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OF

CHEMONICS INTERNATIONAL CONSULTING DIVISION

ON THE

AGRICULTURAL PRODUCTION AND CREDIT PROJECT

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DESCRIPTION OF PROJECT

The Agricultural Production and Credit Project (APCP) will assist the GOE to make needed policy changes to deregulate the agricultural sector. It will also extend concepts tested under predecessor activities throughout the PBDAC's system. These concepts include full banking services, such as charging interest rates at near market levels, and providing rapid and efficient loan approvals. At the end of the project, the PBDAC will have: (1) a sound capital structure and capital management system, (2) effective management controls (e.g., budgeting, auditing, and financial analysis of bank performance), (3) a dynamic personnel management and training program, and (4) a modern management information/accounting system. An increase in private sector participation of agricultural input supply and services will be an important component of this project.

The two major thrusts of the APCP, agricultural policy reform and institutional strengthening of the PBDAC, are implemented in coordinated, parallel tracks. The policy component is implemented by senior GOE officials in the MALR, the PBDAC, and elsewhere. The institutional strengthening component is implemented by the PBDAC, in coordination with the MALR.

The institutional strengthening component of the APCP began in late 1987. The contractor who assisted the PBDAC under the predecessor project, SFPP, was retained by the Bank to assist during the initial bridging year. In late 1988, the PBDAC signed a contract with Chemonics International Consulting Division to undertake the remainder of the APCP.

The first work plan cycle covered the period from January 1, 1989, to June 30, 1989. During this period, the Bank, with the assistance of the contractor, began to address a number of new banking areas, i.e., audit and monitoring, and finance and capital management. At the same time, the Bank and contractor continued to implement and expand the core credit, extension, and related activities begun earlier.

During the first work plan, a baseline study was conducted. As a result of this and other work during that period, a number of significant findings and recommendations were advanced. The senior management of the PBDAC developed a set of guidelines in June to orient the development of the second APCP work plan. The Bank's guidance was to propose an ambitious plan which would respond to its needs to meet the APCP objectives in an integrated and simultaneous fashion. In addition, lending under the APCP system will be expanded from 12 to 14 governorates this year. Standardized policies and procedures will be designed to cover all 17 governorate BDACs. The AWP-II responds directly to these guidelines; the geographic and functional expansion; and the goal, purpose, and objectives of the APCP.

ACRONYMS

AID	Agency for International Development (entire organization headquartered in Washington, rather than a specific mission)
AMRI	Agricultural Mechanization and Research Institute
APCP	Agricultural Production and Credit Project
AWP-I	First Annual Work Plan (January 1 to June 30, 1989)
AWP-II	Second Annual Work Plan (July 1, 1989 to June 30, 1990)
BDAC	Bank for Development and Agricultural Credit
CMD	Center for Management Development (of the MALR)
CRU	Credit Reporting Unit
CEFUT	Central Evaluation and Follow-up Team (of the MALR)
DP	Data Processing
EQI	Environmental Quality International
ETS	Extension Technical Services Unit
FRB	Farm-related Business
G/L	General Ledger
GOE	Government of Egypt
HO	Home Office of Chemonics in Washington, D.C.
HRD	Human Resources Development
LD-II	Local Development II Provincial Project (another ongoing USAID/Egypt project)
LIA	Land Improvement Authority (of the MALR)
LOE	Level of Effort (of the prime contract)
LT	Long Term
MALR	Ministry of Agriculture and Land Reclamation
MIS	Management Information Systems
MOF	Ministry of Finance

NARP National Agricultural Research Project (another ongoing USAID/Egypt project)

NES National Extension Service

PBDAC Principal Bank for Development and Agricultural Credit

PBR Planning, Budgeting, and Reporting

P/D Person-days

PDI Pre-delivery Inspection

PICS Project Inventory Control System (for nonconsumable commodities purchased under the APCP contract)

PIL Project Implementation Letter

SFPP Small Farmer Production Project

SOW Scope of Work

ST Short Term

TA Technical Advisor

TBD To Be Determined (terminology of Gantt Chart)

USAID/
Egypt AID's Mission in Egypt

SECTION I

SUMMARY

A. Technical Assistance

The implementation of the Agricultural Production and Credit Project (APCP) continued with a wide variety of activities during the months of July, August, and September 1989 which constituted the third Project Quarter of the Contract. Both accomplishments and problems are identified in this report. Among the accomplishments during the quarter were the following:

- o All Tasks: The AWP-II was presented in first draft form to PBDAC Executive Managers and Sector Heads on July 10 during a meeting at the Agronomists' Club, then in second draft form to PBDAC Executive Managers and BDAC Chairmen in a September 12 workshop at the Nile Hilton. The Bank gave "approval, in principle" to all individual tasks' work plans, except for MIS, which was further reviewed in-depth a few days later. Program Support was not covered in the September 12 meeting; it is set to be reviewed in October. Furthermore, it must be noted that approval of incremental levels of effort for all tasks are pending as of quarter's end. Thus, publication of the AWP-II in final bilingual form was delayed until early in the next Project Quarter.
- o Credit: In collaboration with the Audit/Monitoring team, a draft discussion paper on loan classification was completed and circulated. Two PC Credit Analysts/Programmers were hired in August to join the APCP MIS/DP team. Completion of the task's Training Needs Assessment occurred during September. Also, the Bank approved the position and terms of reference for the Remedial Loan Servicing Specialist, who will be fielded in January 1990. The review of credit reporting practices of BDACs and village banks continued.
- o Specialized Financial Services: Training of Trainers for Farm Management was successfully conducted in early July. An ETS team was formed to study methods for the training of extension staff in PC use for extension reporting. Winter season training of over 5,000 extension staff began. Winter Crop Packages were delivered and subsequent training began. The Vegetable Packages were completed and sent to the printer. The short-term Farm Management Survey Specialist arrived September 4. By quarter's end, he had completed the sampling framework, and established a survey methodology and procedures for subcontracting. A long-term Commodities Trading Specialist was identified by quarter's end; he is set to join the team in October.

- o Farm-related Business: A Farm Mechanization Survey of eight governorates was successfully undertaken and a computerized database for farm equipment was created. Also completed was a Farm Equipment Needs/Cost Study, which will allow village banks to assess credit risk related to machinery financing. Orientations for the Land Improvement and Farm Mechanization pilot projects were carried out in Daqahliya and Sharqiya governorates during September. A study on proper seedbed preparation for wheat planting was completed by quarter's end.
- o Finance and Capital Management: The review, of village banks' financial reporting systems began. The task's Training Needs Assessment was completed. A computer-developed interest rate training module was begun.
- o Accounting: The task's Training Needs Assessment was completed. A user group for the General Ledger Automation pilot project was formed. The implementation plan for the conversion of the Toukh branch bank's G/L system was completed. Scopes of work for the Financial Reporting and Local Account Specialists were written.
- o Audit and Monitoring: A one-day workshop on auditing was conducted for BDAC Chairmen, PBDAC Sector Heads, and PBDAC Executive Managers. Technical expertise was provided in the creation of the loan classification system and in the implementation of the G/L system.
- o MIS: The Credit Reporting Unit was consolidated, including the hiring of two analyst/programmers, as mentioned in the Credit section above. "General Ledger" and "Credit/Loans Processing" were identified as priorities for automation. The inputting of 6,000 customer account records for the Savings Passbook/Lottery System was completed. Payroll System testing was completed and training began for the Bank's Payroll and MIS staff. The team conducted a follow-up presentation for Bank management regarding the task's section of the AWP-II. The APCP computer procurement plan was completed and approved. The MIS/DP Training Specialist arrived and began training activities. The draft MIS training plan was completed. A prototype computerized G/L was designed and developed.
- o Training: Training Needs Assessments for several tasks were completed, as mentioned above. The National Training of Trainers Program's first pilot course was successfully carried out. The first draft of the In-country Training Plan was completed. A Quarterly Progress Report format for that plan was also developed. The first draft of the Overseas (Participant Training) Plan was also completed. The data annexes for the overall Training Needs Assessment were likewise completed. Technical training support activities were held in the tasks of Credit, Specialized

Financial Services, Farm-related Business, Auditing, and MIS. Courses were also held in Managerial Development and English Language.

- o Human Resources Development: Scopes of Work for specialists in the task were completed.
- o Program Support: Documents completed included the bilingual AWP-II in first and second draft forms, the First Annual Report/Second Quarterly Report, and the micro- and minicomputers RFQs. Work progressed on the finalization of the Baseline Study, the four volumes of which are set to be printed in late October. The long-term Editor/Documentation Specialist was approved, hired, and fielded during this quarter. Seventy project vehicles arrived in Alexandria, were transported to Cairo, and, by quarter's end, were undergoing testing, customs clearance, exemption, and registration. Job descriptions for all Program Support staff and an organizational chart were completed.

A number of new and outstanding problems were identified during the quarter that ended in September. They are summarized in the Issues and Problems Chart (annex B to this report). Furthermore, problem areas within each task are covered in section "C" of specific technical reports.

B. Procurement Assistance

Procurement assistance during the third Project Quarter was aimed at obtaining the following items: four microcomputers, two minicomputers, and seventy vehicles. These and other smaller efforts are described below.

During July, a Request for Quotations was prepared for the procurement of four microcomputers. The document was circulated to both PBDAC and USAID/Egypt officials. It was approved by both organizations and accordingly distributed to local vendors. Upon receipt of quotations, a Technical Committee was formed that evaluated all offers received (four) and presented a recommended vendor to senior PBDAC management. Concurrence was given and an award, after negotiation, was made to the chosen vendor.

With respect to the procurement process for the two minicomputers, this was a longer and more complicated process. Because of the complexity of USAID/Egypt's procurement regulations, there was a debate as to how the initial procurement would be handled and what would be the most effective procurement strategy. It was decided that a Request for Proposals vs. Quotations would be prepared considering the appreciable level of vendor technical assistance and after-sales support required. Furthermore, it was decided that the initial procurement of two "pilot" systems had to be clearly linked to the potential subsequent purchase of 13 additional minicomputers. Accordingly, USAID/Egypt was requested to prepare a proprietary waiver that would allow the initial and follow-on procurement to be

standardized on a selected manufacturer's equipment. Finally, it was agreed that the Chemonics home-office Procurement Department would take the lead in preparing the draft RFQ and related documents.

Thus, procurement activities during the late part of the quarter focused on the completion of the minicomputers RFQ. This involved several dialogues between MIS and Program Support staff, plus the assistance of the HO Procurement Department, including a short visit by the Procurement Agent assigned to the APCP. An advertisement will be run in the Commerce Business Daily. Also, the request must be approved by USAID/Egypt. It is expected that these steps will occur during October.

The 70 project vehicles were released from customs in the port of Alexandria and arrived in Cairo early in September. At quarter's end they await the completion of pre-delivery inspections and registration in the Bank's name.

Regarding the potential procurement of a shuttle bus for the PBDAC, it was decided to put this on hold until the computer-related procurements were substantially completed and the AWP-II was approved.

An appreciable amount of additional offshore procurement is being planned for the near future, some of it already in the preliminary processing stage. Before Program Support can initiate discussions with both the PBDAC and USAID/Egypt regarding procurement planning, standard operational procedures must be fine-tuned with the HO Procurement Department. Once the AWP-II is finalized, and all existing and newly-proposed tasks/subtasks agreed to, then attention can be focused on preparing a master Project Procurement Plan.

C. Participant Training Assistance

Work under the Participant Training/English Language, component of the APCP proceeded on target with the assistance of the home-office Participant Training Coordinator. Various meetings were held with the concerned Chemonics specialists and at USAID/Egypt to clarify administrative and accounting procedures, review Handbook 10 regulations, assess the English language requirements, and review the life of project Participant Training needs as detailed in the needs assessment data annexes. The PT Coordinator prepared and delivered a PT orientation session to all interested technical specialists on September 24. The Coordinator and the Training Specialist attended a September 20 briefing at the American University in Cairo regarding that institution's Intensive English language program. Several important program changes were reviewed and will be communicated to the PBDAC Training Department.

The Participant Training data annex of the needs assessment, which was completed September 30, 1989, includes a comprehensive Conversational and Special Purpose English training needs schedule based on the short-term technical training needs

determined. The Special Purpose English Training Plan and Implementation (cf. 9.12.2/3 in the Task and Deliverables Table, annex A) target dates will be determined upon completion of the needs assessment. A dialogue will be required between USAID/Egypt and PBDAC to decide on the magnitude and scope of the English language program given the predominantly short-term nature of most overseas training needs.

All preparations for a preliminary visit to the Turkish Agricultural Bank (T.C. Ziraat Bankasi) in Ankara were completed (cf. 9.12.4). The visit will be made by the ACP Executive Manager, the Chief of Party, and the Training Specialist from October 1 to 5, 1989. The major purpose of the trip is to determine whether or not the T.C. Ziraat Bankasi is a suitable agricultural financial institution for future ACP observational tours and to assess receptiveness to such trips.

SECTION TWO

DETAILED TECHNICAL REPORTS

Technical assistance reports follow the eleven tasks listed in the AWP-II. For a summary of work since the start of the AWP-II, please refer to the table of tasks and deliverables (annex A of this report). It must be noted that this table reflects the status of the AWP-II as of the last day covered in this report, September 30, 1989, and does not incorporate changes to the LOE that are set to occur in early October.

A. Credit (Task One)

1. General Description

The purpose of this task is to assist the Bank in improving the efficiency and effectiveness of credit operations. As described in the AWP-II, during the second year of the project, the work will focus on (1) improving credit operations by bettering the village banks' environment, and reviewing credit manuals and revolving lines of credit; (2) improving loan classification procedures, and credit follow-up policies and procedures; (3) improving credit reporting; (4) providing credit training support; and (5) addressing remedial loan servicing.

The long-term specialists contributing to this area during the AWP-II include the Agricultural Loan Specialist (full-time), the Audit and Monitoring Specialist (part-time), and the Training Specialists (part-time), all working in conjunction with their counterparts.

2. Main Activities and Progress

Review of the second Annual Work Plan, preparation for the two AWP-II workshops for BDAC Chairmen, and the presentation of the credit task's work plan for July 1989 through June 1990 were important activities in the quarter. Significant comments from the workshop's participants regarding the work plan related to the importance of frequent visits to the governorates; the need for a standard credit procedures manual that can be easily updated; and, although lending activities at the PBDAC are organized into separate "credit" and "investment and development" sectors, the need to apply uniform lending criteria to both sectors.

Discussions were held with Qalubiya BDAC staff on village bank equipment and furniture needs, and a proposal was presented to the BDAC for study and comments. Additional governorates will be visited in October to establish a representative needs assessment (cf. 1.1.1 in the Tasks and Deliverables Table, annex A).

Review of the Bank's new Credit Policy and Procedures Manual was begun. A number of paragraphs were identified which need to be taken up with the translators to determine their precise meaning. On the other hand, the manual which has now been translated is not an approved copy and a number of changes may be made in the Arabic version before its official presentation to the governorates (cf. 1.1.2).

In Qalubiya governorate, inquiries were made about revolving lines of credit which were reported to have been established during the SFPP or APCP bridging period. However, such lines of credit had not been started in this governorate. Visits to Assyout and Sharqiya governorates are being planned to look further into this matter (cf. 1.1.4).

In collaboration with the Audit and Monitoring Specialist, a discussion paper on loan classification was circulated to senior Bank management and counterparts for comments and feedback. Due to changes in the Audit and Monitoring Specialist's work plan, it has been agreed that a short-term Loan Classification Specialist will be hired to assist in establishing a loan classification system in the Bank under the Agricultural Loan Specialist's supervision. A draft scope of work for this specialist was distributed for comments (cf. 1.2.1).

In September, it was agreed that a task force will be appointed to prepare a concept paper for a suitable classification system, to be sent to the BDACs for comments. In addition, target dates were set for approval of the concept paper (November 1, 1989), the distribution of guidelines and procedures (December 1, 1989), the beginning of training (January 1, 1990), and the beginning of the system's implementation (April 1, 1990). Various meetings were held with investment sector staff to select a suitable classification system for the Bank. These meetings contributed a great deal towards a better understanding of the purpose of loan classification (cf. 1.2.1).

Field trips were made to Qalubiya (two days) and Giza (one day) governorates to review credit reporting as preparation for establishing pilot credit reporting units in these two governorates. In both governorates, some staff have been trained in the use of PCs for credit reporting purposes. Ideally, however, the staff who are now manually preparing the consolidated governorate reports should be the same employees who use the PCs and, thus, should be trained in their use (cf. 1.3.2).

Two PC support staff have been hired as part of the contract's MIS/DP team, to be working in the PC credit reporting area in close coordination with the Agricultural Loan Specialist.

Monthly APCP lending reports were reviewed and suggestions for an improved format were introduced (cf. 1.3.4). According to the data extracted from the reports, a total of LE 48,191,877 was

granted in the period January 1 to June 30, 1989, using APCP criteria. This benefited 177,926 farmers. The average loan granted in this period was for LE 271.

By quarter's end, the following facts regarding credit reporting were uncovered by the project's credit team (cf. 1.3.5):

- o APCP lending data are strictly separated from the regular bank lending reports; however, in some cases, APCP lending and regular bank lending should be consolidated to ensure a fair picture of the Bank's lending activities. In fact, the seasonal report on unsubsidized and subsidized lending does not include APCP lending and, therefore, does not present a correct picture of all unsubsidized lending.
- o Monthly reports on APCP lending provide accumulated data since the start of the APCP in the following categories: total number of clients, total number of loans, total disbursements, total amounts due, total repayments, and the repayment percentage per lending purpose. To offer more meaningful information on APCP lending, these reports should instead provide data on movements during a particular month and also give the amount of loans outstanding at the end of the month. Furthermore, regarding crop production loans, distinction should be made between the summer, winter, and Nile seasons. It should further be noted that during field visits, data on amounts due were found to be reported only when clients turned up to repay the installment in part or fully; therefore, the data provided on amounts due and repayment rate may not be accurate.
- o BDACs and village banks visited indicated that they have no written instructions to help fill out the reporting formats.
- o In general, aging reports on delinquent loans are not provided.
- o Reporting on lending per type of collateral has not been established.
- o Although it is required to report in detail all loans in cases where the combined value per client exceeds LE 20,000, only individual loans of LE 20,000 or more per client are being reported.
- o Report formats may vary considerably per governorate; for example, reports on disbursements in some governorates also included data on repayments, whereas in other governorates repayment data are reported separately on forms issued by the collection department. This diversity increases the work load for village bank staff and decreases the quality of the data provided.

- o Although preparation and consolidation of the numerous reports requires a lot of work and receives considerable attention from middle management, it appears that upon completion, most reports are not read and analyzed.
- o Data quality remains a concern. Comparison of the June 1989 monthly APCP lending reports with May 1989 data showed considerable decreases in June figures in a number of governorates, which is impossible in a reporting system based on accumulated data.

In the Credit Reporting area, it is noted that quality and timeliness of information appear to be less important than collecting high quantities of data; serious efforts should be undertaken to determine the type and detail of information needed by management.

The credit task's Training Needs Assessment was completed and discussed with the head of the Training Department (cf. 1.4.1). Four additional credit training courses which had been presented for translation were reviewed and areas requiring explanations or additional translation were identified (cf. 1.4.2).

In the area of remedial loan servicing, a draft scope of work for the long-term local-hire specialist was developed and circulated for comments during August (cf. 1.5.1).

3. Issues/Problems/Revisions

Regarding the loan classification system, important issues raised so far center on (1) whether the cut-off date for the classification of a portfolio should coincide with the end of the Bank's fiscal year or with any month's end, and (2) whether the classification of a portfolio should be done by the village bank's credit and lending staff or by audit staff (cf. 1.2).

Regarding the review of credit reporting, it was found that present reports are too statistical and aged to be a meaningful credit decision tool. Statistical reports should be simplified and new "global" credit reports of the outstanding delinquencies of repayments should be developed. This will require a major PBDAC decision and change (cf. 1.3.5).

B. Specialized Financial Services (Task Two)

1. General Description

The purpose of this task is to develop or improve the efficiency of specialized financial services, and to increase the managerial skills of Bank staff so as to improve financial services to rural clients. As described in the AWP-II, the activities in this task include improvement of the effectiveness and efficiency of extension services provided by the MALR to Bank clients by: (a) improving coordination between the MALR and the Bank, (b) improving the contents of current technical packages,

(c) adding new technical packages in areas where the Bank is exposed or where there are new lending opportunities, and (d) ensuring validity of technical packages by instituting verification surveys. All of the above activities, are in support of the implementation efforts of the project which preceded APCP. As such, they are well established activities.

In addition to the above, the following two activities, which are new to this task, are included in the draft AWP-II: (1) improving the efficiency and effectiveness of commodity trading and commercial services provided by the Bank, and identifying means to increase private sector participation; and (2) expanding the client base of the Bank by developing a rural-based small-scale industry lending program.

The specialists contributing to this area during Quarter Three of the APCP were the Farm Management Specialist (full-time); the local Training Specialist (part-time); the Bank Economic Specialist (initial three-month assignment, later to be converted to long-term Bank Economist); and the short-term Agricultural Economic Survey Specialist (full-time). Soon to be hired are the short-term Livestock Administrator and Livestock (Dairy) Specialist. Also, a long-term Commodities Trading Specialist will be hired in October. All will be working in conjunction with their respective counterparts.

2. Main Activities and Progress

The draft for the Specialized Financial Services section of the AWP-II was prepared and presented to the leaders of the Bank, including the Executive Directors, during the July 10 and September 12 workshops; however, the final approval of the level of effort of technical assistance has not been given as of quarter's end. This leaves the activities of sections 2.6 (Horticultural Package), 2.7 (Livestock Package), and 2.9 (Rural-based Small-scale Industries) of the SFS in doubt. [Editor's Note: The Bank subsequently decided to eliminate subtasks 2.6 and 2.9 from the AWP-II, although they may be included in future work plans.]

The Training of Trainers for Farm Management was conducted during July under the supervision of the Farm Management Training Facilitator (the local Training Specialist). The graduates of TOT are now involved in the Winter Season Training of the 5,111 extension staff (cf. 2.1.1).

The Extension Technical Services (ETS) has to be defined by the Farm Management Executive Director of APCP and the Under Secretary of Extension in the MALR. Several proposals and general meetings have been held; however, final design and responsibility of ETS must be determined through future discussions. The ETS team is considering implementation of training of extension staff in computer use for extension reporting and for the preparation of technical reports needed by the PBDAC for lending (cf. 2.2.1 and 2.2.2).

By quarter's end, the Farm Management Survey Specialist completed a sampling framework, survey methodology, and procedures for subcontracting. These were combined into an action memorandum for approval by the PBDAC and APCP. In coordination with the newly-hired Bank Economic Specialist, work began in the preparation of a survey questionnaire (cf. 2.3.2).

Winter Crop Package training began in September 1989. This will encompass:

- o 5,111 extension staff
- o 20,444 person/days of training
- o 12 governorates (soon to be expanded to 14)
- o 101 branches
- o 344 village banks
- o 2,712 villages
- o 2,348,231 cultivated feddans
- o 38.83% of the cultivated area of Egypt

The Winter Crop Package training will include revised crop packages, budgets, and reprinting of pamphlets. The training projections and financial plans were reexamined under the supervision of the Farm Management Training Facilitator and a revised financial training plan was issued with 687,947 person days of training projected in the next five years (cf. 2.4.1).

The vegetable packages are being printed. Courses are being designed for 9,546 person/days of training as part of the AWP-II. As of the end of September, training in vegetables was conducted for 2,356 person-days (cf. 2.5.2).

A Commodities Import Specialist was identified in August, and is expected to arrive in October. Several important contacts have already been made in the United States by the expert and information has been obtained about the Malvaceae seed problem in corn imports to Egypt (cf. 2.8.1).

In summary, the AWP-II has been reviewed by the PBDAC and all the scopes of work for the required experts have been written. Pending the PBDAC Chairman's final review, the recruitment and arrival of the experts should begin in October.

3. Issues/Problems/Revisions

First, lack of the level of effort approval has resulted in a one-month delay in subtasks 2.6, 2.7, and 2.9. [Editor's Note: Only 2.7--the Livestock Package--was approved in October.] Secondly, field follow-up of extension activities was curtailed due to the fact that CEFUT is now conducting training courses for the Winter Season. Thirdly, the project vehicles have out-of-date registrations, which hampers field travel.

C. Farm-related Business (Task Three)

1. General Description

The purposes of this task are to establish a procedure through pilot projects for the study and implementation of Farm-related Business projects, as well as to develop the managerial skills of selected staff in the PBDAC, BDACs, branches, and village banks. Furthermore, this task will continue to promote private sector participation in agricultural development, a major goal of the APCP.

As described in the AWP-II, during the second year of the present contract, the focus will be on (1) identification of potential activity of farm-related business, (2) marketing of potential pilot projects, (3) determination of the economic dynamics of a sector and of each particular project's feasibility, (4) implementation of potential pilot projects following training programs for selected BDAC branch and village bank staff, and (5) targeting of the private sector, particularly investors who would sponsor these pilot projects.

The specialists assigned to this task include the Farm-related Business Specialist (full-time), the Development Banking Specialist (full-time), the two Training Specialists (part-time), and their respective counterparts, in addition to two short-term specialists: the Farm Mechanization Specialist and the Farm Equipment Specialist.

2. Main Activities and Progress

(a) Activities in Daqahliya Governorate: Land Improvement and Farm Mechanization

Two key FRB activities are being carried out in Daqahliya governorate: Land Improvement and Farm Mechanization. The economic feasibility of the Land Improvement pilot project is already known and has been reported to the PBDAC during the previous quarter. In the case of Farm Mechanization, the viability of mechanized planting of wheat was studied with results showing that through the use of proper technology, production of wheat can be increased by about four Ardabs.

The TAs had several preparatory meetings with BDAC, MALR, and Land Improvement Authority officials in September. At that time, the following ten villages were selected for implementation of the land improvement project: Meet El Sarm, Bidan, Bark El-Ezz, Shobrabedden, El Malha, Meet Mahmoud, El-Nasemia, Kaertanakh, Tanah and El-Nasirah. All are located in El-Mansoura district (markaz). All in all, 5,000 feddans are scheduled for improvement in the governorate.

Preparatory work involved several steps. The Land Improvement Authority prepared technical recommendations based on a previous soil analysis of the area. A training program was set up and implemented for village bank managers, financial analysts,

extension agents, and agricultural cooperative managers in the participating villages. With the coordination of the APCP Training Team, the Training Department of the PBDAC, and the Daqahliya BDAC's Training Section, a two-day program was carried out for two groups, each comprising 22 trainees. The plan calls for an integrated implementation program including both land improvement and mechanization of wheat planting. Eighty-eight person-days of training were completed for the two groups (cf. 3.2.1 and 3.2.2).

An additional forty APCP project villages (beside the 10 villages mentioned above) in eight markazes were selected for participation in the wheat mechanization project. The total projected area for wheat mechanization is 5,000 feddans, or 100 feddans for each of the 50 villages.

A special one-day training program was designed for village bank managers, financial analysts, extension agents, and the manager of the village agricultural cooperative. It too was implemented during September. The APCP, PBDAC, and BDAC Training Departments coordinated the preparation and implementation of this program. One hundred and sixty-five trainees were trained in three days (cf. 3.3.1 and 3.3.2, begun in September and to be completed in October).

The Land Improvement plan was set up to cover the following steps:

1. Orientation meetings for farmers in each village will be carried out during October with the assistance of TAs, S/T specialists, BDAC, and MALR.
2. A six-day technical training program on wheat mechanization for the extension agents of the 50 villages including seedbed preparation, laser leveling, and sowing with seed drills, was set up.
3. An additional two-week technical training program was set up for eight extension department mechanization specialists, one from each markaz. These programs are to be implemented in the El-Maamoura Farm Mechanization Training Center of Alexandria. With the cooperation of the AMRI (the Agricultural Mechanization Research Institute), and a short-term specialist, the TAs have managed to obtain financing through the NARP project.
4. Village bank staff are required to collect farmers' loan requests to finance the cost of the recommended field operations at commercial rates.
5. A standard form designed by the TAs is to be used by both extension agents and village bank officials.
6. A plan was set up to strengthen cooperation among farmers in the use of farm machinery already in villages and to encourage them to own new machines. Until the farmers are

ready to buy such machines, the AMRI Mechanization Company and the Spectra Physics Company will supply the necessary technical operation services at commercial rates. Machines to be used and available in the village are the disc harrow, rotary tillers, laser leveling equipment, and seed drills.

7. During implementation, extension agents are requested to prepare large plots (from several neighboring small holdings) to ensure the economical use of farm machinery.

In the area of small-scale agroindustry, the FRB team and the Investment Manager of the Daqahliya BDAC visited the facilities of a grain mill located in El-Salamony village of Mansoura markaz. The mill is 75 years old and the owner wanted to modernize and rehabilitate his plant. The team will consider his request as a potential project of this subtask (cf. 3.5).

The TAs and short termers spent a total of 22 person-days in Daqahliya governorate.

(b) Activities in Sharqiya Governorate: Farm Mechanization

In Sharqiya, the mechanization activity is expanding. Fifty villages were selected in six markazes for mechanized wheat planting.

Several orientation, preparatory, and planning meetings were held with concerned staff of the BDAC and the MALR. A one-day orientation program was designed to instruct village bank staff, extension agents, agricultural cooperative managers, and officials from the Bank and the MALR at the district level. The design and contents of the orientation program were similar to those of the Daqahliya mechanization courses described above.

The TAs and short termers spent a total of 12 person-days in Sharqiya governorate.

(c) Activities in Gharbiya Governorate: Seed Distribution

During September, the TAs visited three corn seed producing companies in Cairo, where they explained the philosophy of the APCP regarding a suggested corn seed handling system. (The companies are Pioneer Production, the National Company for Seed Production, and the Egyptian Company for Seed Production.) The first two companies have shown their willingness to cooperate whereas the last one needs further

orientation. A visit was subsequently made to Gharbiya governorate, the pilot governorate for this activity, where the TAs met with the BDAC Chairman and other concerned staff to discuss methods and suggestions to set up a plan for implementation. The Chairman showed his willingness to implement the project, to relinquish the Bank's role in distributing corn seed, and to finance the distribution agent(s) as well as the farmers (cf. 3.4.2).

(d) Farm Equipment Survey

During September, the short-term Farm Equipment Specialist, in cooperation with the MIS team, designed a computerized database program. The objective of this survey was to establish a record of farm equipment that will be available to the PBDAC and BDACs. The information will help the Bank to provide its clients with information relative to farm machinery and equipment, including location, prices, spare parts, maintenance shops, etc. Such information will help the Bank's clients make right decisions on the selection of appropriate farm machinery. The PBDAC provided the FRB team with four of its Mechanization Department staff to assist the short-term specialist in the survey.

By quarter's end, the first draft of the final report was prepared; it is expected that the report will be reviewed by TAs and delivered to the PBDAC during October. Findings show that there are 92 dealers, 188 distributors, and 47 local private sector manufacturers of farm equipment.

(e) Determination of Needs and Operational Costs of Farm Equipment at the Village Bank Level

The short-term Farm Mechanization Specialist finalized his report during August, which includes information on the following:

- (1) the BDACs' methodology and procedures for predicting a village's need for different farm machinery, taking into consideration:
 - o the current fleet of machinery in place
 - o the crop rotation
 - o the level of mechanization expected for various crops in the rotation
- (2) the procedure for estimating the operational cost of farm machinery, taking into consideration field and variable costs; a few examples were given
- (3) the principles to take into consideration when deciding the feasibility of owning a particular farm machine

With this information, a village bank will be able to assess the credit risks related to machinery financing.

(f) Feasibility Study for Wheat Mechanization

A study was completed which shows the technical recommendations for proper seedbed preparation for wheat planting, and the expected increase in production and net return for farmers. It will be delivered to the PBDAC in October.

3. Issues/Problems/Revisions

The team encountered lack of cooperation on the part of some branch managers and village bank staff in both Daqahliya and Sharqiya. This issue was brought to the attention of the chairmen of both BDACs.

During the second Annual Work Plan conference, the team requested the PBDAC to assign two of the staff in each BDAC to work full-time for FRB and to be trained in FRB concepts. Nobody has been assigned yet, despite the PBDAC's approval.

As of quarter's end, the main problem facing the FRB team is lack of proper transportation. Four vehicles should be available to the FRB team for field trips during the pilot project implementation and intensive field/on-the-job training period.

D. Finance and Capital Management (Task Four)

1. General Description

The purpose of this task is to achieve an integrated and system-driven management and monitoring structure of foreign and domestic liabilities, and to enhance the Bank's capital structure.

The objective is to bring the management function as close as possible to the grass roots level. In other words, if cash management (matching resources with the uses of funds) can be done at the village bank level, it should be done. This process will require the formalization of cash flow limits per unit and some delegation of authority when warranted by performance. It will further require an extensive training program and design of an information flow system.

Working in this program area are the Finance and Capital Management Specialist (full-time), the Chief of Party (part-time), the two Training Specialists (part-time), the Audit and Monitoring Specialist (part-time), and their respective counterparts.

2. Main Activities and Progress

The AWP-II for Finance and Capital Management was reviewed by the project's Executive Directors and approved as submitted. Two additions were made to the scope of activities at the instruction of PBDAC senior management:

- o To conduct a study of the corporate and physical image of the PBDAC organization. This will involve the taking of random photographs of village banks and branches.
- o To conduct a review of the SFPP project in order to determine whether materials relating to the task can be recovered and built upon.

During September, potential candidates for the position of Local Banking Specialist were approached and an advertisement placed in Al-Ahram newspaper. The response was above expectations and applicants were interviewed.

The Training Needs Assessment for the task was completed in August (cf. 4.1.3). Also, good progress was made with the development of training materials, which will be ready ahead of schedule (cf. 4.1.6). Too, work is progressing on the development of the interest rate training module, which is scheduled for delivery in mid-November (cf. 4.1.7).

The review of village bank financial reporting systems was begun in September, with visits paid to village banks and branches in the Benha area (cf. 4.2.1).

A review of the proposed general ledger was conducted, in collaboration with the Credit and Accounting Specialists (cf. 4.5.2).

3. Issues/Problems/Revisions

The inadequacy of the current accounting system now has the organization's full attention; however, a revised accounting system is not foreseen for this AWP. Meanwhile, a review of operations and systems development has revealed the need for a parallel, manual maturity calendar at village banks and branches. Various reports could be derived from this system. Development and implementation of a maturity calendar could have a significant impact on this task's level of effort.

Lack of adequate transportation is seriously hampering the task's activities.

Delays encountered with the hiring of a Local Banking Specialist might jeopardize delivery/completion dates.

E. Accounting (Task Five)

1. General Description

The purpose of this task is to assist the Bank to improve accounting and reporting systems, and to increase efficiency in banking and credit operations by providing assistance in measuring financial performance and condition.

The AWP-II strategy is to continue prior work in developing the uniform accounting system begun under the SFPP contract and the APCP bridging contract. Recommendations from the baseline report to be incorporated include: (1) complete the standard accounting manuals for the banks' accounting systems; (2) assist in the implementation of the pilot of the automated general ledger program in one governorate; and (3) improve financial reporting at all levels of the Bank. To accomplish this strategy, the training of staff will be necessary to provide the knowledge and skill levels that will facilitate implementation.

The long-term specialists working in this area are the Accounting Specialist (full-time), the MIS/DP Accounting Specialist (part-time), the Training Specialists (part-time), and their respective counterparts in the PBDAC.

2. Main Activities and Progress

Much progress was made towards the completion of the PBDAC and BDAC Chart of Accounts during the quarter. The draft manual was translated and given to counterparts in the Bank for review and discussion. Meetings are scheduled for early October to obtain and incorporate counterpart feedback (cf. 5.1.1).

An implementation plan for conversion of the Toukh branch's general ledger (G/L) system was completed. Implementation is scheduled for early November following training in October. The User Group formed in the BDAC will assist in the implementation and follow-up of the pilot. The team anticipates weekly trips to Benha and Toukh during October, and daily trips in early November as implementation begins (cf. 5.2.1).

Senior management also requested that the PBDAC's G/L be automated as soon as possible. Several procedural changes must occur prior to PBDAC implementation. The accounts must be coded with a numbering system and a procedure for receiving the general journal entries from the branches of the PBDAC on a routine basis must be developed and implemented. The Accounts Department PBDAC of the received a personal computer to be used for the implementation of G/L. It is being set up in the Department Manager's office for the time being (cf. 5.2.2).

A meeting with EQI representatives in late July paved the way for receiving EQI software documentation in August. The task team now expects to use portions of that documentation, including accounting data entry forms and report formats.

Scopes of work for the Financial Reporting Specialist and Local Accounting Specialist were completed and are being discussed with counterparts (cf. 5.3.1).

The Training Needs Assessment for Accounting was completed following discussions with PBDAC Accounting and Training Department managers (cf. 5.4).

An asset/liability (A/L) management report format for reporting liquidity position was developed in August in collaboration with the Finance/Capital Management Specialist. It subsequently was the subject of discussion with the staff of a village bank so as to evaluate the capability of the village bank accounting system to provide the necessary data. As a component of the report, an asset and liability maturity calendar must be developed for classifying those assets and liabilities which have maturity dates at various times throughout the year (cf. 5.5.2). This will be coordinated with the Finance/Capital Specialist.

3. Issues/Problems/Revisions

Implementation of the PBDAC automated general ledger is not in the current work plan, yet it apparently is strongly desired by the Chairman. The MIS team believes that simultaneous implementation is possible. Above-noted procedural changes must be made for successful implementation to occur. This may require some additional MIS support to ensure adequate training and follow-up during implementation period.

F. Audit and Monitoring (Task Six)

1. General Description

The purpose of this task is to assist the PBDAC and BDACs to improve management controls, especially in the area of auditing. A comprehensive internal audit function will be further developed based on the internationally-recognized "Standards for the Professional Practice of Internal Auditing."

The key strategy in this work plan is promulgation. The new concepts introduced during the first Annual Work Plan (AWP-I) need to be further communicated. In addition, core training in internal control and internal auditing has to start so that staff may understand the policies and procedures that will be developed in this task. This work plan initiates the institutionalization process of a professional, modern, and comprehensive internal audit function.

In terms of process, the pending technical deliverables from the AWP-I will be completed. Following this, materials will be developed for use in core audit training. Standard audit programs (set of audit procedures) should be supplemented by formal training to allow for the exercise of professional judgment. Presentations in a few governorates will be undertaken

to further communicate the new concepts and approach. Finally, assistance will also be provided to other tasks, especially in the area of planning, budgeting, and reporting.

The long-term specialists working in this area are the Audit and Monitoring Specialist (full-time), the Training Specialists (part-time), the Agricultural Loan Specialist (part-time) and, to some degree, all other long-term specialists, working with their respective counterparts.

2. Main Activities and Progress

Accomplishments in the Audit and Monitoring area during this quarter included the drafting and presentation of the task's portion of the AWP-II to PBDAC senior managers and sector heads on July 10. Comments received were subsequently incorporated into the second draft of the work plan, which was presented to PBDAC management on September 12 (cf. 6.3.5).

On July 25, 1989, a one-day workshop on audit and monitoring was conducted. Principles of auditing and a plan for future auditing activities were presented to BDAC leaders from all governorates, as well as PBDAC sector heads and the Vice Chairman. The response from participants was quite positive. Thirty-four person/days of training were conducted (cf. 6.2.4).

One half-day "mini presentation" session was delivered in late July. This was conducted as an integral part of the Bank's credit follow-up training. The presentation focused on the recommended approach to auditing by the Bank, as well as the differences between auditing and monitoring (departmental follow-up) (cf. 6.2.5).

During August, the Audit and Monitoring Specialist made contact and secured agreements with the United States General Accounting Office, the United States Department of Education's Inspector General's Office, and the Canadian Farm Credit System, to host observational tours for the Bank's senior staff (cf. 6.3.2).

In collaboration with the Agricultural Loan Specialist, a revised loan classification concept paper was reviewed and distributed among key project and Bank staff for discussion purposes (cf. 6.3.4).

The outlines for the two core courses in internal auditing were printed in final form and distributed to the appropriate Bank staff. The AWP-II calls for the promulgation of the courses in early 1990 (cf. 6.2.1 and 6.2.2).

During the quarter, the Audit and Monitoring Specialist provided technical expertise in the loan classification and the general ledger/chart of accounts areas (cf. 6.3.4). Specifically, he reviewed reports of other tasks, participated in

discussions with the accounting and agricultural loan TAs, and drafted the loan classification discussion paper, among other things.

G. MIS and Data Processing (Task Seven)

1. General Description

The purposes of this task are (1) to provide assistance from design through implementation of automated information systems that meet PBDAC and BDAC reporting, processing, and management requirements; (2) to coordinate the priority computer development that meets the specific APCP goal of automating the banks' accounting systems; and (3) to establish the capabilities within the organization to support data processing and information management.

The focus for the AWP-II year will be on the pilot development of integrated banking software that meets the specific project objective of automating the Bank's accounting systems. Concentration will be on participative training of staff with the APCP team, and formal technical instruction in required skills in order to establish the required infrastructure to support data processing requirements.

The specialists assigned to this task include the MIS Specialist (full-time), nine MIS/DP experts working in various special areas of computerization (each full-time), and their respective counterparts in the PBDAC.

2. Main Activities and Progress

The September 12 workshop on the AWP-II brought out a number of issues regarding MIS on which Bank management was unclear. A follow-up meeting was held with the Chairman and senior management in which a formal presentation and demonstration of the General Ledger system was conducted, in addition to a detailed review of the MIS development plan and implementation strategy. The MIS work plan was then formally approved. Management stressed at the meeting the need to "pilot" the G/L and Credit/Loan systems in the Toukh district bank, not just the Benha governorate office. This requires earlier procurement of a supermicro than was originally planned. This was reviewed with USAID/Egypt and it was agreed that the team could proceed under the recently-approved computer procurement plan (cf. 7.3).

Earlier in the quarter, the APCP MIS/DP team (prime- and sub-contractors) were made voting members of the Bank's MIS Technical Committee as a result of the PBDAC Chairman's emphasis on coordination of DP requirements with the African Development Fund Project (cf. 7.1).

Due to lack of progress with regard to premises, formal MIS/Premises weekly meetings are also being coordinated. Architectural plans for the eighth floor data processing area

were revised and estimates are being gathered by the Engineering Sector in order to receive USAID/Egypt's approval and prepare for tender (cf. 7.1.5). Benha BDAC premise requirements have been agreed to by the MIS Sector and USAID/Egypt, and are pending actual floorplans and estimates.

MIS staff training on MS-DOS Arabic and MultiPlan continued at the local contractor's headquarters in Alexandria, with three more sessions and thirty DP staff trained. Eight additional staff attended UNIX operating system training, provided free by NCR (cf. 7.1.9).

Procurement was a topic of utmost importance throughout the quarter. A formal APCP Computer Procurement Plan was finalized and approved by the Bank and USAID/Egypt. Under Phase I of the plan, four microcomputers were delivered and installed at the PBDAC. An RFQ (Request for Quotations) was drafted by Chemonics' Procurement Department in Washington and updated in Cairo. A final draft was submitted to the Bank and forwarded to USAID/Egypt for review. Pending any last-minute revisions, the request should be advertised in the United States and locally during the first week of October, and the document should be distributed to vendors. A draft waiver for the additional thirteen mini computers was also developed, but later determined unnecessary by the USAID/Egypt legal counsel. The overall timeframe remains tight and will require close coordination among all parties involved (cf. 7.1.10).

The MIS/DP Training Specialist joined the team September 1 to help coordinate numerous course needs between the MIS Sector and the Bank's Training Department. A second entry level UNIX course was completed at NCR for four of the Bank's data processing staff. A draft of the overall APCP MIS training plan was completed with the project Training Specialist and approved by both the MIS Sector and the Training Department. The weekly meetings of the MIS/Training Committee were formalized again under the coordination of the new MIS/DP Training Specialist with a structure that should speed up the scheduling and approval of technical training of MIS staff (cf. 7.1.7).

Specific PC support and applications development tasks continue toward standardizing hardware and software (cf. 7.2):

- o MS-DOS Arabic and MultiPlan software was purchased in order to standardize ten PCs in the data processing training room. Installation was delayed when it was learned that a non-IBM graphics card had been installed in the six PCs purchased during the prior project. Reconfiguration should be completed before in-house training courses begin in October.
- o Financial analysis microcomputers were installed in the Finance area, the Savings Department on the main floor, the Accounting Department in the PBDAC, and in the Data Processing Department of the MIS Sector.

- o Commercial banks and training management PC applications were developed and are being tested by Bank staff with project review. They are scheduled to be implemented during October in user areas.
- o Farm-related Business mechanization database took two weeks to input. DBase-IV output reports and documentation are now being completed and produced.
- o Ongoing credit reporting and project USAID/Egypt reporting was supported for specific PILs.

Priorities are clear regarding the development of the larger banking applications and a pilot. The level of effort has been increased to incorporate five additional programming staff in the MIS/DP team. A pilot will focus on a district bank data entry point with consolidated reporting flowing up through the BDAC and onto the PBDAC. Critical path items that remain to be done prior to implementation include procurement (operating system identified), training, and premises. The software development is user-driven, and this has been emphasized at the senior management level this month. Updates on various applications follow:

- o General Ledger development completed on PC prototype and approved by the Accounting Department and bank management for pilot implementation. User group established in the pilot governorate. Enlarging plan to incorporate a PBDAC pilot at the same time (cf. 7.3).
- o Credit/Loans reporting staff have developed a number of sample input forms for standardized consolidated reporting. These incorporate the reporting requirements as identified by the user. Implementation strategy is for both manual and PC input, and is being reviewed at this time (cf. 7.4).
- o Credit/Loans processing design has been updated for district bank data entry point. Presentation to Chairman is planned for the next quarter. User group has been set up at the PBDAC level and is to be expanded to include the pilot governorate (cf. 7.5).
- o Savings Passbook/Lottery inputting of data was completed for PBDAC accounts and transactions since July 1. After reconciliation is done against the general ledger, Bank staff will begin daily processing in October. User manual was completed in Arabic only. Management presentation is scheduled for October, to be conducted by user department (cf. 7.8).
- o Payroll room was completed except for some additional pieces of furniture required. PBDAC payroll parallel implementation is in process for September and October; the Bank's payroll will totally convert to the new system for November. MIS staff training on UNIX and COBOL

required in order to turn over software maintenance role; the subcontractor on the team will maintain these systems through December (cf. 7.12).

3. Issues/Problems/Revisions

The MIS/DP team continues to be affected by the level of support required for procurement, premises, and training. The critical path impact relative to offshore procurement needs to be addressed as a top priority in the Washington Procurement Department. Communication of issues and changes in an RFQ requires a lot of time, and there should be more sensitivity for the local level of effort required by MIS and Program Support TAs to finalize an RFQ.

Premises requirements will need constant monitoring. MIS training will begin to move more rapidly with a dedicated staff assigned to the task, but lack of facilities could hamper the daily work of PBDAC's MIS staff.

An additional local-hire MIS Specialist is needed in order to facilitate the gap between systems documentation and operating procedures. The scope of work, approval, and recruitment for this position should occur in October.

H. Planning, Budgeting, and Reporting (Task Eight)

1. General Description

A purpose of this task is to assist the PBDAC in developing a mission statement and strategic objectives in order to provide long-term direction to the state-wide organization. This would also include assisting each of the affiliated banks in developing its own business plan consistent with local priorities and issues, as well as consistent with the PBDAC's global goals.

An additional purpose is to assist the PBDAC to further develop the operational planning and budgeting function by increased use of automation, and by ensuring that its focus is on enabling decisions to be made on the effective allocation and efficient use of resources.

A final purpose is to assist the Bank in improving the accuracy, usefulness, and timeliness of financial reporting to management; and to assist in developing a Financial Reporting Unit at the PBDAC, thereby coordinating the financial reporting from the governorate banks and promoting standardization in reporting formats.

The long-term specialists working in this area are the Audit and Monitoring Specialist (full-time), who doubles up as the PBR Specialist; the Accounting Specialist (part-time); the MIS Specialist (part-time); and, to some degree, the Finance Specialist (part-time).

The initial strategy will be to assist the Bank in taking a position on its long-term direction, consistent with the GOE's and MALR's policy agenda. This will also contribute in discharging the Bank's statutory responsibility of agricultural credit policy at the national level, as required by legislation.

2. Main Activities and Progress

During the quarter, the second Annual Work Plan (cf. 8.4.4), was agreed to in principle by Bank leadership. While individual short-term technical assistance has not been specifically approved, the plan of work has. Also, the Bank chose the professional who will fill the Bank Economist slot (cf. 8.3.1). By quarter's end, the appropriate documentation, such as the job description and relevant literature for the use of the Bank Economist, had been prepared and circulated.

I. Training (Task Nine)

1. General Description

The purpose of this task is to assist the Bank to disseminate new procedures, technical skills, and concepts, and to modify employee attitudes regarding their roles and responsibilities. Furthermore, it is to ensure that the Bank and its supporting agricultural extension units are staffed with technically skilled employees able to support Bank efforts in all task areas. Training is at the heart of successful achievement of all APCP objectives and contributes to all major institution-building outputs.

The AWP-II builds on the progress achieved during the first Annual Work Plan while focusing on key areas of development identified in the training section of the Baseline Study. The work plan concentrates on the following key subtasks: (1) finalization of the Training Needs Assessment and comprehensive planning of both local APCP and overseas training activity (cf. 9.1); (2) continued employee development focused on the Management Training and National Training of Trainers Programs (cf. 9.2 and 9.3); (3) technical support for all project task areas (cf. 9.4 through 9.11); and (4) development of an appropriate training infrastructure within the Bank to support the increasing volume of training activity required under the APCP. This development focuses on the Training Management System and on Training Facilities Development (cf. 9.13 and 9.14).

The long-term specialists working in this program are the expatriate and local Training Specialists (full-time), and all other technical team members (part-time), working with their respective counterparts. The AWP-II calls for two additional local Training Specialists (full-time).

2. Main Activities and Progress

Major progress was achieved on the APCP needs assessment and local (In-country) and overseas (Participant Training) plans (cf. 9.1).

- o Training Needs Assessment (cf. 9.1.1): The needs assessment is comprised of five data annexes and descriptive narrative outlining the assessment methodology, In-country and Participant Training strategy, and technical area overviews. As of September 30, 1989, all data annexes were completed. This involved comprehensive revisions of several technical areas in September, including MIS, SFS, Accounting, Management, and TOT. The narrative is targeted for completion October 30, 1989. As the Baseline Report highlights many of the key training needs by technical area, the training needs assessment narrative will serve to supplement this report.
- o Local APCP Training Plan (cf. 9.1.2): Completion of a first draft In-country Training Plan by September 28, 1989, constituted a major activity for the PBDAC Training Department and Training Specialists during September. The deliverable type is amended from recommendations to reflect the plan itself due to the level of effort required.

The following events require comment. The Training Department completed the Arabic version of the In-country plan for the period July 1989 through June 1990. The Training Specialists provided their recommendations during three meetings held on September 14, 17, and 18. The plan was then submitted to USAID/Egypt with a letter in Arabic signed by the APCP Executive Manager, requesting the required increase in PIL 7 to fund the planned activity. Upon receipt by USAID/Egypt, the Chemonics Training Specialists were requested by both USAID/Egypt and PBDAC to assist the Training Department to create spreadsheets of the plan in English, providing additional data such as life of project and plan person/days, planned number of sessions by quarter, and MIS training activities which had been excluded being earmarked for funding under the African Development Fund. USAID/Egypt also requested assistance to clarify and justify certain training activities. At this point, it was agreed that the original funding request letter would remain as is pending USAID/Egypt's review of the In-country plan in English. Subsequently, the Training Specialist spent the majority of the week of September 24 working with the Training Department to meet USAID/Egypt's requirements.

As of the end of September, USAID/Egypt received the first draft plan and was reviewing its adequacy for the requested PIL increase. The plan included an annex detailing planned MIS training activities. The plan is targeted for completion incorporating USAID/Egypt feedback

on October 15, 1989. It is noteworthy that this In-country plan is the first submitted to USAID/Egypt from PBDAC since PIL 7's establishment over two years ago. It is critically important to USAID/Egypt as both a justification for the commitment of over LE one million in funds and as an indicator to track APCP training progress.

In addition to the In-country plan, the Training Specialists assisted the Training Department to create a Quarterly Progress Report format on Lotus, delivered September 28. The data fields were reviewed with USAID/Egypt to assure all requirements are met. The Quarterly Progress Report format is modeled after the In-country plan format.

- o Overseas APCP Training Plan (cf. 9.1.3): The first draft of the overseas (Participant Training) plan was completed September 21 with the assistance of the Chemonics home-office Participant Training (PT) coordinator. The PT coordinator was in Cairo from September 13 to September 24 to assist the Training Specialists in establishing internal policy and procedures for the Participant Training Program (see progress in the summary at the beginning of this report) and to assist in the drafting of the overseas training plan. The recommendations set forth in the first draft were submitted to the APCP Executive Managers on September 21 during meetings attended by the Chemonics Training Specialists, the PT coordinator, COP, and the USAID/Egypt Project Officer. The target date for completion of the plan is October 30, 1989.

Progress continues under the Managerial Development Training Program (cf. 9.2). The Management Training Plan (cf. 9.2.5) is included as part of the local (In-country) training plan targeted for completion October 15, 1989. The 1989/1990 plan calls for two senior level and four mid-level sessions. Review of the offers received during AWP-i (cf. 9.2.1/2) will proceed in late October/November.

The National Training of Trainers Program (cf. 9.3) started its first phase of implementation by carrying out the TOT-1 pilot course at CMD/Kanater as planned during the previous quarter. Design and development of TOT-1 materials were jointly accomplished by the long-term Training Specialists, CMD Trainers, and the PBDAC Training Department. The ten-day (July 1-11, 1989) TOT-1 course materials, handouts, and all other relevant documents are compiled as a deliverable to this report. Most of the training days in this course were jointly attended by members of PBDAC's credit staff and the project's Executive Manager.

In the area of Technical Training Support (cf. 9.4-11), specific technical training courses, workshops, and meetings held during the quarter included:

o Credit:

- * Fifteen non-residential Core Credit courses, each lasting five days, were attended by 315 trainees from four BDACs: Daqahliya, Beni Suef, Qalubiya, and Assyout. Total person/days training reached was 1594 (cf. 9.4.1). The local Training Specialist provided trainer support in Beni Suef by giving a one-day lecture on the APCP strategy and objectives.
- * Three residential Credit Follow-up Courses, each lasting five days, were attended by 65 PBDAC and Qalubiya, Gharbiya, and Menoufiya BDAC credit follow-up staff. Original English and Arabic-translated materials for these presentations were jointly developed by both Auditing and Training Specialists. A total of 325 person/days of training was given (cf. 9.4.1).

o Specialized Financial Services (SFS):

- * The 1989 pre-winter season training plan under Ongoing Preseason APCP Course Support (cf. 9.6.1) given to agricultural extension staff began September 23. Training activity began simultaneously in 22 markaz of eight APCP governorates: Gharbiya, Kafr El Sheikh, Menoufiya, Daqahliya, Sharqiya, Qalubiya, Giza, and Fayoum.

Twenty-four sessions, each of four to six days duration, provided technical training in the winter season crops technical package, crop budget sheets, village bank agricultural plan, and a newly-added training topic entitled "Mechanized Wheat Cultivation and Economics" developed by the Farm-related Business short-term Mechanization Specialist. The number of extension staff trained reached 687 with a total of 3337 person/days training provided.

- o Farm-related Business: In the area of Farm-related Business (cf. 9.7) significant progress was achieved in conducting workshops for the Land Improvement and Agricultural Mechanization Projects. The workshops represent the combined intensive efforts of the Farm-related Business Technical Specialists and counterparts, and PBDAC Training Department, the local Training Officers in Daqahliya and Sharqiya, and the local Training Specialist who performed a major role in organizing the workshops, developing curricula, and serving as key workshop facilitator. The following workshops were conducted:

- * Two Land Improvement workshops (cf. 9.7.2), each of two days duration, were conducted in Daqahliya attended by 45 BDAC and MALR staff in mixed sessions. A total of 90 person/days training was given. Group dynamics, lecturing, and discussion methods were utilized. The

curricula covered the technical and economic aspects of mechanized wheat cultivation. All curriculum revisions were completed by September 14 (cf. 9.7.1).

* Six Agricultural Mechanization workshops (cf. 9.7.4) on "Mechanized Wheat Cultivation Techniques and Economics" were conducted, each lasting one day. They were attended by 195 BDAC and MALR extension staff in Daqahliya. Intensive discussion method combined with lectures, achieved all training objectives. A total of 195 person/days training was given. All curriculum revisions were completed by September 14 (cf. 9.7.3).

o Audit and Monitoring: A one-day workshop on auditing and monitoring (follow-up) procedures was conducted on July 25 at the SIAG Pyramids Hotel, in full collaboration between Audit and Training Specialists. The workshop's English and Arabic materials, arrangements, and implementation were developed in cooperation with the PBDAC Training Department. The Local Training Specialist provided facilitation to the workshop. Thirty-four PBDAC and BDAC key leaders actively participated (PBDAC Vice-Chairman, Sector Heads, and all BDAC Chairmen) (cf. 9.10.7).

o MIS/Data Processing:

* The MS-DOS Arabic and Multiplan training five-day course in Alexandria continued during July for three more groups of PBDAC/MIS Sector staff. Seven staff attended the course on July 2 - 6, followed by eight staff on July 16 - 20, then 12 staff on July 23 - 27. Total person/days reached 135 (cf. 9.8.5).

* The Chemonics long-term local MIS Training Specialist began work in September. He was able to assume responsibility quickly, resulting in clear progress in this area. As noted under cf. 9.1.2 (Local Training Plan), a detailed MIS/Data Processing Training plan (cf. 9.8.4) was completed as an annex to the In-country Training Plan of September 28, 1989. Final completion is targeted with the In-country plan for October 15, 1989. The plan includes funding requirements to facilitate discussion with USAID/Egypt regarding consideration of funding by USAID/Egypt rather than by the African Development Fund, as originally intended. A decision on this is expected in early October.

Meetings between the Training Specialist, the MIS Specialist, and counterparts were held on September 26 and 27 to review the training plan, and to agree on a committee structure and approval procedure to expedite implementation. The MIS Training Specialists will sit on the committee with two representatives from the MIS Sector and two from the Training Department; they will meet weekly. The development of requirements for the local training institute bid (cf. 9.8.1) is in progress. Bids

have been received for the priority Unix course and will be reviewed by the committee. This will be an ongoing activity with offers sent continually as priorities are determined. The 1989/1990 plan calls for 200 MIS Sector staff to attend local training institute courses. The survey of qualified institutes continues with visits made to IBM and NCR in September.

- o Accounting: The 1989/1990 In-country Training Plan includes a five-day bank accounting course focusing on priority accounting topics as determined through the needs assessment process. Thirty-two sessions are planned. A list of the topics was reviewed in September by the PBDAC Training Department, and the ACP Training and Accounting Specialists. In-house trainers will be used to both develop materials and conduct the training (cf. 9.9.2/3). A meeting is planned with the Training and Accounting Specialists and counterparts in mid-October to finalize the curricula.
- o Training Staff: The Training Department conducted a week-long course for Training Officers and staff from the PBDAC and BDACs during September. The local Training Specialist (cf. 9.11.1) participated during one full-day session as a trainer covering the topics training versus education, and training planning. Materials were provided in Arabic.

Participant Training (cf. 9.12) is treated in the Executive Summary to this report since it is a distinct area, along with technical assistance and commodities, as defined in the ACP contract.

Progress continued on the completion of the Training Facilities Needs Assessment (cf. 9.14.1). The target date was moved forward to October 30, 1989, to coincide with the completion of the Training Needs Assessment (cf. 9.1.1).

Under Administration and Special Projects (cf. 9.15), the AWP-II workshops held on July 10 and September 12 involved a sixteen-day (thirteen for the first and three for the second) level of effort by the Training Specialists, including preparation of the task's presentations and attendance at the two events.

3. Issues/Problems/Revisions

The hiring of the second Local Training Specialist is pending. This is critical to the timely implementation of the training component of the AWP-II.

J. Human Resources Development (Task Ten)

1. General Description

The purpose of this task is to assist the Bank to begin a human resources development (HRD) process through the proposed strategic planning process.

The HRD strategic plan is complementary to an overall strategic plan, which is currently lacking. If Bank management moves quickly on an overall strategic plan, it may be possible to commit to a strategic mission statement and initial objectives near the end of the AWP-II. Thus, HRD activities, i.e., manpower and personnel surveys, would follow after that commitment.

Plans are for specialists in this task to include a short-term expatriate HRD Specialist (full-time), a short-term local HRD Specialist (full-time), and, to same degree, all other TAs, all working with counterparts from the Bank.

2. Main Activities and Progress

Scopes of work were completed and the new, separate task was presented by the Training Specialist and approved by PBDAC leadership at the September 12 AWP-II workshop. However, Bank leaders have stated that they prefer to defer this activity to the Fourth Quarter of the work plan, following the outcome of the Strategic Planning Workshop, which is scheduled for February 1990.

K. Program Support (Task Eleven)

1. General Description

The purpose of this task is to support the technical assistance program by supplying administrative, editing, translation, production, travel arrangements, and other services.

The long-term specialists working in this program area are the Administrative Specialist (full-time), the Editor/Documentation Specialist (full-time), the Chief of Party (part-time), and their counterparts in the PBDAC. They are aided by a professional Chief Project Accountant, two professional translators and a support staff consisting of an Administrative Officer, Office Support Manager, Accountant, Administrative Assistant, Secretaries, Receptionist, Messengers, and Drivers.

2. Main Activities and Progress

While the two-month period of July-August was characterized by many staff members availing themselves of annual leave, Program Support was engaged in a variety of activities that were aimed at providing long-term operational systems, equipment, or facilities to support programming endeavors included in the second Annual Work Plan.

Three documents consumed a significant portion of Program Support resources during the latter part of the quarter: the revised version of the second Annual Work Plan; the second draft edition of the Baseline Report; and the minicomputer Request for Quotations (RFQ).

On September 12, Chemonics hosted a workshop presentation of the AWP-II to PBDAC senior management and the BDAC Chairmen. PBDAC counterparts, with the assistance of Program Support, handled all necessary arrangements for the conference room.

With the return of the Editor/Documentation Specialist on a long-term basis, much of the outstanding back-log of publications was processed. By the close of the quarter, for the first time since the beginning of its contract, Chemonics was essentially up to date on all of its reporting requirements.

Job descriptions for all Program Support staff members were finalized during September, and a Program Support organizational chart was prepared in final draft form.

The two shipments with 70 project vehicles arrived at the port of Alexandria in mid-July. Early in September, the local clearing agent arranged for the release from customs of the vehicles and their subsequent transfer to the PBDAC storage compound in Helwan (south of Cairo). What remains now is to have Arab American Vehicles perform the full pre-delivery inspection for the 38 Cherokees and Mansour Chevrolet to do the same for the 32 Astros. In addition, the registration of all vehicles must be finalized in the Bank's name.

3. Issues/Problems/Revisions

(a) Baseline Report

The Draft One version of the Baseline Report (printed July 1987) served as the paper reference base for much of the AWP-II. Accordingly, once the AWP-II was released, the urgency to print a final version with full set of annexes was greatly diminished. While the document will be produced in final form in the very near future, other immediate reporting and editing deadlines must take precedence. In the meantime, the draft volume one (of four) of the Baseline Report is available upon request to interested parties. [Editor's Note: The Baseline Report--volumes one through four--was printed in final form October 24, 1989.]

(b) Minicomputer Request for Quotations

The technical specification section of the RFQ for the two minicomputers underwent almost no alteration from the RFQ's inception due to past programming commitments and decisions by both the Bank and USAID/Egypt. What underwent revision was the procurement strategy embodied in the RFQ and the document's

"boiler-plate." The process whereby the RFQ was prepared highlighted several work areas in the procurement cycle; now that they have been identified, remedial actions can be undertaken.

(c) Team Transport Needs

Five of the six vehicles on loan from the PBDAC are grounded awaiting the renewal of registration. At the same time, the 12 vehicles promised from the incoming 70 new project vehicles have not been delivered. This is due to the inability of the selected clearing agent to handle agreed-upon clearing, registration, and servicing tasks. While renting taxis has allowed Program Support to meet the day-to-day transport needs of the project, this arrangement has been less than satisfactory to all concerned.

(d) Program Support Expansion

Throughout September, discussions continued with PBDAC senior management with respect to level-of-effort on a task-by-task basis for the AWP-II. Office space will be required, the space will have to be furnished and equipped, and staff will have to be hired. All of this takes time. Once new levels-of-effort are finalized, the necessary resources should be allocated to Program Support. Otherwise, there may be a high level of frustration felt by all concerned.

(e) Work Permits

There remain only two outstanding national staff work permits--they are delayed as the result of procedural issues. Regarding expatriate staff work permits, it is hoped that they can be finalized by the labor lawyer to whom they are being assigned during October.

(f) Filing System

Status remains unchanged from last quarter's report; however, now that job descriptions have been finalized, the revamping of the filing system will be the next major Program Support project to be undertaken.

(g) Kardex Inventory System

During September, a meeting was arranged between LD-II project officials and the head of the PBDAC Motor Pool to discuss "Kardex." Kardex is a spare-parts inventory system used in conjunction with a wide ranging operations and maintenance system that has been developed by Chemonics for its LD-II project client, ORDEV. Taken in its full context, the Kardex System in its entirety could be implemented within the PBDAC and its branches. However, an implementation effort of this magnitude would require at minimum several years and considerable resources. What is envisioned at this time is the implementation of a very basic vehicle spare parts system within the PBDAC on a

pilot basis. Throughout October, discussions will continue as to how best to approach Kardex with respect to the PBDAC's immediate needs for vehicle spare parts.

(h) Vehicle Spare Parts

The initial visits undertaken to Arab American Vehicles and Mansour Chevrolet have convinced both PBDAC officials and Program Support staff that there exists a definite need to import fast-moving spare parts for both the Cherokees and Astros. The Astros are more critical than the Cherokees. You can find a limited range of Cherokee spares in Cairo (e.g., oil filters); however, the availability of Astro spares is extremely problematical. Fast-moving spare part orders must be finalized and initiated out of the United States soon, otherwise the project could find itself in a situation where new vehicles will soon be grounded for lack of spare parts (i.e., essential filters) or, worse yet, vehicles will be driven in excess beyond recommended servicing intervals.

ANNEX A
AWP-II TASKS AND DELIVERABLES TABLE - QPR III

::	:	:	:	TARGET	REVISED	ACTUAL	::
::TASK,	:	DESCRIPTION	:	DELIVERY	DELIVERY	DELIVERY	::
::SUBTASK,	:	:	:	- - - -	- - - -	- - - -	::
::OR STEPS	:	:	:	M D YR	M D YR	M D YR	::
::1	:	:CREDIT	:	:	:	:	::
:: 1.1	:	:IMPROVE EFFICIENCY OF CREDIT OPERATIONS	:	:	:	:	::
:: 1.1.1	:	:Improve Village Banks' Environment	:	:Needs Assess.	: 09/30/89	: 10/30/89	::
:: 1.1.2	:	:Review New Standard Credit Manual	:	:	:	:	::
::	:	:and Assess Impact in Field	:	:Report	: TBD	:	::
:: 1.1.3	:	:Collect Sample Credit Manuals	:	:Manuals	: 10/30/89	:	::
:: 1.1.4	:	:Review Revolving Lines of Credit	:	:Report	: 12/30/89	:	::
::	:	:	:	:	:	:	::
:: 1.2	:	:IMPROVE LOAN CLASSIFICATION PROCEDURES	:	:	:	:	::
::	:	:AND CREDIT FOLLOW-UP	:	:	:	:	::
:: 1.2.1	:	:Develop Loan Classification System	:	:Proposal	: 08/30/89	:	: 08/30/89 ::
:: 1.2.2	:	:Draft Guidelines and Procedures for	:	:Proposal	: 11/30/89	:	:
::	:	:Field Implementation of Classification	:	:	:	:	:
::	:	:System	:	:	:	:	:
:: 1.2.3	:	:Promulgation/Approval of Guidelines and	:	:Approval	: 12/30/89	:	:
::	:	:Procedures	:	:Guidelines	:	:	:
:: 1.2.4	:	:Loan Workout Procedures	:	:	: TBD	:	:
:: 1.2.5	:	:Selection and Appointment of	:	:Task Force	: 06/30/90	:	:
::	:	:Implementation Task Force	:	:	:	:	:
:: 1.2.6	:	:Update Documentation in Loan Files	:	:Field Reports	: 06/30/90	:	:
:: 1.2.7	:	:Develop Credit Follow-up Policies and	:	:Proposal	: 03/01/90	:	:
::	:	:Procedures	:	:	:	:	:
::	:	:	:	:	:	:	:
:: 1.3	:	:CREDIT REPORTING	:	:	:	:	:
:: 1.3.1	:	:Integrate CTS into PBDAC Credit Rep.	:	:	:	:	:
::	:	:Sectors	:	:Proposal	: 09/30/89	: 10/30/89	:
:: 1.3.2	:	:Establish Governorate Credit Reporting	:	:Plans	: 10/30/89	: 11/30/89	:
::	:	:Units	:	:	:	:	:
:: 1.3.3	:	:Improve Quality and Timeliness of Data	:	:Proposal	: 10/30/89	: 11/30/89	:
:: 1.3.4	:	:Improve Credit Reporting Format	:	:Recommendation	: 10/30/89	: 11/30/89	:
:: 1.3.5	:	:Provide Analysis of Credit Reports	:	:Month./Analysis	: Ongoing	:	:
:: 1.3.6	:	:Establish Credit Report Review Commit.	:	:Proposal/Commit.	: Ongoing	:	:
::	:	:	:	:Meeting Minutes	:	:	:
::	:	:	:	:	:	:	:
:: 1.4	:	:CREDIT TRAINING	:	:	:	:	:
:: 1.4.1	:	:Training Needs Assessment	:	:Assessment	: 08/31/89	: 09/15/89	: 09/15/89 ::
:: 1.4.2	:	:Curriculum Revisions Current Courses	:	:Recommendation	: 10/30/89	:	:
::	:	:A) Core Credit Course	:	:	:	:	:
::	:	:B) V.Bank Fin. Analysis Course	:	:	:	:	:
:: 1.4.3	:	:Pilots for Revised Courses	:	:Courses (#TBD)	: TBD 89	:	:
:: 1.4.4	:	:Training Topic Outlines for New Courses	:	:Outlines(#TBD)	: 01/31/90	:	:
:: 1.4.5	:	:Orientation Workshop New APCP	:	:Workshop; Materials	: 05/31/90	:	:
::	:	:Governorates	:	:	:	:	:
::	:	:	:	:	:	:	:
:: 1.5	:	:REMEDIAL LOAN SERVICING	:	:	:	:	:
:: 1.5.1	:	:Develop TOR for Specialist	:	:TOR	: 07/15/89	:	: 08/30/89 ::
:: 1.5.2	:	:Approval of Position and TOR	:	:Approval	: 09/15/89	: 09/30/89	: 09/30/89 ::
:: 1.5.3	:	:Recruitment/Approval Candidate	:	:Approval	: 09/30/89	: 12/31/89	:
:: 1.5.4	:	:Arrival Specialist	:	:Arrival	: 10/30/89	: 01/31/90	:
:: 1.5.5	:	:Preparation Work Plan	:	:Work Plan	:	:	:
:: 1.5.6	:	:Execution Work Plan	:	:TBD	:	:	:
::	:	:	:	:	:	:	:

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ANNEX A
AWP-II TASKS AND DELIVERABLES TABLE - QPR III

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE	TARGET DELIVERY	REVISED DELIVERY	ACTUAL DELIVERY
			M D YR	M D YR	M D YR
1.6	ADMINISTRATION AND SPECIAL PRDJECTS				
1.6.1	Reporting	Reports	Ongoing		
1.6.2	Special Requests	As Need Be	Ongoing		
2	SPECIALIZED FINANCIAL SERVICES				
2.1	EXTENSION SERVICE SUPPORT				
2.1.1	Training of Trainers	1,200 P/D Train	07/15/89		07/08/89
2.1.2	Field Follow-up	1,800 P/D F-up	Continuous		
2.1.3	Seasonal Training for 5,111 Ext. Staff	66,968 P/D Tr.	Season End		
2.2	EXTENSION TECHNICAL SERVICE				
2.2.1	Train ETS Computer Reporting System	1,200 P/D Train	06/30/90		
2.2.2	Procure 5 Computer Systems	5 Cmpt. Systems	04/30/90		
2.2.3	TOT for ETS	25 P/D TOT	12/15/89	01/15/89	
2.2.4	Monthly ETS Reports	Mo. ETS Rep.	Continuous	06/30/90	
2.3	CROP PACKAGE VERIFICATION SURVEY				
2.3.1	Scope of Work	Scope of Work	10/30/89		08/01/89
2.3.2	Survey Specialists ID and On Site	Sur. Specialists	12/30/89		09/04/89
2.3.3	Survey Design and Implementation Plan	Survey Plan	02/28/90		09/28/89
2.3.4	Survey Collected, Analyzed, and Report	Survey	06/30/90		
2.3.5	Survey Workshop	25 P/D Workshop	05/30/90		
2.4	FIELD CROP PACKAGES				
2.4.1	Winter Crop Package	8 Crop Packages	09/01/89		09/01/89
2.4.2	Summer Crop Package	6 Crop Packages	02/28/90		
2.5	VEGETABLE PACKAGES				
2.5.1	Collect Info., Print and Distribute Pkg.	6 Crop Packages	10/01/89		
2.5.2	Design and Implement Training	9,546 P/D Train	02/28/90		
2.5.3	Monitor and Follow-up Pkg.	10 Field Trips	Continuous		
2.6	HORTICULTURAL PACKAGE				
2.6.1	Scope of Work, ID, Arrive On Site	Hor. Specialist	10/30/89	11/30/89	
2.6.2	Collect Info., Print and Distribute Pkg.	6 Crop Packages	02/28/90	03/28/90	
2.6.3	Design and Implement Training	5,727 M/D Train	04/30/90	05/30/90	
2.6.4	Monitor and Follow-up Pkg.	10 Field Trips	Continuous		
2.7	LIVESTOCK PACKAGE				
2.7.1	Scope of Work	Scope of Work	10/30/89		09/01/89
2.7.2	Grinder/Mixer, Software, Lab, Computer	Equip. On Site	12/30/89	01/30/90	
2.7.3	Livestock Specialists ID and On Site	Liv. Specialists	12/30/89	01/30/90	
2.7.4	ID Site for Animal Test	Test Site	11/30/89	12/30/89	
2.7.5	Nutritional Rations Developed	Rations	02/28/90	03/28/90	
2.7.6	Test Nutritional Package On Farmers	Nutr. Package	04/30/90	04/30/90	
2.7.7	National Feeding Workshop	30 M/D Workshop	06/30/90	07/30/90	
2.8	COMMODITY TRADING				
2.8.1	Scope of Work	Scope of Work	10/30/89		08/01/89
2.8.2	Spclt. On Site, Counterparts Assigned	Commdt. Spclt.	10/30/89	10/28/89	
2.8.3	Commodity Trading Area Established	Commodity Unit	12/30/89		

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:: TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE	TARGET DELIVERY	REVISED DELIVERY	ACTUAL DELIVERY
			M D YR	M D YR	M D YR
2.8.4	Regular Commodity Trading Support	Cmmdt. Sppt.	Continuous		
2.8.5	Plan for Scales on Hopper Pt. Said	Scales	03/15/90		
2.8.6	Importation Plan of Corn	Corn Plan	01/15/90		
2.8.7	Commodity Import Workshop	Impt. Workshop	02/15/90		
2.8.8	Sample Contract for Commodity Trading	Cmmdt. Contract	02/28/90		
2.8.9	Tender Plan Developed for Commodity Trd.	Tender Plan	01/15/90		
2.8.10	Participant and Regular Commdty Training	150 M/D Train	04/30/90		
2.8.11	CS Baseline Survey and Action Plan	BLS, Act. Plan	06/30/90		
2.9	SMALL-SCALE INDUSTRIES				
2.9.1	Scope of Work, Spclt. On Site, CP Assign.	SSI Spclts.	10/30/89	11/30/89	
2.9.2	Pilot Gover. ID and Implementation Plan	Impl. Plan	12/30/89	01/30/90	
2.9.3	Case Studies, Loans Issued	SSI Loans	Continuous		
2.9.4	Workshop for Evaluation of Progress	30 M/D Workshop	06/15/90	07/15/90	
3	FARM-RELATED BUSINESS				
3.1	TILE DRAINAGE				
3.1.1	Pilot Project Procedures	Study	09/30/89	01/31/90	
3.1.2	Start Implementation of Pilot Project	Person/Days	10/30/89*	02/28/90	
		Training			
	* We anticipate that the implementation will take 18 months to be completed.	TBD			
		Number and Amount of Loans	06/30/90		
		TBD			
3.2	SOIL IMPROVEMENT				
3.2.1	Orientation Meetings	Person/Days	10/07/89		Ongoing
		Training			
		TBD			
3.2.2	Workshop Meetings	Person/Days	10/14/89		
		Training			
		TBD			
3.2.3	Project Implementation in Two Governorates	Progress Report	11/30/89		
		" "	04/15/90		
		" "	06/30/90		
		Number and Amount of Loans	12/15/89		
		TBD	06/30/90		
3.2.4	Project Implementation Assessment	Evaluation Report	01/30/90		
			06/30/90		
3.3	FARM MECHANIZATION (WHEAT)				
3.3.1	Orientation Meetings	Person/Days	09/30/89		Ongoing
		Orientation	04/30/90		
		TBD			
3.3.2	Workshop Meetings	Person/Days	10/30/89		
		Training	05/30/90		
		TBD			
3.3.3	Project Implementation in Two Governorates	Progress Report	12/30/89		
		" "	06/30/90		
		Number and Amount of Loans	01/15/90		
		TBD			

ANNEX A
AWP-II TASKS AND DELIVERABLES TABLE - QPR III

:: TASK, :: SUBTASK, :: OR STEPS :	DESCRIPTION :	DELIVERABLE :	TARGET DELIVERY :	REVISED DELIVERY :	ACTUAL DELIVERY :
			M D YR :	M D YR :	M D YR :
:: 3.3.4	: Project Implementation Assessment	: Evaluation Report	: 02/28/90	:	::
:: 3.4	: SEED DISTRIBUTION	:	:	:	::
:: 3.4.1	: Survey on Corn Production and : Corn Seed Distribution	: Survey	: 10/15/89	:	::
:: 3.4.2	: Study on Proposed Corn Seed : Distribution System and Adoption of : Proposed System by One BDAC	: Study	: 12/01/89	:	::
:: 3.4.3	: Orientation Meetings	: Person/Days : Orientation	: 01/30/90	:	::
:: 3.4.4	: Project Implementation	: TBD : Progress Report : Number and : Amount of Loans : TBD	: 06/15/90	:	::
:: 3.4.5	: Project Implementation Assessment	: Evaluation Report	: 06/30/90	:	::
:: 3.5	: SMALL-SCALE AGROINDUSTRY	:	:	:	::
:: 3.5.1	: Identify Small-scale Agroindustrial : Opportunities	: List of Potential : Projects	: 09/30/89	:	: Ongoing ::
:: 3.5.2	: Survey on Potential Project to : Determine the Most Promising : Opportunities	: Survey	: 10/30/89	:	::
:: 3.5.3	: Feasibility Study on Selected : Pilot Project	: Study	: 11/30/89	:	::
:: 3.5.4	: Marketing Promotion Campaign	: Selected Investor	: 12/30/89	:	::
:: 3.5.5	: Project Under Implementation	: Progress Report : No. and Amount : of Loans TBD : Person/Days : Training TBD	: 04/30/90	:	::
:: 3.6	: FARM PRODUCT MARKETING	:	:	:	::
:: 3.6.1	: Select Source and Varieties of Farm- : Product and Design of Mobile Vendor	: List of Products : Designed Vendor	: 11/30/89	:	::
:: 3.6.2	: Feasibility Study on the Project	: Study	: 12/30/89	:	::
:: 3.6.3	: Trained Staff at BDAC Branch : and a Village Bank	: Person/Days : Training TBD	: 01/15/90	:	::
:: 3.6.4	: Project Implementation	: Progress Report : No. and Amount : of Loans TBD	: 06/30/90	:	::
:: 4	: FINANCE AND CAPITAL MANAGEMENT	:	:	:	::
:: 4.1	: HUMAN RESOURCES DEVELOPMENT	:	:	:	::
:: 4.1.1	: Manpower Review	: Job Description	: 09/30/89	:	::
:: 4.1.2	: Overseas Research & Fact Finding : Missions	: Call Program	: 10/31/89	:	::
:: 4.1.3	: Training Needs Assessment	: Assessment	: 08/31/89	: 09/15/89	: 09/15/89 ::
:: 4.1.4	: Management Training Program	: Program Developm.	: 09/30/89	:	::
:: 4.1.5	: Training of Trainers	: Program Developm.	: 11/05/89	:	::

ANNEX A
AWP-II TASKS AND DELIVERABLES TABLE - QPR III

:: TASK, SUBTASK, OR STEPS :	DESCRIPTION :	DELIVERABLE :	TARGET DELIVERY :	REVISED DELIVERY :	ACTUAL DELIVERY :
::OR STEPS :	:	:	M D YR :	M D YR :	M D YR :
:: 4.1.6	:Training Topics Outlines	:Outlines	: 11/30/89	:	::
::	:Design & Development of Course	:	:	:	::
::	:Materials	:	:	:	::
:: 4.1.7	:A. Financial Calculation Course	:Materials	: 01/31/90	: 11/15/89	::
:: 4.1.8	:B. Treasury Training Course 1	:Materials	: 02/28/90	: 11/15/89	::
:: 4.1.9	:C. Cash Management Course	:Materials	: 03/31/90	:	::
::	:	:	:	:	::
:: 4.2	:FINANCIAL REPORTING	:	:	:	::
:: 4.2.1	:Village Bank Financial Reporting	:Std. Worksheet	: 10/15/89	:	::
:: 4.2.2	:BDAC Financial Reporting	:Std. Worksheet	: 10/15/89	:	::
:: 4.2.3	:PBDAC Liability Management	:Gap Sheet	: 06/30/90	:	::
:: 4.2.4	:PBDAC Foreign Exchange Management	:FCC Ledger	: 05/31/90	:	::
::	:	:	:	:	::
:: 4.3	:FINANCE SECTOR SUPPORT GROUPS	:	:	:	::
:: 4.3.1	:Financial Section Support Group	:Recommendation	: Continuous:	:	::
:: 4.3.2	:Premises Support Group	:Recommendation	: Continuous:	:	::
:: 4.3.3	:Manpower Support Group	:Recommendation	: Continuous:	:	::
::	:	:	:	:	::
:: 4.4	:RISK MANAGEMENT	:	:	:	::
:: 4.4.1	:Financial Institutions, Lines of Credit	:Policy Paper	: 05/15/90	:	::
:: 4.4.2	:Foreign Exchange, Institutional Limits	:Policy Paper	: 06/30/90	:	::
:: 4.4.3	:Liability Management, Gap Limits	:Policy Paper	: 06/30/90	:	::
:: 4.4.4	:Treasury Policy and Procedure Manual	:Manual	: AWP-III	:	::
::	:	:	:	:	::
:: 4.5	:ADMINISTRATION AND SPECIAL PROJECTS	:	:	:	::
:: 4.5.1	:Admin. Reports	:Periodic Reports	: 06/30/90	:	::
:: 4.5.2	:Special Projects	:Paper(s)	: 06/30/90	:	::
::	:	:	:	:	::
::	:	:	:	:	::
:: 5	:ACCOUNTING	:	:	:	::
:: 5.1	:ACCOUNTING SYSTEM DOCUMENTATION	:	:	:	::
:: 5.1.1	:Complete Description for	:Accounting	: 09/30/89	:	: 09/30/89
::	:BDAC/PBDAC Accounts	:Manual I Draft	:	:	::
:: 5.1.2	:Trial Balance & Financial Statements	:	: 09/30/89	:	: 09/30/89
:: 5.1.3	:Develop Procedures Manual	:Accounting	:	:	::
::	:	:Manual II Draft	:	:	::
::	: - General Ledger Procedures	:Module	: 12/31/89	:	::
::	: - Loan Accounting Procedures	:Module	: 02/28/90	:	::
::	: - Cash Accounting Procedures	:Module	: 04/30/90	:	::
::	: - Deposits & Savings Procedures	:Module	: 05/31/90	:	::
::	:	:	:	:	::
:: 5.2	:GENERAL LEDGER PILOT	:	:	:	::
:: 5.2.1	:Implementation Plan	:Plan	: 09/30/89	:	: 09/30/89
::	:(Coordinated with MIS)	:	:	:	::
:: 5.2.2	:User Training	:Person/Days	: 10/31/89	:	::
:: 5.2.3	:Implement System in 1 BDAC	:Automated GLTB	: 06/30/90	:	::
::	:	:& Reports	:	:	::
:: 5.2.4	:Implement System in PBDAC	:Reports	: 12/31/89	:	::

ANNEX A
AWP-II TASKS AND DELIVERABLES TABLE - QPR III

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE	TARGET DELIVERY	REVISED DELIVERY	ACTUAL DELIVERY
			M D YR	M D YR	M D YR
5.3	FINANCIAL REPORTING ASSISTANCE				
5.3.1	Assist in Writing SOW	Scope of Work	09/30/89		09/30/89
5.3.2	PBDAC Approval	Approval	10/15/89	11/30/89	
5.3.3	Input For Reports/Unit	Papers/Formats	06/30/90		
5.4	TRAINING				
5.4.1	Course Outline: General Acctg.	Outline	01/31/90		
5.4.2	Course Outline: Financial Analysis	Outline	01/31/90		
5.4.3	Advanced Accounting Topics	Outline	01/31/90		
5.4.4	Course Development	Recommendations	06/30/90		
5.5	REPORTS AND SPECIAL PROJECTS				
5.5.1	Admin. Reports	Periodic Reports	Continuous		
5.5.2	Assistance to other Technical Advisors	Assistance, Reports	Continuous		
6	AUDIT AND MONITORING				
6.1	INTERNAL AUDITING				
6.1.1	Outline For Audit Manual	Outline	10/30/89		
6.1.2	Documentation of Audit Policies	Manual Inserts	10/30/89		
6.1.3	Documentation of Audit Objectives and Associated Procedures	Framework	10/30/89		
6.1.4	Pilot Audit	Audit	05/31/90		
6.1.5	Audit Team Selection	Report	06/30/90		
6.2	TRAINING				
6.2.1	Internal Audit I - Core Course				
	Materials Development & Review	Materials	01/31/90		
	Delivery (initial)	P/D of Trng.	06/30/90		
		TBD			
6.2.2	Internal Audit II-Core Course				
	Materials Development & Review	Materials	01/31/90		
	Delivery	P/D of Trng.	06/30/90		
6.2.3	Loan Classification System	P/D of Trng.	02/28/90		
6.2.4	Workshops For Audit (and Follow-up)	P/D of Trng.	05/01/90		07/25/89
	Staff	TBD			
6.2.5	Promulgation	3 Presentations	06/30/90		07/31/89
6.3	PROGRAM SUPPORT AND SPECIAL PROJECTS				
6.3.1	Periodic Reports	Reports	06/30/90		Ongoing
6.3.2	Special Projects	Reports/ Materials/Trg.	06/30/90		Ongoing
6.3.3	Administration	Meetings, Actions, etc.	06/30/90		Ongoing
6.3.4	Other Technical Areas	Advice/Reports	06/30/90		Ongoing
6.3.5	Annual Work Plan	AWP-II	09/30/89		09/12/89

ANNEX A
AWP-II TASKS AND DELIVERABLES TABLE - QPR III

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE	TARGET DELIVERY	REVISED DELIVERY	ACTUAL DELIVERY
			M D YR	M D YR	M D YR
7	MIS/DATA PROCESSING				
7.1	MANAGEMENT SUPPORT				
7.1.1	Admin: Chem, APCP, 2nd Ag. Proj., MIS, and Arabsoft	Minutes/Meetings/Recommendations	Ongoing		
7.1.2	Project Reporting	Reports	Ongoing		
7.1.3	Setup & Coord. DP User Groups/Pilots	Outlines/Recomm.	Ongoing		
7.1.4	Data Processing Policy and Procedures	Manual	11/01/89		
7.1.5	PBDAC, DP Premises Coordination	MIS/DP Dept.	Ongoing		
7.1.6	BDAC, Pilot Premise Coordination	Pilot/DP Dept	10/15/89	Ongoing	
7.1.7	Bank MIS Training Plan Coordinated	Plan and Schedule	Ongoing		
7.1.8	MIS Management Training	Prog Develop.	09/15/89	10/31/89	
7.1.9	MIS/Data Processing Staff Training	Person/Days TBD	Ongoing		
7.1.10	Phase I HDWR Plan/Procurement	Plan/Specs	11/01/89		09/15/89
7.1.11	Phase I HDWR Installation	Plan & Schedule	04/01/90		
7.1.12	Phase II HDWR Plan/Procurement	Analysis/Specs.	06/15/90		
7.1.13	Overall Implementation Strategy	Plan	05/01/90		
7.2	PC SUPPORT AND DEVELOPMENT				
7.2.1	Develop PC Support Handbook	Manual	11/01/89		
7.2.2	Train PBDAC/BDAC PC Users	Person/Days TBD	Ongoing		
7.2.3	Establish User Help Desk Role	Job Desc/Proc	12/15/89		
7.2.4	Support PC Applications Development:				
	A) Mgmt. Consolidation Rptng	Prog/Doc/Trg	Ongoing		
	B) Accounting, Spreadsheets & Rptng	Prog/Doc/Trg	TBD		
	C) Budgetary Planning System	Prog/Doc/Trg	TBD		
	D) Finance and Capital Rptng	Prog/Doc/Trg	07/01/90		
	E) Training Mgmt. Sys	Prog/Doc/Trg	11/15/89		
	F) Farm-related Business	Prog/Doc/Trg	Ongoing		
	G) MIS Statistics Rptng	Prog/Doc/Trg	TBD		
	H) Others, TBD	Prog/Doc/Trg	TBD		
7.3	APPL/DEV-GENERAL LEDGER				
7.3.1	Design and Development/Prototype	Req/Programs	09/15/89		09/15/89
7.3.2	GL System Testing	Scenario/Data	10/15/89		
7.3.3	GL User Training, BDAC/PBDAC	Person/Days TBD	11/30/89		
7.3.4	GL Implementation, BDAC/PBDAC	Conversion	01/01/90		
7.3.5	GL Documentation	Sys/User Manual	12/15/90		
7.3.6	MIS Staff Train, Software Maintenance	Person/Days TBD	02/01/90		
7.4	APPL/DEV-CREDIT AND LOANS, RPT. CONSOL.				
7.4.1	Report Consolidation Design/Dev.	Req/Programs	10/15/89		
7.4.2	Report/Con Module Testing	Scenario/data	11/01/89		
7.4.3	Report/Con User Training PBDAC/BDAC	Person/Days TBD	12/15/89		
7.4.4	Report/Con Implementation, PBDAC/BDAC	Reports	01/01/90		
7.4.5	Report/Con Documentation	Sys/User Manual	11/15/89		
7.4.6	MIS Staff Train, Software Maintenance	Person/Days TBD	01/01/90		

ANNEX A
AWP-II TASKS AND DELIVERABLES TABLE - QPR III

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE	TARGET DELIVERY	REVISED DELIVERY	ACTUAL DELIVERY
			M D YR	M D YR	M D YR
7.5	APPL/DEV-CREDIT AND LOANS, PROCESSING				
7.5.1	Processing, Design/Development	Req/Programs	01/01/90		
7.5.2	Processing, Module Testing	Scenario/Data	02/01/90		
7.5.3	Processing, User Training, BDAC	Person/Days TBD	03/01/90		
7.5.4	Processing, Implementation, BDAC	Conversion	07/01/90		
7.5.5	Processing, Documentation	Sys/User Manual	05/01/90		
7.5.6	MIS Staff Train, Software Maintenance	Person/Days TBD	07/01/90		
7.6	STORES INVENTORY	Requirements	06/01/90		
7.7	APPL/DEV-SAVINGS SYSTEM				
7.7.1	Saving User Training, PBDAC	Person Days/TBD	08/01/89	10/01/89	
7.7.2	Saving Implementation, PBDAC	Conversion	11/01/89		
7.7.3	Saving Implementation, BDAC Pilot	Conversion	TBD		
7.7.4	Saving Documentation	Sys/User Manual	09/15/89		09/15/89
7.7.5	MIS Staff Train, Software Maintenance	Person Days/TBD	12/15/89		
7.8	APPL/DEV-SAVINGS LOTTERY SYSTEM				
7.8.1	Lottery Design/Dev/Conversion	Req/Programs	01/01/90		
7.8.2	Lottery, Testing	Scenario/Data	01/15/90		
7.8.3	Lottery, User Training, PBDAC	Person/Days TBD	03/01/90		
7.8.4	Lottery, Implementation, PBDAC	Conversion	04/01/90		
7.8.5	Lottery, Documentation	Sys/User Manual	03/01/90		
7.8.6	MIS Staff Train Software Maintenance	Person/Days TBD	04/15/90		
7.9	APPL/DEV-CASHIER SYSTEM				
7.9.1	Cashier, Design and Development	Req/Programs	11/01/89		
7.9.2	Cashier, Testing	Scenario/Data	11/15/89		
7.9.3	Cashier, User Training, BDAC	Person/Days TBD	01/15/90		
7.9.4	Cashier, Implementation, BDAC	Conversion	03/01/90		
7.9.5	Cashier, Documentation	Sys/User Manual	02/15/90		
7.9.6	MIS Staff Train, Software Maintenance	Person/Days TBD	04/01/90		
7.10	APPL/DEV-CUSTOMER INFO. FILE				
7.10.1	CIF, Design/Dev and Documentation	Req/Programs	01/01/90		
7.10.2	CIF, Training and Implementation	Person/Days TBD	02/15/90		
7.11	CURRENT ACCTS/TIME DEPOSITS	Req/Program	12/15/89		
7.12	APPL/DEV-PAYROLL/PERSONNEL				
7.12.1	Payroll System Testing, PBDAC	Scenario/Data	07/15/89		08/01/89
7.12.2	Payroll User Training, PBDAC	Person/Days TBD	11/01/89	10/01/89	
7.12.3	Payroll Implementation, PBDAC	Conversion/Parallel	11/25/89		
7.12.4	Payroll Documentation	Sys/User Manual	11/01/89		
7.12.5	Payroll User Training, BDAC Pilot	Person/Days TBD	02/15/90		
7.12.6	Payroll Implementation, BDAC Pilot	Conversion	03/15/90		
7.12.7	MIS Staff Train, Software Maintenance	Req/Programs	07/01/90		
7.12.8	Personnel/Design/Conversion	Person/Days TBD	02/15/90		

ANNEX A
AWP-II TASKS AND DELIVERABLES TABLE - QPR III

:: TASK, :: SUBTASK, :: OR STEPS	DESCRIPTION	DELIVERABLE	TARGET DELIVERY	REVISED DELIVERY	ACTUAL DELIVERY
			M D YR	M D YR	M D YR
::8	:PLANNING, BUDGETING, AND REPORTING	:	:	:	::
::	:	:	:	:	::
:: 8.1	:STRATEGIC PLANNING	:	:	:	::
:: 8.1.1	:Approval of Workshop Concept	:Approval	: 09/12/89	:	: 09/12/89 ::
:: 8.1.2	:Design Strategic Planning Workshop	:Workshop Agenda	: 06/30/90	: 01/15/90	::
:: 8.1.3	:Produce Environmental Scan	:Environ. Scan	: 06/30/90	: 01/01/90	::
:: 8.1.4	:Hold Strategic Planning Workshop	:3-day Workshop	: 06/30/90	: 02/15/90	::
::	:Bank's New Mission Statement and Objectives	:Circulate	: 06/30/90	: 02/15/90	::
::	:	:	:	:	::
:: 8.2	:OPERATIONAL PLANNING AND BUDGETING	:	:	:	::
:: 8.2.1	:Mandate Paper on Role of Planning and Budgeting	:Report	: 06/30/90	:	::
:: 8.2.2	:Budgeting Procedures Reviewed	:Guidelines	: 06/30/90	:	::
:: 8.2.3	:Position Descriptions Updated	:Position Description	: 06/30/90	:	::
::	:	:	:	:	::
:: 8.3	:ECONOMIC ANALYSIS UNIT	:	:	:	::
:: 8.3.1	:Long-term Bank Economist Scope of Work Written	:SOW	: 06/30/90	:	::
:: 8.3.2	:Functional & Organizational Implications	:Position Description	: 06/30/90	:	::
::	:	:	:	:	::
:: 8.4	:PROGRAM SUPPRT AND SPECIAL PROJECTS	:	:	:	::
:: 8.4.1	:Periodic Reports	:Reports	: 06/30/90	:	: Ongoing ::
:: 8.4.2	:Special Projects	:Reports/ :Materials/ :Training	: 06/30/90	:	: Ongoing ::
:: 8.4.3	:Administration	:Meetings/ :Actions/etc.	: 06/30/90	:	: Ongoing ::
:: 8.4.4	:Annual Work Plan-II	:AWP-II	: 09/30/89	:	: 09/12/89 ::
::	:	:	:	:	::
:: 8.5	:Long-term FRR Specialists Scope of Work Written	:SOW :Organization	: 06/30/90 : 06/30/90	:	::
::	:PBR Specialist Recruited, Approved, Hired, and Counterpart Assigned	:Chart	: 06/30/90	: 10/04/89	::
::	:	:	:	:	::
::9	:TRAINING	:	:	:	::
:: 9.1	:NEEDS ASSESSMENT AND PLANNING	:	:	:	::
:: 9.1.1	:Training Needs Assessment	:Assessment	: 09/14/89	: 10/30/89	::
:: 9.1.2	:Local APCP Training Plan	:Plan	: 09/30/89	: 10/15/89	::
::	:Quarterly Progress Rpt. Format	:Spreadsheet	: 09/30/89	:	: 09/28/89 ::
:: 9.1.3	:Overseas APCP Training Plan	:Plan	: 09/30/89	: 10/30/89	::
::	:	:	:	:	::

ANNEX A
AWP-II TASKS AND DELIVERABLES TABLE - QPR III

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE	TARGET DELIVERY	REVISED DELIVERY	ACTUAL DELIVERY
			M D YR	M D YR	M D YR
9.2	MANAGERIAL DEVELOPMENT TRAINING PROGRAM				
9.2.1	Decision on Delivery Mechanism: LTI or ST Expert or Bank Financial Rules (Following Steps Contingent on 9.2.1)	Approval	10/30/89		
9.2.2	Contracting of LTI(s) or ST Experts	Contract(s)/SOW	11/30/89		
9.2.3	Design & Development of Course Materials	Materials or Recommendations			
9.2.4	Pilot for New Courses: Level 1, Level 2, Level 3	Courses			
9.2.5	Management Training Plan	Plan	09/30/89	10/15/89	
9.2.6	Ongoing Program/Course Support	Person/Days TBD	Ongoing		
9.2.7	CMD Mgt. Skills Training/Support	Person/Days TBD	Ongoing		
9.3	NATIONAL TRAINING OF TRAINERS PROGRAM				
9.3.1	Design & Development of TOT1 Materials	Materials	07/15/89		07/15/89
9.3.2	TOT1 Pilot Course	Course	07/11/89		07/11/89
9.3.3	Design & Development of TOT2 Materials	Materials	11/30/89		
9.3.4	TOT2 Pilot Course	Course	11/30/89		
9.3.5	TOT Training Plan	Recommendations	09/30/89	10/15/89	
9.3.6	Ongoing Program/Course Support	Person/Days TBD	Ongoing		
9.4	TECHNICAL SUPPORT:CREDIT				
9.4.1	Ongoing APCP Course Support	Person/Days TBD	Ongoing		
9.4.2	Curriculum Revisions Existing Courses	Recommendations	10/30/89		
	A) Core Credit Course				
	B) VB Financial Analysis Course				
9.4.3	Pilots for Revised Courses	Courses(#TBD)	TBD 90		
9.4.4	Trg Topic Outlines for New Courses	Outlines(#TBD)	01/31/90		
9.4.5	New APCP Governorates Orientation Workshop	Workshop & Materials	05/31/90		
9.5	TECHNICAL SUPPORT:FINANCE AND CAPITAL				
9.5.1	Trg Topic Outlines for New Courses	Outlines	11/30/89		
9.5.2	Decision on Delivery Mechanism (Following Steps Contingent on 9.5.2)	Approval	12/31/89		
9.5.3	Contracting of ST Expert(s) or LTI(s)	Contract(s)/SOW	01/15/90		
9.5.4	Design & Development of Course Materials				
	A) Financial Calculations Course	Materials	01/31/90		
	B) Treasury Training Course I	Materials	02/28/90		
	C) Cash Management Course I	Materials	03/31/90		
9.5.5	Pilot Courses: A, B, C	Course			
9.5.6	Ongoing APCP Course Support	Person/Days TBD	Ongoing		
9.6	TECHNICAL SUPPORT: SPECIALIZED FINANCIAL SERVICES				
9.6.1	Ongoing Preseason APCP Course Support	Person/Days TBD	Ongoing		
9.6.2	Vegetable Package Training	9,546 p/d	02/28/90		
9.6.3	Fruit Package Training	5,727 p/d	04/30/90		

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ANNEX A
AWP-II TASKS AND DELIVERABLES TABLE - QPR III

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE	TARGET DELIVERY	REVISED DELIVERY	ACTUAL DELIVERY
			M D YR	M D YR	M D YR
9.6.4	:Follow-up and Supervision Training	:Person/Days TBD			
9.6.5	:Design & Development of Subject Matter	:Materials			
	:Specialist (SMS) Workshop Materials				
9.6.6	:SMS Workshop	:Workshop			
9.6.7	:Design & Development of Farm Survey	:Materials	10/31/89		
	:Workshop Materials				
9.6.8	:Farm Survey Workshop	:Workshop, 25 p/d	11/30/89		
9.7	:TECHNICAL SUPPORT:FARM-RELATED BUSINESS				
9.7.1	:Curriculum Revisions Soil Improvement	:Materials & Recommendations	Ongoing		09/14/89
	:Workshop				
9.7.2	:Soil Improvement Workshops	:4 Workshops	04/90		
9.7.3	:Curriculum Revisions Agricultural	:Materials & Recommendations	Ongoing		09/14/89
	:Mechanization Workshop				
9.7.4	:Agricultural Mechanization Workshops	:4 Workshops	04/90		
9.7.5	:Design & Development of Tile Drainage	:Materials	TBD 90		Ongoing
	:Workshop Materials				
9.7.6	:Pilot Tile Drainage Workshop	:Workshop	TBD 90		
9.7.7	:Design & Developmt of Seed Distribut'n	:Materials	TBD 90		
	:Workshop Materials				
9.7.8	:Pilot Seed Distribution Workshop	:Workshop	01/31/90		
9.7.9	:Design & Development of Farm Product	:Materials	TBD 90		
	:Marketing Workshop Materials				
9.7.10	:Pilot Farm Product Marketing Workshop	:Workshop	01/15/90		
9.8	:TECHNICAL SUPPORT:MIS/DATA PROCESSING				
	:DATA PROCESSING DEPARTMENT REQUIREMENTS:				
9.8.1	:Development of Requirements for LTI Bid	:Bid Document	09/30/89	Ongoing	
9.8.2	:Decision on Delivery Mechanism	:Approval	10/15/89		
	:(Following Steps Contingent on 9.8.2)				
9.8.3	:Contract(s) with LTI(s)	:Contract(s)			
9.8.4	:Data Processing Training Plan	:Plan	09/30/89	10/15/89	
9.8.5	:Ongoing Course Support	:Person/Days TBD	Ongoing		
9.9	:TECHNICAL SUPPORT:ACCOUNTING				
9.9.1	:TRG Topic Outlines for New Courses	:Outlines	01/31/90		
	:A) General Accounting:Bank Oriented				
	:B) Financial Analysis				
9.9.2	:Design & Developmt of Course Materials	:Recommendations	06/30/90		
9.9.3	:Pilot for New Course: A)	:Course			
9.9.4	:Ongoing APCP Course Support	:Person/Days TBD	Ongoing		
9.10	:TECHNICAL SUPPORT:AUDIT AND MONITORING				
9.10.1	:Developmt of LTI Bid Requirements	:Bid Document			
9.10.2	:Decision on Delivery Mechanism IAI&II	:Approval	11/01/89		
	:(Following Steps Contingent on 9.10.1)				
9.10.3	:Contracting of ST Expert(s) or LTI	:Contract(s)/SOW	11/30/89		
9.10.4	:Design & Developmt of Course Materials				
	:A) Internal Audit Module I	:Materials	01/31/90		
	:B) Internal Audit Module II	:Materials	01/31/90		
	:C) Loan Classification System	:Materials	02/28/90		

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ANNEX A
AWP-II TASKS AND DELIVERABLES TABLE - QPR III

:: TASK, :: SUBTASK, :: DR STEPS :	DESCRIPTION :	DELIVERABLE :	TARGET DELIVERY :	REVISED DELIVERY :	ACTUAL DELIVERY :
:	:	:	M D YR :	M D YR :	M D YR :
:: 9.10.5 :	Pilot Courses: IAI	:Course	: 06/30/90	:	:
:: :	IAII	:Course	: 06/30/90	:	:
:: 9.10.6 :	Ongoing APCP Course Support	:Person/Days TBD	: Ongoing	:	:
:: 9.10.7 :	BDAC Chairmen Audit Workshop	:Workshop &	: 07/30/89	:	: 07/25/89
:: :	:	:Materials	:	:	:
:: 9.10.8 :	Procedures Orientation Workshop	:Workshop &	: 03/30/90	:	:
:: :	:	:Materials	:	:	:
:: 9.10.9 :	Strategic Planning Workshop	:Workshop &	:	:	:
:: :	:	:Materials	:	:	:
:: :	:	:	:	:	:
:: 9.11 :	TECHNICAL SUPPORT:TRAINING STAFF	:	:	:	:
:: 9.11.1 :	Ongoing TRG Skills Course Support	:Person/Days TBD	: Ongoing	:	:
:: 9.11.2 :	TRG Topic Outlines for New Courses	:Outlines(#TBD)	: 11/30/89	:	:
:: 9.11.3 :	Design & Developmt of Course Materials	:Materials &	:	:	:
:: :	:	:Recommendations	:	:	:
:: 9.11.4 :	Pilot for New Courses	:Courses(#TBD)	:	:	:
:: :	:	:	:	:	:
:: 9.12 :	PARTICIPANT TRAINING/ENGLISH LANGUAGE	:	:	:	:
:: (A) :	ENGLISH LANGUAGE	:	:	:	:
:: 9.12.1 :	Ongoing Course Support	:Trainees(#TBD)	: Ongoing	:	:
:: 9.12.2 :	Special Purpose English Training Plan	:Plan	: 09/30/89	: TBD	:
:: 9.12.3 :	SPE Implementation with USAID/Egypt	:Courses(#TBD)	: 09/30/89	: TBD	:
:: (B) :	PARTICIPANT TRAINING	:	:	:	:
:: 9.12.4 :	Priority Identified Observation Tours	:Participants &	: TBD	:	:
:: :	A) Senior Management Bank Tours	:Tours (#TBD)	:	:	:
:: :	B) Agbank, Farm Credit, & Financial	:	:	:	:
:: :	Institution Tours (Priority: Training	:	:	:	:
:: :	Staff, MIS, Audit, Finance)	:	:	:	:
:: 9.12.5 :	Priority Identified ST Technical TRG	:Participants &	: TBD	:	:
:: :	A) Executive Management Skills	:Courses (#TBD)	:	:	:
:: 9.12.6 :	Survey Overseas Training Institutes	:Assessments	:	:	:
:: 9.12.7 :	Preliminary Survey Trips	:Turkey Trip Rpt.:	: 10/30/89	:	:
:: :	:	:	:	:	:
:: 9.13 :	TRAINING MANAGEMENT SYSTEM	:	:	:	:
:: 9.13.1 :	Analysis of User Requirements(& Hardware)	:Requirements	: TBD/89	:	:
:: :	A) Training Database Requirements	:	:	:	:
:: :	B) Budget and AID Rpting Requirements	:	:	:	:
:: :	C) Training Administration Requirements	:	:	:	:
:: :	D) Materials Development Requirements	:	:	:	:
:: 9.13.2 :	Software Development &/or Purchase	:Software	:	:	:
:: 9.13.3 :	Development of Users Manual	:Manual	:	:	:
:: 9.13.4 :	Training of Training Department Staff	:Person/Days TBD	:	:	:
:: :	:	:	:	:	:
:: 9.14 :	TRAINING FACILITIES DEVELOPMENT	:	:	:	:
:: 9.14.1 :	Training Facilities Needs Assessment	:Assessment	: 09/30/89	: 10/30/89	:
:: 9.14.2 :	Ongoing Development Support	:Recommendations	: Ongoing	:	:
:: :	:	:	:	:	:

ANNEX A
AWP-II TASKS AND DELIVERABLES TABLE - QPR III

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE	TARGET DELIVERY	REVISED DELIVERY	ACTUAL DELIVERY
			M D YR	M D YR	M D YR
9.15	ADMINISTRATION AND SPECIAL PROJECTS				
	A) Periodic Reporting	Reports	Ongoing		
	B) Staff/TA/PBDAC Executive Meetings	Handouts & Presentations	Ongoing		
	C) Workplan II & III / Workshop(s)	Workplan & Presentations	Ongoing		
	D) Resource Needs	TRZ SOW			08/28/89
10	HUMAN RESOURCE DEVELOPMENT				
10.1	Develop Scope of Work	Scope of Work	08/30/89		
10.2	Approval by PBDAC	Approval	09/15/89		
10.3	Develop Initial Schedule	Schedule	05/15/90		
10.4	Assign Task Force	List/Approval	04/30/90		
10.5	Development of Recommendations	Recommendations	05/15/90		
11	PROGRAM SUPPORT				
11.1	ADMINISTRATION (Ongoing)				
11.1.1	Communications: Maintain All Fax, Pouch, and Correspondence Systems	Registers, Log-books, Subject Files	Ongoing		
11.1.2	Filing System: Maintain the Master Filing System	Master Filing Index	Ongoing		
11.1.3	Inter-Office Communications: Maintain Reliable and Routine Messenger Service	Performance Standard	Ongoing		
11.1.4	Typing: Process All Typing Requests	Letters, Reports, Memos and Other Documents	Ongoing		
11.1.5	Travel: Handle all Required Travel Arrangements	Confirmed Air, Rail, and Hotel Reservations; Expediter Service	Ongoing		
11.1.6	Office Maintenance: Routine Cleaning and Major Office Repairs and Renovations	Clean Offices, Repairs	Ongoing		
11.1.7	National Staff Personnel: Maintain Personnel Files for all National Staff and Ensure Compliance with GOE Labor Laws	Up-To-Date Personnel Files	Ongoing		
11.1.8	Inventory Control: Maintain Master Inventory Lists	Up-To-Date Master Inventory			
11.1.9	Small-value Local Procurement: Process Small-value Local Procurement Requests	Competitive Proper Invoices	Ongoing		
11.1.10	Importation/Exportation: Process Importation Exportation of Commodities	Delivery Receipts, Air Waybills, Bills of Lading	Ongoing		

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ANNEX A
AWP-II TASKS AND DELIVERABLES TABLE - QPR III

:: ::TASK, ::SUBTASK, ::OR STEPS	DESCRIPTION	DELIVERABLE	TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR
:: 11.1.11	:Visas, Licenses, and Work Permits:	:Valid Visas,	: Ongoing	:	::
::	:Process Visas, Licenses and Work	:Licenses, and	:	:	::
::	:Permits	:Work Permits	:	:	::
:: 11.1.12	:Vehicle Supervision	:Vehicle Files,	: Ongoing	:	::
::	:	:Registration	:	:	::
::	:	:Certificates,	:	:	::
::	:	:Fleet Insurance	:	:	::
::	:	:Policy, O&M	:	:	::
::	:	:Date	:	:	::
:: 11.1.13	:Business Community Liaison	:Purchase	: Ongoing	:	::
::	:	:Orders,	:	:	::
::	:	:Correspondence,	:	:	::
::	:	:Terms of	:	:	::
::	:	:Reference	:	:	::
:: 11.1.14	:Formulation of Policy and	:Policy and	: Ongoing	:	::
::	:Procedures	:Procedure	:	:	::
::	:	:Memorandums	:	:	::
:: 11.1.15	:Supervision of Leases	:Master Lease	: Ongoing	:	::
::	:	:File	:	:	::
::	:	:	:	:	::
:: 11.2	:FINANCIAL CONTROL AND REPORTING	:	:	:	::
::	:(Ongoing)	:	:	:	::
:: 11.2.1	:Financial Reporting: Prepare and	:Financial	: Ongoing	:	::
::	:Submit all Required Financial Reports	:Reports	:	:	::
:: 11.2.2	:Ledgers & Journals: Maintain all	:Up-To-Date,	: Ongoing	:	::
::	:Required Ledgers and Journals	:Accurate	:	:	::
::	:	:Ledgers and	:	:	::
::	:	:Journals	:	:	::
:: 11.2.3	:Banking Activities: Arrange	:Deposited	: Ongoing	:	::
::	:International Transfers; Monthly	:Transfers;	:	:	::
::	:Reconciliation; Liaison with Banking	:Monthly Account	:	:	::
::	:Community	:Reconciliation	:	:	::
::	:	:Statements;	:	:	::
::	:	:Banking	:	:	::
::	:	:Correspondence	:	:	::
:: 11.2.4	:Vouchers: Process all Voucher	:Disbursement	: Ongoing	:	::
::	:	:Memos	:	:	::
:: 11.2.5	:Petty Cash: Maintain all Petty Cash	:Petty Cash	: Ongoing	:	::
::	:Accounts	:Vouchers	:	:	::
:: 11.2.6	:Invoices: Process Monthly Invoices	:Reimbursed	: Ongoing	:	::
::	:	:Invoices	:	:	::
:: 11.2.7	:National Staff Salaries: Process	:Social	: Ongoing	:	::
::	:Salary Payments including Deductions	:Insurance Taxes	:	:	::
::	:for Social Insurance and Taxes	:	:	:	::
:: 11.2.8	:National Staff Medical Insurance:	:In-Force	: Ongoing	:	::
::	:Supervise and Process Payments for	:Medical	:	:	::
::	:Medical Insurance	:Insurance	:	:	::
::	:	:Policy	:	:	::
:: 11.2.9	:Financial Filing: Maintain Financial	:Financial Files	: Ongoing	:	::
::	:Files	:	:	:	::

ANNEX A
AWP-II TASKS AND DELIVERABLES TABLE - QPR III

:: TASK, :: SUBTASK, :: OR STEPS :	DESCRIPTION	DELIVERABLE	TARGET DELIVERY	REVISED DELIVERY	ACTUAL DELIVERY
			M D YR	M D YR	M D YR
:: 11.2.10	:Financial Data Research and	:Financial Data	Ongoing	:	:
::	:Retrieval: Retrieve and Compile	:Reports	:	:	:
::	:Financial Data for Planning,	:	:	:	:
::	:Verification, and Reporting	:	:	:	:
:: 11.2.11	:Budget Preparation and Control:	:Budgets and	Ongoing	:	:
::	:Prepare both Micro and Macro	:Reports	:	:	:
::	:Budgets and Monitor Expenditures	:	:	:	:
:: 11.2.12	:Formulation of Financial Policies	:Policy and	Ongoing	:	:
::	:and Procedures:	:Procedure	:	:	:
::	:	:Memorandums	:	:	:
::	:	:	:	:	:
:: 11.3	:REPORTING AND PUBLICATIONS	:	:	:	:
::	:(Ongoing)	:	:	:	:
:: 11.3.1	:Report and Special Documents Writing	:Reports/Docs.	Ongoing	:	:
::	:AWP-II, Engl. Final	:	10/31/89	:	:
::	:AWP-II, Arabic Final	:	10/31/89	:	:
::	:Baseline Final	:	10/31/89	:	:
::	:QPR III	:	11/15/89	:	:
::	:QPR IV	:	01/29/90	:	:
::	:QPR V	:	04/30/90	:	:
::	:Annual II/QPR VI	:	07/25/90	:	:
::	:AWP-III, Engl. Draft	:	06/07/90	:	:
::	:AWP-III, Arabic Draft	:	06/21/90	:	:
:: 11.3.2	:Publications Library	:Library	:	:	:
::	:a. Set Up	:	08/31/89	:	08/31/89
::	:b. Maintain	:	Ongoing	:	:
:: 11.3.3	:Editing: Edit Reports and Other	:Edits	Ongoing	:	:
::	:Printed Deliverables	:	:	:	:
:: 11.3.4	:Translation	:Translations	Ongoing	:	:
::	:	:	:	:	:
:: 11.3.5	:Formating	:Formatted Docs.	Ongoing	:	:
::	:	:	:	:	:
:: 11.3.6	:Reproduction and Binding	:Bound Docs.	Ongoing	:	:
::	:	:	:	:	:
::	:	:	:	:	:
:: 11.4	:TRAINING MATERIALS AND MANUALS	:	:	:	:
::	:PRODUCTION	:	:	:	:
:: 11.4.1	:Establish Office	:Furnished	:To Be Appr.:	:	:
::	:	:Equipped	:	:	:
::	:	:Office	:	:	:
:: 11.4.2	:Staffing	:Staff	:To Be Appr.:	:	:
:: 11.4.3	:Policies, Procedures and	:Memorandums	:To Be Appr.:	:	:
::	:Management Integration	:and Systems	:	:	:
::	:	:	:	:	:
:: 11.5	:PROCUREMENT PLANNING	:	:	:	:
:: 11.5.1	:Identify Procurement Categories	:Category List	:To Be Appr.:	:	:
:: 11.5.2	:Needs Identification and Analysis	:Needs	:To Be Appr.:	:	:
::	:	:Statement	:	:	:
:: 11.5.3	:Development of Specifications	:Specification	:To Be Appr.:	:	:
::	:	:Lists	:	:	:

ANNEX A
AWP-II TASKS AND DELIVERABLES TABLE - QPR III

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE	TARGET DELIVERY	REVISED DELIVERY	ACTUAL DELIVERY
			M D YR	M D YR	M D YR
11.5.4	Contract Planning	Cost Estimates,	To Be Appr.:		
		Acquisition			
		Strategies,			
		Contract			
		Methods,			
		Solicitation			
		Strategies,			
		Statements of			
		Approval,			
		Statements of			
		Waiver,			
		Statements of			
		Advertising,			
		Export/Import			
		Analysis			
11.5.5	Technical Evaluation and Award Considerations	Technical and Award	To Be Appr.:		
		Criteria and			
		Evaluation,			
		Panel Roster			
11.5.6	Review and Approval	Letters of Approval	To Be Appr.:		
11.5.7	Solicitation of Bids	Invitation for Bids	To Be Appr.:		
11.5.8	Selection and Award	Purchase Order	To Be Appr.:		
11.5.9	Contract Administration	Progress Reports	To Be Appr.:		
11.5.10	Shipping and Customs Clearance	Proper Legalized	To Be Appr.:		
		Documentation			
11.5.11	Dealer Servicing, Delivery, Installation	Properly Installed	To Be Appr.:		
		Equipment			
11.5.12	Establishment of Long-Term Service and Maintenance Procedures	Service Contracts	To Be Appr.:		
11.6	PBDAC ADMINISTRATIVE ASSISTANCE				
11.6.1	Premises Enhancement	Specifications	To Be Appr.:		
		Cost Estimates,			
		Tender			
		Documents,			
		Contracts, Bid			
		Evaluation			
		Criteria,			
		Monitoring			
		Reports, Change			
		Orders, Claims,			
		Turn-Over			
		Reports			

ANNEX A
AWP-II TASKS AND DELIVERABLES TABLE - QPR III

:: TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE	TARGET DELIVERY	REVISED DELIVERY	ACTUAL DELIVERY
			M D YR	M D YR	M D YR
:: 11.6.2	:Procurement Procedures	:Procurement Plans, Justification Statements, Specification Standard, Solicitation and Advertising Procedures, Contracts	:To Be Appr.:	:	:
:: 11.6.3	:Inventory Control	:Inventory Lists, Inventory Procedures, Spare Parts Control Logs	:To Be Appr.:	:	:
:: 11.6.4	:Administrative Reporting	:PBDAC Administrative Periodic and Ad Hoc Reports	:To Be Appr.:	:	:
:: 11.7	:PROMOTIONAL MATERIALS	:	:	:	:
:: 11.7.1	:Assess Needs	:Needs Assessment	:To Be Appr.:	:	:
:: 11.7.2	:Design Implementation Phase	:Implementation Plan	:To Be Appr.:	:	:
:: 11.7.3	:Recruit Short-term Expertise	:Contracted Staff	:To Be Appr.:	:	:
:: 11.7.4	:Develop and Produce APCP Newsletter	:Newsletter	:To Be Appr.:	:	:
:: 11.7.5	:Develop and Produce APCP Brochure	:Brochure	:To Be Appr.:	:	:
:: 11.7.6	:Develop and Produce PBDAC Annual Report	:Annual Report	:To Be Appr.:	:	:
:: 11.7.7	:Develop and Produce APCP Video	:Video	:To Be Appr.:	:	:
:: 11.8	:PROGRAM SUPPORT EXPANSION	:	:	:	:
:: 11.8.1	:Expansion Assessment	:Expansion Assessment Report	:To Be Appr.:	:	:
:: 11.8.2	:Expansion Planning	:Expansion Plan	:To Be Appr.:	:	:
:: 11.8.3	:Expansion Implementation: Process for the Establishment of New Office Facilities	:Specifications, Contracts, Monitoring Reports, Delivery Schedules, New Staff	:To Be Appr.:	:	:

ANNEX B

ISSUES AND PROBLEMS

QUARTERLY PROGRESS REPORT III

PRIORITY	ISSUES AND PROBLEMS	STATUS	ACTION REQUIRED	DATE IDENTIFIED	DATE RESOLVED
I. IMMEDIATE	o MIS: Premises allocation	Still unresolved, even after many meetings.	Final decisions and orders from vice-chairmen to proceed with premises renovations.	Feb. '89	
	o Admin Procurement: Computers	To finalize RFQ & make avail. to bidders by Oct. 10.	Complete & publish RFQ	Aug. '89	
	General Procurement Procedures	No standard procedures in place	Procedures Formalized That Clearly Delineate Responsibility	Sept. '89	
	o Finance: Local Prof. Fin/Capital Specialist Needed	To be recruited by Chem. and approved by Bank	Recruit & solve	July '89	
	o SFS: LT Commodities Specialist Needed	Recruit & hire/Bank wishes to have 6-mos.	Recruit & solve	July '89	Sept. '89
	o FRB: Assignment of two full-time BOAC staff to work for FRB team	No Action	PBDAC Management's Action	July '89	
	II. EARLY ATTENTION	o Training: - Delay in recruiting 2nd Local Training Professional	The SOW is now under review as requirements have changed; still under discussion.	Rewrite of TORs and recruit/hire candidate.	Mar. '89
o Credit: - Classification system		Concept paper circulated; req. Sr. mgt. approval	Senior Management decision to implement; task group formed to develop procedures and system criteria.	June '89	

ISSUES AND PROBLEMS

QUARTERLY PROGRESS REPORT III

PRIORITY	ISSUES AND PROBLEMS	STATUS	ACTION REQUIRED	DATE IDENTIFIED	DATE RESOLVED
II. IMPORTANT	o Administration				
	a. Training materials production & publication	Additional training requirements cannot be handled in timely manner. New production unit proposed in AWP-II.	Review with a decision by PBDAC; approval of AWP-II Task Eleven.	Jun. '89	
	b. High vol. of Arabic documents	No action yet.	Hire Arabic Editor	July '89	
	o MIS:				
	- User group formation.	Have formed GL user gp.	Credit & savings groups should be formalized	June '89	Aug. '89 (partial)

ANNEX C

AGRICULTURAL PRODUCTION AND CREDIT PROJECT (APCP)
DOCUMENTS LIBRARY

List of Documents, Including Deliverables
Through September 30, 1989

I. ACCOUNTING

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
ACC 1	Baseline Study Accounting May 15, 1989	(WP-I/4.1.1)
ACC 2	Financial Performance Indicators and Financial Statement Format June 1, 1989	(WP-I/4.2.1)
ACC 3	Training Needs Assessment/ Accounting June 30, 1989	(WP-I/4.1.2.5)
ACC 4	General Ledger Reporting Requirements (English vers.) June 30, 1989	(WP-I/4)
ACC 5	Accounting Manual I Draft	(WP-II/5.1.1)
ACC 6	Financial Reporting Specialist Scope of Work	(WP-II/5.3.1)
ACC 7	General Ledger Pilot- Implementation Plan	(WP-II/5.2.1)

AGRICULTURAL PRODUCTION AND CREDIT PROJECT (APCP)
DOCUMENTS LIBRARY

List of Documents, Including Deliverables
Through September 30, 1989

II. ADMINISTRATION/PROGRAM SUPPORT

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
ADM 1	First Annual Work Plan Draft (English)	(WP-I/8.1.1)
ADM 2	First Annual Work Plan Draft (Arabic)	(WP-I/8.1.3)
ADM 3	First Annual Work Plan Final (Bilingual)	(WP-I/8.1.5)
ADM 4	Second Annual Work Plan Draft One (English)	(WP-II/8.1.6a)
ADM 5	Second Annual Work Plan Draft One (Arabic)	(WP-II/8.1.6b)
ADM 6	Second Annual Work Plan Draft Two (English)	(WP-II/8.1.6c)
ADM 7	Second Annual Work Plan Draft Two (Arabic)	(WP-II/8.1.6d)
ADM 8	Baseline Study: Vol. I Draft (English)	(WP-II/8.7.2)
ADM 9	Request for Quotations for Four Microcomputers August 1989	Not Deliverable
ADM 10	Request for Quotations for Two Minicomputers October 17, 1989	Not Deliverable

AGRICULTURAL PRODUCTION AND CREDIT PROJECT (APCP)
DOCUMENTS LIBRARY

List of Documents, Including Deliverables
Through September 30, 1989

III. AUDIT

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
AUD 1	Course Outline for Management Development-- Bilingual March 31, 1989	Not Deliverable
AUD 2	Terms of Reference and Mandate for Internal Auditing (Final Draft) August 1989	(WP-I/5.1.2& WP-I/5.5.2)
AUD 3	Baseline Report (Draft Two) Task's input submitted May 31, 1989	(WP-I/5.1.1) " /5.2.1 " /5.3.1 " /5.4.1 " /5.5.1
AUD 4	Loan Classification Concept Paper (Draft One) August 1989	(WP-I/5.2.2) (Same as WP-I/1.2.1)
AUD 5	Organizational Infrastructure Discussion Paper (Draft One) August 1989	(WP-I/5.1.3& " /5.5.3)
AUD 6	Internal Audit I & II Core Courses Outline August 31, 1989	(WP-I/5.4.3& WP-I/5.4.4)
AUD 7	Reference List for Training	(WP-I/5.4.5)
AUD 8	Loan Monitoring and Classification Action Plan	(WP-I/5.2.3)
AUD 9	Second Annual Work Plan Task's Input	(WP-II/6.3.5)
AUD 10	Workshop on Audit and Follow-up (Terms of Reference and Mandate) July 25, 1989	(WP-II/6.2.4)

AGRICULTURAL PRODUCTION AND CREDIT PROJECT (AFCP)
DOCUMENTS LIBRARY

List of Documents, Including Deliverables
Through September 30, 1989

III. AUDIT (Continued)

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
AUD 11	Presentation on Audit, Follow-up, and Control (First of Three) July 31, 1989	(WP-II/6.2.5)

AGRICULTURAL PRODUCTION AND CREDIT PROJECT (APCP)
DOCUMENTS LIBRARY

List of Documents, Including Deliverables
Through September 30, 1989

IV. CREDIT

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
CRE 1	Activity Total of the Unsubsidized Loans Issued By Governorate Banks	(WP-I/1.5.4)
CRE 2	APCP Enterprise Budgets Report Covering the Crop Packages of the Executive Committees of the 12 APCP Governorates September 20, 1988	(WP-I/1.6)
CRE 3	Crop Packages Winter 1988-89: The Pipe Line Application of Research	(WP-I/1.6)
CRE 4	Crop Packages Technical Recommendations Winter 1988-89	(WP-I/1.6)
CRE 5	Crop Packages Technical Recommendations Summer 1989	(WP-I/1.6)
CRE 6	Loan Classification Concept Paper (Bilingual) June 30, 1989	(WP-I/5.2.2)
CRE 7	Baseline Report (Draft One) Task's input submitted May 10, 1989	(WP-I/1.1.1& " /1.4.1)
CRE 8	Training Needs Assessment	(WP-II/1.4.1)
CRE 9	Remedial Loan Servicing Specialist--Terms of Reference	(WP-II/1.5.1)
CRE 10	APCP Monthly Credit Reports Period July 1, 1987 to June 30, 1989	Not Deliverable

AGRICULTURAL PRODUCTION AND CREDIT PROJECT (APCP)
DOCUMENTS LIBRARY

List of Documents, Including Deliverables
Through September 30, 1989

V. FARM-RELATED BUSINESS

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
FRB 1	Preliminary Memo & Work Plan on Tile Drainage Project December 12, 1988	(WP-I/3.3a)
FRB 2	Preliminary Memo & Work Plan on Farm Mechanization Project	(WP-I/3.5a)
FRB 3	Preliminary Memo & Work Plan on Land Improvement Pilot Project	(WP-I/3.4a)
FRB 4	FRB-Soil Improvement Pilot Project Workshop March 12-13, 1989	(WP-I/3.4b)
FRB 5	FRB-Farm Mechanization Pilot Project Workshop March 12-13, 1989	(WP-I/3.5b)
FRB 6	Recommendation to Change Wording on Bids for Tender for Purchase of Commodities May 25, 1989	(WP-I/3.1.3a)
FRB 7	Recommendations in Anticipation of the June 4, 1989 Tender for The Purchase of Corn June 1, 1989	(WP-I/3.1.3b)
FRB 8	Recommendations to Change Wording on Tender Terms and Conditions for The Purchase of Corn June 12, 1989	(WP-I/3.1.3c)
FRB 9	The Corn Trade and How The Markets Work June 20, 1989	(WP-I/3.1.3d)
FRB 10	Short-Term Assignment on the Purchase of Imported Corn: Final Report and Recommendations June 28, 1989	(WP-I/3.1.3e)

AGRICULTURAL PRODUCTION AND CREDIT PROJECT (APCP)
DOCUMENTS LIBRARY

List of Documents, Including Deliverables
Through September 30, 1989

V. FARM-RELATED BUSINESS (Continued)

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
FRB 11	Detailed Study for Farm Mechanization Pilot Project-- Related to Rice & Corn June 1989	(WP-I/3.5.3)
FRB 12	Detailed Study for Soil Improvement Pilot Project July 1989	(WP-I/3.4.3)
FRB 13	Poultry Alternatives Study March 1989	(WP-I/3.1.1)

AGRICULTURAL PRODUCTION AND CREDIT PROJECT (APCP)
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List of Documents, Including Deliverables
Through September 30, 1989

VI. FINANCE & CAPITAL MANAGEMENT

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
FIN 1	Baseline Report June 1989 Revision	(WP-I/2.1.1& WP-I/2.2.1)
FIN 2	Impact of Interest Rate Subsidies on Farmers	Not Deliverable
FIN 3	Discussion Paper on PBDAC's Foreign Exchange Position	Not Deliverable
FIN 4	Training Needs Assessment for Finance and Capital Management September 1989	(WP-II/4.1.3)
FIN 5	Human Resources Support Group-- Recommendations (Meeting No. 1)	(WP-II/4.3.3)

AGRICULTURAL PRODUCTION AND CREDIT PROJECT (APCP)
DOCUMENTS LIBRARY

List of Documents, Including Deliverables
Through September 30, 1989

VII. HUMAN RESOURCES DEVELOPMENT

<u>Library</u> <u>Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
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AGRICULTURAL PRODUCTION AND CREDIT PROJECT (APCP)
DOCUMENTS LIBRARY

List of Documents, Including Deliverables
Through September 30, 1989

VIII. MANAGEMENT INFORMATION SYSTEMS (MIS)

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
MIS 1	Data Processing Department, Skills Assessment (58 staff)	(WP-I/7.1.3)
MIS 2	Data Processing Department, Functional Organizational Chart and Staff Assessments	(WP-I/7.1.3.4)
MIS 3	Data Processing Course Syllabus (12 Courses) (Draft)	(WP-I/7.1.3.5a)
MIS 4	PC Course Syllabus (4 Courses) (Draft)	(WP-I/7.1.3.5b)
MIS 5	MIS Training Coordinator Scope of Work	(WP-I/7.1.3.5c)
MIS 6	PBDAC Premises Recommendation and Diagram	(WP-I/7.1.5.1)
MIS 7	PC Support Specialist Scope of Work	(WP-I/7.2)
MIS 8	Data Processing PC Applications Review	(WP-I/7.2.4)
MIS 9	Example of Central Bank Reporting System Outputs: BDACs' March Monthly Balance Sheet	(WP-I/7.2.4.8a)
MIS 10	Consolidated Central Bank Reporting System: Users Manual (Draft)	(WP-I/7.2.4.8b)
MIS 11	Overview Flowchart-System Functional Processes Completed Up to Village Bank: General Ledger, Loans, and Credit	(WP-I/7.3.2.2)

AGRICULTURAL PRODUCTION AND CREDIT PROJECT (APCP)
DOCUMENTS LIBRARY

List of Documents, Including Deliverables
Through September 30, 1989

VIII. MANAGEMENT INFORMATION SYSTEMS (MIS) (Continued)

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
MIS 12	PBDAC Savings System Functional Specifications	(WP-I/7.3.2.1a)
MIS 13	PBDAC Lottery System Functional Specifications	(WP-I/7.3.2.1b)
MIS 14	Deposits System: Client Data Statements	(WP-I/7.3.3)
MIS 15	Payroll Forms	(WP-I/7.3.4a)
MIS 16	Payroll: Data Entry Program Modules	(WP-I/7.3.4b)
MIS 17	Payroll: Basic Data Statements Regarding Employees	(WP-I/7.3.4c)
MIS 18	Financial Planning and Reporting Specialist Scope of Work	(WP-I/7.4)
MIS 19	Central Bank Reporting System/Balance Sheet Consolidation/User's Manual May 1989	(WP-I/7.2.4.8)
MIS 20	Loans and Credit System The Services Suggested for Computerization at Village Banks and for Similar Activities of Branches and at Governorates June 1989	(WP-I/7.3.2)
MIS 21	Composite Top-Down Analysis of Village Bank Financial System June 1989 (English & Arabic)	(WP-I/7.3)
MIS 22	Procedures for Granting, Follow-up, and Repayment of Loans V. Bank/User's Manual June 1989 (English & Arabic)	(WP-I/7.3.2)

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VIII. MANAGEMENT INFORMATION SYSTEMS (MIS) (Continued)

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
MIS 23	Saving Accounts System Specifications June 1989	(WP-I/7.3.3)
MIS 24	General Ledger System Analysis of Requirements June 1989	(WP-I/7.3.1)
MIS 25	Baseline Report May 1989	(WP-I/7.1.1)
MIS 26	Savings Program User Manual July 1989	(WP-II/7.7.4)

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IX. PLANNING, BUDGETING, AND REPORTING

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
PBR 1	Second Annual Work Plan Task's Input	(WP-II/8.4.4)

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X. SPECIALIZED FINANCIAL SERVICES

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
SFS 1	Training of Trainers I Course Materials July 1989	(WP-II/2.1.2)
SFS 2	Commodities Trading Specialist- Scope of Work	(WP-II/2.8.1)

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XI. TRAINING

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
TRG 1	Mgt. Skills Trg. Conducted by Center for Management Development (CMD) Technical Training Support Sample of 13 Courses for Credit Staff March 1989	(WP-I/6.3.8)
TRG 2	Technical Training Support Credit & Lending Sample of 33 Core Credit Courses March 1989	(WP-I/6.3.1)
TRG 3	Farm-Related Business Rice & Corn Mechanization & Finance Workshop Materials April 27, 1989	(WP-I/6.3.4)
TRG 4	Governorate Leader Workshops 1st QTR. 1989	(WP-I/6.1.1)
TRG 5	Managerial Development Program 1st QTR. 1989	(WP-I/6.1.2 through WP-I/6.1.15)
TRG 6	Development Banking & Management Skills Program/ Senior Mgt. March 1989	(WP-I/6.1.16)
TRG 7	Course Data 1st QTR. 1989	(WP-I/6.3.1& WP-I/6.3.8& WP-I/6.4)
TRG 8	Technical Training Support: Farm Management February 22, 1989	(WP-I/6.3.3)
TRG 9	Farm-Related Business "Arabic Training Materials for Land Improvement Workshop" March 13, 1989	(WP-I/6.3.4)

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XI. TRAINING (Continued)

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
TRG 10	Technical Training Support MIS March 1989	(WP-I/6.3.5)
TRG 11	Technical Training Support PBDAC/BDAC Training Staff March 23, 1989	(WP-I/6.3.9)
TRG 12	Overseas Participant Training-English Language 1st QTR. 1989	(WP-I/6.4)
TRG 13	Training Institute/ Capability Assessments March 31, 1989	(WP-I/6.6)
TRG 14	Development Banking and Management Skills Program/Senior Mgt. May 9, 1989	(WP-I/6.1.16)
TRG 15	Technical Training Recommendation for National Training of Trainer Program May 31, 1989	(WP-I/6.2.1)
TRG 16	Governorate Leader Workshops 2nd QTR. 1989	(WP-I/6.1.1)
TRG 17	Development Banking and Management Skills Program/Senior Mgt. April 10, 1989	(WP-I/6.1.16)
TRG 18	National Training of Trainers Program	(WP-I/6.2)
TRG 19	Technical Training Support Needs Assessment Format English/ Arabic April 16, 1989	(WP-I/6.3)

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XI. TRAINING (Continued)

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
TRG 20	Technical Training Support MIS June 1989	(WP-I/6.3.5)
TRG 21	Course Data 2nd QTR. 1989	(WP-I/6.3.1& WP-I/6.3.8& WP-I/6.4)
TRG 22	Training Institute/ Capability Assessments April 5, 1989	(WP-I/6.6)
TRG 23	National Training of Trainers Program TOT-I Materials July 1989	(WP-II/9.3.1)
TRG 24	National Training of Trainers Program TOT-I Pilot Course July 1989	(WP-II/9.3.2)
TRG 25	Technical Support: Audit & Monitoring BDAC Chairmen Audit Workshop July 1989	(WP-II/9.10.7)
TRG 26	Technical Support: Farm-related Business Soil Improvement Workshop Revised Curricula September 1989	(WP-II/9.7.1)
TRG 27	Technical Support: Farm-related Business Agricultural Mechanization Workshop Revised Curricula September 1989	(WP-II/9.7.3)
TRG 28	Scope of Work Egyptian Bank Training Specialist August 28, 1989	(WP-II/9.15)

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XI. TRAINING (Continued)

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
TRG 29	APCP Credit Course Materials August 2, 1989	(WP-II/9.4.1)
TRG 30	Recommendations for Participant (Overseas) Training Plan (Oct. 1, 1989 - Sept. 30, 1990) September 21, 1989	(WP-II/9.1.3)
TRG 31	Quarterly Progress Report Format For Local (In-country) Training Plan USAID Reporting Requirements September 28, 1989	(WP-II/9.1.2)

ANNEX D

**BUDGET STATUS, THROUGH SEPTEMBER 30, 1985
AGRICULTURAL PRODUCTION AND CREDIT PROJECT**

	Through 9/30/89	Budget	Balance
TECHNICAL ASSISTANCE	\$3,732,085.68	\$15,621,359.00	\$11,889,273.32
COMMODITIES	\$1,416,661.53	\$2,286,375.00	\$869,713.47
PARTICIPANT TRAINING	\$3,278.09	\$500,000.00	\$496,721.91
TOTAL CONTRACT	\$5,152,025.30	\$18,407,734.00	\$13,255,708.70

AD

Date of Summary: 09/30/89
06-89-6973

CHEMONICS INTERNATIONAL
CONSULTING DIVISION
EGYPT APCP

Rept 617

To: USAID/Egypt

Contract Number: 263-0202-02

Summary Period: 07/01/89 Through 09/30/89
Summary Number: E/APCP-12

Summary of the Technical Assistance, Equipment and Training portions of the contract between PBDAC/Cairo and Chemonics International Consulting Division for the Agricultural Production and Credit Project.

SUMMARY

	Summary Through 09/30/89	Budget	Remainder
TECHNICAL ASSISTANCE			
Salaries	\$ 803,127.80	\$ 3,572,440.00	\$ 2,769,312.12
Fringe Benefits	\$ 146,284.75	\$ 689,813.00	\$ 543,528.25
Overhead	\$ 739,853.30	\$ 3,108,031.00	\$ 2,368,177.70
Travel & Transportation	\$ 306,856.91	\$ 1,206,118.00	\$ 899,261.09
Allowances	\$ 497,353.85	\$ 2,087,761.00	\$ 1,590,407.15
Other Direct Costs	\$ 415,143.00	\$ 979,052.00	\$ 563,909.00
Subcontracts	\$ 281,766.50	\$ 2,041,760.00	\$ 1,759,993.50
General And Administrative	\$ 186,718.21	\$ 667,090.00	\$ 480,371.79
Fixed Fee	\$ 354,981.28	\$ 1,269,294.00	\$ 914,312.72
TOTAL TECHNICAL ASSISTANCE	\$ 3,732,085.68	\$ 15,621,339.00	\$ 11,889,273.32
EQUIPMENT			
Equipment, Vehicles & Freight	\$ 1,416,661.53	\$ 2,286,375.00	\$ 869,713.47
TOTAL EQUIPMENT	\$ 1,416,661.53	\$ 2,286,375.00	\$ 869,713.47
TRAINING			
Training	\$ 3,278.09	\$ 500,000.00	\$ 496,721.91
TOTAL TRAINING	\$ 3,278.09	\$ 500,000.00	\$ 496,721.91
TOTAL CONTRACT	\$ 5,152,025.30	\$ 18,407,734.00	\$ 13,255,708.70

ANNEX E

LEVEL OF EFFORT, JULY THROUGH SEPTEMBER 1989

AGRICULTURAL PRODUCTION AND CREDIT PROJECT
1 unit = 1 person-month

	Life of Project	Current Period	Total to Date	Balance Remaining
LONG TERM EXPATRIATES				
Senior Banking Specialist/COP	60.0	3.0	14.5	45.5
MIS Specialist	36.0	3.0	10.5	25.5
Accounting Specialist	36.0	3.0	10.5	25.5
Finance/Capital Mgt Specialist	24.0	3.0	7.0	17.0
Agricultural Loan Specialist	36.0	3.0	8.0	28.0
Farm-Related Business Specialist	24.0	3.0	10.5	13.5
Monitoring/Audit Specialist	36.0	3.0	9.0	27.0
Farm Management Specialist	36.0	3.0	11.0	25.0
Editor	60.0	3.0	9.0	51.0
Administration Specialist	60.0	3.0	10.5	49.5
Training Specialist	24.0	3.0	11.0	13.0
SUBTOTAL LONG TERM EXPATRIATE	432.0	33.0	111.5	320.5
HOME OFFICE	30.0	12.5	28.0	2.0
SHORT TERM EXPATRIATES				
	July	Aug.	Sept.	Tot Quarter
Ag Econ Survey Specialist	0.0	0.0	1.0	1.0
SUBTOTAL SHORT-TERM EXPATRIATE	0.0	0.0	1.0	1.0
	Life of Project	Current Quarter	Total to Date	Balance Remaining
SUB-TOTAL EXPATRIATES	558.0	46.5	162.0	396.0

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