AID 1020-25 (10-70)

file in room Marshall's Prop file

REPORT U-446

RS Dean 6180631-(4)

PROJECT APPRAISAL REPORT (PAR)

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1. PROJECT NO.	2. PAR FOR PERIOD:	3. COUNTRY	4. PAR SERIAL NO.
618-11-790-631	1/1/71 TO 12/31/71	East African Community	4

5. PROJECT TITLE

Supply Management Improvement

PD-AAC-719-D1

6. PROJECT DURATION: Began FY 69 Ends FY 73	7. DATE LATEST PROP	8. DATE LATEST PIP	9. DATE PRIOR PAR
	12/29/67		17 March 1971

10. U.S. FUNDING	a. Cumulative Obligation Thru Prior FY: $ 220,000	b. Current FY Estimated Budget: $ ---	c. Estimated Budget to completion After Current FY: $ ---

11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)

a. NAME	b. CONTRACT, PASA OR VOL. AG. NO.
Public Administration Service	Contract AID/afr-591

I. NEW ACTIONS PROPOSED AND REQUESTED AS A RESULT OF THIS EVALUATION

A. ACTION (X) USAID	AID/W	HOST	B. LIST OF ACTIONS	C. PROPOSED ACTION COMPLETION DATE
			Note: In November 1971, AID and the EAC agreed to a second tour for the Railways' advisor, to be funded from East African Community Support (Supply Management), 618-11-790-649.5. The source of the advisor's funding shifted to EAC Support in early 1972. The Harbors' advisor will be funded from Supply Management Improvement (618-11-790-631) through the end of his tour in November 1972.	

D. REPLANNING REQUIRES REVISED OR NEW: ☐ PROP ☐ PIP ☐ PRO AG ☐ PIO/T ☐ PIO/C ☐ PIO/P

E. DATE OF MISSION REVIEW: 27 May 1972

PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE	MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE
George T. Eaton, RDOEA	James Groeno, Regional Development Officer RDOEA/Arusha

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II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

A. INPUT OR ACTION AGENT — CONTRACTOR, PARTICIPATING AGENCY OR VOLUNTARY AGENCY	B. PERFORMANCE AGAINST PLAN: UNSATISFACTORY 1	2	SATISFACTORY 3	4	5	OUTSTANDING 6	7	C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (X): LOW 1	MEDIUM 2	3	4	HIGH 5
1. Public Administration Service					X							X
2.												
3.												

Comment on key factors determining rating

The two advisors now on the job are good experienced supplies men who are performing well.

Home office support by the contractor has been satisfactory.

4. PARTICIPANT TRAINING None in this project	1	2	3	4	5	6	7	1	2	3	4	5

Comment on key factors determining rating In an activity planned and coordinated by the Railways' advisor, two Railways supplies officials undertook a study tour of American & Canadian supply facilities in FY 1971. A third Railways officer and a Harbors participant are now in the U.S. on a similar program. Financing was from the Public Services Training and EAC Support projects: see PIO/Ts 607-00025/6/7, 607-10017/8 and 649-20008/9.

5. COMMODITIES None	1	2	3	4	5	6	7	1	2	3	4	5

Comment on key factors determing rating

6. COOPERATING ~~XXXXXXX~~ Agencies		1	2	3	4	5	6	7	1	2	3	4	5
	a. PERSONNEL Railways												X
	a. PERSONNEL Harbors			X									
	b. OTHER					X						X	

Comment on key factors determining rating Item 6 (a) separately rates the Railways and Harbors Corporations' provision of local personnel for support of the project. In both cases, performance has been only marginally satisfactory. The advisors work closely with the chief supplies officers, but the latters' status as formal counterparts has never been clear. The Railways did provide a man full time to work with their advisor for some months on inventory management. In November 1971 the Railways agreed to establish the position of supplies planning officer; Harbors has a similar position in mind. Both would serve as formal counterparts. Neither job was established or filled at the end of 1971. Both Corporations have provided employees for on-the-job training by the advisors.

The Corporations have fulfilled their agreements regarding housing and logistic support for the U.S. advisors.

7. OTHER DONORS None	1	2	3	4	5	6	7	1	2	3	4	5

(See Next Page for Comments on Other Donors)

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II. 7. Continued: Comment on key factors determining rating of Other Donors

III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					
		CUMULATIVE PRIOR FY	CURRENT FY TO DATE	CURRENT FY TO END	FY ___	FY ___	END OF PROJECT
(See comment on last PAR)	PLANNED						
The Railways advisor has fairly successfully maintained his work pace compared to the work plans. The Corporation's response has been less rapid, though in the end it has acted on nearly all of his proposals.	ACTUAL PERFORMANCE						
	REPLANNED						
The Harbors advisor's first work plan was too optimistic and has since been revised. His output is generally matching the plan now. But the Corporation has yet to take action on any of his major recommendations.	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						

B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS	COMMENT:
1. Both advisors seem to be doing good work. The Corporations are pleased with them. However Harbors in particular has done very little to implement recommendations: two inhibiting factors in 1971 were the lack of a Director General (due to the Tanzania-Uganda dispute) and a corporation-wide management survey carried out by an outside consulting firm. In late 1971 and early 1972 both problems were cleared away. The Corporation's Board of Directors approved a major organizational plan satisfactory to the U.S. advisor in April 1972, and prospects seem favorable for more action as the year progresses.	
2.	COMMENT:
3. Inventory Management in the Railways ran into severe difficulties during the advisor's home leave. In February 1972 he plunged into a rescue operation which included re-training, an attempt to simplify procedures, and fresh pleas to the Corporation to approve higher ranking staff to implement the new system.	COMMENT

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IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged. 2. Same as in PROP? ☒ YES ☐ NO

To improve supply management operations and procedures in the East African Railways and Harbors Corporations by giving technical advice to their respective supplies departments.

B. 1. Conditions which will exist when above purpose is achieved.	2. Evidence to date of progress toward these conditions.
RAILWAYS	
An improved supplies system featuring (1) modern computerized inventory management and (2) decentralized operations in accordance with the Treaty for East African Cooperation.	Inventory management is functioning in Nairobi and has been started in Kampala. Decentralization is being implemented in pieces, although full approval for the Uganda operation has not been received. The advisor has conducted a good deal of on-the-job training, and two officers have returned from training in the U.S. and Canada (see Item II.A.4).
HARBORS	
Headquarters and ports supplies organizations, functions and authority, job descriptions, simplified inventory management, a supplies manual, and locally-trained officers, as recommended by the advisor.	The advisor has completed organizational functional recommendations and the supplies manual. The Corporation has not acted on these recommendations. Training is underway and will continue as required. Job descriptions and inventory management remain to be done.

V. PROGRAMMING GOAL

A. Statement of Programming Goal

To help the East African Community (EAC) function more effectively by providing management and administrative assistance in key fields.

B. Will the achievement of the project purpose make a significant contribution to the programming goal, given the magnitude of the national problem? Cite evidence.

Yes. The Railways is the major transporter and largest single employer (42,000 employees) in East Africa. The Harbors operates the four mainland East African ports. Both are key organizations in the vital export-import trade of Tanzania, Uganda, and Kenya. Successful improvement and modernization of their supplies operations and procedures will make a significant contribution to the goal of helping the EAC function more effectively.