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Reform Design and Implementation

وزارة الزراعة واستصلاح الأراضي
الوكالة الأمريكية للتنمية الدولية
مشروع إصلاح السياسات الزراعية
وحدة تصميم وتنفيذ السياسات

Ministry of Agriculture and Land Reclamation

AGRICULTURE POLICY REFORM PROGRAM

Reform Design and Implementation Unit (RDI)

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APRP

Reform Design and Implementation Unit

*Development Alternatives Inc. Group: Office for Studies & Finance, National Consulting
Firm Development Associates, Cargill Technical Services, The Services Group, Training
Resources Group, Purdue Universities, University of Maryland*

RDI REPORTS

***REPORT ON
ADMINISTRATIVE SUPPORT
VISIT TO THE
APRP - RDI UNIT***

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September - October 1999

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I. BACKGROUND AND PURPOSE

The Home Office Administrative and Management project manager, Ms. Theresa Miles, visited the RDI Unit in order to review and revise various administrative processes of the APRP – RDI Unit. In addition, Ms. Miles reviewed the status of 1999 workplan activities and discussed upcoming activities for 2000. The specific accomplishments include:

- ❖ Established procedures for contracting with Egyptian short-term technical assistance (Stta) by DAI. These procedures include drafting of contracts, determining salary level, ensuring completion of files, tracking of LOE and completing internal DAI documents by consultants.
- ❖ Participated in the RDI annual staff retreat. Specific activities included: assistance with development of retreat agenda; review of current work-plan with Long term technical staff; discussion of Tranche IV benchmarks, plans for studies and implementation activities for the project's year 4.
- ❖ Reviewed the new DAI Field Accounting System and DAI internal financial procedures/ timing with the RDI Controller.
- ❖ Installed new DAI timesheet database and trained DAI Expatriate staff on the system.
- ❖ Established a procedure for getting all RDI publications/deliverables into TAMIS in order to facilitate copying of documents onto CD-ROM for submission to CDIE.
- ❖ Began the process of updating TAMIS and preparing it for the Year four workplan.
- ❖ Worked with all RDI support staff to ensure timely and efficient administration from both the Home and field Office.

II. ACTIVITIES/NEXT STEPS

Egyptian STTA procedures

In the past, all Egyptian consultants to the RDI Unit were contracted through Egyptian subcontractors (NCF, OSAF, and TIIA). The administrative workload associated with their hiring was minimal for both field and home office staff.

Recently, the RDI Unit has begun to hire Egyptian consultants directly through DAI. Since the RDI Unit utilizes a large number of Egyptian consultants this will require an increased amount of work from both the home and field offices. The establishment of a procedure for their contracting is a high priority for the efficient management of the consultants.

Discussions were held with the RDI office Manager and Controller to determine what they had been doing in the past and what the change from subcontractor contracting of Stta to DAI contracting would mean. From the discussions a procedure was developed (see Appendix A) that will ensure all required documents are on file, the consultants are paid according to their salary history and that local taxes are calculated and paid accordingly. The procedure will also ensure that payments made in the field for consultants are appropriately recorded in the DAI payroll system and billed to USAID.

After establishing the procedure all consultant files were reviewed. A table (See appendix B) was developed which will serve as a checklist to ensure that the files are complete for each consultant. Although, the new system will increase the workloads of the home office project manager and the office manager, the procedures and table developed will allow for an efficient and timely system.

Next Steps: Follow-up on this task will include the monitoring of consultant files to ensure completion through use of the Stta table (Appendix B) by the home office project manager and the field office manager. Follow-up will also include monitoring of consultant payments by home office project manager and project controller.

RDI Retreat

As the RDI Unit enters its fourth year it is important to ensure that all project staff are fully aware of the status of ongoing activities, as well as upcoming activities. This includes the home office project manager. It is vital that the project manager knows which activities will be continued into 2000 and which new activities will start in the year. Recruiting is a major task of the project manager and any advance notice will facilitate getting the best possible candidates for any consultancies.

The project manager met with the COP to establish what the objective of the RDI Retreat was. Afterwards the project manager met with the Jane Gleason and Steve Joyce to determine how the one-day retreat could be best spent. The tasks outlined were to give status updates on current workplan activities, current activities not in the workplan and plans for completion of the upcoming Tranche 4

benchmarks. It was decided that completion of all these tasks could not be accomplished in one day. Thus, the project manager was tasked with meeting with all the long term technical staff to determine what the status of all their workplan activities were and what activities they were working on that were not specifically listed in the 1999 workplan (see Appendix C). These discussions will prove extremely useful because they will allow for early recruitment of consultants, which will result in the best consultants for each task outlined in the upcoming 2000 workplan.

The one-day retreat included a review of the Tranche 4 Benchmarks, including progress to date, partners to achieve the benchmark, actions and timelines and resources. These presentations also proved particularly useful for understanding the upcoming year's activities.

Next steps: The next steps for the project manager will be to take this information and use it to project recruitment needs over the next year. The output of this step will also assist the COP with writing the 3rd Quarter Report and preparing for the 2000 workplan.

Field Accounting System and Financial Overview

DAI has recently developed a new Field Accounting System, which they have been installing in all their field offices. The project manager and the controller reviewed the current and the new systems to see which best met the projects, as well as DAI internal accounting needs.

It was determined that the current system is satisfactory and that changing the system is not a priority. There are a few functions in the new system that the controller particularly likes, so we will test to the system over the next quarter to determine if it is more efficient and easier to use than the current system.

The Field Accounting System is comprised of two components, one that is the skeleton or system and one that is the project specific data. The system was installed successfully onto the RDI server.

Next Steps: The project manager will make sure the project specific component is fully customized for the RDI Unit. Afterwards, the controller will begin to use the new system concurrently with the old system to compare accuracy and ease of use. After some time, the controller will decide which system to use and discard the other. This process should be finalized before the end of the 2000 first quarter.

Timesheet Database Installation and Training

In the past, the DAI timesheet system was run under a database application, other than Lotus Notes. Due to this fact the database was only available in the home office. This meant that someone in the home office had to enter the timesheets for the RDI Unit staff paid by DAI. This was a time consuming and tedious process. Recently, DAI has developed a new timesheet database system that is lotus based. This allows the timesheet to be recorded in the field office and replicated in the home office. The implication is that each staff member will be responsible for his/her own timesheet and all payroll deadlines will be easily met. This is even more important since the RDI unit will begin to contract more and more Egyptians through DAI.

The database was downloaded onto the RDI unit server, but problems exist with access. These problems will be corrected once the project manager returns to the home office. The database was reviewed with all the project staff and training guides were left behind.

Next steps: Monitor the process to ensure that the staff is completing the timesheets in a timely manner.

Publications/Policy Briefs/Newsletters

All USAID funded projects are required to submit deliverables and other documents to CDIE. Recently, CDIE has requested that these documents be submitted on CD-ROM. The RDI Unit publishes three types of documents, reports, newsletters and policy briefs. These documents are stored in TAMIS.

Currently about 95% of the English version newsletters and policy briefs have been placed into TAMIS. Not all of the Arabic versions have been entered into the system. To date only about 20% of the Reports have been entered into TAMIS. The number of reports, newsletters and policy briefs published by the RDI Unit numbers over a hundred. The task of copying these documents onto CD-ROMs is rather difficult and time consuming and requires technology not available at the RDI unit.

While at the RDI Unit, the project manager was able to follow-up on Tonya Giannoni's visit and work with Heba Hosny on the entering of documents into TAMIS. The project manager also worked with the Public Awareness Office and trained one administrative staff on the use of TAMIS. They were specifically taught how to enter Newsletters and Policy Briefs into TAMIS.

Next Steps: Over the next few months the Administrative Assistant and the Public Awareness Office administrative staff will begin entering documents into TAMIS. While the field staff is updating TAMIS, the program manager will begin the process of readying documents for CDIE.

TAMIS Review

In March, Tonya Giannoni recustomized the RDI TAMIS for the 1999 workplan and left several recommendations for the project staff. During this trip the project manager followed-up on a few of those recommendations, as well as doing a general cleanup of TAMIS.

STTA Terms of References: While the entering of STTA Terms of References has improved, technical staff is still not completing one for every consultant. This is especially important since most Egyptian STTA will be hired directly by DAI. If they are not located in TAMIS it will be very difficult for the project manager to complete the Stta procedures developed in Appendix A. In an effort to fix this problem the project manager sent a memo to the technical staff re-explaining all of the different forms in TAMIS and explaining why they are important. The project manager will attempt to review TAMIS on a biweekly basis in order to combat this problem.

STTA Timesheets: Tracking of LOE in TAMIS has proven to be extremely difficult. Some updates have been made to the system, but completing the timesheets and verifying the accuracy of the information would require a lot of effort. Attempts will be made to complete the most current information, but the Controller will do the main tracking.

Training/Workshop forms: The training and workshop events will continue to be updated, but the Public Awareness Specialist does not have time to update TAMIS on a regular basis. An administrative staff from the Public Awareness Office was taught to create these forms. He will work with the public awareness specialist to ensure that the forms are kept up to date. As workshops are completed they will be entered into TAMIS, but the most accurate record of training will continue to be the RDI newsletters. In addition, the workshop proceedings will be entered on a regular basis. If it is decided that entering every training and list of participants is a priority activity, then someone should be hired on a part-time basis to ensure all this information is updated.

III. APPENDICES

APPENDIX A

Local STTA procedures and Responsible Parties

Steps	Responsible Party	
1	Draft TOR and Stta form in TAMIS.	Technical Staff
2	Obtain CV and EBD from local Stta.	Technical Staff/ASZ
3	Obtain approval from USAID	MG
4	Draft contract and send electronic version to Home Office.	MG
5	Start a file in the home office and the field. The file should contain all approvals, EBD and CV and copies should be sent to DAI.	TM/ASZ
6	Enter the information into the internal DAI Personnel Action Sheet Database and submit to Human Resources.	TM
7	Give three copies of the contract to consultant (1 for RDI, 1 for consultant, 1 for DAI).	Technical Staff/MG
8	Once signed send a copy to DAI for the files and Human Resources.	ASZ
9	Submit timesheet to RDI for payment.	Stta
10	Calculate salary and local taxes.	ASZ
11	Stta will be paid in the field and copies of timesheet and voucher sent to Home Office.	NR
12	Stta/paid in the field timesheet will be submitted to payroll for processing	TM
13	Payment will be entered into the system and billed to USAID the following month.	Payroll Acct./ Project Acct.
14	Track Invoices to USAID to make sure that all Stta/paid in the fields are billed in a timely manner.	NR/TM

APPENDIX B

Table for Tracking Completeness of Consultants Files

#	NAME	INVOICE	O H R	DATES	LOE	CONTRACT RECEIVED	TIMESHEETS RECEIVED + SUBMITTED	EBD & CV on File	T O R	R M S
1	Lamia El-Fatal	33 (320 hr)	X	4/1- 7/15/99	40 days (320 hrs) complete	Yes	140 hrs-April 174 hrs-May 6 hrs-June	Yes (but no date)	X	
2	Amr Moussa		X	8/1- 10/31/99	23 days (184 hrs)	Yes	90 hrs-Aug	Yes (but '97)	X	X
3	Paul Smith	32 (152 hr)	X	6/1-8/31/99	60 days (480 hrs) complete	Yes	152 hrs-June 112 hrs-July 56 hrs-Aug		X	
4	Mohamed Safwat Osman		X	4/25- 6/30/99	20 days (160 hrs) complete	Yes	160 hrs-June		X	
5	Aida Allam			6/1-8/31/99	20 days (160 hrs)	Yes	16 hr - May 64 hr - Sept	Yes (but '98)	X	
6	Ismail Abdurado		X	3/31- 6/30/99	5 days (40 hrs)	No		Yes	X	
7	Rahma el-Sayed Helmy		X	6/1- 8/31/99	20 days (160 hrs)	No			X	
8	Samir Shehata		X	9/4/99- 6/30/00	120 days (800 hrs)	No			X	
9	Kiriakos Ayad Thabat		X	7/7/99- 6/30/00	96 days (640 hrs)	Yes	64 hrs-July 64 hrs-Aug 64 hrs - Sept	CV yes (EBD no)	X	
10	Maged Sobeh		X	8/1/99- 9/7/99	15 days (120 hrs)	No		Yes	X	
11	Ahmed Sahriegy		X	8/1/99- 9/7/99	25 days (200 hrs) complete	Yes		Yes	X	

12	Mohamed Shafei			6/1/99-10/31/99	15 days (120 hrs)	Yes		Yes (but '98)	X	
13	Magdy El-Guindy			6/1/99-8/31/99	20 days (160 hrs)	No		Yes (but '97)	X	
14	Ahmed Amin Hassan			11/1/99-12/30/99	15 days (120 hrs)	No		Yes (but no date)	X	
15	Amr Saleh	na	na	na	na	Na	na	Yes	na	X
16	Ragaa El Amir			6/1/99-11/30/99	24 days (192 hrs)	No			X	
17	Yahia Mahy El Din			9/1/99-10/30/99	10 days (80 hrs)	No	40 hrs – Sept	Yes (but old)	X	
18	Lamia El-Fatal			11/1/99-12/30/99	40 days (320 hrs)	Yes			X	
19	Dr. Abd El-Salaam Gomaa	Tamis diff. Change it		10/10/99-12/30/99	10 days (80 hrs)	No			X	
20	Ismail Abdurabo			10/10/00-12/30/99	15 days (120 hrs)	No			X	
21	Amr Mousa			10/10/99-12/30/99	20 days (160 hrs)	Yes			X	
22	Mohamed Safwat Osman			10/10/99-12/30/99	10 days (80 hrs)	No			X	
23	Dr. Ahmed El-Obeidy			11/1/99-12/15/99	5 days (40 hrs)	No			X	
24	Dr. Assem Shaltout			11/1/99-12/15/99	15 days (120 hrs)	No			X	
25										
26										
27										
28										

APPENDIX C

Workplan Review

- 2.1 **Study to identify procedural and regulatory constraints impeding imports and exports of horticultural products.**
Rich: This is not going to be done, other studies have provided the relevant information already.
- 2.2 **Structure, conduct and performance study on the sugar industry.**
Jane: Sugar cane working group in process of deciding if this should be done or not.
- 2.3 **Structure, conduct and performance study on inland Fisheries.**
Jane: Completed
- 2.4 **Study on policy constraints to improving fisheries industry in the Alexandria Lakes region.**
Jane: To be done, Michelle Zador
- 2.5 **Structure, conduct and performance study on maize.**
Edgar: Completed
- 2.6 **Structure, conduct and performance study on feed for large animals.**
Fatma/Lawrence: This one was modified to look more specifically at Dairy production and marketing. Draft report due by Oct. ending.
- 2.7 **Continue updating the Agriculture Sector Model for Egypt**
Sayed/Jane: In process (RDI draft submitted to John Keith)
- 2.8 **Geographic Information Systems: Part II**
Max:
- 2.9 **Update of the cotton and rice partial equilibrium models.**
Edgar: Cotton in progress, continually being done; Rice was a historical model and is not useful in the current changing rice market.

3.1 Competitive Analysis in horticulture.

Ken: In the final stages, should be completed in next week or so.

3.2 Competitive Analysis in cotton.

Ken: Should be done by the end of the 4th quarter.

3. Agribusiness rehabilitation and promotion fund.

Ken: This is in progress and there are three options being investigated: Waste Water/Mahogany Bonds, Textile rehab – inventory sell-off, endowment

3.4 Analysis of the Land Registration System.

Cancelled

3.5 Land Tenure 'II

Jane: To be done in November with Norman Singer.

3.6 Study of the private provision of agricultural mechanization services.

Sayed/Jane: Drop (may be done in the next quarter)

3.7 Sugar cane and water study in Aswan.

Jane: EPIQ will not do this. They were supposed to be the lead.

3.8 Study on the impact of EU/Egypt partnership.

Edgar: TOR approved, contract pending, first meeting held 9/28, will be completed w/in 4th quarter or a little later.

3.9 Study on dumping and anti-dumping.

Edgar: No TOR, some initial research has been done, not sure if this will go forward or not.

3.10 Policy study on issues related to air cargo and cold storage.

Rich: Completed

3.11 Study on the possible structure, role of commodity councils, especially horticulture.

Fatma: TOR drafted, searching for Int'l consultant.

3.12 Study on private and public roles relating to grades and standards, especially rice.

Fatma: This will most likely be done next year (right now the focus is on the Rice Market Information System from section 6)

3.13 Study on maize seed liberalization.

Lawrence: Completed in Q2.

3.14 Study on public and private roles in self-pollinated seed production and marketing.

Lawrence: To begin in November with Fitch.

3.15 WID II

Completed.

3.16 Study on rural credit and the PBDAC.

Max/Nour: Drop

3.17 Study on limits of use of certified seeds.

Lawrence: This was replaced by the code of ethics work, to start in October. This study may be conducted next year.

3.18 Study on the structure of outputs in spinning and weaving in Egypt.

Edgar: Only spinning, TOR drafted, not approved, STTA identified – on hold may spill over into next year.

OTHER THINGS NOT ON WORKPLAN

Lawrence:

- ❖ True to Type study
- ❖ Technology commercialization

Edgar:

- ❖ Cotton and e-commerce
- ❖ Currency Devaluation
- ❖ WTO and Egypt
- ❖ Weekly memo to ALCOTEXA on developments in the ELS cotton market

Ken:

- ❖ Sadat city growers
- ❖ Resuscitation of Cotton Egypt Organization (develop Logo)
- ❖ April Trade fair/show case event (showcase textile companies, glass co)
- ❖ Spinning Company invitational travel to North Carolina
- ❖ Silk competitiveness study
- ❖ Jojoba competitiveness profile
- ❖ Implementation of hort study.
- ❖ Machinery repair facility
- ❖ Competitive profile on organic crops
- ❖ Idle firms (helping firms not a full capacity by disc. ESL carryover stock).

Rich/Gomaa:

- ❖ Food package statute/law violation

Jane/Sayed:

- ❖ On farm irrigation on sugar cane in Upper Egypt, Phase II
- ❖ Support to Rice/Water Activity
- ❖ Cost of production/quality of statistics activity
- ❖ Gated pipe irrigation consultancy
- ❖ Matching Water Supply and demand – Tranche IV benchmark
- ❖ Pest Management work (Sayed assisting Rich)
- ❖ Ag. Information Systems (Finpack)

Amani

- ❖ Joint Venture

Fatma

- ❖ ESA rice workshops
- ❖ ESA Maritime workshops
- ❖ Facilitator guidelines for trade/bus associations
- ❖ Rice Union, Sadat city Ag. Investors Assoc.

Ibrahim:

Was not available to talk with.