

PD BCB 901

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT DATA SHEET

1. TRANSACTION CODE

A A = Add
C = Change
D = Delete

Amendment Number

2

DOCUMENT CODE

3

COUNTRY/ENTITY
Kenya

3. PROJECT NUMBER

4. BUREAU/OFFICE

Africa

06

5. PROJECT TITLE (maximum 40 characters)

Agricultural Management Project

6. PROJECT ASSISTANCE COMPLETION DATE (PACD)

MM DD YY
06 30 92

7. ESTIMATED DATE OF OBLIGATION

(Under 'B:' below, enter 1, 2, 3, or 4)

A. Initial FY 85 B. Quarter 4 C. Final FY 91

8. COSTS (\$000 OR EQUIVALENT \$1 =)

A. FUNDING SOURCE	FIRST FY			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total	354	145	499	3217	845	4062
(Grant)	(354)	(145)	(499)	(3217)	(845)	(4062)
(Loan)	()	()	()	()	()	()
Other U.S.	1.					
	2.					
Host Country		21	21		1354	1354
Other Donor(s)						
TOTALS	354	166	520	3217	2199	5416

9. SCHEDULE OF AID FUNDING (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) ARDN	183	059		3000				3000	
(2) DEA	185	059		562		500		1062	
(3)									
(4)									
TOTALS				3562		500		4062	

10. SECONDARY TECHNICAL CODES (maximum 8 codes of 3 positions each)

840 700

11. SECONDARY PURPOSE CODE

12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)

A. Code TNG
B. Amount 680

13. PROJECT PURPOSE (maximum 480 characters)

Strengthen the management capacity and performance of private and public organizations which support agricultural production, especially among smallholders.

14. SCHEDULED EVALUATIONS

Interim MM YY MM YY Final MM YY
0 3 8 8

15. SOURCE/ORIGIN OF GOODS AND SERVICES

000 941 Local Other (Specify) 935

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a 13 page PP Amendment)

This PP Supplement is designed to extend the PACD by one year and to add \$500,000 in order to provide time to complete the outputs and EOPS and to establish a basis upon which to measure project impact.

The methods of implementation and financing have been approved by the Mission Controller

17. APPROVED BY

Signature

Title MISSION DIRECTOR,
USAID/KENYA

Date Signed

08 05 91

18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION

MM DD YY

**AGRICULTURAL MANAGEMENT PROJECT
PAPER SUPPLEMENT**

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AGRICULTURAL MANAGEMENT PROJECT
PAPER SUPPLEMENT

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I. Background

The Project was designed to provide assistance to private and public sector agribusiness concerns in order to strengthen their management and operational performance to ultimately result in increased agricultural production and income for smallholder farmers. The design was to be a two-phased activity. The first phase (3 years) was to be devoted to testing methodologies and mechanisms for addressing needs in the targeted institutions, while the second phase (5 years) was to be devoted to applying those methodologies to an increasing number of agribusinesses.

Although the Project Grant Agreement with the Government of Kenya (GOK) was signed in September 1985, the contracting process (advertising, negotiating and awarding) resulted in the implementation contract being signed in March 1987, with the contract team leader arriving in June 1987. Following a ten month start-up period, the first Project Coordinating Committee (PCC) meeting was held in April 1988, thirty months after authorization. The original contract team leader left the Project in June 1989 and was replaced in July 1989. The Project was extended to June 30, 1991 to allow for a full 3-year implementation period which corresponded to the Project design's original concept of a first phase. This Project supplement provides the analyses and justification for a one-year Project extension to June 30, 1992.

II. Progress to Date and Projections in Meeting Project Outputs and EOPS

The recently completed evaluation of the AMP Project confirmed that improvements in operational efficiency of AMP client-firms, have occurred and that approximately 60 percent of recommendations contained in the first 24 needs assessments (MNAs) have been adopted and implemented by the firms, with 14 firms utilizing 24 follow-on management consultancies. While it was not possible to quantify purpose-level indicators during this evaluation, interviews with 21 clients indicated varying levels of improved effectiveness and increased profitability realized by participating organizations. Clearly, the demonstration effect of the needs assessment process, follow-on management consultancies and the actual results have been notably successful. With the exception of one client, none had previously considered conducting a diagnostic evaluation and were generally unaware of the potential benefits to be derived from undertaking such investigations. The high level of adoption of AMP recommendations by clients and continued demand for these services clearly established the need for diagnostic assessments and management consultancies similar to those provided by the AMP Project.

By September 1991, thirty-six MNAs will have been completed. The demand for follow-on management consultancies by up to fifteen of these organizations and the projected benefits present a strong argument for extending the Project for an additional year. The focus of the final year of the AMP will be on helping to improve operational efficiency of intermediate institutions that have participated in the needs assessment process and have the greatest potential to serve the largest number of smallholders.

Therefore, this PP Supplement will present the case for a one year funded extension of the Project to allow for the completion of management consultancies for 12-15 agribusiness firms for which MNAs have recently been completed. Comprehensive efforts will be focused on clients which present unique opportunities for developing effective sugar outgrower schemes, the restructuring of the KGGCU and privatization of Kenya Cashew Company. The additional year will also allow for further institutionalization of the Project by completion of management consultancies, integration of AMP case studies and short-term training courses in Egerton University and further integration of the AMP management consultancy model within agribusiness related cooperatives.

The output indicators have been revised and targets defined for achievement under the one year extension. The output indicators will include the following:

Description	Original Target	Revised Target	Completed Through 5-31-91	Scheduled Completed 6-30-92
1. Improved management Systems functioning in client institutions (# of clients)	24	32	33	36
2. Skills of managers and operational personnel upgraded (# trained)	350	450	425	500
3. Demonstration of demand for management consulting (Amount paid)	250KP	150KP	135KP	170KP

III. Progress to Date in Implementation Activities

A. Management Needs Assessments (MNAs)

The Project design included a series of activities with each client, beginning with a needs assessment serving as the basis for planning, consulting services and training to address problems identified. Purposes of needs assessments include: (1) demonstrating the effectiveness of consultant assistance in collaboratively identifying areas for improvement; (2) identifying common themes for training, either on-the-job or project developed short-course training; (3) for use by client firms as the basis for making changes either through AMP, through other consultancies or self-implemented adjustments; and (4) to work directly with client staff in developing strategies for change.

Thirty-three needs assessments have successfully been completed and three final assessments are in process. This exceeds the original objective of reaching 32 clients by the end of Phase I under the Project. In most cases clients have reported making significant management changes based on the assessments themselves.

There has been a high correlation between 1) the number and rate of adoption of needs assessment recommendations and (2) the quality of management of client organizations. In organizations where professional practices were already prevalent, AMP recommendations were adopted almost immediately following completion of the needs assessment work. This was true whether the client was a private firm or public sector organization.

Due to the current demand for follow-on management consultancies, no additional MNAs are planned for the Project's final year. However, as resources and time permit, lessons learned and success stories will be packaged and marketed to the broader private sector through presentations to trade associations or potential clients under the newly designed Kenya Export Development Support (KEDS) Project (615-0249).

B. Management Consultancies

The Project's integrated approach to assistance and training included management consultancies developed in close collaboration with clients through the needs assessment process. Twenty-four consultancies have been undertaken by 14 firms. The need for management consultancy assistance has been clearly established by both the demand for services under the Project and from recommendations established in the 33 needs assessments undertaken.

That only 14 firms have opted for management consultation was affected by several factors: First, a large percentage of clients participating in the needs assessment phase implemented recommendations emanating from the needs assessments on their own. Second, time delays between AMP submission and client approval of recommendations, including the use of management consultancies for implementation of recommendations, have reduced the total number of consultancies undertaken. While the Project's efficiency in moving from completed needs assessments to follow-on management consultancies has improved dramatically during the past two years of Project implementation, realistic expectations for this time lag were not built into the original design of the Project.

Broader measures of success of AMP interventions have been adopted during the last implementation year and will be continued for the final year of the Project. The focus of management consultancy services will be on the 12-15 existing clients who represent opportunities for serving the greatest number of smallholder farmers.

C. Training

The experiment during the 1990-91 implementation year to require full-cost funding of formal training costs by clients was not successful. The full-cost training strategy was implemented at a time when most agribusiness organizations in Kenya were affected by the general economic conditions within Kenya. Training budgets of firms were often the first to be decreased.

On-site training programs which are well-integrated with the management consultancy process have continued to be very effective. A variation of this approach has been effective in developing specific training programs for management personnel in cooperatives. Training programs developed around common themes required for upgrading management skills in cooperatives targetted for management consultancies will be continued under the project.

Finally, efforts to establish an agribusiness oriented short-term training program at Egerton University (EU) continues. The two AMP staff members seconded to the project from the EU faculty will have a specific budget and training plan for this purpose.

D. Egerton Agribusiness Curriculum

During the past year case studies in financial management, marketing management, agribusiness policy and cooperative business management were developed by AMP in consultation with the Department of Agricultural Economics and Business Administration at EU. The AMP team also contributed to the agribusiness curriculum within the Department which was introduced during this academic year. As with the short-term training program at EU, full integration of agribusiness teaching materials and methodologies will require additional efforts during the coming year.

E. Management Consultancy Strengthening

The AMP team developed a plan for strengthening small agribusiness-related management consulting firms following a survey of 25 firms. While the plan clearly identified major problems and constraints affecting the profession and outlined a program of technical assistance and training for these firms, resource and time constraints precluded implementation of the plan. Given other priorities proposed for the Project's extension period, it is recommended that formal implementation of this plan should not receive further project funding.

F. Monitoring and Evaluation

Based on the recently completed Project evaluation, three specific categories of ~~of~~ recommendations will directly affect proposed areas of concentration for the Project's final year. First, the Project should focus its activities on management consultancies for agribusiness organizations which serve the largest number of smallholders. Thus, following the completion

of MNAs for the three Rift Valley cooperative unions, no further MNAs are anticipated. In addition, management consultancies will be focused on the 12-15 organizations for which MNAs will have been completed in the last year with the exception of the KGGCU and the implementation of EU's newly designed financial management system. Finally, in making decisions on proceeding with management consultancies, the AMP team will give increased weight to the cost-benefit analysis and capacity to implement criteria for choosing to go ahead with specific consultancies.

A second major category of evaluation recommendations to be incorporated into AMP activities will be to more formally package lessons learned from the AMP model and market this package in appropriate form within GOK agencies, appropriate trade associations and other donors. The A.I.D. Mission will also facilitate the transfer of lessons learned to other A.I.D. mission projects related to agribusiness development.

Thirdly, with assistance from USAID/Kenya monitoring and evaluation specialists, working in collaboration with the contractor, the M&E system for the Project will be redesigned. Based on the new design, an integrated AMP data base and impact evaluation system will be in place by August 1991. The data base will focus on the appropriate 25 firms who have or will have received both MNAs and follow-on management consultancies. The focus of this system will be on impact evaluation of changes taking place in the operations of client firms.

IV. Rationale for Supplement

A. Relationship to Mission Strategy

USAID/Kenya's Country Program Strategic Plan for FY90-95 calls for combining efforts in the Private Enterprise and Agriculture portfolios to encourage the development of agribusiness firms by: (1) providing management assistance to firms which provide input marketing and processing services to producers; 2) supporting organizations and individuals who work to improve regulations and procedures; and 3) offering credit to selected firms for capital necessary to further develop their business and to expand into new markets. In addition, the plan places special emphasis on facilitating this integration by concentrating efforts in research, training and extension by strengthening the role of agribusiness and private sector firms in this process. Lessons learned from the AMP project will be systematically incorporated in future Mission designs.

B. Justification for PP Supplement

The justification for the PP supplement is based on two arguments:

- 1) an additional year is required to complete management consultancies for 12-15 client firms. These firms have the potential to improve agribusiness services delivery to a minimum of 150,000 smallholder families; and
- 2) the additional year is needed to institutionalize elements of the project in the private and cooperative sectors and at Egerton University.

The institutionalization process will focus on three activities: a) continued integration of case studies and teaching methodologies to be used by Egerton University; b) expansion of the AMP management consultancy model to the targetted 12-15 agribusiness firms and, c) transferring lessons learned to appropriate components of the Mission's new KEDS Project.

The extension period will also be used to further evaluate the impact of the AMP's interventions and to determine the direction of future Mission designs in the agribusiness sector.

C. Relationship to Original Goal and Purpose

The original Project goal and purpose remain unchanged and are:

Goal : To increase smallholder production and incomes from agriculture.

Purpose: To strengthen the management capacity and performance of private and public organizations which support agricultural production especially among smallholders.

V. Activities Under the Extended Project

A. Focus on Management Consultancy Services

As indicated, the majority of the Project's resources will be devoted to completion of management consultancies for 12-15 current AMP clients. Several unique opportunities for major restructuring/privatization efforts have been created through the AMP needs assessment process. To illustrate, the Kenya Cashew Company has requested AMP services to prepare necessary

analysis for privatization of the firm. The Mumias Outgrowers Company (MOCO) has requested additional consultancies to finalize preparation for purchasing shares in the Mumias Sugar Company. Also in the sugar sector, the Nzoia Outgrowers Company (NOCO) has requested AMP assistance for creation of the management unit and preparation for major expansion of membership and cane production. In addition, the Kenya Grain Growers Cooperative Union (KGGCU) is prepared to undertake a major restructuring exercise with assistance from AMP. Other targetted clients include three cooperative unions in the Rift Valley and 6-8 agribusiness firms concentrating on export-oriented manufacturing and food processing.

B. Agribusiness Training at Egerton University

In September 1990 Egerton introduced a B.Sc. program in agribusiness. The AMP team provided input to the development of this curriculum. During the proposed extension period, case studies completed under the AMP Project will be fully integrated into the agribusiness program at EU. The Project contractor will also facilitate the transfer of appropriate elements of the AMP short-course training function to EU. This will emphasize the development of a training program as a continuing education-outreach program of linking the University to the business community.

C. Measurement of Project Impact

During the proposed Project extension period, special emphasis will be placed on measuring the impact of AMP interventions on smallholders who are serviced by organizations assisted by AMP. This effort will focus on identifying smallholder sample groups, determining the level of interaction with AMP clients and quantifying changes in services provided to them.

VI. Revised Financial Plan

The following tables show how the Project inputs will be financed in this PP supplement. A.I.D. will provide an additional \$500,000 which increases the planned life of Project (LOP) funding to \$4,062,000. It is expected that the \$500,000 increase will be obligated by July 31, 1991. The A.I.D. resources will be used primarily to finance technical assistance (TA) costs amounting to \$470,000. Given the increased emphasis being placed on evaluation/audit, the line item for this element is also being increased by \$30,000 during the extension period. Funds for evaluation/audit will be committed outside the TA contract. The GOK contribution to the Project is being increased by \$166,000 to the equivalent of U.S.\$1,354,000 in both public and private sector resources over the LOP. Both the GOK and private sector resources will be used to finance costs associated with local personnel, operations and maintenance, training, and management consulting.

The methods of implementation and financing in this PP supplement remain the same as in the original PP, i.e., direct payment to the Host Country Contract.

REVISED FINANCIAL PLAN
\$(000)

PROJECT INPUTS	AID OBLIGATION TO DATE	ADDITIONAL AID FUNDING (PP SUPPLEMENT)	TOTAL GOK	TOTAL KENYA PRIVATE SECTOR	TOTAL
MANAGEMENT/CONSUL.TRNG	3,326	470	338	249	4,383
COMMODITIES	104	0	5		109
OPERATIONS/MAINTENANCE	0	0	60	15	75
LOCAL PERSONNEL	0	0	330	240	570
EVALUATION / AUDIT	132	30	0	0	162
CONTINGENCIES	0	0	69	48	117
	3,562	500	802	552	5,416

**AGRICULTURAL MANAGEMENT PROJECT
1991 - 1992 EXTENSION
ADDITIONAL FUNDS REQUIRED (U.S. DOLLARS)
FOR TA CONTRACTOR**

CATEGORY & LINE ITEMS	1 ADDITIONAL FUNDS REQUIRED	2 PROJECTED BUDGET BALANCES 6-30-91	TOTAL REQUIREMENTS
1. Base Salaries-Field Staff	116,500	9,500	126,000
2. Field Staff Differential	7,500	600	8,100
3. Overhead-Field Staff	245,600	10,200	255,800
4. Home Office Salaries	6,400	(400)	6,000
5. Overhead Home Offices	13,800	(1,600)	12,200
6. Fixed Fees (7.15%)	21,500	12,000	33,500
7. SUB-TOTAL	411,300	30,300	441,600
8. Cost of Consultants	25,700	34,300	60,000
9. Travel/Per Diem			
a) Intern'l & U.S.A.	0	15,000	15,000
b) Kenya	3,000	6,000	9,000
10. Transport			
Personal Baggage (HHE)	0	20,000	20,000
11. Transport: Equipment	0	0	0
12. Equipment	0	11,000	11,000
13. Other Direct Costs			
a) Insurance	0	0	0
b) Miscellaneous	10,000	5,000	15,000
c) Housing	0	0	0
14. Training Costs	20,000	400	20,400
15. SUB-TOTAL (8-14)	58,700	91,700	150,400
16. GRAND TOTAL (7+15)	470,000	122,000	592,000

VII. Evaluation/Monitoring/Audit Plan

The Project will be monitored on an ongoing basis by the contractor, USAID's Agriculture Office and by the Project Coordinating Committee (PCC) through reports prepared by the contractor. USAID/Kenya will conduct quarterly reviews of progress towards achievement of Project goals.

The impact of Project interventions on clients will be measured at the end of the Project. Special emphasis will be focused on measuring impact on the 25 firms for which consultancy management assistance will be completed during the final year of this project.

If necessary, part of the funds allocated in the Evaluation/Audit line item will be utilized for the close-out audit of the main implementing contractor. The Mission Controller will liaise with RIG/A/FA in good time to allow for the audit to be carried out before or shortly after the PACD.

Indicators for evaluating the impact of the Project on intended beneficiaries and thus in achieving Project objectives are listed below.

1. Purpose-Level Indicators

The purpose of the Project is the improvement in the performance of private and public organizations that support increased agricultural production, especially for the smallholders. Indicators for improved management capacity include:

- a. Improved operational efficiency in 36 client institutions. Indicators are increases in profits in client institutions;
- b. Improved effectiveness of 36 client institutions in providing services to smallholders. Indicators are increases of number of smallholders served and in diversity of services provided;
- c. Improved application of client employees' project-assisted management skills. Indicators are evaluation of on-the-job application of management skills learned through Project training;
- d. Demonstration of demand for Project services through payment of fees. Indicators are the extent to which clients pay for management consulting costs (exclusive of Project contractor costs).

Baseline data from needs assessments, case studies and continuous monitoring information will be used to assess the performance of these indicators to establish the relationship between observed changes and program interventions.

The Project's logframe and EOPS, as revised in June 1990, remain essentially the same with adjustments made for targets to be achieved under the one year extension.

EOPS

INDICATORS

1. improved operational efficiency in 36 client institutions

increase in profits by 5% or more client institutions

- | | |
|--|--|
| 2. improved effectiveness in 36 client institutions in providing services to smallholders | increase in number of smallholders served and in the diversity of services provided by 10% or more |
| 3. improved application of 500 client employees' Project-assisted management skills employees | evaluation of on-the-job application of management skills for 500 client |
| 4. demonstration of demand for Project services by payment of fees (all clients contribute to costs) | extent to which clients pay management consulting costs (exclusive of Project contractor costs) |

2. Goal-Level Indicators

In its efforts to develop Kenya's agricultural sector, AMP contributes to the agricultural strategy of increased agricultural productivity, as well as the Mission strategy of sustained broad-based economic growth. Successful efforts in the improvement of institutional management will provide some of the conditions that are necessary to achieve these longer-term goals. Evaluation of the contribution of improved institutional management towards these longer-term goals of agricultural productivity and economic growth needs much broader research and longer-term analysis, which are beyond the current definition and scope of AMP activities.

However, since most of the potential institutions for assistance are commodity based, understanding of AMP's farm-level impact will benefit greatly from information generated under the PAM project

whose focus is the analysis of Kenyan commodity systems. The PAM project, which is based on the Policy Analysis Matrix (PAM) methodology, measures profitability at different stages of the commodity system, starting from farm level, through transportation, marketing and processing. It includes measurement of efficiencies and sources of gains from all institutions involved in each commodity system. This information which can be used to evaluate the impact of institutional operations and policies on Kenyan farmers and the economy as a whole.

As stated earlier, the purpose of AMP is the improvement of performance of private and public organizations whose role is to support agriculture. This is expected to have a direct effect on increasing smallholder production and incomes, which is seen as the immediate goal of the project. The specific AMP goal-level question is: to what extent could improved management in institutions which support agricultural production lead to higher production levels and increased agricultural incomes, especially among Kenya's smallholder farmers? Under PAM, this will be evaluated through case studies and specially designed surveys. Realistically, studies of goal-level indicators to be undertaken directly under AMP will be commodity specific and will focus on measuring those changes at the farm level that can be attributed directly to improvement in the management of the relevant institution. Such indicators include:

- a. Increased production of specific commodities as a result of growing confidence in the management of the relevant institution. Such increases can be measured by higher yield levels, expansion in acreage or an increase in number of farmers growing the commodity;

- b. Reduced input costs and easier access as a result of more efficient operations in institutions dealing with input supply;
- c. Reduced commodity losses as a result of improved efficiency in delivery, handling, and marketing by the relevant institution; and
- d. Higher commodity prices resulting from marketing institutions being able to offer better prices as they increase their effectiveness and experience lower unit costs.

VIII. IMPLEMENTATION PLAN

<u>DATE OF ACTION</u>	<u>ACTION</u>
July 1991	<ul style="list-style-type: none">- Contractor prepares six-month work plan.- Project Coordinating Committee (PCC) approves work plan.- Contractor begins consulting/training services for first group of clients.
August 1991	<ul style="list-style-type: none">- Agribusiness Training Plan for EU completed.- PCC/contractor review progress.
September 1991	<ul style="list-style-type: none">- Contractor completes consultancy/training services for first group of clients.- Contractor prepares end of consultancy reports for first group of clients.
October 1991	<ul style="list-style-type: none">- Contractor begins consultancy/training services for second group of clients.
November 1991	<ul style="list-style-type: none">- Contractor/PCC review progress.- Contractor prepares 2nd six Month Work Plan.

March 1992

- USAID/K/AGR and CONT/K request RIG/A/FA for close-out audit.

April 1992

- Final Project Evaluation starts.

June 1992

- PCC/USAID Final Review and Project Close Out.

LOGICAL FRAMEWORK
AGRICULTURAL MANAGEMENT PROJECT - 615-0221
PROJECT PAPER SUPPLEMENT

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTION
<u>Goal:</u> To increase smallholder production and incomes from agriculture	Increased output and income of smallholders associated with the organizations who will be the primary beneficiaries of this project (see the purpose level statements).	During the final evaluation for the project, data on the project's impact on smallholders will be provided.	External factors, such as drought, do not interfere with improvements which are induced by the project.
<u>Purpose:</u> strengthen the management capacity and performance of private and public sector organizations which support agricultural production, especially among smallholders.	<u>EOPS:</u> - improved operational efficiency in 36 client institutions - improved effectiveness in 36 client institutions in providing service to - improved application of client employees' project-assisted management skills - demonstration of demand for project services by payment of 50% of costs	- increase in profits in client institutions - increase in number of smallholders served and in the diversity of services provided - evaluation of on-the-job application of management skills learned through project training - extent to which clients pay 50% of management consulting costs (exclusive of project contractor costs)	Demand for management consulting/training services exists and Kenya clients are willing to pay 50% of the costs of providing such services. An on-site, participatory approach is best adapted to deal with Kenya management problems in both the private and public sectors.

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTION
<hr/>			
<u>Outputs:</u>	<u>Magnitude of Outputs:</u>		
<ol style="list-style-type: none"> 1. Improved management systems functioning in client organizations. 2. Skills of managers and operational personnel upgraded through project training. 3. Demonstration of the demand for management consulting and training services by Kenyan institutions. 	<ol style="list-style-type: none"> 1. Minimum of 36 clients 2. Approximately 500 individuals 3. Approximately 170KP in cash received from project clients as a contribution toward the cost of services received. 	<p>Verification will be by means of the system of reporting and documentation to be executed by the Contractor (semi-annual work plans, contracts with clients, end-or-consultancy reports for each client, and progress reports 6 months after each consultancy). These documents will be reviewed by AID and the Project Advisory Committee. Those available will be by the mid-term evaluation team.</p>	<p>An average of 15 personnel will be trained per client (on basis of 36 clients over LOP).</p> <p>Each Kenyan client is willing and capable of paying the equivalent of approximately 50% of costs toward the total cost of services received. (based on 36 clients over LOP).</p>
<hr/>			
<u>Inputs:</u>	<u>Implementation Targets:</u>		
<ol style="list-style-type: none"> 1. Management Consulting services <ol style="list-style-type: none"> a. Long-term assistance b. Short-term assistance 2. Training Services <ol style="list-style-type: none"> a. On-site training b. In-country seminars c. In-country training d. U.S. on 3rd country training. 	<ol style="list-style-type: none"> 1. <ol style="list-style-type: none"> a. 84 person months b. 96 person months 2. <ol style="list-style-type: none"> a. for approx. 36 clients b. 6 seminars c. approx. 96 person months d. approx. 144 person months 	<p>Verification will be largely through review of contractor reports and records.</p>	<p>The number of clients estimated to receive project services proves accurate. It is possible that a larger number of clients may be serviced at a lower unit cost. If so, the targets for provision of inputs, number of months of training for example, may be substantially affected.</p>