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MID-TERM EVALUATION
DATA COLLECTION AND ANALYSIS PROJECT
(EGYPT PROJECT NO. 263-0142)

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DATA COLLECTION AND EVALUATION PROJECT

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PREFACE

This report is the mid-term project evaluation, final report mandated by work order No. 2 of indefinite quantity contract AID/PDC 1406 I 02 4095 00 between the PRAGMA Corporation and the Agency for International Development. The title of the work order is "Mid-Term Evaluation of the Data Collection and Analysis Project-Egypt (Project No. 263-0142)."

The purpose of this external evaluation is to assess the success of the project in improving the Ministry of Agriculture's (MOA) capacity to collect data, to carry out analytic and planning work, and to increase the use of analytic materials in policy development and planning activities. The evaluation recommendations will be used by the MOA and the Ministry of Economics and Planning to bring the project to successful completion. The timing of this evaluation permits an assessment of the achievements of the project over the past four years.

The evaluation work was carried out in Washington, D.C. and Cairo, Egypt during August, September and October 1984. During this time the various tasks specified in the scope of work¹ were performed. In brief these were:

1. Develop a methodology for evaluating project inputs and outputs;
2. Document the status and quality of project inputs and outputs in relation to the implementation plan;

¹Annex 1

3. Assess progress in achieving stated project purpose and goal;
4. Identify key issues or problems impacting on the project; and
5. Make recommendations which will enhance the project's impact and attainment of its stated objectives.

The evaluation team was composed of the following persons:

Dr. William A. Rutherford, Policy Development Analyst/Team Leader

Dr. Mohammed K. Hindy, AG Economist/Policy Analyst

Mr. Tyler R. Sturdevant, AG Statistician/Project Analyst

Mr. Jonathan A. Sleeper, AG Economist/Project Officer

The team was fortunate in the appointment of Dr. Hindy as its Egyptian counterpart. Former Director of MOA's Agricultural Economic Research Institute (AERI) and the Agricultural Development Systems Project, his broad background and intimate knowledge of the parameters of agricultural problems and conditions as well as the functioning of government institutions in Egypt greatly facilitated the team's efforts.

The evaluation team also acknowledges the support and cooperation shown by Dr. Yehia Mohieldin, MOA Undersecretary for Agricultural Economics and DCA Project Director and his staff; project personnel and officials at the International Agricultural Development Service and the U.S. Department of Agriculture's OICD and Economic Research and Statistical Research Services.

DATA COLLECTION/ANALYSIS PROJECT-EGYPT

MID-TERM EVALUATION

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I. EXECUTIVE SUMMARY

A. Project History/Background

The Data Collection and Analysis Project-Egypt was initiated in response to a clearly perceived need to improve GOE capabilities in the timely production of relevant and accurate statistical data upon which sound agricultural policy could be based.

The overall goal of the project is to stimulate agricultural growth and to promote a more equitable distribution of income. Project activities were to contribute to this goal through the following sequence of events: better and more timely agricultural data would support improved economic analyses, which in turn would influence policy and planning decisions regarding resource allocation and production incentives, thus stimulating agricultural growth. In support of this goal the project's purposes are:

a) to improve the Ministry of Agriculture (MOA) capacities to collect economic data and to carry out analytic and planning work; and

b) to increase the use of analytic materials in agricultural policy development and planning activities.

Project purposes were to be achieved by two discrete but closely linked project components:

1) The first component focused on improving MOA capabilities to collect, analyze and make available accurate, useful and timely AG statistics to improve the data base.

2) The second component was to be directed toward developing MOA capabilities to carry out needed planning and analysis. It was projected that this second component might involve additional data collection related to specific problems to be analyzed.

The project, to be carried out over a 5 year period, was to provide substantial T/A by non resident short term contractors, a considerable amount of training and a limited number of commodities. The project was funded by a U.S. grant of \$5.0 million with GOE input - mostly in kind, staff and facilities - of the equivalent of \$1.1 million.

Project implementation strategy provided for technical assistance (T/A), support in data collection/analysis, and all training to be provided, through a PASA Agreement between USAID and USDA, to the MOA Agricultural Economic Research Institute (AERI); T/A in policy development and planning was to be provided by a U.S. contractor under a technical services contract to be awarded through competitive bidding. MOA/AERI were called upon to form a small Senior Agricultural Policy Advisory Group (SAPAG), chaired by the Director of AERI (who is also the Project Director), to provide direction to the analytical work by identifying and prioritizing particular problem areas where research and analysis are needed.

All project research and technical activities were to be coordinated/supported by a resident project administrative person, (under a direct AID contract) with expertise in one of the indicated areas but with no direct advisory responsibility. It was also

planned, depending on project developments, that in the second year consideration be given to appointing a resident policy planning analyst/advisor.

The Grant Agreement between USAID and GOE/MOA was signed August 26, 1980. The USAID/USDA Pasa Agreement was signed ten months later on June 24, 1981. After various administrative delays, some of which - like the issuing of RFPs, analysis of proposals and contract negotiations - are systemic, a technical services contract was signed twelve months later (twenty-two months after project startup) with International Agricultural Development Service (IADS) on June 21, 1982.

B. Project Progress (Outputs)

No precise numbers or magnitude of project outputs were mandated or projected by the PP or Grant Agreement except for training and T/A support. However, by objective measure and despite severe delays and a series of problems encountered by the project described in the following section, its progress towards achieving its purpose has been positive and is growing steadily.

The strategy of forming a Senior Advisory Group within the MOA to establish priorities and determine AG policy direction has been successful. The group is completely functional and brings together, on a regular basis, key decision makers drawn

from both within and without the MOA who are joined by representatives from Egyptian institutions of higher learning¹ in debating and designating priority areas where more accurate and complete agricultural data are needed. AG policy directions and needs have been examined in this group and translated into policy research activities through the DCA project.²

There has been a steady production of new data through the project. The Evaluation Team noted some fourteen major DCA activities (some with subcomponents) that have been completed (including the Red Meat Production, Horticultural Marketing and Alternative Irrigation Technology Studies), are underway or are ongoing.³

In addition to the three major policy papers mentioned above some forty-one research studies or papers (32 in English and 9 in Arabic) have been produced by the project and are generally of good to high quality.⁴

Timely, additional AG data is being produced by the project in response to a growing demand for specific statistics and information from both within and without MOA.⁵

¹See Annex 01, Senior Advisory Group Membership.

²See Annex 02, Summary Minutes of SAPAG Meetings, translated from Arabic.

³See Table II, Summary of Projects and Activities.

⁴See Annex 11, List of Documents Produced by DCA Project.

⁵See Table IX, Requests for Specific Data from DCA.

DCA will provide the first ever farm level or micro data to be included in the "National Statistical Yearbook" published by the Central Agency for Public Mobilization and Statistics.

In terms of improving MCA DCA capabilities two important elements are being utilized: training of MOA staff (both long and short term) and the provision of T/A support in the design, conduct and application (in Egypt and the U.S.) of agricultural DCA development.⁶ TDY consultant activity has grown apace: six missions by ten consultants in 1981 (USDA ERS/SRS), ten missions by fifteen consultants in 1982 (all USDA except two missions by three IADS consultants), seven missions by twenty consultants in 1983 (six by ten IADS consultants), and eight by fourteen consultants so far in 1984 (three by six IADS consultants).⁷

A summary calculation of TDY consultant activity by the evaluation team indicates the following:⁸

	<u>Actual Man Months T/A</u>	<u>PP Target</u>
Data Collection/Analysis	33	44
Policy Development	<u>17</u>	<u>68</u>
Total	50	114

⁶Ibid., Summary of Projects and Activities.

⁷Table VII, DCA Consultant Activity in Egypt, Team Composition.

⁸Ibid.

The target for short and long term training in DCA disciplines and policy development was set by the PP and Grant Agreement at some 56 persons. This number was revised downward by an informal agreement between USAID and MOA to 25-28 persons in a 1982-83 revised training plan.⁹ TO date some 40 persons have received short term technical training (4 participants are in long term academic training until approximately 1987). This sound performance is marred only by the fact that additional training is needed and only two senior MOA staff (the AERI Director and his deputy) have received even short term policy development training.¹⁰

New skills added to MOA capabilities, most for the first time, through the training component, include:

- 1) advanced computer programming
- 2) area frame use
- 3) census sampling
- 4) labor statistics
- 5) staff analysis
- 6) marketing channels
- 7) crop forecasting
- 8) objective yields estimating

⁹Table III, Technical Training in U.S. and Egypt.

¹⁰Table VIII, International/In-Country Training by Discipline.

C. Problems Encountered (Constraints)

Several difficulties have beset this project. Some were systemic and thus external to management control (e.g., RFP/PASA/contracting), others were due to faulty assumptions (availability of qualified participants for training), and still others were due to faulty administrative arrangements, liaison and coordination of project activities. The major of these are summarized here.

1. Timeliness of Implementation

a) Administrative

1) As indicated above, it was ten months after the Grant Agreement was signed that the USAID/AID PASA Agreement was completed, rendering the project partially operational. It was a full twelve months later that the host country technical services contract was completed.

2) According to the Project Implementation Schedule¹¹ a contract for an administrative assistant was to have been signed in month two of the project. However, it has not yet been undertaken in month fifty (50).

3) SAPAG direction to contractors has often been delayed and changes in priorities and terms of reference has impacted to contractor performance and contributed to long periods of contractor inactivity.¹²

¹¹See Annex 9, Implementation Schedule (Projected/Actual).

¹²Table VI, DCA Consultant Activity in Egypt, by Organization and Month.

4) The first major evaluation was to follow an internal project evaluation plan during month thirty-one. No internal evaluation plan was ever developed and this evaluation was undertaken in month fifty of the project.

b) Analysis and Planning

1) The Scopes of Work (SOW) for the first two policy studies (Horticultural Marketing and Red Meat Production) required nine months of preparation, modification and discussion (involving multiple-trips by several persons to and from Cairo and Washington) before receiving MOA/SAPAG approval.

2) The first study (Horticulture) required thirteen months to complete (including one month of field work), and at present is still considered unacceptable.

3) The second study (Red Meat/Livestock Production) required eleven months to complete (including one month of field work).

c) Data Collection

1) The first USDA TDY consultants to visit the DCA project under the PASA Agreement arrived in month ten rather than month five.

2) Long term academic participants began studies in the U.S. in month thirty-seven rather than month six.

3) Mid-term academic participants - in fewer numbers than targeted - began training in month twenty-five rather than month thirteen.

4) Programs for short term participants - in reduced numbers - in data collection and processing experienced similar delays.

2. Commodities

a) The project was supplied with two vehicles, in a timely manner as called for by PP/Grant Agreement. However, the vehicles are inadequate to project needs in collecting data promptly and simultaneously at an ever increasing number of widely separated sites.

b) ADP capacity to facilitate the compilation, storage, manipulation and retrieval of data has never been adequately supplied. The small computer sent after months of delay has never become fully functional and is not adequate to project needs in any case.

3. Technical Assistance

a) The timing and input of contractor support has been erratic due to a number of internal and external problems. The USDA units involved in the Project, Economic Research Service (ERS) and Statistical Research Service (SRS), have worked under fairly viable work plans; although there was a serious hiatus in their input in the past¹³ they have well developed plans for TDY support in 1985. IADS, on the other hand, has had difficulties in getting priority directions and coordinating program activities with MOA/SAPAG. They have no ongoing or 1985 work

¹³Table VI, DCA Consultant Activity in Egypt, by Organization/Month.

plan. Large portions of their mandate have never become operative.

4. Coordination/Liaison

a) The USAID commitment to assisting the Grantee in contracting for an administrative support person to coordinate all activities has not been met.

b) It was and is considered inadvisable by the MOA to appoint an expatriate as resident policy analyst/advisor.

c) USAID has named four different project officers to the project in three years; the DCA project coordinator/liaison person has been absent from the country for extended periods of time.

d) Projected interfacing and coordination between project contractors has never occurred formally.

5. Communications

a) Required comprehensive reports and work plans have not usually not prepared and submitted in a timely manner and in some instances not at all.

b) Long periods (months) elapsed with no contact whatsoever between the project and its contractors; when in some instances frequent telephone contacts were made, they were so casual as to be ineffectual.

c) Some contractor personnel ignored the chain of command and related directly to USAID staff/facilities rather than to MOA/AERI.

6. Input of Project Funds

Because of the serious delays and time slippage encountered by the project the disbursement of funds is far short of targeted levels in all categories except commodities. The project financial situation is currently as shown on the following page.

Project Funds, Expenditures and Balance

		Percentage
Expenditures to 10/84	\$1,281,314	26%
Unexpended to 10/84	3,718,686	74%
Total Budget Authorized	\$5,000,000	100%

Table I

Expenditures, Unexpended Balance and Preliminary Project Needs
Until October 1987
(\$)

	Obligated or Earmarked	Expenditure as of 10/84	Unexpended Balance as of 10/84 ¹⁴	FY85	FY86	FY87	Total FY's 85-87
Local							
Currency	1185160	78989	1106171	-	-	-	-
Commodities	23600	23600	-	450000	400000	-	850000
Training	245787	211187	34600	305100	343200	372075	1020375
Tech.Asst.							
IADS ¹⁵	651168	165067	486101	243050	243050	-	486100
USDA ¹⁵	1694285	757471	936814	239595	348610	348609	936814
Evaluation	45000	45000	-	-	-	70397	70397
Resident TA	-	-	-	-	100000	100000	200000
Unearmark	1155000	-	1155000	1155000	-	-	155000
Total	5000000	1281314	3718686	1392745	1434860	891081	3728686

¹⁴Includes accruals estimated by USAID.

¹⁵Pro-rated in FY 85-87 except for FY 85 USDA, which is based upon their budget submission.

D. Principal Findings/Conclusions

1. The DCA project is making a growing impact on MOA AG policy development.

2. The project has already enhanced and should continue to contribute to MOA/GOE resources through improving and extending its DCA capabilities. Practically all AERI staff have participated in the project in one fashion or another.

3. Since the development of data by the project is basically dictated by MOA it is fundamentally supportive of and a contributing factor in GOE AG development policy.

4. GOE/MOA ability and willingness to make DCA based policy decisions/changes is evidenced to some degree by the types of data being collected and the policy studies completed and underway. It also strongly suggests that ongoing and future MOA use will be made of project outputs in the formulation of AG policy.

5. In combination the SAPAG activities, the types and numbers of research projects/activities undertaken, the numbers of research studies and papers completed and the growing demand for specific data, indicate both a growing interest in using more accurate, specific and timely data in AG policy decision making and the institutionalization of the process.

6. Project success has been hampered by a number of structural, procedural and administrative anomalies. Their removal or correction will greatly enhance the achievement of project purpose and goals.

E. Principal Recommendations

1. That the project be extended to October 1987, utilizing presently available funds for completion of the objectives set out in the PP and Grant Agreement, that the project be included under the AG Sector program presently under study.

2. That the training component be extended and expanded according to the general guidelines contained in this evaluation utilizing currently available funds.

3. That commodities procurements for vehicles and ADP equipment be accomplished ASAP as recommended herein.

4. That an administrative personnel be contracted with as called for previously, and that USAID and AERI monitors perform properly their stated functions.

5. That improved relations, including consultation, periodic reporting, liaison and coordination be developed between all parties as called for in the original design plan and this evaluation.

6. That contractors have direct access to SAPAG consultations at least biannually; and that the latter expand its membership to include representatives of its principal consumers such as the Ministries of Economics and Planning, Irrigation and Industry.

7. That the detailed recommendations of this evaluation regarding the detailed modification and improvement of various project components and activities such as use of the area frame and other methodologies be implemented.

II. INTRODUCTION/ANALYSES

A. Project Background

The Data Collection and Analysis (DCA) project was undertaken with the signing of a project agreement between the United States and the Arab Republic of Egypt in August 1980. This agreement and project resulted from recognition of the fact that existing data collection and analysis in the MOA was inadequate to the needs of rational decision making in agricultural planning and policy formulation. Thus the project, over a five year period, was to foster the improvement of the collection, analysis and use of agricultural data in policy development and planning.

The project consists of two fundamental components:

1) Technical assistance in developing improved data collection and analysis techniques and methodologies through short term training, demonstration projects and special data collection activities by short term technical assistance teams; and 2) short term teams for policy planning and analysis activities. The policy planning teams were initially to examine specific problems with the expectation that in later years a resident planning analyst/advisor would be provided. Long term training, some commodities and funding for local consultants were also included in the project. USAID provided \$5.0 million through the grant agreement and GOE the equivalent of \$1.1 million.

The administrative arrangements and the implementation strategy for the project called for the formation of a Senior Agricultural Policy Advisory Group (SAPAG) under the chairmanship

of the Director of the Agricultural Economic Research Institute (AERI) (who is also the project director). The function of the SAPAG or advisory group is to provide direction to the analytical work by identifying and prioritizing particular problem areas where research and analysis are needed.

The project was designed so that support in the technical training and data collection and analysis areas would be provided through a PASA agreement with the U.S. Department of Agriculture's (USDA) Economic Research Service (ERS), Statistical Research Service (SRS) and Office of International Cooperation and Development (OICD). Support in the policy development area were to be provided through a technical services contract to be let through competitive bidding in the U.S. A full time administrative officer funded under a separate AID contract was to be responsible for facilitating the implementation of project activities; liaison and coordination between the MOA, USAID, PASA and contract inputs was also to have been the function of the administrative officer.

On June 24, 1981, some ten months after the signing of the grant agreement with the Egyptian Government, USAID Cairo signed a PASA agreement with USDA. This contract required USDA to provide specific assistance to MOA/AERI in two interrelated activity areas:

Agricultural Statistics:

1. Technical assistance in design of improved systems for data collection, management, analysis and reporting; and

2. Training of AERI personnel in statistical theory and methods, data management, and processing.

Approximately, one year later and twenty two months after the signing of the grant agreement, the MOA, on June 21, 1982, entered into a technical services contract with International Agricultural Development Service (IADS). The principal services required of IADS under this contract were:

1. Assist the GOE, through the DCA project, to strengthen the capabilities of AERI to carry out needed planning and analysis;

2. Direct and assist the AERI staff with the analytical/ planning work mandated by the SAPAG;

3. Acquaint AERI staff (through joint work) with a range of policy analysis procedures and techniques;

4. Provide seminars for the AERI staff on each study/ analysis undertaken;

5. Prepare an annual work plan based on SAPAG project priorities;

6. Ensure that strong linkages are established and maintained with GOE and USDA officials working on the project's statistics component; and

7. Coordinate the substantive work of the (project's) policy analysts.

The technical service contract also anticipated that a subcontract would be entered into by IADS and Gotsch Associates who would provide policy analysis support. Initiated at the time of the IADS contract the subcontract was terminated in

May 1984 in order to improve management and coordination of the policy analysis component.

Work under the USDA, data collection and analysis component and related training proceeded apace while the policy analysis component encountered a series of difficulties and delays in obtaining agreed terms of reference and priority policy study areas from the MOA. For detailed discussion of these issues, see the project and training analyses in the following section.

B. Description of Projects and Activities

1. General Overview

In accordance with the PASA agreement, the USDA conducted in Phase I, a review of current data collection and analysis methodology, research activities, training needs, and systems performance. This was accomplished through a two weeks visit in May 1981 by one representative each from ERS and SRS. An eight member team, comprised of five SRS and three ERS members visited for three weeks during October 1981 to complete the Phase I function, that of developing a long range plan of work for projects, activities, and needs identified and mutually agreed upon by USDA and MOA. Statistical projects scheduled as part of Phase II during the first year included agricultural census sampling, area sampling frame, cost of production, and objective yield evaluation. On the economics side, first year activities included staff analysis training and data base construction, cost of production, livestock production and marketing research, and research design for marketing channels. These projects and activities were started during the first half of 1982, aided by visits of four SRS statisticians and three ERS economists. Most timetables were modified from the initial optimistic schedules, as delays were caused by such factors as data processing inadequacies, lack of sufficient transportation equipment, and communication gaps. Nevertheless, the activities did get started and the AERI training and staff development commenced. In the second year, attention was focused on ADP

evaluation and recommendations. In addition, the farm income surveys were added and activity commenced on planning a poultry production and marketing survey. Most projects starting with pilot studies and were scheduled in a limited geographical area and for a small number of items. Much of the early SRS activity was concentrated on developing the area frame study. When this became unattractive to MOA to continue studies due to lack of mapping materials and excessive data processing costs, there was a noticeable slowdown in SRS activity, after May 1983. With a new agreement on project activities, however, activity has resumed since May 1984. In contrast, the ERS activity has been fairly steady since initial efforts commenced.

For IADS, the studies have been met with a series of delays stemming from establishing frames of reference and delays in fielding teams due to administrative restrictions. In addition, the first study, marketing alternatives for horticulture crops, has not been accepted by MOA and further work has been held in abeyance pending results of a regional study by USAID. The second study, on red meat production and alternatives, was completed and approved in July 1984. The third study, on new land irrigation policy alternatives, has proceeded on schedule since a frame of reference was established and agreed upon early. The entire study is expected to be completed shortly.

A tabular overview is followed by a description of each project and activity, including accomplishments to date, problems and issues encountered, and a discussion of observations. This section is concluded with a summary discussion for all projects and activities.

Table II

Summary of Projects and Activities

<u>Project</u> <u>Data Collection</u>	<u>Status</u>	<u>Contractor(s)</u>	<u>Comment</u>
A. Area Frame Study	Suspended	SRS	Pilot study completed. MOA suspended due to excessive costs of mapping and data processing.
B. Census Sampling	Nearly Completed	SRS	Pilot study completed. Final report under preparation. Future studies dependent on MOA budget considerations.
C. Objective Yield Surveys	Ongoing	SRS	Review and expansion of harvest objective yield surveys and improved methodology. Initiation of forecasting objective yields for cotton, with expansion to wheat, maize and citrus likely.
D. Cost of Production Surveys	Ongoing	ERS, SRS	Project innovation. Pilot study completed and published for winter and summer crops. Expansion likely to other crops and other governorates.
E. Marketing Channel Project	Ongoing	ERS, SRS	Pilot surveys of marketing of horticulture crops of farmers, wholesalers and retailers. Survey of weekly prices at wholesale and retail levels for annual period. Expansion to other crops and governorates contingent on MOA budget considerations.

F. Livestock Production & Marketing	Nearly Completed	ERS	Survey of cost of production of livestock in the modern sector completed and paper under preparation. Another paper on costs of import of meat being drafted by MOA. Expect finalized papers in a few months.
G. Poultry Production & Marketing	Ongoing	SRS	Survey of rural flocks completed in October 1984. Plan for sample design at survey of commercial farmers in Kalyabia Governorate prepared. Survey to be conducted when samples drawn and questionnaires prepared.
H. Farm Income Surveys	Underway	ERS	Pilot study started November 1983, monthly. To expand to other governorates in January 1985. Covers income, prices, government services, production patterns, and farm labor.
I. Automatic Data Processing	Ongoing	ERS, SRS, Private	Report completed May 1983 recommended mainframe computer. MOA has initiated request. MOA personnel training.
<u>Data Analysis</u>			
J. Staff Analysis	Ongoing	ERS	Staff Analysis Group with 12 persons established through project. Emphasizes training, knowledge and experience.

Expect situation and outlook reports this year for 20 important crops. Provides scheduled outputs and ability to respond quickly to inquiries for information and analysis.

Other Activities

K. Horticulture Study	Pending	IADS	Initial study not accepted. Conference to be scheduled to help resolve shortcomings.
L. Red Meat Production & Policy Alternatives	Completed	IADS	Two papers completed and approved by Senior Agricultural Policy Advisory Group.
M. New Land Irrigation Policy Alternatives	Underway	IADS	Preliminary presentation October 8, 1984. Expect final report January 1985.

2. Projects and Activities

a. Area Frame Study

1. Description. The greatest feature of the area sampling frame is that it provides a known chance of selection for every unit of the population and is multipurpose in use. Its most efficient use is for characteristics found widespread over the universe, such as major crops, or in conjunction with list samples, using the multipleframe approach, to assure complete coverage. Thus, it is not a substitute for list frames, which provide more efficient sampling of less widespread characteristics and allow stratification by size of holding, but it is complimentary. This needs to be stressed: both area frames and list frames are needed, and in most cases they provide the most efficient and unbiased sampling situation when used together. They compliment each other - each frame's strength helping the other frame's weakness. A list frame's results are only as good as the list frame's completeness in coverage, but the extent of completeness is usually unknown, so the survey results are of unknown accuracy, not a desirable feature upon which to base policy decisions!

Construction of an area frame is simple in concept: the population of interest, using maps or aerial photographs, is stratified and divided into count units with recognizable boundaries and designated probability of selection. A sample of count units is selected, and only in these selected count units, is it necessary to delineate potential sample units, also with recognizable boundaries and designated probability of selection.

Large scale maps are needed only for selected count units - not for all areas. Enumerators verify physical boundaries and collect data in sample units, after which data are edited and processed, yielding expanded estimates and measures of sampling errors.

2. Accomplishments. A pilot study was conducted in Menufia Governorate, selected because of its diversity of agricultural products and proximity to Cairo. The survey was conducted starting August 1982 and all data were completed and ready for processing by December 1982. In the process, MOA personnel have been trained in all phases of area frame methodology, including frame construction, enumerator training, data collection, and manual and automatic data processing. A paper describing the survey and giving the results was finalized in August 1984.

3. Problems and Issues. A number of problems were encountered in the project, but the two major constraints were (1) outdated or missing mapping material and (2) excessive data processing costs. The combination of these two, made the study extremely costly and justified the MOA's suspension of the study until such time that these major problems can be resolved. Mapping materials are dated as early as 1909, mostly between 1930 and 1950, and few have been updated past the 1960's. It is costly to update mapping materials, and recent aerial photography has not been available until very recently. Data processing, besides being excessively costly, was extremely slow despite complete specifications and orientation given by SRS consultants;

and only simple totals were produced. In addition, other problems encountered were: lack of clear and sufficient physical boundaries for sampling units, differences between sampling unit boundaries and hode boundaries, and lack of physical characteristics of administrative boundaries.

4. Discussion. Because of excessive costs in the pilot study, the MOA was justified in suspending the study. With the acquisition of adequate data processing facilities, part of the problems are resolved. For lack of mapping materials, one proposal is to substitute a list frame consisting of hodes (unit within village of similar soil characteristics and with recognizable boundaries) by villages, with area of cultivable land and number of holders. Providing a complete list could be constructed for a reasonable cost, this may be explored as a reasonable alternative, particularly in the short run period. Eventually, however, ways should be explored to obtain and to finance the necessary maps or aerial photographs to construct a valid area frame. Financing may come from MOA, USAID, or other sources. Some activity in updating maps and conducting aerial photo surveys is underway and needs to be investigated for suitability to project needs. The area frame is too valuable to Egypt to be discarded. Once initial costs of implementation are covered, maintenance should be quite affordable by the MOA.

b. Census Sampling

1. Description. The Census of Agriculture was conducted in two basic stages. Phase I, in late 1981 and early 1982,

consisted of enumerating all land, livestock and machinery holders. Phase II, November-December 1982, collected pertinent data from these holders. Because of its vast size, about 4,200 villages enumerated by nearly 11,000 enumerators, and due to lack of adequate ADP facilities, processing the census data is slow. To obtain quicker early estimates, one could take a sample of census forms to produce estimates at desired levels with known confidence intervals. Also, the Phase I and Phase II of the census provide a relatively up-to-date sampling frame. A pilot study was conducted in Menufia Governorate starting in 1982 to explore the feasibility of (1) obtaining earlier census estimates and (2) using the census as a list sampling frame. Complete enumerations are expensive, time consuming to take and to process, and because of their magnitudes, are hard to control to eliminate enumeration errors. For this reason, few countries take complete censuses any more, but enumerate only the largest holders with certainty plus a sample of smaller holders. Development of sound and efficient sampling techniques and data editing and processing methodology is essential for all countries.

2. Accomplishments. The Governorate of Menufia was chosen because of its diverse agricultural conditions. The sampling began in late 1982 and continued until the final report was prepared in August 1984. During the sampling period, suggestions for improving the efficiency and reducing time were made by SRS satisfactions and incorporated into the project by MOA statisticians. The final report includes results, conclusions,

and recommendations. During the project, MOA statisticians were given technical guidance and acquired much experience and knowledge on ways to increase sampling efficiency and to shorten processing time.

3. Problems and Issues. Lack of automatic data processing equipment was a severe deterrent and delayed the results. Using the census as a sampling frame for current surveys or a mid-decade census is a wise use of existing resources. However, a census sampling frame deteriorates with time and becomes seriously deficient within a few years. Complete census enumeration for all data items appears wasteful in both time and effort. Based upon project findings, had there been suitable ADP equipment, Phase II could have been done on a sample basis, with results published earlier.

4. Discussion. With a population census scheduled to be held in 1986/87, all efforts should be made to use the census as a sampling frame for a "mid-decade" agricultural census. The MOA has been successful in requesting that a question be included to identify land, machinery, or livestock holders for this purpose. Technical assistance and the requested ADP equipment should make this highly feasible and preferable to using the 1982 Agricultural Census as a sampling frame. For the next Agricultural Census, serious consideration should be given to using a sample approach for Phase II.

c. Objective Yield Surveys

1. Description. Many countries, including Egypt, have

been using the method called "objective yield surveys" to obtain reliable estimates of the harvested yields of major crops. A random sample is taken of fields, and within each sample field, the crop is harvested within a randomly located plot of known dimensions to provide an estimate of yield per standard area for the whole survey area or for some sub-area components. The estimated yield, along with measures of area planted to the crop, allows an objective estimate of total production. For policy decisions, it is useful to have an early forecast of crop yield also obtained objectively. This is surveyed in a similar way, taking observations which can be related with final harvested yield through linear or multiple regression models. For example, for cotton, a count of blossoms, squares, small bolls, and large bolls at a given stage of development will relate to eventual numbers of harvested bolls and harvested yield. Development of objective forecasting models takes several years, since it must take into consideration such factors as individual varieties, soil, climate, and other conditions in a country. The successful result is a reliable early estimate upon which to base policy decisions.

2. Accomplishments. In the first project phase, SRS statisticians evaluated the objective yield methodology and found it to be sound. Recommendations were made to decrease sample plot sizes, and to explore the use of alternative procedures for some crops. Upon request from MOA in developing yield forecasting models for major field crops, SRS statisticians recommended

to begin with cotton, and then to add other major crops. The project commenced in July 1984 and is ongoing. Present plans are to expand forecasting to wheat and maize in 1985.

3. Problems and Issues. The main problem observed is the shortage of vehicles available to MOA. Objective yield surveys by their nature, require extensive use of field vehicles. In addition, processing of the surveys are hampered by the lack of adequate automatic data processing equipment, although to a lesser extent than for surveys with larger volumes of data. For surveys of more crops in more governorate, lack of ADP equipment will present more of a problem.

4. Recommendations. MOA statisticians are well trained in objecting yield and objecting forecasting procedures thus far encountered. Expansion of forecasting to other major crops is recommended as soon as it can be started, since it takes a number of years to develop usable forecasting models. Also, steps to increase efficiency of traditional objective yield surveys is encouraged. With ADP equipment on order, there is every expectation that it will be available in time to process the expanded surveys. Lack of a sufficient number of vehicles continues to be a problem. MOA should explore alternatives including purchasing or leasing more vehicles funded by MOA, USAID, or other sources.

d. Cost of Production Surveys

1. Description. The cost of producing major crops is an important consideration to the MOA in determining national

pricing policy and with its dealings with other ministries. The importance of these costs calls for accurate data, careful analysis, and produced in a timely fashion. Before the project, traditional methods were used by the Statistics Division of the MOA by an annual survey of a non random selection of growers in various districts to provide district estimates. These estimates were used to compile governorate estimates, and for the country as a whole.

Reliable methods use pre-tested questionnaires, probability samples, and careful editing and analysis. Information is gathered for input quantities and prices, product prices and data for stratification and tenure. The objective is to produce representative and accurate estimates of average per unit production costs for the main crops of concern to Egyptian policy makers.

2. Accomplishments. A pilot study was conducted in Sharkia Governorate, for winter crops 1982-83 and summer crops in 1983. Questionnaires were pre-tested and MOA personnel were trained, both in Egypt and in the United States. For winter crops, the study covered four major crops, usually involving three visits to each farmer: at planting, before harvest, and post harvest. Three summer crops were covered in the second survey. The winter crop survey results were published December 1983 and summer crop, in May 1984. During the surveys, the entire cost of production staff received training on the design, conduct, and processing of the surveys, as well as analytical considerations and uses.

3. Problems and Issues. The main problems encountered in the cost of production surveys involved lack of adequate data processing facilities and a shortage of survey vehicles. It appears that early consultation with statisticians would have been helpful to improve sampling efficiencies.

4. Discussion. The project has been enthusiastically accepted by the MOA and has produced desired results: a trained staff in new methodology, a badly needed set of data, and plans for expansion to 11 crops and 13 governorates. Demand for study data has been received from World Bank, FOA, and others, besides internally in the Ministry of Agriculture.

e. Marketing Channel Project

1. Description. For efficient marketing at major crops in Egypt, it is essential to have accurate and current information about the marketing system and prices at various marketing levels. This information is essential to the Ministry of Agriculture to make reasonable policy decisions, and to farmers and consumers to assure an efficient system. The objective of this project is to enhance AERI's capability to describe and evaluate the marketing of key crops in order to provide such information. Previous to the project, marketing information was very limited, consisting mostly of secondary information or information obtained in limited non-scientific surveys. The project involves training of AERI personnel, joint research, and of data collection and analysis of marketing information of key crops at farmer, wholesaler, and retailer levels. In addition, market prices at

weekly intervals are to be obtained. Outputs from the Marketing group in AERI are expected to be routinely collected and published data, through circular reports, and specific research publications. The main focus of the project is of institution building.

2. Accomplishments. A review was made of existing literature on marketing channels, and gaps were identified. A plan was established to gather marketing information on a scientific basis. A pilot study was conducted in two governorates, Beheira and Giza, which involved the development of list frames of farmers, wholesalers, and retailers. Eight important fruits and vegetables were selected, and questionnaires developed and pre-tested for each marketing level. In addition, a survey of weekly farmer prices was initiated to provide a reference of price variations over a year. The pilot study started in August 1984. Meanwhile, training has been provided for the MOA Marketing activity leader and seminars given to the entire staff. The pilot survey is expected to be completed by January 1985.

3. Problems and Issues. Problems encountered in the pilot survey, involved the difficulty in constructing sampling frames and in obtaining accurate information from wholesalers and retailers. The usual problems of lack of sufficient vehicles and the need for adequate ADP facilities also were identified. Pay incentives for MOA staff was also mentioned as an issue. If the study is to be expanded to 12 governorates, there may be budget priority considerations.

4. Discussion. The project appears to be well managed and producing vitally needed information. For survey expansions to other governorates, it is recommended that the sampling plan be reviewed by a SRS statistician for valid inferences and efficiency. Adequate ADP equipment access is essential to long run success of the project. The MOA should assess the availability of and needs for vehicles for projecting leasing requirements or possible additional acquisitions with financing from MOA, USAID, or other sources.

f. Livestock Production and Marketing

1. Description. With the importance of red meat in Egypt, and the deficient supply of local beef, it is important to have a clear and accurate picture of the economies of red meat production and alternative sources of supplying consumer demand. There is a disequilibrium between production of livestock and field crops, requiring policy decisions affecting farmers, consumers, and the nation's resources. Early project activity identified the sparse existing data, and pointed to the gaps which needed to be supplied. The objective of the project is to provide AERI the institutional capability of describing and quantifying the livestock sector in Egypt to provide the basis for sound policy decisions. This was to be done through quantifying the flows from inputs through production to the final consumer, establishing the economic linkage among inputs, production, and consumption, and to measure changes in quantity flows and economic linkages over time. Two directions of research were

pursued: (1) the economies and industry structure of beef production in Egypt, and (2) a survey and analysis of the importation of red meat. Involved were 13 staff members in AERI plus 3 researchers and the Project Director and Coordinator. One immediate policy decision to make is between importing steers for fattening of importing red meat for consumption.

2. Accomplishments. A survey of farmers, public feed lots, and food security facilities was conducted in seven governorates, beginning April 1983. The data have now been collected, edited, tabulated, and analyzed and papers are being prepared as a joint research effort between the USDA and AERI. In the process, the staff of AERI working on the project have acquired training and experience in survey design, conduct, and compilation, as well as model building and analysis. Results of the studies are expected to provide the Ministry of Agriculture the basis for policy decisions on the importing of livestock or red meat, including the possible changes in legislation involved.

3. Problems and Issues. At times in this project, there appeared to be serious breakdowns in communication, although these were later corrected. Some delays were encountered due to the need for more experience by AERI staff members in more careful review, verification, and correction of survey data. Lack of adequate ADP facilities at MOA has required the processing of survey data on USDA computers.

4. Discussion. This project appears to be successful in institution building for AERI. The forthcoming joint conference

should be a learning experience and provide the basis for policy decisions. The project should continue in order to provide information not yet covered and to measure changes over time. Acquisition of adequate ADP facilities by MOA should enhance the project and speed the processing of data.

g. Poultry Production and Marketing

1. Description. Production of eggs and poultry in Egypt is important as a major source of affordable protein. Policy decisions concerning the government subsidies of feed and veterinary medicines need to be linked to the efficiencies of production and marketing characteristics in the traditional and modern sectors. This project is designed to provide reliable and timely information about the poultry industry in Egypt. A study of rural flocks (traditional sector) and of the modern egg and meat chicken producers is designed to help provide this missing information.

2. Accomplishments. A survey of rural flocks in one governorate has been completed in October 1984. Design of the survey of commercial egg and poultry producers in Kalyubia has completed, but awaits sample selection and survey questionnaire design and pretesting. A statistician from SRS specializing in poultry surveys visited in May 1984 to evaluate existing list frames and to recommend sampling procedures. In August 1984, another visiting SRS statistician continued the work by preparing a plan for sample design work for a survey of commercial poultry farmers in Kalyubia Governorate. The sample will be

selected from feed supply lists of the Ministry.

3. Problems and Issues. This project has been delayed in implementation. Formal designation of a project coordinator in the MOA needs to be done. The survey of modern sector poultry producers is awaiting the sample selection and questionnaire preparation.

4. Discussion. The MOA should appoint a Coordinator for the poultry project and should request an early visit by a SRS statistician to assist in the sample selection and questionnaire design. Presence of a resident technical administrator would be in a position to eliminate project delays by scheduling consultants on a timely basis.

h. Farm Income Surveys

1. Description. To achieve the goals of social and economic justice, the Egyptian government uses a system of subsidies which affect the resources allocation and income distribution. To make equitable policy decisions, one needs to know for farms, by size of operation, characteristics such as farm and non-farm income, monthly farm prices of input and output, production patterns, governmental services to farmers, and distribution of the labor force among farms and activities. This project seeks to obtain and analyze such factors, and to use them to construct models for policy analysis and research.

2. Accomplishments. To this point, the project has pretty well been an all-Egyptian effort, starting work in November 1983. Three forms: farm resources, production patterns, and

monthly farm use, receipts, and payments, were designed and pre-tested. A pilot survey began in January 1984 in Gharbia Governorate in Lower Egypt and Beni Suef Governorate in Upper Egypt. In October 1984, the Project Coordinator is scheduled to go to the USA for training and observing US methodology. USDA counterparts have been designated.

3. Problems and Issues. Since this is a recently added project, little assistance has been received from the USDA to date. Lack of adequate transportation facilities and ADP equipment could be a serious impairment to expanding the project to other governorates and in model building.

4. Discussion. Assistance from ERS and SRS consultants in the sample design, questionnaire refinement, and data processing and analysis will be vital to continue the development of this effort and in institution building.

i. Automatic Data Processing

1. Description. The common problem observed in all data collection and analysis projects is the lack of adequate or economical automatic data processing facilities. The purpose of this project was to evaluate MOA's equipment needs and to recommend the type of configurations needed for both hardware and software. In addition, the project recognizes the need for training and assistance.

2. Accomplishments. MOA personnel have received training in the USA and at Cairo University. In addition, assistance has been rendered by consultants in the writing of computer

specifications for various surveys and operations. Several micro computers were furnished to MOA by the project but not adequate to needs. A computer assessment team of four persons, comprised of two from USDA and one each from a university and private industry, reviewed MOA's justification for hardware and software and made specific recommendations. For the short-term, establishment of a central data processing department and acquisition and implementation of a main frame computer was recommended, along with a training program, and technical assistance. For the medium-term, the MOA was advised to consider installing micro computers at the governorate level and to reassess the establishment of a local telecommunications network. The long-term recommendations were made for an integrated system conditional on specific technical advances taking place in the country and in the EDP industry.

3. Problems and Issues. The main two problems observed are (1) the expense to acquire staff and maintain an ADP facility and (2) the rapidly changing configurations that are taking place in the EDP industry. However, the unacceptable alternatives to acquiring an ADP system are: continuing to attempt to contract out for ADP services; trying to process data through available micro computers; manually; or shuffling data back and forth to the USDA Data Processing Division and Cairo. Experience has shown that using other's ADP facilities is prohibitively expensive and non-responsive to MOA processing needs. Manual or micro computer processing is totally inadequate to the expanding

needs.

4. Discussion. MOA should proceed to acquire appropriate ADP equipment and supporting software, including word processing capability, taking into consideration the rapid technical advances taking place in the EDP industry.

j. Staff Analysis

1. Description. In the context of this project, staff analysis is the providing of economic information for agricultural policy decision makers based upon analysis of data. This is generally done in a short time period using conceptual models to provide easily read briefings. It implies a staff with the ability to anticipate what the major policy issues are likely to be and having a data base that is easily accessible. The products of staff analysis may be quick responses to information and analysis requests in short nontechnical reports, or regularly provided current situation and outlooks which identify important features or changes in the agricultural economy. The object of the project is that of institution building, that is to help AERI to develop the ability to provide successful staff analysis, through training, joint work projects, observation by AERI of USDA staff analysis operation, and informational seminars.

2. Accomplishments. This project has resulted in the establishment of a well trained highly motivated group of 12 staff analysts who are in the process of preparing the first situation and outlook reports for approximately twenty major crops. Each person is assigned one summer and one winter crop

and is responsible for preparation of the report one month before release. Every member receives every report, so each may observe and make comments on others' reports. A month's training in the USA has been provided for three members and another three are scheduled to leave soon. The first round of reports has almost been completed, and has been a major learning experience. Seminars have been presented by USA consultants. These reports, while still having room for improvement, have provided the MOA with an information source not available before the project was inaugurated.

3. Problems and Issues. Since staff analysis depends heavily upon timely and accurate crop data, the project is handicapped by the extent that data collection efforts fall short on either count. Also, in preparing a data base for each major crop, lack of adequate ADP equipment is a major problem. In the process of report preparation and release, it has been noted that the review process tends to be slow because of the other duties of those giving final approval. Staff is available for analysis only on a half time basis.

4. Discussion. This project is a large undertaking but preliminary results are encouraging. A standardized review and clearance procedure is necessary to prevent the delays that have been encountered. This could be conducted by a trained senior economist who could be appointed full time staff analysis manager. As more experience is gained, it should be possible to broaden the range of commodities and to perform broader cross

commodity sector-wide assessments. As data collection efforts develop and ACP facilities are in place, earlier and more frequent reports should be generated.

k. Horticulture Marketing Alternatives

1. Description. The Senior Agricultural Policy Advisory Group identified a policy issue of importance, that of identifying policy constraints associated with increasing the export of Egyptian vegetables in order to earn foreign exchange to offset costs of grain and imported foodstuffs. Egypt's ability to grow vegetables has been well established, but it is estimated that only about three percent of the production is exported. The purpose of this study was twofold: (1) to assist AERI to identify and analyze the policy alternatives and (2) to train technical staff in AERI in the policy analysis process through a short term team provided by IADS. This is not a research project as such, but does involve a search and compilation of available literature and information, and training of the AERI staff through joint analysis and the presentation of seminars. The product was to be a jointly prepared paper identifying the policy constraints in exporting vegetables and suggesting alternative ways to accomplish the goal.

2. Accomplishments. A preliminary paper, "Exploring the Potential for Increased Exports of Fresh Vegetables," was drafted in 1983, revised in December of that year, and finally published in June 1984. The goal of increasing exports of vegetables was deemed achievable and four policy constraints identified:

(a) development of production technology, (b) production for export market, (c) harvest and post harvest technology, and (d) marketing institutions and facilities. It also assessed the demand for vegetables in the Gulf States, analyzed alternative methods of transporting vegetables to the Gulf States, and assessed the needed investments in exporting facilities. It then concluded with a three-pronged strategy for vegetable exports in the future:

- (a) encourage private-sector investment in export facilities and equipment
- (b) institute an export campaign on a very selective basis in the Gulf States, and
- (c) continue to court the Eastern Bloc trade.

A second part of the study was contemplated, but held in abeyance until a review could be made of the results of a USAID regional study of the supply and demand for a range of horticultural products, to be presented in November 1984.

3. Problems and issues. The initial paper has not been approved by SAPAG because of failure to meet terms of reference and report inadequacies. In the conduct of the study, there was no record of AERI staff being involved in the analysis as required. It also failed to include the names of AERI staff assigned to the project, the analytical procedures/techniques which were introduced to them, and the topics of the seminars presented.

4. Discussion. It is extremely important to adhere to the terms of reference established by SAPAG and to incorporate

AERI discussion and comments in the final report. The main purpose of the project is development of AERI staff capabilities, so there should have been a direct involvement of AERI personnel in the analysis and substantial staff training.

1. Red Meat Production and Alternatives

1. Description. Egypt's consumption of red meat has increased substantially in recent years, the increase in demand met, in part, by increases in domestic resources, and the balance by the import of both live animals and frozen meat. The SAPAG identified this as a policy issue for a study of the economics of the two alternative solutions to the supply shortage: (1) importing live animals for fattening and (2) importing of frozen meat. The purpose of this study was to involve the AERI staff in a joint effort to identify policy constraints and alternative solutions, conduct training on policy analysis, and present seminars to the AERI staff.

2. Accomplishments. The study resulted in two reports, both published in July 1984 and approved by SAPAG. The first, authored by IADS consultants, was entitled "An Analysis of Red Meat Production in Egypt." It concluded that imported feeder cattle is an expensive way to produce red meat in Egypt and that pursuing that route would increase feedstuff requirements sharply. It is very expensive to meet nutritional standards and there are severe problems associated in expanding demand for red meat. It concluded that it is necessary to consider the impact of income distribution on red meat distribution and

that continued subsidized feed prices and high meat prices would result in continued capacity domestic meat production. The second report, "Policy Alternatives: Unified Feed and Red Meat Production in Egypt," was co-authored by the project coordinator and IADS consultants. It reached three tentative conclusions: (1) that demand for feed in Egypt will increase unless the increased demand for red meat is met by imports, (2) capacity to increase production of non-unified feed is severely limited without decreasing the production of food and fibre, and (3) without additional meat imports, unified feeds (mixes specified by the government) will become expensive and result in lower domestic meat production. The report also cited needs for more analytical inputs and the need to develop inter-relationships in order to specify least-cost unified feeds.

3. Problems and Issues. While one report was co-authored by the Project Coordinator, certain project requirements were not met: failure to identify the names of AERI staff assigned to the staff and to specify the analytical techniques introduced to them and the topics of seminars presented. Also, the reports failed to commence with a summary and statement of conclusions and recommendations as specified in the contract.

4. Discussion. The reports were well done, conformed to the specified frame of reference, and provided useful information for policy decision makers. The recommendations for needed analytic inputs will be helpful for future efforts.

m. New Land Irrigation Policy Alternatives

1. Description. The Senior Agricultural Policy Advisory Committee recognized the alternative type of irrigation systems in the new lands of Egypt as a high priority topic for study. Terms of reference for the policy study were approved in May 1984. Because of the alternative methods of irrigation methods available in the new lands and the varying characteristics under different conditions, it is important to have a study on technology and efficiencies which would provide guidance for policy makers. Desirability of irrigation technologies is measured in terms of water use efficiency, economic efficiency, and energy use efficiency.

2. Accomplishments. The project is nearing completion at the time of this evaluation, the 4 person team having arrived in September for a four weeks study. The team presented a seminar on October 8 describing field trips and identifying the New Land Irrigation Policy tradeoffs. During the seminar, methodology to choose irrigation technology was demonstrated, and an explanation given how survey data which will be delayed until after the teams' departure, will augment the analysis. The report is expected to be finalized by December and delivered to MOA in January 1985.

3. Problems and Issues. As far as can be observed, the study has been in accordance with the terms of reference, and no major problems or issues have been noted.

4. Discussion. The report is expected to provide valuable information and methodology for policy decision making.

Summary Discussion

The wide array of surveys, studies, and activities that have been inaugurated or expanded under this project is impressive. The lack of a resident administrator is evident when one sees the delays that have taken place in some projects. In some survey activities, lack of sufficient transportation equipment would deter future expansion and must be addressed.

The area frame study needed to be suspended due to the high cost and delays in data processing and due to lack of up-to-date maps. There needs to be a feasibility study done to determine the practicality, in terms of time, cost, and manpower to develop an area frame system. Also, a study is in order to clear up the confusion that exists about the function of an area frame as complimentary rather than a substitute for list frames.

Evidences of activity which may help to solve the mapping problem were noted in articles published in the Egyptian Gazette during the week of October 7, 1984 (see Annex 8). Aerial photographic surveys and modern survey maps of the various governorates are being done currently. Investigation needs to be made into the suitability or adaptability to the needs of the area frame development.

It is appropriate to investigate alternatives to complete enumeration to conduct agricultural censuses. The possibility of using the population census in 1986/87 as a sampling frame

for that purpose needs to be explored and, if feasible, a plan of action be developed.

Further expansion and development of surveys and analysis would be severely handicapped or jeopardized if adequate ADP facilities are not forthcoming in the next few years. This includes not only the selection of appropriate ADP hardware, but also the software, peripheral equipment, trained system analysts, programmers, maintenance personnel, and supplies. With the rapid advancement of the EDP industry, it might be advisable to have a team do a reassessment of needs as related to state-of-the-arts equipment to ensure that the equipment to be acquired is appropriate.

Institution building is a slow process, but progress has been made. It may be helpful for training syllabuses be developed and provided in writing for later reference and possibly translation into Arabic.

While at times a close working relationship has been noted between SRS and ERS teams, there seems to be a need for more consistent coordination between statisticians and economists to ensure valid and efficient samples and unified efforts.

Finally, as projects shift in emphasis at MOA, it might be well to set up a system of priorities and career development objectives to assess staffing assignments and incentive payments.

C. Analysis of Project Training Component

1. Planned Training

In August 1980, the Grant Agreement set out general training guidelines for the project. At least fifty individuals were to receive a total of 612 person-months of on-the-job, short course or long-term academic training under the project in the areas of planning and analysis and data collection. However, because of delays in getting the program off the ground (described elsewhere in this paper) training did not really get underway until late 1982, and the program has been six months behind schedule. There was also the difficulty encountered by project technicians employed full-time by the Ministry, of learning English well enough to qualify for short-term training in the U.S. Thus, the MOA and USDA jointly agreed to a reduced training program which would provide 372 person-months of training (Table III).

2. Accomplishments to Date

Training under the project has been in three general areas: a) statistics, including sample survey and data collection methods; b) automatic data processing; and c) analysis, including staff analysis but also policy analysis as it relates to activity areas under the project such as livestock and cost of production.

On the whole, training in the three areas has been adequate, except for training in policy development which has been almost nil, and, with the exception of long-term academic training in the U.S., has been generally on schedule with the revised

USDA/MOA training plan. As of the date of this evaluation, forty individuals have received or are still receiving training under the project, with about half of the (revised) training targets met. Implementation of the MOA/USDA training schedule has been flexible enough to meet changing needs. Returned participants generally feel that they have been able to apply much of what they learned from their training in their particular activities of the project. Training accomplished under the project promises to build (in the words of the Project Paper) a wider capacity within the MOA to continue and improve its statistical work beyond the project period.

a. Statistics

Training in statistics and statistical analysis has been comprised primarily of structured course-work in the U.S. The USDA/MOA training plan set out 150 person-months of short-and long-term training as a goal to meet within the life of project. About half of this target has been met (Table III), with four persons having completed about one year of long-term Ph.D. training at the time of this evaluation.

Long-term training in statistics was not originally called for in the project paper. However, all of the MOA personnel now engaged in agricultural statistics work hold degrees in agricultural economics with minors in statistics. It was therefore thought essential to form a core of qualified statisticians to manage the crop reporting unit of the MOA. For this reason, post-doctoral work in the area of analysis was cancelled in

favor of funding long-term academic training in statistics.

The projected time-frame in the USDA/MOA training schedule for long-term Ph.D. training in the U.S. is four years. In view of the fact that long-term Ph.D. training under the project did not commence until September 1983, a mechanism is necessary to fully fund academic studies until their completion in September 1987.

b. Automatic Data Processing

This training has also been comprised of structured short courses either in the U.S. or at Cairo University. The evaluation team judges that coursework at the latter institution has been adequate to meet data processing and programming requirements under the project. The amount of training in this area is double the target set in the revised USDA/MOA plan (Table IV). Training assistance by the personnel in the data processing division at USDA/Washington was considered to be particularly helpful by those participants receiving training in the U.S.

c. Analysis

With the exception of a one-month in-country seminar in Egypt (which was judged quite successful by both the MOA and USDA), training under the analysis component has been comprised of less structure, observational and/or collaborative working visits with USDA personnel in the U.S. Short-term targets under the analysis training component have been exceeded, while long-term post-doctoral training was cancelled (see above).

3. Training Issues

a. English Language Training

The biggest problem which has affected the training program under the project has been the difficulty for short-term participants to pass the English screening test and thereby qualify for participant training in the U.S. Less than half of the Egyptian technicians originally considered for training by the MOA actually depart for the U.S., and departures are often delayed because of last-minute qualification. In at least one instance, invitational travel orders were issued to an individual because she was unable to pass the language qualification test.

Minimum ALIGU test scores as required by AID Handbook 10 for qualification in non-academic short-term training are 70 in usage and 65 in listening. These minimum requirements are higher for academic short-term training, with minimum TOEFL scores of 450-600 for long-term university training.

b. Invitational vs. Participant Travel

Another problem in the area of training under the project appears to have been the confusion on the part of all parties involved regarding the use of PIO/Ps (Project Implementation Order/Participant Training) and Invitational Travel Orders. The PIO/P is an instrument used by AID and USDA to fund and coordinate participant training in the U.S., and use of the form is required under the PASA agreement between USDA and AID to implement the Data Collection Project. Invitational travel orders, issued by USAID/Cairo, are used for more senior

Egyptian project personnel for the purposes of technical and administrative consultation with USDA in the U.S. In some cases, invitational travel orders were used in place of PIO/P because of inadequate lead-time and poor planning, the long time it often takes for documentation to be completed at the USAID mission, or a low score on the English qualifying examination. Because they are issued by USAID/Cairo, invitational travel orders are extremely inflexible and cannot be modified by the specialists in the USDA Training Office to meet changed work schedules or other contingencies. Furthermore, an individual travelling under invitational travel orders does not have the insurance coverage available under a PIO/P. Finally, because USDA overhead is not reimbursed under invitational travel, USDA personnel are often unwilling to devote staff time, assist in meeting logistic needs or provide other services which usually fall under the category of indirect costs.

A considerable amount of invitational travel has been required under this project to permit the project staff and activity team leaders an opportunity to consult with the USDA concerning project planning. Much of the consultation was of a "technical assistance" nature, whereby advice was sought on the direction of the particular activity areas, or assistance in the analysis and processing of survey results. These latter functions of invitational travel -- technical assistance but particularly data processing -- could be fulfilled to some extent by assignment of a resident technician and establishment of full data-processing

facilities in the MOA (as recommended elsewhere in this paper).

c. Lack of Adequate Planning and Communications

The analysis component of the project has a large amount of on-the-job training, observation and hands-on work with USDA personnel which are necessary to meet the training goals of the project. Because of the difficulty of meshing training schedules and site visits with the work schedules of USDA personnel, Egyptian participants under the analysis training component often expressed frustration at the ad hoc nature of their training visits and the lack of forward planning on the part of their own government as well as the USDA.

This lack of structure and specificity was felt to be particularly unproductive for the more junior personnel receiving training under the project. Some senior personnel, who often took data to the U.S. for processing and refinement, felt they would have liked to receive more assistance during their visit, and more follow-up by USDA after their departure. Most participants under this training component stressed that while it was very useful to observe how the USDA carries out its programs, it was equally important to receive hands-on training specifically related to their activity areas under the project.

The necessity of forward planning and good coordination is made more important because of the lengthy amount of time it takes to process necessary training and official travel documents through the USAID/Cairo Mission: the planning figure for PIO/Ps is eight weeks and for invitational travel orders is four weeks.

However, at certain times of the year even these figures are not adequate, e.g., during September 1 to December 15, which is usually an extremely busy period in USAID/Cairo but is also one during which much of the analysis-type participant travel and official visitation with the USDA takes place. Because the departure process was behind schedule, one long-term academic participant left Cairo without an important form in hand, causing him considerable administrative problems with his university. Finally, adequate lead-time is required for USDA personnel to adjust commitments in their own work schedules to accommodate trainees.

One suggested solution to the problem of perceived lack of interest/time on the part of USDA personnel is to require that short-term on-the-job collaboration training under the analysis section of the project submit relatively brief four-page trip reports in English to the MOA project director, with a copy to USAID. These very brief reports would describe what aspects of the program participants felt they most benefitted from, and where they felt their programs could have been improved. This requirement would help the participant get more out of his training program knowing he would have to submit a report afterwards, and it would provide a feed-back mechanism to USDA on the adequacy of training received.

d. Lack of Post-Doctoral Training

The decision to shift funds in order to fund long-term academic training in the area of statistics was a

correct one. However, there is clear scope within the project for post-doctoral training in the U.S., as called for in the revised USDA/MOA training plan as well as in the project paper. Even under the revised plan, there would still be some 60 person-months or 5 person-years left over in the budget which could be apportioned between statistics and other disciplines such as policy development. The post-doctoral program should be at least a year in length, during which time an individual would take coursework and collaborate with a U.S. university professor on a joint research project or activity in Egypt.

Post-doctoral training has shown in other AID projects in agriculture (such as the Agricultural Development Systems Project) to be a highly effective means of improving analytical capacity within the MOA. Many non-Western Ph.D.'s in agricultural economics or related disciplines are often less familiar with empirically-based methods, and have shown ability to acquire new analytical skills with exposure to Western economic inquiry afforded by participation in post-doctoral programs.

4. Recommendations

(a) Issue: Extension of training program to meet anticipated training requirements.

Recommendation: that the training program be extended to October 1987 to accomplish needed statistical, analytical, and policy development (i.e., post-doctoral) training, using existing project funds.

Training during the next three years (see Tables 4 and

5) will be vital to the project. For objective yield forecasting, it is important for MOA personnel to observe field and office procedures of the USDA. Since it is planned to add additional crops each year, specific training tailored to the projected needs should be designed, and different staff members be trained for specific crop groups. Each person would be sent on a short-term program, and training would be spread out evenly over the next three years. In contrast, training for use of the OASIS Computer System should be concentrated during the first year, to accomplish a multiplier effect through in-country training by the returnee. Subsequently, short period training for one person in each of the following two years would enhance staff capability by focusing on specific problems or questions that have arisen. For the same reason, farm income training is concentrated in the first year, with lower requirements needed in the following two years.

(b) Issue: Inadequate English Skills.

Recommendation: that the project explore with the USAID mission ways of intensifying English training in-country, consider U.S. training in English for academic participants, and seek to increase in-country technical training.

(c) Issue: Lack of Forward Planning and Coordination.

Recommendation: that better planning and coordination be undertaken by the MOA and USDA as regards training and that specific training programs for FY 85 will be developed as soon as possible; that all future short-term participants write a

summary trip report on their return to Egypt for submission to the MOA project director and USAID; and that an absolute minimum of two months be the required lead-time for both training and invitational travel.

(d) Issue: Confusion over PIO/T U.S. Invitational Travel.

Recommendation: that only senior project staff and activity team leaders be sent to the U.S. on invitational travel.

(e) Issue: Long-Term Participants Not-Forward Funded.

Recommendation: that the Project Assistance Completion Date (PACD) be extended to October 1987 to permit full forward-funding of Ph.D. students now in the U.S.

(f) Issue: Failure to Meet Training Targets.

Recommendation: that the PACD be extended to permit realization of training targets in the revised USDA/MOA plan; and that USAID/Cairo explore with USDA and project staff the feasibility of meeting training targets as originally set in the project agreement in conjunction with an expanded training scope to include increased computer and data processing training.

Table III

Technical Training in U.S. and Egypt (in months)

<u>Technical Area</u>	<u>Amount Achieved</u>	<u>1982/83 Revised MOA/USDA Training Plan</u>	<u>Project Agreement Targets</u>
Data Processing (short-term)			
in U.S.	15		
at Cairo University	<u>96</u>		
	111	60	240
Statistics			
short-term	15		
long-term (Ph.D.)	<u>48</u>		
	63	150	210
Analysis			
short-term	30	18	18
long-term (post-doctoral)	<u>NA</u>	<u>144</u>	<u>144</u>
Total	204	372	612
(Percent Accomplished to Date)		(54%)	(33%)

Table IV

Preliminary Estimated Training Requirements for LOP

(Dollars)

	<u>FY 85</u>	<u>FY 86</u>	<u>FY 87</u>
<u>Analysis</u>			
Staff Analysis (short-term)			
U.S.	4	4	4
in-country	15	15	15
Post-Doctoral Academic	0	12	12
Cost of Production (Hort.)	4	4	4
<u>Statistics</u>			
U.S. Academic (continuing)	12	12	12
Objective Yield Forecasting	6	6	6
Farm Income	4	1	1
Oasis	3	1	1
In-country Short Course	12	12	12
<u>Auto. Data Processing</u>			
In-country Academic	6	6	6
U.S. Academic Short Course	18	18	18
Non-Academic Short-Term	<u>12</u>	<u>12</u>	<u>11</u>
 Total	 96	 103	 102

Table V

Costs for Estimated Training Requirements

(Dollars)

<u>Training</u>	<u>FY 85</u>	<u>FY 86</u>	<u>FY 87</u>	<u>Total</u>
<u>Analysis</u>				
Staff Analysis (short-term)				
U.S.	18000	19800	21780	59580
In-Country	45000	49500	54450	148950
Post-Doctoral	0	22440	24684	47124
Cost of Production (Hort.)	18000	19800	21780	59580
<u>Statistics</u>				
U.S. Academic (continuing)	20400	22440	24684	67524
Objective Yield Forecasting	27000	29700	32670	89370
Farm Income	18000	4950	5445	28395
Oasis	4500	4950	5445	14895
In-Country	36000	39600	43560	119160
<u>Auto. Data Processing</u>				
In-Country (Academic)	3000	3300	3630	9930
U.S. Academic Short Course	61200	67320	74052	202572
Non-Academic Short-Term	<u>54000</u>	<u>59400</u>	<u>59895</u>	<u>173295</u>
 Total	 305100	 343200	 372075	 1020375

Source: Table

Assumed Monthly Costs are the following with 10 percent inflation added with each subsequent year:

Ph.D. doctoral training = \$ 1,700/month

short courses = \$3,400/month

observational on-hand training = \$4,500/month

in-country = \$3,000/month

in-country academic = \$500/month

Table VIII

International and In-Country Technical Training Under Project
0142 Accomplished as of October 1984

	<u>Targeted¹</u>		<u>Actual</u>		<u>No. Months Behind Schedule</u>
	<u>No.</u>	<u>Date</u>	<u>No.</u>	<u>Date</u>	
Computer Programming in US	3	8/82	3	8/82	0
Computer Programming in-country	5	4/83	19	10/84	18
Survey Statistics with Bureau of Census	2	8/82	1	9/82	1
Survey Statistics with USDA	2	12/82	0	0	NA
Staff Analysis with USDA	2	10/82	3	12/82	2
Staff Analysis with USDA	2	12/82	3	6/83	6
Livestock Cost of Production	2-3	4/83	4	2/84	10
Marketing Data Analysis	1	12/82	1	4/84	4
Livestock Data Analysis	1	12/82	1	11/84	11
Labor Statistics Analysis	2	6/84	2	10/84	4
Academic (Ph.D.)	<u>2-4</u>	6/83	<u>3</u>	9/84	<u>15</u>
Total	24-31		40		6.6
 Project Paper Target Over LOP ²	 50				

¹Based upon 1982/83 training plan submitted in fulfillment of condition precedent in Grant Agreement of August 1980.

²All participants (on-the-job, short course or long-term).

III. The Evaluation/Methodology

This is the midterm external evaluation mandated by the project paper (PP) and the grant agreement. It is the only evaluation of the project carried out to date. The PP called for annual project evaluations to be conducted with the assistance of the USAID project manager and the participation of the GOE, PASA and contractor personnel to monitor project progress and to modify targets and implementation methods as required. External evaluations were to be carried out in the third and fifth year of the project.

The precise guidelines of the PP were not carried over into the grant agreement which simply calls for the establishment of an evaluation program to measure progress, identify problems and propose changes. No particulars of timing or whether the evaluations would be internal or external were given.

The present evaluation uses standard methods of appraisal. These include a review of relevant literature on policy formulation and agricultural developments and policy trends in Egypt. The written record in the form of project files and reports maintained by the project, USAID, MOA and contractors were examined by the evaluation team.¹ In order to quantify project inputs and outputs, compilations of reports prepared, research undertaken and studies completed were made by the evaluation team with the assistance of the MOE. Similarly, a MOA/AGRI staffing chart

¹See Annex 2, Bibliography.

was prepared to show GOE personnel input into the project both at MOA and in the field.²

A field visit was made by the team's statistician and agricultural economist to Kafr El-Sheikh to observe the pilot project involved in cotton yield forecasting. Both the statistical analyst and the policy analyst visited contractor personnel at USDA and IADS in Washington as well as consulting with AID staff. These initial consultations were expanded by a wide range of meetings and consultations with project staff and contacts with GOE personnel at the MOA, including briefings with staff not directly involved in the project. Similarly, meetings were held with key agricultural planners at the Ministry of Economics and Planning and other consumers/users of project output. Interviews were also held with USDA staff in the field doing work on the cotton field pilot project and with the IADS team doing field research for a policy paper on alternative irrigation techniques in Egypt.³

After study of the written record and multiple consultations with DCA project staff and USAID briefings the evaluation team drafted a lengthy memorandum outlining their preliminary findings, major issues identified and provisional recommendations. This information was sent by telex/cable to the project's contractors at USDA and IADS and their comments, reactions and suggestions

²See Annex 3, No. GOE Workers in Project Activities.

³See Annex 4, Persons Consulted during Evaluation.

were solicited.⁴

Prompt telex responses were received from IADS and USDA and both commented on the preliminary findings (general concurrence) and made suggestions/recommendations for improving and strengthening project administration and activities.⁵

At the request of the evaluation team a meeting was held with the MOA Senior Advisory Group (SAPAG)⁶ and a verbal report on the preliminary findings and recommendations was presented and the group's input was solicited.⁷

A draft report was presented to USAID Cairo prior to completion of the final evaluation report. Two members of the evaluation team (the statistical and policy analysts) undertook the conduct of further consultations with contractor personnel in Washington on the evaluation findings and recommendations.

⁴See Annex 5, Telex/Memorandum of Preliminary Findings.

⁵See Annex 6, Telex Responses from Contractors.

⁶See Annex 7, Agenda for SAPAG Meeting.

⁷See Chapter XIII, Major Findings and Key Issues.

IV. EXTERNAL FACTORS

There are a number of external factors which have impinged upon the progress of the project and will have a direct impact upon the achievement of its purpose and goals in both the short and long terms. Some of these external factors should have been within the control of the project managers, others should have been within the control of USAID and the other parties to the project. It is not the intent of the evaluation team to assign responsibility or to apportion "blame," however, the external factors influencing project development are discussed below.

A. Timeliness of Implementation

1. Overall

As indicated under project background (IIA above), the PP and Grant Agreement were approved and signed in mid-August 1980. However, due to various administrative delays (including some that are simply systemic) the PASA Agreement between AID and USDA was not signed until late June 1981, or ten months later. According to the PP Implementation Schedule¹ the PASA Agreement was to have been signed in month two (2) of the project.

Similarly, the Host Country, Technical Services Contract was to have been completed in month eight (8); however, events required that two RFP's be issued and responses processed, resulting in the contract being signed in June 1982, or month twenty-two (22) of the project.

¹See Annex 9, Implementation Schedule.

A contract for an administrative assistant was to have been signed in month two of project. However, it has not yet been undertaken in month fifty (50).

The first major project evaluation was scheduled to take place during month thirty-one (31) of the project. Instead it is taking place in month fifty (50) since grant agreement completion and ten (10) months before expected project completion.

2. Analysis and Planning

The scope of work (SOW) for the first two policy studies (Horticulture and Livestock Production) required nine (9) months of preparation, modification and discussion (involving multiple-trips by several persons to and from Cairo and Washington) before receiving MOA/SAPAG approval and go-ahead. The first study, according to the PP Implementation Schedule, was to have begun in month three (3) of the project (rather than month thirty-one (31)) and be completed in month seven rather than being in suspense (since June 1984) - and unlikely to ever be approved - in month fifty (50). The second policy study was to have been prepared in month four (4) rather than month thirty-two (32) and completed in month nine (9) rather than month forty-two (42). The SOW for the third policy study (Irrigation) was approved in month forty-four (44) rather than month nine (9) and is currently in process of execution in month fifty (50) rather than being completed in month thirteen (13).

The reasons for these delays are several (see below, VI Inputs). However, the salient facts are that:

(a) nine months were required for completion and approval of the SOW for the first two policy studies;

(b) the first study (Horticulture) required thirteen (13) months to complete and is still found unacceptable;

(c) the second study (Livestock) required eleven months to complete;

(d) the third study SOW was quickly prepared and approved; and

(e) the field work and execution of this study are proceeding apace - efficiently and smoothly.

It must also be noted that the Resident Policy/Planning Analyst/Advisor has not been named by month fifty (50) when he was scheduled to be named between months thirteen and twenty-four (24).

3. Data Collection

The first USAID TDY consultants to visit the project under the PASA Agreement arrived in month ten (10) rather than month five (5). Contrary to projections in the Implementation Schedule, long term academic participants began studies in the U.S. in month thirty-seven (37) rather than month six. Mid-term academic participants - in reduced numbers - began training in month twenty-five (25) rather than month thirteen (13) and short term data processing participants - in reduced numbers and some in-country - began training in months fourteen (14), forty-three (43) and forty-six (46) rather than months thirteen (13), twenty-five (25) and thirty-seven (37), respectively.

B. Constraints to Implementation

1. The absence of a project administrative officer for coordination/liaison between the parties and timely fulfillment of administrative tasks has sorely hampered the project and numerous delays can be attributed to this lapse.

2. The continuity of project monitoring by USAID has been seriously compromised by the high turnover in AID project monitors (four in a three year period).

3. Similarly the absence of a full time project coordinator in MOA/AERI has not helped matters. The person named to this post has been absent from the country during most of project implementation.

4. SAPAG direction to the contractors and its sometimes lengthy and reversible setting of policy development priorities has hampered the contractors in implementing their work plans even when approval of these has been obtained. This has led to long periods of contractor inactivity and slowed TDY input.

V. KEY PROJECT ASSUMPTIONS

A. Impact of Improved DCA on Policy Formulation

This fundamental project assumption is proving to be highly valid. Priority concerns such as crop forecasting, farm income, costs of production, improved livestock and poultry production, and similar concerns have been at the heart of project activities which are monitored, supervised and set up by the MOA Senior Advisory Group (SAPAG).

B. Enhanced MOA Capabilities

The addition of additional skills in data collection/analysis is a direct, quantifiable result of project activities. New capabilities, among others, ranging from staff trained in labor statistics to census sampling, from statisticians trained in computer programming to staff trained in early objective crop forecasting, to market reporting systems, have been added to MOA resources. These enhanced capabilities are dealt with in detail under VII outputs.

C. MOA Product Utilization

The development of data by the project is basically dictated by MOA needs. Project activities are all geared to respond to MOA requests and policy requirements. All data generated by the project are widely distributed within the MOA and beyond to a wide range of consumers (see Outputs, below).

D. Ability/Willingness to Make DCA Based Policy Changes

It is quite clear from the types of data being collected and the policy studies completed and underway (Horticultural

Marketing, Livestock Production, Alternative Irrigation Systems for the New Lands) that ongoing and future MOA use will be made of the information developed under this project in the formulation of agricultural policy.

E. Project Level of Effort/MOA Needs

Practically the entire staff of the MOA statistical and economic research units are engaged in the project one way or another including field enumerators and district AG representatives in each governorate. Both the technical assistance and training deployed by the project has been modulated to some degree by the MOA's ability to absorb them. The rate of production of relevant policy studies is certainly a reflection of MOA (and project) ability to orchestrate them. Evaluation team recommendations regarding level of effort needed to assure project success/attainment of purpose/goal are presented in the training and projects analyses and the Executive Summary.

F. Constraints to Training

An unanticipated obstacle has arisen in the availability of suitable MOA/GOE personnel for training. A number of qualified staff are available and keen to acquire new or additional skills. However, meeting the English language qualifications has proven to be a major problem. Some 50-60% of candidates selected for training have been disqualified by their inability to meet English language requirements. Remedial recommendations are presented in the training analysis and summary.

VI. PROJECT INPUTS

A. General

With some few caveats both USAID and the Grantee have made available the agreed resources for project implementation and achievement of its purpose and goals. The U.S. funds stipulated in the Grant Agreement have been available for the purposes stated. The agreed GOE contribution mostly in kind in the form of professional and support personnel salaries and administrative facilities has been supplied unstintingly and probably exceeds the dollar value stipulated in the Grant Agreement.¹ Nevertheless, the existing anomalies have impacted upon project development and will continue to do so unless corrected. They are discussed below.

B. Constraints/Limitations

1. Commodities

The PP and Grant Agreement call for the supply of a limited quantity of commodities to the project, namely two vehicles and a ADP equipment to facilitate the compilation, storage, manipulation and retrieval of data.

a. Vehicles

A ten-seat van and a four-door passenger sedan were supplied in a timely manner. However, they are inadequate to the real needs of the project for purposes of data collection. Both project vehicles are based in Cairo and are in constant

¹See Annex 3, Table of GOE/MOA professional personnel involved in DCA project activity.

use for legitimate project needs; they can be and are deployed in the field for TDY's, consultants, field visits, data collection, headquarters to field staff transport, etc. However, they can in no way meet project needs when simultaneous data collection in widely separated governorates is required in a limited time frame. As data collection (yield forecasting, census sampling, surveying, etc.) grows - as it must - the problem of transportation will grow to a critical stage. Public transportation is sparse and inadequate for project needs, alternative means of transportation are bicycles, motor bikes, and motorcycles. Some field personnel supply their own and some are supplied by MOA and other interested GOE agencies, however the problem persists.

b. ADP Equipment

The automated data equipment (ADP) supplied to the project was neither adequate to project needs nor supplied in a timely manner. This input was characterized by a series of problems. In one instance the wrong type of ADP equipment (a micro computer with incorrect voltage and motor cycle) was procured by USDA. This inadequacy was not even immediately perceived since the unit was sent from the U.S. in such a manner that it remained blocked by U.S. customs for several months. When finally delivered to MOA the local manufacturer's representative attempted to rewire the unit's basic motor and drive mechanisms for the proper cycles and voltage. He was unsuccessful and the unit never became fully functional. Subsequently, it was determined that even with the correct voltage, etc. the micro

ADP unit was not adequate to project needs. A USDA sponsored team conducted an ADP needs survey and recommended the acquisition and utilization of a main frame computer system. In the meantime the project has suffered considerably from lack of adequate ADP facilities and alternative solutions - hand processing, use of commercial and other external ADP resources are very costly and time consuming.

2. Technical Assistance

a. Basic Constraints

There are two basic constraints to the smooth flow of project T/A input. These are: (1) adequately planning and implementation of appropriate project activities in some areas of contractor input; and (2) the timely and smooth orchestration of contractor input in keeping with its priority concerns and plans by the senior advisory group.

While the two USDA units involved in the project (SRS and ERS) have well developed plans for T/A TDY support in 1985, IADS does not have an annual work plan at this time and the SAPAG has yet to indicate the next area of policy development which it wishes IADS to work on.

In addition, IADS has never been called upon to supply the support and expertise called for by Items B.2, 3, 5, 7 and 8 in the Statement of Work of the Technical Services Contract between it and the project.

Similarly, no effort has ever been made to appoint a planning analyst/advisor as called for by the project designers.

b. Performance

114 work months of T/A assistance are provided over the 5 year LOP: 46 in the area of data collection and 68 in analysis and planning. To date 33 work months have been utilized in data collection activities and 17 in analysis and planning.^{2,3}

3. Administrative Arrangements

As indicated under IV External Factors, above, the fact that AID did not keep its commitment to "contract or assist the Grantee in contracting with an individual to coordinate all aspects of the project and to provide the required administrative support"³ to provide better project monitoring has been a serious constraint. This has been seriously compounded by the absence abroad of the project's assigned coordinator for an extended period of time.

4. Communications: Project Reporting/Coordination Between the Parties

Aside from the Project Director, his assistant and the revolving door of AID project officers, there was no full time project coordinator to rally the contractors, or for them to relate to. This has made for very poor communications.

Numerous problems and delays have occurred as a result of faulty communication, even lack of observance of chain of

²See Table VII, DCA Consultant Activity in Egypt, by Date, Team Composition.

³See Grant Agreement, Implementation Arrangements, Item B., Paragraph 3, p. 5.

command by contractors has occurred because of poor coordination of activities, with some U.S. personnel relating directly to USAID staff instead of their MOA principals. In some instances MOA contact with project contractors has been too infrequent or only sporadic; in others contact has been frequent but too casual to be effective.

USDA has not submitted comprehensive progress reports (as distinct from trip reports) as called for by PASA Agreement since October 1981. IADS has submitted periodic but unwarranted brief reports (1-3 pages to chronicle 3-6 months activities). Both contracts with USDA and IADS call for regular meetings between the two to coordinate activities; minutes of these meetings are to be sent to the project director. Such meetings have never taken place although there have been casual and brief contacts between the two contractors.

5. Training

As indicated under V Key Project Assumptions, above, the numbers of participants anticipated by the projected training plan could not be met. The original project agreement called for 20 person years of advanced degree training for five individuals plus 17.5 p/y of data processing and statistical training for 30 persons. In analysis and planning 12 academic years for six individuals and 1.5 years for short-term training for 15 persons (612 person-months) revised to 372 = to date 204 have been trained.

The current situation is that 54% of anticipated training⁴ has been accomplished. This deficit can be attributed in large part to the difficulties of many candidates for training have in meeting English language requirements.

C. Budget: Disbursed/Unexpended Funds

The total funds disbursed by the project are far short of targeted levels in all categories of expenditures except commodities.⁵ The anomalies and delays in project implementation in training and technical assistance, particularly in the first three years of the project as enumerated above have resulted in a large accrual of unexpended funds.⁶ The team's recommendations for dealing with these unexpended funds are presented below.

D. Recommendations

1. In view of the positive but as yet incomplete results of project activities as chronicled below in VII Project Outputs and VIII Project Purpose, and given the considerable delays encountered in project startup it is recommended that the project be extended for two additional years utilizing the funds already available to it (and also allowing for completion

⁴Based on 1982/83 MOA/USDA revised LOP training plan.

⁵See Table I, Project Budget Summary and Cost Factors, 1981-85.

⁶Ibid.

of the long term academic training currently underway.)⁷

2. Based on pertinent and requisite needs assessments, appropriate ADP equipment and vehicle procurement be accomplished ASAP.

3. An administrative support person to provide liaison and coordination between the parties should be contracted for ASAP as originally called for in PP and Grant Agreement.

4. USAID and MOA/AERI appoint and assure input of long term project officers for purposes of project liaison and monitoring.

5. All contractors should maintain at least on a monthly basis direct consultation with project director, either in person or by telephone for verbal briefing on project activities.

6. All contractors should submit regular substantive progress reports on a quarterly basis; reports to be short or long in function of the level of project activity.

7. All contractors should prepare, submit and conform to an annual work plan approved by the Advisory Group to the end and for better policy and priorities development, contractor

⁷See Table IV, Preliminary Training Plan, 1985-87.

representatives should meet at least semi-annually with the Advisory Group.

8. Both USDA and IADS should be held to providing the full range of support and expertise called for in their respective scopes of work or the SOW should be modified to accurately reflect the responsibilities and inputs to be provided by each party.

9. The numbers of trained personnel called for by a revised LOP training plan should be provided by increased use of:

a. accelerated English language training to prepare staff for overseas training; and

b. preparation of special training courses in statistical analysis, policy development, etc. which can be given in Egypt, first in English and subsequently in Arabic.

10. That consideration be given to naming an Egyptian national in the employ of IADS to act as resident planning and policy advisor to the project.

TABLE VI

DCA Consultant Activity in Egypt by Organization and Month

Time Line

	1981					1982					1983					1984																	
	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11									
USDA/ SRS			1			5		2	1	1		2	1	1		1		1				2	1	1	1								
USDA/ ERS			1			3		3				2				1	1	1		2		1		3									
IADS									2				2				1	2	3		1	1		1	4								
Other															2																		
Total			1			8		5	1	1		2	2	3		1	2	1		1	4	1	3	3	3	3	1	1		6	2	1	5

Table VII

DCA Consultant Activity in Egypt by Date, Team Composition

<u>Date</u>	<u>USDA/SRS Consultant</u>	<u>Number</u>		<u>USDA/ERS Consultant</u>	<u>Date</u>
5/81	Dennis Findley	1	1	Charles Miller	5/81
10/81	James Olson	5	3	Kelley White	10/81
	Dan Tucker			Cheryl Christensen	
	Dennis Findley			Jerry Sharples	
	Henry Power		3	Cheryl Christensen	3/82
	Bill Colman			Ronald Krenz	
3/82	Dennis Findley	2		Shahla Shapouri	
	Charles Rogers		1	Ronald Krenz	10/82
4/82	Henry Power	1	1	Cheryl Christensen	4/83
5/82	Charles Rogers	1	1	Charles Little	5/83
8/82	Charles Rogers	3	2	+ 2 others ADP	
	Odell Larson		1	Ronald Krenz	7/83
10/82	Henry Power	1	2	Gene Mathia	10/83
12/82	Charles Rogers	1		Cheryl Christensen	
2/83	Bill Colman	1	1	Patrick O'Brien	2/84
5/83	Ralph Mabe	1	3	Kelley White	5/84
6/83	James Olson	5		Shahla Shapouri	
	Charles Rogers			Ronald Krenz	
	Dennis Findley				
	Henry Power				
	Bill Colman				
5/84	Alfonzo Drain	2			
	Frederick Baker				
7/84	T. J. Byram	1			
8/84	Charles Rogers	1			
9/84	Roland Albert	1			

<u>Month/Year</u>	<u>IADS Consultant</u>	<u>Total Number</u>
7/82	Leon Hesser	2
	Carl Gotsch	
9/82	Carl Gotsch	1
1/83	Leon Hesser	2
	Carl Gotsch	
6/83	Leon Hesser	1
7/83	Merle Jensen	2
	Desmond O'Rourke	
8/83	Rodney Preston	3
	George Haynes	
	Richard McConnen	
10/83	Carl Gotsch	1
12/83	Leon Hesser	1
	(no cost to contract)	
5/84	Richard McConnen	1
7/84	Richard Howitt	1
9/84	Richard Howitt	4
	Thomas Weaver	
	Daniel Hillel	
	Wesley Wallender	

VII. PROJECT OUTPUTS

A. General

DCA project outputs are extremely valid in terms of project purpose, and quite a number of outputs have been achieved. As indicated in the project activities analysis (II B above) they are generally good and/or of high quality. However, the smooth flow and volume of project outputs has been affected by a number of anomalies discussed in detail under Project Inputs above, including the following:

1. Delayed project implementation
2. Administrative constraints
3. Inadequate provision of commodities
4. Poor/limited communications
5. Slowed/reduced T/A input
6. Training constraints
7. Under-utilization of funds

The project outputs achieved and their relationship to project targets are discussed in detail below.

B. Documentary Outputs

No precise number of project activities to be undertaken was specified in either the Grant Agreement or the PP Logical Framework (Log Frame).¹ The latter document states that "the magnitude of outputs (research studies, policy papers, project/program plans, additional agricultural statistics, more accurate, reliable and timely statistics) to be determined during the

¹Annex 10, DCA PP Log Frame.

course of project." Evaluation team research has noted the following:

1. Fourteen Major Activities or projects (some with subcomponents) have been completed by the DCA project (including the Red Meat Production, Horticultural Marketing and Alternative Irrigation Technology studies), are underway or are ongoing.²

2. TDY Consultant Activity has grown apace: six missions by ten consultants in 1981 (USDA ERS/SRS), ten missions by fifteen consultants in 1982 (all USDA except two missions by three IADS consultants), seven missions by twenty consultants in 1983 (six by ten IADS consultants), and eight by fourteen consultants so far in 1984 (three by six IADS consultants).³ A summary estimate of TDY consultant activity by the evaluation team shows the following:⁴

	<u>Actual Man Months</u>	<u>PP Target</u>
Data collection analysis	33	46
Policy Development	<u>17</u>	<u>68</u>
Total	50	114

3. Three Major Policy Papers have been produced (1982-84) on Horticultural Marketing, Red Meat Production and Alternative Irrigation Technologies. (The first has not yet

²See Table II, Summary of Projects and Activities.

³Table VII, DCA Consultant Activity in Egypt, by Date, Team Compositions.

⁴Ibid.

been finalized and the third is still underway.)

4. Some Forty-One Research Studies (32 in English and 9 in Arabic) have been produced by the project.⁵

5. The MOA/AERI Chapters on AG Statistics and AG Land Reform prepared for the GOE Statistical Yearbook will be henceforth enriched by project produced farm level and micro data for the first time.

6. The project is producing more timely and accurate additional agricultural statistics in response to a growing demand from GOE agencies other than the MOA, as well as non GOE institutions and agencies.⁶

C. Training Outputs

The PP and Grant Agreement call for the training of some 56 persons (in short and long term courses) in data collection/analysis disciplines and policy planning. This was revised downward by an informal agreement between USAID and MOA to 25-28 persons in a 1982-83 revised training plan.

1. To date some 40 persons have received short term technical training (4 participants are in long term academic training until approximately 1987). However, only two senior MOA staff (the Project Director and his deputy) have received even any short term policy development training.

2. New and additional skills added to the MOA resources

⁵Annex 11, Documents Produced by DCA Project.

⁶Table IX, Requests for Specific Data from DCA Project.

through project training activities include: a) computer programming; b) labor statistics; c) census sampling; d) staff analysis; e) marketing channels; f) crop forecasting; g) estimating objective yields; and, h) area frame use.

D. Other Outputs

1. The Senior Agricultural Policy Advisory Group (SAPAG) called for by the PP and Grant Agreement has been established and functions within the project by mandating DCA projects and activities which reflect MOA/GOE agricultural priorities.⁷ SAPAG membership includes academics and other persons outside MOA.⁸

2. A stream of special data and statistics is being supplied to a wide body of users as indicated under B.6 above.

⁷Annex 02, Summary Minutes SAPAG Meetings.

⁸Annex 01, Senior Agricultural Advisory Committee.

TABLE IX

Data Collection Activities Carried Out by MOA Statistical Department on Special Request

<u>Requesting Organization</u>	<u>Data Collection Activity</u>	<u>1980</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>
Academy of Science	New Rice Varieties/Selected Governorates				X	X
Academy of Science	Corn Yields/Selected Governorates				X	X
MOA Soil Improvement Project	Corn Yields/Selected Governorates				X	X
MOA Tomato Development Project	Tomato Production Data/Fayoum				X	X
MOA Cereals Project (V.R.I.P)	Cereals Data/Selected Governorates			X	X	X
MOI Drainage Project	Cotton, Corn, Rice, Wheat/Selected Gov'ts	X	X	X	X	X
Ministry of Plan/CAPMAS	All Crop Data/All Governorates	X	X	X	X	X
Ministry of Supply	Horticultural Crop Data/All Governorates	X	X	X	X	X
Ministry of Economy	Horticultural and Field Crop Data/All Gov'ts	X	X	X	X	X
MOI, Min. of Industry, Donor Agencies including: IFED, UNDP, FAO, IBRD, USAID, France, Holland, Italy, Japan, China, etc.	(upon request)	X	X	X	X	X

Other requests have come from: Water Research Center, Export Development Center, Animal Husbandry Research Center, CAPMAS (computer center), and the Organization for Covered Drains.

VIII. ACHIEVEMENT OF PROJECT PURPOSE

The purposes of the project are:

A) to improve Ministry of Agriculture capacities to collect economic data and to carry out analytic and planning work; and

B) to increase the use of analytical materials in agricultural policy development and planning.

1. Project outputs directly reflect the purposes stated above. The volume and type of project activities being undertaken are evidence of increased use of analytic data in the formulation of AG policy.

2. The use of new techniques in data collection and analysis as well as training in new areas of statistics and DCA - by providing new skills to MOA personnel - increases MOA capabilities and enhances their resources for AG policy analysis and formulation.

3. The increased supply of data and analyses provided by newly introduced techniques as well as the provision of data heretofore unavailable has increased the end users' confidence in its validity.

4. The flow of policy decision making in GOE/MOA AG policy development is very short. Policy formulation and influences upon it occur at only four levels - from the cabinet to the undersecretariats of MOA.¹ This results in closer access by policy makers to information being generated by the input

¹Table X, Four Levels of AG Policy Decision Making.

system than in organizations with more complex administrative structure, several levels of management and longer chains of command.

5. The increased and growing demand for specific data from the project indicates that its use and appreciation of its value is also growing. This demand is also evidence of the increasing "institutionalization" of DCA use through the project even in the short time it has been operational.

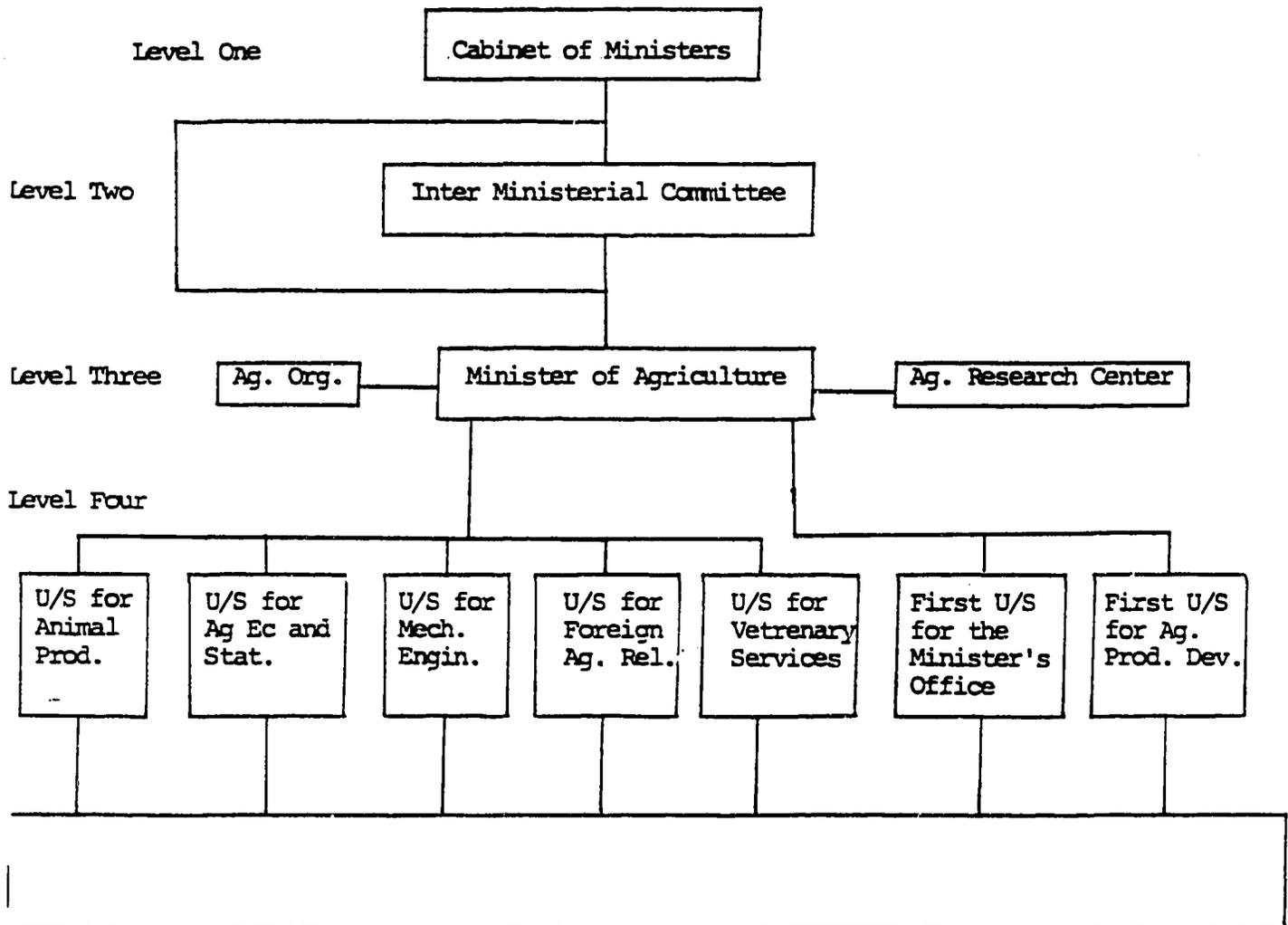
6. The Evaluation Team finds that the end of Project Status as indicated in the PP and Grant Agreement is currently being achieved. Namely that

By project completion it may be expected that substantial improvements will be apparent in MinAg efforts to collect and analyze data. This should in turn be reflected in the planning for and development of improved sector policies and programs and in the MinAg decision-making process. The following specific conditions are expected to exist at the end of the project: (1) the MinAg will be operating an effective agricultural statistics program providing improved data accessibility; (b) the range, quality, reliability and timeliness of statistics collected will be improved; (c) an active and effective planning and analysis group will be in operation; (d) an increase will have taken place in the overall quality and amount of planning and analysis; (e) senior level personnel will more actively rely on planning and analytic information; (f) additional agricultural sector policies and programs will have an analytic and rationally planned basis; and (g) a start will have been made toward integrating planning into the MinAg decision-making process on resource allocations.

7. It is strongly felt that achievement of project purpose will be greatly enhanced if the present project is extended until 1987, and if it is merged, on or before that date, into the Egypt AG Sector umbrella program presently under study.

TABLE X

The Four Levels of Agricultural Policy Decision Making in Egypt



cont:

Under Sec. for Ag. Extension
 Seed Production
 Ag. Cooperatives
 Pest Control
 Horticulture
 Ag. Extension
 General Authority for Argrarian Reform
 Egyptian Ag. Authority
 General Authority for Fisheries

Ag. Organizations

Main Bank for Dev. and Ag. Credit
 General Company for Meat Prod
 General Company for Poultry Prod.
 General Authority for Ag. Stabilization
 General Authority for Land Amelioration
 Nubaria Company for Seed Prod.
 Egyptian Co. for Vines and Distillation
 West Nubaria Ag. Co.
 Cotton Improvement Fund
 Cattle Insurance Fund

IX. ACHIEVEMENT OF PROJECT GOAL

The goal of this project is to stimulate agricultural growth and to promote a more equitable distribution of national income. The contribution of the project activities toward this goal will depend on a sequence of events: better and more timely agricultural data should support improved economic analyses, which in turn will influence policy and planning decisions regarding resource allocation and production incentives, thus stimulating agricultural growth.

The Evaluation Team finds that achievement of project purpose as presently conceived and as it is currently progressing will lead to the realization of the project's goal.

Evidence of progress towards the goal of stimulating agricultural growth can be found in:

- a) the increased study of constraints to agricultural sector development;
- b) research into new areas of increasing AG productivity;
- c) availability of increased and more accurate data to policy planners; and
- d) growing demand for more and improved data for planning purposes.

X. BENEFICIARIES

The Evaluation Team finds that the best description of the immediate, secondary and tertiary beneficiaries of this project was presented in the PP and takes the liberty of quoting it here:

The direct beneficiaries of the project are, of course, (as stated in the PP,) the Ministry staff with whom the USAID-financed personnel will be working and who will receive on-the-job, short and long-term training as well as senior level officials who will benefit from better information and policy guidance. However, assuming that the Egyptian system will allow changes, the ultimate beneficiaries of improved planning and policy should be the farm families, other rural households, and consumers of Egypt.

In the policy area, because these improvements will aim to create a better policy and planning environment in which additional production will occur and to raise the efficiency of resource use, clearly those farmers able to take advantage of these changes will benefit most.

In the absence of information on exactly what changes will occur in what policies and what planning will be performed, one can only speculate on which groups of farmers might be affected and then what the effects on equity will be. In general, the policy changes would probably seek to free the system from government controls and input restrictions. Larger farmers might be able to respond more quickly to these changes. On the other hand, since larger farmers are generally better able than smaller farmers to manipulate or work around the current system, these changes sought should also give substantial benefit to smaller farmers. Nevertheless, the current system also protects smaller farmers and virtually guarantees that smaller farmers share in government services. It will be up to the analysts and policy makers to carefully weight possible effects on disadvantaged groups before recommending changes.

Similarly, the differential effects of better planning are impossible to predict. The more efficient use of resources should benefit all farmers, while specific plans might be made to assist either smaller or larger farmers. In efforts to increase production it will

be necessary for the analysts/planners to weigh heavily the possible effects on employment, input and credit availability, etc. for different groups.

The above statements regarding the effects of policy and planning changes also apply to possible project effects on women. As farmers and members of farm households, women will be affected by changes in policy and resource allocations due to improved planning. Effects may be either positive or negative with the planner/analysts responsible for maximizing the former and minimizing the latter. Introducing additional sensitivity to possible impact of proposed action on various classes of women may be a very important contribution the U.S. funded technical staff can make. They will also ensure that women researchers are assigned to the analytic teams and will help them to achieve a more equal standing in their professional roles.

Finally, assuming that the policy changes and better planning do lead to increased output in the sector, the ultimate beneficiaries will be the consumers of the products and/or the users of the foreign exchange earned.

XI. UNPLANNED EFFECTS

None noted by the Evaluation Team.

XII. LESSONS LEARNED

Two major lessons learned are interrelated. The first is that a resident project administrator/coordinator is necessary to assure a smooth flow of operations. Both PASA agencies and the private contractor expressed desires for such a facilitator. The person would serve to keep tabs on accomplishments and delays and to act as liaison. Such a person would be knowledgeable about all projects and activities, but would not serve as a consultant to MOA. There have been numerous situations in which delays were encountered which could have been easily avoided through the presence of a resident coordinator. The second lesson was the need for more effective communications. While specific official channels are designated to be followed, direct communications on an informal basis (telex and telephone) could be used in parallel to expedite communications. Both formal and informal communications serve a purpose.

Another lesson learned is that institutional memory, i.e., continuity of a project, is served by a long-term AID monitor. This project has been served by four different project officers, which has not helped to promote a smooth activity flow. This might not have been so damaging had there been a resident administrator/coordinator or even a continuously present MOA coordinator. In the absence of all three, the project has suffered.

Concerning suggestions for improved evaluation methodology, more accurate estimates of time required to carry out evaluation tasks - including debriefing and on site report preparation - are needed. In many instances, evaluation personnel must seek contract amendments to complete their assigned tasks.

XIII. SPECIAL COMMENTS/REMARKS

The evaluation team calls attention to the fact that the following represents the major findings, key issues and recommendations presented to the Senior Advisory Group in a special briefing. The SAPAG expressed its general support and agreement with these findings and proposals.

(1) Need for Strengthening the Activities under the Data Collection and Analysis Projects (DCA)

The Team has reviewed the activities under the Project. These activities cover different areas of Egyptian agriculture and represent new addition to the existing system of data collection. For example:

Microeconomics information on farm income and cost of production has been developed to compliment the macro level data collected by the Statistical Department of the Ministry of Agriculture. Such micro level information is basic in formulating a variety of farm as well as national policies.

Using sampling techniques to improve the census data is another area which was developed by the project and which updates the Census information in between censuses.

Outlook and situation reports (Staff analysis) were prepared for a number of field and horticultural crops and farm inputs. These reports can be used as a base to serve quick policy decisions.

Other policy activities are being developed. Important policy papers have been issued on meat production.

With the results that have been achieved it is recommended to strengthen these activities.

- a) In case of Farm income and cost of production surveys the huge amount of data produced should be processed through the computer to present the structure within the survey year. In addition, these surveys should be repeated annually (or periodically) to show the change overtime.
- b) Selecting new activities should be according to a priority plan.
- c) Completing the main frame of the project by providing the computer equipment and the necessary training for the Egyptian staff.

(2) The Continuity of DCA as a necessary and separate component of the Agricultural Sector Program:

The running development projects under the existing system of AID assistance are going to terminate in the very near future. DCA Project will terminate in 1985. The new strategy of AID assistance calls for the establishment of a sector Program to guard against the discontinuity of projects' activities after termination. Since DCA Project is the means through which the collection, compilation and analytical work are improved and, new information is generated as well as the use of such information in policy development and planning, it becomes appropriate that DCA Project be also responsible for monitoring and periodic evaluation of the complex set of activities funded under the sectoral program.

It is recommended:

- a) To extend the DCA Project for 2 more years.
- b) To incorporate the Project as a necessary and separate component of the Sectoral Program.
- c) In addition to being responsible for providing data, analysis, monitoring and evaluation of other activities, the Project should serve as a Documentation Center for Agricultural Statistics and Policy Studies within the Sectoral Program.

(3) The Main Frame of the Automated Data Processing component and the Procurement of Transportation Facilities:

AID has committed a part of the budget amounting to about \$300,000 for the basic commodities to be provided. Among these commodities is the mini computer to facilitate the compilation, storage, manipulation and retrieval of data. Although the computer has been requested since relatively long time, there seems to be problems in acquiring the proper equipment. In the absence of a computer all tabulations and analysis are carried out in the traditional way of hand processing, which is effort and time consuming.

More vehicles are also needed to facilitate transportation of personnel to collect and supervise the data needed and carry out the farm surveys. Procurement of equipment and vehicles are major constraints to the project. Programmers and analysts are needed for training once the computer is acquired.

It is recommended that the procurement of equipment and vehicles should be made as early as possible.

4) Communications with AID and Contractors:

Regular contacts and reporting between the ADC Project, AID and contractors are necessary to carry out the work efficiently. Problems could be solved as they arise and better use of time and effort could be achieved. During the time that has elapsed from the life of the project, communications were generally unsatisfactory.

- a) Communications between AID and the Project were inadequate. There was frequent changing staff.
- b) Communications between IADS and the project were very infrequent.
- c) Communications between ERS and the Project were frequent.
- d) Communications between SRS and the Project were too infrequent and went into official channels.

It is recommended :

- a) That a long term AID liason officer be assigned to the project.
- b) Regular contacts and monthly reviews with AID should be made.
- c) Regular reporting and consultation with contractors should be carried out on quarterly basis. Annual progress reports should be exchanged.
- d) Contractors should submit annual working plans.

(5) Diversification of work with USDA Institutions and Universities:

It has been reported by the project staff that most of the work with USDA is carried out with the Middle East & Africa Bureau which puts a limitation on the choice of subjects to be carried out in cooperation with this institution. Diversification of work with other institutions in USDA as well as with American Universities is greatly needed.

It is recommended to explore possibility of diversification with contractors.

(6) More precise planning and budgeting for the two parts of the program according to priority of activities:

The statistical and policy development activities which are carried under the project, up to the present time are selected on an ad hoc basis, due to limitation of qualified personnel, computer equipment, need for training etc. Although statistical activities were directed to generate useful information which could be used in policy development and planning, it appears that there is no existing link between the selection of policy making activities and the newly created data. More precise planning and budgeting for the two parts of the program are needed. In addition, setting priorities among activities in the two parts of the project is of major concern. This responsibility falls on the shoulders of the Advisory Council. Improved advanced planning will assist to determine activities to be carried out according to priority and which should be re-examined by the Council on semi annual basis.

It is recommended that greater linkage and better integration should exist between creation of Data and policy making activities. Activities should be selected according to priority. This is the responsibility of the Advisory Council. Coordination of work with contractos should be taken into consideration.

(7) Appointing a Resident Project Administrative Officer and a Resident Advisor for Policy Support:

The project paper called for the appointment of an administrative person with expertise in statistics and economic policy but with no direct advisory responsibility. In addition, in relation to planning and policy analysis, the project paper stated that short term teams would be provided in the initial stages of the project to examine specific problems with expectation that in later years a resident advisor would be provided. Contractors would like to have a resident advisor to assure for coordination.

However, investigations with the Project staff showed that appointing a resident advisor is considered impractical for the following reasons:

- a) It is inappropriate to have an expatriate as a policy advisor, since policy decisions are not only based on economic grounds but he should also be familiar with the social, historical evolution, customs and traditions of the people.

- b) Constraints of language and travel especially in the rural areas.
- b) It is doubtful that a resident policy advisor would have sufficient work to keep him fully occupied during his time of stay.

It is recommended :

- 1) Appointing an administrative officer with expertise in data collection and economic policy to coordinate the work between different organizations. This officer will have no direct advisory responsibility.
- 2) Naming an Egyptian National to act as a policy and planning advisor to the project, funded by the contractors.

(8) Complete Census by Sampling:

In the long history of Egypt, the agricultural census was carried out every ten years on the basis of complete enumeration. While a complete census is needed over a longer period of time, census sampling is desirable on shorter period to have up dated census information. Census by sampling is less costly and can contribute to greater accuracy.

It is recommended that the Ministry of Agriculture would adopt a policy by supplementing the 10 year complete census with a periodic sample census every five years as computerized data processing capacity become available.

(9) Area Frame:

Area frame has been used as a preferred sampling method for collecting a variety of data at a relatively low cost. However, the experiment of Data Collection and Analysis Project to make use of the area frame in Menufia Governorate was impractical and it has been suspended because of the high cost of data processing in the absence of a computer. In addition the available cadastral maps need updating and renewing them is very costly.

It is recommended that:

Area Frame method of collecting data be maintained as:

- a) A reserve program until the main frame computer system is installed.
- b) Until new maps are available from the Dept. of Survey or from other sources.
- c) Supply of these maps on a limited range, sources of financing, cost and time consumed for preparing the maps should be investigated.

(10) Additional Needs to improve the DCA Project:

It is recommended that

- a) A strategy for training personnel at different levels is greatly needed. More additional skills such as forecasting models, computer programs, computer graphics and having more representation are of great importance.
- b) New areas to be studied would include:
 - Area of marketing has not been exhausted especially in livestock production meat and dairy .
 - New lands and land reclamation .
 - Land rents and land owner/tenant relationship in the light of a distorted land market.
 - Agricultural labor shortage, effects on production and costs and future situation.

More policy studies are needed in these areas and data that support such studies should be collected.

SENIOR AGRICULTURAL POLICY ADVISORY COMMITTEE
FOR DATA COLLECTION AND ANALYSIS PROJECT

This committee is supposed to operate under the chairmanship of the director of the Ag. Econ. Research Institute. The function of this advisory group is to provide directions to the analytical work by identifying and prioritizing particular problem areas where research and analysis are needed.

Chairman:

- Dr. Yehia Motualdin
Under secretary for Ag. Econ. & stat., and Director of Ag. Econ.,
Research Institute.
- 1 - Dr. Hassan A. Kheir
Head of the Tech. office for Ag. Policy and Project Analysis.
Coordinator of the project.

Members:

- 2 - Dr. Osman A. El-Kholy,
Chairman of Ag. Econ. Dep., University of Menoufeya.
- 3 - Dr. Mohamed H. El-Aziz,
Prof. of Ag. Econ., University of Assiut.
- 4 - Dr. Said Dessouky,
Head of the Agricultural Research Center.
- 5 - Dr. Sayed Nassar,
Under Secretary for Horticulture
- 6 - Dr. Mahmoud Kier El Din,
First Under secretary for Livestock Production.
- 7 - Mr. Salah Zalook,
Under secretary for Water Health.
- 8 - Mr. Kamal El-Ganzoury,
Head of the Institute of National Planning.
- 9 - Dr. Saad El-Shial,
Dean, Institute for Statistical Studies and Research, Cairo University.

Summary Minutes SAPAG Meetings (Translated from Arabic)

<u>Date</u>	<u>Attendants</u>	<u>No. of Pages</u>	<u>Discussion</u>
3/81 :00-12:00 AM PM	Dr. Yehia Mohieldin Dr. S. Dessouki Dr. Salah Zaalouk Dr. Mahmoud Kheir El Din Dr. Saad El Din El Shaial Dr. Osman El Kholie Dr. Amr Mohie El Din Dr. Hassan Aly Khiedr	2	<ul style="list-style-type: none"> - Needs at priorities that require studying - Agreement on crop pricing policies - Each member will write a list of subjects according to their responsibilities
5/16/81 :00-12:00 PM	Dr. Yehia Mohieldin Dr. Said Mostafa Dessouki Dr. Mahmoud Khier El Din Dr. Said M. Nasar Dr. Saad El Shaial Dr. Mohamed El Amir Dr. Hassan Aly Khiedr	2	<ul style="list-style-type: none"> - Dr. Mohieldin briefed the Committee on the results of selecting the American firm which will do the policy analysis component. He also urged them to prepare the topics. - Dr. Nasr selected problems that hinder horticulture production. - Dr. Kheir El Din summarized the Animal Production plan & its relation to crop rotation. - Dr. Hassan Khiedr explained that USAID in conjunction with MOA will develop agricultural statistics and that the 2 components of the project are interrelated. - The committee decided to: <ol style="list-style-type: none"> 1. Prepare a report that explains the relationship 2. Each member will prepare subjects for policy analysis project.
6/6/81 :00-12:00 AM PM	Dr. Yehia Mohieldin Dr. Mahmoud Kheir El Din Dr. Said Hassan Nassar Dr. Saad Mohamed Shaial Dr. Osman Ahmed El Kholie Dr. Mohamed Ragaa El Amir Dr. Amr Mohieldin Dr. Hassan Aly Khiedr Dr. Kamal Ahmed El Ganzouri Mr. Dennis Findly) Mr. Charles Miller) experts	3	<ul style="list-style-type: none"> - Dr. Mohieldin summarized the results of the trip to Minya, Matubia, Fayoum. - Discussed the method of sampling & crops estimation. - Dr. Khiedr distributed projects outline in order to explain the inter-relationship of the 2 components. - Dr. Mahmoud Kheir El Din reviewed the important topics related to livestock production. - Members discussed the possibility of improving crop rotation, ingredients of dry forage & the importance of studying the possibility of expending mechanization. - Dr. Nassar wondered whether it is possible to spread vegetables planting or not.

- 10 - Dr. Amr M. El Din,
Prof of Economics, Faculty of Economics and Political Sciences, Cairo
University.
- 17 - Mr. Salah Awad,
Under Secretary , Ministry of Economy.
-

<u>date</u>	<u>Attendants</u>	<u>No. of Pages</u>	<u>Discussion</u>
/11/81 :00-12:00 AM PM	Dr. Yehia Mohieldin Dr. Mahmoud Kheireldin Dr. Said Hassan Nassar Dr. Saad Mohamed Shaial Dr. Osman Ahmed El Kholie Dr. Hassan Aly Khiedr	2	<ul style="list-style-type: none">- The report prepared by American experts after their field trip to Minia, Fayoum & Qalubia has been distributed for discussion for the next meeting.- On 7/18/81, American Consultant Agency that will assist special studies of the policy analysis component of the project will be chosen.- Dr. Nasar presented a list of important horticulture subjects.
0/17/81 1:00-1:00 AM PM	Dr. Yehia Mohieldin Dr. Mahmoud Kheir El Din Dr. Said Hassan Nassar Dr. Saad Mohamed Shaial Dr. Mohamed Ragaa El Amir Dr. Amr Mohieldin Dr. Said Moustafa Dessouki Mr. Dan Tucker, Chairman of American Team	2	<ul style="list-style-type: none">- Mr. Tucker summarized the project's working plan for the following 5 years of the statistical component.- Members of the committee then discussed the contribution of the statistical component in 3 areas: 1) animal production, 2) horticulture crops & 3) cost of production & prices.- This project does not start from blank but there are statistical procedures that are being utilized & therefore should be analyzed & modified by using statistical procedures suitable for Egypt's agricultural sector.
/1/82 1:00-1:00 AM PM	Dr. Yehia Mohieldin Dr. Said M. Dessouki Dr. Mohamed K. Hindy Dr. Mahmoud Kheireldin Dr. Osman El Kholie Dr. Said M. Nasar Dr. Abdel Mawla Beshir Dr. Mohamed Ragaa Amir	2	<ul style="list-style-type: none">- Commencement of Area Sampling Frame Activity- Training plan for 1982- Approved the signing of the contract with which the Policy component of the project will start.

<u>Date</u>	<u>Attendants</u>	<u>No. of Pages</u>	<u>Discussion</u>
/20/83 10:00-1:30 AM PM	Dr. Yehia Mohieldin Dr. Mahmoud Kheireldin Dr. Said Hassan Nassar Dr. Hassan Aly Kheidr Dr. Mohamed Kamel Hindy Dr. Said Moustafa Dessouki Dr. Abdel Mawla Beshir Dr. Rosmia Moustafa Dr. Nabil Habashie Dr. Afef Abdel Aziz	3	- Dr. Nabil Habashi gave an overall picture of agricultural marketing activity. - Dr. Rasmia Moustafa presented a report on what has been accomplished in Area Frame activity in Menoufia governorate - Dr. Mohieldin said that after this has been done a USAID committee will evaluate its success. - Dr. Afaf also presented a report on census sampling & data which has been gathered in 1981/82. Dr. Mohieldin clarified that this system will be tested in order to see whether it could be used for making a 5 year sampling census nationwide. - Dr. Mohieldin introduced the ICL delegation & explained the reason why they come (to assess the MOA's needs and to write a report which will be given to EEC). - Discussion of how to store the data & the importance of choosing an easy but cheap way. - Dr. Abdel Mawla presented a report on staff analysis activity & explained its aim.
5/4/83 11:00-12:30 AM PM	Dr. Yehia Mohieldin Dr. Mahmoud Kheir El Din Dr. Saad Mohamed Shaial Dr. Mohamed Ragaa El Amir Dr. Hassan Aly Khiedr Dr. Said Moustafa Dessouki Dr. Mohamed Kamel Hindy Dr. Abdel Mawla Beshir	2	- Dr. Mohieldin introduced the computer Assessment team who will assess the MOA need of computers. This team will visit various departments of MOA, Cairo University & Institute of National Planning.
5/3/84 11:00-12:30 AM PM	Dr. Yehia Mohieldin Dr. Mahmoud Kheireldin Dr. Osman Ahmed El Kholie Dr. Hassan Aly Kheidr Dr. Abdel Mawla Beshir Dr. Mohamed Hindy	1	- Approval of IADS study' Terms of Reference for a policy study of Irrigation Techniques for the New Lands of Egypt.

Project Activity
Chiefs (

<u>Date</u>	<u>Attendants</u>	<u>No. of Pages</u>	<u>Discussion</u>
31/84 11:00-1:00 AM PM	Dr. Yehia Mohieldin Dr. Mahmoud Kheireldin Dr. Osman Ahmed El Kholie Dr. Hassan Aly Khiedr Dr. Mohamed Hindy Dr. Said Moustafa Dessouki Dr. Abdel Mawla Beshir	2	<ul style="list-style-type: none">- Dr. Mohieldin reviewed the committee's schedule concerning: 1) quarterly reports, 2) IADS proposed study (an analysis of Red Meat Production in Egypt which has been approved) & 3) staff analysis report.- An agreement has been reached to:<ol style="list-style-type: none">1. Make a study on various irrigation methods in new lands and another on Poultry production.2. The submitted proposal by Dr. Safwat Sedhom has been discussed.

ARTICLE I - TITLE

Mid-Term Evaluation of the Data Collection and Analysis Project - Egypt (Project No. 263-0142).

ARTICLE II - OBJECTIVE

The purpose of this work order is to conduct a mid-term evaluation of the Data Collection and Analysis Project in Egypt. The purpose of the Data Collection and Analysis Project, 263-0142, is to improve Ministry of Agriculture's capacity to collect economic data, to carry out analytic and planning work, and to increase the use of analytic materials in policy development and planning activities.

This external mid-term evaluation is being conducted to assess the success of the project in improving the MOA's (Ministry of Agriculture) capacity to collect data, to carry out analytic and planning work, and to increase the use of analytic materials in policy development and planning activities. The evaluation recommendations will be used by the Ministries of Agriculture and Economy and Plan to guide the project to successful completion. The timing of this evaluation permits an assessment of the achievements of the project over the past three years.

ARTICLE III - STATEMENT OF WORK

- A. The Contractor will provide an evaluation team consisting of (1) an Agriculture Policy Expert, and (2) an Agriculture Statistical Analyst. The team will work with an Agricultural Economist who will be assigned as team member of USAID/CAIRO. This Agricultural Economist will not be funded by this work order.
- B. The Agriculture Policy Expert will be the leader of the evaluation team and will be responsible for finalizing the evaluation report. Since agriculture policy and data collection and analysis are necessarily linked, it is recommended that the individuals work as a team in addressing the following items of the scope of work.
 1. Develop a methodology for evaluating the outputs and inputs of this project, including indices of success in attaining the project outputs.
 2. Document the status and quality of the project inputs and outputs in relation to the following implementation plans: training, financial, commodity, and technical assistance.

3. Address the following specific questions:

(a) Inputs and outputs

How many research studies, policy papers, plans, statistics, etc. have been generated by this project? How do these numbers compare with the work generated prior to this project? Has the quality of the statistics, reports, papers, studies, etc, changed as a result of the project? How? To what is the change in quality attributable? How many staff have been trained? In what fields? What contributions to the project are these trainees making? To what extent have the project inputs, especially MOA personnel, technical assistance commodities and training been necessary and sufficient to achieve the outputs?

(b) Project purpose

Assess progress in achieving the stated project purposes. Is the MOA's capability to collect and analyze relevant, reliable and timely agricultural and economic data improving as a result of this project? Is the MOA's ability to plan effectively and analysis? Is policy development linked more closely to relevant data and analysis now than before the project? Are these improved data gathering and analysis and policy/planning activities being "institutionalized" -- i.e., are they becoming an integral and self-sustaining part of the MOA's role and decision making? To what extent have the outputs been necessary and sufficient to achievements at the purpose level?

(c) Project goal

Assess the progress to date and the potential for future success in achieving the project's goal. Is this project supporting and encouraging policy changes that affect farmers and agricultural production and productivity? In what ways? With what effects? If and where appropriate, make particular note of policy changes affecting the private sector and technology transfer.

(d) Project assumptions

Comment on the realism and logic of the project's assumptions. For example, has the structure of the MOA permitted the development, exchange and use of data? Has the MOA been willing and able to make policy changes on the basis of improved data collection and analysis?

(e) Other questions and recommendations

Place this project in its larger (MOA) context. Is the data being gathered and analyzed in this project relevant to priority MOA needs? Is the staff, equipment, training and technical assistance devoted to this project pertinent to overall MOA needs? Is the project's level of effort appropriate to the MOA's capabilities and needs?

Recommend changes, if any, that would enhance the project's impact and attainment of its stated objectives in the remaining life of the project.

C. Evaluation Methodology

The evaluation will examine documentary evidence at the MOA and USAID. This will include, but will not be limited to, the Project Agreement, Project Amendments, Project Implementation Letters, Implementation Plans, Contractor Reports, PIO/Ts, PIO/Cs and PIO/Ps and MOA's project documents and reports. Interviews will be conducted with personnel from USAID, MOA, project, contractor, Ministry of Economy and Plan and others.

ARTICLE IV - REPORTS

Upon completion of the evaluation described herein, the contractor shall prepare and submit twenty-five final copies to the USAID/Cairo Project Manager. He in turn will submit copies of the final report to the appropriate people in the MOA and the Ministry of Economy and Plan. The report shall include an executive summary, a description of the methodology, conduct and results of the evaluation. The report must follow the Near East Project Evaluation Summary format. The report will be submitted prior to the Contractor's departure from Egypt.

ARTICLE V - RELATIONSHIPS AND RESPONSIBILITIES

The contractor will be responsible for organizing the team and the team leader will be responsible to the following people in USAID/Cairo: Mr. Jeffrey Lee and Mr. Arnold Radi. The team is expected to work closely and cooperatively with USAID, MOA and the technical assistance contractors: IADS and USDA. Gary Bittner, AID/W, will provide the contractor with a copy of the Project Agreement and the Project Paper while USAID/Cairo and the MOA will provide access to Project Paper Amendments, Project Implementation Letters, Implementation Plans, PIOs and Contractor Reports. The team leader will submit before departure 25 final copies of the report to USAID/Cairo who in turn will make distribution to the GOE.

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No. of workers in the different
activities

===

Activities	P.H.D.	Masters	Ag. Eng.	Enumerators Ag. Eng. in Governorates	Total
Consultant	I				I
Computer	2	5	20		27
Marketing	4	3	38		45
Statistics	2	3	II		I6
Staff Analysis	I	9	3		I3
Livestock production)	3	7	IO		20
Farm income	I	5	I6	54	76
Sampling			6		6
Forecasting	3	I	6	I2	22
Irrigation	I		5	I4	20
Cost of production)	I	IO	I3	46	70
TOTAL	I9	43	I28	I26	3I6

Contacts/Consultations Completed in Coverage of DCA Evaluation

<u>Name</u>	<u>Title/Organization</u>	<u>Contact</u>
<u>Washington</u>		
Odell Larson	Director, Int'l Programs, SRS, USDA	TRS, WAR
Fred Baker	Statistician, SRS, USDA	TRS, WAR
Jonathan Sleeper	Agr. Economist, USAID/Cairo	TRS
Dr. Leon Hesser	Program Officer, IADS	TRS, WAR
A. Colin McClung	President, IADS	TRS, WAR
Dr. T. Kelley White	Director, Int'l Division, ERS, USDA	TRS
Dr. Shahla Shapouri	Economist, ERS, USDA	TRS
G. Bittner	NE/TECH, AID/W	WAR
J. Grayzel	NE/TECH, AID/W	WAR
B. Turner	NE/TECH, AID/W	WAR
<u>Cairo, Egypt</u>		
Dr. David Shaer	Assoc. Dir/Agr/USAID/Cairo	TRS, WAR, JAS
Arnold Radi	Agr/A, USAID/Cairo	TRS, WAR, JAS
Jeffrey Lee	Agr/ , USAID/Cairo	TRS, WAR, JAS
Dr. John Swanson	Agr/ , USAID/Cairo	
Dr. Yehia Mohieldin	Project Director, MOA	TRS, WAR, JAS, MKH
Dr. Imam ElGamassy	Yield Forecasting, MOA	TRS, WAR, JAS, MKH
Roland Albert	Statistician, SRS, USDA	TRS, JAS
Dr. Nabil Habashy	Marketing, MOA	TRS, WAR, JAS, MKH
Dr. Hassan Khedr	Head, Tech. Office, Agr. Pol. & Proj. Anal/MOA	TRS, WAR, JAS, MKH
Dr. Richard Howitt	Consultant, Team Leader, Irrig, IADS	TRS, WAR, JAS, MKH
Dr. Daniel Hillel	Consultant, Irrig, IADS	TRS, JAS, MKH
Dr. Thomas Weaver	Consultant, Irrig, IADS	TRS, WAR, JAS, MKH
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Dr. Abdul Said	Minister of Irrigation	TRS, JAS, MKH
Dr. Assma El Bilasy	Irrigation, MOA	TRS, JAS, MKH
Dr. Helmi Abd El Ghani	Undersecretary of State, Ministry of Planning	WAR, MKH
Dr. Abd El Salam Abou Gendia	Undersecretary, Ministry of Planning	WAR, MKH
Mahmoud El Farrag	Researcher, Min. of Planning	WAR, MKH
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Dr. Mahmoud Mansour	Cost of Production, MOA	TRS, JAS

Mahmoud Nazif	Area Frame, MOA	TRS
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Sammi Zaki Moussa	Staff Analysis, MOA	JAS
Ahmed Abou Rawash	Livestock Activity, MOA	JAS
Mahmoud El-Adawy	Livestock Activity, MOA	JAS
Hania Shabaan	Data Processing, MOA	JAS
Dr. Rasmia Moustafa	Statistical Analysis, MOA	TRS
El Sayed		

3D.TEXT TO BE TRANSMITTED FOLLOWS:

ANNEX 5

AMEMBASSY CAIRO

SECSTATE WASHDC, IMMEDIATE

AIDAC

FOR: NE/TECH/AD: G. BITTNER, USDA: R. COMFORT ERS: T.

KELLY WHITE AND SRS ODELL LARSON/ JAMES OLSON

E.O. 12356: N/A

SUBJECT : EVALUATION OF USAID/ CAIRO DATA COLLECTION +
ANALYSIS PROJECT NO. 263-0142

1. DCA EVALUATION TEAM PRESENTLY IN PROCESS OF PREPARING
PRELIMINARY FINDINGS AND RECOMMENDATION FOR PRESENTATION
TO MOA ADVISORY COUNCIL ON OCTOBER 8, 1984.

2- EVALUATION TEAM STRONGLY REGRETS ABSENCE OF
CONTRACTORS REPRESENTATIVES DURING COURSE OF EVALUATION
PROCESS.

3- IN ADDITION TO ITS BRIEFINGS/ CONSULTATIONS WITH YOU IN
WASHINGTON PRIOR TO ARRIVAL IN CAIRO, EVALUATION TEAM
URGENTLY REQUESTS THAT YOU SUPPLY THEM WITH ANY FURTHER
COMMENTS, SUGGESTIONS, CRITIQUES OR OBSERVATIONS YOU WOULD
CARE TO MAKE RELATIVE TO THE PROJECTS PAST PRESENT AND
FUTURE IMPLEMENTATION. THE EVALUATION TEAM IS
PARTICULARLY CONCERNED WITH WAYS AND MEANS OF
STRENGTHENING PROJECT COMMUNICATIONS, FORWARD PLANNING AND
TIMELINESS OF PROJECT ACTIVITIES.

4- FOR YOUR INFORMATION THE EVALUATION TEAM NOTES THE
FOLLOWING:

1- THE AIM OF THIS MID- TERM EVALUATION IS TO ANALYZE KEY

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ISSUES/PROBLEMS ENCOUNTERED BY THE PROJECT AND TO MAKE
RECOMMENDATIONS CONCERNING THEM IN ORDER TO CONTRIBUTE TO
ACHIEVEMENT OF PROJECT PURPOSE AND GOALS.

2

2. EVALUATION TEAM'S PRINCIPAL PRELIMINARY FINDINGS ARE:

-A. PROJECT OUTPUTS IN TERMS OF DATA COLLECTION/

-ANALYSIS AND RELATED ACTIVITIES ARE ON TARGET WITH

-RESPECT TO ANTICIPATED RESULTS AND GENERALLY ARE OF

-HIGH QUALITY.

B. THE PROJECTS TRAINING COMPONENT CONTENT IS OF HIGH
QUALITY AND ITS MAGNITUDE IS GREATER THAN EXPECTED.

C. THE PROJECT HAS ALREADY HAD AN IMPACT ON AG POLICY
FORMULATION AND THIS WILL INCREASE WITH TIME.

D. PROJECT IS IMPACTING/ INFLUENCING POLICY DEVELOPMENT
BEYOND THE AGRICULTURAL SECTOR.

E. THERE IS EVIDENCE EVEN AT THIS EARLY STAGE THAT DATA
COLLECTION/ ANALYSIS PROCESSES FOSTERED BY THIS
PROJECT ARE BECOMING INSTITUTIONALIZED.

F. THE QUANTITY AND QUALITY OF DATA MADE AVAILABLE FOR
THE FIRST TIME PLUS THE ADDITION OF NEW SKILLS/
CAPABILITIES TO MOA STAFF ARE OTHER QUANTIFIABLE
EVIDENCES OF PROJECT SUCCESS.

3-KEY ISSUES NOTED BY EVALUATION TEAM AND THEIR
PRELIMINARY RECOMMENDATIONS ARE AS FOLLOWS:

A. ISSUE: AUTONOMOUS VS INTEGRATED DCA PROJECT.

QUESTIONS HAVE BEEN RAISED REGARDING MODE AND
CONTEXT OF PROJECT CONTINUATION/ EXTENSION.

RECOMMENDATION: THAT DCA BE INCORPORATED INTO

USAID'S FORTHCOMING AG SECTOR PROGRAM AS
A DISCRETE COMPONENT WITH OWN BUDGET AND MANDATE.

B. ISSUE: COMMUNICATIONS/ COORDINATION.

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NUMEROUS PROBLEMS AND DELAYS HAVE OCCURRED
 BECAUSE OF FAULTY COMMUNICATION, LACK OF
 OBSERVANCE OF CHAIN OF COMMAND BY CONTRACTORS OR
 POOR COORDINATION OF ACTIVITIES. IN SOME INSTANCES
 MOA CONTACT WITH PROJECT CONTRACTORS HAS BEEN TOO
 INFREQUENT OR ONLY SPORADIC; IN OTHERS CONTACT HAS
 BEEN FREQUENT BUT TOO CASUAL TO BE EFFECTIVE. THIS
 SITUATION HAS BEEN COMPOUNDED BY FACT THAT USAID HAS
 ASSIGNED PROJECT FOUR DIFFERENT PROJECT OFFICERS, OF
 DIFFERING CAPABILITIES, IN THREE YEARS. USDA HAS
 NOT SUBMITTED COMPREHENSIVE PROGRESS REPORTS (AS
 DISTINCT FROM TRIP REPORTS) AS CALLED FOR BY PASA
 AGREEMENT SINCE OCTOBER 1981.

RECOMMENDATION:

- 1- THAT USAID APPOINT A LONG TERM PROJECT OFFICER FOR LIAISON/ COORDINATION,
 2. ALL CONTRACTORS COMMUNICATE DIRECTLY WITH PROJECT DIRECTOR FOR ACTIVITIES REVIEW/ CONSULTATION ON A MONTHLY BASIS:
 3. REGULAR PROGRESS REPORTS BE SUBMITTED ON A MONTHLY AND SEMI- ANNUAL BASIS, REPORTS TO BE SHORT OR LONG IN KEEPING WITH VOLUME OF ACTIVITY,
 4. EACH CONTRACTOR PREPARE, SUBMIT AND ADHERE TO AN ANNUAL WORK PLAN, SUCH PLAN TO BE MODIFIED AS WARRANTED AND
 5. A STRONG QUALIFIED EGYPTIAN COUNTERPART BE ASSIGNED TO ALL PROJECT RESEARCH/ STUDY GROUPS.
- C.-ISSUE: RESIDENT POLICY ADVISOR.

THE DCA PP AND THE GRANT AGREEMENT BOTH CALL OF CONSIDERATION OF THE APPOINTMENT OF A RESIDENT POLICY ADVISOR IN THE THIRD YEAR OF THE PROJECT.

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ALL CONTRACTOR TASKS WILL CONSIDERED WITHIN SCOPE OF
APPOINTMENT FOR A NUMBER OF REASONS INCLUDING
ENHANCED COORDINATION AND LIAISON. MOA OFFICIALS,
ON THE OTHER HAND HAVE SERIOUS RESERVATIONS ABOUT
SUCH A STEP AND SEE THE FOLLOWING DRAWBACKS:

1- INAPPROPRIATENESS OF HAVING AN EXPATRIATE ADVISOR
FOR EGYPTIAN AG POLICY,

2- CONSTRAINTS OF LANGUAGE AND TRAVEL NEED
(PARTICULARLY IN SOME MILITARILY RESTRICTED
GOVERNATES) AND

3. LACK OF FAMILIARITY OF AN EXPATRIATE WITH
EGYPTIAN POLITICAL, SOCIAL AND ECONOMIC CONTEXT.

IT WAS SUGGESTED THAT THIS POSITION BE CONVERTED TO
A RESIDENT POLICY DEVELOPMENT TRAINER/ COORDINATOR
WHO WOULD CONDUCT CONTINUAL IN-HOUSE TRAINING FOR
SENIOR, MID-LEVEL AND JUNIOR STAFF. THERE IS SOME
FEELING AT MOA THAT THE VOLUME OF TRAINING LIKELY TO
BE ACCOMPLISHED WOULD NOT JUSTIFY A RESIDENT
TRAINER/COORDINATOR.

RECOMMENDATION: THIS ISSUE MUST BE RESOLVED BY THE

PROJECT ADVISORY COUNCIL.

D. ISSUE: AUTOMATED DATA PROCESSING.

ADP IS OBVIOUSLY CRITICAL TO THE SUCCESS OF THIS
PROJECT AND BEEN UNDER CONSIDERATION FOR SOME TIME.
LENGTHY DELAYS IN PROJECT PROGRESS HAVE BEEN CAUSED
BY THE LACK OF APPROPRIATE ADP EQUIPMENT. NEGATIVE
RESULTS INCLUDE RECOURSE TO ALTERNATIVE SOLUTIONS
SUCH AS HAND PROCESSING OR COSTLY AND TIME CONSUMING
PROCESSING OF DATA BY EXTERNAL AGENCIES. THE MOA
HAS REQUESTED, WITH USAID CONCURRENCE, ACQUISITION
OF A MAIN FRAM COMPUTER. A USDA COMPUTER

COMPUTER SYSTEM IN 1983.

5

RECOMMENDATION: THAT BASED ON PERTINENT AND

REQUISITE NEEDS ASSESSMENT APPROPRIATE ADP EQUIPMENT
PROCUREMENT BE ACCOMPLISHED ASAP.

E. ISSUE: CENSUS SAMPLING VS. COMPLETE ENUMERATION

PRESENT METHOD OF COMPLETE CENSUS ENUMERATION
FOR ALL DATA ITEMS APPEARS WASTEFUL. NEED
MORE FREQUENT BENCHMARK DATA

RECOMMENDATION: THAT MOA EXPLORE USE OF
PHASE I BASIC ITEMS AS SAMPLING FRAME FOR
DECENNIAL CENSUS. SAME FRAME COULD BE USED
FOR MID DECADE CENSUS SAMPLE. PROCEDURE WOULD
REDUCE COST AND TIME FOR PROCESSING WHILE
PROMOTING GREATER ACCURACY. MID DECADE CENSUS
WOULD PROVIDE MORE FREQUENT BENCHMARK.

F. ISSUE: AREA FRAME DATA COLLECTION.

THIS TECHNIQUE OF PREFERENCE HAS NOT BEEN UTILIZED
BY THE PROJECT TO DATE DESPITE ITS DURABILITY AND
COVERAGE OF UNIVERSE. IT CAN ALSO BE USED WITH LIST
FRAMES AND IS SUITABLE FOR CONDITIONS IN EGYPT.
FAILURE TO PUT AREA FRAME USE IN PLACE CAUSED
CONSIDERABLE DEBATE FOR AND AGAINST AND BECAME A
TIME CONSUMING, PROJECT THREATENING ISSUE. THE MOA
ADVISORY COUNCIL REJECTED THE AREA FRAME BECAUSE OF
OBSOLETE CADASTRAL MAPS (SOME DATING FROM 1909, SOME
MISSING TOTALLY) THE HIGH COST OF REPLACING THEM
PLUS THE HIGH COST OF RELATED DATA PROCESSING.
RECOMMENDATION: IN VIEW IMPORTANCE, THIS TECHNIQUE

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 IT SHOULD BE'' KEPT ALIVE'' BUT IN SUSPENSE UNTIL
 (1) ADP CAPABILITY IS IN PLACE, AND(2) MAP UPDATING
 CAN BE ACCOMPLISHED THROUGH OTHER RESOURCES OF GOE,
 USAID OR OTHER FUNDING SOURCE. ~~USDA~~

G.ISSUE:SETTING PRIORITY CONCERNS.

 PROJECT FOCUS SHIFTS FROM TIME
 TO TIME AND CONTRACTORS AND OTHERS ARE
 SOMETIMES UNCLEAR AS TO WHAT ARE MAJOR
 AND MINOR PROGRAM EMPHASES.

RECOMMENDATION:

 PROGRAM PRIORITIES BE REVIEWED/REVISED SEMI- ANNUALLY
 BY ADVISORY COUNCIL AND ALL PRINCIPALS BE INFORMED.

H.ISSUE: ENLARGING USDA/ MOA CONTACTS.

 THE DCA PROJECTS CONTACTS WITH USDA HAVE BEEN BASICALLY WITH ERS
 SRS AND THE MIDDLE EAST/ AFRICA BUREAU.DCA STAFF WOULD LIKE
 TO HAVE ACCESS TO OTHER USDA DIVISIONS RESOURCES SUCH AS THE
 RESOURCES ECONOMICS DIVISION.

RECOMMENDATION:

 ISSUE BE RESOLVED THROUGH DISCUSSIONS WITH CONTRACTOR/USAID

I-ISSUE:IMPROVED DEFINITION OF PROGRAM COMPONENTS.

 SOME DCA MANAGEMENT STAFF FEEL THAT MORE PRECISEPLANNING/
 BUDGETING. SEPARATING THE DATA COLLECTION OF THE PROJECT

FROM THE POLICY DEVELOPMENT COMPONENT WOULD ENHANCE THE DEVELOPMENT
OF BOTH. 7

RECOMENDATION:

THAT ADVANCE PLANNING BE IMPROVED BY DETERMINING TO THE DEGREE
POSSIBLE COUNTERPARTS AND ACTIVITIES TO BE CARRIED OUT
UNDER EACH PROJECT COMPONENT.

J. ISSUE: ORIGIN OF PROJECT PROPOSALS

IT IS FELT THAT A SYSTEM IS NEEDED TO:

(1) GENERAL PROPOSALS FROM VARIOUS SOURCES (MOR, CONTRACTORS,
UNIVERSITIES, ETC)

(2) HAVE A DETERMINED EVALUATION/ SELECTION PROCESS.

RECOMENDATION:

POLICY COUNCIL CONSIDER THIS ISSUE AT EARLY MEETING.

K. ISSUE: EXPANDING TRAINING.

DESPITE THE SUCCESS OF THE TRAINING PROGRAM TO DATE, ADDITIONAL
TRAINING WILL BE NEEDED IN FUTURE FOR OTHER DISCIPLINES SUCH AS
SURVEILLANCE MODELS (FOR APPROPRIATE CROPS), COMPUTER
PROGRAMMING AND COMPUTER GRAPHICS AMONG OTHERS.

RECOMMENDATION:

FUNDS BE TRANSFERRED FROM WITHIN BUDGET TO MEET ADDITIONAL TRAINING
NEEDS PENDING REVIEW. EXTENSION OF ENTIRE
PROJECT.

12.6

5-PLEASE SEND REPLY AND/OR ANY ADDITIONAL QUESTIONS ASAP,
IF POSSIBLE BY CLOSE OF BUSINESS FRIDAY OCTOBER 5, 1984, TO EVALUATION
TEAM

LEADER DR. WILLIAM RUTHERFORD: C/O NILE HILTON ROOM 1118 TELEX
92222HILTLS UN. TELEPHONE 740-777 OR 750-666.

REGARDS

RUTHERFORD/STURDEVANT.

92222HILTLS UN.

•

PRAGMA FSCH

.....

028.1 MINS

PRAGMA FBCH SAV13340801
ATTEN DR. RUTHERFORD
ROOM 1118

FOLLOWING IS PART ONE OF TELEX PREPARED BY USDA, WHO REQUESTED
PRAGMA ASSISTANCE IN FORWARDING.

SUBJECT—EVALUATION OF USAID/ZAIRO DATA COLLECTION AND ANALYSIS
PROJECT—236-0142

USDA PLEASED WITH PRELIMINARY FINDINGS AND GENERALLY CONCURS WITH
STATEMENT MADE BY EVALUATION TEAM. FOLLOWING ARE COMMENTS ON
ISSUES RAISED BY EVALUATION TEAM.

- A. USDA CONCURS THAT DCA BE INCORPORATED INTO USAID AG SECTOR
PROGRAM WITH DISCRETE BUDGET AND PROGRAM MANDATE.
- B. USDA QUESTIONS STATEMENT—LACK OF OBSERVANCE OF CHAIN OF
COMMAND.— IS THIS WITHIN MOA, USAID, OR USDA IN WASHING-
TON. A REPORT HAS BEEN MADE ON EACH ACTIVITY FROM CONTRACTOR
SIDE AS TRIP REPORTS. HOWEVER, WE RECOGNIZE THESE ARE NOT
TIED TO A DEFINED PROGRAM OF WORK. WE AGREE THAT ON THIS ISSUE
WE HAVE NOT FULLY MET PASA REQUIREMENTS, BUT TO DO SO WILL
REQUIRE INPUT FROM EGYPTIAN SIDE OF PROGRAM. WITHOUT RESIDENT
PROJECT COORDINATOR, THERE HAS BEEN VERY LITTLE CONTINUITY
ON DATA COLLECTION SIDE OF PROJECT, WHICH WE BELIEVE HAS BEEN
DETRIMENTAL TO PROJECT ACCOMPLISHMENT. WE HAVE NO PROBLEMS
WITH THIS RECOMMENDATION, HOWEVER, THE COMMUNICATION MEDIA
TO PROJECT DIRECTOR NEEDS TO BE DEFINED. REGULAR PROGRESS
REPORTS WILL REQUIRE INPUT FROM MOA STAFF TO BE MEANINGFUL.
ANNUAL WORKPLAN SHOULD BE DEVELOPED BY CONTRACTOR
~~REPRESENTATIVES MEETING WITH ADVISORY COUNCIL ON ANNUAL~~

- C. RESIDENT RESERVATIONS BY MOA ARE NOT CONCLUSIVE AND COULD BE USED IN ANY COUNTRY. THESE FEARS HAVE NOT PROVEN VALID ON CURRENT ADVISORS ON OTHER SIMILAR PROJECTS OVERSEAS. USDA IS NOT ATTEMPTING TO SET POLICY, BUT TRANSFER TECHNOLOGY THROUGH TECHNICAL ASSISTANCE. WITH RESIDENT WE COULD DEFINE A LANGUAGE REQUIREMENT AS NECESSARY AND PROVIDE LANGUAGE TRAINING BEFORE ASSIGNMENT TO EGYPT.
- D. WE ARE WELL AWARE OF THE PROJECT ADP PROBLEMS. WE CONCUR WITH PROCUREMENT OF A MAINFRAME, BUT ARE CONCERNED ABOUT TRAINED STAFF TO MAINTAIN AND OPERATE SUCH A SYSTEM. TRAINING COMPONENT NEEDS TO BE ADDRESSED TOGETHER WITH HARDWARE COMPONENT.
- E. AGREE WHOLEHEARTEDLY. *feasible sample*
- F. USDA BELIEVES AREA FRAME SAMPLING IN EGYPT IS A VIABLE AND WORKABLE SYSTEM AND USAID SHOULD PURSUE WITH PROPER OFFICIALS PLANS TO DO A NEW CADASTRAL SURVEY AND EVALUATION PLANNED TIMEFRAME. PROJECT COULD BENEFIT IF THOSE PLANNING NEW SURVEY KNEW OF NEEDS EARLY IN PLANNING STAGES.
- G. ALL PRIORITY CHANGES AND PROJECT SHIFTS MUST BE MUTUALLY AGREED UPON BY CONTRACTOR AND ADVISORY COUNCIL.
- H. PASA WITH USDA GIVES PROJECT ACCESS TO ALL USDA AGENCIES. WE ARE NOT AWARE OF ANY REQUESTED NEEDS THAT COULD BE OR WERE NOT MET BY CONTRACTING AGENCIES SRS AND ERS.
- I. AGREED. *improve the as of initiative*

NOTE USDA TELEX INCLUDING ITEMS J-L CONTINUED IN NEXT TLX.

UNRECORDED

PRAGYA FSCH VT113347101

ATTEN DR. RUTHEPFORD, ROOM 1118

PART TWO OF USDA TELEX RE USAID/CAIRO DATA COLLECTION AND ANALYSIS
PROJECT 236-0142.

J. IN AN EFFORT TO ESTIMATE FISCAL YEAR FUNDING REQUIREMENTS FOR LAST TWO YEARS USDA/OICD HAS PREPARED SCHEDULE OF PLANNED TDYS BY SUBPROJECT AREA. WHILE PRIMARY PURPOSE OF LISTING IS TO DERIVE USDA COSTS REIMBURSABLE UNDER ITS PASA AGREEMENT, IT HAS ALSO BEEN SOMEWHAT USEFUL IN DEMONSTRATING THE PLANNED FLOW OF TDYS IN EACH SUBPROJECT AREA OVER THE COURSE OF COMING FISCAL YEAR. USAID/CAIRO HAS RECEIVED COPIES OF THIS DOCUMENT FOR FY85 IN SUPPORT OF OUR BUDGET REQUEST FOR FY. USDA/OICD SUGGEST THIS DOCUMENT BE CONSIDERED AS A STARTING POINT FOR PLANNING MORE PRECISELY FUTURE PROJECT ACTIVITIES OF USDA PORTIONS OF THE PROJECT. ADDITIONAL INFORMATION USEFUL FOR PLANNING MIGHT BE INCORPORATED IN ITS FORMAT AND A PROCESS DEFINED BY WHICH VARIOUS PROJECT COOPERATORS WOULD PARTICIPATE IN ITS PREPARATION AND APPROVAL.

K. PLEASE CLARIFY. *(Expanding Training)*

L. USDA HAS SOME CONCERNS ABOUT TRANSFERRING FUNDS TO MEET ADDITIONAL TRAINING NEEDS WITHOUT EVALUATING CURRENT IMPLEMENTATION AND TRAINING PLANS. CONTRACT TEAM SHOULD HAVE MORE INPUT INTO KINDS OF TRAINING BEING GIVEN ON PROJECT AND WHERE STAFF ARE COMING FROM. WE ARE CONCERNED ABOUT WHAT FUTURE IS PLANNED FOR STAFF TRAINED BY PROJECT.

4 FINALLY, IN RESPONSE TO ADDITIONAL ISSUES RAISED IN SUBSEQUENT
CABLES, USDA FEELS THAT A VARIETY OF CIRCUMSTANCES HAS INHIBITED
CONTINUOUS SUBSTANTIVE INTERCHANGE WITH IADS. PROGRAM EXPENDI-
TURES AND PRIORITIES HAVE BEEN DISCUSSED SEMIANNUALLY WITH DR.
MOHIELDIN IN WASHINGTON.

ENDS OF USDA TELEX.

REGARDS/PRAGMA

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FOR DR. WILLIAM RUTHERFORD, C/O NILE HILTON, ROOM 118

1. IADS APPRECIATES YOUR CABLED REVIEW OF PRELIMINARY FINDINGS OF EVALUATION COMMITTEE. WE ARE PLEASED TO NOTE GENERALLY POSITIVE ANALYSIS.
2. WE REGRET THAT IADS DOES NOT HAVE PROGRAM OFFICER WITH YOU AT THIS TIME BUT, AS YOU KNOW, WE WERE UNAWARE OF YOUR MISSION UNTIL THE EVE OF YOUR DEPARTURE. HESSER IS PRESENTLY IN ZAMBIA AND BAIRD IN BANGLADESH, AND HENCE UNABLE TO COMMENT ON YOUR TELEX. I HAVE, HOWEVER, SUMMARIZED IT TO HESSER BY PHONE AND REVIEWED THIS RESPONSE WITH HIM.
3. WE CONCUR IN VIEW THAT COMMUNICATION PROBLEMS HAVE BEEN CHIEF BOTTLENECK IN ORDERLY IMPLEMENTATION OF PROJECT, BUT BELIEVE THAT STREAMLINED PROCEDURES INTRODUCED IN AMENDMENT 2 HAVE GREATLY IMPROVED SITUATION. MORE FREQUENT VISITS TO CAIRO BY IADS PERSONNEL AND TO ARLINGTON BY MOA OFFICIALS PLUS IMPROVED PHONE AND TELEEX CONTACTS BETWEEN KEY PERSONNEL IN BOTH GROUPS HAVE GREATLY IMPROVED EFFECTIVENESS. PRE-MISSION PREPARATION VISITS BY IADS OFFICERS AND TEAM LEADERS ARE SUBSTANTIALLY IMPROVING EFFICIENCY OF TEAMS GOING TO EGYPT. WE BELIEVE IT IS SOUND POLICY TO CONTINUE AND/OR EXPAND THESE INTERCHANGES. PARENTHETICALLY WE SHOULD ADD THAT WHEN NECESSARY IADS HAS NOT HESITATED TO USE ITS OWN FUNDS FOR TIME, TRAVEL, AND OTHER ITEMS TO IMPROVE COMMUNICATIONS OR CORRECT DEFICIENCIES, BUT WE ARE LIMITED IN ABILITY TO CONTINUE THIS ROUTE.

4. PROPOSAL TO HAVE A ONE-YEAR VISITING PROJECT OFFICER FOR LIAISON/
COORDINATION HAS OUR FULL SUPPORT.

5. WE UNDERSTAND AND APPRECIATE RELUCTANCE OF MOA TO HAVE EXPATRIATE
POLICY ADVISOR IN RESIDENCE. AS AN ALTERNATIVE, WE WOULD LIKE TO
POINT OUT THAT IADS PROCEDURES WOULD PERMIT US TO EMPLOY AN EGYPTIAN
NATIONAL FOR THIS DUTY IF SUITABLE CANDIDATE CAN BE IDENTIFIED. THIS
SHOULD BE A COST EFFECTIVE MEANS OF PROVIDING DESIRED SERVICES AND
SHOULD BE POSSIBLE TO IMPLEMENT PROMPTLY.

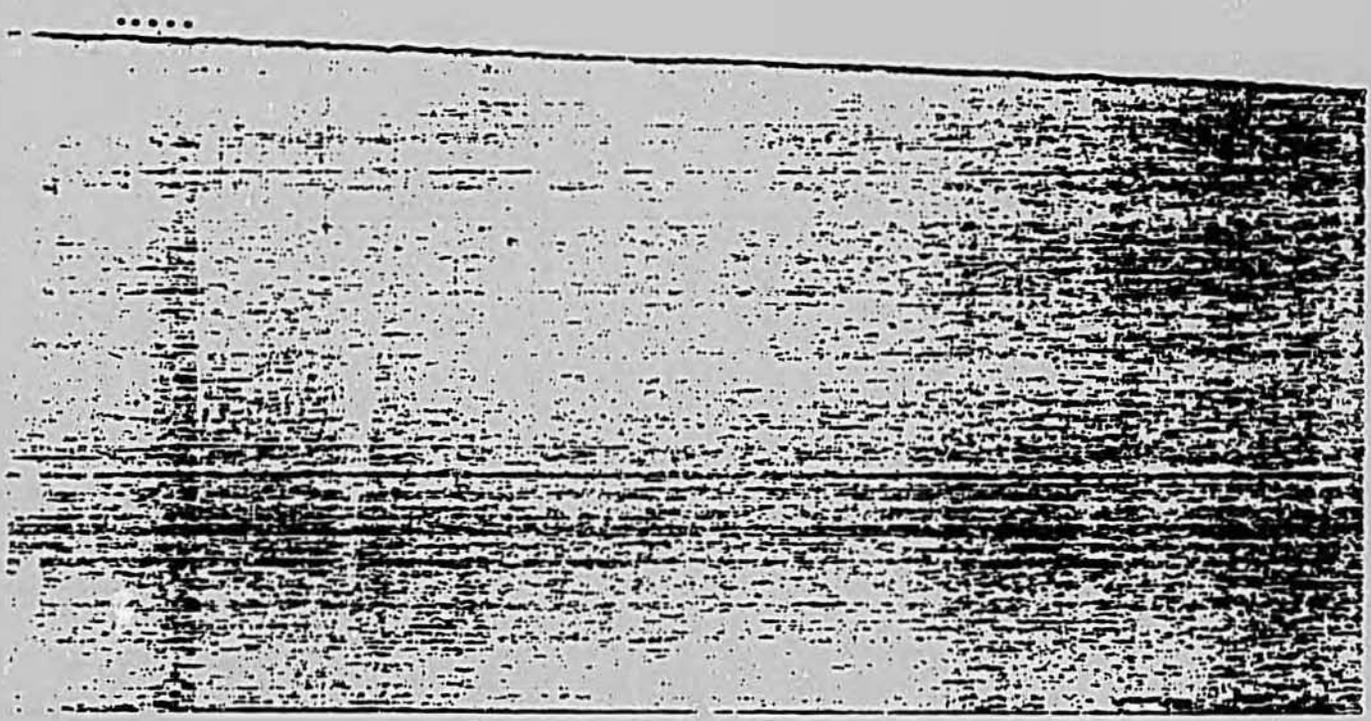
6. WE WOULD WELCOME EXTENSION OF IADS INVOLVEMENT IN THIS PROJECT,
AND BELIEVE OUR PROBABLE MERGER WITH AGRICULTURAL DEVELOPMENT COUNCIL
AND WINROCK INTERNATIONAL WILL ENHANCE OUR SUPPORT CAPACITY.

REGARDS

MCCLUNG PRESIDENT

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ATTENTION RUTHERFORD, ROOM 1118:

RE: YOUR ITEM NO. 3 REGARDING GENERAL BACKGROUND DETAILS

1. WE DID LIFE OF PROJECT WORK PLAN AND FIRST ANNUAL WORK PLAN. SINCE THEN IT HAS BEEN ON AN AD HOC BASIS.
— —
2. WE HAVE SUBMITTED 4 PROGRESS REPORTS, BUT ON A 6-MONTH BASIS RATHER THAN QUARTERLY SINCE THE FIRST ONE WAS DUE 6 MONTHS INTO THE PROJECT.
3. WE HAVE NO PROBLEM WITH MORE FREQUENT REPORTING RECOGNIZING THAT THE SIZE OF THE REPORT WILL BE RELATED TO LEVEL OF ACTIVITY. DURING SUBSTANTIAL PERIODS OF THE PAST A MONTHLY REPORT WOULD HAVE LIMITED VALUE.
4. OUR LIAISON WITH USDA HAS BEEN INFORMAL BUT HAS INCREASED WITH LEVEL OF ACTIVITY. WE WOULD WELCOME GREATER COLLABORATION.
5. APPRECIATE COMMENTS ON IRRIGATION TEAM.

REGARDS,

MCCLUNG*

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NIELHILTONCAIRO 4.10.84
TMP899147 PRAGMA FSCH
ATTN.DR.M.FATOOREHCHIE
CAIRO AG 2 NO 5 REF DCA PROJECT
EVALUATION:FURTHER ENQUIRY OF USDA.
PLEASE HAND DELIVERY THESE SUPPLEMENTAL
QUESTIONS TO CHRISTENSEN,WHITE LARSEN ETAL AT USDA:
1.PLEASE SUPPLY ANY DETAILS ,BACKGROUND OR
COMMENTS RELATIVE TO LIAISON-COORDINATION-LINKAGE
OF USDA PROJECT ACTIVITIES WITH THOSE OF
IADS AND REPORTING OF SAME AS CALLED
FOR BY TIEM 3'' SPECIAL WORKING RELATIONSHIPS'',
IN THE INITIAL PASA.
2.PLS PROVIDE ANY INFORMATION/COMMENTS
REGARDING PREPARATION,SUBMISSION OF A)SEMI-ANNUAL
SUBSTANTIVE PROGRESS REPORTS,AND B)OUTLINES OF
''WORK TO BE PERFORMED FOR FOLLOWING SIX MONTH PERIOD''.
(SEE STATEMENT OF WORK SECTION4 ITEM 5''REPORTS ''OF
PASA.REGARDS-RUTHERFORD.

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PRAGMA FSCH

MMM

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MEMORANDUM

10/8/84

TO: Aide Memoir
FROM: W. A. Rutherford, Evaluation Team Leader
SUBJECT: DCA Project Mid-Term Evaluation:
Presentation to MOA Advisory Council

AGENDA

1. INTRODUCTION Dr. W. Rutherford
 - Team
 - Mandate/Goal of Evaluation
 - Methodology
2. ANALYSIS OF PROJECTS/ACTIVITIES Tyler Sturdevant
 - A. Completed
 - B. Current
 - C. Contemplated
3. ANALYSIS OF PROJECT TRAINING COMPONENT J. Sleeper
 - A. Planned (PP/Grant Agreement)
 - B. Actual
 - C. Future
4. PRINCIPAL (PRELIMINARY) FINDINGS W. Rutherford
 - Project Outputs (in addition to training)
 - Project Impact on AG policy
 - New Data/New DCA Skills
 - Project Impact on Policy other than AG
5. KEY ISSUES Dr. M. Hindy
 - A. Problems
 - B. Suggested Solutions
6. RESPONSE BY PROJECT DIRECTOR Dr. Y. Mohieldin
7. SUMMARY OF COUNCIL COMMENTS

Aerial survey to re-map areas Giza to Aswan

EGYPTIAN reconnaissance planes started this week surveying governorates of Upper Egypt between Giza and Aswan a project which will be completed within three months. It will then be followed by another three months survey during which the cities and villages of Cairo and Delta will be mapped to determine their cordons and population concentrations.

The campaign is an attempt to prevent agricultural land-scooping and urban encroachment on arable land, which has become a serious threat to the country's agricultural area. Pictures taken by the American satellite revealed that 40,000 feddans of arable land are spoilt annually. This is of course considered a waste to the country's agricultural potential, as it is well known that

the feddan in the Delta and valley gives a far more bountiful yield than the reclaimed lands, said Dr Mohamed Abdul Hadi, Chairman of the Remote Sensing Centre.

The aerial photography will also help determine for the first time the barren areas which intervene agricultural land whose areas are not yet thoroughly known. The map to be drawn depending on the satellite pictures will at the same time define the country's exact extent of agricultural land.

Dr Mustafa Kamal Helmi, Minister of Higher Education will prepare a periodical report, to be submitted to Premier Kamal Hassan Ali on the project's progress implemented by an Egyptian work team from the Remote Sensing Centre. GSS

EGYPTIAN GAZETTE SURVEY MAPS 11-8-86

THE Egyptian Survey Authority agreed with the U.S.A. Agency for International Development to implement a project for drawing modern survey maps for the various governorates, to be completed by the end of December. The cost will be LE 600,000 said an official source at the Survey Authority. He added that the aim of the project is to determine boundaries of villages and other inhabited areas. The source also pointed out, that the Authority reached an agreement with the U.N. to organise training courses for technicians to be trained on ways of operating the surveying instruments.

Implementation Schedule (Projected/Actual)

<u>Project Action</u>	<u>Completion Date</u>	<u>Month of Project</u>		<u>Implementation Responsibility</u>
		<u>Projected</u>	<u>Actual**</u>	
<u>(1) Overall</u>				
<u>Grant Agreement Signed</u>	<u>8/80</u>	<u>0</u>	<u>0</u>	<u>AID/GOE</u>
<u>Initial Conditions</u>				
<u>Precedent Met</u>	<u>9/80</u>	<u>1</u>	<u>1</u>	<u>GOE</u>
<u>Administrative Contract</u>				
<u>Signed</u>	<u>9/80</u>	<u>2</u>	<u>none</u>	<u>AID/GOE</u>
<u>RFP Issued</u>	<u>10/80</u>	<u>2</u>		<u>GOE/AID</u>
<u>PASA Agreement Signed</u>	<u>10/80</u>	<u>2</u>	<u>10</u>	<u>USDA/GOE/AID</u>
<u>Vehicles Ordered</u>	<u>10/80</u>	<u>2</u>		<u>GOE/AID/Contractor</u>
<u>Host Country Contract</u>				
<u>Signed</u>	<u>4/81</u>	<u>8</u>	<u>22</u>	<u>GOE/Contractor/AID</u>
<u>Equipment Ordered</u>	<u>4/81</u>	<u>8</u>		<u>GOE/AID/PASA</u>
<u>First Major Evaluation</u>	<u>2/83</u>	<u>31</u>	<u>50</u>	<u>AID/GOE</u>
<u>Second Major Evaluation</u>	<u>2/85</u>	<u>55</u>		<u>AID/GOE</u>
<u>Project Completion</u>	<u>8/85</u>	<u>60</u>		
<u>(2) Analysis and Planning</u>				
<u>Scope of Work for First</u>				
<u>Study Prepared</u>	<u>10/80</u>	<u>3</u>	<u>9</u>	<u>GOE/AID</u>
<u>Scope of Work for Second</u>				
<u>Study Prepared</u>	<u>11/80</u>	<u>4</u>	<u>31</u>	<u>GOE/AID</u>
<u>First Study Completed</u>	<u>2/81</u>	<u>7</u>	<u>35*</u>	<u>GOE/Contract Team</u>
<u>Short Term Policy</u>				
<u>Participants Depart</u>	<u>2/81</u>	<u>7</u>	<u>7</u>	<u>GOE/AID</u>
<u>Second Study Completed</u>	<u>4/81</u>	<u>9</u>	<u>42</u>	<u>GOE/Contract Team</u>
<u>Scope of Work for Third</u>				
<u>Study Prepared</u>	<u>4/81</u>	<u>9</u>	<u>44</u>	<u>GOE/Contractor</u>

* Completed and submitted but not approved.** At mid-term evaluation, October 1984.

<u>Project Action</u>	<u>Completion Date</u>	<u>Month of Project</u>		<u>Implementation Responsibility</u>
		<u>Projected</u>	<u>Actual</u>	
<u>Long Term Advisor Arrives</u>	8/81	13	none	GOE/Contractor
<u>Third Study Completed</u>	8/81	13	pending*	GOE/Contractor
Academic Participants Depart	8/81	13		GOE/Contractor/AID
Studies Underway	Continues	13-60		GOE/Contractor
Short Term Teams	Various Times			GOE/Contractor
<u>Short Term Participants</u>	2/82	19		GOE/Contractor/AID
<u>Academic Participants</u>	8/82	25		GOE/Contractor/AID
<u>Short Term Participants</u>	2/83	31		GOE/Contractor/AID
<u>Academic Participants</u>	8/83	37		GOE/Contractor/AID

(3) Data Collection

<u>First PASA TDY's</u>	12/80	5	10	GOE/AID/PASA
<u>Academic Participants</u>	1/81	6	37	GOE/AID
TDY's	1/81-7/85	6-59	15	GOE/PASA
<u>Academic Participants</u>	8/81	13	25	GOE/AID/PASA
Census Participants	According to Course Scheduling		12	GOE/PASA
<u>Data Processing Participants</u>	8/81	13	14	GOE/AID/PASA
"	8/82	25	43	GOE/AID/PASA
"	8/83	37	46	GOE/AID/PASA

* In process in month 50.

LOGICAL FRAMEWORKI. GOAL

Increased agricultural growth and more equitable distribution of income.

Verifiable Indicators

1. Value added in agricultural sector
2. Physical product
3. Level of labor and other farm inputs used

Means of Verification

1. GOE statistics
2. Farm surveys

Assumptions

Stable economic conditions
Continued GOE concern with agriculture

II. PURPOSE

1. To improve MinAg capacities to collect economic data and to carry out analytic and planning work across the agricultural sector; and
2. To increase the use of relevant analytic materials in policy development and planning activities.

EOFS

1. The Ministry of Agriculture will be better capable of operating an effective agricultural statistics program providing improved data accessibility.
2. The range, quality, reliability and timeliness of agricultural statistics will be improved.
3. Additional agricultural sector policies and programs with an analytic and rationally planned basis.
4. Active planning and analysis group operating in the MinAg able to address short-term issues.

5. Senior level acceptance of importance of planning and analysis.
6. Increase in the overall quality and amount of planning and analysis.
7. Start made on integrating research and planning into MinAg decision processes.

Verification

1. Before/after comparisons.
2. Physical observations.
3. Project evaluations.

Assumptions

Political and economic conditions make changes possible.
Ministry structures permit establishment of groups.
Salary levels sufficient to hold personnel.

III. OUTPUTS

1. Research studies.
2. Policy papers.
3. Project/program plans.
4. Additional agricultural statistics.
5. More accurate, reliable and timely statistics.
6. Trained staff.

Magnitude of Outputs

- 1-2-3-4-5 to be determined during course of project.
6. 50 individuals with on-the-job, short course or long-term training.

Means of Verification

1. Project documents and reports.
2. Physical observations.

Assumptions

Staff made available for training.
Group allowed to work on issues.

IV. INPUTS

Egypt: Personnel
Facilities
Operating funds

AID : Funding for LT and ST technical assistance.
Funding for local analysts.
Funding for training.
Funding for equipment.
Funding for computer software and computer time.

Magnitude

See budget and implementation plan

Means of Verification

Project accounts.
Project evaluations.
AID records.

Assumptions

GOE resources available.

List of Documents Produced By DCA Projects

1. Using Regression Analysis in Raising the Efficiency of Rice Production (Phase I).
2. Using Multiple Regression Analysis in Raising the Efficiency of Rice Production (Phase II).
3. Facilitating Crop-Cutting Experiments for Estimating Wheat Yields by Incorporation of Regression Analysis.
4. Major Economic Implications of Price Changes for Selected Crops on the National Economy (Phase I).
5. The First Seminar on Marketing of Horticultural Crops.
6. Outlook and Situation of Cotton.
7. Outlook and Situation of Wheat.
8. Outlook and Situation of Millet.
9. Outlook and Situation of Beans.
10. Outlook and Situation of Orange.
11. Outlook and Situation of Lentil.
12. Outlook and Situation of Palm.
13. Data Collected for the Main Agricultural Winter Crops.
14. Farm Major Indicators During January-March 1984.
15. Outlook and Situation of Fertilizers.
16. Outlook and Situation of Grapes.
17. Outlook and Situation of Rice.
18. Statistical Analysis for Grape Results Estimation by Sampling in Behera and Minia.
19. Study on the Demand of Red Meat Production in Egypt.
20. Production Consumption Gap of Red Meat in Egypt.

21. Sampling Procedure for the Feed Lot Industry Under Different Management Systems.
22. Importing Steers Vs. Importing Red Meat to Face Supply-Demand Gap of Red Meat in Egypt.
23. Identification of Red Meat Production Technologies.
24. Economic Efficiency of Red Meat Production.
25. Characteristics of the Feed Lot Industry.
26. Data Appendix.
27. Farm Income, Prices and Labor Activity.
28. Analytical Study for Area Frame Survey Conducted in Menufia Governorate in 1982.
29. Proposed Methodology for Implementing the Area Frame Technique.
30. A Preliminary Analysis of Cost of Production Data Collected for the Main Agricultural Winter Crops (Short Berseem, Permanent Berseem, Wheat and Broad Beans).
31. A Preliminary Analysis of Cost of Production Data Collected for the Main Agricultural Summer Crops (Cotton, Maize and Rice).
32. Cost of Production Activity Achievements and Future Work.

<u>Date</u>	<u>Title & Authors</u> (in Arabic)	<u>Summary</u>
1982/83	Current & Future Situation of Cotton (Staff Analysis Report)	It consists of six sections concerning: (1) production according to the variety of cotton; (2) cost of production; (3) prices & returns to farmers; (4) foreign trade; (5) local consumption and (6) stocks.
1982	Major Economic Implication of Price Changes for Selected Crops on the National Economy (Phase I) by Dr. Osman El-Kholi, Dr. Nabil T. Habashy & Dr. Hassan A. Khedr	This study explores the major economic consequences of increasing existing farm prices for selected crops: rice, wheat, corn, garlic, and bananas.
March 1984	Major Agriculture Farm Indicators from January to March by Dr. El Gamassy, Dr. Yehia Mohie El Din and Dr. Mohamed Hindy	Based on field work data from Gharbia and Beni Suef governorates, this paper is a collection of farm data such as monthly prices and wages.
1982	Working Paper #2 Dr. Osman El-Kholi and Dr. Hassan Aly Khedr	This study calculates an accurate figure for rice yields per feddan using double sampling design. Grain weight is found to be 21% of harvest weight.
Feb. 1982	Working Paper #1 Dr. Osman El-Kholi and Dr. Hassan Aly Khedr	This study relates the weights of rice, straw and grain to that of net grain weight in order to compute total rice production in 1981.
-	Current & Future Situation of Wheat by Dr. Abdel Mawla Beshir & Dr. Hassan Aly Khedr	This report offers a general over view of wheat production, consumption, foreign trade and future implications for 1982/83.
Feb. 1984	Current & Future Situation of Sorghum by Dr. Abdel Mawla Beshir and Dr. Hassan Aly Khedr	This report contains statistical information concerning sorghum's 1) area & production; 2) costs per feddan; 3) prices and returns to farmers.
-	Current & Future Implications of Oranges, by Dr. Abdel Mawla Beshir & Dr. Hassan Aly Khedr	This report is a collection of orange data on: production, costs of production, prices and return per feddan, consumption & foreign trade.
1979	Agricultural Economics by Dr. Yehia Mohie El Din & Dr. Mohamed Fahim Sharef	Statistical Year Book that contains information concerning the agricultural sector.

Date

Title & Authors

Summary

Nov. 1982

Overview of the Marketing System
for Fruits and Vegetables in Egypt

Gives an idea of what is
going on ~~on~~ the
vegetables & fruits
marketing system and how
~~to~~ to achieve better
performance.