

September 21, 1981

~~DEPT~~ MEMORANDUM

TO: ST/RAD, Jerome T. French  
ST/RAD, Norman Nicholson  
UCBerkeley, Kenneth Phillips

THRU: ST/RAD, Duncan Miller

REPLY TO  
THE ATTN OF: ST/RAD, Monteze Snyder

SUBJECT: Mid term review of Project on Managing Decentralization

The following review of progress to date and analysis of the UC Berkeley FY 82 annual work plan takes in to consideration contractual requirements under the Cooperative Agreement, including commitments made in the technical proposal (incorporated by reference in the Cooperative Agreement), and work approved under prior annual work plans.

State of Art and Special Studies

The Cooperative Agreement and UC Berkeley technical proposal call for 4-6 state of art papers during the first year and a half. During the second year the Cooperative Agreement also calls for initiation of a major state of art paper which will integrate the findings of the first four SOAP and completed applied research and attempts to develop a contingency framework for considering alternative approaches to designing and supporting decentralization.

The Cooperative Agreement also calls for special studies which might include case studies using a comparative frame work, the exploration of policy options, instruments and constraints, and development of applied field manuals and handbooks. During the second year of the project, the cooperative agreement indicates that UCB could develop a frame work for conducting comparative studies to address applied management, organization and design issues and impact of decentralization efforts in rural development and to conduct case studies using this frame work.

During FY 82, five state of art papers were to be completed along with executive summaries. ~~Four~~ of the papers were submitted ahead of the Cooperative Agreement schedule. ST/RAD has received half of the paper entitled "On the Concept of Decentralization" which was to have been completed by the April workshop and has not yet been received. The executive summaries are due on October 1. The fifth state of art paper will be delayed until later in the project.

The technical proposal envisioned that the special studies would be conducted in the context of indepth applied research and consulting as the work in Kenya and Nicaragua are. During FY 82 two special studies have been initiated in Kenya which are to be directly supportive of the mission-funded evaluation of agricultural extension; the cost of these studies was estimated at \$23,865. The studies are described briefly on page 3 of the annual report and are scheduled for completion in December 1981. The indepth work in Nicaragua was

to yield case studies on the problems of municipal management for use in training programs and thus should have been completed prior to September, 1981. (Estimated \$35,000 of total costs for Nicaragua indepth work.)

Applied Research and Consulting:

Short term work:

Under the Cooperative Agreement, the project is to provide approximately 90 pm of short term consultation over the life of the project. During the first year, 17.35 were provided. The second year's work plan called for 25 pm in the field and 12 pm have been provided. Thus a total of 29.35 pm short term consulting has been delivered in 15 countries as indicated below:

<u>AFRICA:</u>	Uganda	1.25
	Tanzania	2.00
	Ghana	.75
	Sudan	2.15
	Liberia	1.25
	Lesotho	.50
	Somalia	.75
	Kenya	5.00
	(including Kenyan consultants)	
SUBTOTAL		13.65pm
<u>ASIA:</u>	Philippines	3.9
	Thailand	2.5
	Indonesia	2.0
SUBTOTAL		8.4 pm
<u>LATIN AMERICA</u>		
	Bolivia (for PPC)	1.15
	Nicaragua	2.45
	Costa Rica	1.10
SUBTOTAL		4.70 pm
<u>NEAR EAST:</u>		
	Egypt	2.60
SUBTOTAL		2.60
TOTAL		29.35 pm

Missions (and PPC) have shared costs for seven of these TDYs.  
(See Attachment 1).

Responses have been received from eight missions assessing short term work in terms of timelines, cost to mission, administrative cost to mission, familiarity with language and culture, technical quality, long term and immediate effect on mission activities, and beneficial affects on host country agencies and nationals. In their work in Africa, the project (and ST/RAD staff in case of Ghana and Kenya) received superior or better ratings on most criteria in four of the five countries which responded. Egypt rated earlier work as better, and Manila assessed assistance there as better or same as other sources of assistance. Only in one mission was a consultancy assessed worse on some criteria than other sources for a given criterion. (See Attachment 2 for summary table and copies of cables.)

Timeliness, cost, administrative cost, and familiarity with language were rated better by 6 out of 8 missions responding, and 6 of 8 missions indicated technical quality was superior or better than other sources.

#### Indepth Work:

According to the cooperative agreement, UC Berkeley is scheduled to have initiated in depth consulting in two countries and to select two additional countries in collaboration and ST/RAD and the missions during the second year. Over the life of project 4-6 countries are to be selected. The areas specified in the Agreement were decentralized administration of specific sector and subsector services, design of administrative structures and systems to support field delivery of services, and development of non-bureaucratic mechanisms for managing and delivering public goods to the poor majority.

To date, the project has completed initial assistance in Nicaragua on municipal development. No assessment of this work has been received to date from USAID/Managua. Tom McKee (LAC/DR) reviewed this work and has provided a preliminary report on it without the benefit of the UCB final report. The work in Kenya on agricultural extension management will be completed in December. USAID/Nairobi has assessed Leonard's assistance to date as outstanding. The PID to which he contributed has not been submitted to AID/W; other outputs are due in December. Part of the substance of the evaluation of MOA and MLD extension services is contained in Leonard's paper "Administrative Issues in Implementing Kenya's Food Policy" which was favorably reviewed by ST/RAD.

The scope and nature of indepth assistance under this project is somewhat different from other cooperative agreements. In the case of Nicaragua, a junior project number was based in the field for seven months with support on a TDY basis from senior UCB faculty. In the case of Kenya, a co-principal investigator is based in the field for a year. It is not clear that these initial activities were strongly linked to a core group in the project.

In identifying additional countries for work, the project has encountered difficulties. In some cases the work proposed was not clearly related to the missions' current portfolio. In other cases (eg. Sudan, Senegal, Ecuador, Philippines), the USAID project cycle is progressing quite slowly and it is not clear when collaboration will be feasible or cost sharing will be available.

### Information Dissemination and Networking:

The Cooperative Agreement specifies that the project will develop access to information and professional assistance, particularly with LDC scholars and practitioners and regional institutions. This network will provide both professional resources for conducting the project's work and also provide a clientele for exchange of information developed, and A.I.D. field staff and other donor agencies are to be included in information dissemination efforts which were to include one workshop annually to review progress under the agreement, one workshop in one geographical region per year to review field work in that region, panels of professional meetings, training seminars for practitioners on special issues.

Expenditures during year 1 were \$14,963 and an additional \$144,975 for year 2 for a total of \$159,938 in two years. The newsletter was approved during year 2 and the one issue was disseminated in April. The project sponsored colloquia meetings with members of the network in the Bay area, seminars on the UC Berkeley Campus to review project reports and papers, and a seminar of donor agency staffs and Kenyan practitioners and academics in Nairobi was organized. The first annual workshop was delayed at ST/RAD's request and the April 20-22 meeting was the first (excluding the project review held in Berkeley in September.) The first overseas conference is scheduled for November in Nairobi with a focus on the rural productivity area of concentration. The indepth proposal for Nicaragua also provided for training workshops and seminars with INCAE and the Secretariat of Municipal Affairs. Project participants attended the International Seminar on Decentralization in Development in Khartoum in addition to those seminars and workshops listed on pages 11-12 in the year 2 Annual Report, and pg. 7 of the First Annual Report (Attachment 4 and 5).

Extensive dissemination of the SOAPs to field missions has been delayed until executive summaries and workshop proceedings are available. (Due October 1, 1981).

In the year 2 Annual Report, the network is described as an information dissemination network; the report notes that 675 persons and institutions are in the network. The concept of the network should be broader than information dissemination; the networking function should actively serve the short term and long term consulting and applied research efforts.

### Project Administration

The UC Berkeley technical proposal specified that all project resources would be subject to the control of the project director and that the director would operate with the policy guidance of an executive committee to be appointed annually by the Principal Investigator(s). When project directorship was transferred to Ken Phillips, we were assured that there would be no change in

the role of the executive committee. During the recent months, however, the advisory nature of the executive committee seems to have shifted. At the same time, it is not clear how substantive coordination is being handled. This is significant to the ST/RAD -- UC Berkeley project only if the project director and the committee's actions result problems in performance by the project as reflected in such indicators as difficulties in responding to request for service or in coordinating field contacts with A.I.D., insufficient integration of field activities into other efforts of the project, failure to submit quality trip reports in a timely fashion, etc. Recent events related to the indepth work in Nicaragua suggest that it is in the best interest of all parties concerned to establish a viable management structure which is capable of coordinating the activities in each area of concentration. In addition, a strong network and willingness to incorporate those resources into the knowledge generation efforts - as suggested by the use of local scholars in the case studies - is needed. Clarification of the project's organization and management and A.I.D.'s own arrangement for FY 82 are important issues for inclusion in the year 3 workplan.

Obligations to Date  
Project on Managing Decentralization (931-1053)

Total Authorized Level (including UCB contributing \$228,076)			\$4,621,978
Total estimated AID funding (all sources)			\$4,393,902
ST/RAD obligations to date			
FY 79-80			\$1,337,000
FY 81 (Amendment 6)			350,000
			<u>\$1,687,000</u>
Estimated Future ST/RAD Obligations			
FY 82 (103, 105)			400,000
FY 83-84			\$1,228,000
Estimated ST/RAD Obligations Total Life of Project			\$3,515,000
Other obligations to date (under contract)			
USAID/Accra	\$ 6,992.25	June, 1980.	Evaluation of ERDM (capacity district level governments.)
USAID/Nairobi Amendment 3:	\$10,000	June-July, 1980.	Prepare Rural Planning II Project Paper
PPC	\$18,209	June, 1980.	Impact evaluation of Rural Electrification project in Bólvivia.
USAID/Manila Amendment 7:	\$11,065	November, 1980.	Review PDAP report, Review Draft PID and held seminar with GOP officials.
USAID/Cairo Amendment 8:	\$ 6,200 517 (Local Currency)	January, 1981.	Review management training needs at government level.
USAID/Managua Amendment 9:	\$25,000	February-August, 1981	Organizational assessment of Secretariat of Municipi- pal Affairs and Selected Municipalities.
USAID/Jakarta ASIA Bureau	\$15,000	August, 1981	Evaluation of PDP project
USAID/Cairo	\$70,000	August-December, 1981	Pilot training and plan- ning for follow-on manage- ment development project.
USAID/Cairo	\$ 1,503	January, 1981.	Critique of National Urban Policy Study effort.
Other obligations to date (funds not in contract)			
USAID/Nairobi Amendment 4:	\$65,000	David Leonard November, 1980 - December 31, 1981.	Study and Recommendation on extension services.

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PAGE 01  
ACTION AID-35

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ACTION OFFICE STRD-02

INFO AFEA-03 AFDP-02 AFDR-06 PPCE-01 PDPR-01 PPPB-03 PPEA-01  
AAST-01 AGRI-01 RELO-01 MAST-01 AFPM-01 /024 A1 427  
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INFO OCT-01 /036 W

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R 271248Z AUG 81  
FM AMEMBASSY KHARTOUM  
TO SECSTATE WASHDC 2057

UNCLAS KHARTOUM 7673

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E.O. 12065: N/A

TAGS:

SUBJ: EVALUATION OF ST/RAD RIELD SUPPORT

REF: STATE 222561

REPORT REQUESTED IN REFTEL SCHEDULED FOR WEEK OF SEPTEMBER 8  
WHEN PROGRAM OFFICER DEMBOWSKI WHO BACKSTOPPED GEIST AND UC TEAM  
RETURNS FROM LEAVE. DEMBOWSKI MAY BE AVAILABLE AT HOME IN ARLINGTON,  
VA., TEL. 703-527-8443, FOR INFORMAL CONSULTATION.  
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PAGE 01 OF 02 STATE 222561  
ORIGIN AID-20

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ORIGIN OFFICE STRD-02  
INFO AFEA-03 AFCW-03 AFDR-06 PPCE-01 PDPR-01 PPPB-03 GCAF-01  
PPEA-01 GCFL-01 PPIA-01 AAST-01 C-01 CMGT-02 STAG-02  
AFDA-01 AGRI-01 AFPM-01 WA-00 3-00 /032 A1 420

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DRAFTED BY AID/ST/RAD: MSNYDER: MAH

APPROVED BY AID/ST/RAD: JFRENCH

AID/AFR/DR: CSCHERRER (DRAFT)

AID/AFR/EA: RENEY (DRAFT)

AID/AFR/EA: CCARR (DRAFT)

AID/AFR/EA: AFORD (DRAFT)

AID/AFR/EA: BKLINE (DRAFT)

AID/AFR/CWA: DWALSH (DRAFT)

AID/AFR/EA: JWOTEN (DRAFT)

AID/AFR/CWA: SANDERSON (SUBSTANCE)

DESIRED DISTRIBUTION

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TO AMEMBASSY NAIROBI

AMEMBASSY MOGADISHU

AMEMBASSY KAMPALA

AMEMBASSY DAR ES SALAAM

AMEMBASSY ACCRA

AMEMBASSY KHARTOUM

AMEMBASSY MONROVIA

UNCLAS STATE 222561

AMR AID, FOR REUSO/EA

E. O. 12865: N/A

TAGS:

SUBJECT: EVALUATION OF ST/RAD FIELD SUPPORT

1. THIS INQUIRY IS PART OF AN ONGOING ASSESSMENT OF THE ACTIVITIES OF ST/RAD'S COOPERATORS AND CONTRACTORS. IT IS ALSO INTENDED TO PROVIDE INFORMATION ON THE PERFORMANCE OF OUR COOPERATIVE AGREEMENT WITH THE UNIVERSITY OF CALIFORNIA AT BERKELEY ON MANAGING DECENTRALIZATION (931-1053) FOR THE MID-TERM EVALUATION AND PLANNING OF ACTIVITIES FOR THE REMAINING THREE YEARS OF THIS PROJECT. WE WILL USE YOUR RESPONSES, TOGETHER WITH OTHER INFORMATION WE HAVE BEEN GATHERING, TO IMPROVE OUR OPERATIONS. INFORMATION FROM FIELD PERSONNEL IS ESSENTIAL FOR THIS PROCESS TO BE EFFECTIVE. SINCE WE ARE NOT ABLE TO INTERVIEW FIELD PERSONNEL DIRECTLY, THE FOLLOWING CABLED QUESTIONS ARE THE ONLY VEHICLE WE HAVE FOR SECURING YOUR INPUT. PLEASE RESPOND TO THEM AS FULLY AS POSSIBLE AND SEND YOUR ANSWERS TO ST/RAD BY TELEGRAM OR HAND CARRIED LETTER TO ARRIVE BY SEPTEMBER 1. WE REALIZE THAT YOU HAVE MUCH WORK TO DO AND LITTLE TIME TO DO IT, BUT WE URGE YOU TO HELP US SO THAT WE CAN HELP YOU BETTER IN THE FUTURE. THANK YOU FOR YOUR COOPERATION.

2. (FOR KENYA) IN KENYA DURING FY 81 DAVID LEONARD HAS

PROVIDED IN DEPTH SERVICES TO THE MINISTRIES OF AGRICULTURE AND LIVESTOCK DEVELOPMENT ON AGRICULTURAL EXTENSION AND HAS INITIATED SPECIAL ASSESSMENTS IN COLLABORATION WITH KENYANS ON WOMEN'S GROUPS IN AGRICULTURAL EXTENSION AND THE IMPLEMENTATION OF MANAGEMENT TECH-

NIQUES IN THE MINISTRY OF AGRICULTURE. IN APRIL 1980, A UCB TEAM ASSISTED IN THE DESIGN OF THE RURAL PLANNING II PP. ST/RAD, GIVEN LEVEL OF EFFORT IN KENYA, WOULD APPRECIATE DETAILED RESPONSE TO PARA 7 IN PARTICULAR.

2. (FOR SOMALIA) DURING FEBRUARY - MARCH 1980, PROJECT CO-PRINCIPAL INVESTIGATOR DAVID LEONARD REVIEWED THE IBRD APPRAISAL OF THE BAY REGION AGRICULTURAL DEVELOPMENT PROJECT, RECOMMEND CHANGES IN DESIGN, AND CONDUCTED A MANAGEMENT AND INSTITUTIONAL ANALYSIS OF THE PHU ROLE AND INTERORGANIZATIONAL RELATIONSHIPS.

2. (FOR UGANDA) IN EARLY 1980, PROJECT CONSULTANT DON ROTHCHILD ASSISTED IN THE PREPARATION OF THE UGANDA CDSS. IN 1981, THE PROJECT CO-PRINCIPAL INVESTIGATOR DAVID LEONARD DEVELOPED A SCOPE OF WORK THE ASSESSMENT OF THE TECHNICAL ASSISTANCE REQUIREMENTS OF THE MINISTRY OF COOPERATIVES FOR RESTRUCTURING MARKETING BOARD ARRANGEMENTS.

2. (FOR TANZANIA) DURING 1981 THE PROJECT PROVIDED DAVID LEONARD AND LIZ KLEEMEIR TO ASSIST IN THE EVALUATION OF THE APUSHA REGIONAL PLANNING AND VILLAGE DEVELOPMENT PROJECT.

2. (FOR GHANA) DURING JUNE 1980, PROJECT MEMBER BOB PRICE PARTICIPATED AS A MEMBER OF THE EROM PROJECT EVALUATION TEAM.

2. (FOR SUDAN) DURING APRIL 1980, PROJECT CO-PRINCIPAL INVESTIGATOR DAVID LEONARD CONDUCTED AN INTERUM ASSESSMENT OF DECENTRALIZATION INITIATIVES AND OPTIONS FOR USAID SUPPORT AND PREPARED A REPORT. DURING JANUARY-FEBRUARY 1981, JUDITH GEIST PROVIDED AN UPDATED ASSESSMENT OF DECENTRALIZATION INITIATIVES IN THE SUDAN, AND INVESTIGATED POSSIBILITIES FOR OFFERED RESEARCH IN AGRICULTURAL ADMINISTRATION. THE UCBERKELEY TEAM SUBMITTED ADDITIONAL PROPOSALS IN JUNE, 1981.

2. (FOR LIBERIA) TO SUPPORT IMPLEMENTATION OF THE GOL RURAL DEVELOPMENT TASK FORCE, ROBERT PRICE AND JUDITH

GEIST OF UC BERKELEY AND JAMES WUNSCH OF ST/RAD EXAMINED WAYS TO DECENTRALIZE GOVERNMENT FUNCTIONS DURING NOVEMBER, 1980 AND PREPARED A REPORT, MINISTERIAL DECENTRALIZATION IN LIBERIA AND CRITERIA AND CONSIDERATIONS FOR CONTINUED ACTION.

2. (FOR REOSO/EA) PLEASE INDICATE LEONARD'S EFFORTS TO ASSIST REOSO/EA AND OTHER MISSIONS NOT INDICATED ABOVE.

3. PLEASE LIST THE WAYS THIS WORK HAS BEEN USED BY THE MISSION AND HOST GOVERNMENT. (E.G. INPUT INTO CDSS, IDENTIFYING OR DESIGNING A PROJECT, GATHERING AND EVALUATING DATA, FACILITATING PROJECT IMPLEMENTATION, ASSISTING IN PROJECT EVALUATION). IF THE TECHNICAL ASSISTANCE HAD HAD DISTINCT COMPONENTS OR STAGES, PLEASE FURNISH THIS INFORMATION FOR THE MOST IMPORTANT ONES.

4. IF THIS TA HAS NOT YET BEEN COMPLETED PLEASE DESCRIBE (A) ITS FUTURE UTILITY FOR THE MISSION OR HOST COUNTRY, AND (B) THE FACTORS THAT MAY LIMIT ITS USEFULNESS, INCLUDING THOSE INHERENT TO THE TA AND THOSE THAT ARE EXTERNAL.

5. WHAT BENEFITS HAVE YOU OBTAINED FROM LONGER RANGE ASSOCIATION WITH THIS COOPERATING INSTITUTION? FOR EXAMPLE, ARE NEW INSIGHTS FOR RURAL DEVELOPMENT STRATEGIES, OR TRAINING OF HOST COUNTRY NATIONALS FACILI-

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PAGE 02 OF 02 STATE 222561  
DATED BY THE ASSOCIATION?

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6. IF THIS TA WAS A SINGLE OR NON-RECURRENT CONSULTANCY, PLEASE DESCRIBE (A) THE CIRCUMSTANCES THAT MADE THE PROBLEM SUITABLE FOR SHORT TERM ASSIGNMENT, (B) IF A LONGER TERM ASSOCIATION WITH THE INSTITUTION WAS EXPLORED DURING THE CONSULTANCY, (C) IF SO, THE MISSION'S NEED FOR AND THE PROSPECTS OF FOLLOW-UP ASSISTANCE, OR ASSISTANCE IN RELATED AREAS.

7. HOW DOES THIS TA PROVIDED UNDER THIS PROJECT COMPARE TO OTHER SHORT TERM TA THAT YOU HAVE HAD EXPERIENCE WITH IN TERMS OF THE FOLLOWING ITEMS:

BETTER SAME WORSE

- (A) TIMELINESS
- (B) FINANCIAL COST TO THE MISSION
- (C) ADMINISTRATIVE COST TO THE MISSION
  
- (D) THE TEAM'S OR INDIVIDUAL'S FAMILIARITY WITH THE LOCAL LANGUAGE AND CULTURE.
- (E) TECHNICAL QUALITY OF PERSONNEL
- (F) LONG TERM EFFECT ON MISSION ACTIVITIES
- (G) IMMEDIATE EFFECT ON MISSION ACTIVITIES
- (H) BENEFICIAL EFFECTS ON HOST COUNTRY AGENCIES
- (I) BENEFICIAL EFFECTS ON HOST COUNTRY NATIONALS.

8. BASED ON YOUR EXPERIENCE, WHAT SUGGESTIONS DO YOU HAVE FOR IMPROVING ST/RAD'S CAPACITY TO SERVE YOUR MISSION IN THE FUTURE? HAIG

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ACTION OFFICE STRD-02  
INFO AFEA-03 AFDR-06 PPCE-01 PDPR-01 PPPB-03 PPEA-01 AAST-01  
STAG-02 AFDA-01 AGRI-01 RELO-01 MAST-01 /024 A4 731  
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INFO OCT-01 EB-08 AGRE-08 QES-09 SP-02 /051 W  
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PLANNING FOR THE DECENTRALIZATION OF DEVELOPMENT  
PLANNING. THIS WORK IS BEING CONTINUED UNDER RP II  
PROJECT, DESIGNED WITH RAD TA. THE MINISTRIES OF  
AGRICULTURE AND LIVESTOCK DEVELOPMENT ARE GOING THROUGH  
A PERIOD OF INTENSE SELF-EXAMINATION AIMED AT TRANSFORM-  
ING THE FOCUS OF THE EXTENSION SERVICE FROM LARGE AND/OR  
PROGRESSIVE FARMERS TO THE HITHERTO IGNORED LESS PROG-  
RESSIVE SMALLHOLDERS. UNDER THE NEW SYSTEM, FARMERS  
WILL HAVE A DIRECT VOICE IN THE DEVELOPMENT OF RESEARCH/  
EXTENSION PRIORITIES. DR. LEONARD HAS BEEN INSTRUMENTAL  
IN STIMULATING THIS SELF-EXAMINATION.

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FM AMEMBASSY NAIROBI  
TO SECSTATE WASHDC 3298

1. RAD ASSISTANCE HAS BEEN VERY INSTRUMENTAL IN  
PROMOTING DECENTRALIZED DECISION MAKING IN THREE KEY  
MINISTRIES AS OUTLINED IN H ABOVE. THIS WILL PROFOUNDLY  
AFFECT THE LIVES OF MANY IF NOT MOST KENYANS BY GIVING  
THEM A VOICE IN LOCAL DEVELOPMENT PLANNING AND IMPROVING  
THE AVAILABILITY AND QUALITY OF TECHNICAL SERVICES  
PROVIDED BY THE EXTENSION SERVICE.

UNCLAS NAIROBI 19194

ADM AID

3. RAD HAS PERFORMED ADMIRABLY IN KENYA AND IS TO BE  
COMMEMDED. HARROP

E.O. 12865: N/A  
SUBJECT: EVALUATION OF ST/RAD FIELD SUPPORT

REF STATE 222561

1. SUMMARY: IN DEPTH SERVICES PROVIDED BY RAD HAVE BEEN  
EXCELLENT. THE SERVICES OF DR. DAVID LEONARD HAVE BEEN  
PARTICULARLY NOTEWORTHY. DR. LEONARD IS FUNCTIONAL IN  
THE VENACULAR, KNOWS THE COUNTRY AND THE SUBJECT MATTER  
IN THE AREAS WHERE HE HAS PROVIDED SERVICES. HE IS  
HIGHLY RESPECTED BY HIS KENYAN COUNTERPARTS IN THE  
MINISTRIES OF AGRICULTURE, LIVESTOCK DEVELOPMENT AND  
ECONOMIC PLANNING AND HAS GOOD RAPPORT AT ALL LEVELS IN  
THESE MINISTRIES. ALL SERVICES HAVE BEEN FURNISHED AT  
MODEST FINANCIAL AND ADMINISTRATIVE COST TO THE MISSION.

2. COMPARISON OF PROJECT SUPPLIED TA TO OTHER SHORT  
TERM TA PER PARA 7 REFTEL:

A. TIMELINESS: RAD TA SUPPLIED FOR RURAL PLANNING II  
(RP II) PP ALLOWED PROJECT TO BE AUTHORIZED IN TIME TO  
AVOID ANY BREAK AT EXPIRATION OF RP I. SOMETHING THAT  
HAS NOT BEEN ACCOMPLISHED VERY OFTEN ON OTHER MULTI-  
PHASED PROJECTS WHICH BECAUSE OF DELAYS, OFTEN REQUIRE  
AD HOC BRIDGING ARRANGEMENTS. ARRANGEMENTS FOR  
DR. LEONARD SERVICES WERE ACCOMPLISHED WITHIN THE TIME  
ORIGINALLY PLANNED.

B. COST TO THE MISSION FOR DR. LEONARD'S SERVICES HAVE  
BEEN SUBSTANTIALLY (APPROX. 30 PERCENT) LOWER THAN EX-  
PERIENCE ON PRIVATE CONTRACTOR SHORT TERM TA.

C. ADMINISTRATION OF DR. LEONARD'S TA CONFINED TO  
PROCESSING ONE VOUCHER PER MONTH FOR REIMBURSEMENT OF  
LOCAL COSTS - AN IRREDUCIBLE MINIMUM.

D. DR. LEONARD IS FLUENT IN UP-COUNTRY SWAHILI,  
KNOWLEDGEABLE OF AND SENSITIVE TO THE LOCAL CULTURE.

E. PERSONNEL SUPPLIED UNDER THE PROJECT HAVE CONSIS-  
TENTLY BEEN OF SUPERIOR QUALITY.

F. AGRICULTURAL EXTENSION PROJECT ACTIVITIES WHILE A  
MINOR PART OF THE EXISTING PORTFOLIO ARE PROJECTED TO  
BECOME A MAJOR PART OF THE MISSION'S DEVELOPMENT  
STRATEGY BY FY83. USAID INITIATIVES IN THIS AREA WILL  
BE SUBSTANTIALLY BASED ON DR. LEONARD'S WORK.

G. MISSION IN FINAL STAGES OF DEVELOPMENT OF AGRICULTURE  
EXTENSION PID BASED ON LEONARD'S RESEARCH. RP II  
PROJECT DESIGNED BY RAD SUPPLIED TEAM IS NOW BEING  
IMPLEMENTED.

H. RP I PROVIDED ASSISTANCE TO THE MINISTRY OF ECONOMIC

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PAGE 01 DAR ES 05673 020002Z 0407 065735 AID2815  
ACTION AID-35

DAR ES 05673 020002Z 0407 065735 AID2815

(G) IMMEDIATE EFFECT: BETTER - T. A. ASSISTED IN PREPARATION GOOD EVALUATION WHICH SHOULD IMPROVE PROJECT FUNCTIONING, HENCE BENEFITING MISSION AND TANGOV.

ACTION OFFICE STRD-02  
INFO AFEA-03 AFDP-02 AFDR-06 PPCE-01 POPR-01 PPPB-03 GC-01  
GCAF-01 GCFL-01 PPIA-01 AAST-01 C-01 CALI-02 CMGT-02  
STAG-02 AFDA-01 AGRI-01 RELO-01 MAST-01 AFPM-01  
/035 A1 402

(H) & (I) BENEFICIAL EFFECTS MOST COUNTRY AGENCIES AND NATIONALS - SAME - SEE (G). FISCHER

INFO OCT-01 AF-10 /046 W  
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R.020741Z SEP 81  
FM AMEMBASSY DAR ES SALAAM  
TO SECSTATE WASHDC 2812  
INFO AMEMBASSY NAIROBI

UNCLAS DAR ES SALAAM 05673

AIDAC

NAIROBI FOR REDSO, PASS NED GREELEY

E.O. 12065: N.S.

SUBJ: EVALUATION OF ST/RAD FIELD SUPPORT.

REF: STATE 222561

1. ST/RAD COOPERATIVE INSTITUTION UNIVERSITY OF CALIFORNIA/BERKELEY ASSISTED USAID/TANZANIA ON ONE-TIME BASTS DURING EVALUATION ARUSHA PLANNING AND VILLAGE DEVELOPMENT PROJECT (621-0143) DURING MAY-JUNE 1981. WORK PERFORMED SUPPORTED SCOPE OF WORK DAR 02977. COSTS FUNDED UNDER PROJECT 621-0143.

2. NO LONGER RANGE ASSOCIATION HAS BEEN OR IS EXPECTED TO BE ESTABLISHED, ALTHOUGH THEIR INVOLVEMENT IN FINAL EVALUATION OF SAME PROJECT WOULD BE WELCOME.

3. UNIVERSITY OF CALIFORNIA/BERKELEY PROVIDED SERVICES CO-PRINCIPAL INVESTIGATION DAVID LEONARD, RESIDENT IN KENYA AND ELIZABETH KLEEMEIR PH.D. CANDIDATE POLITICAL SCIENCE BERKELEY AND LECTURER AT UNIVERSITY DSM STUDYING TANZANIA REGIONAL INTEGRATED DEVELOPMENT PROJECT IN OBSERVER STATUS.

EVALUATION THEIR SERVICES AS REQUESTED REFTEL PARA 7 FOLLOWS:

(A) TIMELINESS - BETTER, THEY ARRIVED ON SCHEDULE - AVAILABILITY IN COUNTRY AND NEARBY WAS A PLUS.

(B) FINANCIAL COST TO MISSION - SAME ALTHOUGH THEIR PROXIMITY REDUCED TRAVEL COSTS.

(C) ADMINISTRATIVE COST TO MISSION - BETTER, REQUIRED VERY LITTLE SUPPORT - BOTH VERY SELF-SUFFICIENT.

(D) FAMILIARITY WITH LOCAL LANGUAGE/CULTURE - BETTER. PROJECT CONTRACTOR FELT KLEEMEIR MAY HAVE "IRRITATED" SOME TANZANIANS BUT MISSION RECEIVED NO ADVERSE COMMENTS DIRECTLY FROM TANZANIANS. LEONARD CLEARLY AT HOME VARIOUS LEVELS IN TANZANIAN SOCIETY, FAMILIAR TANZANIAN GOVERNMENT WORKINGS INCLUDING VILLAGE STRUCTURE AND INTERRELATIONSHIPS.

(E) TECHNICAL QUALITY - SAME.

(F) LONG TERM EFFECT ON MISSION ACTIVITIES - NONE ANTICIPATED.

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11

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E.O. 12958: N/A  
SUBJECT: EVALUATION OF ST/RAD FIELD SUPPL

REF: STATE 222501

1) PER REFTEL REQUEST, REDSO HAS RECEIVED A FAVORABLE IMPRESSION OF THE SERVICES PROVIDED UNDER BERKELEY MANAGING DECENTRALIZATION PROJECT, BUT DEFERS TO SPECIFIC MISSIONS WHICH HAVE UTILIZED SERVICES TO PROVIDE MORE DETAILED EVALUATION. LISTED BELOW ARE SEVERAL INSTANCES WHICH SUPPORT A GENERALLY POSITIVE VIEW OF THE CONTRACTORS FROM THE REDSO SIDE. THESE SHOULD BE REVIEWED IN CONNECTION WITH MISSION RESPONSES.

2) LEONARD WITH SOME ASSISTANCE FROM GRADUATE STUDENT LIZ KLEEMEIER, SERVED AS A MEMBER OF THE ARUSHA REGIONAL PLANNING AND VILLAGE DEVELOPMENT PROJECT EVALUATION. WHILE A PREPARATION ACTIVITY, THE EVALUATION WAS LED BY A MEMBER OF REDSO ANALYSIS DIVISION, INCLUDED A REDSO ENGINEER, AND WAS DRAFTED AND REVIEWED IN REDSO, BEFORE BEING REVIEWED IN ARUSHA.

3) LEONARD'S CONTRIBUTIONS TO THE EVALUATION WERE WIDE RANGING AND FIRST RATE. HE HELPED TO DEVELOP THE APPROACH TO THE EVALUATION, COLLECTED DATA THROUGH FIELD OBSERVATIONS INTERVIEWING, REVIEWING DOCUMENTS ETC. TOOK AN ACTIVE PART IN EVALUATION TEAM DISCUSSIONS AND WAS RESPONSIBLE FOR WRITING SEVERAL SECTIONS OF THE PAPER, INCLUDING THE ANALYSIS OF THE REGIONAL PLANNING AND VILLAGE DEVELOPMENT PROCESSES AND THE BENEFICIARY SECTIONS. KLEEMEIER ASSISTED IN THE DRAFTING OF THE REGIONAL PLANNING SECTION. THE WORK WAS DONE PROMPTLY AND EFFICIENTLY, AND REFLECTED THE DEGREE OF LEONARD'S KNOWLEDGE OF PARTS OF ARUSHA REGION IN PARTICULAR AND EAST AFRICA DEVELOPMENT PROBLEMS IN GENERAL. IN BRIEF HE WAS A RESPONSIVE AND EFFECTIVE TEAM MEMBER WHO MADE A SIGNIFICANT CONTRIBUTION TO THE EVALUATION.

4. LEONARD HAS ALSO BEEN AVAILABLE FOR CONSULTATIONS WITH VARIOUS MISSION PERSONNEL ON TOY IN REDSO. A CASE IN POINT IS A VERY RECENT DISCUSSION WITH LEONARD AND CHIAVAROLI, RWANDA ACTING AFFAIRS OFFICER. LEONARD MET WITH CHIAVAROLI ON RELATIVE SHORT NOTICE, REVIEWED DOCUMENTATION RELATED TO THE PROPOSED RWANDA RURAL WORKS PROJECT, AND MADE SOME CONSTRUCTIVE RECOMMENDATIONS CONCERNING ITS IMPLEMENTATION INCLUDING POSSIBLE INDIVIDUALS AND GROUPS RELEVANT TO PROJECT DEVELOPMENT AND IMPLEMENTATION.

5. ONE FINAL POINT RELATING TO PROJECT MANAGEMENT. LEONARD HAS BEEN QUITE INDEPENDENT IN HIS ACCEPTANCE OF ASSIGNMENTS FROM REDSO. ANY SUBSEQUENT ADMINISTRATION

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PAGE 01  
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TO SECSTATE WASHDC PRIORITY 7394

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AIDAC

E. O. 12065: N/A  
SUBJECT: EVALUATION OF ST/RAD FIELD SUPPORT OF THE  
- RURAL DEVELOPMENT TASK FORCE/LIBERIA

REF: STATE 222561

REGRET DELAY IN RESPONDING REFTEL. MISSION OFFICER MOST CLOSELY CONCERNED WITH RURAL DEVELOPMENT TASK FORCE EXERCISE ON HOME LEAVE AND NOT AVAILABLE FOR SUBSTANTIVE COMMENT. IT IS OUR UNDERSTANDING THAT ST/RAD INPUTS WERE APPROPRIATE, OF GOOD QUALITY AND WERE MUCH APPRECIATED. HOWEVER, SINCE THE APRIL 12, 1980 COUP WORK ON THE RURAL DEVELOPMENT TASK FORCE HAS LARGELY COME TO A STANDSTILL. INITIAL COMMENTS ON DRAFT FINAL REPORT WERE PROVIDED TO MR. HARLAND HOBGOOD, DS/RAD, BY LETTER DATED JUNE 19, 1980. COMMENTS MADE IN THAT LETTER ARE STILL VALID. WHEREAS THE NEW GOVERNMENT HAS EXPRESSED COMMITMENT TO RURAL DEVELOPMENT, GIVEN THE PRESENT ECONOMIC CONDITION OF THE COUNTRY RURAL DEVELOPMENT HAS HAD TO BE SIDELINED. SWING

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E. O. 12065: N/A  
SUBJECT: EVALUATION OF S&T/RAD FIELD SUPPORT

REF: (A) UNCLAS STATE 214467  
- (B) MANILA 8928

1. PLEASE REFER TO REF B PARA 2 WHICH PROVIDED USAID COMMENTS ON UC BERKELEY. THIS MARCH 1981 ASSESSMENT REMAINS VALID.

2. USAID WAS RECENTLY PROVIDED WITH OTHER REPORTS PREPARED BY BERKELEY UNDER COOPERATING AGREEMENT. THESE REPORTS ON DECENTRALIZATION CONCEPTS ARE VERY USEFUL AND SHOULD BE MADE AVAILABLE TO OTHER MISSIONS. LANDAU AND ANDERSON HAVE ALSO CONTINUED TO PROVIDE USEFUL COMMENTS ON USAID PROPOSED LRM PROJECT CONCEPTS AND PRELIMINARY REPORTS. USAID LOOKS FORWARD TO THEIR POSSIBLE CONTINUED INVOLVEMENT UNDER COOPERATING AGREEMENTS OR THROUGH DIRECT CONTRACTS.  
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14

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MANILA 08928 01 OF 02 220450Z 3092 061874 AID0576

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UNCLAS SECTION 01 OF 02 MANILA 08928

ADM AID

E.O. 12065: N/A  
SUBJECT: EVALUATION OF DS/RAD FIELD SUPPORT  
REF: STATE 078210

SUMMARY: PER REFTEL REQUEST, FOLLOWING IS ASSESSMENT OF DS/RAD FIELD SUPPORT PROVIDED UNDER (1) INTEGRATED IRD PROJECT, CONTRACTOR-DAI, (2) MANAGEMENT OF DECENTRALIZATION PROJECT, INSTITUTION-UC BERKELEY, AND (3) REVENUE GENERATION PROJECT, INSTITUTION-SYRACUSE U. REPLY IS KEYED TO REFTEL.

1. INTEGRATED IRD PROJECT, DEVELOPMENT ALTERNATIVES, INC. (DAI)

- A. DAI PROVIDED ORGANIZATIONAL/MANAGEMENT TA FOR BICOL IAD II (BULA) PROJECT (SEE FINAL REPORT DATED MARCH 1980). USEFUL TEAM BUILDING SESSIONS WERE HELD AT PROJECT SITE. GOP INTERAGENCY STAFF RATED PROCESS VERY EFFECTIVE. CONCEPT WAS ALSO USED EFFECTIVELY BY ANOTHER U.S. CONSULTANT TO STRUCTURE A DIFFICULT EVALUATION ON AN UNRELATED PROJECT. BICOL IAD II PROJECT IS BEST INTEGRATED OF SEVERAL BICOL PROGRAM COMPONENTS UNDERWAY, SO ENVIRONMENT FOR OD SESSIONS WAS VERY RECEPTIVE. PARTICIPANTS' ENGLISH AND SIMILARITY OF U.S.-FILIPINO ORGANIZATIONAL STRUCTURE ALSO FACILITATED USE OF APPROACH.

- B. FOLLOW-UP ASSISTANCE BY DAI CURRENTLY UNDER REQUEST FOR DS/RAD IN TWO PARTS: FIRST IS RD SPECIALIST (SILVERMAN OR ALTERNATE) TO JOIN TEAM IN MAY 1981 FOR PROGRESS EVALUATION OF BULA PROJECT. SECOND PART IS FOR TWO OD SPECIALISTS (HONADLE AND MAYFIELD) TO DO INTER-AGENCY WORKSHOP ON BICOL IAD I (LIBMANAN) PROJECT IN JUNE 1981. THIS MAJOR IRRIGATION PROJECT WILL BE IN SHAKEDOWN OPERATION. GOP TEAM SPECIFICALLY REQUESTED FOLLOW-ON WORKSHOP SIMILAR TO TEAM BUILDING SESSION BY HONADLE IN 1978 (PRIOR TO DS PROJECT). COMPLEX INTER-AGENCY CONFLICTS AND FARMER INTERACTION AT THIS PHASE PROVIDING EXCELLENT OPPORTUNITY TO USE METHODOLOGY DEVELOPED UNDER DS/RAD PROJECT. BELIEVE SOME DS/RAD PROJECT DESIGN INPUT CAME FROM 1978 BICOL EXPERIENCE. LETTER AND DRAFT PIO/T MAILED TO LOWENTHAL DS/RAD RE FOLLOW-ON TA.

- C. GOP REPLICATING USE OF TOP U.S. OD CONSULTANTS WITH HOST-COUNTRY CONSULTANTS IS PROBLEMATIC, BUT TEAM BUILDING CONCEPTS AND WORKSHOP EXERCISES CAN BE BUILT INTO HOST-COUNTRY PROJECT MANAGEMENT PROCESSES.

- D. COMPARATIVE EVALUATION (PARA 6): DS/RAD PROJECT AND DAI TA SELECTED BECAUSE IT FIT IDENTIFIED MISSION AND HOST COUNTRY NEEDS. CONVERSELY DS/RAD PROJECT PERSONNEL ALSO SAW OPPORTUNITY TO INTERACT WITH INNOVATIVE BICOL EFFORT. MORE SPECIFICALLY, (A) TIME WAS RIGHT; (B) DS/RAD PAID INITIAL COSTS; (C) ADMIN COST TO MISSION WAS MODERATE; (D&E) TEAM MEMBERS FULLY QUALIFIED; (F&G) LONG TERM AND

IMMEDIATE EFFECTS ON MISSION PROCESS RATED MODERATE; (H&I) SIGNIFICANT BENEFICIAL EFFECTS ON HOST-COUNTRY AGENCIES AND PERSONNEL LIKELY LIMITED TO THOSE DIRECTLY PARTICIPATING. LONG TERM EFFECTS DIFFICULT TO MEASURE BUT COULD BE SIGNIFICANT.

2. MANAGEMENT OF DECENTRALIZATION - UC BERKELEY

- A. UC BERKELEY WAS PRINCIPAL PARTICIPANT IN END-OF-PROJECT EVALUATION (3 TRIPS) OF LONG TERM USAID-ASSISTED PROVINCIAL DEVELOPMENT ASSISTANCE PROGRAM (PDAP) AND MAJOR CONTRIBUTOR IN CONCEPTUALIZATION OF PROPOSED LOCAL RESOURCE MANAGEMENT (LRM) PROJECT. AS PART OF EVALUATION, BERKELEY PREPARED CONCISE "LESSONS LEARNED" PAPER BASED ON PDAP EXPERIENCE WHICH USAID AND GOP CONTINUE TO USE AS REFERENCE DOCUMENT IN DESIGN OF FOLLOW-ON LOCAL DEVELOPMENT PROGRAMS. THIRD VISIT BY BERKELEY WAS USED TO ASSIST IN THE ORGANIZATION OF HIGH LEVEL REVIEW OF LRM CONCEPTS. BERKELEY PARTICIPATION AS AN OUTSIDE RESOURCE SERVED TO FACILITATE DISCUSSIONS RESULTING IN WIDE GOP SUPPORT OF PROPOSED PROJECT.

- B. IN ADDITION TO ABOVE, BERKELEY (LANDAU/ANDERSON) HAS ESTABLISHED GOOD RAPPORT WITH CENTRAL AND PROVINCIAL OFFICIALS WHICH USAID PLANS TO CAPITALIZE ON IN DESIGN WORK AND IMPLEMENTATION OF LRM DECENTRALIZATION PROGRAM. AT THIS TIME, SEVERAL ORGANIZATIONAL AND IMPLEMENTATION ISSUES OUTLINED IN THE PID HAVE BEEN GIVEN TO BERKELEY'S UNCLASSIFIED

"THINK TANK" FOR REVIEW AND COMMENTS. THIS FRESH LOOK PROMISES TO BE USEFUL TO USAID AND GOP DESIGN TEAM.

- C. TO DATE, BERKELEY ASSISTANCE HAS BEEN SHORT TERM GIVEN THE NATURE OF EVALUATION AND PRE-PROJECT CONCEPTUALIZATION. AS NOTED ABOVE, USAID PLANS TO UTILIZE BERKELEY DURING LRM DESIGN (SHORT TERM UP TO 2 PERSON MONTHS) AND

15

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PAGE 01 MANILA 08928 02 OF 02 220541Z 3165 061876 AID8596 ACTION AID-35

MANILA 08928 02 OF 02 220541Z 3165 061876 AID8596

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BUILD INTO PROJECT PERIODIC SHORT TERM CONSULTANCY DURING IMPLEMENTATION, PARTICULARLY FOR MONITORING AND EVALUATION ASPECTS.

- D. COMPARATIVE EVALUATION (PARA 6): (A) TIMELINESS - BETTER; (B) FINANCIAL COST TO USAID - BETTER (DS/RAD PROVIDED FULL FUNDING); (C) ADMIN COSTS - AS ABOVE; (D) TEAM MEMBERS FAMILIARITY WITH CULTURE - BETTER; (E) TECHNICAL QUALITY - BETTER; (F-G) LONG TERM AND INTERMEDIATE EFFECT - SAME; (H-I) BENEFICIAL EFFECT - SAME.

3. REVENUE GENERATION - SYRACUSE UNIVERSITY

- A. SYRACUSE WAS PRINCIPAL EVALUATOR OF REAL PROPERTY TAX ADMINISTRATION (RPTA) PROJECT. EVALUATION PROVIDED BASIS FOR BADLY NEEDED REDESIGN WORK OF IMPLEMENTATION PLAN. SYRACUSE ALSO PROVIDED SEPARATE PRELIMINARY RESEARCH AND TECHNICAL ASSISTANCE TO THE GOP (MINISTRY OF FINANCE, NEDA, AND UNIVERSITY OF THE PHILIPPINES) ON LOCAL REVENUE ISSUES AS PART OF WORLDWIDE DATA GENERATION FOR STATE-OF-THE-ART PIECE. RESEARCH BY GOP AGENCIES ON LOCAL REVENUE ISSUES IS STILL IN PROCESS AND PAPERS ARE STILL TO BE PRESENTED (SYRACUSE HAS SUBMITTED ITS PAPERS AND HAS BEEN REQUESTED TO PARTICIPATE IN SEMINAR WITH GOP AGENCIES AT POLICY LEVEL TO DISCUSS MAJOR FINDINGS AND RECOMMENDATIONS OF GOP AND SYRACUSE RESEARCH.)

- B. RPTA RE-DESIGN (BASED ON EVALUATION FINDINGS) IS NOW IN PROCESS. THE COMPLETED SYRACUSE RESEARCH AND TA PROMISE TO HAVE MAJOR IMPACT ON DESIGN OF FUTURE LOCAL DEVELOPMENT PROJECTS ESPECIALLY LRM PROJECT SINCE CRITICAL ISSUE IS RESOURCE MOBILIZATION AT THE LOCAL LEVEL. A CENTRAL AND RELATED LRM PROBLEM IS RESOURCE FLOW THROUGH CENTRAL AGENCIES AND NEED FOR REVISED PROCEDURES WHICH SYRACUSE/MOF/NEDA/UP RESEARCH AND RECOMMENDATION ADDRESS.

- C. SYRACUSE RESEARCH SHOULD PROVE VALUABLE TO LRM PROJECT DESIGN TEAM. USAID HAS WRITTEN DS/RAD AND SYRACUSE REGARDING POSSIBLE SHORT TERM TA IN LATE AUGUST 81 TO ASSIST IN PREPARING PP ANALYSIS, AND FINANCIAL STRATEGIES AND PROCEDURES FOR FLOW OF RESOURCES TO LOCAL GOVERNMENTS.

- D. SYRACUSE EVALUATION ASSISTANCE AND RESEARCH WERE SHORT TERM EFFORTS APPROPRIATE FOR THIS TYPE OF ASSIGNMENT. ASSUME THAT SYRACUSE INVOLVEMENT IN PHILIPPINE STUDY WILL TERMINATE WITH AUGUST SEMINAR AND PRESENTATION OF PAPERS. HOWEVER, USAID MAY REQUIRE SPECIFIC APPLIED IN LRM PROJECT RELATED ISSUES IN FY 82. MISSION AND GOP PROJECT FUNDING CONTRIBUTIONS ARE PROJECTED FOR THIS.

- E. COMPARATIVE EVALUATION:

- (A) TIMELINESS - BETTER
(B) FINANCIAL COST - BETTER (USAID PROVIDED \$14,000

- TO HELP FINANCE EVALUATION TEAM; DS/RAD FULLY FINANCED BROADER RESEARCH/TA EFFORT)
- (C) ADMINISTRATIVE COST - AS ABOVE
- (D) FAMILIARITY WITH CULTURE - SAME
- (E) TECHNICAL QUALITY - BETTER
- (F-G) LONG TERM INTERMEDIATE EFFECTS - (1) EVALUATION SAME; (2) RESEARCH/TA - TO BE DETERMINED
- (H-I) BENEFICIAL EFFECTS ON HOST-COUNTRY AGENCIES - TO BE DETERMINED.

4. DS/RAD CAPACITY TO SERVE MISSIONS IN THE FUTURE:
- USAID SUGGESTS NEED FOR BETTER COORDINATION AND UNDERSTANDING OF RESPONSIBILITIES/OUTPUTS AMONG PARTICIPANTS ESPECIALLY WITH COOPERATIVE ARRANGEMENTS INVOLVING UNIVERSITIES. ALTHOUGH OVERSIMPLIFIED, WE OFFER THE FOLLOW-VIEW TO MAKE OUR POINT: MISSIONS VIEW DS/RAD AS VALUABLE SOURCE OF READY TA AND SOME NEW THINKING, UNIVERSITIES OFTEN VIEW DS/RAD AS SOURCE OF GRANT FUNDING FOR RESEARCH AND INTERNATIONAL INVOLVEMENT, AND DS/RAD SUPPORTS ACTIVITIES TO PROVIDE NEW APPROACHES TO RESOLVING DEVELOPMENT PROBLEMS. BECAUSE DIFFERENT PARTIES' INTERESTS DO NOT ALWAYS CONVERGE, BELIEVE MORE ATTENTION NEEDS TO BE GIVEN TO RECOGNIZING THE DIFFERENT PERCEPTIONS AND AGENDAS. PERHAPS JUST SHARING A SIMPLE INPUT-OUTPUT MATRIX FOR EACH UNDERTAKING WOULD RESOLVE POTENTIAL PROBLEMS. QUESTIONS ALSO ARISE DURING FIELD WORK ON WHO CONTRACTORS REPORT TO IN THE FIELD OR WHO WILL SUPERVISE WHICH ACTIVITIES, I.E. MISSION MANAGEMENT OR DS/RAD. PLOT PREPARED BY DS/RAD SHOULD SPELL THIS OUT TO AVOID ANY MISUNDERSTANDINGS. ASSUMING DIFFERENT PARTIES AGREE ON FINAL PRODUCT(S) OF TA ACTIVITY THIS PROBLEM CAN BE MINIMIZED. OVERALL, USAID PLEASUED WITH DS/RAD FIELD SUPPORT. MURPHY

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E. O. 12065: N/A  
SUBJECT: EVALUATION OF S&T/RAD FIELD SUPPORT

REF: STATE 217629

1. JACK DYCKMAN REVIEWED THE NATIONAL URBAN POLICY DURING THE PERIOD DECEMBER 28 TO JAN 14, 1981. HIS ACTIVITIES WERE CENTERED ON AN EXAMINATION OF THE WORK ACCOMPLISHED TO DATE ON THE PROJECT, THE STUDY METHODOLOGIES BEING USED AND THE APPROACHES USED FOR THE GENERATION OF ALTERNATIVE SETTLEMENT PATTERNS. DYCKMAN'S INPUT CAME AT AN IMPORTANT TIME DURING STUDY DEVELOPMENT AND WAS VERY USEFUL IN OVER-- ALL DATA EVALUATION AND PROJECT DESIGN. HIS CONSULTATIONS WERE DIRECTLY WITH THE NATIONAL URBAN POLICY TEAM IN THE FIELD. HE ALSO MADE A PRESENTATION TO THE MISSION ON HIS WORK. HIS CONSULTATIONS HAVE BEEN DIRECTLY USED BY THE NATIONAL URBAN POLICY TEAM IN REORGANIZING SOME OF THEIR WORK. IT HAS ALSO HELPED THEM TO MORE FULLY ELABORATE ALTERNATIVE DEVELOPMENT STRATEGIES. THIS WAS A SINGLE NON-RECURRENT CONSULTATION. THE NATURE OF OUR NEEDS FOR CONSULTATION WORK ON THE NATIONAL URBAN POLICY STUDY REQUIRED A SHORT TERM INPUT FOR CRITIQUE OF THE ALTERNATIVE SETTLEMENT PATTERNS BEING GENERATED. THE TA PROVIDED UNDER THIS PROJECT COMPARES VERY FAVORABLE WITH OTHER SHORT TERM EFFORTS WE HAVE HAD. THE CONSULTATIONS WERE TIMELY AND WERE OF HIGH TECHNICAL QUALITY.

2. LEONARD JOY PARTICIPATED IN AN AID/W-IQC TEAM REQUESTED BY DRPS/LAD TO ASSESS DECENTRALIZATION SUPPORT TRAINING AND TO OUTLINE A GENERAL SCOPE OF WORK FOR USAID INVOLVEMENT/ASSISTANCE, WHILE THE FINAL DRAFT OF THE TEAM WAS NOT NEARLY AS SATISFACTORY AS HAD BEEN HOPED, IMPORTANT FOLLOW-UP ISSUES DID SURFACE. DR. JOY'S CONTRIBUTION WERE DETERMINED TO BE PARTICULARLY USEFUL BY USAID AND BY THE MINISTRIES OF PLANNING AND LOCAL GOVERNMENT. IN SUBSEQUENT PLANNING AND STATTING FOR A 5 MONTH MODEL PILOT ACTIVITY (IN DECENTRALIZATION PLANNING AND MANAGEMENT - CURRENTLY UNDERWAY). LEONARD JOY WAS THE SINGLE BY-NAME-REQUEST IN THE CONTEST OF 5 PERSON US COUNTERPART TEAM. HIS PARTICIPATION UNDER AUSPICES OF S&T/RAD COOPERATIVE GRANT AGREEMENT WITH UC/BERKELY FOR MANAGING DECENTRALIZATION ENABLED MISSION TO BEGIN DEVELOPING LINK WITH OVERALL UC/BERKELEY EFFORT WHILE OBTAINING DESIRED FOLLOW-ON SERVICES OF JOY. ULTIMATE AND-USE OF INITIAL DECEMBER - JANUARY EFFORT AND CURRENT MODEL PILOT TRAINING PROGRAM WILL NOT BE DETERMINED UNTIL COMPLETION OF ASSESSMENT/EVALUATION PHASE IN LATE NOVEMBER 1981. AHTERTON

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ADM AID

E. O. 12065: N/A  
SUBJECT: EVALUATION OF S&T/RAD FIELD SUPPORT

REF: STATE 214489

ATTENTION: S&T/RAD

1. SINCE AID CONTROL OFFICER FOR USNETZOFF/WALTON TDY IS NO LONGER WITH MISSION, FOLLOWING COMMENTS ARE BASED ON CONSULTANTS REPORT ENTITLED "DECENTRALIZATION IN COSTA RICA; A REPORT ON CURRENT PROSPECTS AND RESEARCH POSSIBILITIES, FEBRUARY 1980." FOR FURTHER INFORMATION YOU MAY WANT TO CONTACT MR. DAVID OLINGER, OFFICE OF HOUSING, AID/W, WHO WAS THE MISSION CONTROL OFFICER FOR THE TDY.

2. INFORMATION CONTAINED IN ABOVE REPORT HAS PROVIDED BETTER MISSION UNDERSTANDING OF KEY ISSUES INVOLVED IN THE GOCR DECENTRALIZATION PROCEFS. A SHORT TERM USE OF THE REPORT HAS BEEN AS AN AID TO DEVELOPING A SCOPE OF WORK FOR A PPC STUDY TO BE CARRIED OUT IN COSTA RICA, (SOCIAL AND INSTITUTIONAL PROFILE), WHICH WILL FOCUS ON GOCR. DECNTRALIZATION POLICIES AND STRATEGIES.

3. REGARDING PARA 7 OF REFTEL OUR RESPONSE IS LIMITED BY ABSENCE OF CONIKUL OFFICER. ALSO, GIVEN THE SPECIFIC CIRCUMSTANCES, THAT IS, THE POSTPONEMENT OF THE SECONDARY CITIES PROJECT, RESPONSES (F) THRU (I) MAY BE INAPPROPRIATE:

- (A) SAME
  - (B) BETTER
  - (C) UNKNOWN
  - (D) SAME
  - (E) SAME
  - (F) UNKNOWN
  - (G) WORSE
  - (H) WORSE
  - (I) WORSE
- MCNEIL

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ACTION OFFICE STRD-02  
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TO SECSTATE WASHDC 5093

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ADM AID  
E.O. 12065: N/A

SUBJECT: EVALUATION OF ST/RAD FIELD SUPPORT  
REF: STATE 222561

1. MISSION DOES NOT FEEL IT CAN APPROPRIATELY ADDRESS THE CONTENTS OF REFTEL AS IT APPLIES TO THE SHORT TERM SERVICES RENDERED BY BOB PRICE DURING ERDM EVALUATION.
2. BOB PRICE WAS ONE OF SIX TECHNICIANS WHO SPENT APPROXIMATELY THREE WEEKS, MOSTLY IN THE FIELD SPECIFICALLY EVALUATING ONE PARTICULAR PROJECT. ALONG WITH FIVE OTHER MEMBERS OF THE EVALUATION TEAM HE CONTRIBUTED SIGNIFICANTLY IN COMPILING INFORMATION AND RECOMMENDATIONS CONTAINED IN A PUBLISHED FINAL EVALUATION REPORT.
3. IN JUNE 1980 THE ERDM PROJECT WAS AT MID-STREAM AND WARRANTED FULL EVALUATION IN ORDER TO PROVIDE NECESSARY GUIDANCE TO BOTH USAID AND GHANA GOVERNMENT THAT WOULD CONFIRM BOTH ACCOMPLISHMENTS AND DEFICIENCIES AND ENABLE BOTH PARTIES TO CONTINUE TO ADDRESS STRATEGIC AREAS. FURTHER, MISSION WAS PARTICULARLY INTERESTED IN OBTAINING THE SERVICES OF AN EVALUATOR FROM THE UNIVERSITY OF CALIFORNIA AT BERKELEY WHO HAD PRACTICAL KNOWLEDGE AND EXPERIENCE IN DECENTRALIZATION OF GOVERNMENT ACTIVITIES AND COULD RELATE TO THE GHANA GOVERNMENT DECENTRALIZATION ACT AND TO THE ERDM EFFORT IN SUPPORT OF THE DECENTRALIZATION CONCEPT. MR. PRICE HAD THE DESIRED QUALIFICATIONS.
4. IN SCHEDULING SIMILAR EVALUATIONS OF OTHER ON-GOING PROJECTS, MISSION WOULD BE FAVORABLY DISPOSED TO CONSIDER UTILIZATION OF MR. PRICE'S SERVICES OR OTHER REPRESENTATIVES SUGGESTED BY ST/RAD AT THE APPROPRIATE TIME. ST/RAD'S FIELD SUPPORT IS SIMILAR TO THAT PROVIDED FROM OTHER SOURCES.
5. THIS IS ONE OF SEVERAL REQUESTS FOR SIMILAR INFORMATION BY ST/RAD. IT IS DIFFICULT TO PROVIDE SUBSTANTIVE COMMENTS ON INDIVIDUAL PERFORMANCE COMPLETED MORE THAN A YEAR AGO. MOREOVER, REQUEST FOR INFORMATION IN AREAS SUCH AS LONG TERM EFFECT ON MISSION ACTIVITIES ARE NOT REALISTIC. MISSIONS CANNOT BE EXPECTED TO SPEND LARGE AMOUNTS OF TIME ON THIS TYPE OF REQUEST THEREFORE, SUGGEST ALTERNATIVE WAYS BE FOUND TO ADDRESS YOUR REQUIREMENTS WHICH ARE MORE TIMELY AND LESS OPEN-ENDED. WRIGHT

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 OM-02 CH8-01 AFDA-01 RELO-01 MAST-01 /044 A2 X08  
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E. O. 12065: N/A

SUBJECT: EVALUATION OF DS/RAD FIELD SUPPORT

REF: STATE 069978

1. MISSION IS FAMILIAR WITH RANGE OF DS/RAD PROJECTS. WE HAVE HAD EXTENSIVE CONTACT WITH DS/RAD STAFF AT FIELD CONFERENCES, IN AID/W AND IN GHANA. WE HAVE CALLED UPON DS/RAD (DIRECT HIRE AND IPA) STAFF FOR SHORT-TERM TECHNICAL SERVICES. THEY PARTICIPATED (MSFA) THE EVALUATION OF PROJECTS WITH RURAL ADMINISTRATION. DIMENSIONS AND (B) THE INSTITUTIONAL DESIGN ELEMENT FOR OUR MAJOR INTEGRATED RURAL DEVELOPMENT ACTIVITY. DS/RAD HAS ALSO CONTRACTED ON OUR BEHALF FOR SEVERAL SHORT-TERM CONSULTANCIES.

2. THE QUESTIONS POSED PARAS 4-6 REFTEL DO NOT RELATE TO OUR USE OF DS/RAD SERVICES. THE CONSULTANCIES WERE TASK ORIENTED ONE-TIME ASSIGNMENTS RATHER THAN ACTIVITIES REQUIRING OR LEADING TO A LONGER TERM RELATIONSHIP. WE HAVE FOUND THE SERVICES OF DS/RAD STAFF AND SERLDKES ARRANGED UNDER CONTRACT TO BE TIMELY AND THE CALIBER OF TECHNICAL WORK PERFORMANCE ABOVE AVERAGE. MISSION WAS ESPECIALLY IMPRESSED WITH THE OUTSTANDING PERFORMANCE OF WUNSCH, PRICE AND SOLOMON DURING THEIR TDY TO GHANA.

uCB

IN THE FUTURE, WE WOULD ENVISAGE CONTINUING TO E"; \* 709, S/RAD RESOURCES ON AN AS NEEDED BASIS.

4. FINALLY, DS/RAD AND AFR COULD EXPLORE HOW INFORMATION IS SHARED REGARDING MISSION REQUIREMENTS FOR PROJECT DESIGN AND EVALUATION. WE ARE AWARE OF AT LEAST ONE MAJOR INSTANCE IN 1980 WHEN A REQUEST FOR DS/RAD AS A SUGGESTED SOURCE OF SERVICES WAS DEFLECTED BY AN AFR OFFICE. WE LEARNED ABOUT THIS AFTER THE FACT. SMITH

20  
Robinson

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Jericho

Rural Development and Participation Project Evaluation

Questionnaire for USAID Missions  
(regarding short term project intervention)

The Rural Development and Participation Project, for which Cornell University is the cooperating institution, is in the process of being evaluated by a team composed of representatives of the regional bureaus, PPC, and DS/RAD. As part of that evaluation the team would like to know how USAID missions with which Cornell has worked under the project evaluated the project's performance. The team would be very grateful if you take a few minutes to answer these questions and if you would return the completed questionnaire by ~~November 24~~. December 1

I. Project Data

Contract number - Unknown

Team leader - John Harbeson DS/RAD

Work began - March 29 - 27 and work ended June 30 - July 16

Mission share of project intervention cost

II. Team Personnel (please explain your evaluations)

How well qualified were the project personnel?

- 1) Both Fortmann and Harbeson highly qualified by past experience for this type of involvement. Mission and GOL very pleased that individuals with relevant experience and expertise were made available through this project.

How well did the team perform?

- 2) Overall the team performed excellently. Because Harbeson was involved to a much greater degree, his performance was outstanding.

How satisfactory were the team's working relationships with the mission and the host country institution?

- 3) Excellent in both regards. Mission personnel were approached by GOL officials following workshop to express their appreciation for contribution of Harbeson, Fortmann and Gable.

How time were the team's deliveries of services? Please explain any delays?

- 4) No problem at all.

### III. Project Performance

To what degree were the mission, the host country, and the RDPP team in accord on the objectives of the intervention? Please explain any disagreements.

- 1) There was total agreement.

How well did the team perform?

- 2) Extremely well.

What did the mission find most useful and what did it find least useful about the project intervention?

- 3) Harbeson role in advising on the organization of the workshop was extremely useful. Fortman's role as a resource person for a limited period of time during the workshop was less useful but still important.

### IV. Project Results

To what extent were the project results made available to host country institutions?

- 1) Completely

EDPP Evaluation(st) p.3

Were the results translated into any local languages?

2) Yes - Sesotho

To what extent have the results of the project intervention actually been utilized:

3) a) by the mission

Mission has found the information from the workshop very helpful in understanding the GOL's thinking and emphasis on decentralization.

b) by the host country institution

The proceedings of the workshop have been reviewed by Cabinet and will become the official policy of the GOL once reported out of that body.

V. Additional comment. Please add any addition comments you may wish concerning the work of the project

Overall the Mission was very pleased with the inputs by project personnel. This effort complimented efforts of USAID Lesotho Agricultural Sector Analysis (LASA) project. The GOL was extremely pleased with Harbeson's efforts and the results of the workshop itself. USAID had a very positive image in this important GOL endeavor.