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INTERIM ASSESSMENT

Zambia Agricultural Training and Institutional Development Project

ZATPID II

(G11-0207)

FINAL REPORT

October 1988

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ABBREVIATIONS USED

BUCEN	Bureau of Census, United States Department of Commerce
CAS	Comprehensive Agricultural Survey
COP	Chief of Party
DHL	Direct Handling Ltd.
GRZ	Government of the Republic of Zambia
GSA	General Services Administration of the U.S.A.
MAWD	Ministry of Agriculture and Water Development
MOC	Ministry of Cooperatives
MOF	Ministry of Finance
MSB	Management Services Board
NAMBoard.	National Agricultural Marketing Board
NCDP	National Commission for Development Planning
PASA	Participating Agency Service Agreement
PEC	Project Executive Committee
PD	Planning Division (MAWD)
RDSB	Rural Development Studies Bureau
TA	Technical Assistance
UNZA	University of Zambia
US	United States Of America
USAID/Zambia	United States Agency for International Development/ Mission to the Republic of Zambia
UW	University of Wisconsin
VPI	Virginia Polytechnic Institute and State University
ZATPID I	Zambia Agricultural Training, Planning, and Institutional Development Project Phase One
ZATPID II	ZATPID Project Phase Two

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The measurable outputs of the project are:

- (1) collaborative policy studies;
- (2) an improved system for collecting policy-related information;
- (3) plans for improved management and institutional collaboration;
- (4) trained personnel in key analysis, management and policy influencing positions.

C. Project Implementors

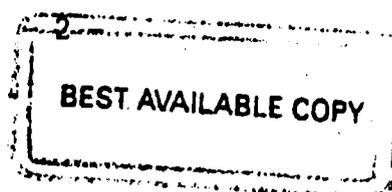
A consortium of Robert R. Nathan Associates (the primary contractor), Virginia Polytechnic Institute and State University (VPI), University of Wisconsin (UW) and the Equator Bank was awarded the competitive project contract in July 1987. The project also is linked to the U.S. Bureau of Census (BUCEN) through a Participating Agency Service Agreement (PASA) contract to provide training and technical assistance to CSO.

The lead GRZ institution responsible for implementation and operation of ZATPID II is the MAWD/PD which coordinates project activities with NCDF, MOC, MOF, CSO, NAMBoard, and RDSB/UNZA. GRZ management of the project is through the Project Executive Committee (PEC) chaired by the Director of MAWD/PD. The PEC oversees the development and conduct of work plans, training, work studies, provides support services, monitors the progress of project activities, and participates in project evaluations. The consortium's Chief of Party (COP) and the USAID/Zambia project officer are members of the PEC.

II. PURPOSE OF THE INTERIM ASSESSMENT

The Project Paper (PP) calls for the first annual internal review to be held in October 1988. It was determined that, given the constantly changing policy and socioeconomic environment, an internal review would be needed after

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one year. A number of issues had arisen that threatened the viability of the project. Furthermore, the nature of the difficulties encountered during the period led USAID/Zambia and GRZ, to name an external assessment team for identifying major problems and making recommendations about how best to proceed.

The terms of reference charged the assessment team with investigating specific areas such as project design, project administrative and management issues, use of resources, contributions of individual ZATPID II advisors, progress towards institutionalization of planning and policy analysis, evidence of institutional collaboration, and adequacy of information collection systems.

Interviews were held with a range of individuals (see Annex 2), and relevant project documents were reviewed. Testimony was gathered in many fora--the entire assessment team with a group of respondents, the entire assessment team with one respondent, or a pair of team members with a single person. The assessment team gathered information (observational as well as testimonial) from persons in many settings with different mixes of interviewers and respondents.

III. AREAS REVIEWED: FINDINGS AND RECOMMENDATIONS

A. Project Design

The project is structurally multi-organizational, involving USAID/Zambia (the donor), GRZ (the recipient) and Robert R. Nathan Associates (the contractor). The project design targets assistance to MAND/PD, NCDP and CSO. These are the key GRZ institutions responsible for the collection and analyses

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of data and for influencing the determination of agricultural policy. Four other institutions--MOF, MOC, NAMBoard, RDSE--also are to benefit from project assistance primarily through short-term technical assistance and training opportunities for staff.

Findings

Most people interviewed identified the design of the project as a major problem, especially the multi-organizational arrangement of the project and the role of the contractor/sub-contractors in implementation. However, upon probing, it was found that the factors being faulted tended to be predominantly administrative, managerial, and contractual in nature. The assessment team finds the basic project design sound, even though environmental conditions and organizational leaders have changed. The proper role of the PEC needs to be clarified to emphasize cross-organizational (i.e., multiple agency) matters and not routine operational decisions which only affect individual agencies. The role of the COP and USAID/Zambia project officer needs to be clarified, and perhaps some language in the Project Agreement and the amplified project description needs clarify the interface between the USAID/Zambia, GRZ, COP and the team. But these issues were not considered faults of the basic project concept and design.

Recommendation 1: The ZATPID II project design as currently conceived does not require modification even though the decision making structure and institutional relations need to be clarified as described in subsequent

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B. Administrative Organization and Management

The general aspects of ZATPID II administrative organization and management are outlined in the contract (section 2.2) between USAID and the consortium, and in the USAID Project Agreement with GRZ. The Director of MAMD/PD, as PEC Chairperson, and PEC members are responsible for general project management, with assistance from the USAID project officer and COP representing the consortium.

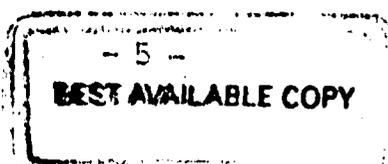
Findings

The technical advisors assembled in Zambia in August 1987, began to develop work plans and initiated the process for GRZ selection of participants for long term training. The Director of MAMD/PD organized a workshop for representatives from GRZ institutions to introduce the project and build a foundation for good working relations among key project and beneficiaries.

The overall arrangement for administrative management responsibilities and activities as outlined in the project design appears satisfactory. Indeed, through the first few months of the project, the team building, development of plans and enrollments in long term training all moved smoothly and successfully. Major conflicts and problems arose as commodities began to arrive, services started to flow and work plans were undertaken. Minutes of PEC and correspondence indicate that administrative and managerial weakness began to emerge such as:

- ZATPID II advisors' expectations on services to be provided by USAID's Project Support Unit were not met. The COP proposed to shift logistics support to Equator Bank. USAID/Zambia did not accept this request.
- The location of the ZATPID I administrative unit was transferred from the Mission to MAMD/PD where its institutional integration into MAMD/PD

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and the status of its administrative staff has been questioned. When GRZ civil service rules could not accommodate administrative staff salary expectations, their salaries continued through USAID/Zambia at levels much higher than other employees in MAVID/PD.

- Individual team members often communicated directly with their U.S. institutions, bypassing PEC, GRZ, USAID and Robert R. Nathan.
- Attaining a quorum at PEC meetings became difficult and its utility is now doubted by both the PEC Chairperson and the COP. Some agencies have indicated that at times the agenda were of marginal interest.
- The Director of MAVID/PD related to the COP as a line functionary, who reported through his Zambian supervisor, rather than as an advisor reporting directly to the MAVID/PD Director.
- In February and again in March 1988 the Robert R. Nathan representative in the U.S. travelled to Zambia to counsel individual advisors about performance.
- The USAID project officer had to moderate many disputes and misunderstandings among ZATPID II advisors and make decisions concerning minor matters which should have been handled by the COP.
- Individuals on the ZATPID II team expressed concern they were not achieving detailed and ambitious work plans. Some advisors spread their time across many different agencies.

The U.S. multi-organizational consortium and the separate EUCEN PASA make this a difficult project to manage and administer. It appears all parties felt ZATPID II would operate with an administrative structure similar to the one in ZATPID I. Hence, insufficient effort was devoted by PEC, the advisory team, and USAID in developing, establishing and carrying out joint ZATPID-GRZ administrative and management activities.

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The PEC has not functioned as specified in Section C.2, Statement of Work in the contract. The PEC must (1) serve as the chief policy decision body on issues that involve multiple GRZ agencies or GRZ and USAID/Zambia, (2) meet when there are substantive policy issues that must be addressed, (3) establish priorities for projects, studies and training, (4) insist that all committee members communicate its actions to their superiors and subordinates.

The COP has not provided adequate administrative and management leadership for the ZATPID II team nor established a professional and harmonious working relationship the PEC Chairperson. The COP must have (1) skills and qualifications in interpersonal relations that promote interactions, counseling, communications and respect from team members and the PEC Chairperson, (2) sensitivity to the implications of organizational, administrative, commodity and service actions on Zambian agencies and USAID/Zambia and, (3) effective perception and vision (keen political antenna) for charting a safe course for a complex project like ZATPID II and to guide it through minefields that arise in all cooperative projects. The COP must be an anchor point for all communications related to ZATPID II management and administration and a catalyst with the PEC Chairperson and USAID/Zambia project officer. The COP must constantly counsel the advisors to establish realistic work plans and expectations and exercise patience in pursuing project goals. No member of the current ZATPID II team possesses the skills and qualifications outlined.

These administrative/management problems have caused many misunderstandings, conflicts, ill-feelings and delays. Some examples are: misinterpretations of project design; incorrect expectations on the abilities, roles and titles given technical advisors; changed expectations on the impacts of outputs; GRZ use of commodities (vehicles, supplies, equipment, services, etc.); undefined lines of responsibilities and communication within and among

all participating groups and units; undefined relationships between the contractor, technical advisors and their sponsoring institutions; and lack of guidelines for integrating ZATPID staff and services into GRZ units. These seriously threaten the project's ability to succeed.

Recommendation 2: The PEC must be structured as outlined in the contract so that it serves as a vital communication link to all organizational units on project activities and actions; as a policy decision body on issues that involve multiple GRZ agencies or GRZ and USAID/Zambia; and as the planning and priority setting forum for ZATPID II.

Recommendation 3: Recruit a COP who has demonstrated strong management, administrative, communications and leadership skills in a multiple dimension activity like ZATPID II and interpersonal skills and qualifications that match those required for ZATPID II as well as a thorough knowledge and understanding of economic development (in the African context).

Recommendation 4: A regularly scheduled team forum should be conducted by the COP to enunciate operating policies, encourage team participation, share successful experiences and elicit ideas that will help the project succeed. Some of these might even include advisors from other donor agencies when appropriate.

C. Technical Assistance

The provision of sound technical assistance is critical to the achievement of project goals and objectives. All advisors are expected to take a

collaborative problem solving approach and work closely with Zambian counterparts in conducting studies, seminars, training workshops, and other assignments.

The long term technical assistance under the project calls for six positions. Three resident advisor positions will be located in the MAWD/PD, one in NCDP, and two in the CSO. In addition, short-term technical assistance is budgeted to complement the long term technical assistance as the need arises.

Findings

The technical assistance team possesses a satisfactory level of analytical capability, more than adequate technical knowledge and a remarkable breadth of experience. They should be able to make major contributions to the work of the respective GRZ agencies. However, instead of functioning as a unified, productive team, individuals have behaved in independent ways, reflecting personal, career, institutional interests rather than project goals. Collaborative consultation has not been a hallmark of the ZATPID II team. Many have expressed concerns that the team has not performed well.

A partial listing of other observations includes:

- a large allocation of advisor time for routine administrative tasks;
- allocation of an individual's time to an unrealistically large number of agencies or tasks;
- a misjudging of the type of work required by the section (or the leadership of the organizational unit) in which the work was being done;
- unrealistically high expectations on the impact a project may have on GRZ policies;
- incomplete communications between relevant parties;

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- reports of task duplication;
- some individual discrepancies between assigned activities and previously utilized skills and experiences.

As was previously noted, the management and administration of the project did not adequately deal with the problems as they arose. The difficulties have increased, and the project now is in serious condition.

Observations about individual advisory positions are as follows:

1) Chief of Party (COP) and Project Analysis & Implementation Advisor (MAWD/PD)

The COP is to work directly with and advise the Director of MAWD/PD on management and agricultural policy issues and to serve as a technical advisor in the Project Analysis and Implementation Section. The COP position carries many diverse duties which include: supervising of project staff; coordinating and communicating project activities with the PEC; managing the procurement of commodities, training and logistical requirements; administering project funded studies; and liaising with USAID/Zambia on special project implementation issues. As an advisor in the Project Analysis and Implementation Section, the technical advisor assists in: (1) implementing a system of agricultural project monitoring and evaluation; (2) project identification and design appraisal; (3) planning of donor expenditures; and (4) analysis of investment alternatives.

Given the demands of the COP role, the incumbent could not be expected to produce the same quantity of technical output as a fulltime project advisor. The advisor has written policy issue papers, contributed to a national monitoring system for agricultural projects, prepared and reviewed project

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proposal documents, and contributed to workshops and other training efforts. The writings and papers reviewed exhibit a marked degree of professional competence and ability.

However, the role of administrator/manager has not been performed satisfactorily. Leadership and supervision has not been provided in controlling and guiding the team members, developing a cohesive working team, and counselling team members in developing realistic work plans and expectations has not been provided. Some of the actions taken have not promoted good working relations with Zambian colleagues. The PEC has not been properly utilized in managing the project, and few consultations have been held with its Chairperson and members. Communications within the team and among the various Zambian agencies have been very poor. It has been difficult for the COP to make hard decisions regarding advisory personnel, training, administrative services and work plans.

Recommendation 5: Because of these difficulties, it is clear to the assessment team that a stronger candidate needs to be recruited for this position. (see Recommendation 3)

ii) Production and Marketing Advisor (MAWD/PD)

The duties of the Production and Marketing Advisor include: assisting MAWD/PD in developing and implementing agricultural population survey programs; identifying (in collaboration with GRZ colleagues) policy issues for studies and analyses; and working closely in a collaborative manner with the Project Analysis and Implementation Advisor. The terms of reference for this position were expanded by the primary contractor to include the duties of Deputy COP and Training Coordinator.

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From discussions with MAWD/PD and USAID/Zambia project staff members, it is evident the advisor has established good working relationships with high level personnel in MAWD and other agencies. The advisor has established close interpersonal relationship with management and assumed many responsibilities that should have been handled by the COP. The lack of COP leadership, already pointed out, made it easy for a person of zeal and energy to assume additional responsibilities. While this may be professionally satisfying, it can seriously undermine the authority of a superior and get out of control. This is of concern to the assessment team. Advisors should only perform responsibilities associated with their job description or those that are assigned to them by superiors.

The training component of the project, with which the advisor has been closely associated, has been the most impressive output of the project to date. However, on technical assistance in the Production & Marketing Analysis Section, there is little evidence to connect the position with significant analytical achievements. With more effective team leadership, the assessment team feels that much more can be accomplished. This advisor has been given MAWD/PD section head responsibilities until a Zambian, now in training, returns to assume those duties. This makes it even more difficult for the incumbent to be Deputy COP. As a project policy, the assessment team feels these types of assignments should be minimized and always be temporary in nature.

Recommendation 6: The title and functions of the Deputy COP should be eliminated from this position and the responsibilities as a technical advisor emphasized.

iii) Sectoral Policy Analysis Advisor (MAWD/PD)

The duties of the Sectoral Policy Analysis Advisor include: analysis of key sectoral policy issues begun under ZATPID I; identification (in collaboration with GRZ colleagues) sectoral policy issues for studies and analyses, preparation of detailed plans and proposals for such work; maintenance of regular contacts and periodic assistance in policy analyses; and assistance with in-country training.

There has been a mismatch between the advisor's background and position. The advisor's skills and training are focused more on project analysis than policy analysis. Consequently, no substantial amount of policy analysis has been done. Being familiar with the Zambian environment, the advisor has established good working relationships with his GRZ colleagues. In contrast, good working relationships with some other team members and USAID/Zambia staff have not been established.

Recommendation 7: The team feels a need still exists for a policy analyst in the Sectoral Policy Analysis Section. If the project is to achieve its stated objectives, a skilled policy analyst has to be recruited.

iv) Sectoral Planning Advisor (NCDP)

This advisor counsels the Director of the Sectoral Planning Division on agricultural resource allocation. The first two duties specified are to: (1) work with staff economists in analyzing and recommending resource allocations to the agricultural sector, and (2) assist with improvement in data quality for sectoral planning. Additional duties specified include interaction with MAWD/PD, preparation and presentation of studies, and identification and participation in training activities.

The incumbent is the source of many new ideas, has produced or collaborated with staff in the production of a number of studies, and has good interpersonal working relationships with operating staff.

The expectations of senior NCDP staff are for a more quantitative approach to analyzing problems than that used by the incumbent. The quantitative analytical methods employed by ZATPID I staff appeared to have been anticipated by the senior NCDP staff rather than the institutional-functional approach employed by the advisor in ZATPID II. This discrepancy, together with administrative problems characterized by a lack of communication between ZATPID II and the leadership of NCDP, has resulted in the advisor being asked to concentrate efforts on tasks for the RDSB/UNZA. The assessment team has concluded that this process by which the action was taken was not handled well by any of the individuals concerned. At this point in time, the assessment team feels the advisor can no longer function in NCDP.

Recommendation 8: The work of this Commission is very important to GRZ and to the project. An advisor should be placed in this position as soon as possible. Therefore, the advisor to be recruited should have the ability to: work and perform in philosophically varying environments; have long-term achievement expectations rather than immediate or instant success; and demonstrate and apply some quantitative analytical skills.

v) Agricultural Statistician Advisor (CSO)

The technical advisor in the Agriculture Division of CSO is designated as a Survey Manager/Censor Advisor to work with counterparts for planning, implementation and analysis of agricultural and demographic surveys and 1990

Population Census. The current advisor as an analytical statistician has a depth of experience in these areas and has assisted in developing a Comprehensive Agriculture Survey (CAS) for estimating output for crops; tabulating and analyzing data from the commercial and non-commercial farm surveys; publishing the most recent Agricultural Statistics Bulletin; and organizing in-country training. The advisor has integrated himself into activities of the division and has established on going contacts with many colleagues. The knowledge and experience brought to the position could be tapped more effectively by reducing the scope of contacts and assignments. This would allow more time to be spent working directly with professional colleagues. Good progress has been made in strengthening the Zambian capabilities and capacities for implementation and analyses of current surveys. As these activities are completed during coming months, refinements in sample and survey design will be required.

Recommendation 9: ZATPID II and CSO should seek the assistance of a mathematical statistician/methodologist to advise and counsel management on efficiencies it can achieve and to strengthen the Zambian capabilities in sample survey methodology when this need occurs.

vi) Data Processing Advisor (CSO)

The TA position in the CSO Data Processing Center is for overseeing the establishment of a fully functioning data processing center and helping define computer requirements needed to process the 1990 Population and Agricultural Censuses. This advisor position is now vacant. It is anticipated that US\$375,000 worth of equipment will be required for this effort. Special

environmental conditions such as stable electric supplies, dust control and rigid temperature/humidity levels must be maintained for it to function properly. Even if this equipment is purchased directly from the US General Services Administration (GSA) Catalog, there are still many decisions that must be made on capacity, auxiliary equipment and features, and operating options. Lead times for all such requirements are significant for this activity move rapidly over the next 18 months.

Recommendation 10: Steps should be taken immediately to fill this position since it's now time to start procurement for the minicomputer needed to process the 1990 Population Census.

D. Training

In ZATPID II development of GRZ staff is provided through (1) collaboration between the longterm technical advisors and Zambian colleagues in MAWD/PD, NCDP and CSO, (2) interaction between short-term consultants and GRZ staff working together on specific assignments, and (3) formal training. The PP describes the number of person years/months of training allocated to agencies and indicates general areas for training. The identification of particular skill and knowledge deficiencies, development of training plans, and nomination of participants is accomplished by ZATPID II advisors working collaboratively with their superiors and colleagues in GRZ agencies. The PEC reviews and approves candidates for longterm training and may recommend specific types of training and training sites.

FINDINGS

A training assessment was conducted by a short-term consultant and a ZATPID II advisor in January 1988. The report of the assessment does not indicate

how training needs were prioritized or describe the competitive process used to select longterm participants. The development of training plans and use of training committees for selecting participants within various GRZ agencies has not been consistent. On several occasions various team advisors have stepped into the administrative/management void to assume these responsibilities. The Training Coordinator in particular has devoted an extraordinary amount of time on training matters and maintains weekly telephone and DIL contact with VPI or UW. This has curtailed the time the advisor has had for regularly assigned duties. In addition, some agencies have complained that sometimes minor training issues (e.g., approval of a three month extension for a graduate student) have represented a disproportionate share of PEC meeting time.

Nine long-term trainees have been placed, ten nominated, and six are to be identified. In many cases the PEC or the trainee's agency recommends topics for thesis research. Most long-term participants return to Zambia to collect data. A few students have arrived with the thesis topic only partially developed or have just conducted research with secondary data. For the most part, in-country research appears to be a positive aspect of the training program. Thirty-nine (39) person months of overseas short-term training have been funded.

Fourteen (14) in-country workshops have been held, six of which were management courses for directors, deputy directors and section heads from MAWD and parastatal organizations. These courses have been developed by the Management Service Board (MSB) which, in several instances, has hired outside consultants to team with MSB. These two and three week programs bring together persons from more or less similar rank in GRZ and parastatal organizations. Future programs will move beyond this horizontal staff training across organizations and enroll persons vertically within and among

agencies. Three in-country BUCEN courses have been conducted and aimed at improving staff skills in general areas like questionnaire design, sample survey methodology, and data edit and summarization. This has improved skills for a broad segment of GRZ staff. However, the duration of training does not allow follow-up contact by participants with BUCEN resource persons or for direct application experience in the Zambian context.

Recommendation 10: The administrative/management arrangements for training should be coordinated by the COP and PEC, and care must be taken to see that all cross-organization training plans come to the PEC.

Recommendation 11: Priorities for remaining long and short-term training should be established by the PEC to ensure that urgent agency training needs are being met.

Recommendation 12: The BUCEN training programs should be adjusted to focus more closely on current GRZ's survey needs and targeted on statistical methodologies.

E. Commodities and General Resource Use

The ZATPID II project commodities to be provided include computers, books and learning materials, some audio/visual equipment, data processing equipment, and vehicles. Counterpart funds (i.e., local currency budget), generated under program assistance components of USAID/Zambia portfolio, are for direct support of program activities. Disbursement of counterpart funds for local operation costs and project administration are to be made in conformity with the procedures agreed upon by the GRZ and USAID on March 27, 1988.

The terms of reference did not request the assessment team to investigate matters relating to commodities and general resource use. However, a reference was made to examine and review other concerns that appear to be hampering effective project implementation.

Findings

Although the project is reported to have started relatively well, problems began to arise when commodities actually began to arrive and services started to flow. A majority of the people interviewed identified administration relating to commodities and general resource use as a sticky issue which has adversely affected project implementation. Questions were raised about how commodities are procured, distributed, used and controlled. The dissatisfaction was attributed to the lack of consultation regarding procurement of commodities and their use. Especially troublesome were the vehicles controlled by USAID and assigned to individual advisors.

The resource use complaint related to purposes and magnitudes of local currency budget available to support local operating costs. This related to the hiring of ZATPID II administrative staff and drivers under procedures which conflicted with GRZ's conditions of service and without a well-defined accounting responsibility by GRZ controlling officers. The people interviewed attributed the problems to project design ambiguities and general USAID administrative and management regulations on commodity assistance.

The assessment team does not feel the problems emanate from project design. There are three main problem areas. First, delays in procuring commodities, especially computers, from abroad was expressed by all the three GRZ agencies. Second, MAMD/PD and NCDP are concerned about lack of direct and easy access to project commodities, particularly vehicles assigned directly to

team advisors. This complaint was not expressed by CSO, another beneficiary of the project. CSO has two project vehicles for departmental use in addition to the usual vehicle assigned to a ZATPID advisor. Third, the counterpart funds used to pay salaries for ZATPID II administrative staff and drivers at MAWD/PD. The salaries proposed, and now paid, are at levels much higher than can be justified under GRZ salary scales, and the staff is now considered direct hire employees of USAID/Zambia. They are not likely to revert to GRZ conditions of service when the project ends. This means it is unlikely that they could be integrated into MAWD staff under GRZ conditions.

The assessment team established that the USAID/Zambia design for resource distribution and use is similar to some donors in Zambia. It appears that other donors have not experienced as many problems as evidenced in this project. Nor have they experienced excessive commodity abuses that interfered or conflicted with their project accomplishments. The main difference lies in interpretations about how commodities are to be used and controlled. For example, some donors obtain GRZ approval of all expenditures including foreign exchange purchases. Others clearly label vehicles to reflect that they are assigned to a GRZ project. Some donors purchase only equipment compatible with GRZ policies and ensure that equipment becomes part of the agency's resources. Other donors carefully outline and discuss plans for support services with their respective GRZ agencies to avoid misunderstandings. USAID/Zambia appears to adopt more rigid positions in the use of commodities and for accommodating the needs of GRZ agencies.

Recommendation 13: More collaborative procedures for procurement of equipment, supplies and services should be established. GRZ authorities should always be consulted before commodities and services are contracted.

Recommendation 14: USAID/Zambia should be more sensitive to the concerns related to commodities and services being expressed by GRZ agencies. The vehicle problem should be solved so the project can get on with it's principal tasks.

Recommendation 15: The tensions and misunderstanding about the administrative office currently located in MAWD/PD need to be resolved by USAID and GRZ.

F. Information Systems

The support for information systems was laid out in the PASA with BUCEN for ZANPID I. That document presented a 5 year program which was continued under ZANPID II.

The project was to lead to the improvement of quality and quantity of data collected and the timely collection, processing and analysis of data. Similarly, it was to improve communications and coordination in data flow between user GRZ agencies, especially those participating in agricultural planning and policy analysis.

Findings

Since the project started there has been several accomplishments: (1) some new reports have been compiled, (2) historical data have been gathered, (3) crop forecasts are being done twice a year, (4) agricultural surveys are being done both in the commercial and non-commercial sectors, and (5) there has been a increase in data sharing between CSO and other GRZ agencies.

Several constraints identified are shortages of resources to do printing on time, hence a lot of things are held in the pipeline; the minicomputer for the

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1990 Census has not yet been purchased; linkages with MAWD improved, although at times they both invest resources in similar projects, thus duplicating their efforts; some analytical models designed are irrelevant for Zambia.

Recommendation 16: The assessment team recommends that some counterpart funds be used for inputs and manpower resources needed to operate the new printing machine now in CSO.

Recommendation 17: ZAMPID II should identify and purchase the minicomputer for the 1990 census as quickly as possible.

Recommendation 18: ZAMPID II should use counterpart funds for hiring additional statistical assistants needed to summarize and analyze the large volume of data that has been collected in earlier surveys conducted during the 1979-86 period.

Recommendation 19: Statistical models for studies and analyses should be designed in collaboration with the relevant GRZ agencies in order to make them more relevant to the Zambian situation.

G. Institutional Improvement and Linkage

The PP asserts that GRZ institutional performance could be improved through more timely collection, processing and analysis of data and by application of better survey methods and analytical models. Other anticipated areas of institutional enhancement include: marketing and pricing analyses, household population analyses, project monitoring and evaluation, sectoral planning.

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investment and resource analyses, non-farm small-scale enterprise analyses, and many others. Improved data gathering and analytical capacity is to support policy studies used by GRZ agencies influencing decision making agencies, determine policies deemed appropriate for national development. The PP envisions improved institutional communications and coordination among seven GRZ agencies, especially among the three key institutions. This would entail conjoint planning of technical activities, shared execution of assignments, and co-participation in project sponsored activities such as in-country training programs and seminars. Increased formal and informal contact is anticipated among these agencies (both Americans and Zambians). This would lead to more collaboration in the planning of complementary technical activities.

Findings

Institutional capacity should be improved in the longterm after ZATPID trainees return from academic studies abroad and become productively engaged in activities using skills acquired in training. Experts funded through other donor organizations are making technical contributions to the analytical assignments requested by their host agencies. Evaluating contributions by ZATPID II advisors to institutionalize output enhancement--in qualitative or quantitative terms--is difficult. There is evidence that some background materials, reports and studies prepared have been included in official GRZ's plans or reports. Ideas introduced in seminars or meetings have appeared in reports written by advisors' colleagues. The introduction of technology, such as word processing equipment, has contributed to the production of policy papers.

These contributions have been overshadowed by problems encountered during the past year. These difficulties have emanated from interpersonal

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differences among the advisors themselves and the inability of the PEC to function, even as an information sharing forum. The development of the PEC and the presence of some advisors have not improved productivity of host agencies. Significant organizational efforts and attention has been devoted to misunderstandings within the group of advisors and between individual advisors and their colleagues. Gains in institutional capacity and collaboration have been offset by these administrative/management problems.

Recommendation 20: ZATIPID-use of regulary scheduled monthly seminars to share study results, exchange views on policy analyses, discuss modeling concepts and present papers in a forum that includes ZATPID advisors, GRZ colleagues, UNZA staff and other donor advisors.

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INTRODUCTORY BRIEFING
FOR THE INTERIM ASSESSMENT TEAM
FOR THE
ZAMBIA AGRICULTURAL TRAINING, PLANNING
AND INSTITUTIONAL DEVELOPMENT II PROJECT

MONDAY, OCTOBER 10, 1988

0815 hours Welcoming Remarks
Mr. Leslie A. Dean
USAID/Zambia Mission Director

0825-hours Introduction of the Zambian Team Members
Dr. Kabata Muleya
Director, Planning Division
Ministry of Agriculture and Water Development
and
Chairman of the ZATPID II Project Executive
Committee

0830 hours Introduction of the USAID/Zambia Team Members
Dr. William Whelan
Project Manager
Zambia Agricultural Training, Planning and
Institutional Development II Project

0835 hours Project Related Issues of Concern to the GRZ
Dr. Muleya
Director, Planning Division
Ministry of Agriculture and Water Development
and
Mr. Madubansi
National Commission for Development Planning

0905 hours Project Related Issues of Concern to USAID/Zambia
Director Dean and Dr. Whelan

0935 hours Questions from the Team

1015 hours Coffee Break

1030 hours Assessment Related Administrative Issues
Logistics, Scopes of Work, etc.
Dr. Whelan

1100 hours Team Strategy Meeting

1230 hours Lunch

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INTERVIEW SCHEDULE

ZATPID II Interim AssessmentTuesday (11/10/88)

13:00-16:30 Americans on ZATPID II
 a. Dr. Richard Saunders
 b. Dr. Florence Chenoweth
 c. Dr. Enrique Valdivia
 d. Dr. George McDowell
 e. Mr. Al Goozner

Wednesday (12/10/88)

08:30-10:00 Mr. Ron Rogers, Robert R. Nathan Associates
 10:30-11:15 Mr. Mukutu, Permanent Secretary/MAWD (with Dr. Muleya)
 12:00-13:00 Mr. Leroy Scherer, USAID
 15:00-18:00 Dr. Muleya, Director, MAWD/PD
 Mr. Soko, Deputy, MAWD/PD
 Mr. Mwananso, MAWD/PD
 Mr. Banda, MAWD/PD
 Ms. Esther Kasalu, MAWD/PD
 Mr. Katongo wa Katongo, MAWD/PD

Thursday (13/10/88)

09:00-11:00 Dr. Chivuno, Director-General, NCDP
 Dr. Mwale, Ass't. Director
 Mr. Mendumenda, NCDP
 Mr. Hamakona, Acting Director, CSO

Friday (14/10/88)

08:30-10:15 Dr. Muleya, Director, MAWD/PD
 10:15-12:30 Dr. Richard Saunders, ZATPID II
 14:30-17:00 Assessment team divided into pairs to interview:
 Dr. Florence Chenoweth, ZATPID II
 Ms. Esther Kasalu, MAWD/PD
 Mr. Mike Soko, Deputy Director, MAWD/PD
 Dr. Enrique Valdivia, ZATPID II
 Ms. Grace Mwananso, Olive Mankamba, and Christine Sakala,
 ZATPID II Office

Saturday (15/10/88)

08:30-13:45 Mr. Will Shelton, USAID

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Monday (17/10/88)

10:15-13:00 Assessment team divided into pairs to interview:
Mr. Al Goozner, ZATPID II
Mr. Abel Phiri, Actg. Director, CSO/Agricultural Division
Dr. Florence Chenoweth, ZATPID II
Dr. George McDowell, ZATPID II
Ms. Grace Musenge, ZATPID II office

14:30-16:00 Mr. Hamakona, Actg Director, CSO

16:20-17:45 Interviewed by two persons on the assessment team:
Dr. J.T. Milimo, Director (on leave), RDSB
Dr. C. Mwila, Acting Director, RDSB

Tuesday (18/10/88)

08:30-10:00 Mr. Leslie Dean, Director, USAID

10:15-12:30 Assessment divided into pairs to interview:
Mr. Mel Jones, Statistical Advisor, MAWD/PD (CIDA)
Mr. D. Wendenanda, ICDF
Mr. Jim Banks, Equator Bank
Mr. Kontongo Wai Katongo, MAWD/PD

Wednesday (19/10/88)

11:30-12:45 Interviewed by two persons on the assessment team:
Mr. Anthony Mwanaumo, MAWD/PD

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