missions/REDSOs/TR to improve the design, evaluation and analysis of development projects within AID by procuring the services of technical experts from a variety of traditional disciplines (e.g., engineering, economics, education, health, agriculture).

(11) b. A coherent project which provides AID (both in Washington and the field), host country institutions and other donors with new types of technical inputs previously not available in designing, analyzing and evaluating development projects.

(2) c. A project which offers quality technical input primarily to host country development specialists from experts familiar with each country's developmental context and from diverse disciplines.

(5) d. A mechanism in the form of a project through which REDSOs and Missions can continue to provide the technical expertise needed to design, monitor and evaluate appropriate development projects in their country or region.

2. (Non-quantifiable answer)

3. Who are the "stakeholders" in the project?

USAID	9
AID/W (inc.AFR/TR)	8
HOST COUNTRY INSTITUTIONS/ACADEMICS/INDIVIDUALS	15
AFRICAN PEOPLE	2
RURAL COMMUNITIES	2
PRIVATE SECTOR	5
OTHER DONORS	7
NGOs and PVOs	6

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Tabulation of ADS Advisor Questionnaires (cont.)

4. Percentage of time spent with the following end-users of ADS Advisor services.

Activities	0-9	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	90-99
a.Internal AID DH, in Wash/field	1	1	4	2	2	2	2	5	1	0
b. Host cnty officials/insti-tutions	1	5	4	1	4	2	1	1	0	1
c.Non-USG int'l donors	10	10	0	0	0	0	0	0	0	0
d. Projects, NGOs, etc. (AID-funded)	5	7	4	0	1	0	0	0	0	0
e. Other*	3	0	1	0	0	0	0	0	0	0

*Examples of "other":

Tabulation of ADS Advisor Questionnaires (cont.)

5. The approximate percentage of time spent over the course of a year on each of the activities listed below:

Activities	0–9	10–19	20–29	30–39	40–49	50–59	60–69	70–79	80–89	90–99
a. Research, writing, analysis	1	2	1	5	2	4	1	1	0	1
b. Reading,correspondence	8	9	0	1	0	0	0	0	0	0
c.Conference attend., presentations	11	5	0	0	1	0	0	0	0	0
d. Trng.& TA for African counterparts	7	5	0	1	2	1	0	0	0	0
e. ADS admin. matters (semi-annual rpts.)	13	2	2	0	0	0	0	0	0	0
f. Review USAID/ AID docs (PID,PP, etc.)	3	5	6	4	0	0	1	0	0	0
g. Other:	5	3	2	0	1	0	0	0	0	0
OICD reports	(1)									
Advising		(1)			(1)					
Briefings		(2)								
Liaison w/NGOs			(1)							
Est. office			(1)							
Diverse	(4)									

Tabulation of ADS Advisor Questionnaires (cont.)

6. The type of services provided to end-users:

End-User	A	DC	PD	TRG	CS	EV	SD	WS
a. Internal AID/ DH in Wash/field	18	11	13	4	13	14	3	7
b. Host Country officials/instit.	10	7	8	10	3	9	4	9
c. Non-USG int'l donors	8	5	2	0	2	5	2	11
d. Projects,NGOs, etc.funded by AID	6	2	7	5	2	7	1	9

Explanation of Symbols:

Analysis - **A**
Data Collection - **DC**
Program/Project Design - **PD**
Training/Technical Assistance - **TRG**
Workshop/Seminar Preparation or Attendance - **WS**
Country Strategy Assistance - **CS**
Evaluation - **EV**
Survey Design - **SD**

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Tabulation of ADS Advisor Questionnaires (cont.)

7. **Number of written contributions produced by ADS Advisors:**

		Number of Reports
a.	Feasibility or background study	18
b.	Sector analysis or strategy	32
c.	Action plan or country strategy (CPSP)	5
d.	PID/PAIP or other project identification paper	18
e.	PP/PAAD or other project design paper	24
f.	Evaluation of project/program	30
e.	Assessment of Program Impact (APIs)	15
f.	Base-line data design	7
g.	Seminar or workshop training plan for African instit-	11
h.	Seminar or workshop training plan for AID staff	5
i.	Monitoring or information system paper	23
j.	Scope of Work for project	29
k.	Speech for Mission or AID/W official	9
l.	Briefing paper or technical memo for AID/W or field	104
m.	Political analysis	4
n.	Other: Response to surveys, questionnaires; Strategic Framework; Implementation plan for ministry; Briefing paper/technical review for ministry	8

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Tabulation of ADS Advisor Questionnaires (cont.)

8. Distribution of ADS-produced documents:

Recipients of Documents	MOST	SOME	NONE
a. USAID & REDSO personnel	19	1	0
b. AFR/TR divisions	5	7	3
c. African govts.& organ.	6	12	0
d. Donors & NGOs	3	13	2
e. African academic community	0	11	6
f. U.S. academic community	0	7	9
g. Others*	1	3	1

9. Number of Advisors answering the question, "Are you satisfied with the distribution of written materials produced by ADS Advisors?":

YES 7 NO 8 NO ANSWER 6

Illustrative Comments:

- AFR/SWA handles distribution of food-related work by ADS Advisors
- Within REDSO, good; outside region, nil.
- Documents need to be translated more into French
- "ADS Project is in dire need of an information dissemination mechanism."
- No project support available for dissemination.

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Tabulation of ADS Advisor Questionnaires (cont.)

10. Use of ADS-produced materials by African professional counterparts in government, at universities and in the private sector:

USED REGULARLY	USED PERIODICALLY	USED INFREQUENTLY/NEVER
5	6	5

Illustrative Comments:

- "Reports are almost never acknowledged or cited by anyone."
- "too early to make a positive determination, but there are more and more requests from ministries and donors"

11. Examples of the transfer of specific knowledge or technology, or changes in policies, strategies or programs, resulting from ADS Advisor work:

YES	NO	DON'T KNOW
15	1	4

Examples of technology transfer indicated:

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Tabulation of ADS Advisor Questionnaires (cont.)

12. **Amount of time during the course of a year travelling:**

0-9	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	90-99	100
2	4	4	0	0	3	3	2	0	0	0

13. **Extent of cross-fertilization of ideas ...**

a. among ADS Advisors in Washington and field:

YES 6 NO 5 NA 9

b. between AFR/TR and the field:

YES 10 NO 2 NA 8

14. **Language competency of ADS Advisors (reading/speaking required):**

# of Advisors with NO languages other than English:	5
# of Advisors with French:	12
# of Advisors with Portuguese:	0
# of Advisors with Spanish:	2
# of Advisors with Arabic:	0
# of Advisors with another language *used in Africa*:	
Swahili	3
Wolof	2
Fulani, Twi, Dan, We, Ewe	1 each

15. **Indication by ADS Advisors whether any documents have been translated in part or in their entirety into a locally-used language:**

YES 7 NO 13

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ANNEX 7

Examples of ADS Advisors' Scope of Work

NATURAL RESOURCE MGT ADVISOR

1. **ARTICLE I Scope of work**

BACKGROUND:

Natural resource management is an issue of great importance in Uganda today. The forestry and natural resource base of Uganda has been severely effected by the years of civil strife and the subsequent breakdown of central government control, the rapid increase in population growth, and the stagnation of the economy. Wildlife populations were destroyed, forests have been denuded and land-use patterns have exacerbated soil erosion problems.

The Government of Uganda, USAID and other bi- and multi-lateral donors have recognized the severity of the problem and have taken some preliminary steps to analyze the situation and carry out research, conservation, and development projects in the sector. Within USAID, these efforts have been carried out through Non-Government Organizations - implemented bio-diversity projects in three distinct zones. USAID/Uganda plans to broaden its ability to formulate policy and develop project and interventions in the forestry and natural resource sector.

PURPOSE:

The purpose of this contract is to acquire the services of a Natural Resource Management Advisor in USAID/Uganda. The Advisor's primary function is to provide the Mission, host-country officials, grantees, and contractors with technical expertise and information on forestry, natural resources, bio-diversity issues, and to improve the transfer and application of technology and information for strategies, programs and projects affected by these issues. This PIO/T only covers the provision of services by the Advisor.

Using this background and purpose as direction and guidance the Natural Resources Management Advisor shall work under the general supervision of the Chief Agriculture and Natural Resources Office, who provides work assignments and general guidance. The Advisor has two principal areas of responsibility - technical and project monitoring.

A. **TECHNICAL DUTIES AND RESPONSIBILITIES**

1. Serves as technical advisor to grantees and for the Mission in matters involving forestry, natural resources and bio-diversity including national park and tourism development.

2. Assists the GOU in carrying out assessments of its current performance in and capabilities for the analysis, planning, and implementation of forestry, national parks, tourism, and natural resource management projects and programs.

3. Assists in the development of information programs that will increase host country awareness about the need to reverse environmental degradation by providing technical input and identifying sources of further information.

4. Maintains contact with Uganda's bi- and multi-lateral, forestry/agroforestry agencies, and participates in regional, national, and international conferences and meetings as a general consultant in forestry, natural resources, parks and related tourism development.

B. PROJECT MONITORING DUTIES AND RESPONSIBILITIES

USAID/Uganda is currently involved with three NGO-implemented bio-diversity projects (The Impenetrable Forest Conservation Project, Rwenzori Mountains Conservation and Development Project,) project, and will soon be involved in the design of a major Development through Conservation Project and Bio-Diversity in Kibale Forest Project), tourism national parks project. The incumbent will be responsible for these and any other related activities. In particular the Advisor will:

1. Prepare USAID documentation and correspondence in relation to the implementation of USAID managed forestry, natural resource management and biodiversity activities.

2. Meet regularly with the grantee, or contractor to review project progress.

3. Assist the USAID in identifying resources to further its forestry natural resources, parks and tourism objectives.

4. Conduct or cause to be conducted evaluations of natural resource activities.

5. Coordinate the design of new Mission initiated projects.

6. Review and make recommendations on unsolicited proposals.

7. Represent the Mission to GOU ministries and agencies, internal and external conferences and other donors in all matters relating to natural resources.

8. Participate in and monitor the PVO/NGO Natural Resources Project and any other such activities that receive funding from A.I.D.

9. Contribute to A.I.D. program documentation the CPSP, ABS, CP in the area of Natural Resources.

10. Perform other duties as assigned in the field of natural resources and environment.

2. ARTICLE II - Period of Services

Within 15 days after notice from the contracting officer that all clearances, including the doctor's certificate clearance for overseas assignment, have been received, unless another date is specified by the contracting officer, the contractor shall proceed to Kampala, Uganda where he shall promptly commence performance of the services specified in the "Statement of Work". The contractor's period of services overseas shall be approximately 24 months in Uganda. For the purpose of this contract, the commencement date shall be the date the contractor undertakes travel by the most direct route to Uganda.

3. ARTICLE III - Relationship and Responsibilities

A. While performing services under this contract the contractor shall be under the administrative technical control of the Supervisory Agriculture Development Officer or his designee as appropriate.

B. The contractor shall maintain liaison, in the performance of his duties, with all elements of the GOU associated with his assigned duties, all project implementation personnel and appropriate assigned USAID personnel.

4. ARTICLE IV REPORTS

The contractor will submit in the Agriculture Development Officer an annual work plan within 30 days of arriving at post and at 12 month intervals during the term of the contract. This plan will outline proposed activities in the area of Natural Resource Management. At the end of the 12 month period the contractor will submit a report of activities carried out under the work plan, along with recommendations for future areas of concentration.

5. ARTICLE V - Contractor's Compensation and Reimbursement U.S. Dollars

A.I.D shall pay the contractor compensation after it has accrued and reimburse him in U.S. Dollars for necessary and reasonable costs actually incurred by him in the performance of this contract within the categories listed in paragraph C. below and subject to the conditions and limitations applicable thereto as set out herein and in the general clauses.

B. The amount budgeted and available as personal compensation to the contractor is calculated to cover a calendar period of approximately 6 months which is to include vacation and such leave which may be earned during the contractor's tour of duty. If available, additional funding will be provided in FY 90 and FY 91 (see p.6 C.) to fully fund this contract for the duration of the contract period.

APPENDIX A

SCOPE OF WORK

TECHNOLOGY TRANSFER SPECIALIST

1. CONTRACT OBJECTIVES AND EFFECTIVE DATES

The basic function of the technology transfer specialist is to assist host governments, the local private sector, and regional organizations to identify, transfer, and apply appropriate physical design and construction -related information and technology in support of regional and country-specific development projects, programs, and strategies. The technology transfer specialists will work under the policy, program, and technical guidance of the REDSO Chief Engineer and report to him/her for specific assignments.

2. SPECIFIC PROGRAMMATIC AND DEVELOPMENTAL TASKS

Approximately 85 percent of the technology transfer specialists time will involve the following activities:

A. Assists host country counterparts to evaluate the appropriateness of proposed physical design, construction materials and techniques, accompanying equipment, and project sites. E.g., Cameroon Agricultural Education Project.

B. Assists host country counterparts to prepare and/or review physical/functional analyses and calculations regarding proposed plans to assure reasonable cost estimate and work schedules, adequate site drainage, earthwork, water supply, wastewater disposal, electrical demand, garbage removal, wind loading, thermal consideration, noise loading, and aesthetics. E.g., Agricultural Support Development Grant.

C. Assists host governments, regional organizations, and the private sector with the development and review of physical design and construction-related components of their programs and projects. E.g., Niger Applied Agricultural Research Project (683-250).

D. Assists host governements, the private sector, and regional organizations in the dissemination and use of physical design and construction-related lessons-learned information. E.g., Benin Rural Water Supply and Sanitation Project.

E. Assists in the transfer of American standard practice norms to host country counterparts for the preparation and review of physical designs for adequacy of foundation and structural competence. E.g., Mali family planning and Guinea Bissau food crop protection projects.

F. Assists host governments, the private sector, and regional organizations to identify the need for, and assist in the drafting of, scopes of work for more specialized technical expertise.

3. ADMINISTRATIVE TASKS

Approximately 15 percent of the time of the technology transfer specialists will involve the following activities:

A. Assists host governments, the private sector, regional organizations, and USAID Missions by carrying out physical design and major construction-related studies and analyses related to general and sectoral strategy documents.

B. Stays abreast of the latest developments in physical design and construction relevant to environmental protection and economic development in West and Central Africa.

C. Assists host country counterparts to monitor contractor performance and technical implementation through on-site inspections and periodic evaluations.

4. WORK PLANS AND REPORTS

The contractor will develop with his or her supervisor an annual workplan soon after the REDSO workload scheduling conference ends. The workplan will lay out specific activities and schedules. Copies of approved annual workplans and any substantial revisions will be forwarded to the ADS project manager in AFR/TR/PRO for informational purposes.

The contractor will prepare and submit to his or her supervisor semi-annual progress reports. These reports will be a key input for monitoring and evaluating the achievement of the ADS project purpose and, therefore, should be prepared with care and detail. The reports will describe:

A. Achievements during the reporting period, as compared to the workplan. Specific products should be listed.

B. Who received the information and technology produced by the contractor (e.g., host country government, the private sector, project target groups, PVO's, donors, the larger research community, and/or A.I.D.) and how they received it (e.g., what methods of dissemination were used).

C. How the information and technology were used and their impact on development for example, the impacts might be on policies, strategies, project design or implentation, resource allocation or efficiencies.

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ARTICLE I - STATEMENT OF DUTIES: Regional Natural Resources/Policy Advisor

A. BACKGROUND

The primary function of the position is to provide host country officials, grantees and A.I.D. with technical expertise and information on natural resources, including biodiversity forestry, agroforestry and conservation issues, to improve the transfer and application of technology and policy information for regional and country-specific strategies, programs and projects affected by these issues.

B. Organizational and Supervisory Relationship

The Forestry/Natural Resources advisor works under the general supervision of the Chief, Agriculture and Natural Resources Division, REDSO/ESA who provides work assignments and general guidance.

C. Programmatic Duties and Responsibilities - Sixty five percent of the regional natural resources/policy advisor's time will involve the following activities:

1. Serves as technical advisor to host government and grantees in matters involving natural resource programs, projects and sector policy reforms. Participates in strategy exercises, including agriculture/natural resources sector assessments, to ensure natural resources concerns are fully addressed and to transfer appropriate technology and technical information.

2. Assists host governments in carrying out assessments of their current performance in and capabilities for the analysis, planning, and implementation of natural resource policies, projects and programs. Evaluates technical requirements for relevant supporting information for project and program implementation and prepares proposals designed to identify barriers impeding natural resource development. Suggests improved techniques which may be used to strengthen and expand the host countries' institutional growth in the natural resource area.

3. Assists in the development of information programs and workshops that will increase host country awareness about the need to reverse environmental degradation by providing technical input and identifying sources of further information.

4. Maintains contact with host governments, multilateral, and bilateral forestry/agroforestry agencies in eastern and southern Africa, and participates in regional, national, and international conferences and meetings as a general consultant in natural resources, forestry, agroforestry and conservation in the region.

D. Project Monitoring Duties and Responsibilities - Fifteen percent of the advisor's time will be spent on monitoring S & T funded agroforestry grant to ICRAF. S & T is contributing U.S.$15,000 per annum to finance the following support services: Meets regularly with the grantee, missions and REDSO to review progress of several activities financed under the grant. Assists missions in identifying resources available under the grant for forestry, agroforestry and natural resources activities. Participates in grant reviews and evaluations, and provides semi-annual reports to S & T project manager for the grant. The contractor will not provide any directions or instructions to the grantee.

E. Administrative Duties and Responsibilities - Twenty percent of the advisor's time will be for the following activities:

1. Assists host governments, grantees and A.I.D. in the technical design, implementation, technical evaluation and review of forestry, agroforestry, conservation, biodiversity, and related natural resource programs and projects.

2. Prepares technical information on the natural resources area for inclusion in action plans and CDSS documents.

3. Reviews and provides technical commentary on unsolicited proposals for natural resource activities.

F. Work Plans and Reports

The contractor will develop with his or her supervisor an annual workplan soon after the REDSO workload scheduling conference ends. The work plan will lay out specific

activities and schedules. Copies of approved annual workplans and substantial revisions will be forwarded to the ADS project manager in AFR/TR/PRO for informational purposes.

The contractor will prepare and submit to his or her supervisor semi-annual progress reports. The reports will describe:

1. Achievements during the reporting period, as compared to workplans. Specific products should be listed.

2. Who received the information and technology produced by the contractor and how they received it (e.g. what methods were used to disseminate the information).

3. How the information and technology were used and their impact on development.

Copies of the completed semi-annual contractor reports will be forwarded to the ADS project manager in AFR/TR/PRO for informational purposes and will be used by REDSO supervisor as a basis for evaluating contractor's performance.

G. Logistic Arrangements

The following logistic support will be provided by USAID/Kenya:

1. Office space and equipment
2. Housing, furniture and utilities
3. Household appliances
4. Transportation on official business both local and international
5. Interpretor and secretarial services
6. Medical facilities (Health Room), IAW Embassy policy
7. Official vehicles as required
8. Travel arrangements/tickets
9. Night watchman for living quarters
10 Diplomatic pouch

ARTICLE II - PERIOD OF SERVICE OVERSEAS:

A. Upon receipt of written notice from the Contracting Officer that all clearances, including the doctor's certificate required under General Provisions, Clause 3, have been

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ANNEX 8

Analysis of Selected ADS Scopes of Work

ANNEX 8

Analysis of Activities and Categories of Work
Proposed in PIO/ for Sixteen Mission and REDSO ADS Advisors

	Proposed Categories[1]		
Proposed Activities	Prog	Mon[2]	Admin[3] [4]
Provide technical advice, guidance, expertise and assistance to host country institutions			
101	x[5]		x
102	x		
103	x		
104	x		
107	x[6]		
108	x		
109	x		
112	x		

[1] Scopes of work generally distinguish between programmatic (Prog) and administrative (Admin) duties; and sometimes, separate monitoring and evaluation (Mon) activities.

[2]One Mission resident advisor had only programmatic and monitoring responsibilities, but no administrative duties. Interestingly, based upon direct observation, this advisor probably performed more administrative duties than any other advisor,

[3]One ADS advisor in REDSO/ESA spent 40% of his time managing assistance to a regional research project which cut across all three categories. The Scope of Work for a second REDSO/ESA advisor and one REDSO/WCA advisor made no distinction between programmatic and administrative activities.

[4]One Scope of Work for a REDS0/WCA advisor notes that the advisor "will not perform functions reserved for U.S. direct hire employees, including: supervisory, internal management, voucher approval and final decisions regarding the expenditure of U.S. Government funds."

[5]The number of x's in each category has no statistical significance. It is only the spread and distribution of x's that is important.

[6]Advisors 107-113 are Africans working with REDSO/WCA. A higher percentage of these advisors provide direct assistance to GOXs than do American advisors.

Proposed Activities	Prog
113	x
114	x
Advises governments, regional and private organizations on U.S. and other donor mandates	
107	
108	
109	
110	
111	
112	
113	
Provide technical advice, guidance expertise and assistance to AID	
101	x
103	x
104	x
110	
111	
114	x
115	
Assist GOX identify technical personnel	
101	x
103	
Assist AID identify technical personnel	
101	x
Review technical reports, analysis and proposals prepared by others	
101	x
102	x
104	x
105	
108	x
109	x
110	x

Proposed Activities	Prog	Mon	Admin
111	x		
113	x		
114	x		
116		x	
Keep abreast of developments in technical field			
101	x		
108			x
110			x
Conduct briefings and seminars and train country officials			
101	x		
110	x		
111	x		
Participate in Mission strategy exercises, including sector assessments			
101	x		
102	x		
103	x		
104	x		
105	x		
107			x
Assist GOX collect data and perform technical, economic and environmental analyses			
107	x		
108	x		
110	x		
111	x		
112	x		
113	x		
114	x		
Assist GOX devise technical monitoring systems			
101	x		
105	x		
107	x		

Proposed Activities	Prog	Mon	Admin
Participate in the preparation of CDSSs and Action Plans			
101			x
102			x
103			x
104			x
114			x
116		x	
Assist AID in the design of AID financed activities			
101	x		
102			x
105			x
108			x
116		x	
Assist GOX in the design and implementation of AID financed activities			
102			x
104			x
105	x		
108			x
110	x		
112	x		
113	x		
Participate in the monitoring and evaluation of projects, programs, activities			
101			x
104			x
107	x		
108			x
110	x		
111	x		
112	x		
113	x		
116		x	

Proposed Activities	Prog	Mon	Admin
Review project implementation plans and actions			
101			x
Concerned with technology transfer and technical information at the national level			
102	x		
111	x		
116	x		
Concerned at the regional level with the transfer of technical information and lessons-learned			
108	x		
Provide regional information on policies, distribution, and consumption (of agricultural)			
103	x		
Assess institutional capability of GOX to carry out work in a technical field			
102	x		
103	x		
105	x		
116	x		
Monitor projects for AID			
102 (Funded by ST Bureau separately from ADS)			x
Plan and conduct regional studies (in agriculture)			
103	x		
104	x		
Assist REDSO and USAIDs on technical input to documentation such as PID/PP and PAIP/PAAD			
103	x		
116		x	

Proposed Activities	Prog	Mon	Admin
Provide programmatic and/or technical guidance to ADS advisors in AFR/TR/ANR			
104	x		
Prepare PIO/Ts and Pils and other AID program implementation documentation			
103			x
104			x
114			x
116		x	
Prepare terms of reference for Missions to conduct quantitative analysis and evaluations			
104	x		
105			x
Provide specialized knowledge and advice on cross-sectoral research			
104	x		
Assist the GOX draft scopes of work and budgets to secure technical expertise and products			
108	x		
110	x		
114	x		
116		x	
Represent the Mission to GOX, PVO/NGOs, and other donors in technical field			
116		x	

ANNEX 9

Views about ADS Advisors from Local Contacts

INSTITUT AFRICAIN DE GESTION URBAINE

BP 7263 DAKAR, Sénégal - Tél. 24.33.40 - Fax. 25.08.26.

01 AOUT 1991

Le Secrétaire Exécutif

000156

Objet : "Villes d'Afrique"
Bulletin de liaison et d'information
de l'IAGU

Monsieur,

Nous nous sommes rencontrés à Ouagadougou (Burkina Faso) lors de l'atelier-séminaire sur la formation à la protection de l'environnement du 13 au 17 mai 1991. J'ai beaucoup apprécié vos interventions pertinentes lors des travaux. L'IAGU publie un bulletin de liaison et d'information "Villes d'Afrique" qui paraît quatre fois par an. Nous serions heureux de faire part dans cette publication de votre riche expérience si vous nous fassiez parvenir un article sur un thème de votre choix lié à l'environnement urbain. L'article peut comprendre des photos, des images, des tableaux et des schémas et ne devrait pas dépasser 6 pages de format A4.

En vous remerciant de l'intérêt que vous voudrez bien accorder à la présente, je vous prie de croire, Monsieur, à l'assurance de ma parfaite considération.

Dr. Ousseynou Eddje DIOP

Institut Africain de Gestion Urbaine * IAGU * Le Secrétaire Exécutif

A/ Monsieur COULIBALY Médjomo
Conseiller Technique
USAID - REDSO/WCA
01 BP. 1712 ABIDJAN 01
COTE D'IVOIRE

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(3) ACTION:REDSO INFO: WAAC ECON

VZCZCAB0067
RR RUEHAB
DE RUEHAR #0063 0031114
ZNR UUUUU ZZH
R 031114Z JAN 91
FM AMEMBASSY ACCRA
TO AMEMBASSY ABIDJAN 5609
BT
UNCLAS ACCRA 00063

LOC: 003
03 JAN 91 11
CN: 00411
CHRG: AID
DIST: AID

ACTION GDO
INFO.
DUE DATE 4/09
CHANGE ACTION TO:
ACTION TAKEN

AIDAC

ABIDJAN FOR REDSO/WCA

E.O. 12356: N/A

SUBJECT: PROPOSED ACTIVITIES BY MEDJOMO COULIBALY, REGIONAL EDUCATION AND HUMAN RESOURCES DEVELOPMENT ADVISOR UNDER THE AFRICAN DEVELOPMENT SUPPORT PROJECT (ADSP)

REF: 90 ABIDJAN 024976

1. MISSION WELCOMES DR. MEDJOMO COULIBALY AS OUR REGIONAL EDUCATION AND HUMAN RESOURCES DEVELOPMENT ADVISOR.

2. MISSION HAS CAREFULLY REVIEWED HIS IMPRESSIVE CREDENTIALS AND JOB DESCRIPTION. WE ANTICIPATE HIS INVOLVEMENT AS WE INITIATE A PROCESS TO COLLECT OUR BASELINE DATA FOR PREP, DEVELOP PLAN RELATED TO ASSESSMENT OF THE IMPACT OF OUR BASIC EDUCATION PROGRAM (PREP) AND DEVELOP OUR STRATEGY TO INVEST EXTRA RESOURCES INTO OUR ON-GOING BASIC EDUCATION ACTIVITIES.

3. SPECIFIC REQUEST WILL FOLLOW SEPTEL WHEN THE NEED FOR SERVICE IS FIRMLY ESTABLISHED. EWING

BT
#0063

NNNN

M E M O R A N D U M

TO: Marty Schulman, HRDO/REDSO/WCA

FROM: Mali EHRO, Freda White-Henry

BEEP Administrator, Chahine Rassekh

DATE: January 30, 1991

SUBJECT: TDY of Dr. Medjomo Coulibaly

We consider ourselves extremely fortunate to have been able to work with Dr. Coulibaly during his TDY at Bamako. Because the World Bank Evaluation mission was delayed due to travel restrictions, Dr. Coulibaly was able to change the objective of his TDY to an evaluation of the progress of the Basic Education Expansion Project, particularly the planning component. He managed despite the disturbances and violence in the street, to meet and work with a great number of people both in the Education and the Environment sectors.

We are very impressed with the dept of his knowledge, the breath of his experience, the quality of his needs assessment and his recommendations. He performed in a truly outstanding manner. His work, and more particularly his insights and understanding of existing problems, are of immediate use to the project team. As a result of his efforts here we look forward to collaborating further with Dr. Coulibaly over the course of the project.

We are expecting his return during late April or early May for 2 weeks to assist us in evaluating BEEP and in preparing for the environmental workshop.

We are looking forward to meeting you when you next visit Mali.

ANNEX 10

Budget Actuals and Projections through PACD - AID/ADS Report

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AFRICAN DEVELOPMENT SUPPORT PROJECT (698-0464)
BUDGET ACTUALS AND PROJECTIONS THROUGH PACD (12/31/93)
DETAILS

BUDGET COMPONENT/ITEM	INCUMBENT	OBLIGATIONS ACTUAL FY-89	ACTUAL FY-90	ESTIMATED FY-91	PROJECTED FY-92	PROJECTED FY-93	TOTAL
A. AFR/ARTS		**1,019,933**	**1,593,538**	**1,453,774**	**315,000**	**200,000**	**4,582,245**
1. Long-term Advisors							
Ag Policy/Invest Analyst	G. Gardner	294,370		285,000			579,370
Ag Marketing Spec	T. Herlehy	305,630		285,000			590,630
Food Sec/Indicators	P. O'Brien-Place		288,000				288,000
Sahel Coordinator	M. Lowdermilk		188,000				188,000
Education Economist	R. Horn		235,331				235,331
AAAS Education Fellow	J. Wolfe	56,791	70,000	107,000			233,791
Health Economist	(Recruiting)		176,000				176,000
Labor/Int'l Economist	B. Renison			274,000			274,000
Education Advisor	S. Grant Lewis			205,000			205,000
2. Core Team							
Technical services							0
3. Information System							
LAN commodities/maintenance		57,960	54,207	55,321	15,000	50,000	232,488
Data base access			124,000				124,000
LAN administration					95,000		
4. Monitoring and Evaluation		53,082		77,453	5,000	50,000	185,535
5. Logistical Support							
Office space, etc.		252,100	458,000	165,000	200,000	100,000	1,175,100
B. REDSO'S		**847,678**	**1,060,000**	**1,810,683**	**2,167,000**	**1,224,000**	**7,109,361**
1. REDSO/ESA		495,999	700,000	1,183,000 E	1,697,000	824,000	4,899,999
Environmental Advsr	A. DeGeorges	61,999	199,895	40,000	200,000	150,000	
Forestry/Nat Res Advsr	R. Pellek	109,000	200,000	125,000	130,000	175,000	
Ag/Nat Res Advsr	D. Martella	74,940		176,000	230,000	110,000	
Crop Pest Mgmt Spec	(Terminated)	41,261	20,100				
Behav Sci Adv/Policy	J. Bartin	155,896	127,804	150,000	230,000	48,000	
Asst Behav Sci Advsr	R. Buckley	52,903		77,000	77,000	77,000	
Ag Economist/Policy Adv	J. Carvalho		100,000	140,000	140,000	120,000	
Reg Behav Sci Adv	(Recruiting)			150,000	230,000	48,000	
Financial Systems Economist	(Recruiting)			150,000	230,000	48,000	
Health Mgmt/Econ Adv	L. Forgy(?)			150,000	230,000	48,000	
Computer equipment for advisors			50,079	25,000			
Candidate interviews			2,122				
2. REDSO/WCA		351,679	360,000	627,683 E	470,000	400,000	2,209,362
Economist	(Re-recruiting)	88,000		70,717			
Tech Transfer Spec	M. Sangare	103,679		149,149			
Tech Transfer Spec	S. Atiese	160,000		144,158			
Food Security Advsr	(Recruiting)						
Environmental Advisor	I. Sambe		85,229	69,822			
Regional Ag Adv	T. Vehi		76,474	58,055			
Health Economist	B. Ba Diagne		84,374	68,070			
Reg Educ/HRD Adv	M. Coulibaly		76,474	62,316			
Computer equipment for advisors			27,774	5,396			
Candidate interviews			9,675				
C. BILATERAL BUY-INS		**491,500**	**999,577**	**2,143,927**	**800,000**	**650,000**	**5,085,004**
1. Zimbabwe/SARP		491,500		455,602			947,102
Transport Advsr	C. Vandervoort						
2. Uganda			100,000	300,000			400,000
Nat Res Mgmt Adv	R. Clausen						
3. Niger			140,000		150,000		290,000
Social Science Adv	E. Taylor-Powell						
4. Tanzania			189,577	188,325	150,000	150,000	677,902
Rural Economy Adv	J. Strauss						
5. C.A.R.			570,000				570,000
Health Care Fin Advsr	M. Weaver						
6. Zaire				500,000	500,000	500,000	1,500,000
Research Advisor	G. Rogers						
Evaluation Advisor	(Recruiting)						
7. Burundi				400,000			400,000
Economic Advisor	(Recruiting)						
8. Malawi				100,000			100,000
Monitoring and Evaluation Adv	L. Cameron						
9. Chad				200,000			200,000
Evaluation Advisor	(Recruiting)						
TOTAL ANNUAL OBLIGATIONS		**2,359,111**	**3,653,115**	**5,408,384**	**3,282,000**	**2,074,000**	**16,776,610**

ANNEX 11

Three Examples of ADS Advisors' 6-Month Reports

ADS ADVISOR SEMI-ANNUAL PROGRESS REPORT

Section I: **IDENTIFICATION**

Name: George R. Gardner, Ph.D.

Position Title: Policy Analyst (Agricultural Economist)

Location: AFR/TR/ANR/PA

Date: December 20, 1990

Period Covered: April 1, 1990 - September 30, 1990

Section II: **TASK SUMMARY**

A. **Task Name:** Evaluation of Malawi AEPRP Fertilizer Subsidy Removal Program

B. **Country:** Malawi

C. **Completion Date:** September 30

D. **Level of Effort:** 34 days (22 in Malawi and travel, 12 in U.S.)

E. **Product:** Evaluation report entitled "The Malawi Fertilizer Subsidy Reduction Program: the Impact of the African Economic Policy Reform Program", AID/PPC/CDIE Working Paper Report No. 143, December 1990

F. **Information Users:** Ministry of Agriculture, Gov't of Malawi; Ministry of Economy, Gov't of Malawi; USAID/Malawi; AID/W

G. **Dissemination Mode:** Briefing of Gov't of Malawi officials; briefing of USAID/ Malawi officials; briefings and seminar in AID/W; publication and distribution of formal report and technical annexes.

A. **Task Name:** Design of a price survey to monitor impact of policy changes on agricultural producers in Guinea-Bissau

B. Country: Guinea-Bissau

C. Completion Date: June 30

D. Level of Effort: 28 days (18 in Guinea-Bissau and travel, 12 in U.S.)

E. Product: Report entitled "Guinea-Bissau Producer Price Survey: Design Considerations for Economic Analysis"

F. Information Users: Ministry of Agriculture, Gov't of Guinea-Bissau; Ministry of Plan, Gov't of Guinea-Bissau; USAID/Bissau; USAID/REDSO

G. Dissemination Mode: Numerous briefings in Ministry of Plan; briefings in USAID/Bissau; briefing in AID/W; report distributed in English and Portuguese.

A. **Task Name: Design of research indicators and refinement/implementation of a monitoring and evaluation methodology for the "Strengthening African Agricultural Research and Faculties of Agriculture" (SAARFA) project**

B. Country: Kenya, Rwanda, Malawi, Uganda

C. Completion Date: October (travel extended into next reporting period)

D. Level of Effort: 19 days (13 days in Africa, 5 days in U.S.)

E. Product: Report on the amended monitoring and evaluation methodology; data collected in field for measuring impact of project activities vis-a-vis DFA goals.

F. Information Users: African managers of agricultural research commodity networks funded under the SAARFA project

G. Dissemination Mode: On-site working sessions with directors and staff of research networking projects in Africa; briefings at AID/REDSO; briefings at AID/W; trip report.

A. **Task Name: Design of the Subsaharan Africa Agricultural Database and technical lead on same**

B. Country: U.S. (database covers all Subsaharan countries)

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C. Completion Date: On-going

D. Level of Effort: 18 days

E. Product: A comprehensive, systematically up-dated database covering production, consumption, trade and utilization of major cereal grains for use by USAID missions throughout Africa

F. Information Users: Various USAID missions; various academic institutions and other contractors working on AFR/TR scopes of work; several AID/W offices, including AFR/DP, PPC/CDIE, BIFAD, and MDI

G. Dissemination Mode: The Subsaharan Africa Agricultural Database is available to users in several ways: a) it is maintained on the AFR/TR LAN network; b) it is copied onto diskettes and distributed to USAID's; c) it is also provided in hard copy (printed) format upon request.

A. Task Name: Participation in "Workshop in Geographic Information Systems (GIS) for International Land and Environmental Management Programs"

B. Country: EROS Data Center, Sioux Falls, South Dakota

C. Completion Date: September 21 (on-going application)

D. Level of Effort: 10 days (6 days in workshop and travel, 4 days follow-up activities)

E. Product: Training in use of GIS methodology for analysis

F. Information Users: Ministry officials in various African countries with USAID missions; USAID officials in same

G. Dissemination Mode: Having completed GIS training, I am now advocating its use in many of my analytical tasks in various African countries, where appropriate.

A. Task Name: Participation in the "Agricultural Research Impact Assessment Workshop", April 23-25

B. Country: U.S.

C. Completion Date: April 30

D. Level of Effort: 5 days

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E. Product: An active participant in this workshop, I also wrote a report which summarized the workshop conclusions dealing with future directions of efforts to measure the impact of agricultural research projects within the context of the DFA.

F. Information Users: Workshop participants, including contractors conducting agricultural research in Africa; agricultural development officers in USAID missions throughout Africa

G. Dissemination Mode: Findings and recommendations of the workshop were communicated to the field through a reporting cable and a summary written report.

A. **Task Name: Participation in a "Presentation Skills Workshop"**

B. Country: U.S.

C. Completion Date: May 11

D. Level of Effort: 3 days

E. Product: Training; new skills acquired for communicating research and policy analysis to groups.

F. Information Users: This task was primarily training; therefore it will be reflected to some degree in all my presentations---especially in cross-cultural settings, such as when working with a given ministry or office in Africa.

G. Dissemination Mode: n/a

A. **Task Name: Work on the "Agriculture and Natural Resources Strategy Statement"**

B. Country: U.S.

C. Completion Date: On-going

D. Level of Effort: 6 days

E. Product: During the reporting period, my work on this document included compilation of statistical data to support the analysis, design of graphics to present the data, review and refinement of portions of the document drafted by other analysts, and attending review meetings.

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F. Information Users: USAID missions throughout Africa

G. Dissemination Mode: After final AID/W approval, the ANR Strategy Statement will be distributed as official policy guidance throughout the Africa Bureau.

Section III: SIGNIFICANT TASKS

EVALUATION OF THE MALAWI AEPRP FERTILIZER SUBSIDY REMOVAL PROGRAM

1. ABSTRACT: AID obligated $15 million for the Malawi Economic Policy Reform Program in 1985, intended to reduce budget deficits, save foreign exchange, improve efficiency of resource use in smallholder agriculture and strengthen associated institutions. The purpose of this evaluation was to assess the impacts of the program, and to quantify them to the extent possible within the three-week period spent in-country.

The Impact Evaluation Report, including its technical annexes, presents quantitative estimates of the economic and institutional impacts in detail. Technically sound methodology from macroeconomics and agricultural economics was used to derive the estimates, the presentation of which is enhanced by ample used to graphics. No technical analysis of the impact of the program had been attempted previously. Lengthy interviews with most of the key actors and thorough analysis of institutional records was combined with technical analysis to complete the task. Major findings included evidence of government policy bias against smallholders which prevents them from maximizing their income potential by prohibiting the growing of burley tobacco, and the extent to which the shift to import of high-analysis fertilizer has effected budgetary savings for the government

2. UTILIZATION OF THE IMPACT EVALUATION AND TECHNICAL ANNEXES: The major findings of the report were shared with top-level officials of the Government of Malawi in the ministries of agriculture, economy, and planning. The report has subsequently been utilized by the USAID mission as a basis for policy dialogue regarding future assistance in the agricultural sector. Indeed, one of the requirements of the new USAID program is that the government drop a policy which prohibits the growing of burley tobacco by smallholders--directly attributable to the impact evaluation report.

DESIGN OF A MARKET PRICE SURVEY TO MONITOR IMPACT OF POLICY CHANGES ON AGRICULTURAL PRODUCERS IN GUINEA-BISSAU

1. ABSTRACT: The Government of Guinea-Bissau is in the process of liberalizing its control of the agricultural marketing system. This change in course was undertaken with strong USAID

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encouragement, but with no knowledge whatsoever of what impact the policy changes are having on the income of small farmers throughout the nation. The government went to USAID for assistance in this area, and the mission in turn requested that the ADS advisor join a statistician from the Bureau of Census in the design of a national, institutionalized, statistically valid producer price survey which could be used to monitor the impact of policy changes. The design was completed during May and June in the Ministry of Plan, Directorate General of Statistics, where the ADS advisor worked directly with government technicians and officials.

2. UTILIZATION OF THE SURVEY DESIGN WORK: A report detailing design recommendations was prepared in English and Portuguese, and was distributed and reviewed in detail with Ministry officials in Guinea-Bissau. Subsequently, they proceeded with the implementation of the producer price survey. (In fact, the ADS advisor was asked to return to Guinea-Bissau again later in the year to assist with the analysis of the first statistical results obtained in the survey.) The results of the producer price survey are also being used by USAID and REDSO in the design of a new agricultural sector assistance program for Guinea-Bissau. See attached cable for evidence of same.

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AGENCY FOR INT'L DEV.
TELECOMMUNICATIONS CENTER

TELEGRA

PAGE 01 ABIDJA 26361 210947Z 4220 053924 AID3540
ACTION AID-00

ACTION OFFICE AFTR-05
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R 210945Z DEC 90
FM AMEMBASSY ABIDJAN
TO AMEMBASSY BISSAU
SECSTATE WASHDC 4440

Morgan

UNCLAS ABIDJAN 26361

AIDAC

SECSTATE FOR AFR/TR/ANR GEORGE GARDNER

E.O. 12356: N/A
SUBJECT: GUINEA-BISSAU PRODUCER PRICE SURVEY

REDSO/WCA HAS RECEIVED COPY OF INQUERITO SOBRE PRECOS AU PRODUTOR PRODUCED BY THE GENERAL STATISTICAL DIRECTION, MINISTRY OF PLAN, FOR THE THIRD QUARTER OF 1990. THE IMPLEMENTATION OF THE PRODUCER PRICE SURVEY IS AN ACCOMPLISHMENT OF THE DEPARTMENT OF AGRICULTURAL AND FOOD STATISTICS, GENERAL STATISTICAL DIRECTION. NO SUCH CAPACITY EXISTED PREVIOUSLY IN GUINEA-BISSAU. IN THE PAST, THE AVAILABLE TIME SERIES OF AGRICULTURAL DATA WERE LIMITED TO OFFICIAL GOVERNMENT PRICES, BUT EXCLUDED THE PRICES ACTUALLY OBSERVED IN RURAL MARKETS. THE SURVEY WORK REPRESENTS THE BEGINNING OF A SYSTEM FOR STATISTICALLY SAMPLING AND ANALYZING PRICES RECEIVED BY

FARMERS. IF DEFLATED AND COMBINED WITH PRODUCTION DATA FROM OTHER SOURCES, THE DATA WILL HELP TO ESTIMATE IMPACTS OF POLICY REFORMS, SUPPORTED BY DFA RESOURCES, ON RURAL PEOPLES' INCOMES. THIS IS CRUCIAL INFORMATION FOR ASSESSING THE RESULTS OF DFA PROGRAMMING AND STRUCTURAL ADJUSTMENT PROGRAMS IN AFRICA GENERALLY. DUE TO SEASONAL AND OTHER FACTORS, PRICE SERIES OF 3 TO 5 YEARS, AT A MINIMUM, ARE REQUIRED. REDSO/WCA RECOMMENDS THAT OAR/BISSAU CONTINUE ITS SUPPORT FOR PRODUCER PRICE SURVEY WORK IN GUINEA-BISSAU. BROWN

3086

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April 30, 1991

MEMORANDUM

To: Patrick Fleuret, Bruce Odell
From: David F. Gordon
Re: ADS Six Month Report

Attached please find my third ADS Six Month Report. The report covers the period from October, 1990, to March, 1990. My prior report covered my activities up to September, 1990 I have included in this report three activities that typify the tasks that I have been pursuing in my role as regional social science advisor for policy at REDSO.

cc. BSevern
FFischer

ADS ADVISOR SEMI-ANNUAL PROGRESS REPORT

IDENTIFICATION

Name: David F. Gordon

Position Title: Behavioral Science Advisor for Policy

Location: REDSO/ESA, Analysis Division, NAIROBI, Kenya

SUMMARY

Report all significant activities

Activity	Type of Product/Title	Country/Location	Level of Effort (days)	Information Users	Dissemination Mode
Action Plan	Program Logframe	Tanzania	7	Mission, AID/W	Oral Report
ASAP PAIP	Memos, Document	Malawi	20	Mission	Written Documents
ASAP PAAD	Memos, Document	Malawi	20	Mission	Written Documents
Governance	Cables, Concept paper, options paper	Mozambique	25	Mission, GOM	Written Documents
KEDS PID	Analyses, Memos, Documents, speech	Kenya	10	Mission, GOK, Private Sector	Written Documents Speech
Policy Reform Case Study	Paper	Kenya	10	Mission, AID/W, GOK	Forthcoming book
CPSP	Analyses	Zambia	20	Mission	Written report

Products include reports, analyses and workshops.

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David F. Gordon
ADS Report
April, 1991

*MAJOR ACTIVITY: "Helps tailor programs to social, political and organizational realities of country and suggest to host government methods for improving program implementation."

*Specific Activity: Concept paper for governance/democratization project for USAID/Mozambique.

*Tasks: Prepare an assessment of the governance environment in Mozambique and its impact on economic development in the country. Prepare an options paper on the electoral system for the Assembly of the Republic.

*A. What was done: In a series of TDYs to Mozambique, I worked with USAID and Embassy staff to design a "rapid assessment" of the governance context in the country. I met with a wide range of individuals from the GOM, the donor community, NGOs, and the business sector. In addition, I carefully reviewed all of the written material available and undertook discussions with various experts on Mozambique in both the United States and Europe.

On the basis of these research tasks, I prepared the analytical sections of a concept paper that the mission prepared for discussion in Washington. This is one of the first, if not the first, documents to be prepared within the Africa Bureau in support of the Administrator's Democratization Initiative. I will continue to be involved in the latter stages of the design of this project.

During the time I was working on the concept paper, the issue of the design of the new electoral system came to the fore in Mozambique. Ambassador Friedman initiated a dialogue with the Mozambican government on this issue and requested support from USAID. I was asked to prepare an "options paper" on alternative electoral systems that Ambassador Friedman could share with the Mozambican government. In this paper, I explored the role of elections in democracies, discussed the specifics of the contemporary Mozambican context that affect electoral system design, reviewed a series of options that might be available, and suggested a transitional electoral framework. The proposed framework was a modified proportional representation system that would assure broad-based participation in the Assembly, while simplifying the administration of the first free elections ever to be held in Mozambique.

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*B. Dissemination: My options paper was distributed to all members of the GOM cabinet committee on elections. Subsequent to my preparation of the options paper, I participated in a series of meetings with senior GOM officials in which Ambassador Friedman and I discussed the issue of the design of the electoral system. These discussions were a very good example of non-coercive policy dialogue. Ambassdaor Friedman made very clear that the options paper was not a statement of US government policy, but rather a starting point for discussion; and that US assistance was in no way conditioned upon the Mozambican Government agreeing with the suggested transitional framework.

*C. Results: USAID/Mozambique's concept paper on governance and democratization was extensively discussed in Washington during a recent visit by the Mission Director and Program Officer. The general fedback was positive, and the Mission was given the go ahead to move forward on the design of the project outlined in the paper.

The dialogue with GOM officials concerning the design of the electoral system has served to broaden the range of options under discussion and inject realism into GOM thinking concerning the operational difficulties in administering an election. We were also able to explicitly link the election discussion with the issue of the on-going negotiations between the government and RENAMO. RENAMO had opposed the Government's plan for a very early election, fearing that they would not be fully fair. Two weeks ago, the GOM announced that they were postponing elections until 1992, a point that Ambassador Friedman and I had strongly stressed in our discussions.

*MAJOR ACTIVITY: "Perform analytical tasks to provide context for the preparation of policy-based assistance programs."

*Specific Activity: Background Analyses for Forthcoming USAID/Zambia CPSP.

*Task: Prepare two papers, one on the bureaucratic constrainsts to economic reform and one on the interplay between political liberalization and economic reform.

*A. What was done: During a two week TDY to Zambia in January and early Feburary, I worked with both USAID and the Embassy in generating a work-plan involving both interviews and review of existing written materials. I then undertook the work which included a very wide range of interviews of government officials, political leaders from different party affiliations, business representatives, et. al. After returning to Nairobi, I completed the writing of the two papers.

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*B. Dissemination: The papers were distributed to both the USAID mission and to the Embassy in Lusaka. In addition, the documents were distributed to officials in AID/Washington who work on Zambia. The materials generated in these analyses are also being utilized to update the Zambian case-study being undertaken for the USAID-funded CSIS project on the politics of economic reform in Africa. These case studies will be published in book form in early 1992.

*C. Results: The analyses that I undertook will hopefully be incorporated into the Zambian mission's new strategy document. In addition, they will serve to help the mission to appropriately focus their policy dialogue activities. The analyses suggest that the specific context in Zambia makes policy-based work especially difficult. Hopefully, the mission will take this into account in its strategy and programming.

*MAJOR ACTIVITY: "Works with AID design teams to ensure that political and organizational insights are incorporated into sector reform programs."

*Specific Activity: Malawi Agriculture Sector Assistance Program PAIP and PAAD Designs.

*Tasks: Participate in development of policy agenda and undertake political feasibility assessment.

*A. What was done: In a series of TDYs to Malawi, I worked with both the mission and other REDSO staff in developing a policy agenda for the mission's proposed agricultural sector non-project assistance program. My particular task was to help the mission move from a series of technical analyses that had been undertaken to an appropriate policy agenda that would also be politically and institutionally feasible.

In order to accomplish this task, I developed an understanding of the various social and political actors with a stake in agricultural sector policies. I interviewed senior government officials as well as individuals in various farmer and commercial organizations and other donor agencies. I was especially involved in coordinating the USAID program with that of other donors, especially the World Bank.

*B. Dissemination: On the basis of this work I wrote a series of memos to the mission as well as writing a substantial proportion of the actual PAIP document. In the period following the approval of the PAIP, I have worked to develop a more sophisticated sense of the political feasibility of the project. A formal political feasibility assessment will be included in the PAAD.

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*C. Results: The Malawi ASAP PAIP was favorably reviewed in Washington and the mission was given authority to move ahead on the final design of the activity. At the same time, the mission gained an enhanced understanding of the political sensitivity of a number of the issue areas involved in the sector reform program, especially the opening up of access to burley tobacco to the smallholders in the communal sector. The mission is currently working on reconciling its own programmatic aims with the Government of Malawi's concerns. I will continue to be involved in the final stages of the design.

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ADS ADVISOR SEMI-ANNUAL PROGRESS REPORT

I. Identification

Marcia Weaver
Health Economics Advisor

October 12, 1991
April 23 - September 30, 1991

Health Economics Workgroup, Office of the Director General
Ministry of Public Health and Social Affairs (MPHSA)
Bangui, Central African Republic (CAR)

II. Task Summary

A. Sustainable Child Survival Project

1. Country. CAR
2. Completion Date. August 9, 1991
3. Level of Effort. 3o days
4. Product. Appendix on "Cost Recovery in CAR - Background and Support for Ongoing Activities" for project paper.
5. Information Users. MPHSA, AID/Washington
6. Dissemination Mode. The project paper is undergoing the AID review. The MPHSA asked for a copy of the annex. (English and French)

B. Establish Office in the MPHSA

1. Country. CAR
2. Completion Date. In progress
3. Level of Effort. 36 days
4. Product. The documents produced include: 1) subcontract for hiring a local project assistant, chauffeur, and security guards, 2) contract for access to Peace Corps Medical Unit, and 3) lease for housing. The physical product is a furnished office with electricity, computer, telephone, security repairs, and air-conditioning.
5. Information Users. HFS backstop, Peace Corps, vendors
6. Dissemination Mode. Administrative procedures (English and French)

C. Reporting

1. Country. CAR
2. Completion Date. In Progress
3. Level of Effort. 18 days
4. Product. Monthly letters to HFS backstop, monthl expense reports, and semi-annual report.
5. Information Users. HFS backstop, AID Liaison Officer, AID Bureau for S&T/Health, AID/Washington.
6. Dissemination Mode. Monthly letters are sent to HFS backstop. HFS backstop communicates contents of letters to HFS cognizant technical officer in S&T/Health when appropriate. Semi-annual report used according to ADS

procedures.
(English)

D. Cost of National Health Development Plan, 1992-1996 (NHDP)

1. Country. CAR
2. Completion Date. In progress
3. Level of Effort. 15 days
4. Product. French summary of the methodology of HFS Technical Paper "Kenya Ministry of Health Preventive and Primary Health Care Resource Gap Study." Participation in workshop to prepare implementation plan for NHDP. Report providing cost estimates of vertical programs and potential savings from integration of programs.
5. Information Users. MPHSA, donors
6. Dissemination Mode. The MPHSA requested the summary as a basis for discussing the methodology for estimating the costs of the NHDP priorities. The MPHSA will distribute a summary of the implementation plan to all donors who are active in CAR as a background paper for a meeting on health sector funding with donors in November. The report will serve as a background document for MPHSA offices and committees who are responsible for integration of programs.
(French)

E. Study of the Feasibility of Expanding the Private Sector Supply of Health Care in CAR

1. Country. CAR
2. Completion Date. In progress
3. Level of Effort. 6 days
4. Product. Draft scope of work
5. Information Users. MPHSA, HFS backstop, AID Liaisor Officer, AID Bureau for S&T/Health
6. Dissemination Mode. The scope of work will be used by the MPHSA and HFS project to prepare upcoming activities. The MPHSA will use results of the study to design the national health finance and cost recovery program.
(English and French)

F. Survey of Expenditures and Willingness to Pay for Health Care

1. Country. CAR
2. Completion Date. In progress
3. Level of Effort. 6 days
4. Product. Proposal for survey
5. Information Users. MPHSA, HFS backstop, AID Liaison Officer, AID Bureau for S&T/Health
6. Dissemination Mode. The proposal will be used by the MPHSA and HFS project to prepare upcoming activities. The MPHSA will use results of the survey to design the national health finance and cost recovery program.
(English and French)

G. Study of Cost Recovery Systems Currently Operating in CAR

1. Country. CAR
2. Completion Date. In progress
3. Level of Effort. 6 days
4. Product. Questionnaire for health facilities c management and accounting tools
5. Information Users. MPHSA, African Development Bank (ADB)
6. Dissemination Mode. The questionnaire was used by ar MPHSA team as part of an introductory tour for the ADB's institutional development project. The MPHSA will use it again in November as part of a more in-depth study that will contribute to the design the health finance and cost recovery program.
(French)

H. Comments on the MPHSA's Study of Pharmaceutical Subsector that was funded by the ADB

1. Country. CAR
2. Completion Date. June 21, 1991
3. Level of Effort. 6 days
4. Product. Memorandum.
5. Information Users. MPHSA, ADB, AID/Washington
6. Dissemination Mode. The memorandum was sent to the Director General and the Director of Studies, Planning, and Statistics of the MPHSA. Collaboration with the ADB project led to including a pharmaceutical revolving fund in the Sustainable Child Survival Project project paper.
(English and French)

I. Review of EPI/MCH Programs in CAR

1. Country. CAR
2. Completion Date. May 11, 1991
3. Level of Effort. 3 days
4. Product. Deliver EPICOST software obtained from World Health Organization in Geneva Switzerland to the MPHSA.
5. Information Users. MPHSA, UNICEF
6. Dissemination Mode. Collaborate with MPHSA officials and UNICEF consultants on the review.
(French)

J. Preparations for Workshop on Health Care Finance

1. Country. CAR
2. Completion Date. May 31, 1991
3. Level of Effort. 3 days
4. Product. Draft agenda.
5. Information Users. MPHSA, other ministries, donors
6. Dissemination Mode. It was decided that it would be more appropriate to hold the workshop at a later date.
(English and French)

III. Significant Tasks

A. Sustainable Child Survival Project.

1. Abstract. Between 1984 and 1991 the AID-funded Combating Child Communicable Diseases (CCCD) Project in CAR achieved remarkable success, both in terms of high vaccination levels for women and children, and in terms of establishing an effective strategy for implementing child survival interventions. The strategy has involved, among other things, providing services to population centers and then gradually extending the services to peripheral health facilities.

In preparing the successor to the CCCD Project, the project paper team sought a health finance strategy that would be consistent with the child survival strategy, but would also reflect the complex policy environment of health finance. The ADS advisor designed the health finance strategy based on an analysis of the policy environment that included: cost recovery experiences in CAR, recent hospital finance legislation, and activities support by other donors such as UNICEF's Bamako Initiative. In addition Mr. Keith McInnes, the HFS health economist on the project paper team, calculated the revenue from potential strategies.

The health finance strategy is similar to the child survival strategy in the sense that it proposes implementing cost recovery initially in hospitals and other urban facilities, and then gradually extending it to peripheral facilities. The implementation will be supported by a pharmaceutical revolving fund (see summary of task II.H above). The strategy also includes support to Bamako Initiative activities in peripheral facilities of three prefectures, because these initial experiences will provide important lessons in the eventual implementation of cost recovery in peripheral facilities. It is likely to be more difficult to implement cost recovery in these facilities, so every effort should be made to contribute to their success.

2. How the Information Was Used. The project paper is currently under review by AID/Washington. It is worth noting that the health financing strategy proposed in the project paper represents a significant departure from the strategy proposed in the project identification document. According to informal reports, the reviewers have praised the technical quality of the project paper.

Although the MPHSA officials collaborated on the development of the project paper, the ADS advisor's counterparts in the health economics workgroup did not participate because they were attending short-term training in health economics at Boston University. When they returned from Boston, they requested a translation of the annex prepared by the ADS advisor. They agreed with strategy and have prepared an 18 month workplan for the health economics workgroup that reflects the strategy.

B. Cost of National Health Development Plan, 1992-1996 (NHDP)

1. Abstract. The MPHSA recently completed a NHDP that includes ten priority programs. Although this is the first CAR's first national health plan, the plans of other countries have generally been too ambitious and consequently ignored shortly after they were written. In fact, the NHDP may be overly ambitious, and it was hoped that the activities might be scaled back in the course of preparing the implementation plan for the NHDP.

To prepare the implementation plan, the MPHSA conducted a workshop during which the director of each program prepared a plan for their program that included a five-year budget and potential sources of funding. Dr. Emmanuel Nguembi, the head of health economics workgroup, and the ADS advisor were invited to the workshop. Nguembi prepared a standard format for presenting the investment costs and recurrent costs, and the ADS advisor helped each director prepare the budget for his/her plan. The ADS advisor also provided a standard list of prices for resources, and prepared cost estimates for activities such as supervision visits.

In the course of preparing the workshop, MPHSA officials recognized that the NHDP was too ambitious and decided to begin by implementing four of the priority programs. In addition, after working on the budget for each program, the ADS advisor identified ways in which integration of program activities would reduce the amount of resources required.

2. How the Information Was Used. To date, the MPHSA directors have used the information provided by the ADS advisor in preparing budgets for the implementation plan. The most important outcome of the preparations is the MPHSA has decided to scale back on NHDP activities.

The MPHSA will distribute a summary of the implementation plan to all donors who are active in CAR as a background paper for a meeting on health sector funding with donors in November. It is hoped that the donors will find the implementation plan to be realistic and that they will be encouraged to contribute to the programs.

ANNEX 12

Resumes of Three African Advisors at REDSO/WCA

CURRICULUM VITAE

NAME: Medjomo COULIBALY

DATE AND PLACE OF BIRTH:

MARITAL STATUS: Married

NATIONALITY: Ivorian

HOME ADDRESS:

OFFICE ADDRESS: USAID/REDSO/WCA, 01 B.P. 1712,
Abidjan 01, République de Côte d'Ivoire,
Tel: 41-45-28/32;
Telex: 27166 REDSOW
Fax: 41-35-44

PROFESSIONAL BACKGROUND:

- M.A. in Rural Development Sociology
- Ph.D in Education and Development

PROFESSIONAL EXPERIENCE:

1. September 17, 1990 to present:

Regional Education and Human Resources Development Advisor (EHRDA) USAID/REDSO/WCA (24 countries) under the African Development Support Project (ADSP);

2. September 1985 - September 1990:

- Research Officer at the "Centre Ivoirien de Recherches Economiques et Sociales" (C.I.R.E.S.); member of the Research unit in Rural Economics and Sociology;
- Lecturer within the sub-regional Rural Economics doctorate program at CIRES (Faculty of Economics, Universtiy or Abidjan); (courses taught: "Sociology of Rural Development", "Research Methodology" and "Diffusion and Adoption of Innovation and Technology")

3. December 1983 to September 1985:

- Researcher at the "Institut de Recherche d'Enseignement et d'Expérimentation Pédagogique (I.R.E.E.P.)
- Lecturer at the Faculty of Arts and Human Science of the University of Abidjan (Education Planning).

VI PARTICIPATION CONFERENCES/SEMINAIRES/COLLOQUES ET COMMISSIONS TECHNIQUES

1981: "Educational Technology and Education Reform"
Second Stanford University/U.C. Berkeley African Studies Annual Conference-May 2, 1981
University of California-Berkeley, California (USA)

1982: 28th Comparative and International Education Society (CIES)

University of California-Santa-Barbara (USA)

1984: Membre de la Commission Technique d'Orientationdes bâcheliers dans l'Enseignement Supérieur-Direction de l'Orientation et des Bourses Ministère de l'Education et de la Recherche Scientifique (MENRS) août-septembre 1984 (COTE D'IVOIRE)

Membre de la Commission Bilan Diagnostic du système éducatif (ivoirien) Période 1981-1984) en vue de l'élaboration du Plan Quinquenal 1986-1990. Ministère de l'Education Nationale et de la Recherche Scientifique, Direction de la Planification et de la Programmation (COTE D'IVOIRE).

1985: Séminaire sur "les Priorités de Recherche en Sciences Sociales" organisée par le CIRES/CRDI - Agboville (COTE D'IVOIRE) - mai 1985.

Conférence sur "Culture du développement, Sciences et Technologie" organisé par l'institut Jacques Maritain et l'Université de Trieste 12-14 décembre 1985 (ITALIE)

1986 Séminaire Méthodologique de la Phase II du Programme "Population et Développement" organisé par l'Université d'Abidjan (I.E.S.) et le Conseil pour le Développement de la Recherche Economique et Sociale en Afrique (CODESRIA) Abidjan 27-29 octobre 1986.

1987 Séminaire sur "Urbanisation, consommation Alimentaire, Politique Agricole en COTE D'IVOIRE, organisé par le Centre Ivoirien de Recherches Economiques et Sociales (CIRES) et la Direction de la Statistique (Ministère du Plan) COTE D'IVOIRE.

Premier Forum PRELUDE sur "Formation, Recherche et Développement" Co-président de l'Atelier "Apprentissage à la Recherche, Formation Supérieurs et Relations avec les Milieux Economiques" - Dakar (SENEGAL) 16-21 mars 1987.

Séminaire sur la "Recherche Scientifique et l'Amélioration de la Productivité" organisé par le Ministère de la Recherche Scientifique (MRS). Membre de la Commission "Vulagarisation Agricole et Technique" -YAMOUSSOUKRO - 6 au 11 avril 1987 (COTE D'IVOIRE)

Séminaire National sur la "Croissance démographique, l'Urbanisation et l'Emploi" organisé par le Ministère (Ivoirien) du Travail (Direction de l'Emploi) avec la collaboration de l'USAID

VI PARTICIPATION CONFERENCES/SEMINAIRES/COLLOQUES ET COMMISSIONS TECHNIQUES

1981: "Educational Technology and Education Reform"
Second Stanford University/U.C. Berkeley African Studies Annual Conference-May 2, 1981
University of California-Berkeley, California (USA)

1982: (CIES) 28th Comparative and International Education Society

University of California-Santa-Barbara (USA)

1984: Membre de la Commission Technique d'Orientationdes bâcheliers dans l'Enseignement Supérieur-Direction de l'Orientation et des Bourses Ministère de l'Education et de la Recherche Scientifique (MENRS) août-septembre 1984 (COTE D'IVOIRE)

Membre de la Commission Bilan Diagnostic du système éducatif (ivoirien) Période 1981-1984) en vue de l'élaboration du Plan Quinquenal 1986-1990. Ministère de l'Education Nationale et de la Recherche Scientifique, Direction de la Planification et de la Programmation (COTE D'IVOIRE).

1985: Séminaire sur "les Priorités de Recherche en Sciences Sociales" organisée par le CIRES/CRDI - Agboville (COTE D'IVOIRE) - mai 1985.

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1986 Séminaire Méthodologique de la Phase II du Programme "Population et Développement" organisé par l'Université d'Abidjan (I.E.S.) et le Conseil pour le Développement de la Recherche Economique et Sociale en Afrique (CODESRIA) Abidjan 27-29 octobre 1986.

1987 Séminaire sur "Urbanisation, consommation Alimentaire, Politique Agricole en COTE D'IVOIRE, organisé par le Centre Ivoirien de Recherches Economiques et Sociales (CIRES) et la Direction de la Statistique (Ministère du Plan) COTE D'IVOIRE.

Premier Forum PRELUDE sur "Formation, Recherche et Développement" Co-président de l'Atelier "Apprentissage à la Recherche, Formation Supérieurs et Relations avec les Milieux Economiques" - Dakar (SENEGAL) 16-21 mars 1987.

Séminaire sur la "Recherche Scientifique et l'Amélioration de la Productivité" organisé par le Ministère de la Recherche Scientifique (MRS). Membre de la Commission "Vulagarisation Agricole et Technique" -YAMOUSSOUKRO - 6 au 11 avril 1987 (COTE D'IVOIRE)

Séminaire National sur la "Croissance démographique, l'Urbanisation et l'Emploi" organisé par le Ministère (Ivoirien) du Travail (Direction de l'Emploi) avec la

1989: Colloque International sur "le Droit et l'Accès à la terre en milieu rural" organisé par le Centre Ivoirien de Recherche Juridique (CIREJ) de l'Université Nationale de COTE D'IVOIRE, Abidjan, COTE D'IVOIRE, 23-25 janvier 1989.

"Vers une Communauté de recherche pour le Développement endogène en Afrique" Congrès (constitutif) du Centre de Recherche pour le Développement Endogène (CRDE), Bamako, MALI, 30 janvier-4 février 1989.

"La Sécurité Alimentaire en Afrique de l'Ouest: bilan et perspectives" Séminaire International organisé par le Centre Ivoirien de Recherches Economiques et Sociales (CIRES) en collaboration avec International Development research Center (I.D.R.C.), Abidjan, COTE D'IVOIRE. 5-9 juin 1989.

Atelier méthodologique "Rapid Rural Appraisal" (Méthode Accélérée de Recherche Participative). Formation théorique suivie d'application au problème "perte post-récolte" dans l'Arrondissement de Thiadiaye (MBOUR) - Organisé par le CRDI, MBOUR, SENEGAL, 30 juillet - 8 août 1989.

"Encadrement des jeunes déscolarisés dans les grandes zones urbaines" Séminaire International organisé par la CONFEJES et le Ministère (Ivoirien) de la Jeunesse et des Sports.
Abidjan, COTE D'IVOIRE, 4-9 septembre 1989.

VII. REFERENCES PUBLICATIONS

Medjomo COULIBALY

"Attitudes et Comportements des Ivoiriens face à l'Ecole - Etude de cas: ATTIECOUBE-ABIDJAN"
Mémoire de Licence - Institut d'Ethno-sociologie (I.E.S.) Université d'Abidjan, 1979-119p.

"L'assistance de l'Etat et le Développement régional: le cas du Nord-Ouest Ivoirien (ODIENNE, SEGUELA, TOUBA)
Mémoire de maîtrise I.E.S. Université Nationale de COTE D'IVOIRE, 1980 - 172p.

"Aspects socio-économiques de l'Introduction de la Canne à Sucre dans la région de BANFORA-BEREGADOUGOU (BURKINA-FASO).
(Collaboration en tant qu'assistant de Recherche de l'Abbé Paul OUEDRAOGO) C.E.S.A.O.-I.E.S, Abidjan, 1980 - 143p.

"Edcuation T.V. in the Côte d'Ivoire: from Political Optimism to Public Disdain" 13p.
(Paper presented at the Conference on Educational Technology and Educational Reform
2nd Stanford University/Berkeley African Studies Annual Conference, University of California - Berkeley

"Ivorian Higher Education Institutions and National Development Strategy: Problems of dependance and Identity (Thèse de Ph.D) - Stanford University, California 94305 USA (publié juillet 1984: microfilms in. Ann. Arbor, Michigan 48106 - USA).

COULIBALY Medjomo

Niveaux, Domaines et Enjeux pour une intégration des actions d'Enseignement et de Recherche entre pays africains-paramètes politiques et dilemnes de la communication.
Communication à la Confèrence organisée par le Bureau Africain des Sciences de l'Education (BASE), Kinshasa (Zaïre) sur "les Modalités d'intégration du travail productif à l'école", 16-18 août 1984, Lagos (NIGERIA).

COTE D'IVOIRE: 25 années d'Experience en matière d'Orientation scolaire et universitaire: Conflit et Continuité.
Document de travail CIRES/Université d'Abidjan - novembre 1984, 34p.

COULIBALY Medjomo et MILTON Adams,

La Pédagogies africaine traditionnelle dans une perspective moderne Perspectives (UNESCO) Vol, XV, n°2, 1985.

COULIBALY Medjomo et BEUGRE Constant,

Pour une évaluation des enseignements par les enseignés: Ethique, Utilité et Principes Annales de l'Université d'Abidjan Série D, T XIII, pp. 197-210.

COULIBALY Medjomo,

Idéologie, Politiques et Stratégies des échanges et de la coopération en matière d'Education: l'Expérience franco-ivoirienne.
(KAS BYA KASA: la Revue Ivoirienne d'Anthropologie et de Sociologie) n°7, juillet-août-septembre 1985 pp. 98-147.

Education et Développement: Quelles leçons pour quelle nouvelle politique éducative? Communication au Séminaire sur "Les Priorités de Recherche en Sciences Sociales" CIRES/CRDI, Agboville, mai 1985-24 p.

"Projet de Société, politique scientifique et technologique et Impact des modèles exogènes: l'Expérience Ivoirienne en question".
Communication à la conférence sur "Culture du Développement Sciences et Technologie, 12-14 décembre 1985, Trieste (ITALIE).

COULIBALY Medjomo,

Le Dispositif organisationnel et stratégique du Système Ivoirien de recherche Scientifique Rapport d'Etudes - CIRES - août 1985, exécuté dans le cadre du réseau PRELUDE, (cf. rapport de synthèse par Georges THILL à UNESCO: "Structures de fonctionnement de la recherche et Perspectives de coopération" (Programme V.5.1.), mars 1986.

COULIBALY Medjomo et BARRY Mody Bakar,

Pour une Stratégie de Commercialisation des Produits artisanaux: le Marché de la Poterie de KATIOLA. (Etude commanditée par le Bureau International du Travail et le Ministère de la Condition Féminine de COTE D'IVOIRE) - CIRES - avril 1986, 46p.

COULIBALY Medjomo,

"Si tu ne fais pas Caïman, va-t-en": Essai d'Analyse d'une pratique pédagogique dans un Lycée d'Abidjan. Pédagogiques (Revue Canadienne de Pédagogie de l'Enseignement Supérieur) Vol. 7, n°1, 1987, pp. 37-47.

Y-a-t-il réellement baisse de niveau de l'Enseignement? Pédagogiques (Revue Canadienne de Pédagogie de l'Enseignement Supérieur), Vol. n°1, 1987, pp. 105-116.

Incidence des Structures de Formation sur l'Emploi en milieu rural ivoirien: Bilan et Perspectives. CIRES, Document de Travail - janvier 1987, 29 p.

La Coopération Scientifique Internationale: Sens et Enjeux nouveaux. Actes du Premier Forum PRELUDE sur "Formation, Recherche et Développement" tenu à Dakar du 16-21 mars 1987.
(Presses Universitaires de Namur, 1988).

Pratiques Politiques Scientifiques et Stratégies Ivoiriennes de Développement CIRES, rapport d'Etudes, août 1987, 237 p. (A paraître).

COULIBALY Medjomo,

Mettre fin à la faim: Enjeu de l'Esprit, Enjeu de Société.
Communication to the "First regional Conference on "Social Systems and Food Crisis" organized by the Center for Study of Administration of relief - March 26-29, 1988, New-Delhi (INDE), in Cahiers Ivoiriens de Recherche Economique et Sociale n° spécial 1990, pp. 52-66.

Les Caisses Rurales d'Epargne et de Prêts (C.R.E.P.) de la région de BOUNDIALI: Bilan d'une Expérience de mobilisation de l'Epargne en Milieu Rural Ivoirien.

COULIBALY Medjomo,

- Pour un Développement Scientifique et Technologique Endogène: quelques voies et moyens.
Communication au 1er Congrés du Centre de Recherche pour le Développement Endogène (C.R.D.E.) à Bamako
(A paraître dans les Actes du Congrès), février 1989, 40p.

Industries de la Langue, Ecole et Créativité en Milieu Africain: pour une approche navatrice et plus pragmatique.
Communication au VIIe Congrès Mondial d'Education Comparée sur "Développement, Communication et Langage" Montréal (CANADA), juin 1989, 26p.

COULIBALY Medjomo:

- Les contraintes Méthodologiques dans l'évaluation des effets Socio-Economiques de la recherche sur le Développement National.
Communication aux Journées PRELUDE de BUTARE (RWANDA) décembre 1989 27p.

COULIBALY Medjomo et AGBO N'ZI Georges,

- Recensement de Techniques Traditionnelles de Conservation de la Banane plantain en COTE D'IVOIRE.
Rapport de la phase I du projet "Conservation et Transformation de la banane plantain en milieu rural en COTE D'IVOIRE", subventionné par le CRDI sous le n°3-A-87-4994, juillet 1989, 30p.

COULIBALY Medjomo, COFFI Jean Paul, KINIMO Yabilé et O. Niho:

- Les problèmes fonciers dans le Sud-Ouest Ivoirien (SAN PEDRO, SOUBRE, SASSANDRA, TABOU). Rapport d'étude et de recherche sur le "droit foncier rural en COTE D'IVOIRE" CIREJ-UNACI novembre 1990, 222 pages.

COULIBALY Medjomo:

- Science and Technology Education in Côte d'Ivoire: Approaches, problems and prospects (going on) financed by IDRC - Ottawa (CANADA) (Team Leader).

Les "C.R.E.P." en pays DJIMINI et TAGBANA:
Conditions d'implantation et options stratégiques possibles.
Rapport n°2 de l'étude sur "la Mobilisation de l'Epargne en Milieu Rural Ivoirien", commanditée par la C.I.D.T. et le F.I.D.A.,
CIRES, Université d'Abidjan, 1988, 46 p.

RESUME

Modibo Sangare
REDSO/WCA
01 B.P. 1712, Abidjan 01
Côte d'Ivoire
Phone: (225) 41-45-28/29 Ext. 263

Permanent address:

B.P. 1149 Cidex 1, Abidjan 06
Côte d'Ivoire
Phone: (225) 43-14-17

Educational and training background

Certificate of Training in Project Implementation Course; U.S. Agency for International Development (USAID), 1987

M.Sc. in Civil Engineering; Lehigh University, Bethlehem, Pennsylvania, 1983

Advanced courses (six month semester) in:
- Pavement design and principles (Highways and airport flexible and rigid pavement); and
- Transportation and Traffic Engineering

at State University of New York at Buffalo (SUNY), 1980

Diplôme d'Ingenieur Sciences Appliquées (Construction civiles); Ecole Nationale d'Ingenieurs (ENI); Bamako, Mali, 1977

Baccalaureat Technique Mathematique Genie Civil (2 partie); Lycée Technique; Bamako

Professional Experience

1985 to present: REGIONAL ECONOMIC DEVELOPMENT SUPPORT OFFICES, WEST AND CENTRAL AFRICA (REDSO/WCA); (USAID REGIONAL OFFICE) ABIDJAN, COTE D'IVOIRE

Position: Regional Civil Engineer, Office of Engineering and Environment / Technology Transfer Specialist

Works under the policy, program and guidance of the Chief Engineer of the Regional bureau of USAID for West and Central Africa (REDSO/WCA). Is responsible for assisting USAID field misisons and offices, host country governments of West and Central Africa in the identification, application and transfer of engineering information and techology that is appropriate for the economic and social development of the region.

Modibo Sangare

Illustrative Duties and Responsibilities:

1. Assists in the design, planning, monitoring and management of USAID-funded programs in the West and Central African reigon;

2. Gathers relevant information and carries out engineering and physical infrastructure related studies and analyses rrequired as inputs for program and sectorial strategy documents. Participates inthe review of such analyses and studies carried out by other consultants;

3. Provides expert engineering advice and assistance in the review and/or identification and design of USAID-funded programs, projects and activities. Identifies when more speicalized engineering assistance and advice is required and assists with the development of any statements of work, budgets, etc. that may be required for contracting it. Assists with the selection of qualified persons or firms to provide such assistance.

4. Prepares incidental construction engineering design, calculation notes and specifications and review those prepared by other consultants or firms;

5. Monitors the implementation of engineering and physical infrastructure projects and project elements (bridges, feeder roads drainage, water supply and sanitation infrastructures, building, etc...) through such means as on-site inspections of the work accomplished to assure the application and practice of sound engineeting and construction technology in conformance with relevant Agency norms and regulations;

6. Participates in the evaluation of engineering and engineering related programs, projects and activities and takes the lead in the dissemination and use of engineering relevant lessons-learned information;

7. As authorized, represents the Agency, REDSO/WCA and client AID missions in meetings concerned with engineering and infrastructure issues and activities. Such representation could entail the preparation and presentation of technical papers;

8. Keeps abreast of latest developments in engineering and construction and evaluate the appropriateness of proposed engineering designs, equipment, construction materials and techniques and project sites;

Duties require 65% of travel in West and Central Africa, an excellent knowledge of French and English languages and of the US Federal Acquisition Regulations (FAR) provisions for procurement.

Modibo Sangare

USAID/N'DJAMENA
P.O. BOX 413, N'DJAMENA, CHAD

From August 1984 to August 1985

Position: Engineering Officer/ Technical Advisor

(a) Assistant Project Manager/technical Advisor

Public Works heavy equipment rehabilitation & road maintenance project no. 677-0043.3 (US$ 3.4 million)

Duties and responsibilities included:

- review and approval of the quarterly work plan and operational cost budget for the project activities submitted by the road maintenance agency (Office National des Routes - OFNAR):
- on-site inspection of the road maintenance work;
- monitoring of the work of the two (2) American mechanics assigned to the repair/rehabilitation of the heavy equi]ment identified as salvageable; and
- internal evaluation of the project.

Chad Relief and Rehabiliation Project 677-0043.4 - Dandi Rock Quarry rehabilitation project (US$ 900,000)

- responsible for the engineering analyses (project Engineering Annex) of hte Dandi Rock Quarry Plant Rehabilitation Project Identification Document (PID);

(b) Associate Engineer:

Strengthening Chad Road Maintenance Project no. 677-0050 (US$ 27.4 million)

- member of the US Department of Transportation (DOT) team for the preparation of the :

- Project Identification Document (PID) Nov-Oct 1984; and
- Project Paper Document (PP) Mar-May 1985

For the Technical analyses of the project (Engineering Annex):

- Conducted assessment of Public Works existing heavy equipment fleet (operational and non-operational, salvageable and non-salvageable);
- Participated in the preparation of the new organigram of the Office National des Routes (OFNAR) as well as the identification of priority areas which needed technical assistance for the strengthening of OFNAR; and
- Prepared the draft Scope of Work for some of the key technical assistance positions such as Advisor to the Director, the road maintenance planning engineer, the road brigade engineer;
- Prepared cost figures for the rehabilitation and refurbishing of the Public Work office buildings and central repair workshop at N'djamena.

Consultant selected for implementation of project: Gannet Fleming, Inc. Transportation Engineers and Planners, Harrisburg, PA (USA)

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Modibo Sangare

(c) USAID Coordinator/Engineer:

UNDP/WFP Project: construction work of a 300m temporary pontoon bridge over the Logone River between N'Djamena (Chad) and Kousseri (Cameroon):

Duties and Responsabilities included the:

- coordination of the activities with USAID mission;
- review discussion with the UN engineer; and
- supervision of the labor intensive work with the Office National des Routes (installation of barges, welding of stringers and installation of the deck wooden planks as well as the access embankment fill and road).

construction of a one lane permanent bridge (800m steel truss concrete deck bridge) over the Logone between N'Djamena and Kousseri:

Duties and responsabilities included:

- monitoring of the work including weekly inspection of the work with the job supervising firm (DIWIDAG); and
-monthly report drafting to AID/Washington on the progress of the work for a timely shipment of food aid to Chad.

d) USAID/N'Djamena mission engineer:

This function requires, among the above described duties and responsabilities, the management of the mission financed construction activities such as drafting of necessary plans, approval of those prepared by others, selecting small contractors and monitoring/ control of their workmanship, etc, etc.

List of managed construction activities:

- renovation of USAID General Service Offices workshop building;
- upgraging of US Embassy office building;
- construction of an apartment building for USAID technical Assistant personnel;
- reconstruction of the crop protection service building in N'Djamena (USAID/FAO funding);
- reconstruction of the Ministry of Public Health and the Public Work Central Workshop buildings (project Chad Relief and Rehabilitation project) Among, the above described tasks, this fonctions required the:

Modibo Sangaré

March 1984 to July 1984

I.M.I.S c/o LA FINANCIERE
Tour CCIA, 2. etag., Abidjan

Position: Sale Engineer
micro computers & softwares

Duties and responsibilities:

- marketing of personal computers Apple, Mchintosh and IBM;
- assistance to clients for repairs and use of software.

October 1983 to March 1984 (Six months contract)

CABINET INTRADEP
INGENIEURS-CONSEILS
Ave delafosse, Rue Botreau Roussel,
Abidjan Plateau; Cote d'Ivoire.

Position: contractual structural civil Engineer

Duties & Responsibilities:

- analyses and design of reinforced concrete structures
- Drafting of construction detailing plans;
- quantity and cost estimating of construction projects for various architectural firms in Abidjan

Main work consisted of working out the structural design (reinforced concrete) for a 4-story cultural center building project for the Abidjan Plateau Town Council.

Summer 1981 (June September)

DEPT. OF CIVIL ENGINEERING,
FRITZ LAB BLDG # 13,
LEHIGH UNIVERSITY, BETHLEHEM
PA 18015 (USA)

Position: Research Assistant/Computer Programmer

- Programmed and filed data on Tall buildings research for Prof. G. Driscoll Jr.;
- Worked as Research Assistant for Prof. B.T. Yen on the investigation of micro-cracks on bridge steel girders; also participated in research field trips to inspect InterState Highways bridges (New Haven, Connecticut) for a status report on the states bridges sponsored by Federal Highways administration (FHWA) & the Connecticut Department of Transportation.

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Modibo Sangaré

December 1977 to June 1979

MINISTRY OF NATIONAL ECUCATION
ECOLE NATIONAL D'INGENIEURS
BAMAKO

P.O. BOX 242, BAMAKO, MALI

Position: Civil Engineer
Teaching Assistant

a) Teaching Assistant, Dept. of Civil Engineering

- Prepared course materials for the principal professor (head of Dept.); taught at the Junior & Senior level courses on Bridge and Highway design and corrected students' homeworks; and
- Conducted lab work on soil mechanics.

b) Head of the Civil Engineering Dept. Design Office

- As such, coordinated the Ministry of National Education School construction Programs.

June 1976 - December 1976

ALGEMANE BAU UNION (ABU)
CONSTRUCTION COMPANY
BAMAKO, MALI

Position: Assistant-Engineer

Construction of 210 km paved road from Bamako to Segou.

Duties & Responsibilities: calculation of earthwork quantities (cuts & fills) for different road cross sections; desigh calculations box culvet bridges, slab bridges (such as steel reinforcement areas, stability calculation of abutments & bridges retaining walls etc...) and assistant to the job site supervisor.

January 1977 to June 1977

MINISTRY OF PUBLIC WORK AND
TRANSPORTS/BUREAU CENTRAL
D'ETUDES TECHNIQUES
BAMAKO, MALI

Five (5) months internship for the preparation of the graduation project which concerned the design of a reinforced concrete bridge (200 m long) over the Ouassouloubalé River at kalana, Southern Mali.

Publications

Memoire de fin d'étude: Etude du Pont sur le Ouassouloubalé: Variante en béton armé; juin 1977, Ecole Nationale d'Ingénieurs Bamako, Mali (notes de calcul et plans de ferraillage).

Master of Science degree thesis: Computer study of redundancy in steel truss bridge - A 3-Dimensional Study; the New-York-Newburgh bridge, June 1983, Lehigh University Bethlehem, Pennsylvania, USA.

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C U R R I C U L U M V I T A E

Nom et Prénom : Bineta DIAGNE épouse BA

FORMATION UNIVERSITAIRE

Décembre 1989 - Avril 1990 :

Formation de courte durée à l'Université de Sussex, Institute Of Development Studies à BRIGHTON/ANGLETERRE - Le cours portait sur "Santé pour tous, stratégie pour une réforme du secteur santé". Plusieurs thèmes ont été discutés Parmi lesquels on peut citer :

- La planification du secteur
- La constitution du budget santé
- L'analyse financière du secteur
- La politique de réforme du secteur
- Les Dépenses de santé et méthodologie de financement
- La planification stratégique des ressources
- Estimation du "Gap" des ressources
- Le paiement des services de santé
- Assurance - santé
- Financement communautaire
- Le secteur privé
- L'utilisation des ordinateurs

Octobre 1983 - Janvier 1986 :

Etude à l'Université de ANN ARBOR MICHIGAN USA sanctionnée par l'obtention d'un master en planification sanitaire, administration et économie du développement.

Principales matières :

- Planification
- Economie du développement
- Statistique
- Epidémiologie
- Gestion financière
- Gestion du personnel
- Méthodes d'enquêtes et d'evaluation
- Budgétisation

Octobre 1975 - Juin 1979 :

Etudes d'économie à l'Université de DAKAR - SENEGAL
obtention d'une maîtrise en sciences économiques

Matières principales :

- Micro économie
- Macro économie
- Economie du développement
- Comptabilité analytique
- Comptabilité nationale
- Comptabilité générale
- Statistiques
- Econométrie
- Informatique
- Droit fiscal

Formation permanente :

Participé à divers séminaires portant sur différents domaines :

-"Santé pour tous, stratégie pour une réforme du secteur
- Angleterre 1989-1990 ;
- Elaboration de la Politique Nationale de santé au Sénégal
- Programmation sanitaire régionale au Sénégal 1989 ;
- Séminaire sur la planification au niveau district et appui
- Dakar 1988 ;
- Séminaire sur les charges récurrentes du secteur santé au Sénégal - Dakar 1988 ;
- Planification socio-économique pour la région du Sahel-Mali (BAMAKO) 1986 ;
- Le calcul des coûts de soins de santé primaires - Dakar 1986

- La santé internationale USA 1985 ;
- La planification du personnel - Dakar 1983 ;
- La planification des eaux en milieux arides et semi-arides - France 1982 ;
- La programmation sanitaire par pays - Dakar 1982 ;
- La planification sanitaire Nationale - Dakar 1982 ;

xpérience professionnelle :

- Dix (10) ans au Ministère de la Santé Publique du Sénégal (1980 - 1990)

employée comme planificateur sanitaire à la Direction de la Recherche de la Planification et de la Formation.

Principales activités :

- Elaboration du plan national de santé ;
- Evaluation de projets ;
- Elaboration de dossiers de projets ;
- Enquêtes de terrain ;
- Elaboration de programmes prioritaires de santé - participé à l'élaboration d'importants documents au niveau du Ministère dont :

- VI, VII, VIII plan national ;
- Programme prioritaire de santé ;
- Programmation sanitaire par pays ;
- Politique nationale de santé ;
- Evaluation du projet santé rurale USAID/SENEGAL ;
- Document charges récurrentes ;
- Elaboration de termes de référence pour différentes études de santé ;
- Préparation de termes de référence en vue d'une étude sur le financement du secteur santé au Sénégal.

Pays visités dans le cadre du travail

Angleterre (Falmer/Brighton/University Sussex)
Durée : 4 mois Décembre 1989 à Avril 1990 ;
Mali/BAMAKO : Durée : 1 mois Juillet-Août 1986 ;
Etats Unis d'Amérique/Michigan Ann Arbor de 1983 à 1986.
France (Juan Les pins) Durée : 1 mois (1982).

LANGUES PARLEES ET ECRITES :

	ECRITE			PARLEE		
	Très bien	Bien	Passable	Très bien	Bien	Passable
1) Ouoloff					+	
2) Français		+			+	
3) Anglais		+			+	

EXPERIENCE IN DEVELOPMENT PROJECTS

Strengthening Chad Road Maintenance Project 677-0050 (US $27 Million)

Purpose & Goal: Re-structuration of Host Country Road Authority (Office National des routes) for an efficient management of the road maintenance activity throughout the country.

Duties & Responsibilities - Associate Engineer in the team experts from the US Dept. of Transportation - DOT) for the preparation of the:

Project Identification Document (PID) Nov-Oct '84; and
Project Paper (PP) Mar - May '85.

For the technical analyses of the Project (Engineering Annex):

- Conducted assessment of Public works existing heavy equipment pool (operational and non-operational and solvageable and non-salvageable);
- Participated in the elaboration of a new organigram of the Office National des Routes (OFNAR) and the identification of priorities regarding the technical assistance required for the project implementation; and
- Prepared the draft Scope of Work (SOW) for some of the key technical assistance positions such as Advisor to the Director, the road maintenance planning engineer, the road brigard engineer;
- Prepared cost figures for the rehabilitation and refurbishing of the Public Work office buildings and central repair workshop at N'Djamena.

Consultant selected for the project implementation: Gannet Fleming, Inc. Transportation Engineers and Planners, Harrisburg, PA (USA).

UN bridge construction for emergency food transport to Chad: (1984 drought relief Project) UNDP/OPE Funding

A) Construction of 300 m temporary pontoon bridge over the Logone River in N'Djamena

Duties and Responsabilities included the:

- coordination of the activities with USAID mission;
- review discussion with the UN engineer; and
- supervision of the labor intensive work with the Office National des Routes (installation of barges, welding of stringers and installation of the deck wooden planks as well as the access embankment fill and road).

B) Construction of a one lane permanent bridge (800m steel truss concrete deck bridge) over the Logone between N'Djamena and Kousseri:

Duties and responsabilities included:

- monitoring of the work including weekly inspection of the work with the job supervising firm (DIWIDAG); and
-monthly report drafting to AID/Washington on the progress of the work for a timely shipment of food aid to Chad.
- Selected with the UN consulting Engineer best location for subject bridge construction and reviewed with him construction plans, details & schedule;

- supervised with Office National des Routes (OFNAR) labor intensive construction work (installation of barges, welding of stringers connection and bridge deck wooden plank, access road embankment fill etc..) of subject bridge.

Mantali Dam Construction project: Population resetlement component - resetlement villages construction (access roads, water supply and housing infrastructures)
Implementation: Sheladia & Associates, Washington, D.C. in partnership with GID/SEMA, Mali.

Duties and responsabilities:

- review/approval of construction plans and specifications;
- monitoring of work through periodic on-site inspections.

Animal Traction Development Project No. 693-0218 Togo.

Monitored construction work and performed periodic inspection at all work sites throughout Togo (Atakpame, Sokode, Kara, Mango, Dapaon) for AID acceptance of the infrastructure.

USAID Outreach grant to International Catholic Relief Services in Togo - PL480 Title II

Activity: Construction of 2,000 metric tons warehouse and ancillary administration building (US $1.5 million) at the Port of Lome.

Duties:

- Reviewed and approved construction plans & specifications including technical proposals for the work supervision;
- Analysed bids for selection of lowest responsive and responsible bidder; and
- Inspected work on quarterly basis until completion.

Supervision of work: BCEOM/Lome

Construction of the Peace Corps Volunteers Orientation/Training Center at Pagala, Togo: (US $2 million)

Duties & Responsibilities included:

- approval of plans and design calculation notes; and
- periodic inspection of work.

Cape Verde Watershed Development Project No. 655-0013

responsibilities: approval of the designs of:

- the water drainage structures;
- the project headquarters buildings; and
- periodic inspection of work.

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Guinea Bissau - South Coast Agricultural Development 657-0010

Activities: extension of coastal swamp rice production areas through improved water control structures construction and improved water management practice.

Duties & Responsibilities included the:

- Evaluation of current water control structures for their suitability and technical soundness (stability of earth dams embankment and analyses of soil quality);
- Construction of new earth dams and ancillary water control structures;
- Management and monitoring of a US $2 million Agricultural Development Regional Center construction work for USAID/Bissau mission.

-Contractor for the Ag. Center Construction : Somec/Lisbon
- Supervision: Louis Berger International, USA

Guinea Bissau Food Crop Protection Project No. 657-0012

Activity: Construction of 5 Regional centers for the Crop Protection Service (US $1.3 million)

Duties and responsabilities:

- approved constructions and design calculation notes;
- prepared tender documents in collaboration with the Ministry of Social Equipping;
- analyzed bids and made recommendation for contract award;
- performed periodic inspection of the consrtuction work until completion.

- Contractor on the job: Franzetti/Dakar

Duties & Responsibilities:

- prepared Engineering Analyses of the project reserch centers rehabilitation and extension (research stations of Rokupr & NJala University College).

USAID Grant to World Food Program (WFP): Emergency road repair for relief food transport to West Africa.

Activity: Rehabilitation of earth roads segments:

- Korhogo-Nielle-Frontiere Mali (140km); and
- Korhogo-M'bengue-Frontiere Mali (175km).

Duties & Responsibilities:

- Evaluation of the level of service of the two roads segments;
- preparation of cost estimate for rehabilitation in collaboration with the Cote d'Ivoire Road Authority;
- coordination of construction activities with Public Work (Cote d'Ivoire) & WFP; and
- Periodic inspection of work till final completion.

Mauritania Rural road maintenance Project No. 682-0214 (US $11.3 million)

Activity:

- Reconstruction of the Kaedi-M'Bout road;
- Implementation of the rural road maintenance program.

Duties & Responsibilities:

- Evaluation of the performance of the constructed road segments including the operational cost of the maintenance activity;
- Preliminary study of a 4 span box-culvert bridge over the Kalwa & Garfa Oued crossing; and bridging of the Selibaby entrance main oued with a prefabricated structure (ACROW PANEL).

Niger Applied Agricultural Production Support Project No. 683-0234

Duties & Responsibilities:

- Civil Engineer in the USAID selected Consultant team (Development Alternative Inc. DAI) for the evaluation of subject Project.

Scope of Work of the Civil Engineer consisted of evaluating:

a) The seed multiplication centers constructed under the project and their operation (at Dosso, Maradi, Korougousou, Zinder);

b) The effectiveness and efficiency of the technical assistance provided by the project to the host country rural engineering service regarding the design and construction of the rural infrastructures.

Small Holders Production Support Project in Guinea-Conakry No. 675-024

Duties & Responsibilities:

- USAID Engineer for the project evaluation.

Scope of work consisted of the following:

- evaluate the $5 million Ag. Research & Development Center constructed at Tindo (Province of Faranah) under the project;
- address the questions relative to the rural roads conditions and their maintenance in the project zone village.

Guinea Forest Zone Road Maintenance project using Counterpart funds from PL480 (US $2.8 million): Emergency Rehabilitation work of Seredou - N'Zerekore road.

Duties & Responsibilities:

- Field appraisal of the road segment and cost estimate of rehabilitation work in collaboration with the Ministry of Public Work & Transports;
- Design and implementation of a maintenance program to keep the road open all year around;
- Coordination of reconstruction work & on-site inspections;
- Design of typical timber bridges to replace old ones for the Public Works subdivision.

Benin Rural Water Supply & Sanitation Project No. 680-0201

USAID/UNICEF Project

Duties & Responsibilities: Acted as REDSO Project Officer for the following activities in Benin:

- Wells drillings & installation of pumps for rural communities;
- Sanitation infrastructure construction (latrines, rain catchment cistern, drainage systems); and
- Construction of the Project headquarters buildings in Bohicon including the management of contracted work.

Togo Rural Supply & Sanitation Project No. 693-0210:

Duties & Responsibilities: Ditto Benin.

Combatting Childhood Communicable Diseases in Togo No. 698-0421:

Duties & Responsibilities: Acted as:

- Project Officer for the construction and equipping of a Oral Rehydration & Therapy training facility at the University Hospital (CHU) of Lome;

- Responsabilities included approval of all construction documents, contractor selection and periodic inspection visits to the sites.

Combatting Childhood Communicable Diseases in Cote d'Ivoire No. 698-0424

- Construction & equipping of an Oral Rehydration & Therapy training facility at the University Hospital of Abidjan (CHU) at Treichville.

Duties & Responsibilities:

- Approval of Construction plans & selection of the contractor;
- Coordination of the construction work activities with the government agency DCGTx.
- Weekly inspection of the work and certification of payment to the contractor.

Cameroon Agricultural Education Project No. 631-0031

Construction of an Agricultural University at Dschang.
USAID/funding: US $36 million.

Master plans for the University complex: Gauthier, Alvarado & Associates/Architectural Design: Douala Bell/Structural Design: SCET/Int'l Cameroon.

Construction firm: CDE/Dakar, Senegal

Duties & Responsibilities:

- Interim USAID/Cameroon mission Engineer for the management /monitorin of the construction projects;
- Quarterly on-site inspection of work from Abidjan Office;
- Certification of Contractor's vouchers for work accomplished;
- Approval of modifications or change orders during construction, etc...

Cameroon Primary Education Project No. 631-0031

- Construction & renovation of five (5) professional schools for primary school teachers at Bamenda, Garoua, Pitoua, Maroua, and N'Gaoundere;
- Funding: USAID for US $ 16 million;
- Architectural & Engineering: Abris Architect (USA) partnership with Cabinet OVONO ELEMVA/Cameroon.

Duties & Responsibilities: Ditto Ag. Education Project No. 631-0031

North Cameroon Seed Multiplication Project No. 631-0023 Phase II

- Construction of a seed processing plant and of several ancilliary building on-site utilities;
- Funding US $5.6 million
- Architectural & Engineering & Supervision of work: STV/LYONS Associates, (USA);
- Construction Firm: Blount/Turnkey, (USA).

Duties & Responsibilities: Ditto Ag. Education Project No. 631-0031

Sector studies conducted under the African Development Support Project No. 698-0464.28

- Engineer Sector Assessment in Guinea;
- Rural Water Supply in Guinea;
- Rural Road maintenance & rehabilitation in West & Central Africa, a synthesis report.

ANNEX 13

Summary of Interviews with Country Contacts

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ANNEX 13

Summary of Interviews with Country Contacts

1. Uganda

The ADS Advisor in Uganda was a natural resource and environment specialist. His principal local contacts in Uganda were CARE, with whom USAID was designing a $3 million environmental project, and the Ministry of Environment, which was to be the implementing agent of a new $30 million USAID environmental improvement project. The key local contacts interviewed were the local CARE Director and the Director of Environment in the Ministry of Environment.

The CARE Director, an American who has worked in other overseas posts, realized that the ADS Advisor was a contractor of some type, and not an A.I.D. officer. But CARE was not aware of the "ADS status" of the local advisor or of the "ADS mandate." The GOU official was even less aware of the ADS Advisor's status or how he was hired by A.I.D.. He only knew that the ADS Advisor was an American environmental expert. Both the CARE Director and the GOU ministry official volunteered that the USAID and the ADS Advisor was very busy; the GOU official complained that the advisor was not as available as he would have liked. Both the CARE Director and GOU official praised the work of the ADS Advisor and agreed that he had contributed to the success of the AID program in Uganda--as it related to their own program.

Both local contacts noted that the ADS Advisor seemed to have to check back with the USAID on most AID policy and program matters and that the USAID often changed what the ADS Advisor had proposed or agreed to. The GOU was somewhat upset, for example, that a number of conditions precedent in a proposed project grant agreement had been changed by the Mission from what had been negotiated with the ADS Advisor. This latter situation is, of course, understandable since the ADS is not an expert on A.I.D. financial or grant arrangements, and did not have the authority to speak as an A.I.D. officer. At the same time, it was probably incorrect for the USAID to have put the ADS Advisor in this "up front" position to be negotiating for A.I.D., and it probably was inappropriate for the ADS Advisor to have assumed a responsibility beyond his technical ADS role.

2. Tanzania

The ADS person in Tanzania is a rural economy advisor. With 18 years of experience in country and fluency in the local language, he is a bridge between USAID and what is going on in the field. A.I.D. is one of 16 donors in the transport sector. The advisor is particularly concerned with evaluating the impact of rural road project on agriculture and rural

communities. The ADS Advisor provides substantive depth to the USAID program, and cross-sectoral fertilization of ideas within the country.

The team visited with the Managing Director and a Principal Consultant of Agriconsult, a private, Tanzanian agricultural consulting firm which had carried out a baseline, socio-economic, study for the Mission of the area into which A.I.D.'s road project is being extended. The ADS Advisor was the principal contact with the firm in helping them design the study and in reviewing their final product. While the contacts were not aware of the advisor's status under the ADS Project, they were appreciative of his guidance and support, and credited him with much of the success of their final product. The firm is now becoming an important, local agricultural consulting firms used by other donors, and as a partner, with other consulting firms, to carry out studies in Tanzania and East Africa.

The team also visited with the Director of Rural Roads in the Ministry of Works, with the Senior Engineer for Rural Roads and with the GOT Coordinator of A.I.D.'s rural roads project. The GOT staff knew of the advisor's long history in Tanzania and that he presently works for the U.S. government, but that he was "an ADS Advisor. They were aware of his efforts to help develop a system, and to carry out, impact studies on the results of the rural roads project in Tanzania. They recognized that they has been sensitized by the ADS Advisor to look at the "people level impact" of road projects and that, as a result of his efforts, they would continue to look at this type of impact in the future--even after the ADS Advisor had left. The GOT Project Coordinator, a woman, complimented the ADS Advisor for making the government also aware of the special needs and impact of roads projects on women.

The outputs of the ADS Advisor over the last 6-months are:

- A feasibility study on market town development in Tanzania;
- Two evaluations for USAID on the rural roads project;
- Two workshop/seminars on opening a market economy;
- Three data collection/monitoring activities: a baseline survey, ATAP monitoring forms, a policy matrix on output and impact indicators

In summary, then, while only the American USAID staff and the ADS Advisor understood the ADS Project, local contacts agreed to the importance and usefulness to Tanzania of the work of the ADS funded individual. The ADS Advisor was understood by the GOT to be a technical expert, and not a US government official with whom to negotiate financial or agreements. Up to now, while the ADS Advisor provides oral advice to local contacts, his written products go primarily to the USAID, to inform USAID about local activities.

3. Kenya

During the team's visit to Nairobi, time was spent with the REDSO natural resources and environmental ADS Advisor who was working, *inter alia*, on ways to use land that, while marginal to agricultural production, might produce some economic benefit if it could be put to use for raising and, perhaps, controlled hunting of wildlife. This subject could be of importance to USAID/Nairobi, to East Africa, as well to Africa, generally. With the concurrence of USAID/Nairobi, the evaluation team visited with the Managing Director of Lonrho Agribusiness, an agro-industrial conglomerate with large ranching activities in East Africa and with the Vice President of the African Wildlife Foundation (AWF), headquartered in Nairobi, concerned with conservation of land and preservation of wildlife in Africa. While these two organizations had a different approach to conservation and land use, the ADS Advisor was working with each of them to help study and understand the issue, and to come up with new approaches.

The AWF contact was not only unaware of the special role and position of the REDSO ADS Advisor, AWF was not even certain of the distinction between REDSO/ESA and USAID/Kenya. The Vice President said he had dealt with a number of Americans from REDSO and from USAID, and he knew that AWF had received a $5 million grant from the U.S. government. (Note: AWF is an American PVO.) However, he did not understand that the Agriculture and Rural Development Officer at USAID/Nairobi was a , O&E funded, U.S. government employees, nor that the ADS Advisors (he had dealt with two of them) were program funded, contractors, with a special ADS mandate. He indicated that his REDSO contact (the ADS Advisor) was a prolific writer and hardworking networker who was constantly sending him studies and other material. While the material was of high quality, and provocative, the AWF contact indicated he needed more contact with A.I.D. to know what he was expected to do with the material.

The ADS Advisor's work with Lonrho Agribusiness came closer to the ADS mandate. Using the Lonrho land holdings as a source of data and possible location of experimental projects, the ADS Advisor carried out East Africa-wide studies, exchanged views with, and offered proposals for projects, with the Lenrho Managing Director. The ADS Advisor's ideas crossed economic sectors, countries and interest groups, and including cattle raising, farming, land conservation, hunting, recreation and tourism. The Managing Director said the ADS Advisor was one of the few broad people he had met that could integrate the needs and benefits of all participants in the ecological, human, and animal bio=sphere.

At least two important recommendations result from the visit with ADS contacts in Nairobi. First, REDSO/ESA and USAID/Nairobi need to improve communication with one another when both are working with the same institutions in Kenya and second, REDSO-based ADS Advisors may need additional supervision from REDSO and USAID management on the ways they should go about their activities. (Note: Both of these point were already discussed with REDSO and the ADS Advisor during the evaluation team's debriefing in Kenya.

4. Cote D'Ivoire

A.I.D. has now decided to initiate selected development assistance to Cote D'Ivoire and to use REDSO/WCA as the local field mission. While the initial A.I.D. project will be in the health and population sector, REDSO staff have begun to make contacts in other sectors as well. The REDSO/WCA environment and natural resource advisor, for example, has established contact with the Director of Environment in the Ivorian Ministry of Environment, Construction and Urbanism. The team met with this contact who explained the work of her newly created office and how she was encouraged in carrying out her new tasks through discussions with the REDSO ADS Advisor. The Ivorian government was concerned with such issues as quality of air and water and legislation to protect the environment. While the ADS Advisor had not yet, himself, carried out studies and research on these topics in Cote D'Ivoire or the West African region, the ADS Advisor was able to access the U.S and A.I.D. network to secure material for the government.

As discussed elsewhere in this evaluation report, a special situation in Abidjan is that all the ADS Advisors in REDSO/WCA are African--the environment and natural resource advisor, being Ivorian. While the Ivorian government contact was unaware of the ADS status of the ADS Advisor, she was clearly aware that the advisor was not a American. Because he was an African, she said it was easy to meet and speak with the advisor and that she could share subtleties with him on the situation in country, that could not been done with an American-- or contract. She was clearly pleased with A.I.D.'s decision to hire this particular ADS Advisor and looked forward to further technical cooperation with him and REDSO.

5. Central African Republic (CAR)

The ADS Advisor in the CAR is a health economist acting as a technical manager to carry out a health care financing study. The study is designed to provide ideas for the CAR to recover as much as possible of the costs incurred by the Government for health care. Health is the primary U.S. development sector in the country. In addition to the ADS Advisor, a CDC/Atlanta team is working on an HIV/AIDS and STD project, and a regional social marketing program is providing the CAR with some contraceptives.

The ADS Advisor has been in country for approximately 6 months. She estimates she has devoted 40% of her time so far to project logistics such as buying office equipment, hiring staff, securing electricity for her office at the hospital, and reporting to A.I.D. on her activities. There is no A.I.D. Mission in the CAR, so she has to work through the A.I.D. liaison officer in the Embassy, USAID/Younde who used to be responsible for the project, AID/W which is presently responsible for the project, and Abt Associates, the U.S. firm that has the contract to support the ADS Advisor in the CAR. The remaining 60 % of her time has been spent on substantive activities:

15%- planning and leading a seminar to help the CAR develop a national health development plan;

25%- preparing a plan of work for the a health economic group to carry out the health financing study. This includes preparing the detailed study scope of work, the study outline, and the basic questionnaire;

20%- preparation of the project paper for a new $15 million Sustainable Child Health Project, under which the other health activities, including the work of the present ADS Advisor, will fit.

An evaluation team member had an opportunity to review some of the work of the ADS Advisor which included:

- Draft Agenda for a Health Financed "Seance de travail"
- Memo to Director General of Health commenting on "Etude de Sous-Secteur Pharmaceutique"
- Draft Six-Months Schedule of Activities for the Cellule D"Economie de la Sante"
- Short Paper, "Introduction to Health Financing in Central African Republic"
- Short Paper, "Proposal for a Study of the Feasibility of Expanding the Private Sector Supply of Health Services in CAR"
- Long Paper, "Cost Recovery in CAR - Background and Support for Ongoing Activities"
- Summary of a Proposal, "Survey of Expenditures and Willingness to Pay for Health Care Costs."
- Field Trip Report, " Field Trip to Study the Development of a Health Information System:

The team member also discussed the work of the ADS Advisor with the Director General for Public Health in the CAR Ministry of Health and with the Deputy Director of the Health Economics Unit, which is carrying out the health financing study. As was the case with all other ADS Advisors throughout Africa, local contacts were completely unaware of the entity known as the ADS Project, of its mandate, or of the esoteric evaluation issues such as program vs administrative funding, or whether the individual was a U.S. government or contract employee. In the CAR, they only understood that the ADS Advisor was an American health economist who was helping the government carry out the health financing study and help write the documentation to secure a longer term health project for the United States.

Based upon the interviews with local government officials it is clear that they are very pleased with the services provided so far by the ADS Advisor. The seminar organized by the ADS Advisor provided the opportunity for the Government to develop its 5 year health plan, to begin the analyses the health situation in the country, to define health policies and strategies, and

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establish health program priorities. The program priorities are quite comprehensive and include improvements to the public health institution, safe water, MCH, STD and Infertility, health education, nutrition, provision of low cost essential medicines, infrastructure, and training. The CAR also allows the existence of a private health sector to supplement the public sector. The government looks forward to early approval by A.I.D. of the new project prepared by the ADS Advisor to provide the technical assistance and the financial resources to help carry out the 5-year health plan.

ANNEX 14

Categorization of Administrative and Programmatic Functions

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Categorization of administrative and programmatic functions

Category I - Appropriate programmatic functions for ADS Advisors

a. Provide technical advice, guidance, expertise and assistance to beneficiaries in host country governments, institutions and the private sector.

b. Provide specialized technical advice, guidance, expertise, and assistance to beneficiaries in AID units in Washington and overseas.

c. Review and provide comments on technical reports, analysis and proposals prepared by others.

d. Keep abreast of developments in specialized technical field.

e. Conduct technical briefings and seminars and train host country officials in technical field.

f. Assist local governments collect specialized, data and perform technical, economic, sector and environmental analyses and assessments.

g. Assist local governments develop technical monitoring and evaluation systems.

h. Assist local governments design AID financed activities

i. Participate in the evaluation of development projects, programs, and activities.

j. Seek opportunities to develop and transfer technology and technical information at the national, regional, sectoral or international levels

k. Prepare, analyze, and disseminate regional information on policies, programs and consumption of agricultural and other sector commodities and products.

l. Assess the institutional capability of local governments and organizations to carry out specialized work in a technical field.

m. Plan and conduct country or regional feasibility and background studies.

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n. Assist REDSO and USAIDs with technical input to A.I.D. program planning and implementation documentation such as PID/PP and PAIP/PAAD.

o. Provide specialized knowledge and advice on cross-sectoral research.

Category II - Appropriate administrative type functions for ADS Advisor

a. Advise governments, regional and private organizations on USAID and other donor specialized and technical mandates.

b. Assist A.I.D. and local governments identify and locate specialized technical personnel, networks and institutions.

c. Participate in the preparation of CDSSs, CPSPs and Action Plans and other A.I.D. planning documents.

d. Assist AID in the design of specific AID financed activities.

e. Review project implementation plans and actions,

f. Assist local governments draft scopes of work and budgets to secure technical expertise and products.

g. Prepare terms of reference for Missions to contract with others to conduct quantitative analysis and evaluations.

h. Conduct technical briefings and seminars for A.I.D. officials.

Category III - Inappropriate administrative or programmatic functions

a. Participate in internal Mission strategy exercises.

b. Have overall responsibility for, or leading a teams to, prepare a PID, PP, PAIP, PAAD, or other A.I.D. program planning document.

c. Overall responsibility to prepare PIO/Ts, Pils and other AID program implementation documentation

d. Represent A.I.D. to local governments, PVO/NGOs, and other donors in a technical field.

e. Supervise other ADS Advisors, contractors or A.I.D. staff.

f. General project management or support.

g. Assist local governments to implement AID or other donor financed activities

h. Monitor programs and projects for AID.

i. Write Speeches for presentation by senior A.I.D. officers.

j. Negotiate for, or make commitments, on behalf of the United States government.

k. Approve vouchers make final decisions regarding the expenditure of U.S. Government funds.

l. Participate in the review of competitive proposals, or make final decisions on selection of a contractor involved in a competitive proposal.

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ANNEX 15

<u>List of Contacts</u>

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List of Contacts

AID/WASHINGTON

Glen Cauvin	Program Analyst, AFR/DP
Richard Cobb	Director, AFR/TR (ARTS)
John Coury	Chief, AFR/ARTS/HHR
Al Ford	Deputy Director, AFR/CCWA
Jim Govan	Deputy Director, AFR/DP
Bob Hellyer	Desk Officer, AFR/CCWA
Judy Gilmore	Deputy Director, AFR/SWA
Buff Mackenzie	Chief, AFR/ARTS/PRO
Julie Owen-Rea	Chief, AFR/ARTS/EHR
Randy Roeser	ADS Project Manager, AFR/ARTS/PRO
Larry Saiers	DAA/AFR
Ed Spriggs	GC/AFR

Washington-AFR/ARTS ADS Advisors

George Gardner	Policy Analyst
Tom Hurlehy	Agricultural Strategy Specialist
Suzanne Grant-Lewis	AAAS Education Fellow
Patricia O'Brien-Place	Agr Economist/Food Security

REDSO/ESA

Fred Fisher	REDSO Director
Bruce Odell	REDSO Deputy Director, ADS Field Manager
Loise Mukira	Accountant
Emmy Simmons	Supervisory Program Economic Officer
Patrick Fleuret	Program Development Officer
Richard Womack	Contract Officer

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REDSO/ESA-ADS Advisors

Andre DeGeorges	Environment and Natural Resources
Joe Carvalho	Agricultural Economics

REDSO/WCA

Wayne King	Proj Devel Off and Acting REDSO Director
Dulal C. Datta	REDSO Engineer and ADS Field Manager
Charles DeBose	Proj Devel Off and Acting Dep Director
Thomas Fallon	Assoc Director, WAAC
John Paul James	Health and Population Officer
Martin Schulman	Education and Human Resources Officer
Martin Fraenkel	Program Development Officer
Stephen Wisecarver	Contract Officer
Rose Sica	Contract Specialist

Government of Cote D"Ivoire

Emilienne Anikop N'Tame	Director of Environment, Ministry of Envi Construction and Urbanism

REDSO/WCA-ADS Advisors

Modibo Sangara	Technology Transfer Specialist
Solomon Ataise	Technology Transfer Specialist
Idrissa Samba	Environment and Natural Resources
Bineta Ba Diagne	Health Economist
Medjomo Coulibaly	Education and Human Resources Specialist
Vehi Toure	Agricultural Economist

USAID/Cape Verde

Tom Luche	Mission Director (in AID/Washington)

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USAID/CENTRAL AFRICAN REPUBLIC

Daniel Simpson	U.S. Ambassador
Frank J. Kerber	Embassy Econ Officer and USAID Rep
Matthew B. Dever	Consular Officer and Acting USAID Rep

USAID/CAR - ADS Advisor

Marcia Weaver	Health Economist

Government of CAR

Francois Sobela	Director General for Public Health
Jacques Senwara-Defiorona	Deputy Director, Ministry of Health, Health Economics Unit
Francis Capet	African Development Bank, National Health Information Systems Expert
Michael K. Chapko	Evaluation Methodology Expert with National AIDS Program

USAID/Kenya

John Westly	Mission Director
Roger Simmons	Deputy Mission Director
Carol Steele	Program Officer
John Ott	Division Chief - Health and Population
Jim Gingritch	Division Chief - Agr. and Rural Dev.
Jim Dunn	Agricultural Development Officer
Russell Clark	Managing Director, Lonrho Agribusiness
Mark Stanley Price	Vice Pres, African Wildlife Foundation

USAID/Malawi

Carol Peasley	Mission Director
Ken Ricard	Deputy Mission Director
Indira	Program Officer
Roberta Mahoney	Program Officer and Field Manager (Interviewed in Washington)

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Joan Barcom (sp)	Human Resources Development Officer
	Project Development Officer
Venge Nkosi	FSN Economist

USAID/Malawi - ADS Advisor

Laurie Cameron	Monitoring and Evaluation Advisor

USAID/Niger

George Eaton	Mission Director
Valerie Dickson-Horton	Deputy Mission Director
Beatrice K. Beyer	Program Office
Helen Soos	General Development Officer
George Taylor	Agricultural Development Officer
Gregg Baker	Agricultural Economist
Souleymane Aboubacar	Acting Chief, Project Devel. Office
Anthony Vodraska	Executive Officer
Bob Friedman	Director, Peace Corps

USAID/Niger-ADS Advisor

Ellen Taylor-Powell	Social Scientist

USAID/Tanzania

Dale Feiffer	Mission Director
Joel Schlessinger	Deputy Mission Director, ADS Field Mgr
Alex W. Khalid	Managing Director - Agriconsult
Benedict J. Kasege	Principal Consultant
Daniel Ngowi	Economist - USAID Employee
Yohaness Mulugeta	Engineer - Local PSC Project Manager
William Baynit	Food and Agr Officer-Local Employee
Hedulga Mbuye	WID Officer-Local Employee

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Government of Tanzania

Peter Komba	Director Rural Roads, Min of Works
Meshack Chiwanga	Senior Engineer, Rural Roads, Min/Works
E. Mwakilufi	Rural Roads Project Coordinator

USAID/Tanzania-ADS Advisor

Joel Strauss	Rural Economy Specialist

USAID/Uganda

Keith Sherper	Mission Director (in AID/Washington)
Steve Reyna	Deputy Mission Director
Gary Bayer	Agriculture and Rural Development Officer, and ADS Fiel Manager
Chris Conrad	Director, CARE

Government of Uganda

Henry Aryamanya-Monitigh	Ministry of Environment

USAID Uganda-ADS Advisor

Rob Clausen	Natural Resource and Environment

Devres

Dennis Wood	Vice-President
Pradeep Liyanamana	Staff Assistant

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